



14 May 2024

[REDACTED]  
[REDACTED]  
[REDACTED]

Ref: OIA-2023/24-0682

Dear [REDACTED]

**Official Information Act request relating to papers and advice around targets and delivery**

Thank you for your Official Information Act 1982 (the Act) request received on 20 March 2024. You requested (numbering added):

1. *"The following (previously declined by PMO):*
  - 6/12/2023 *Establishing Targets to Drive Delivery*
  - 1/12/2023 *Strengthening the Government's Delivery Focus*
  - 13/12/2023 *Developing priorities and targets: Letters to Ministers and Cabinet oral item*
  - 14/12/2023 *Developing priorities and targets DPMC 2023*

*And:*

2. *Any further advice provided to the PM regarding targets, delivery and implementation, including but not exclusive to consideration of a delivery unit.*
3. *Any written communication between DPMC staff and external consultants regarding efforts to manage targets, delivery and implementation, between December 1, 2023, and the current date."*

On 2 April 2024 you refined parts 2 & 3 of your request to:

2. *Any further documents, including briefings, papers, cabinet papers, weekly bullets and memos provided to the PM regarding targets, delivery, and implementation, including but not exclusive to consideration of a delivery unit.*
3. *Any written communication between DPMC tier 1 and tier 2 managers (including, if not already, Stephen Crombie) with Andrew Grant of McKinsey and any McKinsey representatives, any representatives of Delivery Associates, and any representatives of other consultancy firms about DPMC's interest in targets, delivery and implementation, for the three months after October 14, 2023.*

The time frame for responding to your request was extended under section 15A of the Act by 9 working days because consultation needed to be undertaken before a decision could be made on the request. Following this extension, I am now in a position to respond.

**Information released**

I have decided to release the relevant parts of the documents listed below, as **Appendix A**, subject to information being withheld as noted.

Document	Date	Title	Decision
Document 1	01/12/2023	Briefing: Setting up Targets to Drive Delivery  Attachment A: Setting up Targets to Drive Delivery – slide pack	<i>Cover Sheet and Briefing:</i> Released with information withheld under: 9(2)(a) <i>Attachment A:</i> Released with information withheld under: 6(b)(i)
Document 2	13/12/2023	Briefing: Developing priorities and targets: Letters to Ministers and Cabinet oral item  Attachment A — draft letters to Ministers: Setting our priorities for the next three years	<i>Briefing:</i> Released with information withheld under: 9(2)(a) <i>Attachment A:</i> Released with information withheld under: 9(2)(f)(iv)
Document 3	05/02/2024	Briefing: Confirming Government Targets  Appendix 1: Proposed targets summary	<i>Cover Sheet and Briefing:</i> Released with information withheld under: 9(2)(a) 9(2)(f)(iv) <i>Appendix 1:</i> Released with information withheld under: 9(2)(f)(iv) 9(2)(g)(i)
Document 4	15/02/2024	Briefing – Government Targets Advice to finalise  Attachment A: Government Targets Fact Sheets	<i>Cover Sheet and Briefing:</i> Released with information withheld under: 9(2)(a) 9(2)(f)(iv) <i>Attachment A:</i> Released with information withheld under: 9(2)(f)(iv) 9(2)(g)(i)
Document 5	06/03/2024	Briefing: Support for delivery of Government Targets and Work Programme  Appendix 2 – Work Programme Progress Reports - Example	Released with information withheld under: 9(2)(a) 9(2)(f)(iv) Appendix 2: Released in full

As noted above, and marked on the documents released to you, some information has been withheld under the following sections of the Act:

- Section 6(b)(i), to protect the entrusting of information to the Government of New Zealand on a basis of confidence by the Government of any other country or any agency of such a Government
- section 9(2)(a), to protect the privacy of individuals
- section 9(2)(f)(iv), to maintain the confidentiality of advice tendered by or to Ministers and officials
- section 9(2)(g)(i), to maintain the effective conduct of public affairs through the free and frank expression of opinion.

Whilst collating the papers for your request, we have identified that the following 2 papers (listed in point 1 above) are in fact the same paper as the 13/12/2023 - *Developing priorities and targets: Letters to Ministers and Cabinet oral item*.

- 6/12/2023 Establishing Targets to Drive Delivery
- 14/12/2023 Developing priorities and targets DPMC 2023

This was a result of an administrative error.

### Information publicly available

Identified as relevant to your request is a Cabinet paper titled “*Setting Targets to Deliver for New Zealanders (SOU-24-SUB-0009)*” that was considered by the Cabinet Social Outcomes Cabinet Committee on 20 March 2024. This paper and associated Cabinet Minute is publicly available on DPMC’s website at: [www.dPMC.govt.nz/publications/proactive-release-sou-24-sub-0009-setting-targets-deliver-new-zealanders](http://www.dPMC.govt.nz/publications/proactive-release-sou-24-sub-0009-setting-targets-deliver-new-zealanders).

Additionally, *Attachment B* relating to Document 1, *Setting up Targets to Drive Delivery*, is a publicly available book titled - Targeting Commitment – Interagency Performance in New Zealand.

Your request as it relates to this paper and book is therefore refused under section 18(d) of the Act, on the basis that they are publicly available.

### Information withheld

The following 6 papers identified in scope of your request have been withheld in full:

Date	Title of Paper	Decision
01/12/2023	Briefing: Strengthening the Government’s delivery focus	Withheld in full under: 9(2)(f)(iv)
13/12/2023	Attachment B for Document 2	Withheld in full under: 9(2)(f)(ii), 9(2)(g)(i)
31/01/2024	Targets Programme – Meeting with the Prime Minister Agenda and Options for Targets from Ministers A3	Withheld in full under: 9(2)(g)(i)
15/02/2024	Cover Note for Document 5	Withheld in full under: 9(2)(g)(i)
06/03/2024	Appendix 1 – Targets Progress Report Example for Document 6	Withheld in full under: 9(2)(f)(iv)
15/03/2024	Aide Mémoire: Talking points for Cabinet discussion on Targets	Withheld in full under: 9(2)(f)(ii) 9(2)(g)(i)

As noted above, these papers have been withheld in full under the following sections of the Act:

- section 9(2)(f)(ii), to maintain collective and individual ministerial responsibility
- section 9(2)(f)(iv), to maintain the confidentiality of advice tendered by or to Ministers and officials
- section 9(2)(g)(i), to maintain the effective conduct of public affairs through the free and frank expression of opinion.

Also identified as relevant to your request are some briefings provided by DPMC's Policy Advisory Group to the Prime Minister. These briefings are provided to the Prime Minister in confidence to support him in his role as leader of the Government and chair of Cabinet. These briefings are withheld in their entirety under the following sections of the Act:

- section 9(2)(f)(ii), to maintain collective and individual ministerial responsibility
- section 9(2)(f)(iv), to maintain the confidentiality of advice tendered by or to Ministers and officials
- section 9(2)(g)(i), to maintain the effective conduct of public affairs through the free and frank expression of opinion.

In relation to part three of your request, under section 16(1)(e) of the Act I can summarise that there were three emails on 3/4/2024 between a Tier 2 employee and Delivery Associates. Delivery Associates forwarded three documents including a publicly available brochure from the New South Wales Government in 2018, a short document compiling some metrics and associated targets in the sectors from a range of jurisdictions—across Australia, Canada and the UK, and a document providing background on the NSW education case study – NSW Bump It Up. The documents are released to you in full, as **Appendix B**, and are listed below:

- NSW Bump It Up – background for NZ DPMC
- NSW Premiers-Priorities-2018 Update
- Targets for DPMC reference.

In making my decision, where section 9 applies I have considered the public interest considerations in section 9(1) of the Act. No public interest has been identified that would be sufficient to outweigh the reasons for withholding that information.

You have the right to ask the Ombudsman to investigate and review my decision under section 28(3) of the Act.

This response will be published on the DPMC website during our regular publication cycle. Typically, information is released monthly, or as otherwise determined. Your personal information including name and contact details will be removed for publication.

Yours sincerely



Stephen Crombie  
**Executive Director**



DEPARTMENT OF THE  
PRIME MINISTER AND CABINET  
TE TARI O TE PIRIMIA ME TE KOMITI MATUA

## Coversheet

### Briefing: Setting up targets to drive delivery

Date:	1/12/2023	Report No:	DPMC-2023/24-519
		Security Level:	<del>IN-CONFIDENCE</del>
		Priority level:	Medium

	Action sought	Deadline
Rt Hon Christopher Luxon, Prime Minister	agree to recs	5/12/2023

Name	Position	Telephone	1 <sup>st</sup> Contact
Janine Smith	Deputy Chief Executive, Policy	s 9(2)(a)	
Chris Kerr	Director, Strategy Unit		✓

#### Minister's Office

Status:

Signed

Withdrawn

Comment for agency

Attachments: Yes

# Briefing

## Setting targets to drive delivery

To: Rt Hon Christopher Luxon, Prime Minister			
Date	1/12/2023	Security Level	<del>IN-CONFIDENCE</del>

### Purpose

1. You have an action in your 100 Day programme to take a paper to Cabinet with a proposal to develop public service targets in December. These targets need to be set before the end of the 100 Day programme on 8 March 2024 to help maintain delivery momentum.
2. To do this, we need you to instruct your Ministers to come back with a shortlist of possible targets. We also need your decision on target areas to get this process underway.
3. This advice should be considered alongside our advice on target areas and on strengthening the government's delivery focus.

### Recommendations

We recommend you:

- |   |                 |
|---|-----------------|
| 1. <b>agree</b> to meet during the week beginning 4 December and provide feedback and direction on your preferred approach to setting targets;  | <b>YES / NO</b> |
| 2. <b>direct</b> officials to draft you a paper on target areas and process, for Cabinet's decision on 18 December;   | <b>YES / NO</b> |
| 3. <b>direct</b> officials to draft you a letter to send to relevant Ministers after 18 December, requesting they provide you with a shortlist of targets (with a preferred option) by 5 February 2024; | <b>YES / NO</b> |
| 4. <b>note</b> we do not intend to proactively release this report until final decisions on targets have been made.   |                 |

Chris Kerr  
 Director, Strategy Unit  
 ...../...../.....

Rt Hon Christopher Luxon  
 Prime Minister  
 ...../...../.....

Attachments:	Title	Security classification
Attachment A:	Setting targets to drive delivery – slide pack	<del>IN CONFIDENCE</del>
Attachment B:	Book: Targeting Commitment – Interagency Performance in New Zealand [lessons from the Better Public Service target approach]	UNCLASSIFIED

Released under the Official Information Act 1982

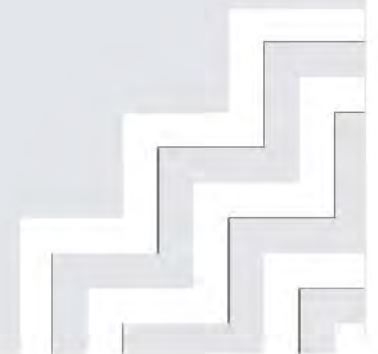


DEPARTMENT OF THE  
PRIME MINISTER AND CABINET  
TE TARI O TE PIRIMIA ME TE KOMITI MATUA

Document 1 - Appendix 1

# Setting targets to drive delivery

Released under the Official Information Act 1982





# Your levers to drive delivery include:



1) DPMC's capacity to support will depend on decisions taken regarding the future operating model

# The purpose of targets will determine how they are developed

The idea of setting program-level targets will mean different things to different people across the public sector

Question	Suggested answer	Rationale	Alternatives considered
What are the primary purposes of targets?	<ul style="list-style-type: none"> <li>• Drive delivery by focusing attention and effort, and improving transparency</li> <li>• Clarify Ministerial &amp; CE accountability</li> </ul>	<ul style="list-style-type: none"> <li>✓ Aligns incentives</li> <li>✓ Focuses effort on delivery of key priorities</li> <li>✓ Drives efficiency and effectiveness, reduces unwanted activity</li> </ul>	Drive broader public sector performance
Who sponsors them?	You and your Cabinet	<ul style="list-style-type: none"> <li>✓ Sends a clear message to public sector (and public) about the importance of the targets</li> </ul>	The public sector (CEs)
How many are there?	Between 5 and 10	<ul style="list-style-type: none"> <li>✓ Interviews with experts and overseas experience</li> </ul>	< 5 or > 10
How are they set?	You set target areas, then Ministers (with advice from agencies) develop specific targets for you and Cabinet to agree	<ul style="list-style-type: none"> <li>✓ Target areas can be decided rapidly</li> <li>✓ Seeking advice from agencies will improve efficacy of targets &amp; buy-in</li> </ul>	Top-down (PM decides) Highly consultative (officials, citizens, private sector, etc)



**What we need from you:** What is your primary purpose for setting targets?

# Potential target areas

The first cut below is based on your manifesto, coalition agreements, and areas suitable for targets

Targets are just one subset of your Govt.'s priorities: they can't, and shouldn't, cover everything

Potential areas suitable for setting targets

Other areas of importance are less suitable for targets & can be managed via other levers (e.g. Min. Expectations)

Justice (including court delays)

Infrastructure

Health

Economic growth (including exports)

Education

Regulation

Housing (including emergency housing)

Child poverty

Social development and employment

Net Zero 2050

Energy and renewables

Strengthening democracy

Crown finances



**What we need from you:** Are these the right priority areas? Are any areas missing?

# Effective targets create the right incentives

## Good targets are:

- ✓ **Meaningful** to citizens' lives: measured in outcomes that people can "feel"
- ✓ Set in areas where government has **direct levers**
- ✓ Able to be influenced over the **short to medium term**
- ✓ Able to be **frequently assessed**, so that you know at any given moment whether they are on track
- ✓ Trackable with **high-quality proxies**: reliable, well-defined, timely, non-gameable measures, with a clear baseline and counterfactual
- ✓ Set at the **right level of ambition**: at the outer edge of possibility, but not at a level that people think is impossible to deliver
- ✓ Aligning **incentives**: they are not just about throwing more money at a problem, but focusing effort and changing ways of working

## Examples

### Good

#### Health

"Nobody will have to wait more than 4 hours in an emergency room before seeing a doctor"

#### Justice

"Reduce the average Courts waiting time from 340 days to 100 days"

### Bad

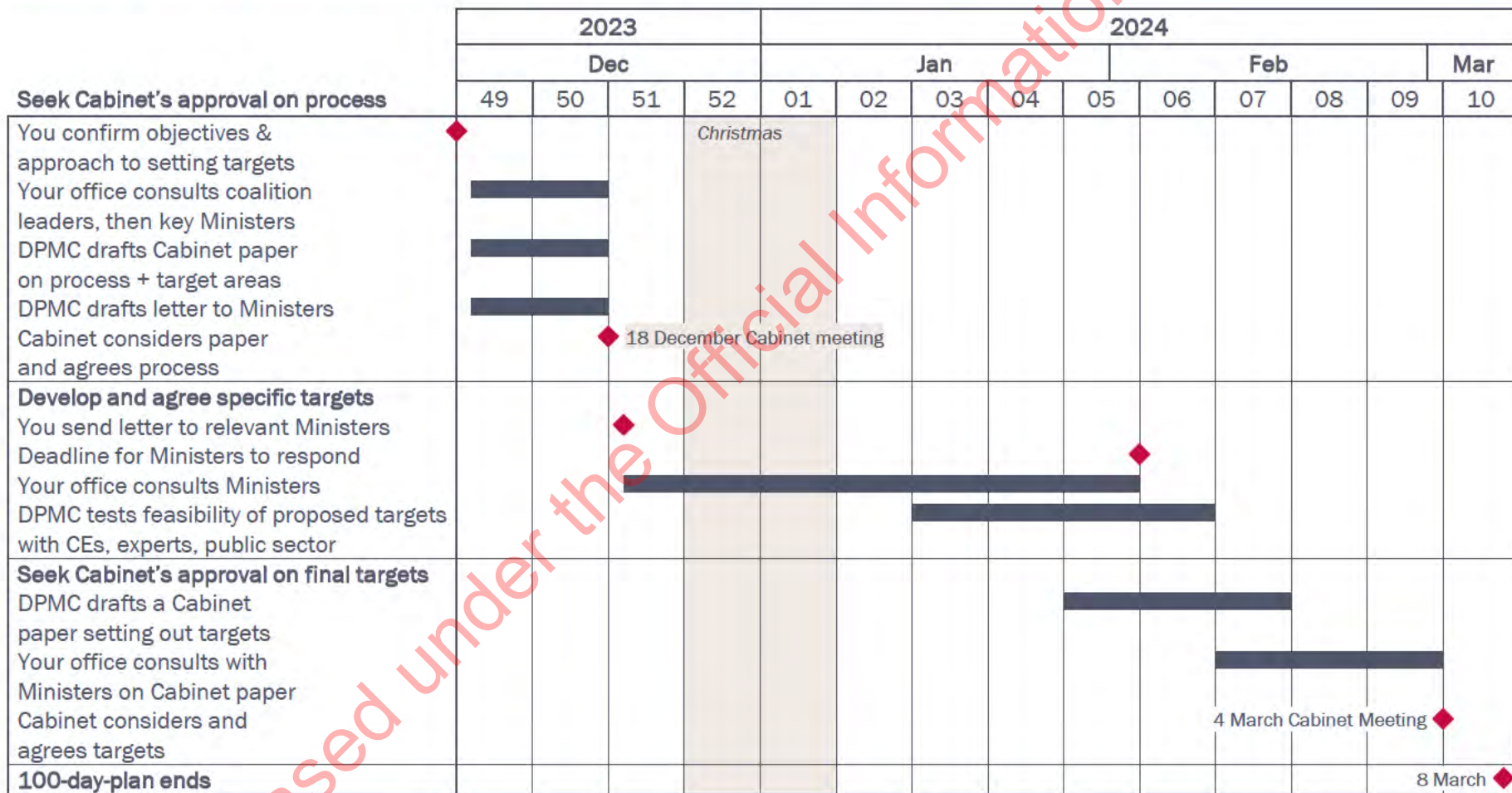
#### Health

"Increase NZ's life expectancy by 2 years"

#### Justice

"Reduce NZ's prison population by 10,000 people"

# The timeframe below enables you to have targets in place by the time the 100-day plan concludes



What we need from you: Does this process & timeline meet your expectations?

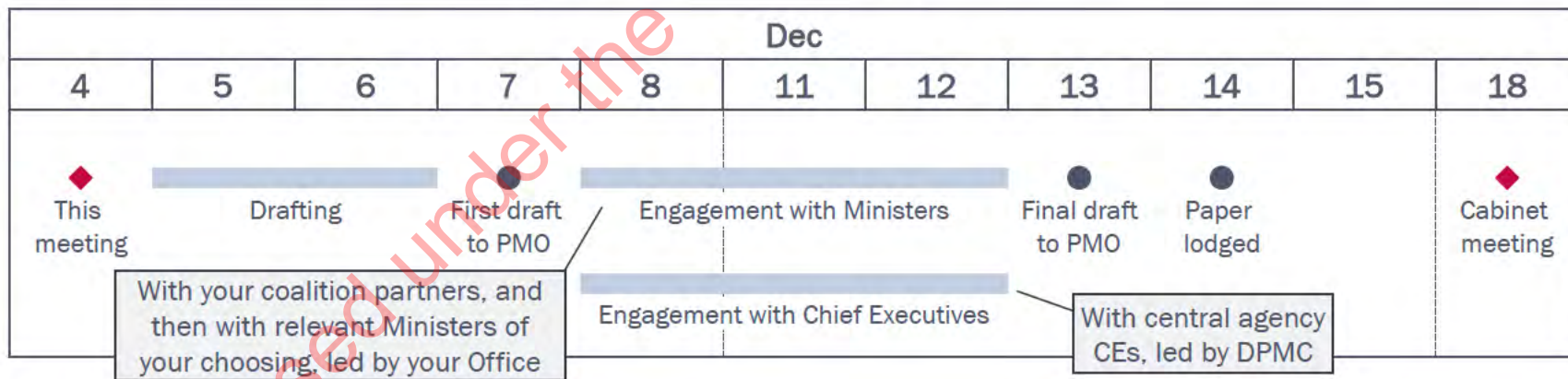
# To obtain Cabinet's approval on process, we will prepare a concise paper for the 18 December meeting

We propose that this Cabinet paper will:

1. confirm the primary purpose of targets, the process, and areas where targets will be set;
2. charge relevant Ministers to develop draft targets (with advice from agencies);
3. provide DPMC a mandate to run the process to develop targets, and advise on the feasibility of the overall suite of targets;
4. set expectations of pace by confirming when Cabinet will decide final targets (we suggest no later than March 2024)

**!** What we need from you: Are these the decisions you wish Cabinet to make?

To produce this paper by 18 Dec., we suggest the following process



**!** What we need from you: Are you happy with this process to develop the paper?

# Appendix 1: What we've learned from experts

## Andrew Grant, McKinsey & Company

Andrew and McKinsey have established and supported targets regimes and delivery units around the world.

- Focus on 5-8 'hero' targets
- Target should be ambitious but feasible
- Targets don't need to solve the whole problem but need to represent 'felt' progress
- Some form of Delivery Unit is critical to drive delivery
- Targets work well in visible areas like truancy, street crime, and potholes
- Macroeconomic targets do not work well.

## Leigh Sandals and Josh Wright, Delivery Associates

Delivery Associates is a consultancy specialising in "Deliverology": The art and science of getting things done in government.

- Government must be able to track other priorities, outside of the top line targets
- No government can track more than 12 indicators meaningfully
- Sometimes targets help by shining a spotlight on an issue and driving better data and better policy interventions

s 6(b)(i)

## Ross Boyd

Ross was a leader in the New Zealand Better Public Service targets. His book Targeting Commitment distils lessons from the programme.

- Targets can clearly signal Government priorities
- They motivate people by creating a sense of purpose and urgency around a worthwhile objective
- Beware of "hitting the target but missing the point" (for example, teaching to test)
- Beware of gaming (manipulation of data and accompanying actions)

## Appendix 2: What we've learned from overseas

### Victoria Premier's *Growing Victoria Together* (2001)

5 priority areas, 10 goals  
36 measures (no targets)

**Lessons:**

- Small number of priorities arranged into areas
- Developed collaboratively with public sector
- Govt. articulating outcomes can change the way public servants work

### Public Service Agreements (PSAs) *Tony Blair* (2001)

15-20 prime ministerial priorities  
120 PSAs (initially 600)

**Lessons:**

- Focus on a limited number of priorities with sustained PM interest
- Include a delivery unit
- Need clear accountability arrangements

### Revised PSAs Gordon Brown (2007)

10 targets, 30 priorities, 153 measures

**Lessons:**

- Focus on stronger value for money and customer service
- Benefit from more collaborate approach to developing and delivery arrangements
- Being too cross cutting with priorities can dilute accountability

### NSW Premier's Priorities *Mike Baird* (2015)

12 Premier's Priorities  
30 Priority areas

**Lessons:**

- Have clear priorities and targets with specific deadlines
- Need ongoing investment from Premier
- Benefit from having clear unit support the Premier

### NSW Premier's Priorities *Gladys Berejiklian* (2019)

14 Premier's Priorities  
46 State Outcomes and Outcome Indicators

**Lessons:**

- Active intervention is needed when targets are off track – some targets were set but then continually missed
- Use examples and lessons from other jurisdictions

s 6(b)(i)





## Coversheet

### Briefing – Developing priorities and targets: Letters to Ministers and Cabinet oral item

Date:	13/12/2023	Report No:	DPMC-2023/24-568
		Security Level:	IN-CONFIDENCE
		Priority level:	High

	Action sought	Deadline
Rt Hon Christopher Luxon Prime Minister	agree to recs	15/12/23

Name	Position	Telephone	1 <sup>st</sup> Contact
Chris Kerr	Director, Strategy Unit Policy Advisory Group	s 9(2)(a)	✓
Milly Bell	Advisor		

Departments/agencies consulted on Briefing
[to be completed prior to submission]

#### Minister's Office

Status:

Signed

Withdrawn

Comment for agency

Attachments: Yes

# Briefing

## Developing priorities and targets: Letters to Ministers and Cabinet oral item

To: Rt Hon Christopher Luxon  
Prime Minister

Date

13/12/2023

Security Level

IN CONFIDENCE

### Purpose

1. You have told us that you wish to progress the development of targets by taking an oral item to Cabinet, followed by engagement with Ministers. This brief provides you talking points and recommendations to use in Cabinet on 18 December. Your oral item will create the mandate for developing targets and set expectation, particularly on pace.
2. This brief also indicates likely lead Ministers and departments for possible target areas. It also provides draft portfolio priority letters for you to send to Ministers.

### Recommendations

We recommend you:

1. **note** the attached talking points for your use in Cabinet on 18 December;
2. **agree** to table the attached recommendations in Cabinet on 18 December; **YES / NO**
3. **agree** to send the attached portfolio priority letters to all Ministers; **YES / NO**

Briefing – Developing priorities and targets: Letters to Ministers and Cabinet oral item

DPMC-2023/24-568

4. **note** below the likely lead Ministers and departments for potential target areas:

Target area	Lead Minister (portfolio)	Lead department
Rebuilding the economy	Hon Nicola Willis (Finance)	The Treasury
	Hon Melissa Lee (Economic Development)	Ministry of Business, Innovation, and Employment
Law and order	Hon Paul Goldsmith (Justice)	Ministry of Justice
Health	Hon Dr Shane Reti (Health)	Ministry of Health
Education	Hon Erica Stanford (Education)	Ministry of Education
Infrastructure	Hon Chris Bishop (Infrastructure)	The Treasury
Housing	Hon Chris Bishop (Housing)	Ministry of Housing and Urban Development
Experience of government services	Hon Nicola Willis (Public Service)	Public Service Commission
	Hon Judith Collins (Digitising Government)	Department of Internal Affairs (Government Chief Digital Officer)
Environment	Hon Penny Simmonds (Environment)	Ministry for the Environment
Social development and employment	Hon Louise Upston (Social Development and Employment)	Ministry of Social Development

**Chris Kerr**  
**Director, Strategy Unit**  
**Policy Advisory Group**

...../...../.....

**Rt Hon Christopher Luxon**  
**Prime Minister**

...../...../.....

Attachments:	Title	Security classification
<b>Attachment A</b>	Letters to Ministers — Setting our priorities for the next three years	<del>IN CONFIDENCE</del>
<b>Attachment B</b>	Cabinet oral item — Driving government performance beyond our 100-Day Plan	<del>IN CONFIDENCE</del>

## Attachment A — draft letters to Ministers: Setting our priorities for the next three years

X December 2023

Hon X

Executive Wing X.X

Parliament Buildings

**WELLINGTON**

cc: *Departmental CE*

Dear X

### SETTING OUR PRIORITIES FOR THE NEXT THREE YEARS

We have twelve quarters across this Parliamentary term to improve outcomes for New Zealanders; our 100-Day Plan has set a focus on delivery and results that I want to maintain.

To this end, please write to me by 29 January 2024 outlining your proposed priorities for each of your portfolios, the impact you expect each to have, and how and when you will achieve them. Please cover just the key priorities (up to 5) that will be the focus for you and your agencies.

s 9(2)(f)(iv)

You should engage with your colleagues on your proposed priorities, to ensure a coherent approach and to agree on how you will work together on overlapping issues.

*[Additional material - only for Ministers specified in the table]*

In addition to portfolio priorities, I intend to set targets and other metrics across 8-12 areas to further focus our Government's efforts and signal our commitment to achieving better results.

For your X portfolio, please also propose a shortlist of targets, including your preferred one or two. s 9(2)(f)(iv)

I have asked the Department of the Prime Minister and Cabinet to facilitate the target development process, and provide support to agencies where necessary.

Yours sincerely

Rt Hon Christopher Luxon

**PRIME MINISTER**

Briefing – Developing priorities and targets: Letters to Ministers and Cabinet oral item

DPMC-2023/24-568

**Attachment B:**

s 9(2)(f)(ii), s 9(2)(g)(i)



Released under the Official Information Act 1982

Briefing – Developing priorities and targets: Letters to Ministers and Cabinet oral item	DPMC-2023/24-568
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s 9(2)(f)(ii), s 9(2)(g)(i)



Released under the Official Information Act 1982

Briefing – Developing priorities and targets: Letters to Ministers and Cabinet oral item	DPMC-2023/24-568
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## Coversheet

### Briefing: Confirming Government Targets

Date:	5/02/2024	Report No:	DPMC-2023/24-702
		Security Level:	[IN-CONFIDENCE]
		Priority level:	Medium

	Action sought	Deadline
Rt Hon Christopher Luxon Prime Minister	agree to recs	07/01/2024

Name	Position	Telephone	1 <sup>st</sup> Contact
Chris Kerr	Director, Strategy Unit	s 9(2)(a)	✓

Departments/agencies consulted on Briefing
The Treasury, Public Service Commission

#### Minister's Office

Status:

Signed

Withdrawn

Comment for agency

Attachments: Yes

# Briefing

## Confirming Government Targets

To: Rt Hon Christopher Luxon  
Prime Minister

Date

5/02/2024

Security Level

[IN-CONFIDENCE]

### Purpose

1. In this paper we outline potential targets for your Government and seek your agreement to put them to Cabinet. We also advise you of the trade-offs with these targets and provide some choices for your consideration.
2. We have accelerated this work. We seek your direction on whether you wish to announce your Government's targets on 18 February during your state of the nation speech.
3. In addition to your decision on which targets to include, we particularly seek your direction on the targets to reduce emergency department (ED) wait times and serious crime.
4. Given the risks associated with these two targets, we seek your direction on whether to:
  - a) announce them now (along with the package of other targets); or
  - b) announce your intent to have a target in these areas now and defer announcement of the target details until you have received delivery plans.

### Recommendations

We recommend you:

1. **note** that, following your feedback, DPMC has refined targets proposed by your Ministers and developed some new targets (with assistance from relevant agencies);
2. **note** that these 10 targets cover your Government's priorities of health, education, law and order, and the economy, and will enable you to measure progress on the environment;



3. **agree** to propose the following targets to Cabinet:
- 3.1. improved coverage of childhood immunisations, YES / NO
  - 3.2. fewer people receiving jobseeker support, YES / NO
  - 3.3. increased student attendance, YES / NO
  - 3.4. increase in students at or above expected curriculum levels, YES / NO
  - 3.5. lowering inflation, YES / NO
  - 3.6. reduced greenhouse gas emissions, and YES / NO
  - 3.7. reduced youth offending; YES / NO
4. **agree** to YES / NO
- 4.1. propose a target for shorter stays in emergency departments now, YES / NO
- OR**
- 4.2. propose a target for shorter stays in emergency departments once a delivery plan is in place (note the intention to set this target could be announced now) YES / NO
5. **agree** to YES / NO
- 5.1. propose a target to reduce violent crime now, YES / NO
- OR**
- 5.2. propose a target to reduce violent crime once a delivery plan (with a measurable and movable indicator) is in place (note the intention to set this target could be announced now), YES / NO
- OR**
- 5.3. propose a target now for timely access to justice; YES / NO
6. **agree** to YES / NO
- 6.1. further develop a target for a reduction in the number of children in benefit dependent households, YES / NO
- OR**
- 6.2. further develop a target for a reduction in the number of children in material hardship; YES / NO
7. **direct** that targets for housing and customer experience be further developed for consideration at a later date; YES / NO

- 8. **note** central agencies will advise the Reserve Bank of New Zealand before publication of the inflation target;
- 9. **note** DPMC's advice on the trade-offs associated with each proposed target and the alternative options (where relevant) provided;
- 10. **direct** DPMC to prepare a paper for Cabinet to confirm the final package of targets, providing you with a draft by 9 February 2024; **YES / NO**
- 11. **agree** for you and your Office to engage with relevant Ministers on your decisions above, ahead of consultation on the Cabinet paper; **YES / NO**
- 12. **agree** to indicate to Ministers the need to prepare delivery plans for each target; **YES / NO**
- 13. **note** you are meeting with DPMC officials on 6 February to discuss this advice;
- 14. **agree** to forward this advice to the Minister of Finance and the Public Service; **YES / NO**
- 15. **note** that the reporting and tracking of targets will be integrated into the wider reporting on the Government's work programme;
- 16. **note** we do not intend to proactively release this report until final Cabinet decisions have been made on the targets programme.

s 9(2)(a)

**Chris Kerr**  
**Director, Strategy Unit**

05/02/2024

**Rt Hon Christopher Luxon**  
**Prime Minister**

...../...../.....

**Background**

5. On 18 December 2023, you wrote to relevant Ministers asking them to provide a shortlist of targets to support your Government to maintain its momentum and ensuring the focus of Ministers and agencies is on delivering results across your Government’s priorities.
6. Targets can drive discipline of delivery by focusing effort, resources, and accountability. Set and implemented well, targets can simultaneously help lift performance and reduce costs. Targets can not only reduce fiscal expense by enabling other services and activities to be stopped or deprioritised, but also return a dividend in the longer term.
7. Effective targets are moveable, measurable, and meaningful. Indeed, the most effective targets not only achieve the direct outcomes sought but are foundational to driving improvements across the system.
8. On 31 January, you met with DPMC and provided your feedback on the targets proposed by your Ministers. You indicated comfort with most of the targets proposed but directed us to refine/develop targets for law and order and health that were more ambitious and salient to New Zealanders. You also asked us to develop a target to reduce the number of children living in benefit dependent households.

**You have indicated your preference to set ten targets now**

9. The table below outlines your Government’s potential targets for Cabinet’s agreement.

*Table 1: Potential Government Targets*

Target	Performance Indicator	Note
<b>Improve coverage of childhood immunisations</b>	95% of New Zealand children fully immunised at 24 months of age by 2027	
<b>Shorter stays in emergency department (ED)</b>	95% of patients to be admitted, discharged, or transferred from an emergency department within six hours by June 2030	Not proposed by Minister but consistent with coalition agreements
<b>Reduce youth offending</b>	15% reduction in the total number of children and young people with serious and persistent offending behaviour by June 2027	
<b>Reduce violent crime</b>	15% reduction in the proportion of people who were the victim of an assault, robbery, or sexual assault offence by 2029	
<b>Fewer people receiving jobseeker support</b>	20,000 fewer people on a Jobseeker benefit than in December 2023 by June 2026, and 10,000 fewer by June 2025	
<b>Reduce the number of children in benefit dependent households</b>	1,500 fewer children in benefit dependent households than in December 2023 by June 2025 and 3,000 fewer by June 2026	Proposed as supporting indicator by Minister
<b>Increase student attendance</b>	75% of students are present for 90% or more of the term by June 2026	Not proposed by Minister

Target	Performance Indicator	Note
<b>Increase students at or above expected curriculum levels</b>	80% of Year 8 students are at or above the expected curriculum level for their age in reading, writing, maths, and science by 2030	
<b>Lowering inflation</b>	Future inflation between 1-3% is achieved and maintained over the medium term, with a focus on the 2% mid-point	Existing statutory target, will consult with the Reserve Bank
<b>Reduce greenhouse gas emissions</b>	Net zero greenhouse gas emissions (excluding biogenic methane) are achieved by 2050	Existing statutory target

10. The table below shows two remaining targets to be further developed and set later.

*Table 2: Targets to be developed further and set later*

Target	Performance Indicator	Note
<b>Ending the use of emergency housing</b>	Reduction in the number of families with children who exit emergency housing and do not return within 12 months	Proposed by Minister, noting further development needed
<b>Customer experience of Government</b>	Improvement in net promoter score / customer experience	

11. These targets prioritise the issues salient to New Zealanders: delivering them will matter and will mean the public will 'see and feel' a difference. They cover your Government's priorities of health, education, law and order, the economy, and will show progress on the environment:
12. This package is ambitious; the level of that ambition matters. Targets must be both aspirational and achievable to create buy in, both for the public and the agencies that serve them.
13. Such ambition may inevitably result in some targets not being met. That failure is acceptable if that possibility is publicly communicated from the start and meaningful progress is made towards achieving the target.
14. Following your feedback, we have not advanced other targets developed by your Ministers, including:
  - Timely access to cancer care,
  - Increasing proportion of school leavers with NCEA Level 2,
  - Improving digital services,
  - Building key infrastructure,
  - Fiscal policy; and
  - Reducing waste to landfill.

**ED wait times – implications and options**

15. In addition to improving childhood immunisation, you expressed a desire to develop a Government target for ED wait times. Improvements in ED performance will the result of a wide range of changes across the health system, including primary care, elective surgery,

productivity, and workforce. While an excellent target for the health system's performance, there is a risk that ED wait times do not move in the short term.

16. After a long trend of increase, ED presentations peaked in 2021, stabilised in 2022 (allowing for periods of lockdown), and then started to grow again in 2023. The average ED presentation is becoming more acute and complex, with presentations at the lower end of the urgency scale being fairly stable.
17. The health system is under significant pressure with increasing demand and distribution due to the approach to health reform implementation. Most ED departments nationwide are at or over capacity most of the time. September 2023 monthly reporting indicates that 65% of patients were admitted, discharged, or transferred within six hours (against a target of 95%), with performance having deteriorated from June to November 2023.
18. ED wait times are affected by resourcing and workflow in ED, but also by:
  - people's access to primary care;
  - the availability (and cost to patient) of diagnostic services in the community;
  - availability of beds to move people into when need to be admitted;
  - availability of community care and aged residential care beds;
  - health behaviours such as harmful use of alcohol and other drugs, dangerous driving; and
  - seasonal variation, particularly the influenza season.
19. In addition to optimising the flow through the system, sustainably achieving the target for ED wait times would likely require significant changes in the primary care, aged care and hospital systems—whether through an expansion of existing models or a shift to new models of care. The target could also be supported by efforts to reduce demand through social behaviour and regulatory change. Such efforts would take time to have an impact on demand.
20. As such, there is significant uncertainty of the fiscal implications of setting a target for ED wait times. Without a robust delivery plan and strong leadership, the scale of these fiscal implications means there would be a significant risk that the target is achieved by focusing resources intensively in ED at the expense of other parts of the health system. This may result in improved ED wait times in the short term, but—through reductions in the quality of care elsewhere—would likely result in worse health outcomes and ultimately higher ED presentations in the medium to long term.
21. s 9(2)(f)(iv)
22. These risks would be mitigated through the establishment of a comprehensive health system performance framework that enables a system-wide understanding and responses to delivery performance. Following the health reforms, this is still under development and does not yet provide an adequate basis to assess the impacts of ED targets.
23. In order to mitigate the risks noted above, DPMC recommends you receive a delivery plan, with some degree of independent validation, before setting a target for ED wait times that includes:
  - a) completion and integration with the health planning process (The New Zealand Health Plan) and Budget 24 which would identify key fiscal and operational trade-offs;
  - b) confirmation of a health system performance framework, including a broader set of performance indicators, to reduce risk of unintended consequences and/or gaming; and

24. Should you wish to set a target for ED wait times now, DPMC recommends you manage expectation from the start about how ambitious this target will be to meet, noting that significant progress towards it would be meaningful, even if the target is not met. It will be important to signal the intention to drive improvements in performance across the health system.

## **Law and order – implications and options**

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### **Reducing violent crime**

25. A target on reducing violent crime is salient for New Zealanders and its achievement would drive foundational improvements across the system. The Minister of Justice has proposed a target which is a reduction of the percentage of people who are victims of serious crime (15% by 2029), with the New Zealand Crime and Victims Survey (the Survey) as the indicator of performance.
26. The Survey provides an annual view of the victims of crime and includes reported and non-reported crime. This includes a large proportion of family violence which is often unreported. The proportion of victims of violent crime is around 4% of New Zealand's population and indications are that it is reducing, but the margin of error of the Survey means that this trend is difficult to confirm.
27. While meaningful, the indicator is unlikely to be movable (at least by June 2026) and is also difficult to measure, as:
- a) the drivers behind the indicator include a very wide range of factors, and not all are subject to intervention in the shorter term; and
  - b) the indicator has a high margin of error and would make assessment of statistically significant performance difficult in the shorter term.
28. These two issues would make the attribution of interventions to performance changes in the near term difficult to assess with confidence. The Survey is an appropriate measure of long-term trends and insights on violent crime but is, therefore, problematic as the basis of a target in the short term (i.e. to June 2026).
29. The justice sector has an extensive range of other indicators which include the presentation, response, investigation, and proceedings related to violent crime. The sector also has details of offenders and victims as they progress through the justice system. An alternative indicator for this target could be the number of reported victimisations of serious crimes from Recorded Crime Victim Statistics (RCVS).
30. RCVS are reported routinely by Police, and there will be a closer and more timely linkage between interventions and performance. It may be possible to set a target using RCVS, but this would require more work to ensure it does not create any unintended consequences by focusing resources on this particular category of crime.
31. Given the meaningfulness of reducing violent crime but noting the limitations of measuring and moving performance via the Survey, an alternative option could be to announce your intention to set a target now, and announce the performance indicator and ambition of that target once a delivery plan has been established. This would enable the development of an appropriate target, that enables performance to be measured and improved in the near term.

### **Timely access to justice**

32. The Minister of Justice proposed improving timely access to justice as a target. Given the challenges noted above with establishing a suitable indicator for a serious crime target, you may wish to set a target for timely access to justice instead in the short term. Such a target has a range of system and public benefits which include improved outcomes for victims and

less time for people on remand.<sup>1</sup> This target would also resonate with New Zealanders, be measurable and would be movable in the near term with concerted effort.

33. DPMC recommends you consider setting a target on criminal court timeliness rather than victims of serious offending. Should you wish to set a target on serious offending, the use of NZCVS remain an option but requires further work to set.

## **Reducing children in benefit-dependent households**

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34. You requested an additional target on reducing the number of children in benefit-dependent households. Achieving such a target would require reducing the number of parents in receipt of a range of benefits. Initiatives and levers to achieve reductions in the number of children in benefit-dependent households include dedicated case management, suitable employment programmes, childcare access, financial incentives, and stable housing.
35. People receiving Sole Parent Support account for ~70% of children in benefit dependent households. They have more limited work preparation or work obligations compared to Job Seeker Support. This means the scope for movement of a target on reducing children in benefit-dependent households is small without altering these legislated obligations (initial estimates suggest 7,000 (3.2%) out of population of 215,500 by June 2028). Such a shift may not be material enough to be considered meaningful, given the large number of children in benefit dependent households. Furthermore, there is a significant cohort of children in low-income households where the parent/s or caregivers do not receive these benefits and therefore will not be within the scope of this target.
36. An alternative for this target would be to reduce the number of children in material hardship, which is currently measured under the Child Poverty Reduction Act. It is a widely recognised measure, can be communicated, responds to a wider range of drivers that align with your Government's broader priorities (e.g. reducing benefit receipt, growing the economy, increasing real incomes, and keeping inflation low) and is strongly linked to child and family outcomes.
37. An additional welfare target will spread the focus of MSD because the interventions required to shift receipt of Job Seeker Support and Sole Parent Support are different.
38. Depending on your intent with this target (whether you are focused on reducing benefit dependency or addressing child poverty) we recommend these two options are considered further before setting a target.

## **Options to mitigate the risks of ambitious targets**

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39. You have indicated you wish to start by setting targets on the issues that matter, and then to drive delivery by allocating the necessary resourcing, attention, and accountability. This approach has the potential to lift aspirations and innovation from a focus on 'how it's done now' to 'how it could or should be' delivered for the betterment of the country. In other words, setting a target ahead of a delivery plan ensures ambition is not constrained by the status quo.
40. However, it also presents risks. Setting targets before delivery plans have been developed means it is difficult to accurately assess the potential risks and fiscal implications of meeting those targets. It is also challenging to assess the appropriate level of ambition. Setting targets

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<sup>1</sup> For the week ending 2 Feb there were 4162 people on custodial remand, the highest since 28 January 2020, or 45% of the prison population.

at the outset to some degree also determines where your Government will, and constrains where it will not, subsequently invest its time, money, and other resources.

41. These risks are greatest for targets that do not (or may not) meet the three criteria of being movable, measurable, and meaningful. Should you wish to set targets now, you could mitigate these risks by first announcing the targets and subsequently announcing the level of ambition (the performance indicator) for those riskier targets.
42. For example, you could announce a target to 'reduce ED wait times' along with other targets now, and then later announce the target's level (e.g., 73% of patients to be admitted, discharged, or transferred from an ED within six hours by June 2026), once you have received a delivery plan from the Minister of Health.

## Fiscal implications

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43. Achieving targets should result in improved productivity and savings for the Crown. For example, well-calibrated interventions to reduce youth offending will reduce long-term costs in the corrections system.

44. s 9(2)(f)(iv)

45.

## Meeting targets to achieve outcomes

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46. Setting highly ambitious targets can create strong incentives to "game" delivery, particularly if Ministerial or Chief Executive performance is measured against target delivery. This risk may be exacerbated if target delivery is highly ambitious, as in the case of ED wait times and violent crime.
47. This risk can be mitigated if each target is subsequently supported by a delivery plan, that includes a set of underlying indicators showing whether the desired outcome is being achieved. Such delivery plans can also ensure there is a defined set of interventions planned that will lead to target realisation. We recommend seeking indicators and delivery plans from Ministers and their agencies and signal this expectation in your paper to Cabinet.

## Next steps

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48. Following your feedback, DPMC will provide you a draft Cabinet paper by Friday 9 February, seeking your approval to consult with Ministers and agencies simultaneously. Before

s 9(2)(f)(iv)



consultation begins, we recommend your Office engages with relevant Ministers to advise on your views on the targets they proposed and your preferred direction of travel.

49. In parallel, DPMC will also work with agencies to provide assurance over the underlying data and baselines for your Government's proposed targets.

Attachments:	Title	Security classification
<b>Appendix 1</b>	Summary of proposed targets	<del>[IN CONFIDENCE]</del>

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## Appendix 1: Summary of Proposed Targets

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Appendix 1 – Proposed targets summary

Portfolio	Target	Target performance	s 9(2)(f)(iv)	current level of performance, historic trends, and projections	Target rationale	s 9(2)(g)(i)
Health	1	<b>Improved coverage of childhood immunisations</b>	95% of New Zealand children fully immunised at 24 months of age by 2027.	<p>Current performance: 83% Due to change in register baseline will be 80% at 2024 (3% dip expected),</p> <p>5% increase by mid-25: 85% 5% increase by mid-26: 90% 5% increase by mid-27: 95%</p>	Achieving the target will improve the health of children and reduce the demand on the health system over time.	
	2	<b>Shorter stays in emergency department (ED)</b>	95% of patients to be admitted, discharged, or transferred from an emergency department within six hours by 2030.	<p>Current level is 68%</p> <p>The national target has not been met. Performance has been in significant decline since 2017. There are significant regional variance in performance.</p>	<p>ED wait times are a systems level indicator of health system performance as it identifies issues across primary care, hospital capacity and patient flows.</p> <p>ED wait times are highly visible indication to the public of health system performance.</p>	
Law and Order	3	<b>Reduce youth offending</b>	15% reduction in the total number of children and young people with serious and persistent offending behaviour by June 2027.	<p>Historical levels in this category:</p> <p>19/20: 1,018 20/21: 862 21/22: 889 22/23: 1,077</p>	Addressing youth offending requires a system level response of justice and social sectors and this target provides an incentive for more focus in this area.	
	4A or	<b>Reduce violent crime</b>	15% reduction in the proportion of people who were the victim of an assault, robbery, or sexual assault offence by 2029.	<p>The last New Zealand Crime and Victims survey (NZCVS) indicated approximately 4% +/- 0.75% of the population were victims of an assault, robbery, or sexual assault offence.</p> <p>There is a high level of people subject to family violence as victims in the survey.</p>	This is an effective system level indicator which is victim-focussed and captures non reported crime.	
	4B	<b>Timely access to justice</b>	90% of District Court criminal cases disposed within the timeliness threshold specific to the	Currently at 80%	This enables improved outcomes for victims and aligns to trust and confidence in the justice sector. It also	

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Portfolio	Target	Target performance	current level of performance, historic trends, and projections	Target rationale
	Alternate to the reducing violent crime target.	category of the case by June 2027.		contributes to efficiency across the justice system.
Social Development	5 Fewer people receiving Jobseeker Support	By June 2026 there will be 20,000 fewer people on Jobseeker Support benefit than in December 2023, and 10,000 fewer by June 2025.	190,000 people receiving Jobseeker Support at the end of December 2023	The target is meaningful and impacts on lives, communities and mental health expenditure.
	6 Reduce the number of children in benefit dependent households	By June 2025 there will be 1,500 fewer children in benefit dependent households than in December 2023 and 3,000 fewer by June 2026	As at December 2023 there were approximately 222,500 children in benefit dependant households.	The target signals a direction in reducing welfare dependency.
Education	7 Increase student attendance	75% of students are present for more than 90% of the term by 2026.	45.9% of student met the criteria for regular attendance	There's a clear connection between going to school regularly and doing well in the classroom. Higher levels of educational achievement can mean better health, higher incomes, better job stability, and more participation in communities. This all makes society stronger and more connected.
	8 Increase students at or above expected curriculum levels	80% of Year 8 students being at or above the expected curriculum level for their age in reading, writing, maths, and science by 2030.	Year 8 students at or above the minimum associated with achieving curriculum level 4 objectives (NZ Curriculum): - 42% Maths and Stats (2022) - 35% Writing (2019) - 56% Reading (2019) - 20% Science (2017)	Critical for overall economic and social success of New Zealand.  It provides the focus for increased performance of the education system.
Economy	9 Lowering inflation	Future inflation between 1-3% is achieved and maintained over the medium term, with a focus on the 2% mid-point		Inflation is high and is placing severe pressure on household budgets. While the Reserve Bank has key responsibility here, the Government's fiscal decisions and supply levers

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Portfolio	Target	Target performance	s 9(2)(f)(iv)	current level of performance, historic trends, and projections	Target rationale	s 9(2)(g)(i)
					(regulatory, tax, labour, productivity related policies) can support it to deliver its mandate.	
Reduce greenhouse gas emissions	10	Net zero greenhouse gas emissions (excluding biogenic methane) by 2050;	Net zero greenhouse gas emissions (excluding biogenic methane) are achieved by 2050	We are 42% through Emissions Budget (EB) 1 and the portion of EB2 prior to 30 Jun 2026. We have used 38% of our budget. We currently have a buffer of 14 MtCO <sub>2</sub> e.	This includes EB1 + 1-year average emissions from EB2. This is consistent with New Zealand's official emissions budget targets.	

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# Coversheet

## Briefing: Government targets – advice to finalise

Date:	15/02/2024	Report No:	DPMC-2023/24-753
		Security Level:	<del>IN CONFIDENCE</del>
		Priority level:	High

	Action sought	Deadline
Rt Hon Christopher Luxon Prime Minister	agree to recs	19/02/2024

Name	Position	Telephone	1 <sup>st</sup> Contact
Chris Kerr	Director, Strategy Unit	s 9(2)(a)	s 9(2)(a) ✓

Departments/agencies consulted on Briefing
The Treasury, the Public Service Commission, and the Policy Advisory Group.

### Minister's Office

Status:

Signed

Withdrawn

Comment for agency

Attachments: Yes

# Briefing

## Government targets – advice to finalise

To: Rt Hon Christopher Luxon  
Prime Minister

Date 15/02/2024

Security Level

~~[IN-CONFIDENCE]~~

### Purpose

1. This briefing provides supplementary advice on the targets that have been added to the package since our previous advice [DPMC-2023/24-702 refers]. It also seeks your decision to finalise the package of targets to be reflected in your Cabinet paper.

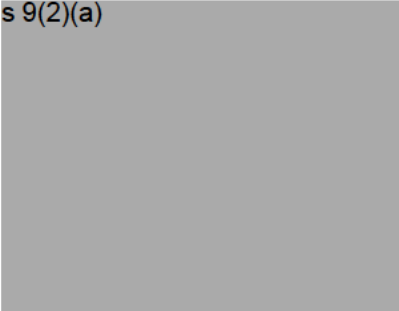
### Recommendations

We recommend you:

1. **note** that the package of targets has been revised following direction from your office and with assistance from relevant agencies, and has been reflected in the draft Cabinet paper (provided separately);
2. **note** the attached overview of the targets package (Attachment A) and DPMC's supplementary advice on the new targets for health and housing;
3. **note** that for these targets to drive performance, robust delivery plans, active performance management, fiscal discipline, and a communications strategy (to manage public expectations and workforce buy-in) will be needed;
4. **note** DPMC's assessment of whether targets are moveable, measurable, and meaningful has been updated as additional information has become available (and is reflected in the summary page in Attachment A);
5. **agree** to provide any feedback on the proposed targets and, subject to reflecting that feedback, to finalise the targets for coalition and ministerial consultation; **YES / NO**
6. **agree** to forward this briefing to the Minister of Finance and the Minister for the Public Service; **YES / NO**

7. **agree** to proactively release this report, previous briefings, and the final Cabinet paper following final decisions and announcements, subject to any appropriate withholding of information that would be justified under the Official Information Act 1982.

**YES / NO**

<p>s 9(2)(a)</p> 
<p><b>Chris Kerr</b> <b>Director, Strategy Unit</b></p>
<p>...../...../.....</p>

<p><b>Rt Hon Christopher Luxon</b> <b>Prime Minister</b></p>
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## Health and housing targets have shifted following previous advice

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2. Following our previous advice [DPMC-2023/24-702 refers], your office has provided direction to update the package of targets by:
  - removing the inflation target,
  - replacing the vaccination target with one for specialist treatment, and
  - adding a housing target for supply and another for emergency housing.
3. Your office has also directed a range of other adjustments to targets (e.g., creating a consistent 5-year target date of June 2029).
4. A summary of the final proposed targets is provided in Attachment A. Our advice on the new targets is presented below.

### **Shorter wait times for planned care treatment**

5. In lieu of the vaccination target, the Minister of Health requested the Ministry of Health and Te Whatu Ora develop a target for shorter planned care treatment (which includes the wait time to first specialist appointment and subsequent treatment).
6. With assistance from DPMC, the Ministry of Health and Te Whatu Ora have developed a target that 90% of patients will be seen by specialists or treated within 6 months. While this could be perceived as lacking ambition, we consider it will be very challenging to meet as well as the target to reduce stays in emergency departments. This is due to the current state of the health system (in the near term wait times could increase) and interdependencies between these two targets with other elements of the health care system, such as primary and aged care.
7. Health agencies need to identify how these targets will be achieved in the New Zealand Health Plan, alongside addressing other demands on the health system. It will also need to make improvements in planning and performance management to ensure their delivery.

### **Increase in supply of housing**

8. With assistance from the Ministry for Housing and Urban Development (HUD) and direction from your office, DPMC has developed a housing supply target: increase the number of building consents to 55,000 per annum by end of 2029.
9. The number of consents is a good indicator of the likely future supply of housing. Targeting consents is critical to improving affordability. Such a target is both measurable (building consents is currently monitored by Statistics New Zealand and reported monthly) and salient to New Zealanders (particularly given the current costs of living).
10. However, before setting this target, there are several factors worth considering. The Ministry for Business, Innovation, and Employment currently estimates consents will decline to 30,000 in 2025. While your Government's interventions (e.g. Going for Housing Growth) can have a significant impact in arresting and reversing this cyclical decline in the market, they will likely do so in 3 to 5 years' time. Consequently, HUD suggests 42,000 consents per annum is a realistic target given current sector capacity. HUD advises that a target with greater ambition risks creating inflationary pressure on the market given current constraints. While difficult to predict how likely this risk is to materialise, it can obviously be mitigated, including by provide the sector a longer-term signal of the Government's intent (such as through setting a target). Furthermore, a more ambitious target is likely required to improve housing affordability.
11. A target to lift the number of consents per annum could send an important signal of your Government's intent to the range of actors who collectively impact housing supply (e.g. councils, building companies, investors, the workforce, as well as HUD). However, DPMC

does not consider a target on consents with this level of ambition will be achieved. Should you wish, you have a number of options to mitigate this delivery risk, including:

- communicating the importance of this target's purpose (to improve housing affordability) and that its ambition may need to be recalibrated during the target period due to factors outside of your direct control (e.g. interest rates, population changes and/or availability of labour, infrastructure and/or building supplies);
- ensuring a robust delivery plan is in place; and/or
- altering the level of ambition of the target (e.g. to between 42,000 and 55,000).

### ***Ending dependency on emergency housing***

12. The Minister of Housing initially proposed a target on ending emergency housing but noted the need for further work before setting it. Following direction from your office, we have developed a target should you wish to set it now: no one stays in emergency housing for a duration of more than 4 weeks by June 2026.
13. As with other targets, to ensure the objective of the target is achieved, along with the target itself, we recommend establishing a suite of indicators. This suite should include indicators to monitor:
  - the duration for households specifically with children;
  - that people do not return to emergency housing in the following twelve months; and
  - where people go when leaving emergency housing (e.g., public housing and transitional housing).
14. Given the vulnerability of those using emergency housing and the impact that broader economic factors (e.g., forecast increase in unemployment, and rental affordability) may have on demand, we recommend close attention is paid to these indicators to ensure that meeting the target achieves its objective and does not have unintended consequences (e.g., increasing homelessness). Meeting the target *and* its objective will require:
  - Increasing supply in affordable rentals, public housing, transitional housing and social housing;
  - Support services for clients with high and complex needs will be required; and
  - Tight management and monitoring of MSD's levers and gateway.
15. A target to end long term stays will focus the emergency housing system on meeting its core policy intent: providing a short-term safety net for genuine emergencies, while also creating incentives to drive the overall demand down (e.g., through increasing supply elsewhere in the housing market).

## Most targets now have a consistent end date of June 2029

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16. As agreed with your office, we have extended the duration of targets from 3 to 5 years and set a uniform target date of June 2029. Each target will also include intermediate milestones to monitor and manage performance in the interim. This will allow meaningful change to be reported by the lead indicators—especially when the data for the headline target is less frequent or subject to reporting lag.
17. This 5-year target date (and intermediate milestones) will allow a near term focus on stabilising performance and addressing the root causes of the systemic problems (e.g., through legislative changes and workforce development), before driving delivery of performance increases in the latter half of the target period.
18. There are four exceptions to the June 2029 date:
  - Increase student attainment: attainment data is reported on an annual basis (according to the school year). The proposed target will end in December 2030, and the outcome reported in 2031.
  - Increase housing supply: building consent data is reported by calendar year, so the target will end in December 2029.
  - Ending dependence on emergency housing: the target date has been proposed as June 2026.
  - On track to meet New Zealand's 2050 climate change target: this target is reflective of the existing legislated 2050 target, which includes an existing milestone for December 2030.

### *Implications for violent crime target*

19. Using a 2029 end date also means the New Zealand Crime and Victims Survey can measure statistically significant changes in crime over the target period. This survey is preferable to other available indicators as it includes unreported crime (of which there is a high level of sexual and family violence) as opposed to only crime that is reported to police.
20. Officials are working to develop nearer term indicators to guide performance and interventions in the interim.

## Using targets to drive performance

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21. You have intentionally set a high level of ambition—which means the target level of performance will be aspirational, focusing on 'how it could be' rather than 'how it is done today'. Given this level of ambition, for them to inspire and drive an increase in performance, the following will be needed:
  - Communications to calibrate public expectations—expectations will need to be high enough to be salient and create performance incentives, yet creating the platform to recognise progress as a 'success' even if some targets are not ultimately met;
  - Robust delivery planning from Ministers and their departments;
  - Performance frameworks—progress will need to be reflected in chief executive performance expectations and reviews, as well as broader chief executive and agency performance frameworks and active performance management by Ministers and central agencies. One example is the Public Service Commission's (system and agency) Capability Review Programme, which may be able to assist with ensuring leadership and other requisite capabilities are in place to support delivery of targets; and

- Strong fiscal oversight as delivery plans are developed. This is required to ensure incentives exist to drive up-side performance opportunities to innovate and simultaneously mitigate the down-side risk of fiscal pressures. Through the development of these targets, some agencies have indicated they consider delivery of certain targets will require significant new funding, including for the new targets discussed above.
22. Finally, given it will be front line staff that implement changes on a day-to-day basis to deliver these targets (particularly in health and education), Ministers, relevant chief executives and their agencies will want to think about how to best engage and work with them to do so.

### Next steps

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23. You will receive a draft Cabinet paper tomorrow. The paper seeks Cabinet's agreement to the package of 10 targets along with establishing your Government's approach to managing its broader work programme.
24. In addition to broader Ministerial and Coalition consultation, we recommend you discuss each target with the relevant Minister/s. DPMC will continue to engage with relevant agencies on their targets and with the Treasury and the Public Service Commission on the package. We can reflect any feedback that comes from this consultation in the draft Cabinet paper.
25. The Cabinet paper is currently scheduled for lodgement on Thursday 22 February for consideration at SOU on 28 February, ahead of the end of your first 100 days.
26. DPMC is progressing the approach to reporting progress towards the targets, including a plan for regular reporting to you, reporting to Cabinet, and public reporting. We are engaging with your office and will provide you further advice in due course.

Attachments:	Title	Security classification
Attachment A:	Summary of DPMC advice on target package	<del>IN-CONFIDENCE</del>

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## Attachment A: Proposed Targets

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Document 4- Attachment A

# Proposed Targets

15 February 2024

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# Proposed Targets Summary

s 9(2)(g)(i)

Target	Target performance (by mid 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 6 hours target	Progress on reform, system capacity and workforce engagement.
2	Shorter wait times for seeing a health specialist and treatment	90% of people wait less than 6 months for a first specialist appointment (FSA) and less than 6 months for elective treatment.	81% FSA in six months 77% treatment in six months	Progress on reform, system capacity and workforce engagement. Interaction with the ED target compounds system pressures.
3	Reduce child and youth offending	15% reduction (to 900) 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 and inherently volatile data and potential to reduce focus on other areas of crime.
4	Reduce 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 receiving Jobseeker Support	140,000 or less people on Jobseeker Support. (subject to further modelling by MSD)	190,000 people on jobseeker support	High level of dependence on the economic cycle and labour market.
6	Increase 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	Increase students at or above expected curriculum levels	80% of Year 8 students being at or above the expected curriculum level for their age in reading, writing, maths, and science by 2030.	Varies across subjects (math, science, reading, writing)	Reliance on a new sampling survey still being developed, the current state of student attainment, workforce engagement, and target ambition.
8	Increase the supply of housing	55,000 consents per annum by end 2029, or 42,000 consents per annum by end of 2029.	37,239 consents per annum	Current housing supply downturn and lag time for interventions to take affect.
9	End dependency on emergency housing	No one stays in emergency housing for a duration of more than 4 weeks by mid June 2026.	91% of households in emergency housing staying more than 4 weeks	Supply for affordable rentals, Public Housing, Transitional Housing and Social Housing.
10	New Zealand is on track to meet its 2050 climate change target	Achieve NZ's first two emissions budgets: 2022-2025: stay below total net emissions of 290 megatonnes; 2026-2030: stay below total net emissions of 305 megatonnes.	121 megatonnes of CO <sub>2</sub> e	

Released under the Official Information Act 1987

# 1. Shorter stays in emergency departments

## WHAT IS THE TARGET

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

## THE PERFORMANCE WE EXPECT

<b>Current performance</b> Sept 2023	68%	s 9(2)(f)(iv)
<b>Five-year target</b> June 2029	95%	
Performance has been in significant decline since 2017. There is significant regional variance in performance.		

## SUPPORTING INFORMATION

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



## 2. Shorter wait times for seeing a health specialist and treatment

### WHAT IS THE TARGET

<b>Outcome</b>	People who are unwell are seen by their specialist and then get the treatment they need in a reasonable time.	<b>Rationale</b>	Waiting for seeing a specialist and treatment is highly stressful for people and puts at risk achieving good health outcomes.
<b>Target performance</b>	90% of people wait less than 6 months for a first specialist appointment and less than 6 months for elective treatment.	<b>Measurement</b>	Te Whatu Ora Clinical Performance Metrics, released quarterly.

### THE PERFORMANCE WE EXPECT

<b>Current performance</b> Sept 2023	81% for First Specialist Appt. 77% for Treatment	s 9(2)(f)(iv)
<b>Five-year target</b> June 2029	90%	
Performance has been in significant decline since 2017.		

### SUPPORTING INFORMATION

Supporting indicators	Requirements for delivery planning	Risks and issues
<ul style="list-style-type: none"> <li>Number of people waiting over different thresholds e.g. 4, 12 and longer.</li> <li>Performance disaggregated by region and specialty</li> <li>Acute admissions for the medical conditions for people are waiting to be assessed.</li> <li>Relevant Health and Disability Commissioner complaints.</li> </ul>	<ul style="list-style-type: none"> <li>A delivery plan must be developed and integrated with the New Zealand Health Plan and Budget 24 processes.</li> <li>The health system performance framework needs to be completed, agreed system wide and implemented</li> <li>Completely align with production planning, workforce planning, and other operational planning.</li> </ul>	<ul style="list-style-type: none"> <li>Progress of health system transformation.</li> <li>Lack of capacity to manage demand on hospitals and inability to scale quickly.</li> <li>Managing interdependency of emergency and elective treatment.</li> <li>Potential for further workforce disengagement if not effectively communicated.</li> </ul>

### 3. Reduce child and youth offending

#### WHAT IS THE TARGET

<b>Outcome</b>	Fewer children and young people (10-17) committing serious crime.	<b>Rationale</b>	Creates the focus for justice, social and education sector agencies to work together to reduce the incidences of crime undertaken by children and young people.
<b>Target performance</b>	15% reduction (to 900) in the total number of children and young people with serious and persistent offending behaviour.	<b>Measurement</b>	Ministry of Justice, Youth Justice Indicators report based on operational reporting.

#### THE PERFORMANCE WE EXPECT

<b>Current performance</b> June 2023	1,100 children and young people	s 9(2)(f)(iv)
<b>Five-year target</b> June 2029	<900 children and young people (15%)	
<p>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 seven years or higher (this includes court and non-court proceedings) AND commits 3 or more distinct offending events within 12 months.</p>		

#### SUPPORTING INFORMATION

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

## 4. Reduce violent crime

### WHAT IS THE TARGET

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

### THE PERFORMANCE WE EXPECT

**Current performance** ~185,000\* people  
2023 (report to be issued) (4.4% of population)

s 9(2)(f)(iv)

**Five-year target** ~ 165,000\* people  
June 2029 15% reduction

\* **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.

### SUPPORTING INFORMATION

Supporting indicators	Delivery planning requirements	Risks and issues
<ul style="list-style-type: none"> <li>Proportion and number of people who were the victim of an assault, robbery, or sexual assault offence.</li> <li>Proportion and number of people who were the victim of an assault or, robbery, or sexual assault offence who report to Police.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>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</li> <li>NZCVS data has a high predominance of family violence.</li> <li>Care needed to ensure that Police resources are not focused on a narrow set of crime types.</li> </ul>

## 5. Fewer people receiving Jobseeker Support

### WHAT IS THE TARGET

<b>Outcome</b>	Reduce the number of people who go onto benefit, enabling all who can work into work, and reducing benefit dependency for the next generation.	<b>Rationale</b>	To track the impact of broader economic interventions and the performance of the public system to return people to work.
<b>Target performance</b>	140,000* or less people on Jobseeker Support	<b>Measurement</b>	Ministry of Social Development (MSD) administrative data, released weekly.

### THE PERFORMANCE WE EXPECT

<b>Current performance</b> Dec 2023	190,000	s 9(2)(f)(iv)
<b>Five-year target</b> June 2029	140,000*	
<p>*subject to further modelling by MSD. The targeted performance is ahead of the HYEUFU forecast. The 5-year target is based on achieving levels that we achieved in 2019.</p>		

### SUPPORTING INFORMATION

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

## 6. Increase student attendance

### WHAT IS THE TARGET

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

### HOW WILL WE MEASURE PERFORMANCE

<b>Current performance</b> Sept 2023	45.9%
<b>Five-year target</b> June 2029	80% (Term 1 2029 data:)
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.	

s 9(2)(f)(iv)

### SUPPORTING INFORMATION

Supporting indicators	Delivery planning requirements	Risks and issues
<ul style="list-style-type: none"> <li>Specific categories of absences: regular, irregular, moderate and chronic.</li> <li>Absence rates by population group including age, ethnicity, disability.</li> <li>Absences by region.</li> <li>Absences by school type.</li> </ul>	<ul style="list-style-type: none"> <li>An action plan (intended Cabinet in March 2024) that will build on what is working and include new policies, legislation, graduated series of interventions and operational activities supported by data and analytics.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>Education system is highly devolved. Achieving attendance targets will require considerable effort at the local and school level, including working with parents.</li> </ul>

## 7. Increase students at or above expected curriculum levels

### WHAT IS THE TARGET

<b>Outcome</b>	All children receive a world-class education.	<b>Rationale</b>	There is a decline in educational progress and achievement between Year 4 and Year 8 that needs to be turned around.
<b>Target performance</b>	80% of Year 8 students being at or above the expected curriculum level for their age in reading, writing, maths, and science by 2030.	<b>Measurement</b>	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

<b>Current performance</b>	Varies across subjects (refer graph)
<b>Five Year Target 2030</b>	<b>80%</b> (reported mid 2031)
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.	

s 9(2)(f)(iv)

### SUPPORTING INFORMATION

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

## 8. Increase in supply of housing

### WHAT IS THE TARGET

<b>Outcome</b>	Make housing more accessible and affordable for New Zealanders.	<b>Rationale</b>	A focus in increasing the number of consents will contribute to housing affording affordability. Consents are a quality indicator of level of construction.
<b>Target performance</b>	55,000 consents per annum by 2029; or: 42,000 consents per annum by 2029 (restores sector capacity and rental affordability to 2023 baseline HUD Recommended).	<b>Measurement</b>	Stats NZ data from Building Consent Authorities, published monthly.

### THE PERFORMANCE WE EXPECT

**Current performance**  
Dec 2023

37,000

s 9(2)(f)(iv)

**Five-year target**  
Dec 2029

55,000  
or 42,000

Consents were down 25% in 2022 compared with 2023 and are forecast to fall to ~30,000 in 2025, below current sector capacity of around 38,000–40,000 p.a.

s 9(2)(f)(iv)

### SUPPORTING INFORMATION

Supporting indicators	Delivery planning requirements	Risks and issues
<ul style="list-style-type: none"> <li>Consents per capita compares the number of consents to the population at national and sub-national levels.</li> <li>The Change in Housing Affordability (CHAI) rent measure, to measure whether supply is growing faster than demand.</li> <li>Indicators from Stats NZ for a selection of building consent authorities, to estimate national completion rates and construction progress times.</li> </ul>	<ul style="list-style-type: none"> <li>Going for Housing Growth (GfHG) work programme will be key to a building consents target making more land available, infrastructure funding and financing tools, and incentives for councils.</li> <li>The fast-track consenting work programme will also be an important factor for this target.</li> <li>Timing and sequencing of planned initiatives (e.g. GfHG) estimated impact on consents activity.</li> </ul>	<ul style="list-style-type: none"> <li>Consent trends impacted by cyclical factors, currently affected most by high interest rates and construction costs.</li> <li>Risk of construction cost inflation as target is above sector capacity.</li> <li>Government programme may not make an impact till late in cycle (2026-2028)</li> <li>Government purchasing plays a role in consenting for its activities (9.8% in 2023)</li> </ul>

# 9. End dependency on emergency housing

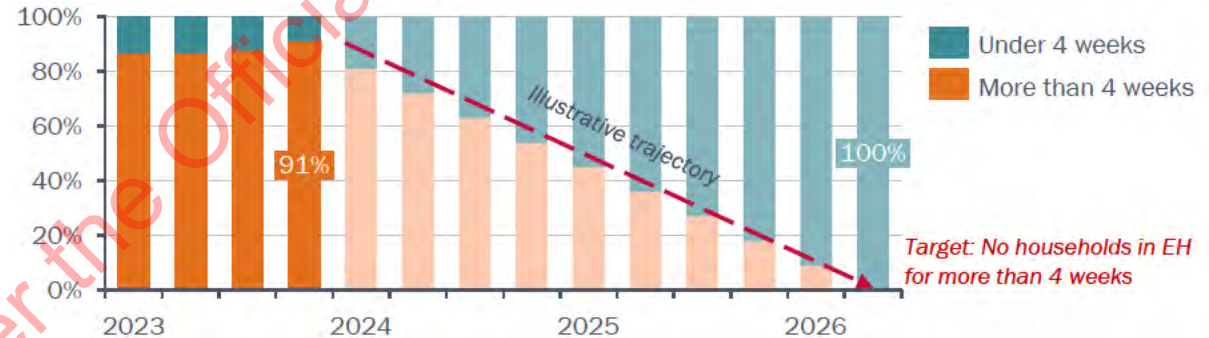
## WHAT IS THE TARGET

<b>Outcome</b>	End the large-scale and long-term use of emergency housing.	<b>Rationale</b>	A reduction in use of emergency housing to bring Emergency Special Needs Grant (EHSNG) back to its intended purpose for short-term last resort accommodation.
<b>Target performance</b>	No one stays in emergency housing for a duration of more than 4 weeks by June 2026.	<b>Measurement</b>	Ministry of Social Development (MSD) EHSNG data and Ministry of Housing and Urban Development (HUD) contracted emergency motels data reported monthly.

## THE PERFORMANCE WE EXPECT

<b>Current performance</b> Dec 2023	91% of households in EH stayed more than 4 weeks
<b>Two-year indicator</b> June 2026	TBD
<b>Five-year target</b> June 2029	No households in EH for more than 4 weeks

Primary recipient's duration in EH, as a proportion of all households in EH



There are 3,138 households in EH including households in emergency housing contracted motels in Rotorua as at December 2023.

## SUPPORTING INFORMATION

<b>Supporting indicators</b>	<b>Delivery planning requirements</b>	<b>Risks and issues</b>
<ul style="list-style-type: none"> <li>No. of families with children in emergency housing</li> <li>No. of families with children moved from EH into Public Housing and Transitional Housing</li> <li>No. of households in EH per quarter.</li> <li>Period of stay in EH decreasing for all users, regional and population breakdowns.</li> <li>No. of households returning to emergency housing</li> </ul>	<ul style="list-style-type: none"> <li>Delivery plan is required that identifies MSD levers to tighten gateway into emergency housing and Priority One fast-track for families, refinement of operational processes to place households into housing faster and increase the supply of permanent housing options.</li> <li>Delivery plan to consider levers and support services for clients with complex needs not currently in place.</li> </ul>	<ul style="list-style-type: none"> <li>Depends on increasing the supply (and location) of affordable rentals, Public Housing, Transitional Housing and Social Housing.</li> <li>Support services for clients with high and complex needs is needed; and tighter management and monitoring of MSD levers and gateway.</li> <li>Managing perverse incentives to ensure EHSNG is last-resort not a fast track to public housing and that it doesn't increase homelessness.</li> </ul>



# 10. New Zealand is on track to meet its 2050 climate change target

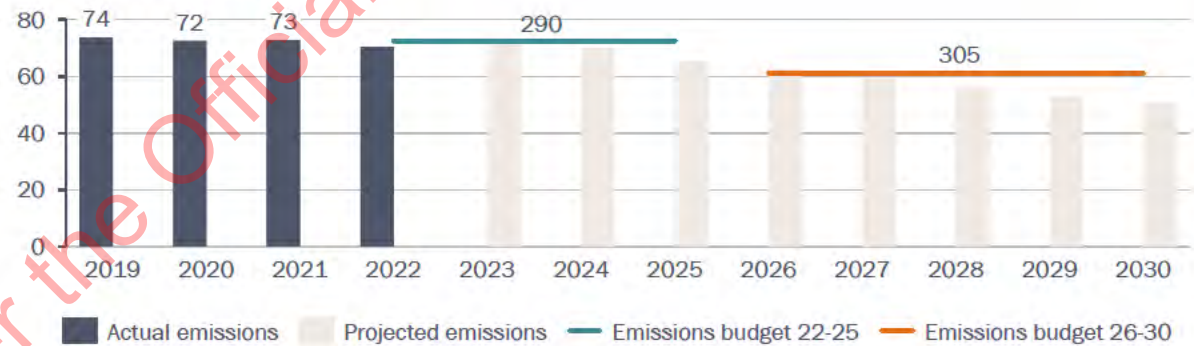
## WHAT IS THE TARGET

<b>Outcome</b>	By 2030 New Zealand is on track to achieve its legislated 2050 emissions reduction targets.	<b>Rationale</b>	The targets are legislated under the Climate Change Reduction Act. The budgets are stepping stones to our Zero Carbon Act 2050 targets.
<b>Target performance</b>	Achieve NZ's first two emissions budgets: 2022-2025: stay below total net emissions of 290 megatonnes 2026-2030: stay below total net emissions of 305 megatonnes	<b>Measurement</b>	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

<b>Current performance to Sept 2023</b>	<b>121 megatonnes</b> Jan 2022 - Sep 2023
<b>Interim indicator Dec 2025</b>	<b>&lt; 290 megatonnes</b> Jan 2022 - Dec 2025
<b>Five-year target Dec 2030</b>	<b>&lt; 305 megatonnes</b> 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.

## SUPPORTING INFORMATION

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

IN-CONFIDENCE



DEPARTMENT OF THE  
PRIME MINISTER AND CABINET  
TE TARI O TE PIRIMIA ME TE KOMITI MATUA

## Coversheet

### Briefing: Support for delivery of Government Targets and Work Programme

Date:	6/03/2024	Report No:	DPMC-2023/24-781
		Security Level:	IN-CONFIDENCE
		Priority level:	[High]

	Action sought	Deadline
None	agree to recs	

Name	Position	Telephone		1 <sup>st</sup> Contact
Rebecca Kitteridge	Secretary Department of Prime Minister and Cabinet	s9(2)(a)	First contact	✓
Stephen Crombie	Executive Director Implementation Unit	s9(2)(a)		

#### Minister's Office

Status:

Signed

Withdrawn

Comment for agency

IN-CONFIDENCE

# Briefing

## Support for delivery of Government Targets and Work Programme

To: Hon Christopher Luxon

Date

6/03/2024

Security Level

IN-CONFIDENCE

### Purpose

1. This briefing updates you on the work DPMC is undertaking to support the delivery of the Government's Targets and Work Programme. s9(2)(f)(iv)

### Background

2. We have been working with you and your office to finalise:
  - a. your nine Government Targets: five-year targets for performance in key areas of government service delivery; and
  - b. the Government's Work Programme: commitments and actions that define what agencies need to deliver each quarter.
3. Cabinet is due to consider the Work Programme on 11 March 2024 and Targets on 25 March 2024.
4. DPMC has also been working on the 'architecture' to ensure progress can be adequately tracked across government and reported to you and Cabinet.
5. Following discussions on options and in s9(2)(f)(iv)
6. DPMC needs to formally establish the Delivery Unit on 25 March to be in place to provide reporting on the Work Programme and support delivery planning for Targets.

### Planning and monitoring for delivery of Government Targets

7. Delivery of the performance expected by targets will require Lead Ministers and Chief Executives to focus on planning for delivery, addressing issues and risks as they arise and reporting transparently on progress. DPMC, with Treasury and PSC, have completed the design of the processes to enable you and Cabinet to provide oversight of the delivery of targets.
8. A key mechanism to ensure progress is the requirement for each target to be supported by a delivery plan. These will be detailed plans, including a performance trajectory, initiatives that

Briefing: Support for delivery of Government Targets and Work Programme

DPMC-2023/24-781

will drive performance and key milestones. Plans need to be kept current and will need to evolve as more is known about the initiatives required to deliver target performance. They will also need to demonstrate innovation and new approaches to addressing longstanding performance issues.

9. Agencies will be required to finalise their delivery plans by the end of June 2024. A summary of those plans will need to be approved by the Lead Minister and provided to the Cabinet Strategy Committee (STR) for noting. The Delivery Unit will work with agencies and provide advice to you on whether these plans are sufficient to deliver the performance required by the target.
10. Delivery of targets will require lead agencies to coordinate work across the public service. Lead Chief Executives will need to set up arrangements for making decisions, allocating resources, and addressing delivery issues. We propose using the Officials Strategy Committee (OSC), which consists of the Chief Executives of DPMC, The Treasury and the Public Service Commission, to provide oversight.
11. To provide you with visibility of progress, setting up routines for reporting and follow up of performance issues and risks is essential. It is proposed that there will be quarterly reports to the STR Committee. DPMC has developed templates and processes for lead ministers and agencies so that Cabinet has a robust view on progress (see Appendix 1 for the example report). The first report on targets progress will be submitted to STR at the end of July 2024.
12. A key feature of the proposed approach is that Lead Ministers will approve the delivery plans and quarterly reports. This will support lead ministers to be across the detail with their agencies.
13. The Delivery Unit will provide independent commentary on the status of each target as part of reporting. You will also receive a report from the Delivery Unit on the overall delivery status, including advice on what areas you may want to follow up with Lead Ministers. PAG Advisors will also provide you with immediate advice (i.e. prior to quarterly reports) if we are concerned that delivery of targets is not progressing as expected.
14. We recommend that you schedule regular target performance meetings with your lead ministers. For targets where there is significant risk to delivery, this should be every quarter. For other targets it should be twice per year. DPMC's Delivery Unit and PAG Advisors can support you with advice prior to these meetings.
15. Actions agreed from STR Committee, Cabinet or your individual meetings with Ministers will be tracked by the Delivery Unit for follow up with agencies.
16. From time to time, you may also wish to have 'deep dives' into specific targets which provide an independent perspective on delivery performance and/or issues. The smaller Delivery Unit you have agreed to will have limited capacity to undertake these deep dives, but it will be able to provide advice on the approach and resources needed to conduct these deep dives if and when they are required.
17. A summary of the key monitoring outputs and responsibilities is provided below:

Key output	Oversight (by when)	DPMC support
Target delivery plans	STR (through July 2024), supported by OSC	Delivery Unit: Support to agencies on plan development; advice to you on their adequacy
Quarterly performance reporting	STR (from July 2024), supported by OSC	Delivery Unit: Support to agencies; advice to you on delivery status

		PAG: Advice where target delivery is at risk at any point
Performance meetings	Lead minister with PM (quarterly for high-risk targets; twice per year for other targets)	Delivery Unit/PAG: Advice to you on progress with key questions and significant issues

**Monitoring progress of the Work Programme**

18. The 100 Day Plan has taught us that early insights into where things are off track and when to intervene to get back on track has been an important part of its success. Like the 100 Day Plan, PAG Advisors will work with Ministers and agencies to progress work programme actions and provide you with advice as required.
19. Routines will be important for ensuring you can see progress on the broader Work Programme. This will have a rolling quarterly cycle with fortnightly reporting that will go to STR or to Cabinet.
20. The quarterly cycle starts with the agreement of the Work Programme actions. Cabinet will be asked to agree the actions on 18 March 2024 for the quarter ending 30 June 2024. Before the end of the quarter the Work Programme will be reviewed with actions defined and agreed for the next quarter.
21. The Delivery Unit will develop a consolidated report for STR and Cabinet meetings. We will also provide you with ongoing advice on the overall status of the Work Programme delivery.
22. The first report on progress of Work Programme actions is due to be considered by Cabinet on 8 April 2024. (see Appendix 2 for the example report). Reporting to STR/Cabinet will be approximately fortnightly depending on the timing of STR meetings.
23. A summary of the key monitoring outputs and responsibilities is provided below:

Key output	Oversight (by when)	DPMC support
Fortnightly Progress Updates	STR/Cabinet from 8 April 2024 supported by OSC as needed	Delivery Unit: Development of Work Programme Progress Report PAG: Independent progress advice and issues management
Quarterly Progress Review and Reset (including agreeing next quarter priorities)	STR (from July 2024), supported by OSC	Delivery Unit: Development of the Quarterly Work Programme Report (includes the next quarter work programme) PAG: Independent advice and drafting of relevant Cabinet Papers

## Delivery Unit Establishment

24. Following discussions on the role and functions of DMPC – including advice on how other jurisdictions undertake this function – you agreed that we establish a small (up to six person) Delivery Unit. This unit would track progress, provide reporting and advice to support delivery of Government’s Targets and Work Programme.

25 <sup>s9(2)(f)(iv)</sup>

26. The Delivery Unit will be formally established on 25 March 2024 when Cabinet decisions on the targets are expected to be made. Three current Implementation Unit staff will transition to the Delivery Unit and three staff are being recruited

## Recommendations

I recommend that you:

**Note** that DPMC, with Treasury and PSC, have completed the design of the processes to enable you and Cabinet to provide oversight of the delivery of targets and the work programme;

**Note** that the Officials Strategy Committee, consisting of the chief executives of DPMC, The Treasury and the Public Service Commission, will provide oversight of the arrangements for delivery of the Government’s Targets and Work Programme on behalf of the public service;

**Note** that DPMC intends to establish a small Delivery Unit on March 25 to track progress and provide reporting and advice to you and Cabinet to support delivery of the Government’s Targets and Work Programme;

**Provide feedback** on our proposed approach to tracking and reporting delivery of the Government’s Targets and Work Programme.

YES / NO

Rebecca Kitteridge  
Chief Executive – Department of Prime Minister and Cabinet  
...../...../.....

Hon Christopher Luxon  
Prime Minister  
...../...../.....

Appendix 1 – Targets Progress Report Example

s9(2)(f)(iv)

Released under the Official Information Act 1982

Appendix 2 – Work Programme Progress Reports - Example

Work Programme Summary – to DATE XX 2024

Percentage Complete		Overall Progress Summary		
			Current	Last
Rebuild the Economy and Reduce the Cost of Living	X%	Complete	X%	X%
Restore Law and Order	X%	In Progress	X%	X%
Better Public Services	X%	Serious Concerns	X%	X%

Future Papers

Paper	Portfolio	Meeting Date

Work Programme Progress Report – to DATE XX 2024

Actions July -Sept 2024	Portfolio	Due Date	Delivery Status	Current Status
<b>Key Result Area: Rebuild the Economy and Reduce the Cost of Living</b>				
Action 1		31/5	What has been done, what will be done, by who and when	Yellow
Action 2		1/6		Green
Action 3		15/6		Yellow
<b>Key Result Area: Restore Law and Order</b>				
Action 1			Progress, risk and issues:	Yellow
Action 2				Yellow
Action 3				Yellow
Action 4				Green
<b>Key Result Area: Better Public Services</b>				
Action 1			Progress, risk and issues:	Green
Action 2				Yellow
Action 3				Red
Action 4				Yellow
<b>Key</b> <span style="color: green;">■</span> Complete <span style="color: yellow;">■</span> In Progress <span style="color: red;">■</span> Off track				





**Delivery  
Associates**

Appendix B

Using data to drive education delivery  
Case study: NSW's Bump It Up strategy

Shared 6 December 2023

Released under the Official Information Act

# In 2015, the New South Wales Premier set a target to boost the proportion of students in the top two NAPLAN\* bands by 8% by 2019

In the years leading up to 2015, concerns began to emerge about NSW educational outcomes:

- Increased [media attention and commentary](#) on declining education performance relative to comparators
- OECD PISA scores particularly reflected a decade of decline in STEM subjects, with implications for developing an Australian workforce fit for the future
- NSW was lagging behind other Australian states and territories in improving educational performance
- Previous governments had invested more in 2007/08, but this had not yielded tangible results for students



**Target set: Boost the proportion of students in top two NAPLAN\* bands by 8% by 2019.**

Target was set in 2015 by Premier in consultation with public service departments.

Target would see an 8% increase of students in the top two NAPLAN bands: from 32.7% to 35.2% overall.

This was ambitious by NSW's historical standards – higher than it had ever achieved – but was also calibrated against benchmarks from other states and territories.

*Bump It Up* became one of the Government's key data-driven strategies for achieving this target:

Five elements in each eligible school:

- Setting an improvement aim: a school-specific target for NAPLAN outcomes
- Upskilling teachers to use data to identify priorities to improve literacy and numeracy
- Tracking and driving student progression in key skills at a more granular level
- Embedding and refining use of evidence-based practices linked to literacy and numeracy skills
- Investing in teachers' professional learning

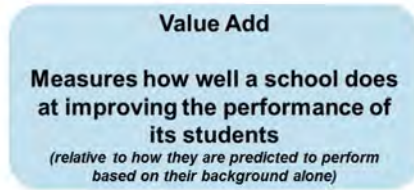
...backed up by an ongoing programme of fieldwork to identify opportunities to improve.

# The Premier's ambition—and the target set to deliver it—was all about setting the bar high for standards in education

Agencies had limited resources, and used data to identify schools with the greatest improvement potential—and focused *Bump It Up* support there:

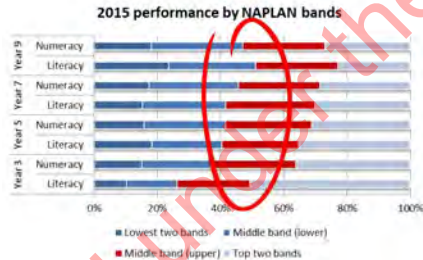
## “Value add”:

Data was used to identify schools that had track records of maximising learner potential

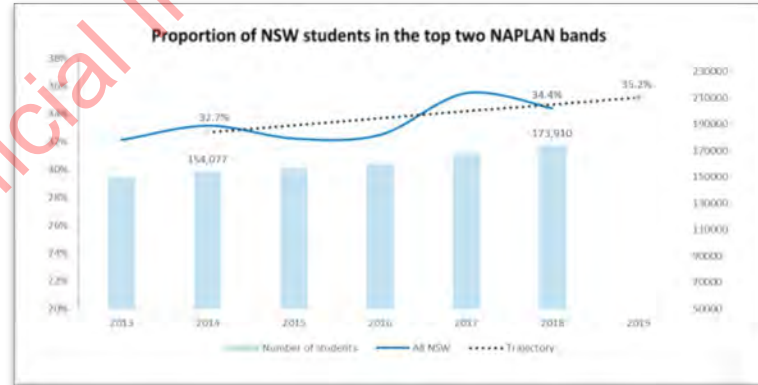


## “Third band”:

Data enabled a focus on schools with higher proportions of students just below the top two NAPLAN bands



A total of 137 NSW public schools were selected and participated in the Bump It Up programme. The Premier's NAPLAN target was first met ahead of schedule in 2017\*



We successfully achieved the 2015 Premier Priority of increasing the number of students in the top two NAPLAN bands by 8 per cent by 2019 and now we have set the bar even higher

- NSW Premier Gladys Berejiklian announcing revised NAPLAN targets in 2019

# THE PREMIER'S PRIORITIES

**2018 UPDATE**

# PREMIER'S FOREWORD



The NSW Government is committed to making NSW an even stronger state in which all citizens have access to first-class services.

The NSW economy is one of the strongest in the world with no net debt, a Triple-A credit rating, record infrastructure spending, record investment in our hospitals and schools, and the lowest unemployment rate in the country.

NSW is in a strong position, but there is always more to do. The NSW Government has committed itself to 30 key State

Priorities, 12 of which are my personal Premier's Priorities. The priorities aim to keep the economy strong, create jobs, deliver world-class services, protect the vulnerable and ensure that all NSW citizens and communities share in the state's success.

The NSW Government is focused on delivering for all citizens of NSW. We have deliberately set ambitious goals that will be hard to achieve, which are a sign of my government's commitment to make a meaningful difference in people's lives.

- We have more than doubled our target for new jobs created.
- There are more kids in the top two NAPLAN bands.
- More than half of NSW school children are participating in sport outside of school with an Active Kids voucher.
- We have seen reductions in domestic violence reoffending for 9 consecutive months.
- 500 fewer children are being re-reported at risk of harm from last year.
- We have exceeded our target a year early for reducing youth homelessness.
- We have reduced the amount of litter, with more than 1 billion containers returned via Return and Earn.

I am pleased by the progress we are making, but I know that there is always more to do. I am personally committed to all of the Premier's Priorities and will be working hard for every community and citizen in NSW.

**The Hon. Gladys Berejiklian MP**  
NSW Premier

# HIGHLIGHTS

## Creating jobs



Over **377,000** new jobs created in NSW since 2015, more than double the target

## Improving education results



**20,000** more students in the top two NAPLAN bands

## Protecting our kids



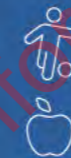
**500 fewer children** re-reported at risk of harm than last year – on track to achieving the Premier's Priority early

## Driving public sector diversity



**850 additional women** and **30 additional Aboriginal people** in senior leadership roles in the NSW public sector

## Tackling childhood obesity



Over **650,000** children with an Active Kids voucher – **more than half** of all school children in NSW  
**240 verified** healthy school canteens, serving over **70,000** children in NSW schools

## Improving government services



**5500** citizens received cost-of-living refunds in Service NSW centres – saving an average of **\$500**

## Delivering infrastructure



Record **\$87 billion** investment to ensure all communities have access to the infrastructure they need – from major projects like the Sydney Metro to local roads, schools and health facilities like the **Silver City Highway, Coolamon Ambulance Station** and new groyne at the **Entrance Beach**

## Improving service levels in hospitals



**68,000** more patients through hospital emergency departments within **4 hours**

## Keeping our environment clean



Over **1 billion** containers returned via the Return and Earn Container Deposit Scheme, helping **reduce litter by 37%**

## Reducing domestic violence reoffending



**9 consecutive months** of reductions in domestic violence reoffending, leading to better outcomes for victims and families

## Making housing more affordable



Record housing construction with more than **65,000** dwellings completed in 2017-18, well above the annual target

## Reducing youth homelessness



**200 additional** young people in stable long-term accommodation compared with last year, exceeding the target a year early

sed under the Official Information Act

## 1 CREATING JOBS

150,000 new jobs by 2019

Jobs provide people with quality of life and a way to reach their potential. Positive macroeconomic conditions in NSW continue to drive strong jobs growth, with over 377,000 new jobs created since 2015 – more than double the priority target of creating 150,000 new jobs by 2019.

The NSW Government has established a range of initiatives to support job creation, including the \$190 million four-year Jobs for NSW fund to invest in job creation incentives and support new businesses (30% dedicated for regional initiatives). Regional jobs are being supported by \$1.6 billion in direct government infrastructure funding through the Regional Growth Fund and \$30 million Regional Investment Attraction Package. The regions will be further developed, with \$4.2 billion from the sale of the Snowy Hydro earmarked for infrastructure projects.

In its second year, the \$30 million Business Connect program supported more than 10,000 small businesses. The Easy to Do Business initiative, rolling out statewide by 2020, currently works with 92 councils to make it easier for people to start a café, restaurant or small bar.

Work also continues to develop the Sydney Innovation and Technology Precinct to cement the city's reputation as the tech capital of Australia, and help create 25,000 tech jobs by 2036.



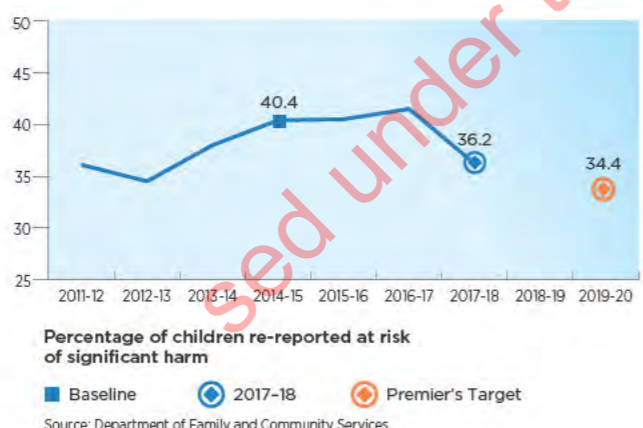
## 2 PROTECTING OUR KIDS

Decrease the percentage of children and young people re-reported as at risk of significant harm by 15% by 2019

The NSW Government is committed to helping the most vulnerable children and their families create safe homes and bright futures. When caseworkers see more children and see them earlier, they can help more families get the right support at the right time, and prevent children being re-reported and coming back into the system.

As at June 2018, the rate of re-reporting was 36.2%, down 5.3 percentage points from last year, indicating that more than 500 children across NSW are in safer, more stable homes than a year ago. While there is always more to do to ensure children and young people are safe from harm, this is a very meaningful and tangible improvement in the lives of vulnerable individuals and their families.

Six key statewide interventions, developed through data analysis and working with frontline child protection workers, have driven these results. These interventions include providing caseworkers with intensive training, coaching and support in key practice tools, rolling out practice guidelines for closing cases, and conducting weekly group supervision to support reflective practice and continuous improvement among caseworkers.







## EASY TO DO BUSINESS CREATING JOBS

The Easy to Do Business initiative aims to make NSW the easiest state in which to do business. The successful first phase focused on making it faster and easier to start up a café, restaurant or small bar business.

In recognition of the job-creation benefits the Easy to Do Business is achieving, the Australian Government is investing \$95.9 million to expand the initiative to councils across NSW.

The NSW Small Business Commissioner and Service NSW are co-delivering the program using the Service NSW digital platform. The program provides personalised support, online how-to guides and an online business navigator that walks businesses through what they need to do to meet licencing and regulation requirements.

The Easy to Do Business initiative has reduced the time it takes to set up a café, restaurant or small bar from 18 months to less than 90 days, and reduced the number of required forms from 48 to a single form. This has saved participating businesses up to 57 hours in red tape.

-  **90 days or less to open a café, restaurant or small bar, down from an average of 18 months**
-  **Up to 48 forms and 75 regulations cut to one single digital form**
-  **57 hours of red tape saved (90 hours of research and administration time reduced to 33 hours)**
-  **Access to 13 government agencies through a single Service NSW digital solution**

### 3 TACKLING CHILDHOOD OBESITY

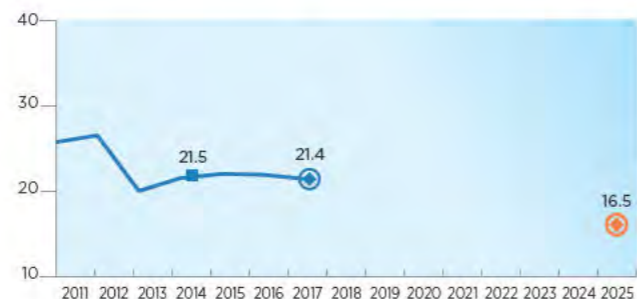
Reduce overweight and obesity rates of children by 5 percentage points by 2025

More than one in five children are above their healthy weight range in NSW. Obesity impacts long-term physical and psychological health, and leads to children being at higher risk of serious illness such as diabetes.

The NSW Government is delivering evidence-based programs, which have seen the rates of overweight or obese children stabilise at 21.4% (2017). Achieving the Premier's target of 16.5% will mean that 62,000 fewer children will be overweight or obese.

Under the new Active Kids rebate program, parents can claim up to \$100 per school-aged child, per year, as a voucher to reduce the cost of registration or membership fees for after-school and weekend sport, and active recreation activities. This complements the already proven Go4Fun and Live Life Well @ School programs.

Additional programs are being rolled out, such as the Make Healthy Normal campaign, as well as programs to improve access to chilled water in public areas and schools, and encouraging healthy choices in school canteen menus. For instance, there are now 240 verified healthy school canteens serving more than 70,000 children across NSW.



Rate of overweight and obesity in NSW children (%)  
 ■ Baseline ● 2017 ○ Premier's Target  
 Source: NSW Population Health Survey (SAPHARI), Centre for Epidemiology and Evidence, NSW Ministry of Health

### 4 DELIVERING INFRASTRUCTURE

Key metropolitan, regional and local infrastructure projects to be delivered on time and on budget

NSW is experiencing an unprecedented once-in-a-generation infrastructure boom, with the NSW Government investing a record \$87 billion over the next four years.

This infrastructure is generating tens of thousands of direct and indirect jobs and, when complete, will support a further one million people who will call NSW home in the next decade.

This Premier's Priority tracks the on-time, on-budget delivery of 10 major projects across the state, including Sydney Metro and WestConnex, two of the largest transport projects in Australia.

In addition to these large-scale projects, the priority is focused on accelerating more than 80 smaller local projects across NSW to ensure that all communities receive their fair share of services and infrastructure.



Progress of 89 local infrastructure projects as at November 2018

Source: Department of Premier and Cabinet



The new groyne at the Entrance Beach completed in December 2017.



Sportsman's Creek Bridge at Lawrence opened to traffic on 26 February 2018.

### ACTIVE KIDS TACKLING CHILDHOOD OBESITY

The NSW Government launched the Active Kids program in January 2018 to help NSW families with the cost of getting their kids involved in sport and fitness activities.

Parents can claim up to \$100 per school-aged child, per calendar year as a voucher to reduce the cost of registration or membership fees for after-school, weekend and structured fitness or physical activities. The voucher is not means-tested.

These activities could include traditional sport such as netball, football or basketball; swimming classes or lessons; and other fitness or physical activities such as gymnastics or athletics.

Since the launch of Active Kids, NSW parents have generated more than 650,000 vouchers, which have saved them up to \$65 million and helped kids get active.



## 5 KEEPING OUR ENVIRONMENT CLEAN

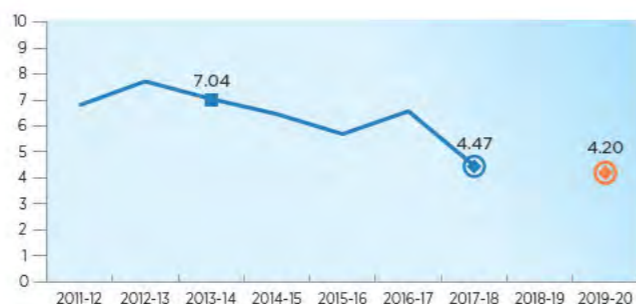
Reduce the volume of litter by 40% by 2020

Littering is a blight on our natural landscape, leading to costly impacts and damage to the environment. The 2017-18 National Litter Index shows that the volume of litter in NSW has reduced by 37% since 2013-14.

This has been driven by strong community support of the Return and Earn scheme, which has resulted in the collection of over 1 billion containers in the first year. There are 33% fewer eligible littered drink containers in our environment since the scheme's introduction in December 2017.

More than 680 return points now operate across NSW, with 91% of Return and Earn users satisfied with the service. The Return and Earn container deposit scheme forms a major part of the NSW Government's \$802 million Waste Less, Recycle More initiative.

In addition, the NSW Environment Protection Authority is rolling out the Don't be a Tosser campaign and targeted interventions such as council and community litter grants. More than 165 local projects have been supported through the Community Litter Grants to clean rivers, set up waste traps and protect local highways from littering.



Volume of litter (litres) per 1000m²  
 ■ Baseline ● 2017-18 ● Premier's Target  
 Source: Keep Australia Beautiful, National Litter Index

## 6 MAKING HOUSING MORE AFFORDABLE

Deliver 61,000 housing completions on average per year to 2021

- State-led rezoning for 10,000 additional dwellings on average per year in appropriate areas to 2021
- 90% of housing approvals determined within 40 days by 2019

People want a fair go when it comes to owning their own home, but many have found it increasingly difficult in a high price market. The NSW Government has developed a range of measures to increase housing supply, fast-track approvals and provide direct support to first-time buyers.

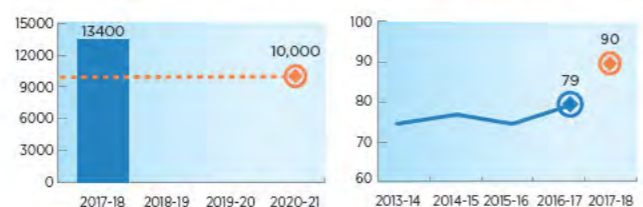
The government is committed to increasing the supply of new homes to put downward pressure on prices. A record of more than 65,000 dwellings were completed in 2017-18, exceeding the Premier's Priority target for average completions per year.

Completion of 17 of the 26 measures within the NSW Housing Affordability Strategy support this delivery. The NSW Government is also working with local councils to improve turnaround times for housing approvals by streamlining processes and simplifying exempt and complying development. By 2019, our target is for 90% of housing approvals to be determined within 40 days.

This forms part of a wider package of measures designed to support first-home owners, to ensure land is available for future housing and provide local infrastructure for essential services.



Housing completions in NSW per year ('000)  
 ● 2017-18 ● Premier's Target  
 Source: Australian Bureau of Statistics, 8752.0 Building Activity, Australia Publication (Table 38, Column K)



Forecasted dwellings created through state led rezoning  
 ■ 2017-18 ● Premier's Target  
 Housing approvals determined within 40 days (%)  
 ● 2017-18 ● Premier's Target  
 Source: Department of Planning and Environment



### HUNTER LITTER REDUCTION PROJECT KEEPING OUR ENVIRONMENT CLEAN

In 2017, the Environment Protection Authority provided a \$50,000 grant to the Hunter Joint Organisation of Councils to reduce litter at busy parks across the region.

Hunter councils developed relationships with local sporting associations, organisations and schools to understand littering behaviour, and used local knowledge to tackle litter at three targeted sites.

Grant funding went towards infrastructure, signage and education campaigns for local communities.

- 240 high school kids cleaned up their local park and learnt about litter reduction
- 250 touch football players pledged not to litter
- There was an average reduction in litter volume of 70% across the three project sites



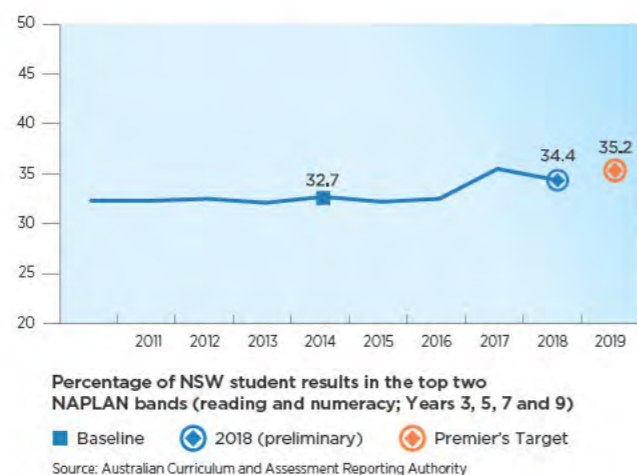
## 7 IMPROVING EDUCATION RESULTS

Increase the proportion of NSW students in the top two NAPLAN bands by 8% by 2019

Record investment and emphasis on targeted learning has resulted in the proportion of NSW students in the top two NAPLAN bands for literacy and numeracy increasing by almost 3 percentage points in less than four years. Preliminary data indicates that in 2018, 34.4% of students achieved results in the top two NAPLAN bands in reading and/or numeracy. There are now an additional 20,000 children achieving results in the top two NAPLAN bands, and we remain on track to achieve the Premier's Priority target in 2019.

The NSW Government delivered a record \$15 billion education budget in 2017-18, including the Bump It Up strategy supporting the progression of students into the top two NAPLAN bands. This was delivered in 137 schools, of which 46 are in regional areas, and will be expanding into an additional 112 schools.

The Early Action for Success structured K-2 Literacy and Numeracy program is operating in 530 schools, of which 407 are in regional areas. We are also strengthening existing literacy and numeracy initiatives in high schools to help students reach the HSC minimum standard.



## 8 DRIVING PUBLIC SECTOR DIVERSITY

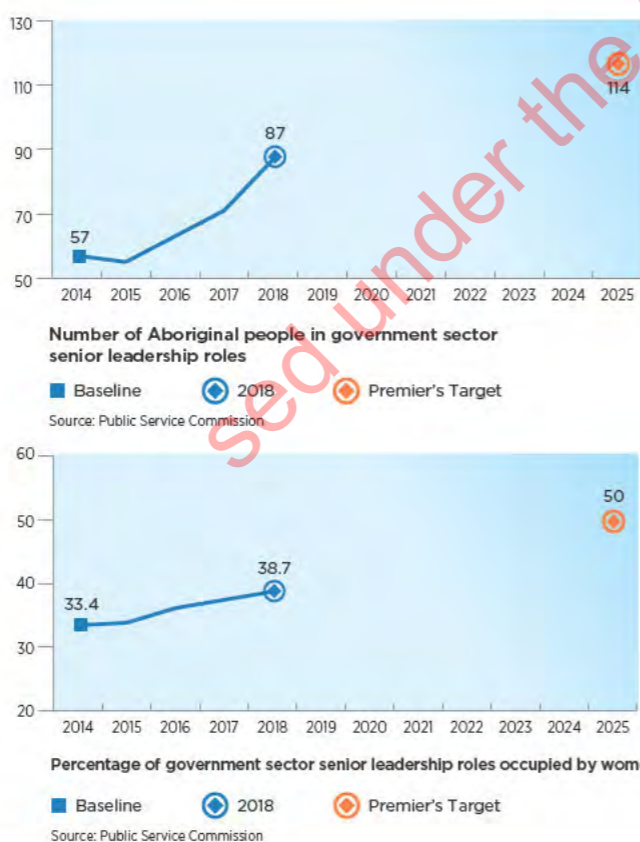
Increase the number of women and Aboriginal and Torres Strait Islander people in senior leadership roles by 2025

The NSW public service is the largest employer in the country. A more diverse leadership is critical to better reflect the diversity of the community which it serves.

In 2018, the percentage of women leaders was 38.7% - an increase on the previous year and well above the state average across public and private enterprise. While this represents strong performance, more work needs to be done to achieve the 50% target. The NSW Public Service Commission is targeting more places for women on its Leadership Academy Program and working with agencies on flexible working strategies and unconscious bias interventions in recruitment.

Pleasingly, more Aboriginal and Torres Strait Islander people were assigned leadership roles in 2018, bringing the total number of Aboriginal and Torres Strait Islander leaders to 87.

The NSW Public Service Commission has partnered with the Australian Graduate School of Management to deliver an Aboriginal Career and Leadership Development Program to support Aboriginal and Torres Strait Islander public sector employees. Since 2014, 100 participants have graduated, including 48 graduates in regional areas.



## BUMP IT UP IMPROVING EDUCATION RESULTS

The Bump It Up strategy has identified 137 schools with the greatest capacity to improve their students' performance in literacy and numeracy. Of those, 46 are in regional areas.

These schools had a high proportion of student NAPLAN results in the middle two bands in 2014-2015. Accelerated and locally-developed targeted reading and numeracy initiatives are being developed to help students improve their results.

At Claymore Public School near Campbelltown in Sydney's south-west, an improved focus on building staff capacity and data analytics through the Early Action for Success strategy has seen the proportion of student results in the NAPLAN top two bands increase by 11% for Year 3 and 4% for Year 5.

## 9 IMPROVING GOVERNMENT SERVICES

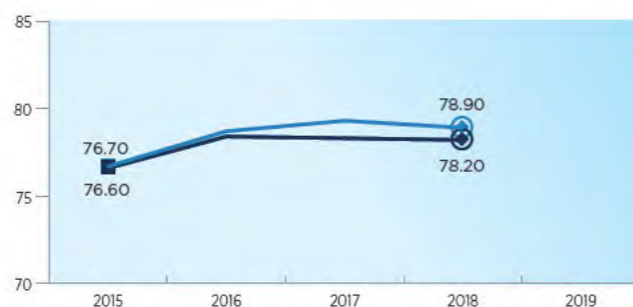
Improve customer satisfaction with key government services every year, this term of government to 2019

People have busy lives. They want government services to be faster and easier to use. They want personalised service that makes them feel like human beings and not numbers. The NSW Government is changing the way it interacts with citizens, taking a customer-first approach when delivering essential services.

The NSW Government's Customer Satisfaction Measurement Survey measures consumer and business satisfaction on an annual basis. The survey captures feedback on 23 different NSW Government services including education, transport and housing. The survey shows that significant improvements in customer satisfaction since 2014 have been sustained.

Initiatives such as Easy to Do Business (reducing the time it takes to start a small business), the Digital Driver Licence trial and Cost of Living measures have achieved a high level of customer satisfaction, and were developed to cater for citizens' increased appetite for online services.

In addition, the Feedback Assist online feedback tool has been implemented on 181 government websites to drive continuous improvement in complaints handling.



Customer Satisfaction Index Scores  
 Consumer ■ Baseline ● 2018  
 Business ■ Baseline ● 2018  
 Target numbers based on statistically significant improvement from baseline  
 Source: Customer Service Commission

## 10 IMPROVING SERVICE LEVELS IN HOSPITALS

81% of patients through emergency departments within four hours by 2019

Every person in NSW deserves access to quality healthcare, which is why the NSW Government is making record investments in health. Our hospitals' emergency departments are a crucial part of our health system. Timely access to care in emergency departments can lead to improved health outcomes for patients, as well as reduce or avoid hospital stays.

Of the 2.9 million patients presenting to NSW's emergency departments in 2017-18, over 2.12 million went through in four hours - 36,000 more than last year and 68,000 more over the life of the priority. Over the same period, an additional 190,000 patients have presented to emergency departments across NSW.

The NSW Government is committed to patient safety and quality care, and is investing a record \$23.2 billion over four years - up by \$1 billion compared with the previous year - to help meet additional statewide demand.



Percentage of patients through emergency departments within four hours  
 ■ Baseline ● 2017-18 ● Premier's Target  
 Source: NSW Health

## COST OF LIVING IMPROVING GOVERNMENT SERVICES

Almost seven in 10 NSW citizens feel overwhelmed by cost-of-living pressures. Service NSW is making it easier to access savings and rebates through a face-to-face appointment service, website and call centre as part of the Cost of Living program.

The NSW Government consolidated information on more than 40 rebates and savings from across its agencies, so this could be easily accessed by customers through Service NSW.

As of September 2018, 5500 customers had been served through the face-to-face appointment service, with each customer saving an average of \$500.

Approximately 64% of citizens now feel the NSW Government is taking steps to ease the cost of living (up from 28%).

**“With the help that our Cost of Living Specialist gave us, we saved \$700 plus per year. It has taken so much stress off of us.”**

- Debbie, Mid-North Coast

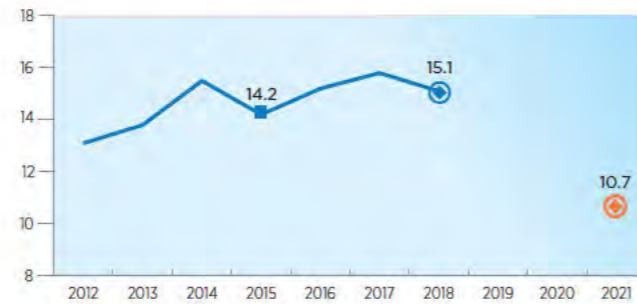
## 11 REDUCING DOMESTIC VIOLENCE REOFFENDING

Reduce the proportion of domestic violence perpetrators reoffending by 25% by 2021

On average, one woman is killed every week in Australia due to domestic violence. Domestic violence has no place in our society. Abuse by a member of the family can have lasting and irreversible impacts on the health and wellbeing of victims and other members of the family.

The NSW Government is focused on reducing domestic violence reoffending by holding perpetrators to account and ensuring they receive targeted, evidence-based interventions to change their behaviour. The target is ambitious, beyond what has ever been achieved in Australia with comparable targets. Performance is improving, with nine consecutive monthly reductions in the reoffending rate of domestic violence perpetrators.

The NSW Government is committed to pursuing new evidence based strategies that have the best chance of tackling reoffending rates. There is also opportunity to scale up trial interventions, which include enhancing community corrections supervisions, increasing the use of suspect target management plans, and expanding the rollout of proven behavioural change programs.



Percentage of domestic violence offenders reoffending within 12 months, by reporting year

■ Baseline ● 2018 (preliminary) ○ Premier's Target

Source: NSW Bureau of Crime Statistics and Research

Offenders charged in a calendar year are tracked for 12 months from their reference offence to see if they reoffend. This means that the reoffending rate is affected by changes in both the number of offenders charged and the number of reoffences.

## 12 REDUCING YOUTH HOMELESSNESS

Increase the proportion of young people who successfully move from Specialist Homelessness Services (SHS) to long-term accommodation to more than 34% by 2019

Homelessness, particularly among children and young adults, is disruptive and can cause long-term physical and mental health issues in adult life. More and more young people are in stable accommodation in NSW. Of the 5531 young people who presented to a Specialist Homelessness Service in 2017-18, 1918 (34.7%) moved into stable long-term accommodation. This is 207 more young people than in 2016-17 and exceeds the Premier's Priority target by 0.7 percentage points.

The NSW Government is helping youth at risk of homelessness through Rent Choice Youth. Rent Choice Youth helps eligible young people to rent in the private market by providing a subsidy that starts at 25% of their income and tapers off as their capacity to pay increases. The program assisted 365 young people in 2017-18.

As part of the Premier's Youth Initiative, out-of-home care leavers were targeted with early and integrated interventions, providing support to 280 young people.



Proportion of SHS clients aged 15-24 yrs presenting alone who are living in independent housing at the end of support

■ Baseline ● 2017-18 ○ Premier's Target

Source: Australian Institute of Health and Welfare, Department of Family and Community Services



## More information

[nsw.gov.au](http://nsw.gov.au)

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## Metrics and targets for delivery

Reference for the New Zealand Department of Prime Minister and Cabinet  
Implementation Unit

30 January 2024

sed under the Official Information Act

## Overview of metrics and targets for delivery

Sector	Metric	Target	Jurisdiction
Education	Percentage of year 12 students in STEM courses	Increase to 85%	Western Australia
	Number of children in regulated childcare spaces and/or early learning programmes	Increase 250,000	Canada
	Percentage of children achieving the expected standard in reading, writing and maths	Increase to 90%	United Kingdom**
	Percentage of 11 year old students meeting literacy and numeracy standards		United Kingdom*
Health	Proportion of population who have taken an illicit drug in the last 12 months	Reduce by 15%	Western Australia
	Percentage of children and youth who are obese	Reduce to 13%	Canada
	Percentage of critical ambulance arrivals that occur within 15 minutes	Increase to 85%	Victoria, Australia
	Percentage of patients through Accident & Emergency in 4 hours or under	Increase to 98%	United Kingdom*
Justice	Percentage of children and young people cared for by kin	Increase by 70%	Queensland, Australia
	Percentage of youth offenders returning to detention within two years of release	Reduce by 50%	Western Australia
	Percentage of Youth Court cases receiving a non-custodial (community-based) sentence	Increase to 85%	Canada
	Client satisfaction rating with quality of legal services provided	Increase to 8	Canada
Economy	Ranking in the World Bank's Ease of Doing Business Index	10 <sup>th</sup> place	Canada
	Number of people completing high quality skills training	Increase to 200,000	United Kingdom**
	Volume of domestic public investment in R&D outside the Greater South East	Increase by 40%	United Kingdom**
	Jobs created in Regional Western Australia	Increase by 30,000	Western Australia
Public services	Percentage of new hires under the age of 35	Increase to 53%	Canada
	Percentage of employees who are Aboriginal	Increase to 4%	Canada
	Percentage of government sector senior leadership roles occupied by women	Increase to 50%	New South Wales, Australia
Infrastructure and environment	Percentage of energy generated from renewables	Increase to 50%	Victoria, Australia
	Number of hectares of trees planted	30,000 per year	United Kingdom**
	Percentage of commercial building owners reporting their annual energy usage	Increase to 60%	United States of America
Welfare	Number of shelter users who are chronically homeless	Reduce by 50%	Canada
	Number of children developmentally on track on all five domains in the Australian Early Development Census	Increase by 10%	Western Australia

\* Original UK Prime Minister's Delivery Unit targets

\*\* More recent targets