



Proactive Release

The following document has been proactively released by the Department of the Prime Minister and Cabinet (DPMC), on behalf of Rt Hon Christopher Luxon, Prime Minister:

Setting Targets to Deliver for New Zealanders

The following documents have been included in this release:

Title of paper: Setting Targets to Deliver for New Zealanders
(SOU-24-SUB-0009 refers)

Title of minute: Report of the Cabinet Social Outcomes Committee Minute
(CAB-24-MIN-0098 refers)

Title of minute: Setting Targets to Deliver for New Zealanders
(SOU-24-MIN-0009 refers)

~~Sensitive~~

Office of the Prime Minister

Chair, Social Outcomes Committee

SETTING TARGETS TO DELIVER FOR NEW ZEALANDERS

Proposal

1. This paper seeks agreement to a set of nine ambitious targets to focus our efforts and signal the improvements we intend to deliver for New Zealanders.

Setting targets to signal our level of ambition

2. In addition to an unrelenting focus on delivery through the launch of our second quarter plan, you will start to hear me talking more over the coming months to audiences outside government about our shared commitment to deliver effective, efficient, and responsive frontline services.
3. Central to this vision is a set of ambitious targets that clearly signal the major improvements we intend to deliver for New Zealanders. Targets can drive delivery by focusing effort, resources and accountability. I intend these targets to send a strong signal to the public and the public service about how we will prioritise our efforts.
4. The focus has been on identifying targets in areas of significant public importance, where we will be able to clearly measure our progress, and where we can substantially improve our performance by the end of the decade. I expect Ministers to work together across portfolios as necessary to support the achievement of our targets, and to look to learn from others and develop innovative solutions.
5. I want to be upfront with you all that the targets I am proposing are extremely ambitious. I consider this level of ambition necessary to focus the public sector on delivering the turnaround in services and improvement in outcomes we have promised New Zealanders. It will necessitate digging into root causes, innovation, and discipline in delivery and directing resources to where they will have the greatest impact on outcomes. I would rather we aim to be world-class and drive significant improvement for New Zealanders than settle for mediocrity.
6. The proposed targets are set out in the table below, with the lead Minister and agency, and an indication of directly contributing portfolios.
7. Further detail on each proposed target is set out in Appendix One, including information on a range of risks that will need to be managed.

Target	Target performance by end of 2029 (unless stated)	Lead Minister and agency	Contributing portfolios
Shorter stays in emergency departments	95% of patients to be admitted, discharged, or transferred from an emergency department within six hours	Minister Reti Ministry of Health	-
Shorter wait times for treatment	95% of people wait less than four months for elective treatment		
Reduced child and youth offending	15% reduction in the total number of children and young people with serious and persistent offending behaviour	Minister Chhour Oranga Tamariki	Justice Police
Reduced violent crime	20,000 fewer people who are victims of an assault, robbery, or sexual assault	Minister Goldsmith Ministry of Justice	Police Corrections Family and Sexual Violence Joint Venture
Fewer people on the Jobseeker Support Benefit	50,000 fewer people on Jobseeker Support Benefit	Minister Upston Ministry of Social Development	-
Increased student attendance	80% of students are present for more than 90% of the term	Minister Seymour Ministry of Education	-
More students at expected curriculum levels	80% of Year 8 students at or above the expected curriculum level for their age in reading, writing and maths by December 2030	Minister Stanford Ministry of Education	-
Fewer people in emergency housing	75% reduction of households in emergency housing	Minister Potaka Ministry of Social Development Ministry of Housing and Urban Development	Corrections Justice Health
Reduced net greenhouse gas emissions	New Zealand is on track to meet its 2050 net zero climate change targets, with total net emissions of no more than 290 megatonnes from 2022 to 2025 and 305 megatonnes from 2026 to 2030	Minister Watts Ministry for the Environment	Agriculture Forestry Environment Energy Resources Transport

Implementation of targets

8. The Department of the Prime Minister and Cabinet (DPMC), in consultation with ministers and agencies, will report to Cabinet Strategy Committee (STR) on progress against the targets quarterly. The targets will also be reported on publicly quarterly, and the relevant Cabinet papers will be released alongside this public reporting. There will be more frequent reporting to me on an exception basis where there are concerns about delivery.
9. Lead ministers will be expected to direct their agencies to develop detailed delivery plans that set out the steps they will take to achieve their targets. I expect that sector ministerial groups will also have strategic conversations and monitor deliverables. I will be looking for lead ministers to support the drive for delivery.
10. Reporting against targets will also feed into chief executive performance expectations, and a refreshed approach to agency performance monitoring and management being developed by central agencies.

Financial implications

11. This paper has no direct financial implications. Any financial implications associated with achieving our targets will be managed through our fiscal sustainability and Budget processes, to avoid putting further pressure on our already constrained fiscal position. Agencies responsible for the delivery of targets will need to provide reprioritisation options in the first instance, as well as delivery and phasing options.

Legislative implications

12. This paper has no direct legislative implications.

Impact analysis

13. Regulatory impact analysis is not required as there are no policy proposals for decision in this paper. For the avoidance of doubt, the usual regulatory impact analysis requirements, including QA, will apply to future regulatory proposals.
14. The Climate Implications of Policy Assessment (CIPA) team confirms that the CIPA requirements do not apply to this proposal as there is no direct emissions impact. This proposal reiterates an existing statutory climate target. The CIPA team notes that the 2050 net zero target provides a legal obligation to reduce greenhouse gas emissions and subsequently has a significant indirect emissions impact through its impact on policy decisions.

Use of External Resources

15. No external resources were used in producing this paper.

Consultation

16. DPMC drafted this paper. The Treasury and the Public Service Commission were consulted, and departments were also consulted on the matters relevant to them. I consulted with ministers responsible for targets and with coalition partners.

Communications and proactive release

17. I plan to announce the targets in the coming days.

18. I intend to proactively release this paper and the Cabinet minute, subject to any necessary redactions, within 30 business days of Cabinet's decisions.

Recommendations

19. The Prime Minister recommends that Cabinet:

1. Agree to the nine priority targets set out in paragraph six;
2. Note that the Prime Minister expects lead ministers to direct agencies to develop detailed delivery plans for consideration by STR during the next quarter;
3. Note that to support the Government to deliver its targets, the Prime Minister has asked the Department of the Prime Minister and Cabinet to report quarterly to STR; and
4. Note that the Prime Minister intends to announce the decisions in this paper in the coming days.

Authorised for lodgement

Rt Hon Christopher Luxon
Prime Minister

~~IN CONFIDENCE~~

Government Targets

Proactively Released



Government Targets Summary

Target		Target performance by end of 2029 (unless stated)	Current performance	Critical risk factors
1	Shorter stays in emergency departments	95% of patients to be admitted, discharged, or transferred from an emergency department within six hours	68% of patients meeting the six hours target	Progress on reform, system capacity, and workforce engagement
2	Shorter wait times for treatment	95% of people wait less than four months for elective treatment	62% of patients wait less than four months	Progress on reform, system capacity and workforce engagement. Interaction with the emergency department target compounds system pressures
3	Reduced child and youth offending	15% reduction in the total number of children and young people with serious and persistent offending behaviour	1,100 children and young people commit serious crime	Small cohort, inherently volatile data and potential to reduce focus on other areas of crime
4	Reduced violent crime	20,000 fewer people who are victims of an assault, robbery, or sexual assault	185,000 people experience violent crime each year	Suitability of indicators and potential to reduce focus on other areas of crime
5	Fewer people on the Jobseeker Support Benefit	50,000 fewer people on Jobseeker Support Benefit	190,000 people on Jobseeker Support	High level of dependence on the economic cycle and labour market
6	Increased student attendance	80% of students are present for more than 90% of the term	46% of students are present for more than 90% of the term	The current level of attendance, workforce pressures, and target ambition
7	More students at expected curriculum levels	80% of Year 8 students at or above the expected curriculum level for their age in reading, writing and maths by December 2030	Varies across subjects (reading, writing, math)	Reliance on a new sampling survey still being developed, the current state of student attainment, workforce engagement, and target ambition
8	Fewer people in emergency housing	75% reduction of households in emergency housing	3,100 households	Supply of social and affordable housing and maintaining tenancies for people with high and complex needs
9	Reduced net greenhouse gas emissions	New Zealand is on track to meet its 2050 net zero climate change targets, with total net emissions of no more than 290 megatonnes from 2022 to 2025 and 305 megatonnes from 2026 to 2030	121 megatonnes of CO ₂ e	Not applicable as an existing target

1. Shorter stays in emergency departments

THE TARGET

Outcome	Patients will have their emergency health needs addressed within a reasonable time frame.	Rationale	Waiting for treatment after an emergency event is highly stressful for people and puts at risk achieving good health outcomes.
Target performance	95% of patients to be admitted, discharged, or transferred from an emergency department within six hours.	Measurement	All health targets will have regular public reporting. Te Whatu Ora Clinical Performance Metrics, released quarterly.

THE PERFORMANCE WE EXPECT

Current performance Sept 2023	68%
Five-year target Dec 2029	95%

Proportion of patients to be admitted, discharged, or transferred from an emergency department within six hours



The required level of performance over time (trajectory) will be included in delivery plans

SUPPORTING INFORMATION

Supporting indicators	Requirements for delivery planning	Critical risks and issues
<ul style="list-style-type: none"> % patients who did not wait after seeing triage nurse and/or triage levels in emergency department. Wait time by demographic group and by region Ambulatory Sensitive Hospitalisation (ASH) rates (admissions for conditions that could have been managed in the community). Admitted and discharged rates, average length of stay 	<ul style="list-style-type: none"> A delivery plan must be developed and integrated with the New Zealand Health Plan and Budget 24 processes. The health system performance framework needs to be completed, agreed system wide and implemented. Completely align with production planning, workforce planning, and other operational planning. 	<ul style="list-style-type: none"> Progress of health system transformation. Lack of capacity to manage demand on hospitals and inability to scale quickly. Managing interdependency of emergency department and elective treatment. Potential for further workforce disengagement if not effectively communicated.

2. Shorter wait times for treatment

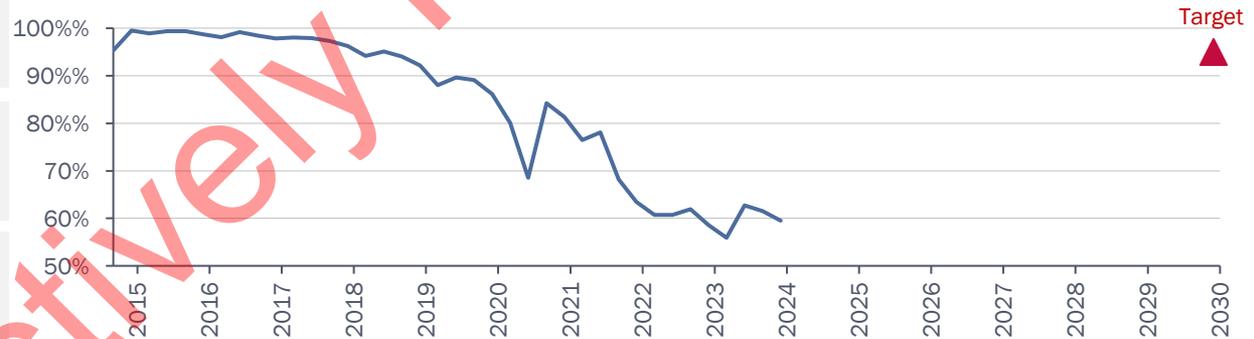
THE TARGET

Outcome	Improved timeframes for people receiving the elective treatments they need.	Rationale	Waiting for treatment without certainty of the timeframe is highly stressful for people and puts at risk achieving good health outcomes.
Target performance	95% of people wait less than four months for elective treatment.	Measurement	All health targets will have regular public reporting. Te Whatu Ora Clinical Performance Metrics, released quarterly.

THE PERFORMANCE WE EXPECT

Current performance Sept 2023	62% waiting less than four months for elective treatment
Five-year target Dec 2029	95%
Performance has been in significant decline since 2017.	

Percent of patients waiting less than four months for elective treatment



The required level of performance over time (trajectory) will be included in delivery plans

SUPPORTING INFORMATION

Supporting indicators	Requirements for delivery planning	Risks and issues
<ul style="list-style-type: none"> Number of people waiting over different thresholds e.g. 12 months and longer. Performance disaggregated by region and specialty. Acute admissions for the conditions for which people are awaiting. Relevant Health and Disability Commissioner 	<ul style="list-style-type: none"> A delivery plan must be developed and integrated with the New Zealand Health Plan and Budget 24 processes. The health system performance framework needs to be completed, agreed system wide and implemented Completely align with production planning, workforce planning, and other operational planning. 	<ul style="list-style-type: none"> Progress of health system transformation. Lack of capacity to manage demand on hospitals and inability to scale quickly. Managing interdependency of emergency and elective treatment. Potential for further workforce disengagement if not effectively communicated.

3. Reduced child and youth offending

THE TARGET

Outcome	Fewer children and young people (aged 10-17) committing serious crime.	Rationale	To reduce the incidences of crime undertaken by children and young people.
Target performance	15% reduction in the total number of children and young people with serious and persistent offending behaviour.	Measurement	New Zealand Police operational reporting, quarterly.

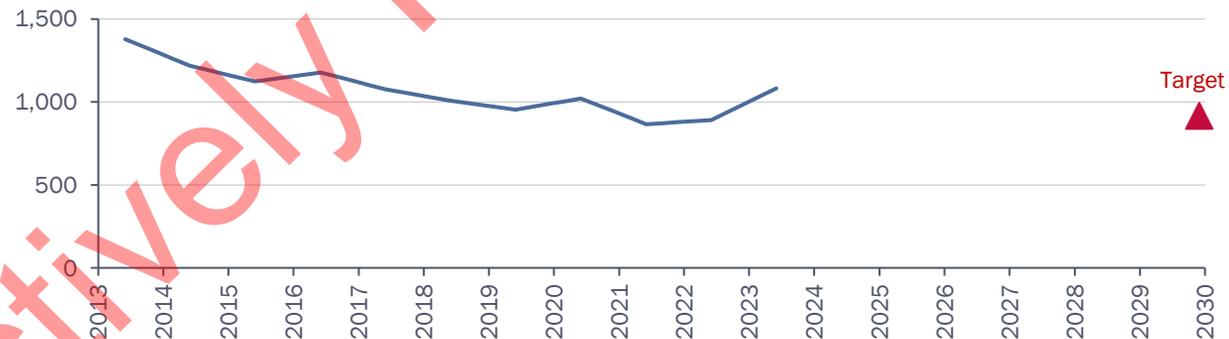
THE PERFORMANCE WE EXPECT

Current performance June 2023	1,100 children and young people
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Five-year target Dec 2029	15% reduction <900 children and young people
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A child or young person who is classified as having serious and persistent offending must be both proceeded against for an offence with a maximum imprisonment term of 7 years or higher (this includes court and non-court proceedings) AND has 3 or more distinct offending events within 12 months.

Total number of children and young people with serious and persistent offending behaviour



The required level of performance over time (trajectory) will be included in delivery plans

SUPPORTING INFORMATION

Supporting indicators	Delivery planning requirements	Risks and issues
<ul style="list-style-type: none"> A wide range of supporting indicators captured in annual Youth Justice Indicators Summary Reports. Quarterly leading indicators of offences involving children and young people. 	<ul style="list-style-type: none"> A delivery plan across the justice, social, and education sectors that identifies the initiatives, activities and resources that will be applied by agencies to achieve target and make early progress. 	<ul style="list-style-type: none"> A small cohort and results may fluctuate from year to year. Care needed to ensure that Police resources are not focused on a narrow set of crime types. To be successful agencies will need to be working closely together on solutions.

4. Reduced violent crime

THE TARGET

Outcome	New Zealanders will experience less violent crime and feel safer in their homes and communities.	Rationale	Creates the focus for justice and social sector agencies to work together to reduce the incidences of violent crime.
Target performance	20,000 fewer people who are victims of an assault, robbery, or sexual assault.	Measurement	New Zealand Victims of Crime Survey (NZCVS), reported quarterly, supported by reported victimisation statistics.

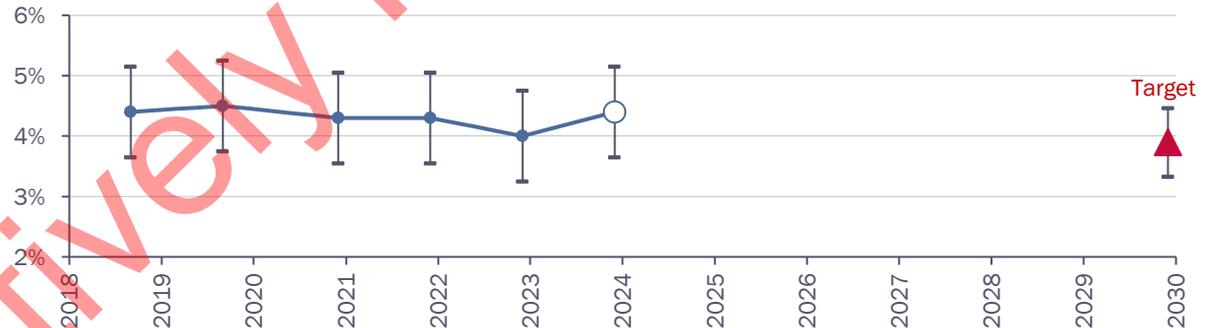
THE PERFORMANCE WE EXPECT

Current performance 2023 (report to be issued)	~185,000* people (4.4% of population)
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Five-year target Dec 2029	15% reduction (~ 165,000* people)
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* **Important note:** The numbers of people experiencing violent crime are derived using the target % reduction multiplied by the predicted population for that year. The margins of error for the survey are high meaning the range of outcomes will be highly variable and will require validating with supporting indicators.

Proportion of people in New Zealand who were the victim of an assault, robbery, or sexual assault offence



The required level of performance over time (trajectory) will be included in delivery plans

SUPPORTING INFORMATION

Supporting indicators	Delivery planning requirements	Risks and issues
<ul style="list-style-type: none"> Proportion and number of people who were the victim of an assault, robbery, or sexual assault offence. Proportion and number of people who were the victim of an assault, robbery, or sexual assault offence who report to Police. 	<ul style="list-style-type: none"> A delivery plan is required across the justice and social sector that identifies the initiatives, activities and resources that will be applied by agencies to achieve target and make early progress. 	<ul style="list-style-type: none"> Limitations of the NZCVS: it could take 2 or more years to observe statistically significant changes, and this may make it difficult to attribute to initiatives. NZCVS data has a high predominance of family violence. Care needed to ensure that Police resources are not focused on a narrow set of crime types.

5. Fewer people on the Jobseeker Support Benefit

THE TARGET

Outcome	Reduce the number of people who go onto benefit, enabling all who can work into work, and reducing benefit dependency for the next generation.	Rationale	To track the impact of broader economic interventions and the performance of the public system to return people to work.
Target performance	50,000 fewer people on the Jobseeker Support Benefit.	Measurement	Ministry of Social Development (MSD) administrative data, released weekly.

THE PERFORMANCE WE EXPECT

Current performance Dec 2023	190,000
Five-year target Dec 2029	140,000 (50,000 fewer people)

Total number of people on the Jobseeker Support Benefit



The targeted performance is ahead of the HYEFU forecast. The 5-year target is based on achieving levels that we achieved in 2019.

The required level of performance over time (trajectory) will be included in delivery plans

SUPPORTING INFORMATION

Supporting indicators	Delivery planning requirements	Risks and issues
<ul style="list-style-type: none"> Number of children (aged 0-17) living in benefit dependant households (refer to proposed target). Number of people receiving Jobseeker Support for more than 12 months. Number of young people (aged 16-24) on welfare, including Jobseeker Support, Young Parent Payment 	<ul style="list-style-type: none"> MSD has existing plans and approaches in place as reducing the number of people on Jobseeker is a core function of the agency. MSD will need to review their current plans and approach with a focus on this target. 	<ul style="list-style-type: none"> High dependence on economic cycle and labour market. Mitigating unintended consequences of MSD prioritising this group of beneficiaries over others. Balancing the focus on longer term unemployed, young people and those recently unemployed.

6. Increased student attendance

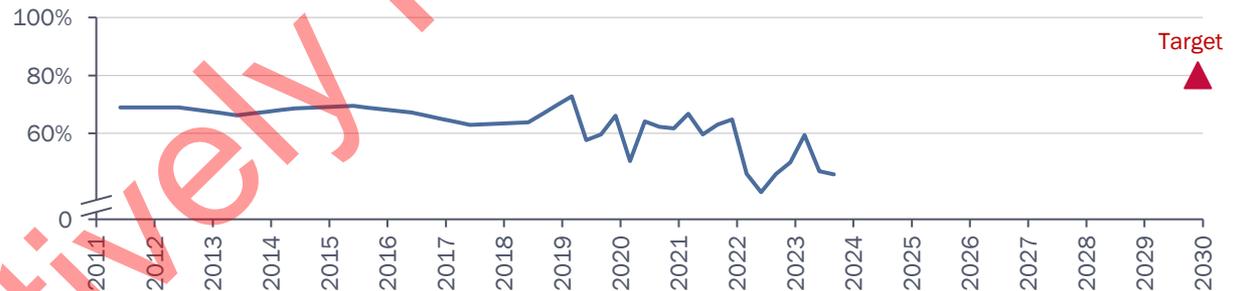
THE TARGET

Outcome	Children and young people are at school regularly and ready to learn.	Rationale	Attendance is linked to educational attainment for secondary school students, and more positive wellbeing outcomes for students attending school and kura.
Target performance	80% of students are present for more than 90% of the term.	Measurement	Quality assured data from the School Management System, reported publicly per term.

THE PERFORMANCE WE EXPECT

Current performance Sept 2023	45.9%
Five-year target Dec 2029	80%

Proportion of students who are present for more than 90% of the term by 2029.



Term 3 2023 regular attendance is similar to Term 3 2022, and both are significantly lower than in Term 3 2021. Declining attendance compared to Term 3 2021 is seen across all school types and for all ethnicities.

The required level of performance over time (trajectory) will be included in delivery plans

Note: Prior to 2019 data was collected only for Term 2. From 2019 each point on chart represents attendance across a school term.

SUPPORTING INFORMATION

Supporting indicators	Delivery planning requirements	Risks and issues
<ul style="list-style-type: none"> Specific categories of absences: regular, irregular, moderate, and chronic. Absence rates by population group including age, ethnicity and disability. Absences by region. Absences by school type. 	<ul style="list-style-type: none"> An action plan (intended for Cabinet in March 2024) that will build on what is working and include new policies, legislation, a graduated series of interventions and operational activities supported by data and analytics. Selection of the term for Dec 2029 reporting will be determined as part data reporting improvements to be included in the action plan. 	<ul style="list-style-type: none"> Target includes justified absences (e.g. due to illness) and unjustified absences. This is important to mitigate against 'gaming', but will make it more challenging to meet, especially while COVID is still circulating. Education system is highly devolved. Achieving attendance targets will require considerable effort at the local and school level, including working with parents.

7. More students at expected curriculum levels

THE TARGET

Outcome	All children receive a world-class education.	Rationale	There is a decline in educational progress and achievement between Year 4 and Year 8 that needs to be turned around.
Target performance	80% of Year 8 students at or above the expected curriculum level for their age in reading, writing, and maths by December 2030.	Measurement	University of Otago and NZ Council for Educational research, Curriculum Insights and Progress Study (CIPS), updated in 2023 from the National Monitoring Study for Student Achievement. Annual release.

THE PERFORMANCE WE EXPECT

Current performance	Varies across subjects (refer graph)
Five Year Target Dec 2030	80% (reported mid 2031)

Percentage of students at or above the expected curriculum level, by subject



Current performance data is available for Years 4 and 8. From 2023 results will be available in mid-2024 for Years 3, 6, and 8 to help identify the trends in performance earlier.

The required level of performance over time (trajectory) will be included in delivery plans

SUPPORTING INFORMATION

Supporting indicators	Delivery planning requirements	Risks and issues
<ul style="list-style-type: none"> Data that follow students (cohort approach) at Year 3 (2025), Year 6 (2028), and Year 8 (2030). Results reported the following academic year. Annual Years 3, 6 and 8 indicators that will be available from now to 2030. CIPs disaggregated by age, ethnicity, disability, region. Programme for International Student Assessment (PISA) results to benchmark with OECD countries. 	<ul style="list-style-type: none"> A delivery plan that identifies and sequences the initiatives, activities, and resources that will be applied into the education system and schools. Comprehensive engagement and communications to the public on CIPS and cohort model approach. 	<ul style="list-style-type: none"> Understanding and reversing the 'dip' in performance in the second half of primary school. Changes to the curriculum are critical but can take time to implement.

8. Fewer people in emergency housing

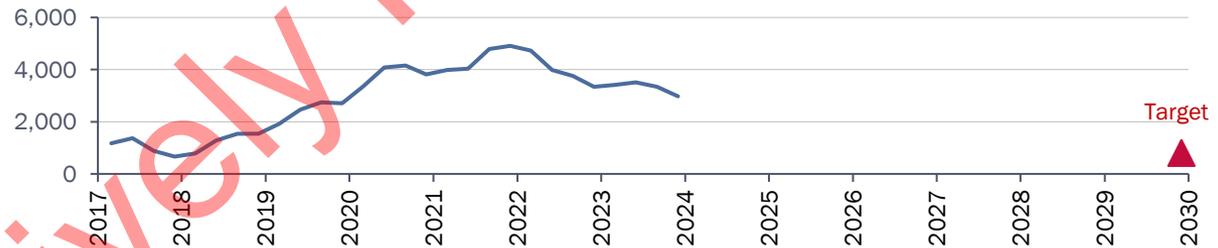
THE TARGET

Outcome	End the large-scale and long-term use of motels for emergency housing for people in urgent housing need.	Rationale	An overall and significant reduction in emergency housing to bring it back to its intended purpose to be short-term last resort accommodation.
Target performance	75% reduction of households in emergency housing.	Measurement	Emergency Housing Special Needs Grant (EHSNG) data collected from MSD and Contracted Emergency Motels data from HUD, reported publicly on a monthly cycle.

THE PERFORMANCE WE EXPECT

Current performance Dec 2023	3,100 households (2,976 EHSNG + 138 households in Rotorua Contracted Motels)
Five-year target Dec 2029	75% reduction (fewer than 800 households)

Households in emergency housing at the end of each month



The required level of performance over time (trajectory) will be included in delivery plans

SUPPORTING INFORMATION

Supporting indicators	Delivery planning requirements	Risks and issues
<ul style="list-style-type: none"> • Period of stay in emergency housing decreasing for all households, regional breakdowns. • % of households who sustain social housing tenancies over 12 months. • No. of families with children in emergency housing over 12 weeks. • No. of families with children moved from emergency housing into Public Housing and Transitional Housing. • No. of households in emergency housing per quarter. • No. of households returning to emergency housing. 	<ul style="list-style-type: none"> • Delivery plan requires increased supply of permanent housing to meet specific need in place, MSD legislative levers to tighten gateway into emergency housing, refinement of cross agency/provider operational processes to place households into housing faster and Priority One fast-track for families in emergency housing over 12 weeks. • Delivery plan will need to identify and sequence additional tools, levers and funding of MSD support services for clients in emergency housing. 	<ul style="list-style-type: none"> • Even with the right tools and levers in place to support those with high and complex needs, this group is particularly susceptible to economic, health and other shocks which can make it difficult for them to access and maintain longer term tenancies, making it difficult to reach and maintain the target. • Dependency of increased supply of social and affordable housing. • Managing perverse incentives to ensure EHSNG is last resort not a fast track to Public Housing.

9. Reduced net greenhouse gas emissions

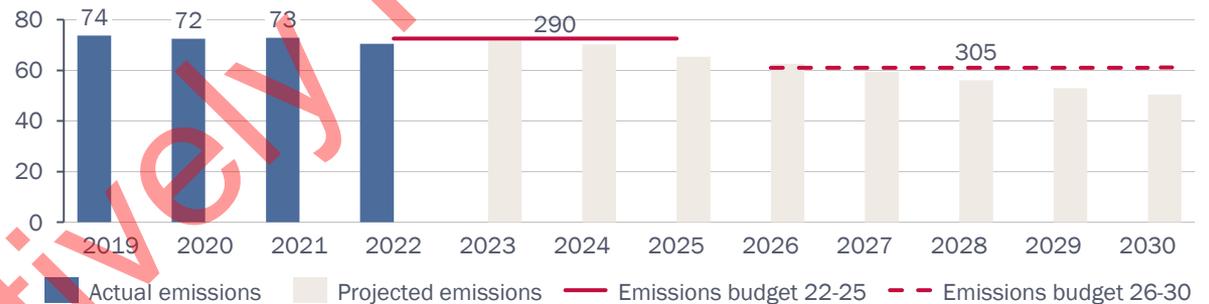
THE TARGET

Outcome	By 2030 New Zealand is on track to achieve its legislated 2050 emissions reduction targets.	Rationale	The targets are legislated under the Climate Change Reduction Act. The budgets are stepping stones to our Zero Carbon Act 2050 targets.
Target performance	New Zealand is on track to meet its 2050 net zero climate change targets, with total net emissions of no more than 290 megatonnes from 2022 to 2025 and 305 megatonnes from 2026 to 2030.	Measurement	Progress reported quarterly using a combination of official annual Greenhouse Gas (GHG) Inventory and projections data, Stats NZ's quarterly GHG emissions and annual forestry removals projections.

THE PERFORMANCE WE EXPECT

Current performance to Sept 2023	121 megatonnes Jan 2022 - Sep 2023
Five-year target Dec 2030	≤ 305 megatonnes Jan 2026 - Dec 2030

New Zealand emissions, megatonnes



Projections are based on policies in place as of 1 July 2023 and will be updated later in 2024. Actual and projected emissions are shown relative to the emissions budget averaged across the budget period.

The required level of performance over time (trajectory) will be included in delivery plans

SUPPORTING INFORMATION

Supporting indicators	Delivery planning requirements	Risks and issues
<ul style="list-style-type: none"> Emissions projections released annually by MfE. 6-monthly progress reports on actions in the Emissions Reduction Plan. Tracking the buffer between emissions and budget limits (under development). 	<ul style="list-style-type: none"> Emissions Reduction Plan 2 will identify the plans and resources that will be applied to achieve emissions reduction during 2026-2030 and prepare for 2031-2035. 	<ul style="list-style-type: none"> There are factors not fully within the control of government that impact emissions levels (e.g. rate of technology development and GDP growth). Methodologies for measuring emissions are complex and are subject to change. Decisions made during one budget period can make a material difference on future emission levels.



Cabinet

Minute of Decision

This document contains information for the New Zealand Cabinet. It must be treated in confidence and handled in accordance with any security classification, or other endorsement. The information can only be released, including under the Official Information Act 1982, by persons with the appropriate authority.

Report of the Cabinet Social Outcomes Committee: Period Ended 22 March 2024

On 25 March 2024, Cabinet made the following decisions on the work of the Cabinet Social Outcomes Committee for the period ended 22 March 2024:

SOU-24-MIN-0009 **Setting Targets to Deliver for New Zealanders** CONFIRMED
Portfolio: Prime Minister

[Redacted]	[Redacted]

Rachel Hayward
Secretary of the Cabinet

Proactively Released



Cabinet Social Outcomes Committee

Minute of Decision

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Setting Targets to Deliver for New Zealanders

Portfolio **Prime Minister**

On 20 March 2024, the Cabinet Social Outcomes Committee:

- 1 **agreed** to the nine priority targets set out in the table on page 2 of the paper under SOU-24-SUB-0009;
- 2 **noted** that the Prime Minister expects lead Ministers to direct agencies to develop detailed delivery plans for consideration by the Cabinet Strategy Committee (STR) during the next quarter;
- 3 **noted** that to support the Government to deliver its targets, the Prime Minister has asked the Department of the Prime Minister and Cabinet to report quarterly to STR;
- 4 **noted** that the Prime Minister intends to announce the decisions in the paper under SOU-24-SUB-0009 in the coming days.

Rebecca Davies
Committee Secretary

Present:

Rt Hon Christopher Luxon
Rt Hon Winston Peters
Hon David Seymour
Hon Nicola Willis (Chair)
Hon Dr Shane Reti
Hon Erica Stanford
Hon Paul Goldsmith
Hon Louise Upston
Hon Mark Mitchell
Hon Tama Potaka
Hon Matt Doocey
Hon Melissa Lee
Hon Nicole McKee
Hon Casey Costello
Hon Penny Simmonds
Hon Chris Penk
Hon Karen Chhour

Officials present from:

Office of the Prime Minister
Office of Hon Dr Shane Reti
Officials Committee for SOU