



7 May 2024

[Redacted]  
[Redacted]  
[Redacted]

Ref: OIA-2023/24-0737

Dear [Redacted]

**Official Information Act request relating to government targets, the Delivery Unit and DPMC structure**

Thank you for your Official Information Act 1982 (the Act) request received on 8 April 2024. You requested:

- *All documents, including briefings, papers, cabinet papers, weekly bullets, aide memoirs, and memos, produced regarding Government targets and the creation of a delivery unit produced since March 1, 2024.*
- *All documents, including briefings, papers, cabinet papers, weekly bullets, aide memoirs, and memos, produced regarding reshaping or reorganising DPMC's structure and work for the new prime minister, produced since March 1, 2024."*

**Information released**

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

Document	Date	Title	Decision
Document 1	6/03/2024	Briefing: Support for delivery of Government Targets and Work Programme	Released with information withheld under: 9(2)(a) 9(2)(f)(iv)
Document 2	20/03/2024	Progressing the transfer of the Child Wellbeing and Poverty Reduction Group to the Ministry of Social Development	Released with information withheld under: 9(2)(a) 9(2)(f)(iv) 9(2)(g)(i)

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

- 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.

## 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).

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

## Information withheld

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

Date	Title of Paper	Decision
6/03/2024	Aide-Mémoire: Strengthening New Zealand’s Resilience to National Risks	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)
15/03/2024	Briefing: DPMC - Approach to Budget 24	Withheld in full under: 9(2)(f)(iv)

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 the DPMC 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 making my decision, 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, Delivery Unit**

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

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

<b>Key output</b>	<b>Oversight (by when)</b>	<b>DPMC support</b>
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

**IN-CONFIDENCE**

		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				



# Report title: Progressing the transfer of the Child Wellbeing and Poverty Reduction Group to the Ministry of Social Development

<b>Date:</b>	20/03/2024	<b>Security level:</b>	In Confidence
<b>Priority:</b>	High	<b>Report number:</b>	REP/24/3/262

## Action sought

	Action sought	Deadline
<b>Hon Louise Upston</b> Minister for Social Development and Employment	Approval to the financial arrangements for the transfer of the Child Wellbeing and Poverty Reduction Group (CWPRG) from the Department of the Prime Minister and Cabinet (DPMC) to the Ministry of Social Development (MSD) on 25 April 2024.	25 March 2024
<b>Rt Hon Christopher Luxon</b> Prime Minister	As above	25 March 2024
<b>Hon Nicola Willis</b> Minister of Finance	As above	25 March 2024

## Contact for discussion

Name	Position	Telephone	1 <sup>st</sup> contact
Harry Fenton	Acting General Manager Policy	s9(2)(a)	✓

**Report prepared by:** Harry Fenton, General Manager Policy

## Minister's office to complete

<b>Comments</b>			
<input type="checkbox"/> Noted	<input type="checkbox"/> Seen	<input type="checkbox"/> Approved	<input type="checkbox"/> Needs change
<input type="checkbox"/> Not seen by Minister	<input type="checkbox"/> Overtaken by events	<input type="checkbox"/> Declined	<input type="checkbox"/> Referred to (specify)
<b>Date received from MSD</b>		<b>Date returned to MSD</b>	
_____		_____	



# Report

**Date:** 20 March 2024

**Security  
Level:** \_\_\_\_\_

**To:** Rt Hon Christopher Luxon, Prime Minister

Hon Louise Upston, Minister for Social Development and  
Employment and Minister for Child Poverty Reduction

Hon Nicola Willis, Minister of Finance

**Reference** DPMC-2023/24-999 REP/24/3/262

## Progressing the transfer of the Child Wellbeing and Poverty Reduction Group to the Ministry of Social Development

### Purpose of the report

- 1 This report seeks your approval by 25 March 2024 to the financial arrangements for the transfer of the Child Wellbeing and Poverty Reduction Group (CWPRG) from the Department of the Prime Minister and Cabinet (DPMC) to the Ministry of Social Development (MSD) on 25 April 2024.

### Recommended actions

It is recommended that you:

- 1 **agree** to relocate the Child Wellbeing and Poverty Reduction Group from the Department of the Prime Minister and Cabinet to the Ministry of Social Development with effect from 25 April 2024

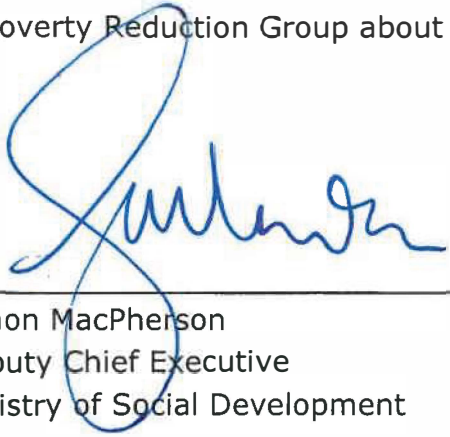
AGREE/DISAGREE

- 2 **agree** to the fiscally neutral transfer of the amounts, as outlined under financial recommendations in paragraph 15, to give effect to recommendation 1

AGREE/DISAGREE

- 3 **note** that the Chief Executives of DPMC and MSD have agreed how the transition costs to give effect to the transfer will be shared, and

4 **note** the Chief Executive of DPMC will consult with the Child Wellbeing and Poverty Reduction Group about this change.



---

Simon MacPherson  
Deputy Chief Executive  
Ministry of Social Development

20.3.24

---

Date



---

Clare Ward  
Executive Director, Child Wellbeing and  
Poverty Reduction  
Department of the Prime Minister and  
Cabinet

20 March 2024

---

Date

---

Hon Louise Upston  
Minister for Social Development and  
Employment  
Minister for Child Poverty Reduction

---

Date

---

Rt Hon Christopher Luxon  
Prime Minister

---

Date

---

Hon Nicola Willis  
Minister of Finance

---

Date

Released under the Official Information Act 1982

## Background

- 2 Future arrangements for the Child Wellbeing and Poverty Reduction Group (CWPRG) have been discussed with portfolio Ministers, Minister Upston and the Prime Minister. There is a good rationale for transferring the CWPRG from the Department of the Prime Minister and Cabinet (DPMC) to the Ministry of Social Development (MSD) who have been working closely on matters related to reducing child poverty and improving child and youth wellbeing over the last six years.
- 3 MSD holds a number of key levers for reducing child poverty such as providing policy advice and delivering services relating to financial assistance and employment for parents, families and independent children over 16 years old. MSD also publishes an annual report with a time-series data, international comparisons, and a breakdown of income, poverty, and hardship measures affecting children as well as the Youth Health and Wellbeing Survey, which collects data on young people's experiences with indicators of poverty such as damp housing or living costs.
- 4 The Minister for Child Poverty Reduction, who is also the Minister for Social Development and Employment, signalled her intent to make this transfer in 2024 pending further advice on timing and costings.

### **The transfer of the CWPRG will be actioned using section 86 of the Public Service Act 2020**

- 5 The transfer of the CWPRG will be actioned using section 86 of the Public Service Act 2020 where the Chief Executive of DPMC, in consultation with the Chief Executive of MSD, can transfer employees from DPMC to MSD if those positions consist of the same duties and responsibilities. The positions being transferred to MSD have to also be located around the same physical area as when those positions were with DPMC (i.e. in Wellington).
- 6 Section 86 of the Public Service Act 2020 also provides protection against having to pay technical redundancy and overrides Part 6A of the Act as long as the transfer of the role from DPMC to MSD is substantially the same.
- 7 Before the transfer of the CWPRG could be actioned under section 86 of the Public Service Act 2020, the Chief Executive of DPMC must consult with the employee about the proposed transfer. Staff of the CWPRG will be consulted about this change.
- 8 We propose the transfer of the CWPRG commences with effect from the payroll date of 25 April 2024. The physical transfer of staff would take place around this time, given that 25 April 2024 is a public holiday. Given the CWPRG functions are Policy roles, the team will be part of MSD's Policy Group.

## Approval of financial arrangements to make this change

9 The current DPMC funding for the ongoing operation of the CWPRG is \$2.101 million per year. This level of funding has funded 11 full-time equivalents (FTEs) across the child poverty reduction and child wellbeing portfolios.

s9(2)(f)(iv), s9(2)(g)(i)

10

The

Minister for Child Poverty Reduction has an ambitious work programme on both sides of her portfolio:

- Child poverty - in addition to the legislative requirements (monitoring and reporting, and target setting) there is considerable work required to support the Government to continue to make progress towards achieving the ten-year targets.
- Child wellbeing – the Minister has signalled her intention to refresh the Child and Youth Wellbeing Strategy (Strategy) and position it as an investment framework to guide government investments in improving outcomes for children and young people.

s9(2)(f)(iv), s9(2)(g)(i)

11

12

13

- 14 MSD will also recover from DPMC the cost of employee related provisions including annual leave for staff that are transferring, which is currently valued at \$0.192 million.

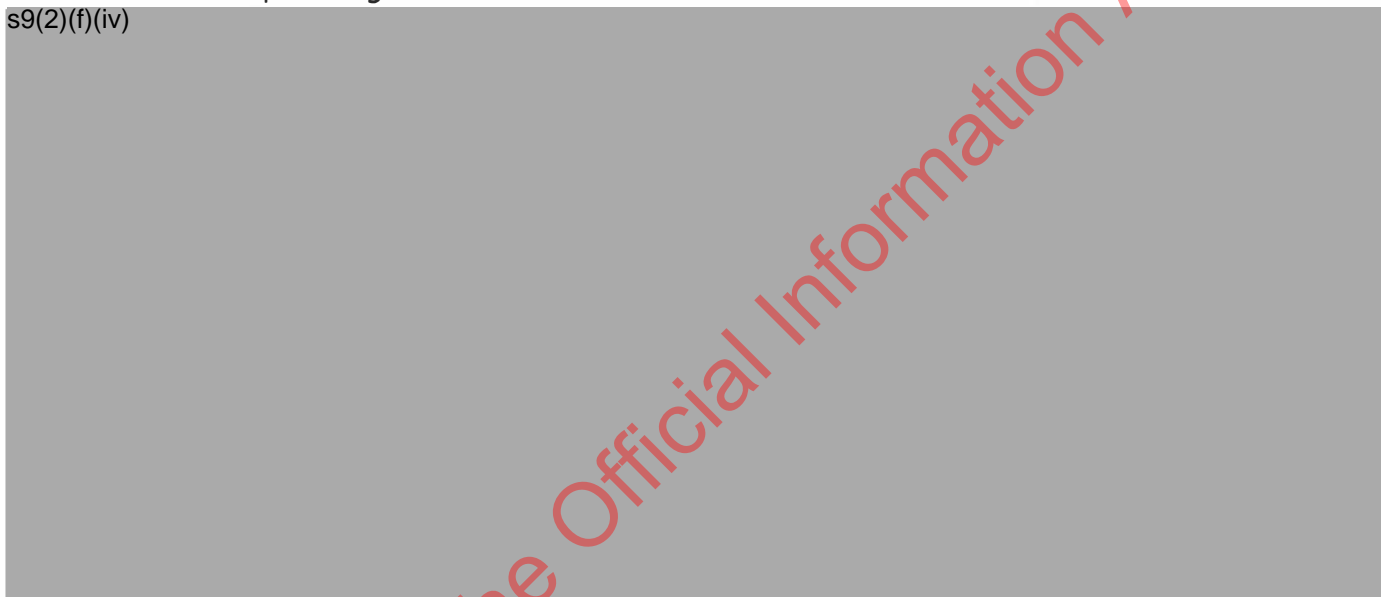
## Financial Recommendations

- 15 The Minister for Social Development and Employment and Child Poverty Reduction recommends that Ministers:

15.1 **agree** that the Child Wellbeing and Poverty Reduction Group be transferred from the Department of the Prime Minister and Cabinet to the Ministry of Social Development with effect from 25 April 2024;


15.2 **approve** the following fiscally neutral changes to appropriations to give effect to the policy decision in recommendation 15.1 with no impact on the operating balance and net debt:

s9(2)(f)(iv)



15.3 **agree** that the proposed changes to appropriations for 2023/24 above be included in the 2023/24 Supplementary Estimates and that, in the interim, the increase be met from Imprest Supply;

15.4 s9(2)(f)(iv)



15.5 **note** that the Treasury will have surplus capital arising from the transfer of the Child Wellbeing and Poverty Reduction unit from the Department of the Prime Minister and Cabinet to the Ministry of Social Development, and that the Ministry of Social Development will require capital to replace the asset;



15.7 **agree** that the proposed departmental capital withdrawal and departmental capital injection for 2023/24 above be included in the 2023/24 Supplementary Estimates and that, in the interim, the capital injection be met from Imprest Supply.

### **Next steps**

16 To meet the timeline for Estimates and to enable sufficient time for staff consultation to transfer the CWPRG from DPMC to MSD with effect from 25 April 2024, we seek your approval to the above financial recommendations by 25 March 2024.

17 Staff of the CWPRG will be consulted about this change.

File ref: REP/24/3/262

Author: Harry Fenton, General Manager, International, Disability, Generational Policy

Responsible manager: Simon MacPherson, DCE, Policy