



25 September 2024

[Redacted]  
[Redacted]  
[Redacted]

Ref: OIA-2023/24-0964

Dear [Redacted]

**Official Information Act request relating to communications about child and youth offending and justice**

Thank you for your Official Information Act 1982 (the Act) request received on 13 June 2024. You requested:

*"I write to request that you please supply the following information under the Official Information Act: since 1 December 2023, all communications, including emails and messages on any type of messaging platform, and associated documents about child and youth offending and justice between the Department of the Prime Minister and Cabinet, and:*

- Oranga Tamariki;
- Minister Chhour or her Office.

*Where information is deemed out of scope, I request that information."*

On 12 July 2024, I wrote to you extending the time limit for response by 56 working days, to 30 September 2024. The additional time was needed because your request necessitated a search through a large quantity of information and consultation needed to be completed before a decision could be made on the request.

The timeframe was extended for 56 working days as the information in scope was made up of a large volume of electronic communications. Following identification of the relevant material, it still required a large administrative and manual effort to prepare the information for both consultation and final release.

Following this extension, I am pleased to advise I am now in a position to respond. Thank you for your patience while we prepared your response.

**Information being released**

Please find attached communications relevant to your request as set out in the table below.

Item	Date	Subject Line or Description	Decision
Item 01	12/01/2024	Email: RE: Youth offending	Release with some information withheld: s9(2)(a)
Item 02	17/01/2024	Email: RE: F/u re the questions re an increase in remand and time on remand in the youth justice area	Release with some information withheld: s9(2)(a)

Item	Date	Subject Line or Description	Decision
Item 03	25/01/2024	<i>Email:</i> FW: Young Serious Offenders meeting - 5pm 23 January '24 - action points	Release with some information withheld: s9(2)(a) s9(2)(f)(iv) s9(2)(g)(i) s9(2)(g)(ii)
Item 04	25/01/2024	<i>Email:</i> RE: Young Serious Offenders meeting - 5pm 23 January '24 - action points for your review	Release with some information withheld: s9(2)(a) s9(2)(f)(iv) s9(2)(g)(i)
Item 05	25/01/2024	<i>Email:</i> Serious Youth Offending and the Introduction of Military Academies	Release with some information withheld: s9(2)(a) s9(2)(f)(iv) s9(2)(g)(ii)
Item 06	30/01/2024	<i>Email:</i> Military academies Ministers' meeting - 1pm Wednesday 31 January	Release with some information withheld: s9(2)(a)
Item 07	7/02/2024	<i>Email:</i> RE: Military academies - note of meeting on 31 January 2024	Release with some information withheld: s9(2)(a) s9(2)(f)(iv) s9(2)(g)(i) s9(2)(j)
Item 08	16/02/2024	<i>Email:</i> Young Serious Offending and military academies	Release with some information withheld: s9(2)(a)
Item 09	12/03/2024	<i>Email:</i> Catch up on targets	Release with some information withheld: s9(2)(a)
Item 10	19/03/2024	<i>Email:</i> Advice to Minister - YSO and MSA legislative options	Release with some information withheld: s9(2)(a)
Item 11	20/03/2024	<i>Email:</i> RE: 4pm meeting today about YSOs and military academies	Release with some information withheld: s9(2)(a)
Item 12	21/03/2024	<i>Email:</i> Next steps on Young Serious Offenders and Military-style academies	Release with some information withheld: s9(2)(a) s9(2)(f)(iv) s9(2)(g)(ii)
Item 13	22/03/2024	<i>Email:</i> Oranga Tamariki Briefing: Young Serious Offenders and Military-Style Academies Follow-Up from 20 March Meeting	Release with some information withheld: s9(2)(a) s9(2)(g)(ii)

Item	Date	Subject Line or Description	Decision
			Duplicate information redacted
Item 14	26/03/2024	<i>Email:</i> Quarter 2 Plan - Information to Support Reporting <i>Attachment:</i> Delivery of the Government's Quarterly Plan: Overview and Guidance (Version 1.0)	Release with some information withheld: s9(2)(a)
Item 15	27/03/2024	<i>Email:</i> Priorities and CE KPIs for Oranga Tamariki	Release with some information withheld: s9(2)(a)
Item 16	28/03/2024	<i>Email:</i> RE: Next Steps for Government Targets - Date for Announcement <i>Attachments:</i> <ul style="list-style-type: none"> <li>• Delivery of the Government Targets: Overview and Guidance Initial Version @ 27 March 2024</li> <li>• Frequently Asked Questions – 27 March 2024</li> </ul>	Release with some information withheld: s9(2)(a)  <i>Note: Full attachments (Targets Guidance and FAQs) would be in scope.</i>  Final of Government Targets information available on the <a href="#">DPMC website</a> .
Item 17	3/04/2024	<i>Email:</i> RE: Q2 Tracker - for meetings on Wednesday afternoon <i>Attachment:</i> Government's Quarterly Plan for Quarter 2 for STR Meeting of 8 April (Draft as at 2 April)	Release with some information withheld: s9(2)(a) s9(2)(g)(i)
Item 18	5/04/2024	<i>Email:</i> RE: Urgent Q: Targets Factsheets Reduced Child and Youth Offending	Release with some information withheld: s9(2)(a)
Item 19	8/04/2024	<i>Email:</i> Communications Pack - PM Targets Announcement This Afternoon <i>Attachments:</i> <ul style="list-style-type: none"> <li>• Draft Press Release 8/04/2024 Prime Minister launches Government Targets</li> <li>• Draft Government Target factsheets</li> </ul>	Release with some information withheld: s9(2)(a) s9(2)(g)(i) 18(d)
Item 20	9/04/2024	<i>Email:</i> Departmental consultation on the cabinet paper: Young Serious Offender declaration and Military-style academies	Release with some information withheld: s9(2)(a)
Item 21	11/04/2024	<i>Email:</i> RE: Next steps with targets	Release with some information withheld: s9(2)(a)
Item 22	11/04/2024	<i>Email:</i> FW: Paper from Minister Chhour: B-0119 Youth Serious Offender Declaration and Military-Style Academies <i>Attachment:</i> Ministry of Justice Aide-Mémoire: Young Serious Offender regime and Ram Raid Offending and Related Measures Bill (11 April 2024)	Release with some information withheld: s9(2)(a) s9(2)(f)(iv) s9(2)(g)(ii)

Item	Date	Subject Line or Description	Decision
Item 23	22/04/2024	<i>Email:</i> Justice Targets Meeting <i>Attachment:</i> Progress Note for Targets 3 and 4: 22 April 2024	Release with some information withheld: s9(2)(a) s9(2)(g)(i) s9(2)(g)(ii)
Item 24	30/04/2024	<i>Email:</i> RE: Invitation to discussion with Officials Strategy Committee	Release with some information withheld: s9(2)(a)
Item 25	3/05/2024	<i>Email:</i> FW: Ministerial Consultation: - Young serious offender declaration and military-style academies and the military-style academy pilot	Release with some information withheld: s9(2)(a)
Item 26	7/05/2024	<i>Email:</i> Central Agency Support for Targets	Release with some information withheld: s9(2)(a) s9(2)(g)(i)
Item 27	14/05/2024	<i>Email:</i> RE: Draft Treaty of Waitangi analysis (and other sections) for YSO and Military SA Cabinet paper	Release with some information withheld: s9(2)(a) s9(2)(f)(iv) s9(2)(g)(i)
Item 28	15/05/2024	<i>Email:</i> RE: Draft Treaty of Waitangi analysis (and other sections) for YSO and Military SA Cabinet paper	Release with some information withheld: s9(2)(a) s9(2)(f)(iv)
Item 29	17/05/2024	<i>Email:</i> Re: Agenda: Reduced Child and Youth Offending - Central Agency Meeting	Release with some information withheld: s9(2)(a) s9(2)(f)(iv)
Item 30	21/05/2024	<i>Email:</i> Delivery Plan Information for Thursday	Release with some information withheld: s9(2)(a)
Item 31	21/05/2024	<i>Email:</i> RE: Request - Ethnicity data for Target 5 (Youth and Child Offending)	Release in full.
Item 32	24/05/2024	<i>Email:</i> RE: Delivery Plan Information for Thursday <i>Attachment:</i> Target 3: Reduced Child and Youth Offending: A Regionally Enabled Approach: Central Agencies Meeting 24 May 2024	Release with some information withheld: s9(2)(a) s9(2)(f)(iv)
Item 33	24/05/2024	<i>Email:</i> FW: Key points to support PM Ministers discussion on YSO MSA SOU paper	Release in full.
Item 34	24/05/2024	<i>Email:</i> Re: Meeting with the Prime Minister re Young Serious Offenders and Military-Style Academies	Release with some information withheld: s9(2)(a) s9(2)(f)(iv) s9(2)(g)(i)
Item 35	27/05/2024	<i>Email:</i> FW: Meeting with the Prime Minister Monday 27th May, 6.45pm – 7.30pm	Release with some information withheld:

Item	Date	Subject Line or Description	Decision
			s9(2)(a) s9(2)(f)(iv) s9(2)(g)(i)
Item 36	29/05/2024	<i>Email:</i> Update From Delivery Unit for Target Leads/Teams <i>Attachments:</i> <ul style="list-style-type: none"> <li>Government Targets Schedule: As at 28 May 2024</li> <li>Target Quarterly Reporting Guidance: 29 May 2024</li> </ul>	Release with some information withheld: s9(2)(a) s9(2)(f)(iv)
Item 37	31/05/2024	<i>Email:</i> Next steps on youth crime following the meeting on Monday evening <i>Attachments:</i> <ul style="list-style-type: none"> <li>Commissioning Updated draft Cabinet papers</li> <li>Commissioning Aide-Mémoire on improvements in residences</li> </ul>	Release with some information withheld: s9(2)(a) s9(2)(f)(iv)
Item 38	31/05/2024	<i>Email:</i> RE: Fast Track Response - weekly dashboard <i>Attachment:</i> Fast Track Response for tamariki with serious or persistent offending: referrals to week ending 24 May 2024.	Release in full.  Fast Track Slides: Release in Full.
Item 39	5/06/2024	<i>Email:</i> Targets - Agency Reporting Guidance FINAL.pptx	Release with some information withheld: s9(2)(a) Duplicate email redacted, including attachment.
Item 40	5/06/2024	<i>Email:</i> Serious Youth Offending Bill - timeframes	Release with some information withheld: s9(2)(f)(iv)
Item 41	5/06/2024	<i>Email:</i> RE: YSO and MSA Cabinet papers - latest drafts	Release with some information withheld: s9(2)(a)  <b>2 Draft Cabinet Papers and OT Briefing B-0185 transferred to Min for Children</b>
Item 42	5/06/2024	<i>Email:</i> FW: Contact for System Leadership	Release with some information withheld: s9(2)(a) s9(2)(f)(iv)
Item 43	5/06/2024	<i>Email:</i> RE: Target Quarterly Reporting Template and report kick-off sessions	Release with some information withheld: s9(2)(a)
Item 44	6/06/2024	<i>Email:</i> FW: Targets - Agency Reporting Guidance FINAL.pptx	Release with some information withheld: s9(2)(a)

Item	Date	Subject Line or Description	Decision
Item 45	7/06/2024	<i>Email:</i> RE: Target 3 DRAFT Reducing Youth Offending Delivery Plan for Officials Strategy Committee	Release in full.
Item 46	7/06/2024	<i>Email:</i> RE: Target 3 DRAFT Reducing Youth Offending Delivery Plan for Officials Strategy Committee	Release with some information withheld: s9(2)(a)
Item 47	11/06/2024	<i>Email:</i> Re: Timeframes for Target 3	Release with some information withheld: s9(2)(a)
Item 48	2/05/2024	<i>Texts:</i> Text messages with Office of Minister for Children	Release in full.
Item 49	4/06/2024	<i>Texts:</i> Text messages with Office of Minister for Children	Release with some information withheld: s9(2)(a)
Item 50	5/06/2024	<i>Texts:</i> Text messages with Oranga Tamariki.	Release in full.
Item 51	28/05/2024	<i>Texts:</i> Text messages with Office of Minister for Children	Release with some information withheld: s9(2)(a)

Where there is duplication of parts of email trails or attachments these have been removed. Similarly, where multiple pages have been withheld, this has been noted but additional pages removed for administrative ease. In addition, many of the documents attached to these emails, draft Cabinet documents and briefings from Oranga Tamariki to the Minister for Children, were transferred to the Minister for Children to respond.

I note that you requested any “out-of-scope” information in documents. We have included in the scope of your request information in the communications that were identified as relevant to your request that is not about child and youth offending and justice.

As noted in the table above and in the documents themselves, 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
- section 9(2)(g)(ii), to prevent improper pressure or harassment
- section 9(2)(j), to enable negotiations to be carried on without prejudice or disadvantage.

### Information publicly available

Item 14: Cabinet Paper (18/03/2024) “Quarter 2 Plan” (CAB-24-SUB-0079) is available on the Department of the Prime Minister and Cabinet (DPMC) website at: [www.dPMC.govt.nz/publications/proactive-release-cab-24-sub-0079-quarter-2-plan](http://www.dPMC.govt.nz/publications/proactive-release-cab-24-sub-0079-quarter-2-plan).

Item 17: As noted in the table above, the attachment to Item 17 “Government’s Quarterly Plan for Quarter 2 for STR Meeting of 8 April” (Draft as at 2 April) has been withheld in full under section 9(2)(g)(i) of the act. The final Quarter 2 updates are now available on DPMC’s

website at: [www.dPMC.govt.nz/publications/proactive-release-cab-24-sub-0115-quarterly-plan-updates](http://www.dPMC.govt.nz/publications/proactive-release-cab-24-sub-0115-quarterly-plan-updates).

Item 19: The draft Press Release has been withheld under section 9(2)(g)(i). The final press release is publicly available on the Beehive website at: [www.beehive.govt.nz/release/prime-minister-launches-government-targets](http://www.beehive.govt.nz/release/prime-minister-launches-government-targets).

Government Targets Factsheets that were attached to Item 19 are publicly available on DPMC's website at: [www.dPMC.govt.nz/our-programmes/government-targets](http://www.dPMC.govt.nz/our-programmes/government-targets)

### Information withheld

The following email has been withheld in full under section 9(2)(g)(i) of the Act, to maintain the effective conduct of public affairs through the free and frank expression of opinion.

Date	Subject Line or Description	Decision
13/06/2024	<i>Email:</i> WPQ re. the Government's Youth Crime target - due Friday 14 June	Withhold in full under 9(2)(g)(i).

The email consisted of advice for responding to a Written Parliamentary Question. The final response to the Parliamentary Question is available on the Parliament website at: [Parliament website link to WPQ 29491 \(2024\)](#).

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 DPMC's 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



Janine Smith  
**Deputy Chief Executive, Policy**

**From:** [Jessica Gorman \[DPMC\]](#)  
**To:** [Phil Grady](#)  
**Subject:** RE: Youth offendng  
**Date:** Friday, 12 January 2024 12:51:00 pm  
**Attachments:** [image001.png](#)

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Thanks! Hope year starting well for you.

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**From:** Phil Grady <[Phil.Grady@ot.govt.nz](mailto:Phil.Grady@ot.govt.nz)>  
**Sent:** Friday, 12 January 2024 12:49 pm  
**To:** Jessica Gorman [DPMC] <[Jessica.Gorman@dpmc.govt.nz](mailto:Jessica.Gorman@dpmc.govt.nz)>  
**Subject:** RE: Youth offendng

**IN CONFIDENCE UNCLASSIFIED**

Yep, will see what I can do. Sorry I'm acting as Chappie.  
Ok have my Chief Advisor coming in Lydia Jarman

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**From:** Jessica Gorman [DPMC] <[Jessica.Gorman@dpmc.govt.nz](mailto:Jessica.Gorman@dpmc.govt.nz)>  
**Sent:** Friday, January 12, 2024 12:47 PM  
**To:** Phil Grady <[Phil.Grady@ot.govt.nz](mailto:Phil.Grady@ot.govt.nz)>  
**Subject:** RE: Youth offendng

Thanks Phil – could we have an OT attendee to make sure they are in the loop on other agencies' reports?

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**From:** Phil Grady <[Phil.Grady@ot.govt.nz](mailto:Phil.Grady@ot.govt.nz)>  
**Sent:** Friday, 12 January 2024 12:46 pm  
**To:** Jessica Gorman [DPMC] <[Jessica.Gorman@dpmc.govt.nz](mailto:Jessica.Gorman@dpmc.govt.nz)>  
**Subject:** RE: Youth offendng

**IN CONFIDENCE UNCLASSIFIED**

Jess,  
I am an apology for the 1pm.  
Can I pick up any question off line?  
:P

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**From:** Jessica Gorman [DPMC] <[Jessica.Gorman@dpmc.govt.nz](mailto:Jessica.Gorman@dpmc.govt.nz)>  
**Sent:** Wednesday, January 10, 2024 3:52 PM  
**To:** Phil Grady <[Phil.Grady@ot.govt.nz](mailto:Phil.Grady@ot.govt.nz)>  
**Cc:** Peter Douglas [DPMC] <[Peter.Douglas@dpmc.govt.nz](mailto:Peter.Douglas@dpmc.govt.nz)>  
**Subject:** RE: Youth offendng

Thanks Phil, this is great.

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**From:** Phil Grady <[Phil.Grady@ot.govt.nz](mailto:Phil.Grady@ot.govt.nz)>  
**Sent:** Wednesday, 10 January 2024 3:31 pm



**To:** Jessica Gorman [DPMC] <[Jessica.Gorman@dpmc.govt.nz](mailto:Jessica.Gorman@dpmc.govt.nz)>  
**Cc:** Peter Douglas [DPMC] <[Peter.Douglas@dpmc.govt.nz](mailto:Peter.Douglas@dpmc.govt.nz)>  
**Subject:** RE: Youth offendng

**IN CONFIDENCE UNCLASSIFIED**

Kia ora Jess,

Thank you. And happy new year to you.

Ok where we are at is,

1. A full advice pack (3 briefings) went to Min pre-xmas for Min to review and socialise with other key Ministers
2. The advice set out
  - a. Briefing: Recent improvements to youth justice responses and previous work on legislative amendments
  - b. Briefing: Options for a Young Serious Offender Category
  - c. Briefing: Advice on the Introduction of Military Academies
3. The advice was developed in conjunction with the other key agencies including Justice and Police and has asked our Min to refer to Ministers of Defence, Justice, Police and Corrections
4. Our Min is back in the office of a day (only) on 15 Jan – before continuing leave and I am pushing to get an update which we can then turn into the ask from the first 100 day plan.

I know Peter had reviewed what was sent across,

Happy to discuss – but am now effectively awaiting Min response.

I am also coordinating with Raj on the Justice bid in this area.

Ngaa mihi,

Phil

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**From:** Jessica Gorman [DPMC] <[Jessica.Gorman@dpmc.govt.nz](mailto:Jessica.Gorman@dpmc.govt.nz)>

**Sent:** Wednesday, January 10, 2024 3:11 PM

**To:** Phil Grady <[Phil.Grady@ot.govt.nz](mailto:Phil.Grady@ot.govt.nz)>

**Cc:** Peter Douglas [DPMC] <[Peter.Douglas@dpmc.govt.nz](mailto:Peter.Douglas@dpmc.govt.nz)>

**Subject:** Youth offendng

You don't often get email from [jessica.gorman@dpmc.govt.nz](mailto:jessica.gorman@dpmc.govt.nz). [Learn why this is important](#)

**IN CONFIDENCE UNCLASSIFIED**

Hi Phil

s9(2)(a)

In Pete's absence I am just checking on 100 day plan priority progress in advance of next week's Cabinet Committee meeting. Can you let me know where things are up to with the advice to Ministers on options to address serious youth offending – due for a report mid January?

Thanks

Jess

Ngā mihi

**Jessica Gorman**  
Policy Advisor (Legal)  
Policy Advisory Group  
Department of the Prime Minister and Cabinet

M [REDACTED]  
E [jessica.gorman@dpmc.govt.nz](mailto:jessica.gorman@dpmc.govt.nz)



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**From:** [Phil Grady](#)  
**To:** [Ruth Fairhall \[DPMC\]](#)  
**Cc:** [Peter Douglas \[DPMC\]](#); [Jessica Gorman \[DPMC\]](#)  
**Subject:** RE: F/u re the questions re an increase in remand and time on remand in the youth justice area  
**Date:** Wednesday, 17 January 2024 3:16:21 pm  
**Attachments:** [image001.png](#)

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**IN CONFIDENCE UNCLASSIFIED**

Agreed.

I have also just got a steer from Mins office. Min wants to discuss with Min Goldsmith prior to finalising her position.

I'll have a conversation with Raj today and work out how we coordinate for early next week.

Phil

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**From:** Ruth Fairhall [DPMC] <[Ruth.Fairhall@dpmc.govt.nz](mailto:Ruth.Fairhall@dpmc.govt.nz)>  
**Sent:** Wednesday, January 17, 2024 1:38 PM  
**To:** Phil Grady <[Phil.Grady@ot.govt.nz](mailto:Phil.Grady@ot.govt.nz)>  
**Cc:** Peter Douglas [DPMC] <[Peter.Douglas@dpmc.govt.nz](mailto:Peter.Douglas@dpmc.govt.nz)>; Jessica Gorman [DPMC] <[Jessica.Gorman@dpmc.govt.nz](mailto:Jessica.Gorman@dpmc.govt.nz)>  
**Subject:** RE: F/u re the questions re an increase in remand and time on remand in the youth justice area

**IN CONFIDENCE UNCLASSIFIED**

Thanks Phil, that's v helpful. I don't think we need any more work done at this stage. s9(2)(g)(i)

---

**From:** Phil Grady <[Phil.Grady@ot.govt.nz](mailto:Phil.Grady@ot.govt.nz)>  
**Sent:** Wednesday, 17 January 2024 11:31 am  
**To:** Ruth Fairhall [DPMC] <[Ruth.Fairhall@dpmc.govt.nz](mailto:Ruth.Fairhall@dpmc.govt.nz)>  
**Subject:** F/u re the questions re an increase in remand and time on remand in the youth justice area

You don't often get email from [phil.grady@ot.govt.nz](mailto:phil.grady@ot.govt.nz). [Learn why this is important](#)

**IN CONFIDENCE UNCLASSIFIED**

Kia Ora Ruth,

I have had a quick look into some of the underlying reasons behind an increase in remand.

- Court delays – increasing remands – driven by lack of confidence on placement options (youth's home primarily), delays in specialist reports, broader spectrum of significant need that requires support and mitigation. Also an increase of youth who face charges in both youth and adult court – prolongs process
- Oranga Tamariki's inability to provide timely reports for the court resulting in longer remand times inability because of challenge to convene quality FGCs (attendance), lack of offending specific assessment and planning tools to produce appropriate offence focussed

report – this is the need that is driving the YLS/CMI (criminogenic structure interview risk assessment that develops comprehensive plan addressed at reducing risk) – we plan to introduce 2024

- Police opposing bail so more remands – is a factor. Police opposing initially, but eventually supporting.... Prolongs remand – what sits behind this is the drive to have judicial oversight.

I can get some more detailed work done, but these were the themes.

Ngā mihi,

Phil Grady

Deputy Chief Executive | Tumu Tuarua Te Arataki Pūnaha – System Leadership

Level 14, 56 The Terrace, Wellington

M: s9(2)(a) | E: [phil.grady@ot.govt.nz](mailto:phil.grady@ot.govt.nz)



**ORANGA TAMARIKI**  
Ministry for Children



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**From:** [Jane Fletcher](#)  
**To:** [Peter Douglas \[DPMC\]](#); [Jessica Gorman \[DPMC\]](#)  
**Subject:** FW: Young Serious Offenders meeting - 5pm 23 January '24 - action points  
**Date:** Thursday, 25 January 2024 9:42:54 am

Below is the exchange between Hamish and I.

s9(2)(g)(i)

**From:** Hamish Hull <Hamish.Hull@parliament.govt.nz>

**Sent:** Wednesday, January 24, 2024 1:38 PM

**To:** Jane Fletcher <Jane.Fletcher@parliament.govt.nz>

s9(2)(g)(ii): Office of the Minister of Justice

**Cc:** Jerome de Vries <Jerome.deVries@parliament.govt.nz>; Rachael Boyd <Rachael.Boyd@parliament.govt.nz>; Nigel Allan <Nigel.Allan@parliament.govt.nz>

**Subject:** RE: Young Serious Offenders meeting - 5pm 23 January '24 - action points

Kia ora Jane

Thanks for providing this, looks really good, have just firmed up the timeline on when it was agreed legislation was to be introduced by in blue. Also added some additional points taken down in blue below, some of it doubles up on your section, some of it is in addition but it is largely in agreement and along the same lines.

Decisions:

- o Take a legislative approach to the young serious offending category
- o Military academies should be one tool of many to respond to young serious offenders
- o There will be a phased approach:
  - Develop a pilot for military academies, possibly using Te Oranga, will need to be a non-legislative approach (option 2 of the Oranga Tamariki Military Academies briefing B-0029) until legislation is introduced
  - Then legislation to introduce YSO category and military academies option 3 of B-0029. The legislation should be introduced in phase 2 of the legislation programme ie after legislation for all the 100 day plan commitments – [Our notes indicate legislation is to be introduced by the second half of this year.](#)
- o Next step is Minister Chhour to meet with Minister Collins to discuss approach, Minister Mitchell will be invited too (Minister Chhour's office will arrange)
- o Minister Goldsmith and Chhour will do a joint budget bid
- o Minister Chhour will do a legislation bid
- o Cabinet paper will set out approach, linking it to 100 day plan commitments

#### Military Academies

- There is no funding for a purpose-built facility but Ministers wanted other options explored, including repurposing existing Defence locations (Whenuapai and Burnham raised), as well as using an existing Youth Justice facility, or a third option of repurposing Te Oranga (which would provide an option to house family on site).
- There needs to be clarity on roles and leadership of the model. This was unresolved at the meeting and agencies will need to advise Ministers of the lead agency.

- Ministers **agreed** to Option 3 to be delivered in this parliamentary term, noting the time it would take to pass legislation and establish the Academies.
- As an interim approach, Ministers **agreed** to Option 2 to pilot a Military Academy type approach in an existing residence to ensure responses to serious and repeat offending start quickly while legislation progressing. Agencies to advise on location/s and next steps.

### Young Serious Offenders

- A hybrid approach was discussed, with agreement that the current system was not working for a small cohort of the most serious and repeat offending and that further legislative responses were needed for this cohort. Legislative change would be the hook to differentiate the response to this small cohort from other offending.
- Ministers wanted work to start immediately to respond to this cohort, noting this could start without having a YSO regime in place. A two phased approach was discussed with operational work commencing while legislation was drafted and passed.

s9(2)(g)(i)

- Ministers **agreed** to Option 2 and pass legislation to include additional powers and responses to a small cohort of the most serious young offenders
  - Option 2: establishing a YSO category in the Oranga Tamariki Act with additional powers for small cohort

### Budget and legislation

- s9(2)(f)(iv)
- The Budget 2024 bid will need to address what funding is needed to pilot Military Academies within current legislation (Option 2) s9(2)(f)(iv)
- Ministers also questioned whether the legislative changes would require one or multiple Bills. Response in the meeting was one Bill (most changes in OT Act and connected policy would enable an Omnibus Bill), agencies to confirm when seeking policy decisions.

Ngā mihi,

Hamish



### Hamish Hull

Private Secretary - Police | Office of Hon Mark Mitchell

Minister of Police | Minister of Corrections

Minister for Emergency Management and Recovery

Phone: s9(2)(a)

Email: [hamish.hull@parliament.govt.nz](mailto:hamish.hull@parliament.govt.nz) Website: [www.Beehive.govt.nz](http://www.Beehive.govt.nz)

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SEEMAIL

---

**From:** Jane Fletcher <[Jane.Fletcher@parliament.govt.nz](mailto:Jane.Fletcher@parliament.govt.nz)>

**Sent:** Wednesday, January 24, 2024 11:45 AM

**To:** s9(2)(g)(ii): Office of the Minister of Justice

Hamish Hull <[Hamish.Hull@parliament.govt.nz](mailto:Hamish.Hull@parliament.govt.nz)>

**Cc:** Jerome de Vries <[Jerome.deVries@parliament.govt.nz](mailto:Jerome.deVries@parliament.govt.nz)>

**Subject:** Young Serious Offenders meeting - 5pm 23 January '24 - action points

Kia ora s9(2)(g)(ii) and Hamish

I thought I'd send you my notes of the discussion yesterday evening. Can I check this fits with your understanding?

Decisions:

- Take a legislative approach to the young serious offending category
- Military academies should be one tool of many to respond to young serious offenders
- There will be a phased approach:
  - Develop a pilot for military academies, possibly using Te Oranga, will need to be a non-legislative approach (option 2 of the Oranga Tamariki Military Academies briefing B-0029) until legislation is introduced
  - Then legislation to introduce YSO category and military academies option 3 of B-0029. The legislation should be introduced in phase 2 of the legislation programme ie after legislation for all the 100 day plan commitments
- Next step is Minister Chhour to meet with Minister Collins to discuss approach, Minister Mitchell will be invited too (Minister Chhour's office will arrange)
- Minister Goldsmith and Chhour will do a joint budget bid
- Minister Chhour will do a legislation bid
- Cabinet paper will set out approach, linking it to 100 day plan commitments

Also, while this wasn't discussed at length yesterday evening, 'opportunities to strengthen existing Youth Court responses' (see from Paragraph 25 in B-0028) should still be on the table as part of legislative changes.

I've asked Oranga Tamariki for a plan as to how the decisions will be implemented which I'm happy to circulate once it's received.

Can you let me know if you have any feedback on the above?

Thanks

Jane.

**Jane Fletcher**

**Chief Advisor (Private Secretary) Children | Office of Hon Karen Chhour  
Minister for Children | Prevention of Family & Sexual Violence**

DDI: 04 817 9807 | M: s9(2)(a)

Email: [Jane.Fletcher@parliament.govt.nz](mailto:Jane.Fletcher@parliament.govt.nz) Website: [www.Beehive.govt.nz](http://www.Beehive.govt.nz)

Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

**From:** [Jane Fletcher](#)  
**To:** [Jessica Gorman \[DPMC\]](#); [Cameron Oldfield](#)  
**Cc:** [Peter Douglas \[DPMC\]](#)  
**Subject:** RE: Young Serious Offenders meeting - 5pm 23 January '24 - action points for your review  
**Date:** Thursday, 25 January 2024 1:46:19 pm  
**Attachments:** [image003.png](#)

Thanks Jess. s9(2)(g)(i)  
[Redacted]  
[Redacted]  
[Redacted]  
[Redacted] happy to adopt your wording.

**From:** Jessica Gorman [DPMC] <Jessica.Gorman@dpmc.govt.nz>  
**Sent:** Thursday, January 25, 2024 1:00 PM  
**To:** Jane Fletcher <Jane.Fletcher@parliament.govt.nz>; Cameron Oldfield <Cameron.Oldfield@parliament.govt.nz>  
**Cc:** Peter Douglas [DPMC] <Peter.Douglas@dpmc.govt.nz>  
**Subject:** RE: Young Serious Offenders meeting - 5pm 23 January '24 - action points for your review

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Kia ora Jane

Thanks for this. s9(2)(g)(i)

s9(2)(g)(i)  
[Redacted]

Thanks  
Jess

Ngā mihi

**Jessica Gorman**  
Policy Advisor (Legal)  
Policy Advisory Group  
Department of the Prime Minister and Cabinet

M s9(2)(a)  
E [jessica.gorman@dpmc.govt.nz](mailto:jessica.gorman@dpmc.govt.nz)



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**From:** Jane Fletcher <[Jane.Fletcher@parliament.govt.nz](mailto:Jane.Fletcher@parliament.govt.nz)>

**Sent:** Thursday, 25 January 2024 11:49 am

**To:** Jessica Gorman [DPMC] <[Jessica.Gorman@dpmc.govt.nz](mailto:Jessica.Gorman@dpmc.govt.nz)>; Peter Douglas [DPMC] <[Peter.Douglas@dpmc.govt.nz](mailto:Peter.Douglas@dpmc.govt.nz)>; Cameron Oldfield <[Cameron.Oldfield@parliament.govt.nz](mailto:Cameron.Oldfield@parliament.govt.nz)>

**Subject:** Young Serious Offenders meeting - 5pm 23 January '24 - action points for your review

Thanks for the discussion just now. I've revised the Police notes along the lines we discussed, hopefully in a way which also align with our Minister's decisions – attached. Let me know what you think and then I'll send it round to the other Ministers' offices.

#### **Military Academies**

- There is no funding for a purpose-built facility but Ministers wanted other options explored, including repurposing existing Defence locations (Whenuapai and Burnham raised), as well as using an existing Youth Justice facility, or a third option of repurposing Te Oranga (which would provide an option to house family on site).
- There needs to be clarity on roles and leadership of the model. This was unresolved at the meeting.
- Ministers **agreed** to Option 3 to be delivered in this parliamentary term, noting the time it would take to pass legislation and establish the Academies.
- As an interim approach, Ministers **agreed** to Option 2 to pilot a Military Academy type approach in an existing residence to ensure responses to serious and repeat offending start quickly while legislation progressing. Agencies to advise on location/s and next steps.
- Ministers Chhour and Mitchell will meet with Minister Collins (as Minister of Defence) to discuss the approach including roles and leadership of the model.

#### **Young Serious Offenders**

- A hybrid approach was discussed, with agreement that the current system was not working for a small cohort of the most serious and repeat offending and that further legislative responses were needed for this cohort. Legislative change would be the hook to differentiate the response to this small cohort from other offending.
- The link between military academies and young serious offenders needs to be clear ie military academies should be a response to young serious offenders
- Ministers wanted work to start immediately to respond to this cohort, noting this could start without having a YSO regime in place.

s9(2)(g)(i)

- Ministers **agreed** to pass legislation to include additional powers and responses to a small

cohort of the most serious young offenders (ie Option 2: establishing a YSO category in the Oranga Tamariki Act with additional powers for this small cohort)

### Budget and legislation

- s9(2)(f)(iv) [REDACTED]
- The Budget 2024 bid will need to address what funding is needed to pilot Military Academies within current legislation (Option 2); s9(2)(f)(iv) [REDACTED]
- Ministers also questioned whether the legislative changes would require one or multiple Bills. Response in the meeting was one Bill (most changes in OT Act and connected policy would enable an Omnibus Bill), agencies to confirm when seeking policy decisions. Legislation should be introduced by the second half of this year (ie the next priority following legislation implementing the 100 day commitments).

**Jane Fletcher**

**Chief Advisor (Private Secretary) Children** | Office of Hon Karen Chhour  
Minister for Children | Prevention of Family & Sexual Violence

DDI: 04 817 9807 | M: s9(2)(a) [REDACTED]

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**From:** [Jane Fletcher](#)  
**To:** [Hamish Hull](#); [Jonathan Dowson](#); [Radhika Bhikha](#); s9(2)(g)(ii): Office of the Minister of Justice [Jason Cox](#)  
**Cc:** [Jerome de Vries](#); [^Parliament: Amanda Hillary](#); [Jessica Gorman \[DPMC\]](#); [Peter Douglas \[DPMC\]](#)  
**Subject:** Serious Youth Offending and the Introduction of Military Academies  
**Date:** Thursday, 25 January 2024 4:45:11 pm  
**Attachments:** [B-0028 Options for a Young Serious Offender Category - signed.pdf](#)  
[B-0029 Advice on the Introduction of Military Academies - signed.pdf](#)

---

Kia ora tātou

Attached are two signed briefings from Minister Chhour, Minister for Children for your Ministers' consideration (Justice, Police, Defence and Corrections).

Jason and Jono/Radhika please note that an initial discussion between Ministers Chhour, Goldsmith and Mitchell (in his capacity as Minister for Police) has taken place with a focus on Military Academies and Young Serious Offenders. Below is a note of the discussion and what was agreed.

Jason, you'll note an immediate next step is a meeting between Minister Collins, Minister Chhour and Minister Mitchell to discuss the approach to Military Academies. I understand our office will be in touch to arrange this.

Feel free to give me a call if you have any questions.

Thanks  
Jane.

### Military Academies

- There is no funding for a purpose-built facility but Ministers wanted other options explored, including repurposing existing Defence locations (Whenuapai and Burnham raised), as well as using an existing Youth Justice facility, or a third option of repurposing Te Oranga (which would provide an option to house family on site).
- There needs to be clarity on roles and leadership of the model. This was unresolved at the meeting.
- Ministers **agreed** to Option 3 to be delivered in this parliamentary term, noting the time it would take to pass legislation and establish the Academies.
- As an interim approach, Ministers **agreed** to Option 2 to pilot a Military Academy type approach in an existing residence to ensure responses to serious and repeat offending start quickly while legislation progressing. Agencies to advise on location/s and next steps.
- Ministers Chhour and Mitchell will meet with Minister Collins (as Minister of Defence) to discuss the approach including roles and leadership of the model.

### Young Serious Offenders

- A hybrid approach was discussed, with agreement that the current system was not working for a small cohort of the most serious and repeat offending and that further legislative responses were needed for this cohort. Legislative change would be the hook to differentiate the response to this small cohort from other offending.
- The link between military academies and young serious offenders needs to be clear ie military academies should be a response to young serious offenders
- Ministers wanted work to start immediately to respond to this cohort, noting this could

start without having a YSO regime in place.

- Ministers **directed** agencies to start operational responses to serious and repeat offending by children and young people within current legislative settings. The focus should be on additional tools (including the pilot military academy) in addition to existing services and supports.
- Ministers **agreed** to pass legislation to include additional powers and responses to a small cohort of the most serious young offenders (ie Option 2: establishing a YSO category in the Oranga Tamariki Act with additional powers for this small cohort)

### Budget and legislation

- Ministers briefly discussed the process for Budget bids (Ministers Goldsmith and Mitchell currently invited to submit bid), Minister Goldsmith suggested a joint bid with Minister Chhour. Process to be determined.
- The Budget 2024 bid will need to address what funding is needed to pilot Military Academies within current legislation (Option 2); s9(2)(f)(iv) [REDACTED]  
[REDACTED]  
[REDACTED]
- Ministers also questioned whether the legislative changes would require one or multiple Bills. Response in the meeting was one Bill (most changes in Oranga Tamariki Act and connected policy would enable an Omnibus Bill), agencies to confirm when seeking policy decisions. Legislation should be introduced by the second half of this year (ie the next priority following legislation implementing the 100 day commitments).

**Jane Fletcher**

**Chief Advisor (Private Secretary) Children** | Office of Hon Karen Chhour  
Minister for Children | Prevention of Family & Sexual Violence

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**From:** [Jane Fletcher](#)  
**To:** [Peter Douglas \[DPMC\]](#); [Jessica Gorman \[DPMC\]](#)  
**Cc:** [Jerome de Vries](#)  
**Subject:** Military academies Ministers" meeting - 1pm Wednesday 31 January  
**Date:** Tuesday, 30 January 2024 2:15:03 pm

---

Kia ora kōrua

Thanks again for your help last week. This is to let you know that the follow up meeting on military academies with Minister Collins (as Minister of Defence) is scheduled for tomorrow 31 January at 1pm in Minister Collins' office EW 5.3L. Ministers Chhour and Mitchell will be attending.

If either of you can attend the meeting, that would be helpful. NZDF participation in the military academies is vital in order for the academies to be effective.

Happy to discuss, thanks  
Jane.

**Jane Fletcher**  
**Chief Advisor (Private Secretary) Children** | Office of Hon Karen Chhour  
Minister for Children | Prevention of Family & Sexual Violence

DDI: 04 817 9807 | M: [s9\(2\)\(a\)](#)  
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Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand



**From:** [Jessica Gorman \[DPMC\]](#)  
**To:** [Jane Fletcher](#); [Hamish Hull](#); [Jason Cox](#)  
**Cc:** [Peter Douglas \[DPMC\]](#); [Brendan Gage \[DPMC\]](#); [Jerome de Vries](#)  
**Subject:** RE: Military academies - note of meeting on 31 January 2024  
**Date:** Wednesday, 7 February 2024 11:02:00 am

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Thanks for this Jane. Do you have any update on timing for advice to Ministers and a Cabinet paper?

Thanks  
 Jess

---

**From:** Jane Fletcher <Jane.Fletcher@parliament.govt.nz>  
**Sent:** Friday, February 2, 2024 7:45 AM  
**To:** Hamish Hull <Hamish.Hull@parliament.govt.nz>; Jason Cox <Jason.Cox@parliament.govt.nz>  
**Cc:** Peter Douglas [DPMC] <Peter.Douglas@dpmc.govt.nz>; Jessica Gorman [DPMC] <Jessica.Gorman@dpmc.govt.nz>; Brendan Gage [DPMC] <Brendan.Gage@dpmc.govt.nz>; Jerome de Vries <Jerome.deVries@parliament.govt.nz>  
**Subject:** Military academies - note of meeting on 31 January 2024

Mōrena Hamish and Jason

Just sharing my notes of the Ministers' meeting on 31 January 2024. Let me know if you have any questions or feedback.

Thanks  
 Jane.

*On Wednesday 31 January Ministers of Defence, Police and Children met to discuss military academies. Ministers confirmed the overall approach of implementing military academies through legislation and piloting or testing approaches pending the passage of that legislation. The discussion then focused on the piloting or testing of military academies.*

*The discussion included:*

- *That there are three Oranga Tamariki youth justice residences where the pilots could be run as they are close to military bases (Korowai Manaaki in Auckland, Te Puna Wai o Tuhinapo in Christchurch and Te Au rere a Tonga in Palmerston North).*

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

s9(2)(g)(i)

*It was agreed*

- *Oranga Tamariki will take the lead on developing the approach to military academies working alongside Police and NZDF.*
- *A Board comprised of the (Oranga Tamariki, NZDF and Police) and other relevant agencies*

*(Minister Chhour suggested a mental health representative) will be established to oversee the work*

- *NZDF will share their knowledge and experience with other similar programmes in the design of the pilot*
- *Officials will look at options, co-design the approach, come back to Ministers to seek decisions before implementation.*
- *Funding will be sought through a joint budget bid from Justice and Children*

I've asked for an indication of when officials expect to report back to Ministers seeking decisions for implementation. I'll keep you updated.



**Jane Fletcher**

**Chief Advisor (Private Secretary) Children** | Office of Hon Karen Chhour  
Minister for Children | Prevention of Family & Sexual Violence

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**From:** [Jane Fletcher](#)  
**To:** [Peter Douglas \[DPMC\]](#); [Jessica Gorman \[DPMC\]](#)  
**Cc:** [Jerome de Vries](#)  
**Subject:** Young Serious Offending and military academies  
**Date:** Friday, 16 February 2024 11:02:32 am

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Mōrena kōrua

Just to let you know that Oranga Tamariki has submitted a new legislation bid which is currently with the Minister for her consideration regarding Young Serious Offending and military academies. The plan is now to:

- Seek priority for the Bill addressing serious youth offending and military academies to be passed as a Government priority by the end of 2024 (Category 3).
- To enable this the Minister would seek Cabinet policy decisions in early May, and legislation will be prepared for introduction before the end of July. Note that there would only be time for this Bill to be considered by select committee for four months if it is to be enacted by the end of the year. The timeframe for passage of the legislation will be subject to consultation with the Office of the Leader of the House.

For the military academies component, officials will seek initial decisions from Ministers (Children, Police and Justice) by 12 March on various policy issues to inform legislative design.

Let me know if you have any feedback on this timing. As I say the Minister is currently considering the timeframes as part of a briefing on legislation bids.

Thanks  
Jane.

**Jane Fletcher**  
**Chief Advisor (Private Secretary) Children** | Office of Hon Karen Chhour  
Minister for Children | Prevention of Family & Sexual Violence

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**From:** [Stephen Crombie \[DPMC\]](#)  
**To:** [philip.grady@ot.govt.nz](mailto:philip.grady@ot.govt.nz)  
**Subject:** Catch up on targets  
**Date:** Tuesday, 12 March 2024 1:16:00 pm  
**Attachments:** [image001.png](#)

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[UNCLASSIFIED]

Kia ora Philip

I see that you are now the lead for delivery of the youth crime target. Pooja will set up some time over the next week for Maari and I to catch up with you to discuss how we are thinking about delivery planning and reporting. Also how we can support in general.

Ngā mihi

**Stephen Crombie**

Executive Director, Implementation Unit

M: s9(2)(a)

E: [stephen.crombie@dpmc.govt.nz](mailto:stephen.crombie@dpmc.govt.nz)



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PRIME MINISTER AND CABINET**  
TE TARI O TE PIRIMIA ME TE KOMITI MATUA

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**From:** [Lydia Jarman](#)  
**To:** [Peter Douglas \[DPMC\]](#)  
**Cc:** [Phil Grady](#); [Ruth Fairhall \[DPMC\]](#)  
**Subject:** Advice to Minister - YSO and MSA legislative options  
**Date:** Tuesday, 19 March 2024 3:04:27 pm  
**Attachments:** [image001.png](#)  
[B-0107 Young Serious Offender and Military-style Academy Legislative Options.pdf](#)

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Kia ora Peter,

I understand you have spoken with Phil and were looking for a copy of the attached briefing.

Please let Phil or I know if you have any questions on this.

Ngā mihi,  
Lydia

**Lydia Jarman**

Chief Advisor | System Leadership

Level 14 The Aurora Centre, 56 – 66 The Terrace, Wellington |  
PO Box 546, Wellington 6140

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**From:** [Jessica Gorman \[DPMC\]](#)  
**To:** [Jane Fletcher](#); [Peter Douglas \[DPMC\]](#)  
**Cc:** [Jerome de Vries](#)  
**Subject:** RE: 4pm meeting today about YSOs and military academies  
**Date:** Wednesday, 20 March 2024 8:38:00 am

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Thanks for the heads up Jane, I hadn't heard.

---

**From:** Jane Fletcher <Jane.Fletcher@parliament.govt.nz>  
**Sent:** Wednesday, March 20, 2024 8:27 AM  
**To:** Peter Douglas [DPMC] <Peter.Douglas@dpmc.govt.nz>; Jessica Gorman [DPMC] <Jessica.Gorman@dpmc.govt.nz>  
**Cc:** Jerome de Vries <Jerome.deVries@parliament.govt.nz>  
**Subject:** 4pm meeting today about YSOs and military academies

Mōrena kōrua

Just checking you are aware of the Ministers' meeting (Ministers Chhour, Goldsmith and Mitchell) prior to the Justice Sector Officials meeting today at 4pm to 4.30pm in Minister Goldsmith's office EW 5.5. The purpose is to discuss and agree on the attached briefing.

Thanks  
Jane.

**Jane Fletcher**  
**Chief Advisor (Private Secretary) Children** | Office of Hon Karen Chhour  
Minister for Children | Prevention of Family & Sexual Violence

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Email: [Jane.Fletcher@parliament.govt.nz](mailto:Jane.Fletcher@parliament.govt.nz) Website: [www.Beehive.govt.nz](http://www.Beehive.govt.nz)  
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**From:** [Jane Fletcher](#)  
**To:** s9(2)(g)(ii): Office of the Minister of Justice [Nigel Allan](#); [Hamish Hull](#)  
**Cc:** [Jerome de Vries](#); [Cameron Oldfield](#); [Jessica Gorman \[DPMC\]](#); [Peter Douglas \[DPMC\]](#)  
**Subject:** Next steps on Young Serious Offenders and Military-style academies  
**Date:** Thursday, 21 March 2024 12:13:15 pm

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Kia ora colleagues

Just touching base following the meeting about Young Serious Offenders and Military Academies at 4pm yesterday. I'm aware officials are working hard to deliver the next tranche of advice to Ministers.

The plan is

- To provide a short follow-up briefing to Ministers which will note the recommendations Ministers agreed to in the meeting and set out the updated recs for Ministers' approval. s9(2)(f)(iv)

s9(2)(f)(iv) I am hoping to receive this by midday Friday 22 March so it can be included in Ministers' weekend bags and will let you know if this changes.

- Late next week or early the following we are expecting a draft Cabinet paper which will seek Cabinet approval for the YSO regime and military academies. s9(2)(f)(iv)

s9(2)(f)(iv) Again I will keep you updated on this. At this stage we are aiming for ministerial consultation from 2 April and SOU on 1 May 2024.

I also note the brief discussion yesterday about progress with the military-style academy pilot. At this stage Minister Chhour's plan is to take a paper to SOU on 1 May 2024 alongside the YSO and Military-style academies paper informing Cabinet of the pilot and when it will go live. We will also keep you updated on this noting Minister Goldsmith and Mitchell's interest in the pilot.

Thanks and happy to discuss  
Jane.

**Jane Fletcher**

**Chief Advisor (Private Secretary) Children** | Office of Hon Karen Chhour  
Minister for Children | Prevention of Family & Sexual Violence

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**From:** [Jerome de Vries](#)  
**To:** §9(2)(g)(ii): Office of the Minister of Justice [Igel Allan](#); [Hamish Hull](#)  
**Cc:** [Cameron Oldfield](#); [Jessica Gorman \[DPMC\]](#); [Peter Douglas \[DPMC\]](#); [Jane Fletcher](#)  
**Subject:** Oranga Tamariki Briefing: Young Serious Offenders and Military-Style Academies Follow-Up from 20 March Meeting  
**Date:** Friday, 22 March 2024 2:34:02 pm  
**Attachments:** [image002.png](#)  
[image001.png](#)  
[B-0125 YSO and MSAs Follow up from Ministers meeting 20 March 2024.pdf](#)

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Kia ora koutou

As signalled below, please find attached an Oranga Tamariki briefing titled *YSO and MSAs: Follow up from Ministers' meeting 20 March 2024*.

We would be grateful if this briefing could be included in your Minister's weekend bag.

Happy to discuss,

Noho ora mai rā, nā

-

**Jerome de Vries**  
**Private Secretary – Children** | Office of Hon Karen Chhour  
Minister for Children | Minister for the Prevention of Family & Sexual Violence

DDI: 04 817 9844 | M: [REDACTED]  
Email: [Jerome.deVries@parliament.govt.nz](mailto:Jerome.deVries@parliament.govt.nz) | Website: [www.Beehive.govt.nz](http://www.Beehive.govt.nz)  
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

[Duplicate]

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**From:** [Stephen Crombie \[DPMC\]](#)  
**To:** [Phil Grady](#)  
**Cc:** [GQP](#); [Peter Douglas \[DPMC\]](#)  
**Subject:** Quarter 2 Plan - Information to Support Reporting  
**Date:** Tuesday, 26 March 2024 11:31:00 am  
**Attachments:** [Work Programme - Agency Guidance. V2.pptx](#)  
[image001.png](#)

Kia ora Phil (and good to catch up on Friday!),

Following Peter’s note. Please find attached a document that provides more information on the process for management of the Quarterly Plan and guidance on reporting.

Our goal is to make this as smooth as possible for agencies and we are happy to discuss any challenges or issues that might arise for you.

We look forward to working with you to provide the regular progress updates to Ministers.

Ngā mihi

**Stephen Crombie**  
 Executive Director, Implementation Unit  
 M: 027 357 4605  
 E: [stephen.crombie@dpmc.govt.nz](mailto:stephen.crombie@dpmc.govt.nz)



**From:** Peter Douglas [DPMC] <Peter.Douglas@dpmc.govt.nz>  
**Sent:** Monday, March 25, 2024 8:42 PM  
**To:** Phil Grady <Phil.Grady@ot.govt.nz>  
**Cc:** GQP <GQP@dpmc.govt.nz>  
**Subject:** Fw: QUARTERLY PLAN REPORTING - FOR ACTION  
 [UNCLASSIFIED]

Kia ora Phil

Cabinet has now approved the Quarterly Plan for March-June, with approximately fortnightly reporting to Cabinet or Cabinet Strategy Committee going forward. This email outlines some changes in processes for reporting.

The actions in the Quarter 2 Plan that fall in your agency portfolio are:

#	Commitment	Lead Portfolio	Lead Minister	Action	Due Month	Delivery Update	Delivery Status
	Take decisions on establishing a Youth Serious Offender Category and				May	TO COMPLETE BY NOON 2 APRIL	<p>TO COMPLETE BY NOON 2 APRIL:</p> <p>GREEN: ACTION IS COMPLETED</p> <p>AMBER: ACTION IS IN PROGRESS</p>

25	making Youth Military Academies a standalone sentencing option for the Youth Court.	Children	Karen Chhour	Take Cabinet decisions.			<b>RED: ACTION WILL NOT BE COMPLETED BY THE END OF THE QUARTER</b>
36	Take decisions on the repeal of Section 7AA of the Oranga Tamariki Act	Children	Karen Chhour	Take Cabinet decisions.	April	TO COMPLETE BY NOON 2 APRIL	<b>TO COMPLETE BY NOON 2 APRIL:</b>  <b>GREEN: ACTION IS COMPLETED</b>  <b>AMBER: ACTION IS IN PROGRESS</b>  <b>RED: ACTION WILL NOT BE COMPLETED BY THE END OF THE QUARTER</b>

#### Upcoming Cabinet Papers in the next Month

**TO COMPLETE BY NOON 2 APRIL**

DPMC is moving to a new reporting process where agencies are responsible for providing updates approximately every two weeks. We will be contacting you shortly with more information about this. For this first report we need your updates provided by **Midday Tuesday 2 April**. This enables the consolidated report to be generated for review by DCE's and PMO on Wednesday 3<sup>rd</sup>, before lodgement on Thursday 4<sup>th</sup>.

Can you please ensure that your Minister, and their office is updated on your update so there are no surprises when the report is tabled with STR/Cabinet.

Please copy [gqp@dpmc.govt.nz](mailto:gqp@dpmc.govt.nz) in your response. Stephen Crombie, who's team will be managing the reporting process, will be in touch shortly to make the connection and provide more information about the process.

In the meantime, if have any questions or concerns you can ask me or Stephen at [stephen.crombie@dpmc.govt.nz](mailto:stephen.crombie@dpmc.govt.nz) (phone s9(2)(a)).

Kia ora ano

Peter

*Peter Douglas*

*Policy Advisory Group*

*Department of Prime Minister and Cabinet*

Phone: s9(2)(a)

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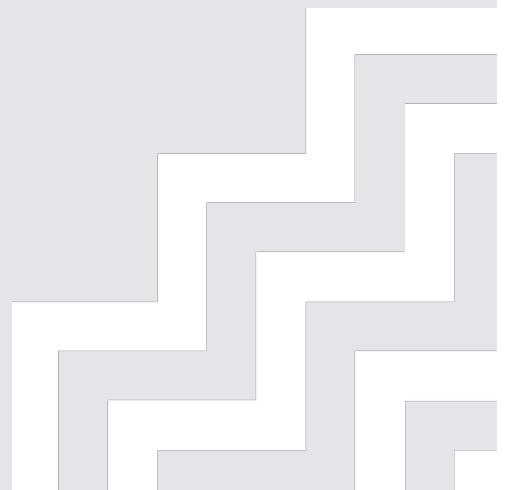


**DEPARTMENT OF THE  
PRIME MINISTER AND CABINET**  
TE TARI O TE PIRIMIA ME TE KOMITI MATUA

# Delivery of the Government's Quarterly Plan

Overview and Guidance (Version 1.0)

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## Purpose

This guidance provides information for agencies on the Government's Quarterly Plan

The Government has now agreed the Quarterly Plan that will shape its work for the next quarter. The Quarterly Plan follows the 100 Day Plan and sets up a regular cadence of planning and delivery that will continue throughout the term.

This document provides an overview of the process for the management of the Quarterly Plan and guidance for reporting.

DPMC will provide ongoing consolidated reporting on the actions in the Quarterly Plan. For more information please contact:

- Your PAG Advisor
- Stephen Crombie, Implementation Unit: [stephen.crombie@dpmc.govt.nz](mailto:stephen.crombie@dpmc.govt.nz) s9(2)(a)

Or email [gqp@dpmc.govt.nz](mailto:gqp@dpmc.govt.nz)

# Overview

The Quarterly Plan is one of the key mechanisms for delivery of the Government's priorities

## Government Priorities

### Quarterly Plan

Actions that deliver on the Government's policy priorities. They are reviewed and reset each quarter to provide a rolling work programme and reported on fortnightly.

### Portfolio Priorities

Set of priorities for each portfolio agreed with ministers and communicated through letters of expectation.

#### Targets

Nine specific six-year Targets for performance in key areas of government service delivery.

### Agency Priorities

The broad set of defined expectations and requirements on agencies for delivery of the Government's priorities.

Following on from the 100-Day Plan, the Government is sustaining momentum and holding itself accountable for delivery for New Zealanders by establishing a regular planning and delivery cadence.

The Quarterly Plan is a rolling quarterly programme of actions that will be actively monitored by Cabinet.

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# Accountabilities

There are specific accountabilities for delivery of the Government's Quarterly Plan

## Cabinet Strategy Committee (STR) or Cabinet

- Endorse the Government's Quarterly Plan for the forthcoming quarter.
  - Receive and consider fortnightly reports on progress.
- Note: Supported by Officials Strategy Committee (OSC).

## Prime Minister

- Set the direction of the Government's Quarterly Plan.
- Meet with ministers as needed to discuss the actions in the Quarterly Plan.

## Ministers

- Deliver actions in their portfolio, working with other ministers where appropriate, and directing their agency to implement actions within the intended timeframes.

## Prime Minister's Office (PMO)

- Coordinate amendments to fortnightly reports.
- Submit reports for consideration by STR or Cabinet.

## Agencies

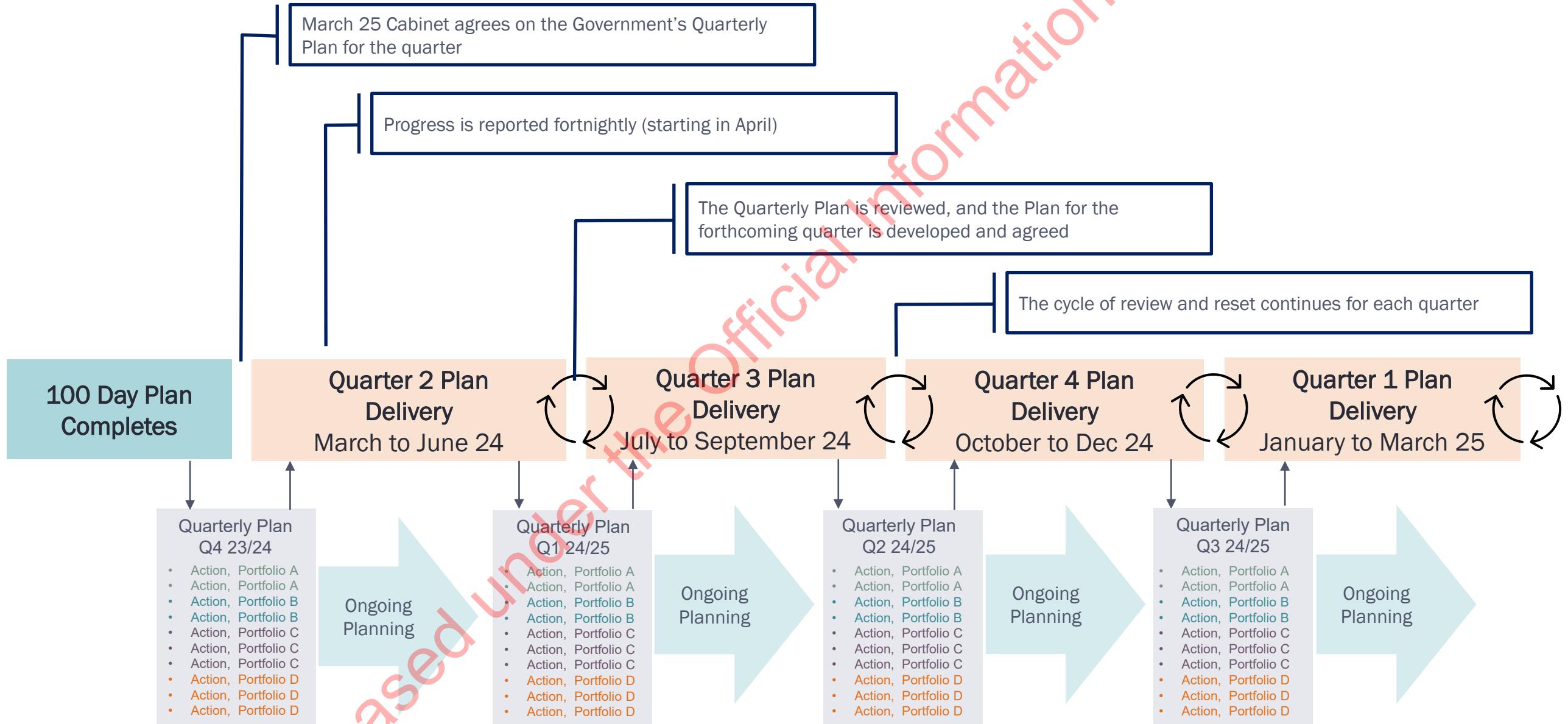
- Prepare fortnightly updates for actions in their portfolio for their minister and DPMC.
- Advise their minister on policy, sequencing, resourcing and early identification of risks and issues.
- Work with their minister as needed on reporting to ensure a 'no surprises' approach.
- Communicate regularly with DPMC to identify and flag any issues, concerns, or risks.

## DPMC

- Coordinate and consolidate reporting from agencies into a report on the status of all actions on a fortnightly cycle.
- Submit the report to the Prime Minister and STR or Cabinet via the PMO.
- Support the development of the Government's Quarterly Plan for the forthcoming quarter.
- Provide policy advice to the Prime Minister (PAG)

# Delivery approach

The Government's Quarterly Plan is reviewed and reset each quarter

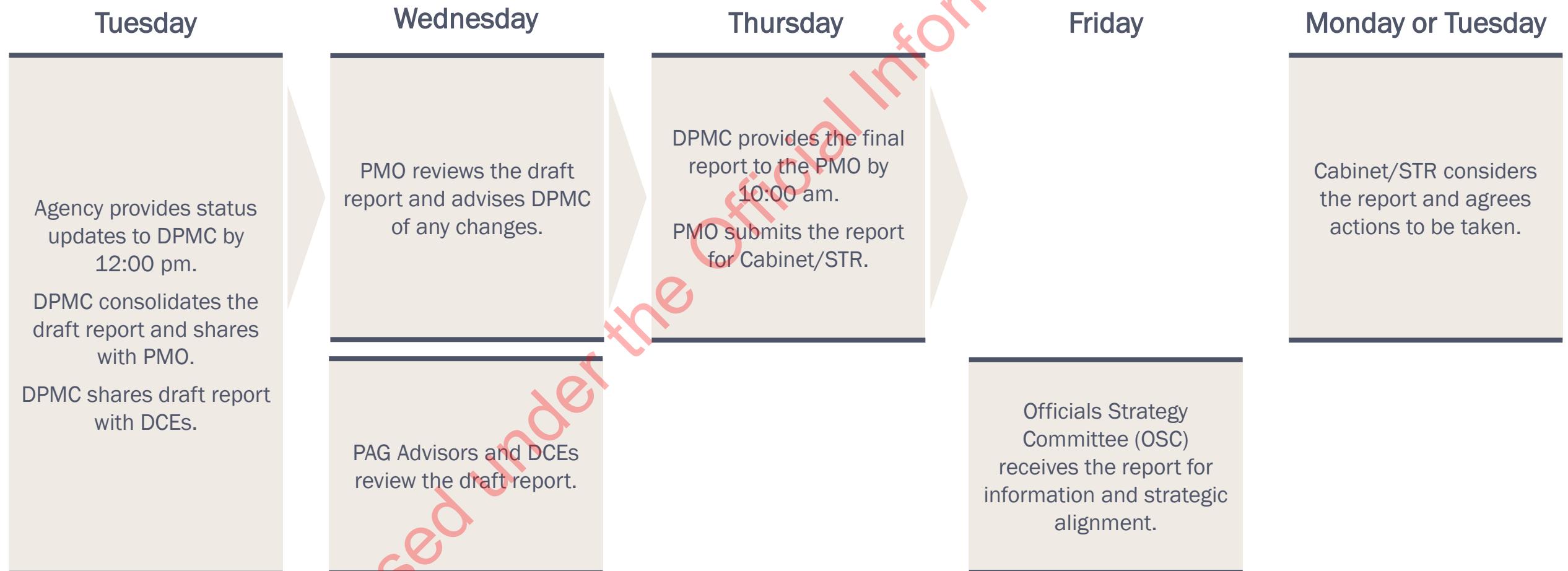


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# Reporting cycle

Regular reporting is a key feature of Quarterly Plan delivery

Reports will go to Cabinet or Strategy Committee (STR) approximately every fortnight



The full schedule for reporting for 2024 is detailed on the next slide.



# Quarterly Plan report

Agencies will be provide fortnightly updates to enable DPMC to prepare the Quarterly Plan report.

Agencies will provide updates to DPMC each fortnight...

Set in the Quarterly Plan

Updated by agencies each fortnight

#	Commitment	Lead Portfolio	Lead Minister	Action	Due Month	Delivery Update	Delivery Status
1	A statement of the public facing commitment	Lead portfolio	Lead minister	The specific action that is to be delivered	The month the action will be completed. Actions are sequenced over the quarter so that the calendar of Cabinet decisions is sensible and manageable.	Short, specific and actionable updates (e.g. 'who, did what, by when') of activities taken since the last report and planned going forward. E.g. The Minister met with stakeholders X, Y and Z on 28 March 2024, and will be submitting a paper to Cabinet to seek a decision on 30 April Cabinet meeting.	RAG rating describing actions as 'complete', 'in progress' or 'serious concerns'
						<b>Upcoming Cabinet papers</b>	Any Cabinet paper due for consideration or decision within the quarter related to the action.

Which DPMC will collate into the Quarterly Plan report.

The report will have two sections: a summary of overall progress (updated by DPMC) and an update on the status of all actions and upcoming Cabinet papers (updated by agencies).

Agencies should work with their minister on a 'no surprises' basis on reporting.

**Key: Status Update**

- Action is completed
- Action is in progress
- Action will not be completed by end of the quarter

**Government's Quarterly Plan for Quarter Two – 8 April 2024**

Delivery Status by Key Result Area

16	46% Complete	Rebuild the Economy and Ease the Cost of Living	9
12	33% In Progress	Deliver Better Public Services	6
7	29% Serious Concerns	Restore Law and Order	1 2 1

**Future Papers**

Cabinet No.	Papers

DPMC: #####

**Rebuild the Economy and Ease the Cost of Living**

#	Commitment	Lead Portfolio	Lead Minister	Action	Due Date	Delivery Update	Delivery Status
1	TEXT	TEXT	TEXT	TEXT	DATE	TEXT	
2	TEXT	TEXT	TEXT	TEXT	DATE	TEXT	
3	TEXT	TEXT	TEXT	TEXT	DATE	TEXT	
4	TEXT	TEXT	TEXT	TEXT	DATE	TEXT	

**Restore Law and Order**

#	Commitment	Lead Portfolio	Lead Minister	Action	Due Date	Delivery Update	Delivery Status
5	TEXT	TEXT	TEXT	TEXT	DATE	TEXT	
6	TEXT	TEXT	TEXT	TEXT	DATE	TEXT	
7	TEXT	TEXT	TEXT	TEXT	DATE	TEXT	
8	TEXT	TEXT	TEXT	TEXT	DATE	TEXT	

**Deliver Better Public Services**

#	Commitment	Lead Portfolio	Lead Minister	Action	Due Date	Delivery Update	Delivery Status
9	TEXT	TEXT	TEXT	TEXT	DATE	TEXT	
10	TEXT	TEXT	TEXT	TEXT	DATE	TEXT	
11	TEXT	TEXT	TEXT	TEXT	DATE	TEXT	
12	TEXT	TEXT	TEXT	TEXT	DATE	TEXT	

DPMC: #####



**From:** [Jane Fletcher](#)  
**To:** [Peter Douglas \[DPMC\]](#)  
**Subject:** Priorities and CE KPIs for Oranga Tamariki  
**Date:** Wednesday, 27 March 2024 8:39:07 am  
**Attachments:** [B-0111 Priorities for Oranga Tamariki.docx](#)  
[B-0111 Draft letter on priorities for Oranga Tamariki.docx](#)

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Kia ora Peter

As discussed, the attached briefing is currently with Minister Chhour.

Let me know if I can provide anything else.

Thanks

Jane.

**Jane Fletcher**  
**Chief Advisor (Private Secretary) Children** | Office of Hon Karen Chhour  
Minister for Children | Prevention of Family & Sexual Violence

DDI: 04 817 9807 | M: [s9\(2\)\(a\)](#)  
Email: [Jane.Fletcher@parliament.govt.nz](mailto:Jane.Fletcher@parliament.govt.nz) Website: [www.Beehive.govt.nz](http://www.Beehive.govt.nz)  
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand



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**From:** [Stephen Crombie \[DPMC\]](#)  
**To:** [Viv Rickard](#); [Simon Medcalf](#); [Phil Grady](#); [Judge, Erin](#); [Sean Teddy](#); [Ellen MacGregor-Reid](#); [Jo.Hughes@hud.govt.nz](mailto:Jo.Hughes@hud.govt.nz); [fionnagh.dougan@health.govt.nz](mailto:fionnagh.dougan@health.govt.nz); [natasha.lewis@mfe.govt.nz](mailto:natasha.lewis@mfe.govt.nz)  
**Cc:** [Maari Porter \[DPMC\]](#); [Anna Hughes \[DPMC\]](#)  
**Subject:** RE: Next Steps for Government Targets - Date for Announcement  
**Date:** Thursday, 28 March 2024 4:14:00 pm  
**Attachments:** [image001.png](#)

Kia ora kotou,

The date for the PM's announcement of targets is now 8th April. We are now completing the communications material ready for this, and we appreciate your comms team assistance over the last few weeks. Given the delay, I ask you to restrict the circulation of the guidance etc over the next week.

Ngā mihi

**Stephen Crombie**

Executive Director, Implementation Unit

M: s9(2)(a)

E: [stephen.crombie@dpmc.govt.nz](mailto:stephen.crombie@dpmc.govt.nz)



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

**From:** Stephen Crombie [DPMC]

**Sent:** Wednesday, March 27, 2024 3:03 PM

**To:** Viv Rickard <Viv.Rickard003@msd.govt.nz>; Simon Medcalf <Simon.Medcalf@health.govt.nz>; Phil Grady <Phil.Grady@ot.govt.nz>; Judge, Erin <Erin.Judge@justice.govt.nz>; Sean Teddy <Sean.Teddy@education.govt.nz>; Ellen MacGregor-Reid <ellen.macgregor-reid@education.govt.nz>; Jo.Hughes@hud.govt.nz; fionnagh.dougan@health.govt.nz; natasha.lewis@mfe.govt.nz

**Cc:** Maari Porter [DPMC] <Maari.Porter@dpmc.govt.nz>

**Subject:** Next Steps for Government Targets

**IN-CONFIDENCE UNCLASSIFIED**

Kia ora kotou

This email comes to you as you have been defined as the lead on the implementation of one (or more) of the Government Targets. We have been able to catch up with most of you over the last couple of weeks and we appreciate the approach you are all taking to this challenging work. We expect the targets to be announced by the PM next week, so this will formally kick off the next phase.

Attached is an overview/guidance and FAQ on planning and reporting and some of the underpinning thinking and processes. Please don't share this outside your core team who are working on targets before the announcement by the PM. We will need to continuously evolve how we operate to ensure it works for you, and to meet the expectations from the 9<sup>th</sup> floor. So, please feedback if anything is not clear – or won't work.

From the Delivery Unit, I will be supporting targets 1 to 5 and Maari Porter will be supporting 6 to 9. Our objective is to really understand your context, thinking and delivery approach. This will enable us to be most useful to you when we are required to provide advice as part of our reporting. We want to be collaborative, supportive and operate on a no-surprises basis. If we fall short of this, we ask you to let us know.

Next steps, Maari or I will be in touch to discuss you and your team the approach to targets - and how we can collectively make all this work.

Otherwise, just get in contact if you need anything.

Ngā mihi

**Stephen Crombie**

Executive Director, Implementation Unit

M: s9(2)(a)

E: [stephen.crombie@dpmc.govt.nz](mailto:stephen.crombie@dpmc.govt.nz)



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# Delivery of the Government Targets

Overview and Guidance

***Initial Version @ 27 March 2024***

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# Purpose

This guidance provides information for agencies on the approach to Government Targets

**Purpose:** the purpose of this guidance is to assist agencies to plan and report on the Government Targets.

Further information is provided in the Frequently Asked Questions document which, along with this guidance, will continue to be updated regularly as feedback is received through target planning and delivery phases.

The Targets Programme will be delivered across three (overlapping) phases:

*Phase One Target Setting* (Dec to March) is now completed with nine Government Targets approved by Cabinet on 25 March 2024.

*Phase Two Planning* (March to July) is already underway by agencies. Delivery plans will be approved by lead ministers and will capture key aspects of effective delivery planning to ensure the intervention logic is clear, an understanding of how the initiatives and actions will impact on target performance and ensure the right arrangements are in place.

*Phase Three Delivery and Monitoring Progress* (Ongoing) focuses on the implementation of the delivery plan and the ongoing improvement of policies, actions, processes and initiatives to deliver on the target. Planning will continue to iterate during this period. Delivery progress will be routinely tracked through quarterly reporting to the Prime Minister and Cabinet.

# Overview

Targets deliver some of the Government's priorities through a focus on services and outcomes for New Zealanders

## Government Priorities

### Quarterly Plan

Actions that deliver on the Government's policy priorities. They are reviewed and reset each quarter to provide a rolling quarterly programme and reported on (approx.) fortnightly.

### Portfolio Priorities

Set of priorities for each portfolio agreed with ministers and communicated through letters of expectation.

### Targets

Nine six-year **targets** for performance in key areas of government service delivery.

### Agency Priorities

The broad set of defined expectations and requirements on agencies for delivery of the Government's priorities.

As part of its priorities, the Government has established nine intentionally ambitious targets for the public service to achieve.

The Government Targets are six-year aspirations for achieving better results on public services and priorities that matter to New Zealanders.

Government Targets will focus attention, resources and accountability on improving outcomes. The scale of ambition will require agencies to think differently about performance, to innovate, to bring in best practice across the system or internationally and engage with front line staff to achieve results.

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Embargoed until public announcement

# Government Targets

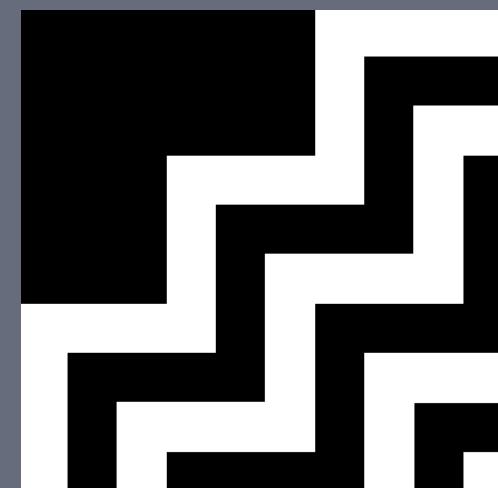
The Government has set nine targets to be achieved in six years

Target		Target performance by end of 2029 (unless stated)	Current performance
1	Shorter stays in emergency departments	95% of patients to be admitted, discharged, or transferred from an emergency department within six hours	68% of patients meeting the six hours target
2	Shorter wait times for treatment	95% of people wait less than four months for elective treatment	62% of patients wait less than four months
3	Reduced child and youth offending	15% reduction in the total number of children and young people with serious and persistent offending behaviour	1,100 children and young people commit serious crime
4	Reduced violent crime	20,000 fewer people who are victims of an assault, robbery, or sexual assault	185,000 people experience violent crime each year
5	Fewer people on the Jobseeker Support Benefit	50,000 fewer people on Jobseeker Support Benefit	190,000 people on Jobseeker Support
6	Increased student attendance	80% of students are present for more than 90% of the term	46% of students are present for more than 90% of the term
7	More students at expected curriculum levels	80% of Year 8 students at or above the expected curriculum level for their age in reading, writing and maths by December 2030	Varies across subjects (reading, writing, math)
8	Fewer people in emergency housing	75% reduction of households in emergency housing	3,100 households
9	Reduced net greenhouse gas emissions	New Zealand is on track to meet its 2050 net zero climate change targets, with total net emissions of no more than 290 megatonnes from 2022 to 2025 and 305 megatonnes from 2026 to 2030	121 megatonnes of CO <sub>2</sub> e

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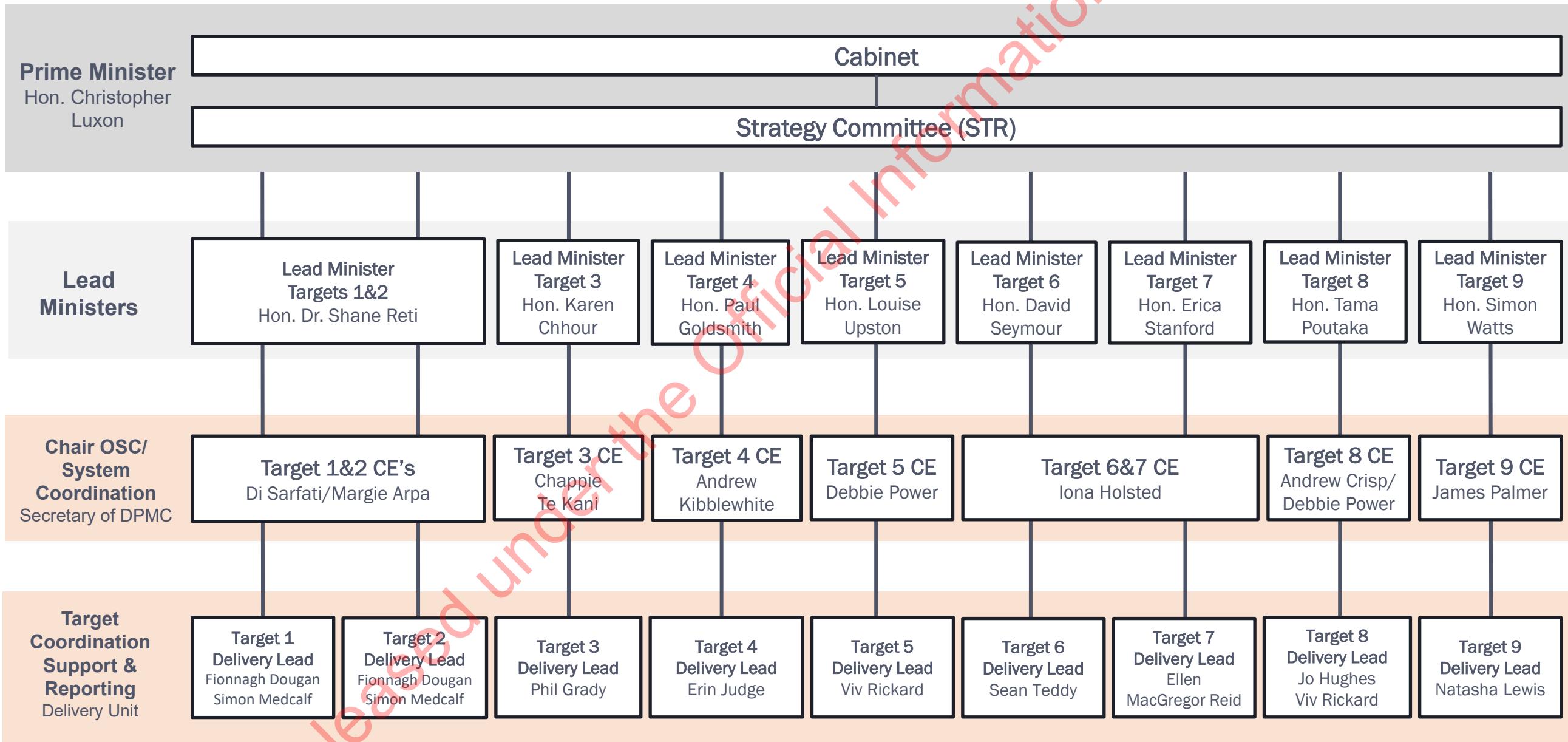
# Accountabilities and arrangements





# Accountability structure

Ministers and the public service will deliver targets through a clear accountability structure



A central agency virtual team will be established for each target to support agencies, which includes the relevant PAG Advisor, Delivery Unit Lead, Treasury Vote Team Lead, and PSC Assistant Commissioner.

# Accountabilities

There are specific roles for delivery of Government Targets

<p><b>Strategy Committee (STR)*</b></p>	<ul style="list-style-type: none"> <li>• Receive and consider the quarterly reports on the progress of delivery of Targets.</li> <li>• Receive and consider delivery plans for each target (this process can be iterative).</li> </ul>
<p><b>Prime Minister</b></p>	<ul style="list-style-type: none"> <li>• Set direction for establishment of Government Targets.</li> <li>• Meet with lead ministers and relevant senior officials to discuss delivery progress.</li> </ul>
<p><b>Lead Ministers</b></p>	<ul style="list-style-type: none"> <li>• Lead the delivery of the relevant target on behalf the Prime Minister.</li> <li>• Bring together other ministers, as required, to support target delivery.</li> <li>• Approve the delivery plan for the target.</li> <li>• Approve the quarterly progress report for the target.</li> </ul>
<p><b>Lead CEs / Agencies</b></p>	<ul style="list-style-type: none"> <li>• Lead the operational delivery of the target ensuring progress and managing issues and risks.</li> <li>• Coordinate with other CEs and senior officials and align work programmes across contributing agencies for delivery of the target.</li> <li>• Develop the delivery plan for the target, including the contribution of other agencies for lead Ministerial approval.</li> <li>• Develop the quarterly progress report for targets for lead Ministerial approval.</li> </ul>
<p><b>Contributing Agencies/Entities</b></p>	<ul style="list-style-type: none"> <li>• Support the lead agency to develop the delivery plan and provide the required resources.</li> <li>• Deliver their specific aspects of target delivery ensuring progress and managing issues and risks.</li> </ul>
<p><b>DPMC (supported by Treasury and PSC as required)</b></p>	<ul style="list-style-type: none"> <li>• Review delivery plans to ensure they will enable target delivery.</li> <li>• Consolidate the quarterly targets report for the Prime Minister and lodging with STR.</li> <li>• Advise the Prime Minister on progress, on and risks to, target delivery.</li> <li>• Support meetings between the Prime Minister and lead ministers/agencies to review progress on Targets.</li> </ul>

\* Supported by the Officials Strategy Committee (OSC).

## Leadership and governance

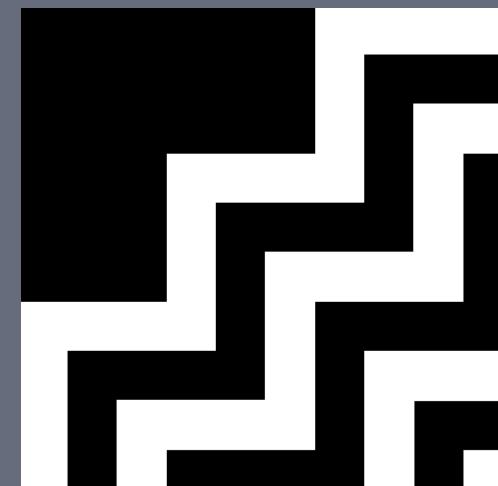
Effective leadership and governance arrangements are critical for delivery

### Leadership and governance arrangements will be specific to the target and agencies

- Achieving the targets will require effective decision making to enable prioritisation, planning, co-ordination and investment within and across portfolios.
- Lead ministers can use existing or establish arrangements with their colleagues, such as committees, to provide oversight of delivery of targets by their respective agencies and support alignment.
- Existing governance arrangements should be used, and new arrangements can be established if needed. These can be traditional programme-type governance, sector level cluster arrangement or formalised through inter-departmental boards and ventures.
- As well as the lead agencies, contributing agencies (and other public sector entities) responsibilities need to be clear and they need to be fully engaged in the planning, reporting and delivery of the target.
- Public service level coordination and oversight is provided by the Officials Strategy Committee (OSC).

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## 2 Planning for delivery



## Delivery plans are to be developed for each Target

Effective planning is iterative and integrated into agency performance planning processes

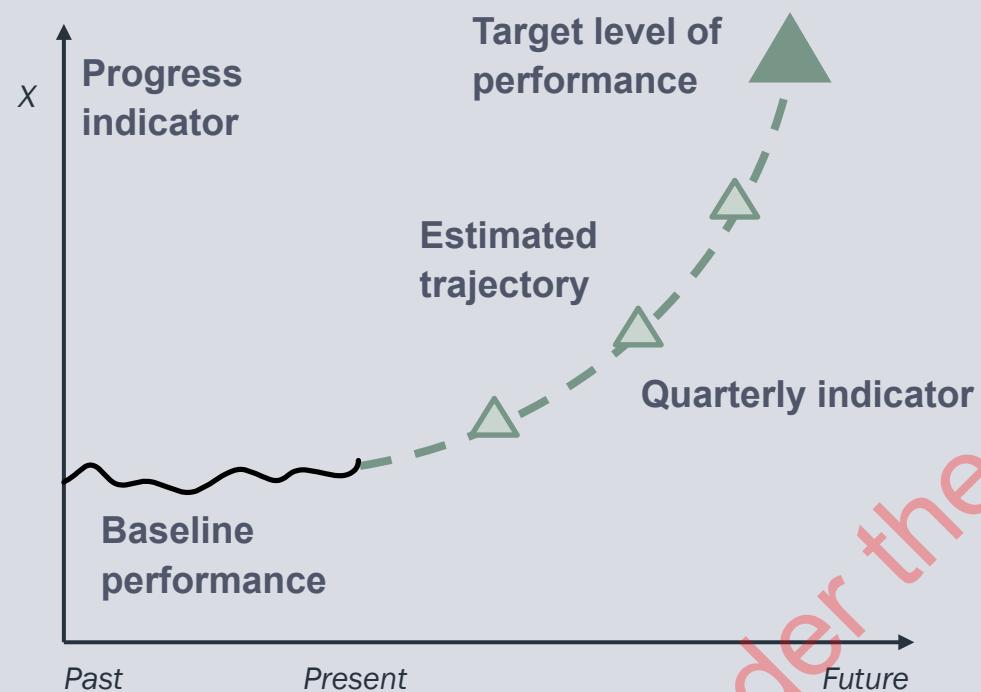
- Ministers and agencies have the flexibility to develop and present their delivery plans to suit their context, internal implementation and business planning processes.
- Delivery plans should show the overall intervention logic over the full period of the Target but will be more detailed for the first two years where there is greater certainty about existing and planned policies and initiatives.
- Delivery planning will be iterative and can be reviewed and updated at any time as more is learned from delivery and new initiatives and opportunities emerge.
- Target delivery plans should be approved by the lead minister and submitted for discussion at STR\*:
  - For some agencies this will be an iterative process as policy direction, approaches and initiatives are elevated to and discussed at STR across several meetings before the delivery plan is completed;
  - Whereas for other agencies a completed delivery plan can be discussed in one STR meeting.
- Planning of targets should be incorporated with plans for delivery of agencies overall performance, portfolio priorities and the Government Quarterly Plan (where relevant).
- Initiatives need to be resourced and costed with the assumption of reprioritisation rather than increased funding.
- DPMC is not prescribing the form of delivery plans as these will be specific to agencies and their context. Central agencies have identified a number of delivery planning questions that should be addressed (refer Appendix 1).

*\*DPMC will advise on a forward schedule of when specific targets will be considered at STR.*

# Target setting and delivery planning are intrinsically linked

There is a standard structure for targets to enable effective delivery planning and reporting

## The components of a target



### Baseline performance

Historical data that shows the level of past and current performance.

### Target

The level of performance that the Government aims to achieve by a given date. It comprises:

- A measurable **progress indicator** (for example, emergency department wait times, measured in hours).
- A **target level of performance** (for example, the proportion of people whose wait times are below six hours).

### Estimated trajectory

An estimate of future performance over time. (In other words, an estimate of the rate of improvement).

### Quarterly indicator

Intermediate points on the trajectory against which progress can be measured and reported.

## Supporting Indicators

A select suite of indicators that provide additional data points on progress towards the target and may include measures to monitor and mitigate perverse incentives and unintended consequences.

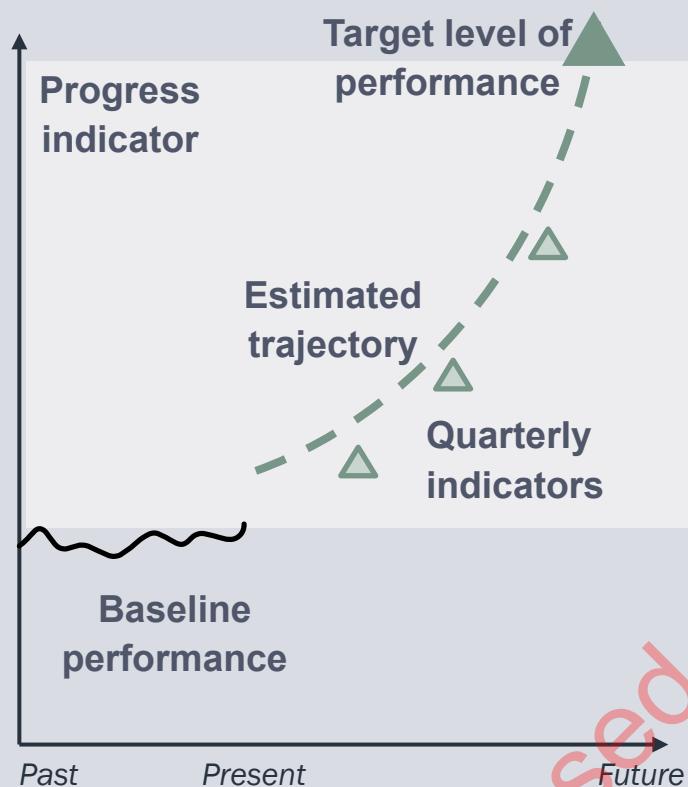
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# Delivery planning

Effective planning is critical for delivery and should link the target to actions and outline the arrangements to support implementation

## Target setting

The first step is to develop an estimated trajectory of progress by which the targets will be met...

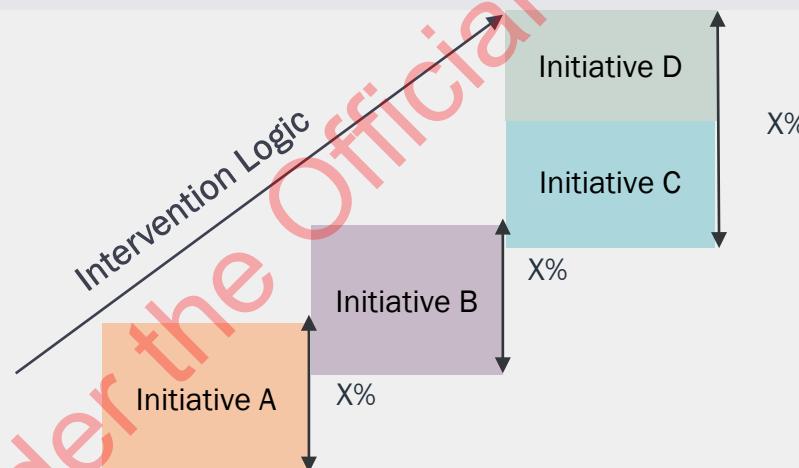


## Delivery planning

...supported by delivery plans that articulate the intervention logic and a portfolio of existing, new or planned initiatives whose collective impact will contribute to achievement of the target...

...and which in turn drive work plans to ensure that actions related to help achieve the target will be put in place.

### Portfolio of Initiatives for Delivery



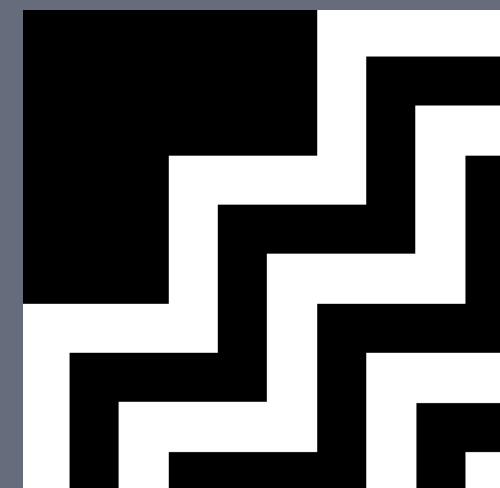
- The portfolio of initiatives could consist of:
- New or revised policy and legislation
  - Changes and innovations to existing operational processes and capabilities
  - Existing, new, or enhanced products, operational processes and capabilities
  - New or revised programmes
  - Investment in the delivery workforce (capabilities and capacity)
  - Investment in assets such as new or improved technology

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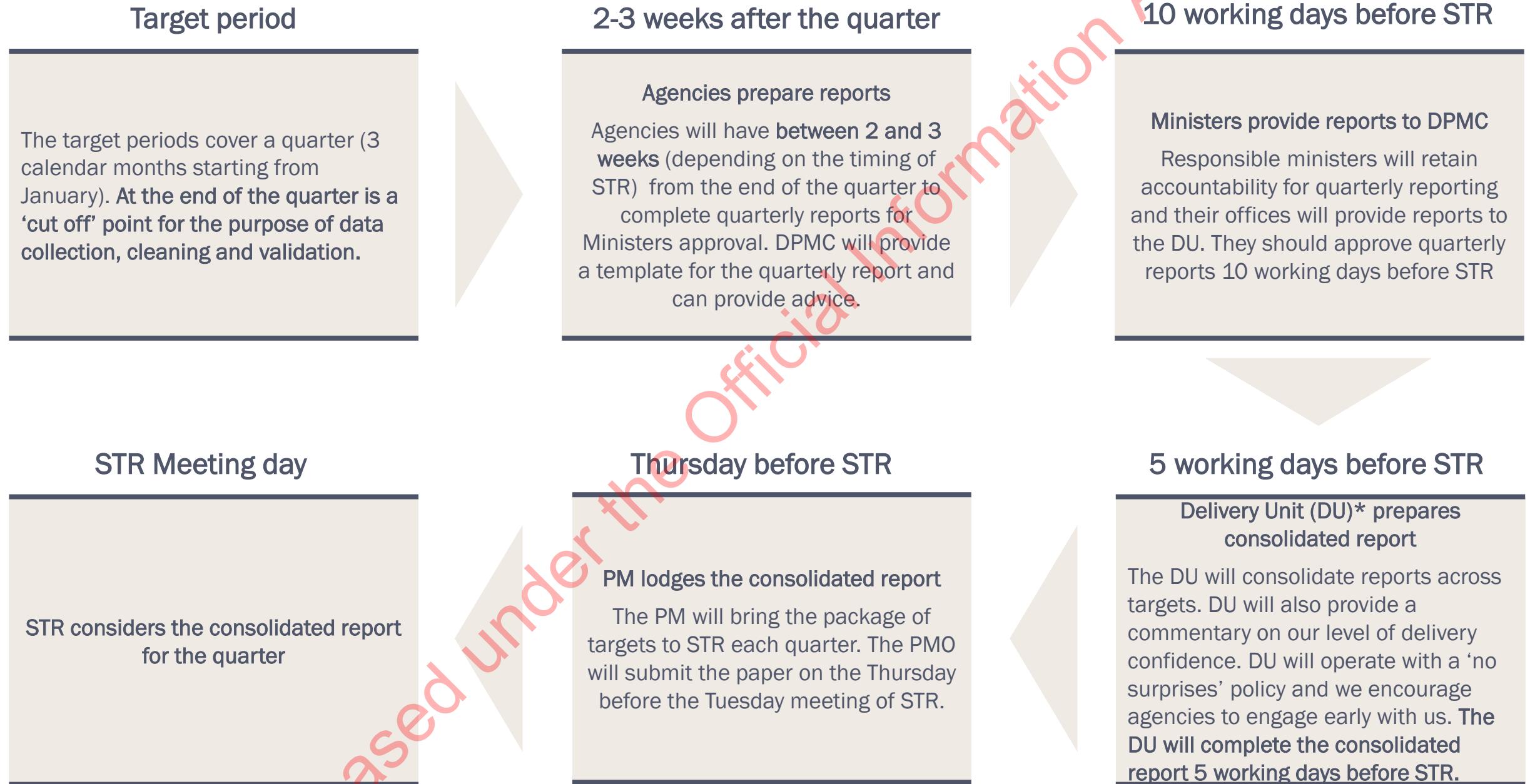
## Reporting on progress





# Reporting cycle

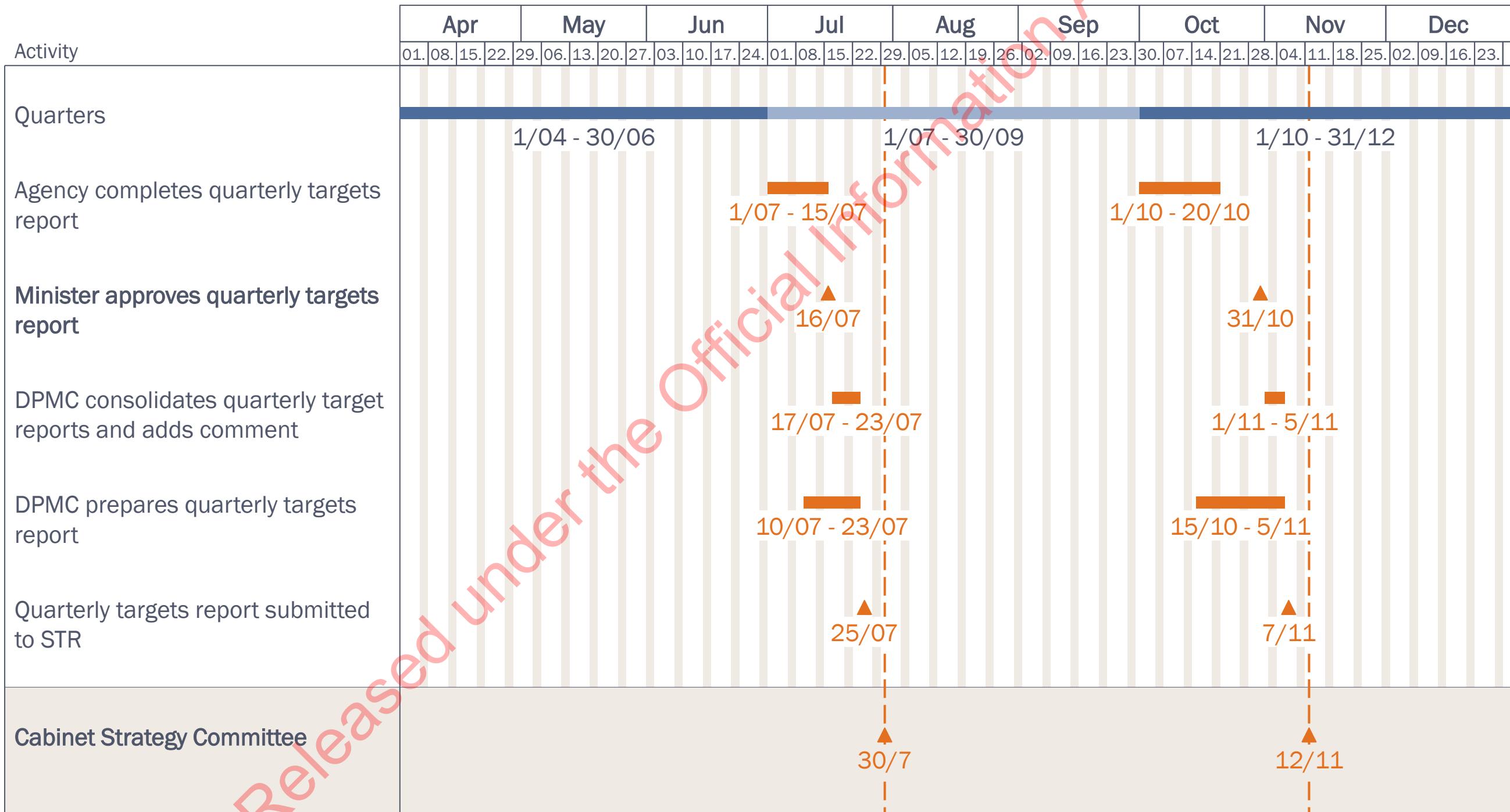
Reports will go to the PM and Strategy Committee every quarter



The full schedule for reporting of Target progress for 2024 is detailed on the next slide. In addition, the STR will establish a forward schedule of 'deep dive' discussions on specific Targets, including delivery plans or aspects of the plans. DPMC will advise agencies on this schedule in due course.

\*Refer Appendix 2 for info on Delivery Unit.

# Reporting calendar 2024



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# Quarterly targets report

The report will provide an overview of progress on each target

DPMC will provide a template for agencies to complete that will cover the aspects outlined below. Note the first report for the quarter ending 30 June will likely be a baseline report for many of the Targets.

## Overall Status

- On Track
  - Probable
  - Feasible
  - In doubt
  - Unachievable
- See Appendix 3

## Performance

The performance trajectory and actual results over time of the indicator.

## Supporting Indicators

Other indicators that support understanding of performance and mitigate against unintended consequences.

### Quarterly Target Reports – DATE

---

#### Current target performance

Status	Target (31 Dec 2026)	Current performance at 31 May 2024	Change vs. last report
	ABCDE	XXX%	▲ +XX% vs Jan.

#### Analysis and actions

What is driving changes in performance vs. last quarter?

---

What actions did agencies take this quarter?

---

What actions will agencies take next quarter?

---

What are risks or issues?

---

What decisions and actions are required from Ministers?

---

Delivery Unit Commentary

#### Trajectory towards target

#### Supporting leading indicators and data

Indicator	Performance	Comments
YYYY		
ZZZ		

## Progress narrative

Agency completed sections that describe what has been achieved and what is coming up.

## Risk and issues

Agency completed section that details key issues and risks under management.

## Actions required

Agency completed section that indicates any requirements on ministers, such as policy decisions.

## Delivery Unit Comment

Any comments on the performance or report that DU considers important for ministers to consider.

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# Next steps

## Initial milestones for delivery plans and quarterly reporting

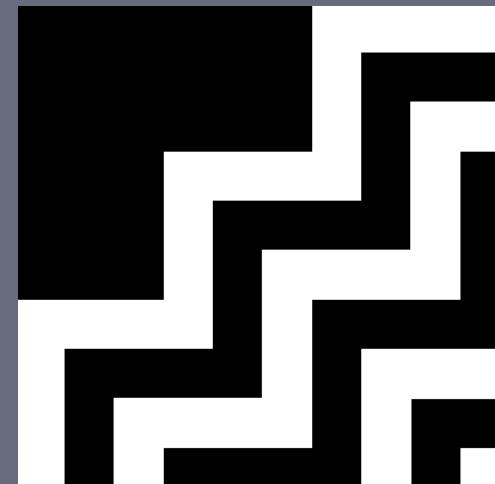
### Initial milestones for targets and quarterly reporting

- **25 March**  
Cabinet considers and agrees the Government Targets.
- **26 March onwards**  
Lead ministers commission agencies to develop delivery plans or adapt existing plans and strategies for targets (unless they have done so already)
- **26 March – July– Initial delivery planning period**  
Agencies undertake delivery planning. DPMC and Treasury will engage with agencies throughout the delivery planning period. Lead minister approves delivery plan before the first reporting cycle starts in July.
- **16 July**  
Lead minister approves quarterly target report for period ending June 30 (this will be the baseline report) and provides it to DPMC.
- **19 July**  
DPMC consolidates all nine quarterly target reports and submits to the Prime Minister (for lodgement to STR).
- **30 July**  
STR considers the first consolidated quarterly report on Targets (baseline report).
- **Regular quarterly reporting cycle continues**

**3**

# Appendix

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# Appendix 1 - Delivery Plans

Delivery plans should consider a range of planning questions

Section	What should be covered
<b>Target, estimated trajectory and supporting indicators</b>	<ul style="list-style-type: none"> <li>• Is there a clear description of the target, estimated performance trajectory and supporting indicators?</li> <li>• What data and insights will be available to understand and drive performance?</li> </ul>
<b>Initiatives, milestones and dependencies</b>	<ul style="list-style-type: none"> <li>• What is the underlying approach (intervention logic) that will drive an increase in performance?</li> <li>• What are the key initiatives and key delivery milestones with a focus on the more immediate actions (within next 2 years)?</li> <li>• What are the key risks to delivery and how they will be managed and mitigated?</li> <li>• What are the major dependencies (e.g. decisions required from ministers, legislation)?</li> <li>• Are policy settings fit for purpose and if not, what is the intent or roadmap (i.e. timing) to make policy or legislative changes?</li> </ul>
<b>Innovation and best practices</b>	<ul style="list-style-type: none"> <li>• How best practices and benchmarks (from international and private sector experience) has been considered in the selection and implementation of initiatives?</li> <li>• How innovative approaches have been considered to achieve a step change in performance?</li> </ul>
<b>Costs and benefits</b>	<ul style="list-style-type: none"> <li>• What are the high-level costs of the initiatives, including any reprioritisation of resources?</li> <li>• What is the contribution of the initiatives to performance leading to target delivery (this is both ‘art and science’ as attribution or contribution is often not straightforward or easily determined).</li> </ul>
<b>Delivery structures</b>	<ul style="list-style-type: none"> <li>• Who is delivering, including other contributing ministers and agencies?</li> <li>• What processes or structures are there to ensure progress is managed and assured?</li> <li>• Who is accountable and responsible at the agency level? Who is responsible for each initiative?</li> </ul>
<b>Capability and capacity</b>	<ul style="list-style-type: none"> <li>• What are the critical workforce implications of the implementation of initiatives?</li> <li>• What changes in workforce capacity and capability are required?</li> </ul>
<b>Engagement</b>	<ul style="list-style-type: none"> <li>• Who needs to be engaged, why and when?</li> <li>• What is the process for stakeholder engagement and communications?</li> </ul>

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## Appendix 2 – Delivery Unit

DPMC will support agencies in their planning and delivery of the Government Targets

A Delivery Unit (DU) has been established in DPMC to support the planning and delivery of the Government's key priorities. This includes reporting on the progress of achievement of Government Targets and actions included in the Government Quarterly Plan.

The Delivery Unit will:

- manage an efficient and effective monitoring and reporting process to enable effective oversight of delivery of Government priorities by the Prime Minister and Cabinet
- advise the Prime Minister on progress, risk, and issues to target delivery
- provide guidance and support to agencies so that they can effectively and efficiently plan and report on delivery
- collaborate with agencies to improve planning, reporting and delivery of Government priorities
- coordinate with central agencies to align public service performance related reporting, advice and interventions

The DU contacts are:

- For Targets 1-5: Stephen Crombie, Executive Director, Delivery Unit: [stephen.crombie@dpmc.govt.nz](mailto:stephen.crombie@dpmc.govt.nz) 027 357 4605
- For Targets 6-9: Maari Porter, Chief Advisor, Delivery Unit: [maari.porter@dpmc.govt.nz](mailto:maari.porter@dpmc.govt.nz) 021 465 861

For non-urgent matters please contact at [deliveryunit@dpmc.govt.nz](mailto:deliveryunit@dpmc.govt.nz)

# Appendix 3 – Approach to target progress assessment

A common approach to assessment of delivery is to be used for consistency

To ensure consistency agencies and ministers will need to rate the progress of the delivery of the target using this scale.

	Delivery is on track	Delivery is probable	Delivery is feasible	Delivery is in doubt	Delivery is unachievable
Overall Status	Delivery of the target is highly likely, and current performance will be sustained.	Delivery of the target appears to be probable however constant attention will be needed to ensure risks do not materialise into major issues threatening performance.	Delivery of the target appears to be feasible but significant issues require attention by target owners. These appear to be resolvable at this stage and if addressed without delay, should not impact delivery.	Delivery of the target is in doubt with major risks and/or issues apparent in a number of key areas. Urgent action is required by target owners to address these and bring the delivery back on track.	Delivery appears to be unachievable. There are major issues that do not appear to be manageable or resolvable. The oversight arrangements, delivery plans and potentially the target may need to be reconsidered.
Results	<ul style="list-style-type: none"> <li>Data is reliable.</li> <li>Target indicator is on or above trajectory</li> <li>Supporting indicators provide confidence that targets will be met.</li> </ul>	<ul style="list-style-type: none"> <li>Data is reliable.</li> <li>Target indicator is trending to be close to being on or above trajectory</li> <li>Supporting indicators provide some confidence that targets will be met.</li> </ul>	<ul style="list-style-type: none"> <li>Data is mostly reliable.</li> <li>Target indicator is not trending to be close to trajectory.</li> <li>It is trending to be on or above trajectory.</li> <li>Supporting indicators provide some confidence that targets will be met.</li> </ul>	<ul style="list-style-type: none"> <li>Data is unreliable or volatile.</li> <li>Target indicator is trending to be below trajectory.</li> <li>Supporting indicators do not provide confidence that targets will be met.</li> </ul>	<ul style="list-style-type: none"> <li>Data is unreliable or volatile.</li> <li>Target indicator is well below trajectory and trending lower.</li> <li>Indicators do not provide confidence that targets will be met.</li> </ul>
Initiatives	<ul style="list-style-type: none"> <li>All initiatives are on track.</li> </ul>	<ul style="list-style-type: none"> <li>A significant majority of initiatives are on track.</li> </ul>	<ul style="list-style-type: none"> <li>Some initiatives are off track.</li> </ul>	<ul style="list-style-type: none"> <li>A majority of initiatives are off track.</li> </ul>	<ul style="list-style-type: none"> <li>A significant majority of initiatives are off track.</li> </ul>





# Government Targets

## Frequently Asked Questions – 27 March 2024

These FAQs is developed to support ministers' offices and agencies to plan and report on Government Targets. It will be updated as new questions are raised and new information becomes available. If there are any further questions or clarifications required, please contact the Delivery Unit at DPMC. [deliveryunit@dpmc.govt.nz](mailto:deliveryunit@dpmc.govt.nz)

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## Background and Process

### What are Government Targets?

Government Targets are six-year aspirations for performance in key areas of government service delivery each owned by a lead minister and lead chief executive.

### How do Government Targets, Government Quarterly Plan and Agency Priorities relate to each other?

Government Targets, the Government Quarterly Plan and Portfolio Priorities form key parts of the performance system for the public sector. They are the mechanisms to ensure that the Government's intentions are translated into delivery of improved services for New Zealanders. They include:

- **Government Quarterly Plan:** Actions that deliver on the Government's policy priorities. They are reviewed and reset each quarter to provide a rolling quarterly programme and reported on (approx.) fortnightly.
- **Portfolio Priorities:** Set priorities for each portfolio agreed with ministers and communicated through letters of expectation, including **Government Targets:** nine six-year targets for performance in key areas of government service delivery and reported on quarterly.
- **Agency Priorities:** The broad set of defined expectations and requirements on agencies for delivery of the Government's priorities.

## Government Targets

### What are the Government Targets?

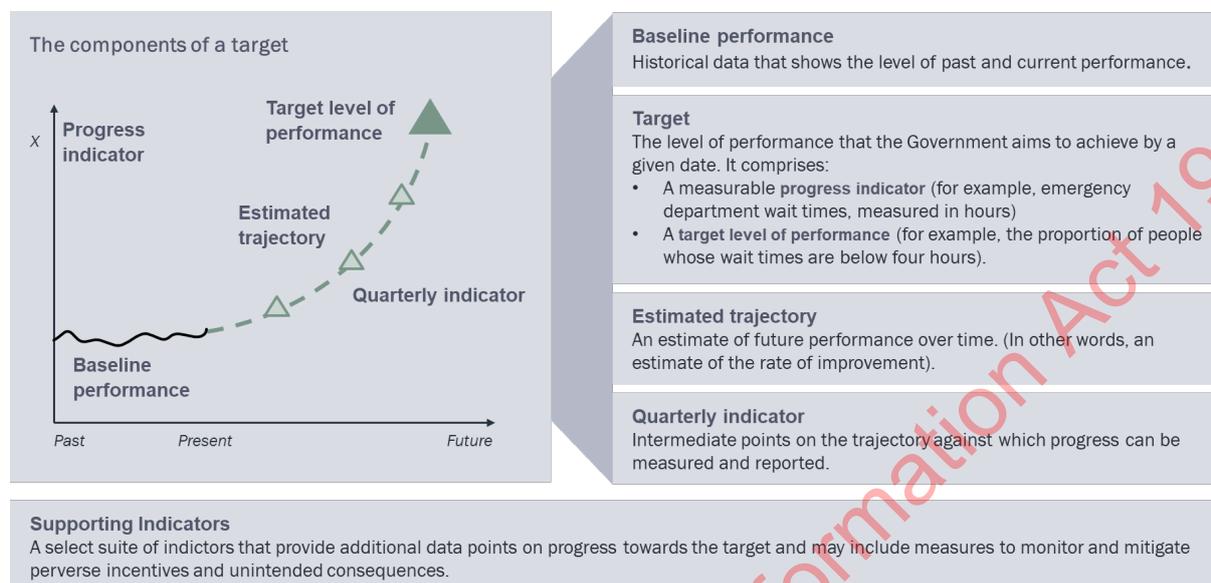
The Government Targets are:

1. **Shorter stays in emergency departments:** 95% of patients to be admitted, discharged, or transferred from an emergency department within six hours.
2. **Shorter wait times for treatment:** 95% of people wait less than four months for elective treatment.
3. **Reduced child and youth offending:** 15% reduction in the total number of children and young people with serious and persistent offending behaviour.
4. **Reduced violent crime:** 20,000 fewer people who are victims of an assault, robbery, or sexual assault.
5. **Fewer people on the Jobseeker Support Benefit:** 50,000 fewer people on Jobseeker Support Benefit.
6. **Increased student attendance:** 80% of students are present for more than 90% of the term.
7. **More students at expected curriculum levels:** 80% of Year 8 students at or above the expected curriculum level for their age in reading, writing and maths by December 2030.
8. **Fewer people in emergency housing:** 75% reduction of households in emergency housing.
9. **Reduced net greenhouse gas emissions:** New Zealand is on track to meet its 2050 net zero climate change targets, with total net emissions of no more than 290 megatonnes from 2022 to 2025 and 305 megatonnes from 2026 to 2030.

## How are Targets structured?

Targets are made up of several key elements described below.

Figure 1: Components of a target



## What is the estimated trajectory?

The estimated trajectory is the performance expected each quarter (or annually for targets where only annual data is available) to get to the target level of performance. The trajectory is developed through the delivery planning phase, informed from an understanding of the existing, new or planned initiatives, and levers to drive performance.

Setting an estimated trajectory requires a clear intervention logic and evidence base. At the same time service delivery system is complex, the impact of initiatives not always quantifiable (at least initially) and agencies must be able to test, experiment and constantly adapt initiatives (and their impact). As a result, agencies will have to make their best efforts to estimate a target trajectory based on a package of initiatives about what they know at this point in time (with greater focus on the next two years), some of which will change and be improved upon over time.

## What are initiatives that underpin delivery of targets?

Targets require extensive work to be done to increase performance. In the context of targets, initiatives mean any activity included in the delivery plan that is expected to contribute to improved performance. Initiatives could include:

- New or revised policy and legislation
- Changes and innovations to existing operational processes and capabilities
- New or enhanced products, operational processes and capabilities
- New or revised programmes
- Investment in the delivery workforce (capabilities and capacity)
- Investment in assets such as new or improved technology

Agencies should use their existing process for delivery to define, plan and deliver initiatives, including the development of a delivery plan. For example, the lead agency or group of

agencies may already have a delivery plan that can be updated and refined, rather than starting afresh.

DPMC is not prescribing the form of delivery plans as these will be specific to agencies and their context.

## **Accountabilities and roles**

### **What are the key accountabilities?**

Strategy Committee (STR):

- Receive and consider the quarterly reports on the progress of delivery of Targets.
- Receive and consider delivery plans for each target (this process can be iterative).

Note: Supported by Officials Strategy Committee (OSC).

Prime Minister:

- Set direction for establishment of Government Targets.
- Meet with lead ministers and relevant senior officials to discuss delivery progress.

Lead ministers:

- Lead the delivery of the relevant target on behalf the Prime Minister.
- Bring together other ministers, as required, to support target delivery.
- Approve the delivery plan for the target.
- Approve the quarterly progress report for the target.

Lead CEs / Agencies

- Lead the operational delivery of the target ensuring progress and managing issues and risks.
- Coordinate with other CEs and senior officials and align work programmes across contributing agencies for delivery of the target.
- Develop the delivery plan for the target, including the contribution of other agencies for lead Ministerial approval.
- Develop the quarterly progress report for targets for lead Ministerial approval.

Contributing Agencies

- Support the lead agency to develop the delivery plan and provide the required resources.
- Deliver their specific aspects of target delivery ensuring progress and managing issues and risks.

DPMC (supported by Treasury and PSC as required)

- Review delivery plans to ensure they will enable target delivery.
- Consolidate the quarterly targets report for the Prime Minister and lodging with STR.
- Advise the Prime Minister on progress, on and risks to, target delivery.

- Support meetings between the Prime Minister and lead ministers/agencies to review progress on Targets.

## Governance

### What are the governance arrangements?

Accountability for delivery is with the lead minister and lead agency and STR/Cabinet providing oversight. Governance arrangements need to be established for each target, and where possible existing governance arrangements should be utilised.

### How is cross portfolio/system level work coordinated?

Achieving Government targets will require effective leadership, planning and coordination across portfolios.

Lead ministers should use existing or establish arrangements with their colleagues, such as committees, to provide oversight of delivery of targets by their respective agencies and support alignment.

Lead CEs should use existing governance arrangements with other agencies who are required to deliver where appropriate or establish new structures if needed. These can be traditional programme-type governance, sector level cluster arrangement or formalised through inter-departmental boards and ventures.

In all cases responsibilities and accountabilities need to be clear between lead and contributing agencies (and other public sector entities if required).

The Officials Strategy Committee (OSC) will provide support for alignment of target work across the public service. The Secretary, DPMC will work with the CEs who are leading targets to support the public services cross agency work.

The Delivery Unit will work with the target leads to share information, share best practice and support integration across targets (where needed).

## Delivery Planning

### What is delivery planning?

Effective planning is critical to successful delivery of targets. Delivery plans include areas such as: the initiatives that will drive performance, key milestones, governance, accountabilities, roles and responsibilities, costs, resources, and stakeholder management.

Ministers and agencies have the flexibility to develop and present their delivery plans to suit their context, internal implementation and business planning processes.

### When will agencies be required to complete delivery plans?

Lead agencies will be responsible for developing or revising existing delivery plans for approval by the lead minister before the first reporting cycle starts in July.

DPMC will work with agencies during the development of delivery plans. Agencies are encouraged to share these with the Treasury and Public Service Commission for alignment.

Lead Ministers will be required to present their delivery plan, or relevant aspects of it, to STR. For some agencies this will be an iterative process as policy direction, approaches and initiatives are elevated to and discussed at STR across several meetings before the delivery

plan is completed. Whereas for other agencies a completed delivery plan can be discussed in one STR meeting.

**What do delivery plans need to cover for submission to Ministers and Strategy Committee?**

The structure of delivery plans will be up to the lead agency as the delivery planning for targets should be integrated as part of the agencies broader planning processes.

DPMC is not prescribing the form of delivery plans as these will be specific to agencies and their context. In the guidance central agencies have identified a series of questions that should be addressed in delivery plans. For more information contact the Delivery Unit.

**How far into the future should a delivery plan cover?**

The delivery plan should at least have the core intervention logic for delivery of the required performance. The initiatives leading to this performance don't have to be planned out in detail to enable learning and innovation to occur. However, near term initiatives (for the next 1-2 years) need to be well defined in the initial delivery plan.

**How often is a delivery plan reviewed?**

The delivery plan needs to be iterative and regularly reviewed and updated. Agencies can update the delivery plan as often as is necessary for it to be current. Major changes in the plan need to be approved by the minister and submitted to STR. It would be expected that agencies will update delivery plans in line with annual budget and planning processes.

**Why do best practices, private sector and international experience need to be considered in delivery plans?**

Targets are designed to be ambitious and prompt ministers and agencies to do things differently. This means looking at what works and doesn't work elsewhere and considering how this learning can be applied in the New Zealand context. This should prompt new thinking and solutions to longstanding performance issues.

**What level of confidence do we need in the data?**

The targets need to be statistically sound and use appropriate methods to establish and measure the progress indicator. They should meet the requirements for performance information which includes being "capable of independent verification and exclude unsubstantiated claims".

There is a wide range of guidance available on defining and measuring performance. This is available from the Auditor General, Treasury and Statistics New Zealand.

**What are the mechanisms for working with Crown entities and other parties who may need to be part of defining and delivery of targets?**

Some targets will require delivery by Crown Entities and other parties. It is expected that lead agencies will co-ordinate this work with any entities which need to be engaged in line with their accountabilities.

## **With the estimated trajectory, how accurate do we need to be as the results can't be fully predicted?**

The trajectory is the best estimate based on the available evidence. We appreciate that results cannot be predicted perfectly – but we do expect that agencies will carefully consider how they will bridge the gap between the current level of performance and the target level of performance.

## **Costing and funding**

### **How are targets to be costed?**

Agencies should detail the costs of delivery of the target through costing the initiatives that are included as part of the delivery plan. This is likely to be more specific in the short term with the longer term being subject to future planning.

Given the range of targets and their specific fiscal circumstances and cost drivers the approach to costing should be discussed with the relevant Treasury Vote Analyst.

### **Will there be new funding to support the Government Targets Programme?**

The financial implications associated with delivering these targets will need to be managed through the government's fiscal sustainability and Budget processes. Agencies responsible for the delivery of targets will need to identify reprioritisation options in the first instance, as well as delivery and phasing options.

The delivery plan will therefore need to be resourced and costed on the assumption of reprioritisation rather than increased funding with the exception where agencies have been invited into the Budget 2024 process.

For further information, contact your Treasury Vote Analyst.

### **How do we deal with the situation where resources need to be reprioritised in another minister's portfolio to achieve the target?**

This should be covered through the establishment of appropriate Ministerial engagement processes by the lead Minister.

## **Reporting**

### **How will targets results be reported?**

DPMC will run a regular reporting cycle for the Prime Minister, STR and Cabinet.

The quarterly targets reports will include for each target: results, an updated trajectory, key risks and issues in meeting the target and other relevant information – such as dependencies and costs, and decisions for ministers to take.

Reports will be quarterly. The first quarterly report will be produced by the end of July 2024 for the quarter ending June 30, and will be a baseline report for many of the Targets.

Central agencies will work together to ensure that reporting is aligned with other performance management processes.



**What will be the process for reporting from agencies to DPMC?**

The expectation is that reporting to the Prime Minister, STR and Cabinet will be within a month of the end of the quarter with “real time reporting” over time. DPMC will work with agencies to develop processes to meet this expectation.

**How will lead agencies assess performance?**

Agencies will need to support their minister to provide an overall rating of progress on delivery of the target. The five-level rating below is based on the Treasury scale for major programmes.

	Delivery is on track	Delivery is probable	Delivery is feasible	Delivery is in doubt	Delivery is unachievable
Overall Status	Delivery of the target is highly likely, and current performance will be sustained.	Delivery of the target appears to be probable however constant attention will be needed to ensure risks do not materialise into major issues threatening performance.	Delivery of the target appears to be feasible but significant issues require attention by target owners. These appear to be resolvable at this stage and if addressed without delay, should not impact delivery.	Delivery of the target is in doubt with major risks and/or issues apparent in a number of key areas. Urgent action is required by target owners to address these and bring the delivery back on track.	Delivery appears to be unachievable. There are major issues that do not appear to be manageable or resolvable. The oversight arrangements, delivery plans and potentially the target may need to be reconsidered.
Results	<ul style="list-style-type: none"> <li>Data is reliable.</li> <li>Target indicator is on or above trajectory</li> <li>Supporting indicators provide confidence that targets will be met.</li> </ul>	<ul style="list-style-type: none"> <li>Data is reliable.</li> <li>Target indicator is trending to be close to being on or above trajectory</li> <li>Supporting indicators provide some confidence that targets will be met.</li> </ul>	<ul style="list-style-type: none"> <li>Data is mostly reliable.</li> <li>Target indicator is not trending to be close to trajectory.</li> <li>It is trending to be on or above trajectory.</li> <li>Supporting indicators provide some confidence that targets will be met.</li> </ul>	<ul style="list-style-type: none"> <li>Data is unreliable or volatile.</li> <li>Target indicator is trending to be below trajectory.</li> <li>Supporting indicators do not provide confidence that targets will be met.</li> </ul>	<ul style="list-style-type: none"> <li>Data is unreliable or volatile.</li> <li>Target indicator is well below trajectory and trending lower.</li> <li>Indicators do not provide confidence that targets will be met.</li> </ul>
Initiatives	<ul style="list-style-type: none"> <li>All initiatives are on track.</li> </ul>	<ul style="list-style-type: none"> <li>A significant majority of initiatives are on track.</li> </ul>	<ul style="list-style-type: none"> <li>Some initiatives are off track.</li> </ul>	<ul style="list-style-type: none"> <li>A majority of initiatives are off track.</li> </ul>	<ul style="list-style-type: none"> <li>A significant majority of initiatives are off track.</li> </ul>

**What are roles and accountabilities for reporting of targets?**

Lead minister:

- Approve the quarterly progress report for the target.

The Lead CE/ Agency:

- Develop the quarterly progress report for targets (for their ministers’ approval).

DPMC:

- Coordinating and consolidating quarterly target reports from Lead Agencies on quarterly cycle and working closely with agencies to understand performance issues.
- Quality assuring all quarterly reports submitted from agencies and providing a commentary on progress in the report.
- Submitting a consolidated Government Targets report (covering all nine targets) to Cabinet/STR on a quarterly basis.
- Providing agencies with templates, guidance, and tools to support reporting.

## Communications

### How will progress to achievement of the targets be communicated to the public?

Generally, progress on targets will be communicated by the lead minister but this would need to be coordinated with the Prime Minister's Office and communications team.

Quarterly targets reports considered by Cabinet will be proactively released on the DPMC website. DPMC will have a general Government Targets page on its website with high level information on the Targets.

Further information will be provided on an approach to communications after each reporting cycle.

## Support

### What is the role of the Delivery Unit?

The Delivery Unit will:

- manage an efficient and effective monitoring and reporting process to enable effective oversight of delivery of Government priorities by the Prime Minister and Cabinet.
- advise the Prime Minister on progress, risk, and issues to target delivery.
- provide guidance and support to agencies so that they can effectively and efficiently plan and report on delivery.
- collaborate with agencies to improve planning, reporting and delivery of Government priorities.
- coordinate with central agencies to align public service performance related reporting, advice, and interventions.

### Where can I get support for the planning and reporting on the Government Targets Programme?

The *DPMC Delivery Unit* can provide support and the contacts are:

For Targets 1-5 contact: Stephen Crombie, Executive Director

[stephen.crombie@dpmc.govt.nz](mailto:stephen.crombie@dpmc.govt.nz)

Phone s9(2)(a)

For Targets 6-9 contact: Maari Porter, Chief Advisor

[maari.porter@dpmc.govt.nz](mailto:maari.porter@dpmc.govt.nz)

Phone s9(2)(a)

For non-urgent matters [deliveryunit@dpmc.govt.nz](mailto:deliveryunit@dpmc.govt.nz)

**From:** [Ruth Fairhall \[DPMC\]](#)  
**To:** [Siobhan Routledge](#); ^MFE: [Nadeine Dommissie](#); ^HUD: [Pip Fox](#); ^MPI: [Julie Collins](#); ^Justice: [Rajesh Chhana](#); ^Police: [Jeremy Wood](#); [Phil Grady](#); ^EXT: [Emily Owen](#); [Struan Little \[TSY\]](#); ^MBIE: [Paul Stocks](#); ^MBIE: [Nic Blakeley](#)  
**Cc:** ^EDU: [Andy Jackson](#); ^Health: [Maree Roberts](#)  
**Subject:** RE: Q2 Tracker - for meetings on Wednesday afternoon  
**Date:** Wednesday, 3 April 2024 10:39:00 am  
**Attachments:** [image001.png](#)  
[Quarterly Plan 1 - 8 April - Draft.docx](#)

**IN CONFIDENCE UNCLASSIFIED**

Re-sending as I understand that some of you didn't receive this. Apologies if you now have it twice.

**From:** Ruth Fairhall [DPMC] <Ruth.Fairhall@dpmc.govt.nz>  
**Sent:** Tuesday, April 2, 2024 4:55 PM  
**To:** Siobhan Routledge <S.Routledge@transport.govt.nz>; ^MFE: Nadeine Dommissie <nadeine.dommissie@mfe.govt.nz>; ^HUD: Pip Fox <pip.fox@hud.govt.nz>; ^MPI: Julie Collins <JulieR.Collins@mpi.govt.nz>; ^Justice: Rajesh Chhana <Rajesh.chhana@justice.govt.nz>; ^Police: Jeremy Wood <Jeremy.Wood@police.govt.nz>; Phil Grady <Phil.Grady@ot.govt.nz>; ^EXT: Emily Owen <Emily.Owen@corrections.govt.nz>; Struan Little [TSY] <Struan.Little@treasury.govt.nz>; Melleny Black <melleny.black@regulation.govt.nz>; ^MBIE: Paul Stocks <Paul.Stocks@mbie.govt.nz>; ^MBIE: Nic Blakeley <Nic.blakeley@mbie.govt.nz>  
**Cc:** ^EDU: Andy Jackson <Andy.Jackson@education.govt.nz>; ^Health: Maree Roberts <maree.roberts@health.govt.nz>; Gayle Nolan Brown [DPMC] <Gayle.NolanBrown@dpmc.govt.nz>; @PAG Advisors <PAGAdvisors@dpmc.govt.nz>; Stephen Crombie [DPMC] <Stephen.Crombie@dpmc.govt.nz>; Maari Porter [DPMC] <Maari.Porter@dpmc.govt.nz>; Milly Bell [DPMC] <Milly.Bell@dpmc.govt.nz>  
**Subject:** Q2 Tracker - for meetings on Wednesday afternoon

Thank you all for your agencies' contributions to the Q2 tracker for Cabinet next week. Please find attached the draft tracker for discussion at the meetings tomorrow afternoon.

Ruth

**Ruth Fairhall**  
 Advisor  
 Policy Advisory Group  
 Department of the Prime Minister and Cabinet

M s9(2)(a)  
 E [ruth.fairhall@dpmc.govt.nz](mailto:ruth.fairhall@dpmc.govt.nz)



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**[Attachment withheld in full under s9(2)(g)(i) of the Act. Final of the Quarter 2 Plan updates publicly available on DPMC's website at:**

[www.dpmc.govt.nz/publications/proactive-release-cab-24-sub-0115-quarterly-plan-updates](http://www.dpmc.govt.nz/publications/proactive-release-cab-24-sub-0115-quarterly-plan-updates)

**From:** [Phil Grady](#)  
**To:** [Maari Porter \[DPMC\]](#); [Orange, Ryan](#)  
**Cc:** [Stephen Crombie \[DPMC\]](#); [Anna Hughes \[DPMC\]](#)  
**Subject:** RE: Urgent Q: Targets Factsheets Reduced Child and Youth Offending  
**Date:** Friday, 5 April 2024 9:23:10 am  
**Attachments:** [image001.png](#)

**IN-CONFIDENCE UNCLASSIFIED**

Have confirmed no issue with quarterly data

**From:** Maari Porter [DPMC] <Maari.Porter@dpmc.govt.nz>  
**Sent:** Friday, April 5, 2024 9:15 AM  
**To:** Orange, Ryan <ryan.orange@justice.govt.nz>; Phil Grady <Phil.Grady@ot.govt.nz>  
**Cc:** Stephen Crombie [DPMC] <Stephen.Crombie@dpmc.govt.nz>; Anna Hughes [DPMC] <Anna.Hughes@dpmc.govt.nz>  
**Subject:** Urgent Q: Targets Factsheets Reduced Child and Youth Offending

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Kia ora Phil and Ryan,  
Quick check in – in the latest version of the one-page flyer/factsheet to be released when the Targets are announced (on Monday) it states that:  
*“We will collect data and statistics on youth crime rates and report every six months on progress through New Zealand Police data”*

We plan on changing the highlighted text to ‘report quarterly’ to match the Cabinet Paper one-pagers. Please let me know ASAP if there is an issue with that, we need to get the flyers up to PMO by 10:00am today.

Thank you,  
Maari  
Maari Porter (she/her)  
Chief Advisor  
Implementation Unit  
Department of the Prime Minister and Cabinet  
M: s9(2)(a)  
E: [maari.porter@dpmc.govt.nz](mailto:maari.porter@dpmc.govt.nz)



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**From:** [Stephen Crombie \[DPMC\]](#)  
**To:** [Simon Medcalf](#); [fionnagh.dougan@health.govt.nz](mailto:fionnagh.dougan@health.govt.nz); [Phil Grady](#); [Judge, Erin](#); [Viv Rickard](#); [Sean Teddy](#); [Ellen MacGregor-Reid](#); [Jo.Hughes@hud.govt.nz](mailto:Jo.Hughes@hud.govt.nz); [natasha.lewis@mfe.govt.nz](mailto:natasha.lewis@mfe.govt.nz)  
**Cc:** [Anna Hughes \[DPMC\]](#); [Maari Porter \[DPMC\]](#)  
**Subject:** COMMUNICATIONS PACK - PM TARGETS ANNOUNCEMENT THIS AFTERNOON  
**Date:** Monday, 8 April 2024 12:39:00 pm  
**Attachments:** [DRAFT PR - TARGETS \(003\).docx](#)  
[Government Targets Factsheets 8 April 2024\\_FINAL PMO.pdf](#)  
[TARGETS BACKPOCKET QA FINAL\\_\(002\).docx](#)  
[image001.png](#)

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Embargoed until after PM announcement

Kia ora koutou

The Prime Minister will announce the Targets this afternoon at Post Cabinet briefing. Attached is the communications pack.

This pack will be sent to your communications teams who have been involved in its development and Chief Executives.

Thanks to everyone involved in this work to date and I look forward to catching up with you in the next few weeks to progress the next stages.

Ngā mihi

**Stephen Crombie**

Executive Director, Delivery Unit

M: s9(2)(a)

E: [stephen.crombie@dpmc.govt.nz](mailto:stephen.crombie@dpmc.govt.nz)



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**[Attachments have been withheld in full as follows:**

- **Prime Minister's press release under s9(2)(g)(i) of the Act. Final press release available on the Beehive website at:**

[www.beehive.govt.nz/release/prime-minister-launches-government-targets](http://www.beehive.govt.nz/release/prime-minister-launches-government-targets)

- **Government Target information is refused under s18(d) of the Act as it is publicly available on the DPMC website at:**

[www.dpmc.govt.nz/our-programmes/government-targets](http://www.dpmc.govt.nz/our-programmes/government-targets)

- **Talking points are withheld under s9(2)(g)(i)]**

**From:** [^OT: Charlotte Beaglehole](#)  
**To:** [Daniel White \[TSY\]](#); [Callum Finn Reason \[TSY\]](#); [Peter Douglas \[DPMC\]](#); [sandra.preston@publicservice.govt.nz](#)  
**Cc:** [Phil Grady](#)  
**Subject:** Departmental consultation on the cabinet paper: Young Serious Offender declaration and Military-style academies  
**Date:** Tuesday, 9 April 2024 5:13:14 pm  
**Attachments:** [image001.png](#)  
[B-0119 Appendix One UPDATE\\_CLEAN.docx](#)

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Kia ora koutou

We are seeking your feedback on the attached draft Cabinet paper **Young serious offender declaration and Military-style academies**. This paper is intended to go to the Cabinet Social Outcomes Committee on 8 May 2024, with the legislation expected to be introduced in the House by early August.

The paper seeks agreement to policy decisions needed to establish the Young Serious Offender (YSO) declaration and Military-Style Academies (MSAs) order in legislation. It implements government commitments to strengthen the response to serious and persistent youth offending, in support of the Government's 100-Day Plan commitment to begin work to crack down on serious youth offending.

It seeks Cabinet agreement on the:

- purpose of a YSO declaration and MSA order
- eligibility criteria for a YSO declaration and for participation in an MSA;
- process for a young person to be declared a YSO, the responses available to them and how these responses will be implemented and monitored; and
- powers required to ensure faster, stronger and longer interventions, including powers specific to a new MSA order.

We would be grateful for any comments by **5pm on Tuesday 16 April, 5pm**. Apologies for the short timeframe. If you are not the right person for your agency to do this, can you please forward it to the appropriate person.

We are sending it to other departments for departmental consultation separately.

Please let me know if you have any questions.

Ngā mihi,  
Charlotte

### Charlotte Beaglehole

General Manager Policy

Oranga Tamariki—Ministry for Children

☎ DDI 04 918 9185 | 📠 Ms9(2)(a) | ✉ [charlotte.beaglehole@ot.govt.nz](mailto:charlotte.beaglehole@ot.govt.nz)

📍 The Aurora Centre | Level 14 | 56 The Terrace | Wellington

**From:** [Stephen Crombie \[DPMC\]](#)  
**To:** [Phil Grady](#); [Erin.Judge@justice.govt.nz](#)  
**Cc:** [Pooja Dave \[DPMC\]](#)  
**Subject:** RE: Next steps with targets  
**Date:** Thursday, 11 April 2024 8:06:00 am  
**Attachments:** [image001.png](#)

---

Phil

Yes, combo with Erin all good with me.

S

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**From:** Phil Grady <Phil.Grady@ot.govt.nz>  
**Sent:** Wednesday, April 10, 2024 5:11 PM  
**To:** Stephen Crombie [DPMC] <Stephen.Crombie@dpmc.govt.nz>; Erin.Judge@justice.govt.nz  
**Cc:** Pooja Dave [DPMC] <Pooja.Dave@dpmc.govt.nz>  
**Subject:** RE: Next steps with targets

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Kia ora Stephen,

Good to see you too.

Yeo, lets meet. Could we do together with Erin form Justice as we are taking a coordinated approach?

To be honest next week is totally out for me – but the following week is good.

Ngaa mihi,

Phil

---

**From:** Stephen Crombie [DPMC] <[Stephen.Crombie@dpmc.govt.nz](#)>  
**Sent:** Wednesday, April 10, 2024 2:43 PM  
**To:** Phil Grady <[Phil.Grady@ot.govt.nz](#)>  
**Cc:** Pooja Dave [DPMC] <[Pooja.Dave@dpmc.govt.nz](#)>  
**Subject:** Next steps with targets  
[UNCLASSIFIED]

Kia ora Phil,

Hope is all well with you – good to see you yesterday.

As the Prime Minister has announced the targets we will move to delivery planning over the next three months. As you can see from the guidance the process of getting to a “delivery plan” is iterative and each target will take a different path to get there. We have provided broad guidance as to what should be considered as part of delivery planning – but are agnostic about how it should be presented.

To assist with this phase, central agencies will set up “target teams” for each target consisting of people from the Delivery Unit (Maari or Stephen), Treasury Vote, and PSC Assistant Commissioner. PAG Advisors will also be kept in the loop and engage when required. This is intended to reduce the central agency engagement overhead but keep everyone informed and be ready to support when required.

Next stage is that we would like to understand and discuss:

- Any feedback on the guidance and any further information you require.
- How you are setting up for delivery, particularly with other agencies who will need to contribute
- Your overall approach to delivery planning and timing.
- Any major policy issues and intersections with the quarterly action plan priorities.
- Intersection with budget processes.

How you want to engage with Strategy Committee (STR) over the planning period

- Any support you need from central agencies.

Be easiest for us just to talk this through, so Pooja will organise a meeting for us in the next few weeks. Welcome to bring anyone you need along as well.

In the meantime, don't hesitate to reach out if you have any questions.

Ngā mihi

**Stephen Crombie**

Executive Director, Delivery Unit

M: s9(2)(a)

E: [stephen.crombie@dpmc.govt.nz](mailto:stephen.crombie@dpmc.govt.nz)



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Ngā mihi

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**From:** [Jessica Gorman \[DPMC\]](#)  
**To:** [Peter Douglas \[DPMC\]](#)  
**Subject:** FW: Paper from Minister Chhour: B-0119 Youth Serious Offender Declaration and Military-Style Academies  
**Date:** Thursday, 11 April 2024 5:39:40 pm  
**Attachments:** [image001.png](#)  
[image004.png](#)  
[B-0119 Draft Cabinet paper - Young Serious Offender declaration and Military-Style Academies - signed.pdf](#)  
[240411 Aide memoire - YSO and Ram Raids .docx](#)

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**From:** s9(2)(g)(ii)  
**Sent:** Thursday, April 11, 2024 5:37 PM  
**To:** Jessica Gorman [DPMC] <[Jessica.Gorman@dpmc.govt.nz](mailto:Jessica.Gorman@dpmc.govt.nz)>  
**Cc:** s9(2)(g)(ii): Office of the Minister of Justice  
**Subject:** FW: Paper from Minister Chhour: B-0119 Youth Serious Offender Declaration and Military-Style Academies

Paper and Justice advice attached



s9(2)(g)(ii)

**Private Secretary – Justice | Office of Hon Paul Goldsmith**  
 Minister for Arts Culture and Heritage | Minister of Justice  
 Minister for State Owned Enterprises | Minister for Treaty of Waitangi Negotiations

DDI: +64 817 9041 M: s9(2)(a)  
 Email: s9(2)(g)(ii) | [www.beehive.govt.nz](http://www.beehive.govt.nz)  
 Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

Authorised by Hon Paul Goldsmith, Parliament Buildings, Wellington

**From:** Jerome de Vries <[Jerome.deVries@parliament.govt.nz](mailto:Jerome.deVries@parliament.govt.nz)>  
**Sent:** Wednesday, April 10, 2024 1:24 PM  
**To:** s9(2)(g)(ii): Office of the Minister of Justice Hamish Hull  
 <[Hamish.Hull@parliament.govt.nz](mailto:Hamish.Hull@parliament.govt.nz)>; Nigel Allan <[Nigel.Allan@parliament.govt.nz](mailto:Nigel.Allan@parliament.govt.nz)>; Rachael Boyd  
 <[Rachael.Boyd@parliament.govt.nz](mailto:Rachael.Boyd@parliament.govt.nz)>  
**Cc:** Cameron Oldfield <[Cameron.Oldfield@parliament.govt.nz](mailto:Cameron.Oldfield@parliament.govt.nz)>; Amanda Hillary <[Amanda.Hillary@parliament.govt.nz](mailto:Amanda.Hillary@parliament.govt.nz)>; Jane  
 Fletcher <[Jane.Fletcher@parliament.govt.nz](mailto:Jane.Fletcher@parliament.govt.nz)>  
**Subject:** Paper from Minister Chhour: B-0119 Youth Serious Offender Declaration and Military-Style Academies

Kia ora koutou

Please find attached Oranga Tamariki briefing *B-0119 Cabinet paper - Youth Serious Offender declaration and Military-Style Academies*, signed by Minister Chhour.

Thee attachment includes:

- s9(2)(f)(iv)
- a draft Cabinet Paper on proposals to establish a Young Serious Offender (YSO) declaration and Military-Style Academies (MSAs).

We are planning to lodge the Cabinet Paper on 2 May for SOU committee on 8 May. Ministerial consultation is planned for 12 – 23 April. We would welcome any feedback your Ministers may have on the Cabinet Paper and cover briefing ahead of this planned Ministerial consultation.

Thanks - happy to discuss

Noho ora mai rā, nā



**Jerome de Vries**  
**Private Secretary – Children | Office of Hon Karen Chhour**  
 Minister for Children | Minister for the Prevention of Family & Sexual Violence

DDI: 04 817 9844 | M: s9(2)(a)  
 Email: [Jerome.deVries@parliament.govt.nz](mailto:Jerome.deVries@parliament.govt.nz) | Website: [www.Beehive.govt.nz](http://www.Beehive.govt.nz)  
 Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

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**From:** [Stephen Crombie \[DPMC\]](#)  
**To:** [Orange, Ryan](#); [Judge, Erin](#); [Phil Grady](#)  
**Cc:** [Jessica Gorman \[DPMC\]](#); [Ruth Fairhall \[DPMC\]](#); [Maari Porter \[DPMC\]](#)  
**Subject:** Justice Targets Meeting  
**Date:** Monday, 22 April 2024 4:36:00 pm  
**Attachments:** [image001.png](#)  
[Delivery Planning Progress Note\\_Templat3\\_Justice.docx](#)

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Kia ora kotou

Thanks for the initial discussion this morning and raising the broader issues. It feels like you are progressing really well, taking a good approach to combine (despite it being hard!) but encountering some of the broader system issues that we need to collectively work through. I have attached some notes for the meeting which helps us keep a track of things from our end. Let me know if we have missed anything.

Please engage us in your workshops/discussions, send us briefings etc as this will help us greatly to understand your context and issues. Definitely call on us anytime when you need support.

I should have mentioned that we have also set up central agency teams to support you, below are the folks assigned. But in line with your approach, we will likely combine the Target 3 and 4 teams. We will be catching up with them shortly.

Again, many thanks for your approach to this and your openness this morning.

		DU	Treasury	PSC	PAG
1. <i>Reduced child and youth offending</i>	OT	Stephen Crombie	Callum Finn-Reason	Sandra Preston	Jessica Gorman / Peter Douglas
2. <i>Reduced violent crime</i>	Justice	Stephen Crombie	Reuben Alfred	Anita West	Jessica Gorman / Ruth Fairhall

Ngā mihi

**Stephen Crombie**

Executive Director, Delivery Unit

M: s9(2)(a)

E: [stephen.crombie@dpmc.govt.nz](mailto:stephen.crombie@dpmc.govt.nz)



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## Progress Note for Targets 3 and 4: 22 April 2024

**Present:** Ryan Orange (Justice), Erin Judge (Justice), Phil Grady (OT), Stephen Crombie (DMPC/DU), Maari Porter (DMPC/DU), Ruth Fairhall (DPMC/PAG)

Discussion	Notes	Follow up
Update on Central agency target team	Topic not covered.	DU to send a note to inform about central agency teams supporting targets.
<b>Delivery structures:</b> <ul style="list-style-type: none"> <li>Set up for delivery (official and Ministerial levels)</li> <li>Key people / contracts</li> <li>Contributing agencies</li> </ul>	<ul style="list-style-type: none"> <li>Targets 3 and 4 being considered together as there are connection between the targets and broader system (inc. education, social and health)</li> <li>Contributing ministries include, Police, Justice, Corrections, OT, Te Puna Aonui, Education, Health, MSD and HUD.</li> <li>Minister wants Mental Health to be represented.</li> <li>Cross agency workshops last week to discuss focus areas/actions for delivery plans.</li> <li>Concern about level of engagement from other agencies and the focus they have on their own targets (e.g. education/health).</li> <li>Need to have visibility of other targets and inter-dependencies.</li> </ul>	<p>DU to consider approach to how CE/agencies will collectively engage on targets once this round of targets leads discussions have been completed.</p> <p>DU to consider approach to integrated data across the targets, will discuss with SWA, noting commissioned work out of SWB.</p>

	<ul style="list-style-type: none"> <li>• Some push back from MSD and Education as desire to connect only after their deliver plans are written.</li> <li>• SWB are considering their role in supporting targets and have commissioned work on regional data.</li> <li>• Justice target team are working to ensure that Family and Sexual Violence target is a dependency for Justice targets. Te Aorerekura Kura action plan will be a sub-component of the action plan.</li> </ul>	
<p><b>Delivery planning processes:</b></p> <ul style="list-style-type: none"> <li>• Overall approach to delivery planning and timing</li> <li>• Engagement with minister(s)</li> <li>• Engagement with OSC/ Strategy Committee (STR) over the planning period</li> </ul>	<ul style="list-style-type: none"> <li>• Target leads have mapped out the process of developing the delivery plan and submitted to Ministers, brad timeframe:             <ul style="list-style-type: none"> <li>○ Draft later this week</li> <li>○ 2 May - initial set of delivery plan options.</li> <li>○ 16 May - draft delivery plans.</li> <li>○ 29 May - Justice Sector ministers meeting to discuss</li> </ul> </li> <li>• Currently working on how they get specific, actionable and quarterly activities from contributing agencies.</li> </ul>	<p>Justice to provide copies of the briefings to DU in confidence.</p> <p>DU/PAG will provide information on scheduling targets to go to STR.</p>
<p><b>Initiatives, milestones and dependencies:</b></p> <ul style="list-style-type: none"> <li>• Underlying approach (e.g., intervention logic) that will drive an increase in performance</li> <li>• [to extent known] key short-term initiatives and delivery milestones with a focus on</li> </ul>	<ul style="list-style-type: none"> <li>• Work is progressing on development of initiatives as part of delivery planning.</li> <li>• There is risk that consultation with Māori will not meet expectations due to timing of the development of plans.</li> <li>• We need a central approach for consulting on targets – especially initiatives.</li> <li>• Targets should be focussed the same regions for greatest effect. To note in youth crime space may</li> </ul>	<p>DU to consider issues on consultation and see if there needs to be any central approach/guidance.</p>



<p>the more immediate actions (within next 2 years)</p> <ul style="list-style-type: none"> <li>Any major policy issues and intersections with the quarterly action plan other government priorities.</li> <li>Progress in developing a trajectory</li> <li>Any key risk and issues.</li> </ul>	<p>be able to use existing consultation arrangements within the specific regions.</p> <p>s9(2)(g)(i)</p>	
<p><b>Costs and benefits:</b></p> <ul style="list-style-type: none"> <li>Intersection with Budget process.</li> <li>Indications of costs and/or prioritisation</li> </ul>	<p>s9(2)(g)(i)</p>	
<p><b>Support from Central Agencies:</b></p> <ul style="list-style-type: none"> <li>Any feedback on the guidance and any further information you require.</li> <li>Reporting design and workshop (of value?)</li> <li>Any support you need from central agencies.</li> </ul>	<ul style="list-style-type: none"> <li>Minister would like to see a dashboard on data that goes beyond the Justice sector. Not appropriate for Justice to do that on their own.</li> <li>The regional aspects of targets need to be considered ensuring that agencies work collectively at a local level. have coherence across the social sector Targets.</li> <li>Need to consider how agencies and CE's will be incentivised to work together on targets</li> <li>Consider putting the DGs together and share thinking and approaches. Phil willing to take a lead about how thinking on this, to begin the discussion.</li> </ul>	<p>DU to consider the data sharing opportunities across the Targets.</p> <p>Follow up work that SWB commissioned on regional view of targets.</p> <p>DU work with PSC on CE's engagement on targets in supporting roles.</p> <p>DU to consider how it can support target leads to share and learn – will ask DCEs in 1-1 meetings</p> <p>Phil to share approach to target development with other leads.</p>

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**From:** [Phil Grady](#)  
**To:** [Orange, Ryan](#); [HeadofService@publicservice.govt.nz](mailto:HeadofService@publicservice.govt.nz)  
**Cc:** [Reid Walters](#); [Sandra Preston](#); [Jessica Gorman \[DPMC\]](#); [Peter Douglas \[DPMC\]](#); [callum.Finn-reason@treasury.govt.nz](mailto:callum.Finn-reason@treasury.govt.nz); [Stephen Crombie \[DPMC\]](#); [Anita West](#); [Reuben Alfred \[TSY\]](#); [Ruth Fairhall \[DPMC\]](#); [Nicola Hill](#); [Kibblewhite, Andrew](#); [Judge, Erin](#)  
**Subject:** RE: Invitation to discussion with Officials Strategy Committee  
**Date:** Tuesday, 30 April 2024 8:07:22 pm

**IN-CONFIDENCE UNCLASSIFIED**

Kia ora koutou,

I am emailing to confirm my conversation with Ryan this evening.

Chappie and I intend to progress conversation with the OSC with a focus, as planned, on the reducing youth offending target. Our sense is that there will be much to traverse over the hour. The reducing violent crime target and youth offending targets are closely connected, so would suggest focusing on the reducing violent crime target as a future discussion.

Ngāa mihi nui,

Phil

**From:** Orange, Ryan <[Ryan.Orange@justice.govt.nz](mailto:Ryan.Orange@justice.govt.nz)>

**Sent:** Tuesday, April 30, 2024 11:08 AM

**To:** [HeadofService@publicservice.govt.nz](mailto:HeadofService@publicservice.govt.nz)

**Cc:** Reid Walters <[Reid.Walters@publicservice.govt.nz](mailto:Reid.Walters@publicservice.govt.nz)>; Sandra Preston <[Sandra.Preston@publicservice.govt.nz](mailto:Sandra.Preston@publicservice.govt.nz)>; Jessica Gorman <[Jessica.Gorman@dpmc.govt.nz](mailto:Jessica.Gorman@dpmc.govt.nz)>; Peter Douglas [DPMC] <[Peter.Douglas@dpmc.govt.nz](mailto:Peter.Douglas@dpmc.govt.nz)>; [callum.Finn-reason@treasury.govt.nz](mailto:callum.Finn-reason@treasury.govt.nz); [Stephen.Crombie@dpmc.govt.nz](mailto:Stephen.Crombie@dpmc.govt.nz); Anita West <[Anita.West@publicservice.govt.nz](mailto:Anita.West@publicservice.govt.nz)>; Reuben Alfred [TSY] <[Reuben.Alfred@treasury.govt.nz](mailto:Reuben.Alfred@treasury.govt.nz)>; Ruth Fairhall [DPMC] <[Ruth.Fairhall@dpmc.govt.nz](mailto:Ruth.Fairhall@dpmc.govt.nz)>; Nicola Hill <[nicola.hill@ot.govt.nz](mailto:nicola.hill@ot.govt.nz)>; Phil Grady <[Phil.Grady@ot.govt.nz](mailto:Phil.Grady@ot.govt.nz)>; Kibblewhite, Andrew <[Andrew.Kibblewhite@justice.govt.nz](mailto:Andrew.Kibblewhite@justice.govt.nz)>; Judge, Erin <[Erin.Judge@justice.govt.nz](mailto:Erin.Judge@justice.govt.nz)>

**Subject:** FW: Invitation to discussion with Officials Strategy Committee

**IN-CONFIDENCE UNCLASSIFIED**

Kia ora

Following up on the message to Chappie Te Kani below to check whether OSC is seeking an equivalent discussion on the Reduced Violent Crime target with Andrew Kibblewhite.

We are working on the two law and order targets together wherever sensible and will align preparation if both targets are going to be discussed.

Ngā mihi

Ryan

**Ryan Orange | Deputy Director** (he/him)

**Sector Directorate**

[Justice Sector](#)

**Email** [ryan.orange@justice.govt.nz](mailto:ryan.orange@justice.govt.nz)

**Phone** [REDACTED]

Justice Centre, 19 Aitken Street, Wellington

**From:** Head Of Service <[HeadofService@publicservice.govt.nz](mailto:HeadofService@publicservice.govt.nz)>

**Sent:** Tuesday, April 30, 2024 8:05 AM

**To:** Chappie Te Kani <[Chappie.TeKani@ot.govt.nz](mailto:Chappie.TeKani@ot.govt.nz)>

**Cc:** Reid Walters <[Reid.Walters@publicservice.govt.nz](mailto:Reid.Walters@publicservice.govt.nz)>; Sandra Preston <[Sandra.Preston@publicservice.govt.nz](mailto:Sandra.Preston@publicservice.govt.nz)>; [jessica.Gorman@dpmc.govt.nz](mailto:jessica.Gorman@dpmc.govt.nz)

<[jessica.Gorman@dpmc.govt.nz](mailto:jessica.Gorman@dpmc.govt.nz)>; Peter Douglas [DPMC] <[Peter.Douglas@dpmc.govt.nz](mailto:Peter.Douglas@dpmc.govt.nz)>;  
[callum.Finn-reason@treasury.govt.nz](mailto:callum.Finn-reason@treasury.govt.nz) <[callum.Finn-reason@treasury.govt.nz](mailto:callum.Finn-reason@treasury.govt.nz)>

**Subject:** Invitation to discussion with Officials Strategy Committee

Kia ora Chappie

Following the Government's new approach to Cabinet Committees and work programme tracking, the Officials Strategy Committee (formally OPC) are updating how we work to more directly support the Strategy Committee. We will also have a stronger focus on supporting the government's targets and quarterly action plan. We intend to meet with Chief Executives that are presenting to STR to offer support ahead of those discussions and those that are leading delivery on the government's targets. We will also engage with agencies that are facing challenges or opportunities in delivery of the quarterly action plan.

We are interested to discuss the youth offending target, and we'd like to invite you to come to OSC on **Friday 24 May 9.30am-10.30am** at the PSC offices to share the following:

- How is the development of the delivery plan for reducing youth offending progressing?
- How does this fit within your wider sector context and other government priorities?
- What is going well, and what have you found worked that other agencies could learn from?
- Any contextual matters, risks and issues central agencies could help you to manage?

Please let us know if there are any challenges with this timing. You are welcome to bring members of your team, and it may also be relevant for other Justice sector Chief Executives to be part of the discussion - just let us know who will be attending in person or virtually.

A simple A3/4 to support the discussion is all that is needed. Please provide this to [headofservice@publicservice.govt.nz](mailto:headofservice@publicservice.govt.nz) by Wednesday 22 May.

If there are other significant background/Cabinet papers that you have already written that you also think it would be helpful for the Committee to have, we would appreciate you sending these by Wednesday 15 May.

To help make the best use of your time at OSC, your PAG advisors Jessica Gorman and Peter Douglas, Assistant Commissioner Sandra Preston and Vote Director Callum Finn-Reason will work together to support you. They will be in touch with you and your team before the meeting.

Ngā mihi

Officials Strategy Committee

.....  
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**From:** [Jane Fletcher](#)  
**To:** [Peter Douglas \[DPMC\]](#); [Jessica Gorman \[DPMC\]](#)  
**Cc:** [Jerome de Vries](#)  
**Subject:** FW: Ministerial Consultation: - Young serious offender declaration and military-style academies and the military-style academy pilot  
**Date:** Friday, 3 May 2024 11:43:52 am  
**Attachments:** [2024-05-02 Draft Cabinet Paper Young Serious Offender Declaration and Military-Style Academies - ministerial consultation.docx](#)  
[2024-05-03 Draft Cabinet paper Military-style academy pilot – the approach - ministerial consultation.docx](#)

---

FYI

---

**From:** Jane Fletcher  
**Sent:** Friday, May 3, 2024 11:42 AM  
**To:** Govt Advisors <GovtAdvisors@parliament.govt.nz>  
**Cc:** Amanda Hillary <Amanda.Hillary@parliament.govt.nz>  
**Subject:** Ministerial Consultation: - Young serious offender declaration and military-style academies and the military-style academy pilot

Kia ora

Please find attached two papers for ministerial consultation:

- Young serious offender declaration and military-style academies
- Military-style academy pilot – the approach

These are companion papers – the first seeks Cabinet approval for the legislation required to establish a Young Serious Offender Category and making Youth Military-Style Academies a sentencing option. The second paper is a noting paper informing Cabinet of the pilot of the Military-Style Academy which is due to commence mid this year.

Hon Karen Chhour, Minister for Children, intends to take these papers to **SOU on 22 May 2024**.

Any feedback would be appreciated by **COP 14 May 2024**.

Thank you,  
Jane.

**Jane Fletcher**  
**Chief Advisor (Private Secretary) Children** | Office of Hon Karen Chhour  
Minister for Children | Prevention of Family & Sexual Violence

DDI: 04 817 9807 | M: [s9\(2\)\(a\)](#)  
Email: [Jane.Fletcher@parliament.govt.nz](mailto:Jane.Fletcher@parliament.govt.nz) Website: [www.Beehive.govt.nz](http://www.Beehive.govt.nz)  
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

**From:** [Stephen Crombie \[DPMC\]](#)  
**To:** [Phil Grady](#); [Judge, Erin](#); [Orange, Ryan](#)  
**Cc:** [Callum Finn Reason \[TSY\]](#); [Sandra.Preston@publicservice.govt.nz](#); [Anita West](#); [Reuben Alfred \[TSY\]](#); [Jessica Gorman \[DPMC\]](#); [Ruth Fairhall \[DPMC\]](#); [Peter Douglas \[DPMC\]](#); [Maari Porter \[DPMC\]](#); [Shane Hamill \[DPMC\]](#)  
**Subject:** Central Agency Support for Targets  
**Date:** Tuesday, 7 May 2024 10:41:00 am  
**Attachments:** [image001.png](#)

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Kia ora kotou,

Thank you for providing the details of your delivery planning approach, you have done a great job in making this clear and transparent and sharing the initial thinking.

The central agencies we will be coordinating support the delivery of the targets. We have established a CA team to support each target and met for the first-time last week to start getting across your delivery planning, identify key issues and risks and identify where we could best support you. We agreed that we needed to meet with you over the next few weeks so that we can understand your delivery planning in more detail. To ensure we have enough time for discussions, it would be best if we had separate 1 hour sessions on each target. The focus for these discussions is the delivery planning questions below that have been in the target guidance, but there is an interest from the team on broader system and policy issues that if addressed would help accelerate things. I will set something up to suit you and ensure we use your valuable time efficiently.

Below is some initial feedback from the CA team, which hopefully is useful, and we can pick these themes up when we meet;

Initial feedback to the Target Lead – Youth Offending

- Initiatives (Action Areas) need to be more concrete with timeframes defined by when they will have impact.
- The needs to be more emphasis on implementation at local level (as described by Phil).
- Be explicit about the resources required from other agencies in the Action Areas.
- Approach to 10–13-year-olds needs to be defined.

Initial feedback to the Target Lead – Violent Crime

- Initiatives (Action Areas) need to be more concrete with timeframes defined by when they will have impact.
- Retail crime is highly visibility and needs to be more explicitly referred to.
- The victims of crime survey is adults oriented, consider how an understanding of impact on children can be developed.
- Consider repeated victimisation noting that some communities have concentrations of perpetrators and victims.
- Severity of incidences within violent crime category should be considered, as well as the volume .
- Delivery plan should address that reporting of sexual and family violence may increase **s9(2)(g)(i)**
- Regional focus needs to be stronger.

We have also identified from you and other target leads broader system issues, which helps us build a picture of what we need to do to support you from the centre. These include;

- The impacts of the change processes across government and resourcing the delivery planning
- Ensuring effective engagement, planning and agreements on resourcing between lead and supporting agencies
- The potential for regional level service delivery and coordination and role of Regional Public Service Commissioners
- The potential of data and insights that span targets and the broader system
- The need for alignment between targets and the social investment approaches

Again, thanks for all you work and don't hesitate to contact us if you need support or have any concerns.

Ngā mihi

**Stephen Crombie**  
 Executive Director, Delivery Unit  
 M: **s9(2)(a)**  
 E: [stephen.crombie@dpmc.govt.nz](mailto:stephen.crombie@dpmc.govt.nz)



Section	What should be covered
<b>Target, estimated trajectory and supporting indicators</b>	<ul style="list-style-type: none"> <li>• Is there a clear description of the target, estimated performance trajectory and supporting indicators?</li> <li>• What data and insights will be available to understand and drive performance?</li> </ul>
<b>Initiatives, milestones and dependencies</b>	<ul style="list-style-type: none"> <li>• What is the underlying approach (intervention logic) that will drive an increase in performance?</li> <li>• What are the key initiatives and key delivery milestones with a focus on the more immediate actions (within next 2 years)?</li> <li>• What are the key risks to delivery and how they will be managed and mitigated?</li> <li>• What are the major dependencies (e.g. decisions required from ministers,</li> </ul>

	<p>legislation)?</p> <ul style="list-style-type: none"> <li>• Are policy settings fit for purpose and if not, what is the intent or roadmap (i.e. timing) to make policy or legislative changes?</li> </ul>
<b>Innovation and best practices</b>	<ul style="list-style-type: none"> <li>• How best practices and benchmarks (from international and private sector experience) has been considered in the selection and implementation of initiatives?</li> <li>• How innovative approaches have been considered to achieve a step change in performance?</li> </ul>
<b>Costs and benefits</b>	<ul style="list-style-type: none"> <li>• What are the high-level costs of the initiatives, including any reprioritisation of resources?</li> <li>• What is the contribution of the initiatives to performance leading to target delivery (this is both 'art and science' as attribution or contribution is often not straightforward or easily determined).</li> </ul>
<b>Delivery structures</b>	<ul style="list-style-type: none"> <li>• Who is delivering, including other contributing ministers and agencies?</li> <li>• What processes or structures are there to ensure progress is managed and assured?</li> <li>• Who is accountable and responsible at the agency level? Who is responsible for each initiative?</li> </ul>
<b>Capability and capacity</b>	<ul style="list-style-type: none"> <li>• What are the critical workforce implications of the implementation of initiatives?</li> <li>• What changes in workforce capacity and capability are required?</li> </ul>
<b>Engagement</b>	<ul style="list-style-type: none"> <li>• Who needs to be engaged, why and when?</li> <li>• What is the process for stakeholder engagement and communications?</li> </ul>

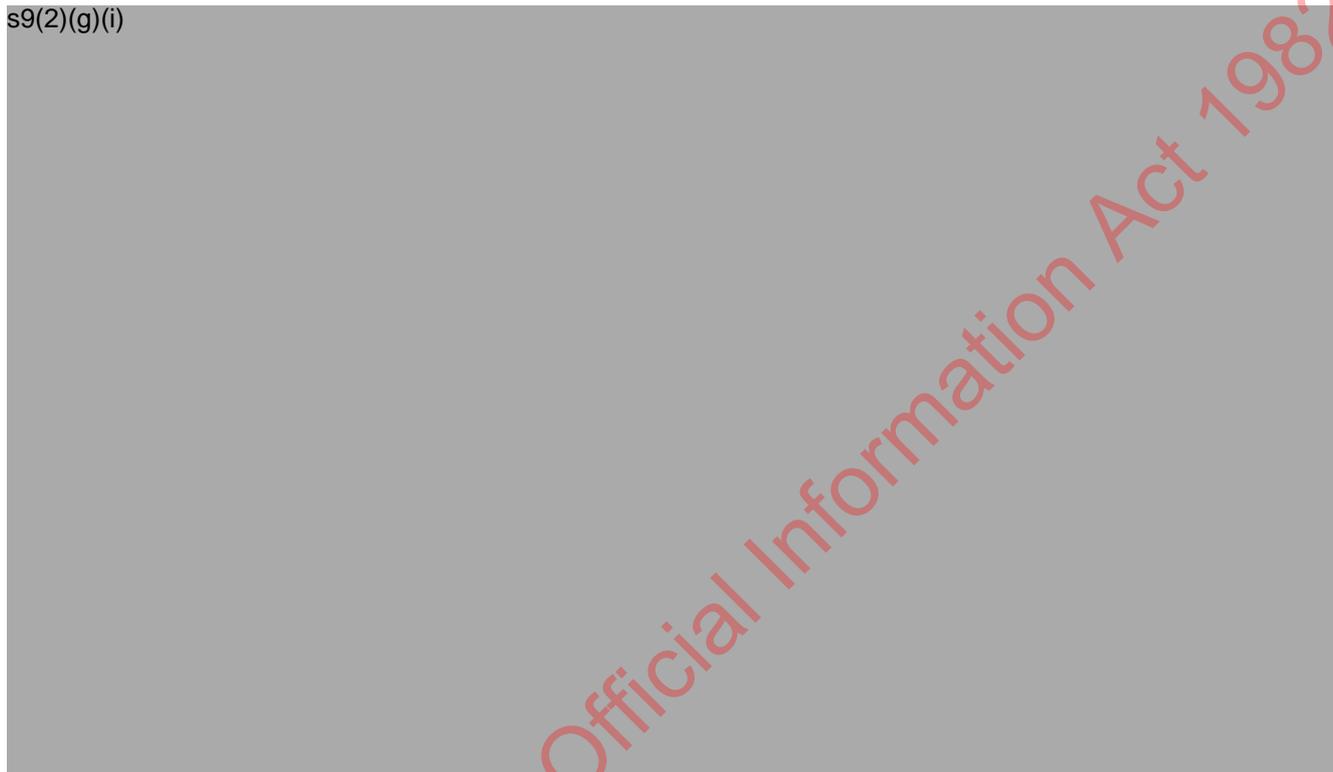
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**From:** [Jane Fletcher](#)  
**To:** [Peter Douglas \[DPMC\]](#); [Jessica Gorman \[DPMC\]](#)  
**Cc:** [Jerome de Vries](#)  
**Subject:** RE: Draft Treaty of Waitangi analysis (and other sections) for YSO and Military SA Cabinet paper  
**Date:** Tuesday, 14 May 2024 4:57:21 pm

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Below is an updated Treaty analysis. Can you let me know if you have any major concerns with the following:

s9(2)(g)(i)



Thanks  
Jane.

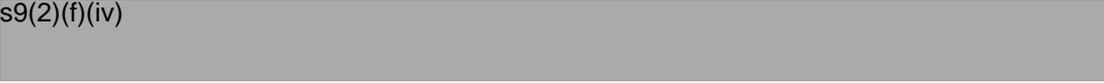
---

**From:** Jane Fletcher  
**Sent:** Tuesday, May 14, 2024 2:39 PM  
**To:** Peter Douglas [DPMC] <Peter.Douglas@dpmc.govt.nz>; Jessica Gorman [DPMC] <Jessica.Gorman@dpmc.govt.nz>  
**Cc:** Jerome de Vries <Jerome.deVries@parliament.govt.nz>  
**Subject:** Draft Treaty of Waitangi analysis (and other sections) for YSO and Military SA Cabinet paper

Kia ora kōrua

Thanks for the discussion last week on the YSO and Military-Style Academies Cabinet paper.

Attached for your information are the proposed updated sections on:

- s9(2)(f)(iv) 
- Treaty of Waitangi analysis
- Population analysis

Oranga Tamariki will provide updated versions of the papers for the Minister for Children to review at midday tomorrow (Wednesday 14 May). If you have any feedback on the attached could you please let me know by about mid-morning tomorrow?

Happy to meet to discuss, thanks  
Jane.

**Jane Fletcher**  
**Chief Advisor (Private Secretary) Children** | Office of Hon Karen Chhour  
Minister for Children | Prevention of Family & Sexual Violence

DDI: 04 817 9807 | M: s9(2)(a)  
Email: [Jane.Fletcher@parliament.govt.nz](mailto:Jane.Fletcher@parliament.govt.nz) Website: [www.Beehive.govt.nz](http://www.Beehive.govt.nz)  
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

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**From:** [Jane Fletcher](#)  
**To:** [Peter Douglas \[DPMC\]](#); [Jessica Gorman \[DPMC\]](#)  
**Cc:** [Jerome de Vries](#)  
**Subject:** RE: Draft Treaty of Waitangi analysis (and other sections) for YSO and Military SA Cabinet paper  
**Date:** Wednesday, 15 May 2024 4:57:54 pm

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Kia ora anō

s9(2)(f)(iv)

Our advisor has provided the paper to Minister Goldsmith's office as a heads up.

Thanks  
Jane.

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**From:** Jane Fletcher  
**Sent:** Tuesday, May 14, 2024 2:39 PM  
**To:** Peter Douglas [DPMC] <Peter.Douglas@dpmc.govt.nz>; Jessica Gorman [DPMC] <Jessica.Gorman@dpmc.govt.nz>  
**Cc:** Jerome de Vries <Jerome.deVries@parliament.govt.nz>  
**Subject:** Draft Treaty of Waitangi analysis (and other sections) for YSO and Military SA Cabinet paper

Kia ora kōrua

Thanks for the discussion last week on the YSO and Military-Style Academies Cabinet paper.

Attached for your information are the proposed updated sections on:

- s9(2)(f)(iv)
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- Population analysis

Oranga Tamariki will provide updated versions of the papers for the Minister for Children to review at midday tomorrow (Wednesday 14 May). If you have any feedback on the attached could you please let me know by about mid-morning tomorrow?

Happy to meet to discuss, thanks  
Jane.

**Jane Fletcher**  
Chief Advisor (Private Secretary) Children | Office of Hon Karen Chhour  
Minister for Children | Prevention of Family & Sexual Violence

DDI: 04 817 9807 | M: s9(2)(a)  
Email: [Jane.Fletcher@parliament.govt.nz](mailto:Jane.Fletcher@parliament.govt.nz) Website: [www.Beehive.govt.nz](http://www.Beehive.govt.nz)  
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

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**From:** [Phil Grady](#)  
**To:** [Stephen Crombie \[DPMC\]](#)  
**Subject:** Re: Agenda: Reduced Child and Youth Offending - Central Agency Meeting  
**Date:** Friday, 17 May 2024 2:18:54 pm  
**Attachments:** [image001.png](#)

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s9(2)(a)

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**From:** Stephen Crombie [DPMC] <[Stephen.Crombie@dpmc.govt.nz](mailto:Stephen.Crombie@dpmc.govt.nz)>  
**Sent:** Friday, May 17, 2024 2:17:52 PM  
**To:** Phil Grady <[Phil.Grady@ot.govt.nz](mailto:Phil.Grady@ot.govt.nz)>  
**Subject:** RE: Agenda: Reduced Child and Youth Offending - Central Agency Meeting

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s9(2)(a)

**From:** Phil Grady <[Phil.Grady@ot.govt.nz](mailto:Phil.Grady@ot.govt.nz)>  
**Sent:** Friday, May 17, 2024 2:01 PM  
**To:** Stephen Crombie [DPMC] <[Stephen.Crombie@dpmc.govt.nz](mailto:Stephen.Crombie@dpmc.govt.nz)>  
**Subject:** Re: Agenda: Reduced Child and Youth Offending - Central Agency Meeting

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Thanks Stephen

s9(2)(a)

Phil

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**From:** Stephen Crombie [DPMC] <[Stephen.Crombie@dpmc.govt.nz](mailto:Stephen.Crombie@dpmc.govt.nz)>  
**Sent:** Friday, May 17, 2024 1:43:06 PM  
**To:** Phil Grady <[Phil.Grady@ot.govt.nz](mailto:Phil.Grady@ot.govt.nz)>; Nicola Hill <[nicola.hill@ot.govt.nz](mailto:nicola.hill@ot.govt.nz)>  
**Cc:** Orange, Ryan <[ryan.orange@justice.govt.nz](mailto:ryan.orange@justice.govt.nz)>; Laura King [TSY] <[Laura.King@treasury.govt.nz](mailto:Laura.King@treasury.govt.nz)>; Callum Finn Reason [TSY] <[Callum.FinnReason@treasury.govt.nz](mailto:Callum.FinnReason@treasury.govt.nz)>; [Sandra.Preston@publicservice.govt.nz](mailto:Sandra.Preston@publicservice.govt.nz) <[Sandra.Preston@publicservice.govt.nz](mailto:Sandra.Preston@publicservice.govt.nz)>; Jessica Gorman [DPMC] <[Jessica.Gorman@dpmc.govt.nz](mailto:Jessica.Gorman@dpmc.govt.nz)>; Peter Douglas [DPMC] <[Peter.Douglas@dpmc.govt.nz](mailto:Peter.Douglas@dpmc.govt.nz)>; Andrew Webber <[Andrew.Webber@swa.govt.nz](mailto:Andrew.Webber@swa.govt.nz)>; Maari Porter [DPMC] <[Maari.Porter@dpmc.govt.nz](mailto:Maari.Porter@dpmc.govt.nz)>; Elizabeth Shen <[Elizabeth.Shen@dpmc.govt.nz](mailto:Elizabeth.Shen@dpmc.govt.nz)>  
**Subject:** RE: Agenda: Reduced Child and Youth Offending - Central Agency Meeting

Kia ora folks

s9(2)(f)(iv)

These do move around a bit depending on the STR schedule and we have some conflicting information. We will put out a weekly calendar on what we know and try and keep everyone up to date on changes.

Ngā mihi

**Stephen Crombie**

Executive Director, Delivery Unit

M: s9(2)(a)

E: [stephen.crombie@dpmc.govt.nz](mailto:stephen.crombie@dpmc.govt.nz)



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

**From:** Stephen Crombie [DPMC]

**Sent:** Friday, May 17, 2024 11:12 AM

**To:** Phil Grady <[Phil.Grady@ot.govt.nz](mailto:Phil.Grady@ot.govt.nz)>

**Cc:** Orange, Ryan <[ryan.orange@justice.govt.nz](mailto:ryan.orange@justice.govt.nz)>; Laura King [TSY]

<[Laura.King@treasury.govt.nz](mailto:Laura.King@treasury.govt.nz)>; Callum Finn Reason [TSY]

<[Callum.FinnReason@treasury.govt.nz](mailto:Callum.FinnReason@treasury.govt.nz)>; [Sandra.Preston@publicservice.govt.nz](mailto:Sandra.Preston@publicservice.govt.nz); Jessica Gorman

[DPMC] <[Jessica.Gorman@dpmc.govt.nz](mailto:Jessica.Gorman@dpmc.govt.nz)>; Peter Douglas [DPMC]

<[Peter.Douglas@dpmc.govt.nz](mailto:Peter.Douglas@dpmc.govt.nz)>; Andrew Webber <[Andrew.Webber@swa.govt.nz](mailto:Andrew.Webber@swa.govt.nz)>; Maari

Porter [DPMC] <[Maari.Porter@dpmc.govt.nz](mailto:Maari.Porter@dpmc.govt.nz)>; Elizabeth Shen <[Elizabeth.Shen@dpmc.govt.nz](mailto:Elizabeth.Shen@dpmc.govt.nz)>

**Subject:** Agenda: Reduced Child and Youth Offending - Central Agency Meeting

**IN-CONFIDENCE UNCLASSIFIED**

Kia Ora Phil,

Thanks for making the time to meet with central agencies on the targets on the 23<sup>rd</sup> s9(2)(f)(iv)

Given the short time with you we have developed some areas for discussion in the agenda below. There is a lot to cover, so we may not get through all of this in one session! I have also invited Apha who is helping us think through the broader system level data and insights issues across targets.

Let me know if the agenda is OK and if you would like to add anything.

### **Proposed Agenda**

**Central Agency Attendees:** Stephen Crombie/Maari Porter/Elizabeth Shen (DPMC-DU), Jess Gorman/Peter Douglas (DPMC-PAG), Sandra Preston (PSC), Laura King/Callum Finn-Reason (Treasury), Andrew Webber(SWA)

The purpose of the meeting is for central agencies to understand progress with development of the delivery plan, any broader strategic or system issues and how we can support.

#### 1. **Introduction and purpose**

#### 2. **Initiatives and dependencies**

- Key initiatives (your action areas) and key delivery milestones with a focus on the more immediate actions (within next 2 years).
- Contribution of the initiatives to targeted performance (both in terms of effectiveness and how initiatives interact with each other).
- Approach to costing of the initiatives, including any reprioritisation of resources both within and across agencies.
- Sufficiency of policy settings to achieve the performance required.
- Major dependencies (e.g. decisions required from ministers, legislation).

Dependencies on other agencies (like resources from health) and targets (like attendance).

3. **Target performance trajectory and supporting indicators**

- Supporting indicators be considered to provide to support the broader context and performance story.
- Approach to getting the data required to understand performance and report.
- Cross agency / target data and insights.

4. **Delivery approach and resources**

- Capability and capacity to deliver the early phases.
- Critical workforce implications of target.

5. **Summary**

- Key risk/barriers to delivery and how they will be managed and mitigated.
- Next steps in preparation of the delivery plans, OSC to STR, Ministers signoff.
- Prep for first report in July.
- Support you need from central agencies.

Ngā mihi

**Stephen Crombie**

Executive Director, Delivery Unit

M: s9(2)(a)

E: [stephen.crombie@dpmc.govt.nz](mailto:stephen.crombie@dpmc.govt.nz)



**DEPARTMENT OF THE  
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**From:** [Stephen Crombie \[DPMC\]](#)  
**To:** [Phil Grady](#); [nicola.hill@ot.govt.nz](mailto:nicola.hill@ot.govt.nz)  
**Cc:** [Orange, Ryan](#)  
**Subject:** Delivery Plan Information for Thursday  
**Date:** Tuesday, 21 May 2024 11:34:00 am  
**Attachments:** [image001.png](#)

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[UNCLASSIFIED]

Kia ora Phil,

For the central agency target catch up of Thursday @ 4 PM, can you provide the delivery planning information you have. This will allow us all to get up to speed and save time when we meet. The last information we had came from Ryan a few weeks ago, and no doubt things have moved on.

Any issues, please call me.

Ngā mihi

**Stephen Crombie**

Executive Director, Delivery Unit

M: s9(2)(a)

E: [stephen.crombie@dpmc.govt.nz](mailto:stephen.crombie@dpmc.govt.nz)



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**From:** [Phil Grady](#)  
**To:** [Orange, Ryan](#); [Maari Porter \[DPMC\]](#)  
**Cc:** [Stephen Crombie \[DPMC\]](#); [Milly Bell \[DPMC\]](#); [Nicola Hill](#); [Colin Hewat](#)  
**Subject:** RE: Request - Ethnicity data for Target 5 (Youth and Child Offending)  
**Date:** Tuesday, 21 May 2024 2:58:27 pm  
**Attachments:** [image001.png](#)

### IN-CONFIDENCE UNCLASSIFIED

Thanks Ryan – spot on.

Phil

**From:** Orange, Ryan <[Ryan.Orange@justice.govt.nz](mailto:Ryan.Orange@justice.govt.nz)>

**Sent:** Tuesday, May 21, 2024 2:51 PM

**To:** Maari Porter [DPMC] <[Maari.Porter@dpmc.govt.nz](mailto:Maari.Porter@dpmc.govt.nz)>

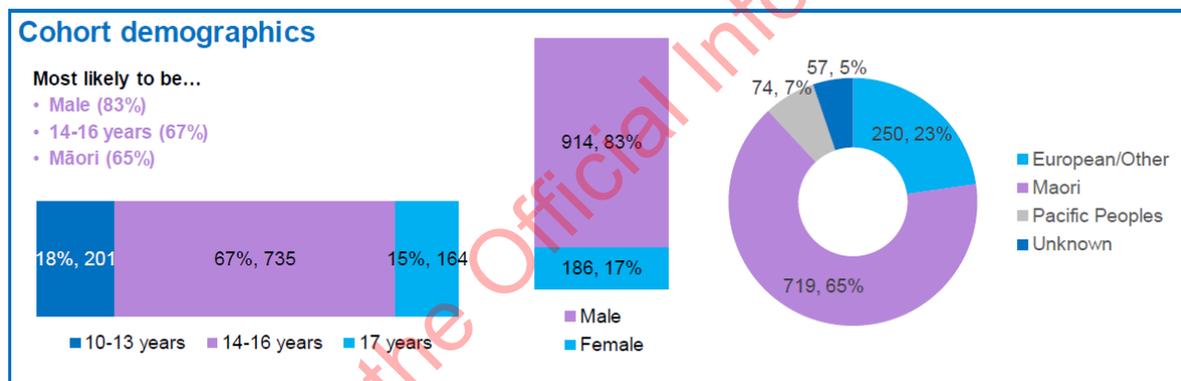
**Cc:** Stephen Crombie [DPMC] <[Stephen.Crombie@dpmc.govt.nz](mailto:Stephen.Crombie@dpmc.govt.nz)>; Milly Bell [DPMC] <[Milly.Bell@dpmc.govt.nz](mailto:Milly.Bell@dpmc.govt.nz)>; Phil Grady <[Phil.Grady@ot.govt.nz](mailto:Phil.Grady@ot.govt.nz)>; Nicola Hill <[nicola.hill@ot.govt.nz](mailto:nicola.hill@ot.govt.nz)>; Colin Hewat <[Colin.Hewat@ot.govt.nz](mailto:Colin.Hewat@ot.govt.nz)>

**Subject:** RE: Request - Ethnicity data for Target 5 (Youth and Child Offending)

Kia ora Maari

More a question for Phil, Nicky and Colin at OT than for me.

However, as I happen to have a presentation from yesterday's target 3 workshop open on my computer, I offer the following:



Phil, Nicky and Colin please let Maari know if this is not the data they should use.

Ngā mihi

Ryan

**From:** Maari Porter [DPMC] <[Maari.Porter@dpmc.govt.nz](mailto:Maari.Porter@dpmc.govt.nz)>

**Sent:** Tuesday, 21 May 2024 2:03 pm

**To:** Orange, Ryan <[Ryan.Orange@justice.govt.nz](mailto:Ryan.Orange@justice.govt.nz)>

**Cc:** Stephen Crombie [DPMC] <[Stephen.Crombie@dpmc.govt.nz](mailto:Stephen.Crombie@dpmc.govt.nz)>; Milly Bell [DPMC] <[Milly.Bell@dpmc.govt.nz](mailto:Milly.Bell@dpmc.govt.nz)>

**Subject:** RE: Request - Ethnicity data for Target 5 (Youth and Child Offending)

Ryan .. target 3 not 5!

**From:** Maari Porter [DPMC]

**Sent:** Tuesday, May 21, 2024 12:55 PM

**To:** Orange, Ryan <[ryan.orange@justice.govt.nz](mailto:ryan.orange@justice.govt.nz)>

**Cc:** Stephen Crombie [DPMC] <[Stephen.Crombie@dpmc.govt.nz](mailto:Stephen.Crombie@dpmc.govt.nz)>; Milly Bell [DPMC] <[Milly.Bell@dpmc.govt.nz](mailto:Milly.Bell@dpmc.govt.nz)>

**Subject:** Request - Ethnicity data for Target 5 (Youth and Child Offending)

IN-CONFIDENCE UNCLASSIFIED

Kia ora Ryan, hope you're holding up!

A quick question from us: are you able to share/point us in the right direction for the ethnicity breakdown, with a specific focus on Māori for target 5 please?

We are working with PMO to understand Māori representation across the Government Targets. We've had a quick search at the police data site, and Ministry's youth justice indicators but cannot find the source or its breakdown via ethnicity (perhaps because the data sample is relatively small?).

If it is readily available, it would be great to have it today if possible .. thank you!

Maari

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**From:** [Nicola Hill](#)  
**To:** [Stephen Crombie \[DPMC\]](#); [Phil Grady](#)  
**Cc:** [Lydia Jarman](#); [Pooja Dave \[DPMC\]](#)  
**Subject:** RE: Delivery Plan Information for Thursday  
**Date:** Friday, 24 May 2024 8:38:28 am  
**Attachments:** [image001.png](#)  
[image002.png](#)  
[B-0176 Attachment one Reducing Youth Offending Delivery Plan - JSM - May 2024.docx](#)  
[Central Agencies Slide Deck.pdf](#)

---

**IN-CONFIDENCE UNCLASSIFIED**

Kia ora Stephen – as Phil foreshadowed, attached are:

- The latest working draft delivery plan
- A slide deck with additional insights

Great to meet you in person,

Nicky

---

**From:** Stephen Crombie [DPMC] <[Stephen.Crombie@dpmc.govt.nz](mailto:Stephen.Crombie@dpmc.govt.nz)>  
**Sent:** Friday, May 24, 2024 8:17 AM  
**To:** Phil Grady <[Phil.Grady@ot.govt.nz](mailto:Phil.Grady@ot.govt.nz)>  
**Cc:** Nicola Hill <[nicola.hill@ot.govt.nz](mailto:nicola.hill@ot.govt.nz)>; Lydia Jarman <[lydia.jarman@ot.govt.nz](mailto:lydia.jarman@ot.govt.nz)>; Pooja Dave [DPMC] <[Pooja.Dave@dpmc.govt.nz](mailto:Pooja.Dave@dpmc.govt.nz)>  
**Subject:** RE: Delivery Plan Information for Thursday

**IN-CONFIDENCE UNCLASSIFIED**

Kia ora Phil

Thanks for the session last yesterday – we have a much better understanding of the challenges in your target – particularly the cross-agency aspects of the regional approach. It will be really interesting to roughly work out the contribution of each initiative to target, this will definitely help with focus on the right things.

Look forward to catching up and thinking through how we can support.

Pooja can arrange our end.

S

---

**From:** Phil Grady <[Phil.Grady@ot.govt.nz](mailto:Phil.Grady@ot.govt.nz)>  
**Sent:** Thursday, May 23, 2024 6:18 PM  
**To:** Stephen Crombie [DPMC] <[Stephen.Crombie@dpmc.govt.nz](mailto:Stephen.Crombie@dpmc.govt.nz)>  
**Cc:** Nicola Hill <[nicola.hill@ot.govt.nz](mailto:nicola.hill@ot.govt.nz)>; Lydia Jarman <[lydia.jarman@ot.govt.nz](mailto:lydia.jarman@ot.govt.nz)>  
**Subject:** Re: Delivery Plan Information for Thursday

**IN-CONFIDENCE UNCLASSIFIED**

Thanks for today Stephen.

We will set a follow up meeting post the Justice Mins mtg.

One thing we will recheck so that I am 100% correct is that the YSO and MSA actually contributes to target reduction.

Phil

Get [Outlook for iOS](#)

---

**From:** Stephen Crombie [DPMC] <[Stephen.Crombie@dpmc.govt.nz](mailto:Stephen.Crombie@dpmc.govt.nz)>  
**Sent:** Tuesday, May 21, 2024 6:32:33 PM  
**To:** Phil Grady <[Phil.Grady@ot.govt.nz](mailto:Phil.Grady@ot.govt.nz)>  
**Cc:** Nicola Hill <[nicola.hill@ot.govt.nz](mailto:nicola.hill@ot.govt.nz)>; Lydia Jarman <[lydia.jarman@ot.govt.nz](mailto:lydia.jarman@ot.govt.nz)>

**Subject:** RE: Delivery Plan Information for Thursday

Thanks Phil, much appreciated. See you Thursday.

S

---

**From:** Phil Grady <[Phil.Grady@ot.govt.nz](mailto:Phil.Grady@ot.govt.nz)>

**Sent:** Tuesday, May 21, 2024 3:23 PM

**To:** Stephen Crombie [DPMC] <[Stephen.Crombie@dpmc.govt.nz](mailto:Stephen.Crombie@dpmc.govt.nz)>

**Cc:** Nicola Hill <[nicola.hill@ot.govt.nz](mailto:nicola.hill@ot.govt.nz)>; Lydia Jarman <[lydia.jarman@ot.govt.nz](mailto:lydia.jarman@ot.govt.nz)>

**Subject:** RE: Delivery Plan Information for Thursday

**IN-CONFIDENCE UNCLASSIFIED**

Dear Stephen

I'm looking forward to our catch up on Thursday.

As suggested, attached is an A3, for sharing with attendees ahead of that meeting. I'll also have a slidepack to help go through the approach.

Ngā mihi

Phil Grady

Deputy Chief Executive | Tumu Tuarua-Te Arataki Pūnaha – System Leadership  
Level 14, 56 The Terrace, Wellington

☎ M: s9(2)(a) | ✉ E: [phil.grady@ot.govt.nz](mailto:phil.grady@ot.govt.nz)



**ORANGA TAMARIKI**  
Ministry for Children



---

**From:** Stephen Crombie [DPMC] <[Stephen.Crombie@dpmc.govt.nz](mailto:Stephen.Crombie@dpmc.govt.nz)>

**Sent:** Tuesday, May 21, 2024 11:35 AM

**To:** Phil Grady <[Phil.Grady@ot.govt.nz](mailto:Phil.Grady@ot.govt.nz)>; Nicola Hill <[nicola.hill@ot.govt.nz](mailto:nicola.hill@ot.govt.nz)>

**Cc:** Orange, Ryan <[ryan.orange@justice.govt.nz](mailto:ryan.orange@justice.govt.nz)>

**Subject:** Delivery Plan Information for Thursday

[UNCLASSIFIED]

Kia ora Phil,

For the central agency target catch up of Thursday @ 4 PM, can you provide the delivery planning information you have. This will allow us all to get up to speed and save time when we meet. The last information we had came from Ryan a few weeks ago, and no doubt things have moved on.

Any issues, please call me.

Ngā mihi

**Stephen Crombie**

Executive Director, Delivery Unit

M: s9(2)(a)

E: [stephen.crombie@dpmc.govt.nz](mailto:stephen.crombie@dpmc.govt.nz)



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**TARGET 3: Reduced Child and Youth Offending**  
**A REGIONALLY ENABLED APPROACH**

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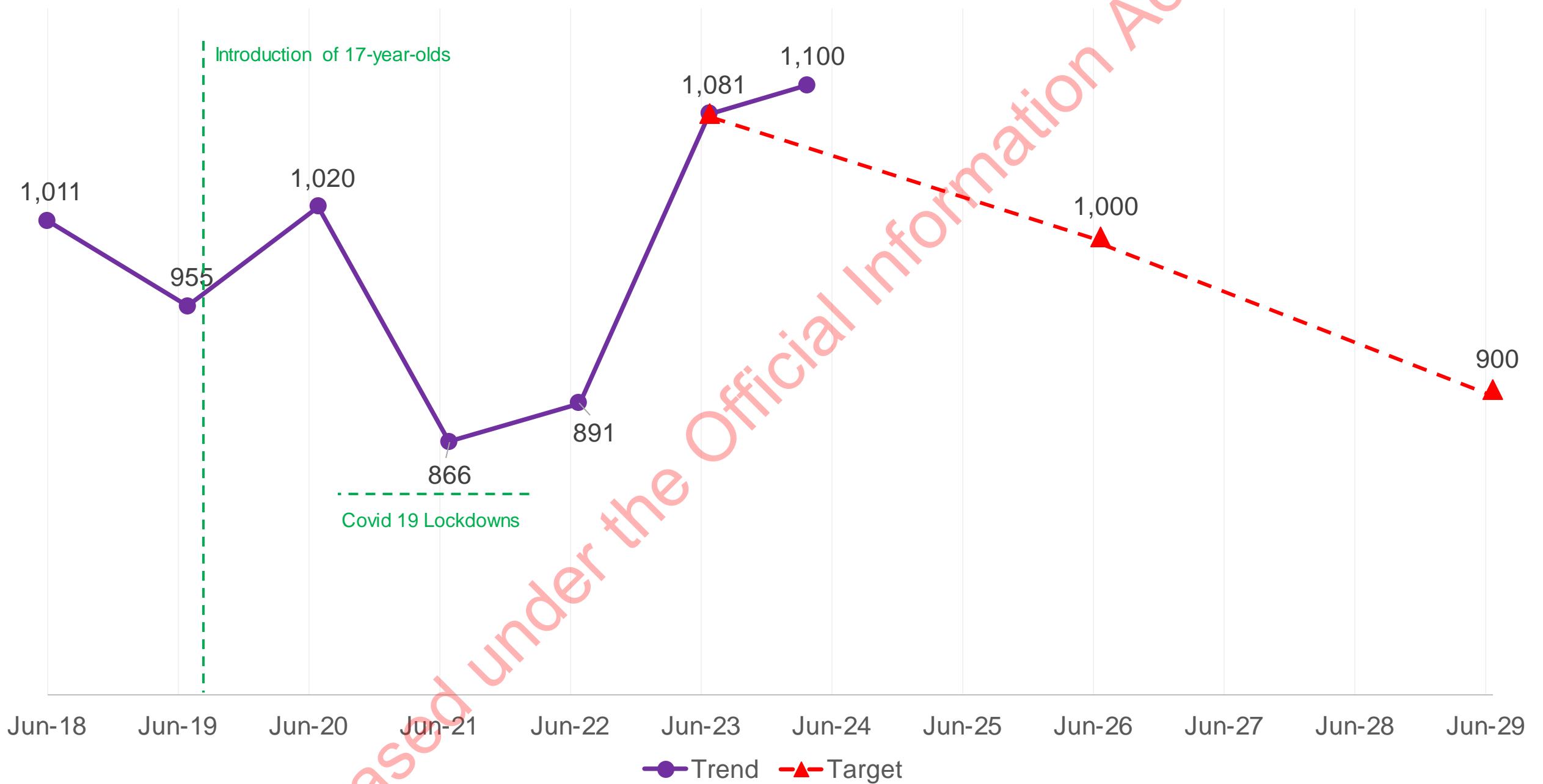
**Central Agencies Meeting 24 May 2024**

# TARGET 3: REDUCED CHILD AND YOUTH OFFENDING

15% fewer children and young people with serious and persistent offending behaviour by 2029

## Current trend and target

Number of children and young people with serious and persistent offending behaviour in the 12 months to June



Serious and persistent offending behaviour is defined for the purposes of the target as having committed three or more distinct offending events within 12 months, where at least one of the offences committed has a maximum penalty greater than or equal to 7 years imprisonment.

[11 additional pages withheld under s9(2)(f)(iv)]

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## Understanding young people with offending behaviour

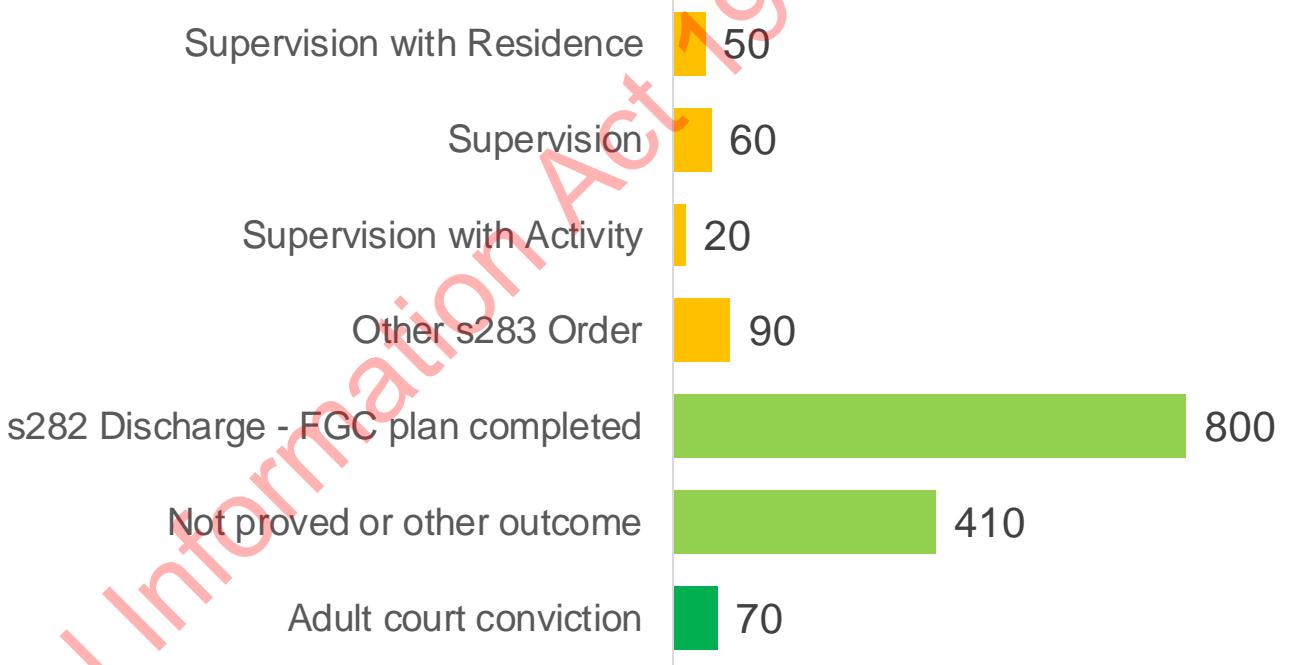
Only around **4%** of all young people commit a serious offence.

In the 2022/23 year around **6,400** young people aged 14-17 were apprehended by Police for suspected offending.

Around **4000** were dealt with by Police through diversion.

Around **2,100** were referred for a Family Group Conference or went direct to court.

Around **1,500** cases went to court, with the following outcomes...



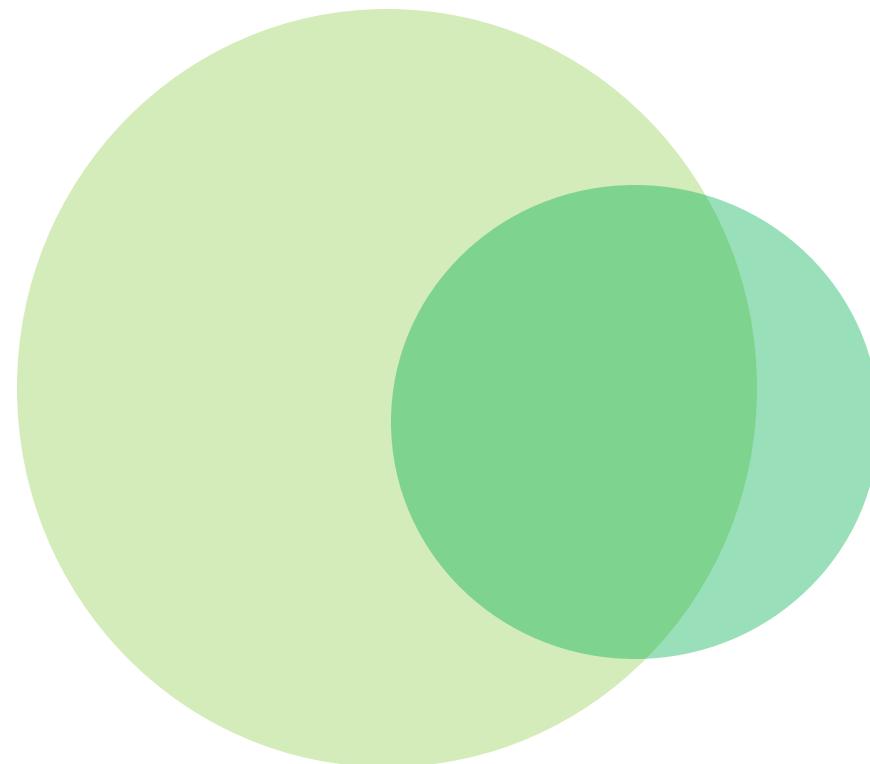
## The Care & Protection Crossover with Serious and Persistent Offending

**81%** have a Report of Concern of abuse or neglect in the years before their first Youth Justice Family Group Conference

**41%** of those with Youth Justice statutory involvement also had Care and Protection statutory involvement - the '**Crossover**' group.

Children who enter care under the age of five are **six times more likely** to be admitted to a Youth Justice residence.

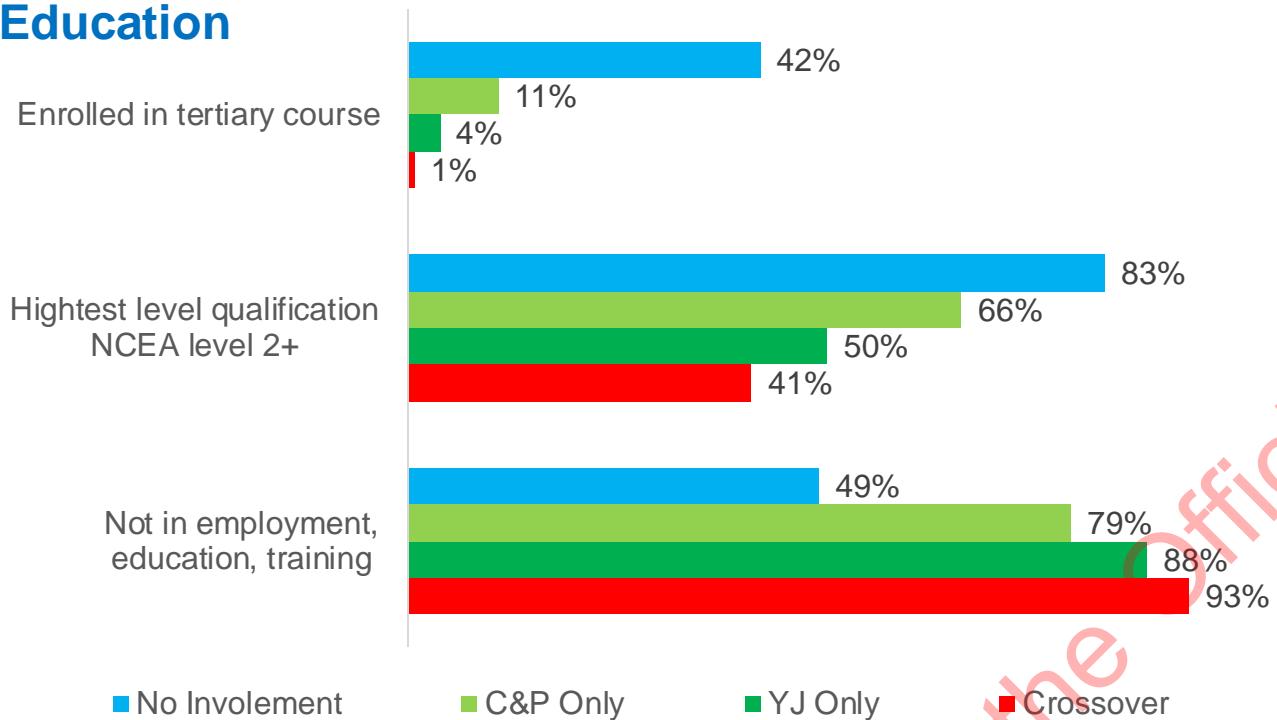
**80%** in Youth Justice residences have disabilities and multilayered health needs and most have a care and protection history.



## We need to target the cross-over group of children in care and in youth justice

The Crossover group (red) are by far the most vulnerable and at risk of poor future outcomes, including incarceration and unemployment, and often have siblings, parents or family with similar characteristics.

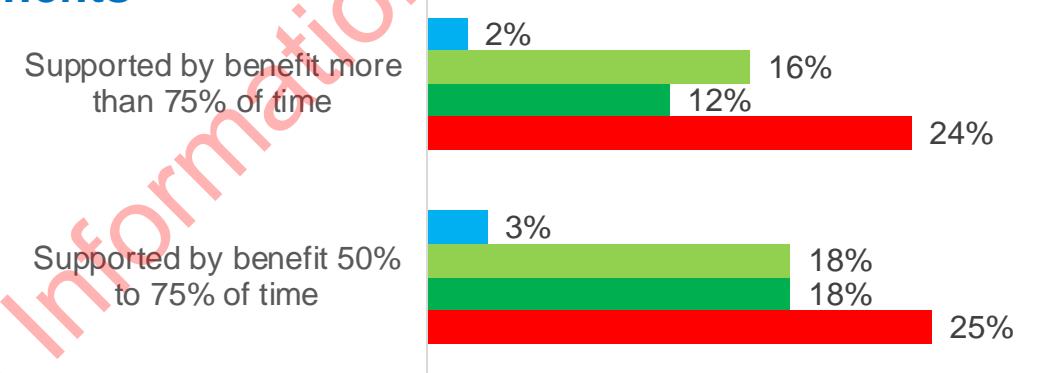
### Education



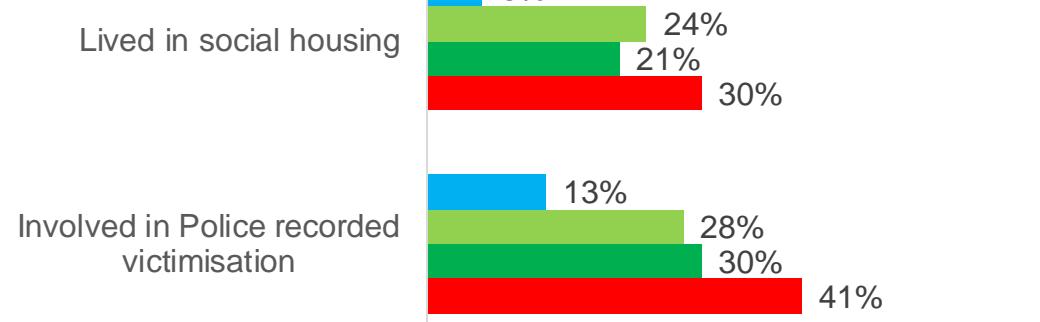
### Health



### Benefits



### Other



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**From:** [Phil Grady](#)  
**To:** [Peter Douglas \[DPMC\]](#)  
**Subject:** FW: Key points to support PM Ministers discussion on YSO MSA SOU paper  
**Date:** Friday, 24 May 2024 2:24:13 pm  
**Attachments:** [Key points to support PM Ministers discussion on YSO MSA SOU paper.docx](#)

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Close to 15 points.

P

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**From:** [Jessica Gorman \[DPMC\]](#)  
**To:** [Jane Fletcher](#)  
**Subject:** Re: Meeting with the Prime Minister re Young Serious Offenders and Military-Style Academies  
**Date:** Friday, 24 May 2024 4:31:40 pm

---

It came in just after the bag unfortunately, I'll pass on to PMO if that's easiest?

---

**From:** Jane Fletcher <[Jane.Fletcher@parliament.govt.nz](mailto:Jane.Fletcher@parliament.govt.nz)>  
**Sent:** Friday, May 24, 2024 4:19:01 PM  
**To:** Jessica Gorman [DPMC] <[Jessica.Gorman@dpmc.govt.nz](mailto:Jessica.Gorman@dpmc.govt.nz)>  
**Subject:** RE: Meeting with the Prime Minister re Young Serious Offenders and Military-Style Academies

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

But I don't know whether the Aide Memoire has been passed on.

---

**From:** Jessica Gorman [DPMC] <[Jessica.Gorman@dpmc.govt.nz](mailto:Jessica.Gorman@dpmc.govt.nz)>  
**Sent:** Friday, May 24, 2024 4:05 PM  
**To:** Jane Fletcher <[Jane.Fletcher@parliament.govt.nz](mailto:Jane.Fletcher@parliament.govt.nz)>  
**Subject:** RE: Meeting with the Prime Minister re Young Serious Offenders and Military-Style Academies

**IN CONFIDENCE UNCLASSIFIED**

Thanks Jane, has this gone to PMO do you know?

---

**From:** Jane Fletcher <[Jane.Fletcher@parliament.govt.nz](mailto:Jane.Fletcher@parliament.govt.nz)>  
**Sent:** Friday, May 24, 2024 3:55 PM  
**To:** Peter Douglas [DPMC] <[Peter.Douglas@dpmc.govt.nz](mailto:Peter.Douglas@dpmc.govt.nz)>; Jessica Gorman [DPMC] <[Jessica.Gorman@dpmc.govt.nz](mailto:Jessica.Gorman@dpmc.govt.nz)>  
**Cc:** Jerome de Vries <[Jerome.deVries@parliament.govt.nz](mailto:Jerome.deVries@parliament.govt.nz)>; Cameron Oldfield <[Cameron.Oldfield@parliament.govt.nz](mailto:Cameron.Oldfield@parliament.govt.nz)>  
**Subject:** Meeting with the Prime Minister re Young Serious Offenders and Military-Style Academies

Kia ora kōrua

Attached for your information is the Aide Memoire Oranga Tamariki has provided Minister Chhour for the meeting on Monday 27<sup>th</sup> May, 6.45pm – 7.30pm. It is in Minister Chhour's weekend bag.

Happy to discuss, thanks  
Jane.



**Jane Fletcher**  
**Chief Advisor (Private Secretary) Children | Office of Hon Karen Chhour**  
**Minister for Children | Prevention of Family & Sexual Violence**

DDI: 04 817 9807 | M: s9(2)(a)

Email: [Jane.Fletcher@parliament.govt.nz](mailto:Jane.Fletcher@parliament.govt.nz) Website: [www.Beehive.govt.nz](http://www.Beehive.govt.nz)

Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

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**From:** [Jane Fletcher](#)  
**To:** [Jessica Gorman \[DPMC\]](#); [Ruth Fairhall \[DPMC\]](#)  
**Subject:** FW: Meeting with the Prime Minister Monday 27th May, 6.45pm – 7.30pm  
**Date:** Monday, 27 May 2024 10:36:08 am

---

FYI – below is info we received through our ministerial advisor.

---

**From:** Jane Fletcher  
**Sent:** Sunday, May 26, 2024 9:18 AM  
**To:** Tusha Penny <tusha.penny@ot.govt.nz>; Phil Grady <Phil.Grady@ot.govt.nz>; Chappie Te Kani <Chappie.TeKani@ot.govt.nz>  
**Cc:** Fa'aolofaiva Setefano Siu Magele <Fa'aolofaivaSetefano.SiuMagele@ot.govt.nz>; Lydia Jarman <lydia.jarman@ot.govt.nz>; Stephanie Short <Stephanie.Short009@ot.govt.nz>; Jerome de Vries <Jerome.deVries@parliament.govt.nz>  
**Subject:** Meeting with the Prime Minister Monday 27th May, 6.45pm – 7.30pm

Mōrena

Below is more information about the purpose of the meeting on Monday evening from the Prime Minister's office

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



I've provided the list of members of the External Reference Group (it was in the Aide Memoire Q & As). PMO also have the Aide Memoire.

Thaks  
Jane.

**Jane Fletcher**  
**Chief Advisor (Private Secretary) Children** | Office of Hon Karen Chhour  
Minister for Children | Prevention of Family & Sexual Violence

DDI: 04 817 9807 | M [s9\(2\)\(a\)](#)  
Email: [Jane.Fletcher@parliament.govt.nz](mailto:Jane.Fletcher@parliament.govt.nz) Website: [www.Beehive.govt.nz](http://www.Beehive.govt.nz)  
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

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**From:** [Stephen Crombie \[DPMC\]](#)  
**To:** [fionnagh.dougan@health.govt.nz](mailto:fionnagh.dougan@health.govt.nz); [Simon Medcalf](#); [Phil Grady](#); [Judge, Erin](#); [Orange, Ryan](#); [Viv Rickard](#); [Sean Teddy](#); [Ellen MacGregor-Reid](#); [Jo.Hughes@hud.govt.nz](mailto:Jo.Hughes@hud.govt.nz); [Natasha Lewis](#)  
**Cc:** [Maari Porter \[DPMC\]](#); [Shane Hamill \[DPMC\]](#)  
**Subject:** UPDATE FROM DELIVERY UNIT FOR TARGET LEADS/TEAMS  
**Date:** Wednesday, 29 May 2024 5:06:00 pm  
**Attachments:** [image001.png](#)  
[Targets timeline.pptx](#)  
[Targets - Agency Reporting Guidance FINAL.pptx](#)

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Kia ora koutou,

Thank you for your engagement over the last few weeks, it is good to see the initial delivery plans coming together across all the targets. We will be shortly into “reporting season” with the first reports due from Ministers offices mid-July. This update provides you with important information about what is needed over the next few months and requests specific contact names for reporting and data/insights.

**Completion of Delivery Plans**

You are expected to develop detailed delivery plans for consideration by STR by end of June. As you know we have not been prescriptive about the form of the plan but have expectations about what needs to be covered by the planning process. We also recognise that it is not possible to have a detailed 5-year plan over this short planning period, and the plans need to evolve as more is known and policy decisions are taken. A few lead agencies have gone through a process of meeting with STR, including Education, Jobseeker and Housing with Justice and Health planned for July and August. Although these meetings are later than ideal, we are expecting that planning has reached a point where reporting in July will not be impacted. The feedback from STR has been consistent in that Ministers want bolder options that detail the policy/operational levers required to achieve the targets. In some cases, agencies have been asked to consider bringing forward key initiatives. The central agency leads assigned to your targets will be meeting late June to review delivery plans and we will let you know the outcome of this.

Attached is a timetable with the dates for engagements on targets. [Can you review the schedule and let us know if there are any issues with expectations or timing.](#)

s9(2)(f)(iv)

Attached in the guidance on reporting to ensure we get a consistent approach. We will also send a template customised for each target. We suggest that once you receive this you pass on to your reporting leads to complete this in draft ASAP and work with us to refine. Clearly some data may not be available, but it will save work in July if most of the other content is included. We believe that all targets are in a good position to populate information that will focus on the initiatives already agreed on. The area which could require some work is the selection of supporting indicators which are becoming increasingly important to tell the broader story. [Can you please provide us, by Friday 31 May, the name and email of the person in your team leading on reporting of your target.](#)

**Supporting indicators and data**

Selecting the right supporting indicators for targets is going to be important to be able to tell the full performance story and put the main target indicator in context. We expect there to be three types 1) breakdown of the main indicator into ethnic, age groups and regions; 2) leading indicators which provide a view of how initiatives that lead to performance are progressing; and 3) system indicators that ensure that the target is not driving unintended consequences. It is up

to you as lead agencies to agree the supporting indicators, but we will provide guidance on what will be required for reporting. We are working with SWA and the new SIA on how to bring the target data and insights together for targets. We would like to hold a short workshop with the data/insights leads of lead agencies to work through what is required for reporting.

Can you please provide us, by Friday 31 May, the name and email of the person in your team leading on data and insights for targets.

### **Communications**

Finally, the communications plans remains that ~~its~~ lead agencies will need to develop plans and collateral for their targets. Anna Hughes, here at DPMC is coordinating a working group of your communications leads to ensure everything is prepared for the proactive release of the reports mid August.

If you need any support or information, please let me know.

Ngā mihi

**Stephen Crombie**

Executive Director, Delivery Unit

M: s9(2)(a)

E: [stephen.crombie@dpmc.govt.nz](mailto:stephen.crombie@dpmc.govt.nz)



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# Target Quarterly Reporting Guidance

29 May 2024

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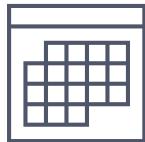
# Purpose

Work on the nine Government Targets is underway. Lead agencies are progressing well on delivery planning, and we are approaching the first reporting period with the first Consolidated Target Quarterly Report to be considered by the Cabinet Strategy Committee (STR) on 30 July. The Consolidated Target Quarterly Report will be prepared by the Delivery Unit (DU) as a consolidation of the individual Target Quarterly Reports prepared by Lead Agencies for each of the nine targets.

The purpose of this guidance is to assist Lead Agencies prepare the Target Quarterly Report(s) for their target(s). The pack includes:



**Target Quarterly Report responsibilities**, including how the DU will support delivery leads, lead ministers' offices and their respective teams to prepare their Target Quarterly Report(s).



**The process and timeframes for the preparation of the Target Quarterly Report** to ensure reports are completed on time.



**Detailed report guidance** to assist lead agencies to prepare their Target Quarterly Report(s), designed to ensure consistency and a high-quality approach to reporting.

As always, the DU is here to provide support and guidance. Please reach out to:

- **For Targets 1-5:** Stephen Crombie, Executive Director, Delivery Unit: ✉ [stephen.crombie@dpmc.govt.nz](mailto:stephen.crombie@dpmc.govt.nz) ☎ s9(2)(a)
- **For Targets 6-9:** Maari Porter, Chief Advisor, Delivery Unit: ✉ [maari.porter@dpmc.govt.nz](mailto:maari.porter@dpmc.govt.nz) ☎ s9(2)(a)
- **For Reporting processes:** Shane Hamill, Manager Programme and Reporting ✉ [shane.hamill@dpmc.govt.nz](mailto:shane.hamill@dpmc.govt.nz) ☎ s9(2)(a)

# Key responsibilities

Everyone has a specific role to deliver the reports

There are several responsibilities to ensure the Target Quarterly Report is accurate, conveys key information for the PM, Committee and Cabinet and can be publicly released.

The DU will work closely with Lead Agencies throughout the development of the report in the month preceding the report being finalised.

<p><b>Lead Minister</b></p>	<ul style="list-style-type: none"> <li>• Approve Target Quarterly Report(s)</li> </ul>
<p><b>Lead Agencies</b></p>	<ul style="list-style-type: none"> <li>• Keep the Lead Minister informed on progress, issues and risks with the delivery of Target</li> <li>• Undertake quality assurance of all information included in the report</li> <li>• Submit the Target Quarterly Report for Lead Minister’s approval</li> <li>• Ensure there is a communication plan in place for when the Target Quarterly Report is publicly released</li> </ul>
<p><b>Delivery Unit (supported by Treasury and PSC as required)</b></p>	<ul style="list-style-type: none"> <li>• Provide guidelines and support to Lead Agencies for reporting</li> <li>• Undertake quality assurance of reports</li> <li>• Prepare the Consolidated Target Quarterly Report for submission to STR and Cabinet</li> <li>• Provide advice to the PM on progress, issues and risks with target delivery</li> <li>• Prepare Consolidated Target Quarterly Report for proactive release / publication</li> </ul>

# Key milestones for the first Target Quarterly Report

This reporting cycle will set up the pattern for ongoing reporting

## Key milestones for the first Target Quarterly Report

DU working in collaboration with agencies

- **by 31 May**  
DU issues Target Quarterly Reporting Guidance and template to Lead Agencies
- **Week starting 10 June**  
DU provides reporting sessions for lead agencies reporting teams
- **10 June onwards**  
Lead Agency prepares report with support from the DU, shares and discusses with supporting agencies and ministers
- **17 July**  
Lead Minister approves target quarterly report(s)
- **25 July**  
Consolidated target quarterly report lodged for STR
- **30 July**  
STR considers the first consolidated target quarterly report
- **5 August**  
CAB considers the first consolidated target quarterly report
- **~19 August**  
Public release of the first consolidated target quarterly report ~2 weeks after cabinet (still to be finalised)
- **Regular quarterly reporting cycle continues**

# Ongoing reporting cycle

Reports will go to the Strategy Committee (STR) each quarter and will be publicly released ~2 weeks after Cabinet

Released under the Official Information Act 1982

## Reporting period

The reporting periods cover a quarter (3 calendar months starting from April). **The end of the quarter is a 'cut off' point for the purpose of data collection, cleaning and validation.**

## 2-3 weeks after the quarter

**Agencies prepare reports**  
Agencies will have between 2 and 3 weeks (depending on the timing of STR) from the end of the quarter to finalise the Target Quarterly Report(s) for Lead Minister approval.

## 10 working days before STR

**Lead Ministers approve reports and provide to Delivery Unit (DU)**  
Lead Ministers approve Target Quarterly Report(s) 10 working days before STR and their offices will provide the approved reports to the DU.

## ~2 weeks after Cabinet

**Consolidated Target Quarterly Report is publicly released ~2 weeks after cabinet confirmation** through the cabinet paper proactive release process.

## STR Meeting Day

**STR considers the Consolidated Target Quarterly Report (for confirmation by Cabinet).**

## Thursday before STR

**PMO lodges the consolidated report**  
The PM will bring the Consolidated Target Quarterly Report to STR each quarter. The PMO will lodge the paper on the Thursday before the Tuesday meeting of STR.

## 5 working days before STR

**DU prepares consolidated report**  
The DU will prepare the Consolidated Target Quarterly Report. This will include the reports provided across all nine targets along with a summary and will be completed 5 working days before STR.

# Communications

The consolidated target quarterly report will be publicly released ~2 weeks after Cabinet

The DU and DPMC Communications will support the PMO with the development of communications plans and collateral for the overall targets programme including supporting the proactive release / publication of each consolidated target quarterly report.

Lead agencies (for their ministers) will develop communications plans and collateral for their respective targets to be able to respond when the consolidated report is publicly released.

A Communications Working Group with representatives from each of the Target Lead Agencies has started to meet fortnightly. The purpose of this group is to make it easy for agencies to support their Ministers and PMO with communications activities. The three areas of focus are:

1. Developing and implementing co-ordinated and planned communications activity to support the targets outcomes
2. Enabling a joined up, no surprises communications approach with Ministers and PMO
3. Providing communications support for target quarterly reporting and delivering co-ordinated and timely communications for this process

If you want to know more or have any communications related questions or needs, contact:

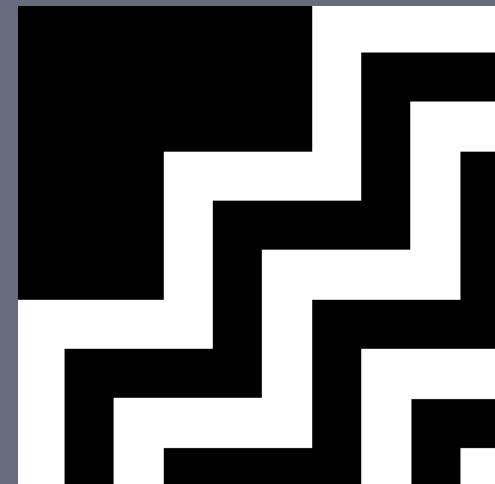
Anna Hughes, Director Strategic Communications and Engagement, DPMC

✉ [anna.hughes@dpmc.govt.nz](mailto:anna.hughes@dpmc.govt.nz) ☎ s9(2)(a)



# Detailed Report Guidance

Released under the Official Information Act 1982







# Elements of a Target

## Performance and trajectory, initiatives and supporting indicators

The Target Quarterly Report is designed to show progress towards the target, whether key initiatives are on track and delivering results, and to highlight any emerging issues, risks or unintended consequences. The key components are described below.

### Target performance and trajectory

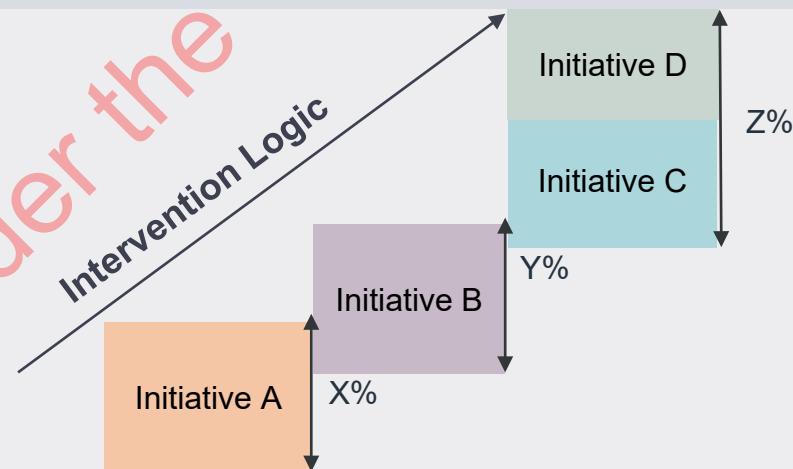
The trajectory is an estimate of future performance over time showing progress towards achieving the Target. It includes quarterly indicators against which progress can be measured and included in the Report.



### Initiatives

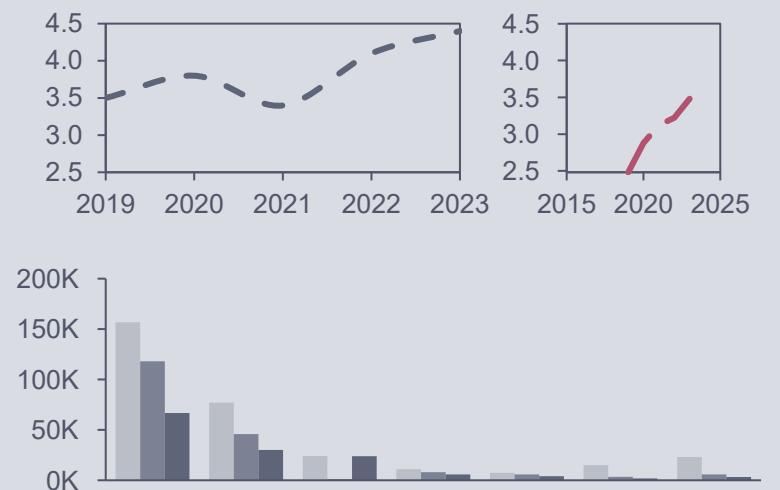
The Target will be supported by delivery plans that articulate the intervention logic and the portfolio of existing, new or planned initiatives whose collective impact will contribute to achievement of the target. Progress on each key initiative will be included in the Report.

#### Portfolio of Initiatives for Delivery



### Supporting indicators

Alongside reporting on the Target, the Report will include supporting indicators which assist with telling the story about performance. This includes breakdowns of the main indicator, leading indicators and system indicators. Agencies can choose the leading and system indicators that best tell the performance story.





1

# Current Target Performance

A common approach for the assessment of overall delivery to target

The current target performance section is **drafted by the Lead Agency and approved by the Lead Minister**. Agencies enter the **overall target status** (using the rating scale below) along with the current level of performance. The **Target** field will be pre-populated by the DU.

Delivery is on track	Delivery is probable	Delivery is feasible	Delivery is in doubt	Delivery is unachievable
<p>Delivery of the target is highly likely, and performance against the estimated trajectory will be sustained.</p> <p>This means that:</p> <ul style="list-style-type: none"> <li>• Target indicator is on or above estimated trajectory.</li> <li>• All key initiatives are on track.</li> </ul>	<p>Delivery of the target is probable however constant attention will be needed to ensure risks do not materialise into major issues threatening performance.</p> <p>This means that:</p> <ul style="list-style-type: none"> <li>• Target indicator is trending to be close to or above estimated trajectory</li> <li>• A significant majority of key initiatives are on track.</li> </ul>	<p>Delivery of the target is feasible however there are major risks and/or issues in several key areas. These appear to be resolvable at this stage and if addressed without delay, should not impact overall delivery.</p> <p>This means that:</p> <ul style="list-style-type: none"> <li>• Target indicator is trending below estimated trajectory.</li> <li>• Some key initiatives are off track.</li> </ul>	<p>Delivery of the target is in doubt with significant issues and risks in several key areas. Urgent action is required by target owners to address these and bring delivery back on track.</p> <p>This means that:</p> <ul style="list-style-type: none"> <li>• Target indicator is trending below estimated trajectory.</li> <li>• A majority of key initiatives are off track.</li> </ul>	<p>Delivery is unachievable. There are significant issues and risks that do not appear to be manageable or resolvable. The oversight arrangements, delivery plans and potentially the target may need to be reconsidered.</p> <p>This means that:</p> <ul style="list-style-type: none"> <li>• Target indicator is trending well below estimated trajectory.</li> <li>• A significant majority of key initiatives are off track.</li> </ul>

## 2 Performance Trajectory

This section of the report will be produced by the DU using the current target performance data provided by the Lead Agency. This will ensure consistent display of information across all nine Target Quarterly Reports.

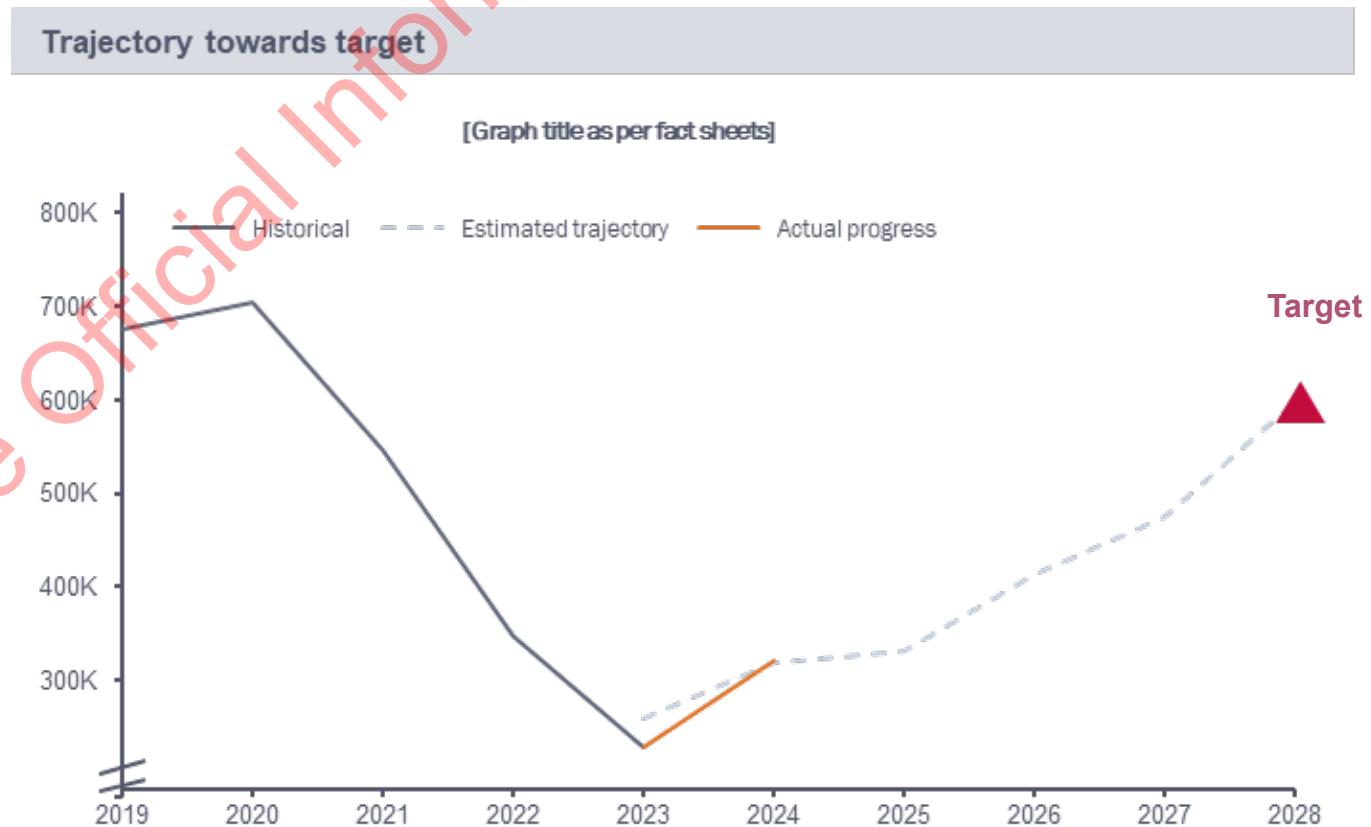
The trajectory chart shows:

**Target:** level of performance that the Government aims to achieve by a given date

**Historic performance:** performance of the target measure over previous periods. For most of the Targets this will be up to the period reported in the Target Factsheets\* presented to Cabinet on 25 March 2024

**Estimated trajectory:** an estimate of the future performance over time leading to achievement of the Target

**Actual progress:** actual performance over time as reported by the Lead Agency and approved by the Lead Minister



(\*) Factsheets Government Targets | Department of the Prime Minister and Cabinet (DPMC)

# Issues and Risks, Actions and Insight

High quality updates that are precise, succinct and compelling for decision makers to focus on

3

## Issues and risks

There is limited space in this section so agencies should summarise the top three issues / risks for achieving the Target, along with any mitigations.

4

## Change vs last quarter

This section records the change in performance since the last quarter. The first field indicates positive or negative change in performance. Agencies will enter one of the following:



Positive change in performance



Negative change in performance

Agencies will enter the change in the target measure (number or percentage as appropriate) since the last quarter into the second field.

5

## What's driving changes in performance since the last quarter

Describe what has driven any change in performance since the last quarterly report. For the July report agencies should complete based on the prior quarter's activities.

6

## Progress of key initiatives that support target delivery

This is a critical section (and opportunity!) to demonstrate how key initiatives, actions and activities that support target delivery are progressing along with their impact. There is limited space in the template so priority should be given to the most impactful initiatives. Each update should cover the name of the initiative, what has been completed over the last period and what is planned to be completed over the next period. Statements need to be precise, succinct and compelling.

7

## Ministerial decisions and actions required

Specify any key policy decisions that are being progressed and required in the next quarter or year.

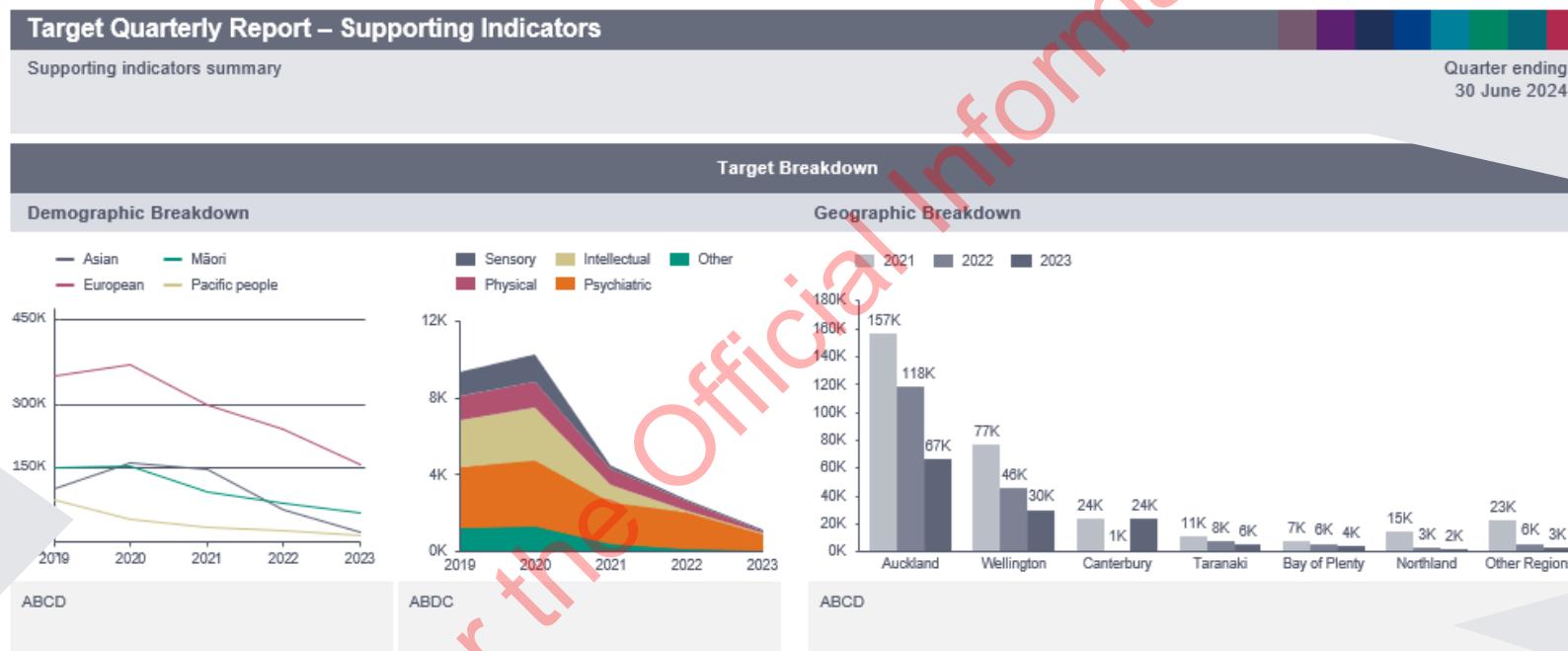
# Second A3 Page - Supporting indicators

Supporting indicators provide additional insights about performance

The Second A3 Page shows a selection of supporting indicators. Lead agencies are responsible for choosing these indicators and producing and quality assuring the graphs, tables, infographics used. The DU will provide support in terms of design guidance (refer Appendix 1) and data guidance (refer Appendix 2) so that there is a level of consistency across the nine Target Quarterly Reports.

## Target breakdowns

Target breakdowns provide insights about progress towards the target for specific populations. All targets must include breakdowns for Māori and can include other ethnic groups. Breakdowns for location and age ranges should also be provided. Refer Appendix 2.

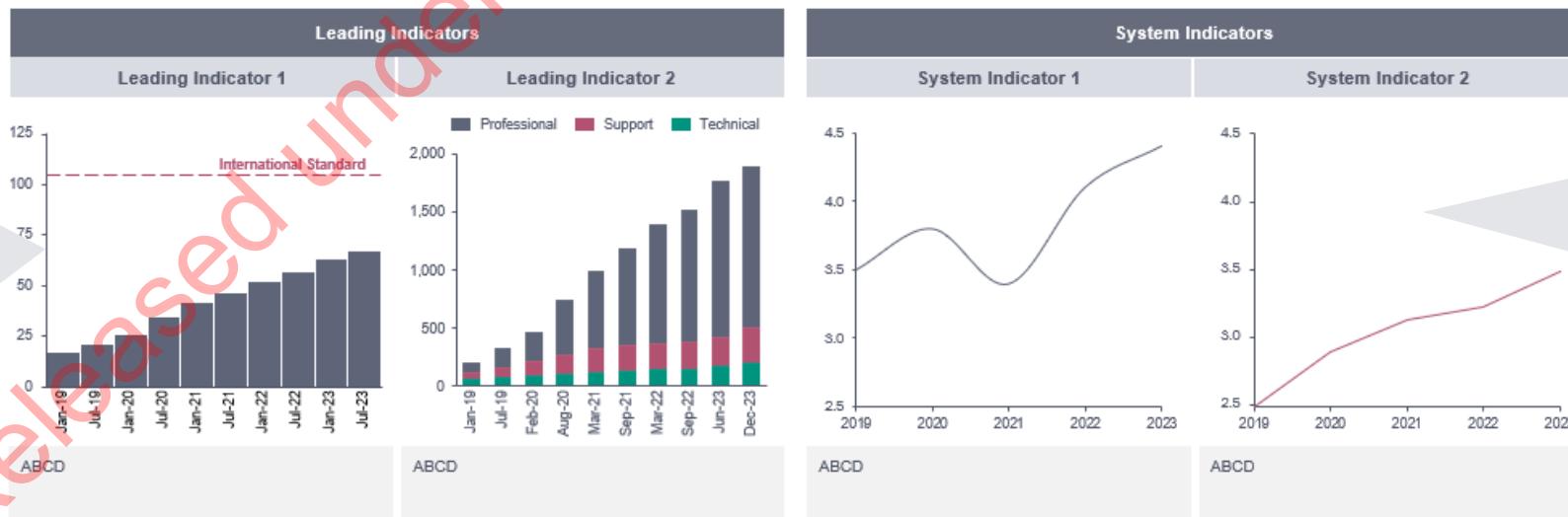


**Supporting indicators summary**  
Summarises the key insights from across the supporting indicators.

**Commentary**  
Each supporting indicator requires a short commentary that provides insights about the performance of target delivery.

## Leading indicators

Leading indicators provide information about potential future performance and allow for early identification of issues and risks.



**System Indicators**  
System indicators provide insights about performance in areas related to the targets and provide balance to the main indicator.

# Appendix 1 – Design Guidance

Provides a consistent visual representation of supporting indicators in the consolidated report

The style guide below should be followed by Lead Agencies in the design and display of the supporting indicator graphs, tables and infographics to be included on the Second A3 Page of the target quarterly report.

## Visual design

Please ensure that your visuals are designed to be:

- **Effective** for the specific type of data (e.g. line graphs for time series, scatter plots for visualising the relationship between two variables).
- **Contextual** with other visuals you develop and present. For example, each commentary, along with its visual, tells a story that is related to the target and colour is used to emphasise insights.

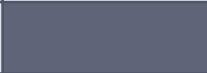
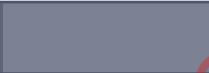
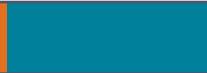
## Typography

To maintain consistency across all visualisations, use **Arial** and **size 6** font with colour **HEX#505669** for all text.

## Colours

Colour is an effective way to highlight key points. Please ensure that you use (also refer below):

- **shade-colour pallets** first when comparing time periods in a small cohort (n<4).
- **colour pallets** to highlight key message and categorial data (n>3)
- **colour pallets in sequence** – i.e. use the 1<sup>st</sup> and 2<sup>nd</sup> colours in order – beyond that agencies have the choice of which order to apply the remaining colours .

Type	Shade-colour pallets			Colour pallets							
Colour											
Hex Code	#5E6578	#7C8193	#BABEC6	#5E6578	#B25271	#CEC489	#00937E	#E3701E	#00809B	#755A6F	#1E3056
Order	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	1 <sup>st</sup>	2 <sup>nd</sup>	n/a	n/a	n/a	n/a	n/a	n/a



## Appendix 2 – Data Guidance

This page provided guidance on the supporting indicators, formats and supporting information to be provided. Note that as well as the indicator graphs, the data files are required to be provided.

Demographics	<p>For standardisation purposes we recommend using Stats NZ definitions;</p> <ul style="list-style-type: none"> <li>• Total Ethnicity (Level 1)</li> <li>• Gender/Sex</li> <li>• Age band (0-4, 5-14, 15-24, 25-44, 45-64, 65 years and over) if appropriate</li> </ul>
Geography	<p>It is recognised that agencies will use different geographical boundaries and there should be used in the initial reports. Where possible TALB boundaries should be provided.</p>
Timeframes	<p>The timeframes for each indicator e.g. weekly, monthly, quarterly or 12 month moving average etc should be specified.</p>
Data format	<p>As well as providing the supporting indicator graphs themselves agencies should supply data in Machine Readable format (.csv or Excel excluding any tables or formatting).</p>
Privacy	<p>For all data supplied, there is a need to ensure that privacy of people is respected, and the identification of a person is not possible at any given time.</p>

**From:** [Jane Fletcher](#)  
**To:** [Jessica Gorman \[DPMC\]](#); [Peter Douglas \[DPMC\]](#)  
**Cc:** [Ruth Fairhall \[DPMC\]](#); [Jerome de Vries](#)  
**Subject:** Next steps on youth crime following the meeting on Monday evening  
**Date:** Friday, 31 May 2024 10:37:26 am  
**Attachments:** [Commission updated YSO and MSA and MSA pilot Cabinet papers by 12pm Tuesday 4 June. .msg](#)  
[Commission Aide Memoire on improvements in residences - by cop Thursday 6 June 2024 .msg](#)

Kia ora kōrua

Please see my email to Chappie below which summarises the steps being taken following the meeting on Monday evening.

Here is more detail about the changes to the YSO paper:

- The exec summary will frame the proposals in the paper within the government's wider plan to address youth crime. The plan includes more immediate initiatives underway (see below in email to Chappie), it will also note the reporting to Ministers to track progress.
- Tightening judicial discretion in making the YSO by providing that the Judge must take into consideration: any previous breaches of bail; and risks to (or interests of) the community (ie to make community safety a relevant factor in making a YSO).
- Making it clearer that the proposals reduce the number of mandatory FGCs to one.
- Noting that the Minister of Justice wants to seek approval to discharge the ram raid Bill through the paper to Cabinet s9(2)(f)(iv)

Happy to discuss, thanks

Jane.

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**From:** Jane Fletcher  
**Sent:** Thursday, May 30, 2024 10:08 AM  
**To:** Chappie Te Kani <Chappie.TeKani@ot.govt.nz>  
**Cc:** Phil Grady <Phil.Grady@ot.govt.nz>; Tusha Penny <tusha.penny@ot.govt.nz>; Caz Anderson <caz.anderson@ot.govt.nz>; Stephanie Short <Stephanie.Short009@ot.govt.nz>; Jerome de Vries <Jerome.deVries@parliament.govt.nz>  
**Subject:** Next steps on youth crime following the meeting on Monday evening

Kia ora Chappie

This is an update on actions following the Prime Minister's meeting with Ministers Chhour, Goldsmith and Mitchell on Monday 27 May.

The Young Serious Offending and Military-Style Academies and the Military Style Academy pilot Cabinet papers will be considered at Cabinet on 10 June. I have commissioned updated papers by midday Tuesday 4 June for the Minister's approval (see attached).

- The updated YSO papers should reflect recent discussions about judicial discretion, bail and FGCs.
- The updated pilot paper should have stronger financial analysis including return on investment for the pilot. It should also more clearly explain or draw out the NZDF role in the pilot.
- In the meantime Ministers agreed at the meeting on Monday Oranga Tamariki should continue preparing for the pilot

- The Prime Minister was interested in progress made in the residences since the Mike Bush review. Therefore yesterday I commissioned an aide memoire for forwarding to PMO and other Ministers which outlines the progress along the lines of the points made by Tusha the meeting.
- The Prime Minister expressed an interest in visiting Te Aurere (YJ site of the pilot). Our office is working with the PMO to arrange.

There was a strong focus in the discussion on Monday about the immediate steps government is taking to respond to youth crime (given the pilot and the legislative change are medium to long term responses). The delivery plan for addressing the serious and persistent youth crime target is the obvious vehicle for these immediate steps and already includes some helpful information. I understand Te Riu is discussing what else can be added to the plan. Some of the immediate ideas include a national inter-agency task force targeting the young people who are doing the most harm and re-setting our YJ practice to ensure we have the balance right between the 4 primary considerations set out in the Oranga Tamariki legislation (the wellbeing of the child or young person; the public interest/public safety; victims; and accountability of the child or young person for their behaviour). It would be helpful for the Minister to be kept updated on this.

Finally the discussion on Monday included the importance of comms i.e.

- Giving the public confidence we are addressing their concerns (i.e. plan for the future, plan for the medium term, plan for now)
- Setting out what are doing that is working well and where Oranga Tamariki needs to focus.
- Tracking a few key data points over time that the Minister and the government can refer to demonstrate progress.

The Cabinet papers and delivery plan are an opportunity to start articulating the above, but I suggest Oranga Tamariki needs a comms plan focused on this.

Happy to discuss, thanks.

Jane.

**Jane Fletcher**

**Chief Advisor (Private Secretary) Children | Office of Hon Karen Chhour  
Minister for Children | Prevention of Family & Sexual Violence**

DDI: 04 817 9807 | M: s9(2)(a)

Email: [Jane.Fletcher@parliament.govt.nz](mailto:Jane.Fletcher@parliament.govt.nz) Website: [www.Beehive.govt.nz](http://www.Beehive.govt.nz)

Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

**From:** [Jane Fletcher](#)  
**To:** [Ministerial\\_Support@ot.govt.nz](#)  
**Cc:** [Julie Miller](#); [Stephanie Short](#); [Lydia Jarman](#); [Fa'aolofaiva Setefano Siu Magele](#); [Jerome de Vries](#); [Dania Staples](#)  
**Subject:** Commission: updated YSO and MSA and MSA pilot Cabinet papers by 12pm Tuesday 4 June.  
**Importance:** High

Mörena

Can we please commission the following:

**Deadline to Minister's Office: 12pm Tuesday 4 June 2024 and Aide Memoire for Cabinet by 10am Friday 7 June.**

**Contact Private Secretary:** Jane

<b>Information requested</b>	<p>By 12pm Tuesday 4 June</p> <p>Updated draft Cabinet papers with a short cover aide memoire seeking approval for lodging for Cabinet (ie not a Cabinet Committee).</p> <ul style="list-style-type: none"> <li>• Updated draft paper on Young Serious Offender declaration and Military-Style Academies. Update should reflect Ministerial meetings on 27 and 28 May.</li> <li>• Updated draft paper on Military-Style Academy which includes: <ul style="list-style-type: none"> <li>◦ Financial information including robust analysis of budget and return on investment and draws from or reflects a business case.</li> <li>◦ A stand-alone para which describes Defence involvement (at the moment their involvement is spread through out the paper), should include that Defence are training staff involved in the pilot and note proximity of Te Aurere to Defence base.</li> <li>◦ Please note that young people will not have access to their devices while on the pilot (in reference to concerns about the use of devices in promoting crime).</li> </ul> </li> <li>• Both papers need to refer to a comms strategy which reflects how the initiatives in this paper contribute to this governments' action on youth crime.</li> <li>• Again these are companion papers so please ensure they are consistent with each other.</li> </ul> <p>By 10am Friday 7 June – please provide an aide memoire with talking points for Cabinet and a summary of the Cabinet papers. The Minister will be attending Cabinet.</p>
<b>Reason for request</b>	The Minister would like to take updated Cabinet papers to Cabinet <b>s9(2)(f)(iv)</b>
<b>Format of information</b>	As above.

Happy to discuss, thanks  
Jane.

**Jane Fletcher**  
**Chief Advisor (Private Secretary) Children** | Office of Hon Karen Chhour  
Minister for Children | Prevention of Family & Sexual Violence

DDI: 04 817 9807 | M **s9(2)(a)**  
Email: [Jane.Fletcher@parliament.govt.nz](mailto:Jane.Fletcher@parliament.govt.nz) Website: [www.Beehive.govt.nz](http://www.Beehive.govt.nz)  
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

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**From:** [Jane Fletcher](#)  
**To:** [Ministerial\\_Support@ot.govt.nz](mailto:Ministerial_Support@ot.govt.nz)  
**Cc:** [Stephanie Short](#); [Julie Miller](#); [Fa'aolofaiva Setefano Siu Magele](#); [Jerome de Vries](#); [Dania Staples](#)  
**Subject:** Commission: Aide Memoire on improvements in residences - by cop Thursday 6 June 2024

---

Kia ora koutou,

Can we please commission the following information:

**Deadline to Minister's Office:** close of play Thursday 6 June 2024

**Contact Private Secretary:** Jane

<b>Information requested</b>	An outline of improvements that have been made in residences since the Mike Bush review was undertaken in mid-2023. This should be in a form suitable to be forwarded to other Ministers. Also an outline of plans for the future including capacity modelling. The information should clearly differentiate between care and protection residences and youth justice residences.
<b>Reason for request</b>	Ministers have expressed an interest in progress with implementing the Mike Bush review.
<b>Format of information</b>	Aide Memoire suitable for forwarding to other Ministers.

Happy to discuss, thanks  
Jane.

**Jane Fletcher**  
**Chief Advisor (Private Secretary) Children** | Office of Hon Karen Chhour  
Minister for Children | Prevention of Family & Sexual Violence

DDI: 04 817 9807 | M: s9(2)(a)  
Email: [Jane.Fletcher@parliament.govt.nz](mailto:Jane.Fletcher@parliament.govt.nz) Website: [www.Beehive.govt.nz](http://www.Beehive.govt.nz)  
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

Released under the Official Information Act 1982

**From:** [Ruth Fairhall \[DPMC\]](#)  
**To:** [Phil Grady](#); [Peter Douglas \[DPMC\]](#)  
**Cc:** [Lydia Jarman](#)  
**Subject:** RE: Fast Track Response - weekly dashboard  
**Date:** Friday, 31 May 2024 10:45:00 am  
**Attachments:** [image001.png](#)

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**IN-CONFIDENCE UNCLASSIFIED**

Thanks very much Phil, and good re thinking about reporting on immediate operational changes.

---

**From:** Phil Grady <[Phil.Grady@ot.govt.nz](mailto:Phil.Grady@ot.govt.nz)>  
**Sent:** Friday, May 31, 2024 10:29 AM  
**To:** Ruth Fairhall [DPMC] <[Ruth.Fairhall@dpmc.govt.nz](mailto:Ruth.Fairhall@dpmc.govt.nz)>; Peter Douglas [DPMC] <[Peter.Douglas@dpmc.govt.nz](mailto:Peter.Douglas@dpmc.govt.nz)>  
**Cc:** Lydia Jarman <[lydia.jarman@ot.govt.nz](mailto:lydia.jarman@ot.govt.nz)>  
**Subject:** FW: Fast Track Response - weekly dashboard

**IN-CONFIDENCE UNCLASSIFIED**

Kia ora koura,

Ruth – I am following up on our discussion earlier this week re the roll-out of Fast Track 10-13yr old and the impact and re-referral rates. Attached is this past weeks report.

We are working on something as comprehensive in line with the reducing youth offending targets – which will need to be more jointly owned with Police to reflect the immediate operational changes required within Oranga Tamariki and with Police.

Ngaa mihi,

Phil

---

**From:** Bill Searle <[Bill.Searle@ot.govt.nz](mailto:Bill.Searle@ot.govt.nz)>  
**Sent:** Friday, May 31, 2024 10:16 AM  
**To:** Phil Grady <[Phil.Grady@ot.govt.nz](mailto:Phil.Grady@ot.govt.nz)>  
**Cc:** Tina Phillips <[tina.phillips001@ot.govt.nz](mailto:tina.phillips001@ot.govt.nz)>  
**Subject:** FW: Fast Track Response - weekly dashboard

**IN-CONFIDENCE UNCLASSIFIED**

Hi Phil,  
This is the latest.

---

**From:** Waaka Poutu <[Waaka.Poutu@ot.govt.nz](mailto:Waaka.Poutu@ot.govt.nz)>  
**Sent:** Friday, May 31, 2024 9:47 AM  
**To:** Bill Searle <[Bill.Searle@ot.govt.nz](mailto:Bill.Searle@ot.govt.nz)>; Greg Clark <[Greg.Clark015@ot.govt.nz](mailto:Greg.Clark015@ot.govt.nz)>; Ben Hannifin

<[Ben.Hannifin@ot.govt.nz](mailto:Ben.Hannifin@ot.govt.nz)>; Alison Cronin <[alison.cronin@ot.govt.nz](mailto:alison.cronin@ot.govt.nz)>; Lisa Sepuloni <[Lisa.Sepuloni@ot.govt.nz](mailto:Lisa.Sepuloni@ot.govt.nz)>; Jayne King <[Jayne.King@ot.govt.nz](mailto:Jayne.King@ot.govt.nz)>; Tasha Aiaraisa <[Tasha.Aiaraisa@ot.govt.nz](mailto:Tasha.Aiaraisa@ot.govt.nz)>; Jono Brooker <[Jono.Brooker@ot.govt.nz](mailto:Jono.Brooker@ot.govt.nz)>; Steve Murray <[Steve.Murray@ot.govt.nz](mailto:Steve.Murray@ot.govt.nz)>; Josephine Ryan <[Josephine.Ryan@ot.govt.nz](mailto:Josephine.Ryan@ot.govt.nz)>; Ann Walker <[Ann.Walker@ot.govt.nz](mailto:Ann.Walker@ot.govt.nz)>; Dessi Broughton <[Dessi.Broughton@ot.govt.nz](mailto:Dessi.Broughton@ot.govt.nz)>; [youthaid.national@police.govt.nz](mailto:youthaid.national@police.govt.nz); Terri Hape <[Terri.Hape@ot.govt.nz](mailto:Terri.Hape@ot.govt.nz)>; Vasantha Krishnan <[Vasantha.Krishnan@ot.govt.nz](mailto:Vasantha.Krishnan@ot.govt.nz)>; Youth Justice Services <[Youth\\_Justice\\_Services@ot.govt.nz](mailto:Youth_Justice_Services@ot.govt.nz)>; Feleti Lotulelei <[Feleti.Lotulelei@ot.govt.nz](mailto:Feleti.Lotulelei@ot.govt.nz)>; Annie Paraha <[Annabell.Paraha@ot.govt.nz](mailto:Annabell.Paraha@ot.govt.nz)>; [Trees.Beckett@police.govt.nz](mailto:Trees.Beckett@police.govt.nz); Trudi Baker <[Trudi.Baker@ot.govt.nz](mailto:Trudi.Baker@ot.govt.nz)>; [James.Johnson@ot.govt.nz](mailto:James.Johnson@ot.govt.nz); Emma Consedine <[Emma.Consedine@ot.govt.nz](mailto:Emma.Consedine@ot.govt.nz)>; Peter Hepburn <[peter.hepburn@ot.govt.nz](mailto:peter.hepburn@ot.govt.nz)>; [michael.musker@ot.govt.nz](mailto:michael.musker@ot.govt.nz); Chris Rewha <[Chris.Rewha@ot.govt.nz](mailto:Chris.Rewha@ot.govt.nz)>; Samantha Taylor <[Samantha.Taylor@ot.govt.nz](mailto:Samantha.Taylor@ot.govt.nz)>; Michelle Bhandal <[Michelle.Bhandal@ot.govt.nz](mailto:Michelle.Bhandal@ot.govt.nz)>; Naomi Bannister <[Naomi.Bannister@ot.govt.nz](mailto:Naomi.Bannister@ot.govt.nz)>; Bridgette Ryan <[Bridgette.Ryan@ot.govt.nz](mailto:Bridgette.Ryan@ot.govt.nz)>; Vicki Sturgeon <[Vicki.Sturgeon@ot.govt.nz](mailto:Vicki.Sturgeon@ot.govt.nz)>; Grant Power <[Grant.Power@ot.govt.nz](mailto:Grant.Power@ot.govt.nz)>; Phillippa Skinner <[Phillippa.Skinner@ot.govt.nz](mailto:Phillippa.Skinner@ot.govt.nz)>; Peter Alexander <[peter.alexander@ot.govt.nz](mailto:peter.alexander@ot.govt.nz)>; [Natalie.Powers@police.govt.nz](mailto:Natalie.Powers@police.govt.nz); [Reuben.Jakich@police.govt.nz](mailto:Reuben.Jakich@police.govt.nz); [Craig.Clark@police.govt.nz](mailto:Craig.Clark@police.govt.nz); [Gregory.McKeown@police.govt.nz](mailto:Gregory.McKeown@police.govt.nz); [Mark.Clayton@police.govt.nz](mailto:Mark.Clayton@police.govt.nz); Rachel Leota <[Rachel.Leota@ot.govt.nz](mailto:Rachel.Leota@ot.govt.nz)>; [jacqueline.whittaker@police.govt.nz](mailto:jacqueline.whittaker@police.govt.nz); Rachel Hohaia <[Rachel.Hohaia@ot.govt.nz](mailto:Rachel.Hohaia@ot.govt.nz)>; Kellie Blyth <[Kellie.Blyth@ot.govt.nz](mailto:Kellie.Blyth@ot.govt.nz)>; [Kirsten.Evans@police.govt.nz](mailto:Kirsten.Evans@police.govt.nz); Sonia Wilson <[Sonia.Wilson@ot.govt.nz](mailto:Sonia.Wilson@ot.govt.nz)>; Huiarangi Pirihi <[Huiarangi.Pirihi@ot.govt.nz](mailto:Huiarangi.Pirihi@ot.govt.nz)>; Karl Severinsen <[Karl.Severinsen@ot.govt.nz](mailto:Karl.Severinsen@ot.govt.nz)>; Pamela Parkin <[Pamela.Parkin@ot.govt.nz](mailto:Pamela.Parkin@ot.govt.nz)>; Fa'aolofaiva Setefano Siu Magele <[Fa'aolofaivaSetefano.SiuMagele@ot.govt.nz](mailto:Fa'aolofaivaSetefano.SiuMagele@ot.govt.nz)>; Colin Hewat <[Colin.Hewat@ot.govt.nz](mailto:Colin.Hewat@ot.govt.nz)>; [Hayley.Jenkins@police.govt.nz](mailto:Hayley.Jenkins@police.govt.nz); Willie Kirk <[Willie.Kirk@ot.govt.nz](mailto:Willie.Kirk@ot.govt.nz)>; Kara Hudson <[Kara.Hudson007@ot.govt.nz](mailto:Kara.Hudson007@ot.govt.nz)>; [john.groen@police.govt.nz](mailto:john.groen@police.govt.nz); [Adam.Smith@police.govt.nz](mailto:Adam.Smith@police.govt.nz); Jene McLeod <[Jene.McLeod@ot.govt.nz](mailto:Jene.McLeod@ot.govt.nz)>; CEO Office (OT) <[CEOOffice@ot.govt.nz](mailto:CEOOffice@ot.govt.nz)>; Lydia Jarman <[lydia.jarman@ot.govt.nz](mailto:lydia.jarman@ot.govt.nz)>; Krystel Moller <[Krystel.Moller@ot.govt.nz](mailto:Krystel.Moller@ot.govt.nz)>; [andrew.davidson@police.govt.nz](mailto:andrew.davidson@police.govt.nz); [Craig.Bates@police.govt.nz](mailto:Craig.Bates@police.govt.nz); [Scott.McKenzie@police.govt.nz](mailto:Scott.McKenzie@police.govt.nz); [Scott.Miller@police.govt.nz](mailto:Scott.Miller@police.govt.nz); [Stuart.Taylor@police.govt.nz](mailto:Stuart.Taylor@police.govt.nz); [joel.omeara@police.govt.nz](mailto:joel.omeara@police.govt.nz); [simon.betchetti@police.govt.nz](mailto:simon.betchetti@police.govt.nz); [Phillip.Gillbanks@police.govt.nz](mailto:Phillip.Gillbanks@police.govt.nz); [william.wilkinson@police.govt.nz](mailto:william.wilkinson@police.govt.nz); [John.Cameron@police.govt.nz](mailto:John.Cameron@police.govt.nz); [Anthony.Bond@police.govt.nz](mailto:Anthony.Bond@police.govt.nz); [michael.gasson@police.govt.nz](mailto:michael.gasson@police.govt.nz); [Glenda.Barnaby@police.govt.nz](mailto:Glenda.Barnaby@police.govt.nz); [Daniel.Williams2@police.govt.nz](mailto:Daniel.Williams2@police.govt.nz)

**Cc:** Sam Walker <[Sam.Walker@ot.govt.nz](mailto:Sam.Walker@ot.govt.nz)>; Waaka Poutu <[Waaka.Poutu@ot.govt.nz](mailto:Waaka.Poutu@ot.govt.nz)>

**Subject:** Fast Track Response - weekly dashboard

**IN-CONFIDENCE UNCLASSIFIED**

Kia ora koutou,

Please find attached the weekly report for the Fast Track Response to tamariki with serious or persistent offending behaviours.

If your area has any of the 6 referrals with incomplete response times as listed below, please look to finalise these in the OT App.

Police District	Total Referrals	Incomplete Referrals	% Completed
Canterbury	164	0	100%
Counties-Manukau	331	0	100%
Southern	6	0	100%
Waitemata	70	0	100%
Wellington	12	0	100%
Bay of Plenty	27	1	96%
Northland	22	1	95%
Waikato	115	1	99%
Auckland City	30	3	90%
<b>Total</b>	<b>777</b>	<b>6</b>	<b>99%</b>

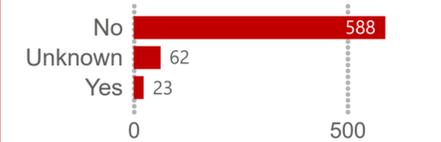
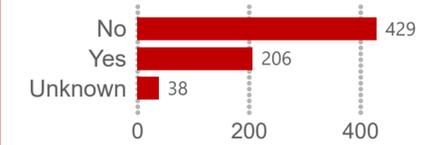
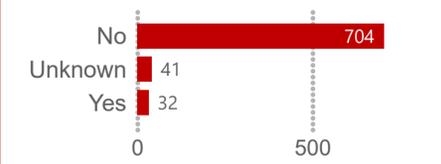
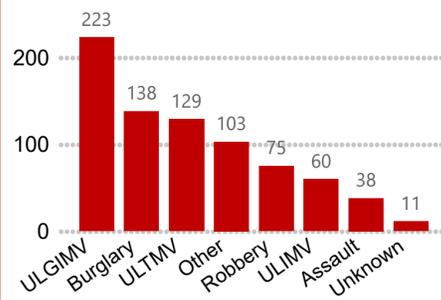
Waaka Poutu  
Senior Advisor Youth Justice  
Oranga Tamariki

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Released under the Official Information Act 1982

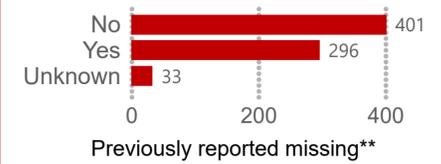


### Offence Information

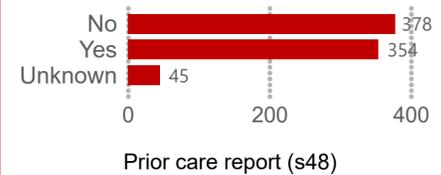


\* Data only recorded from 24 February 2023 onwards

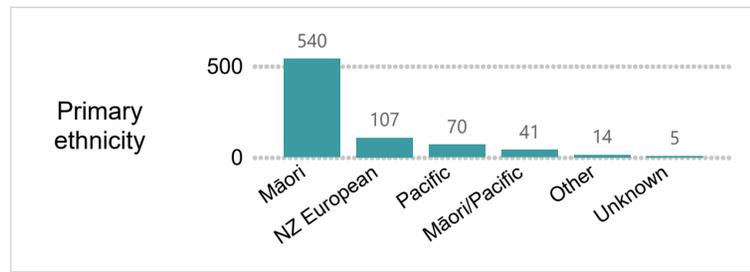
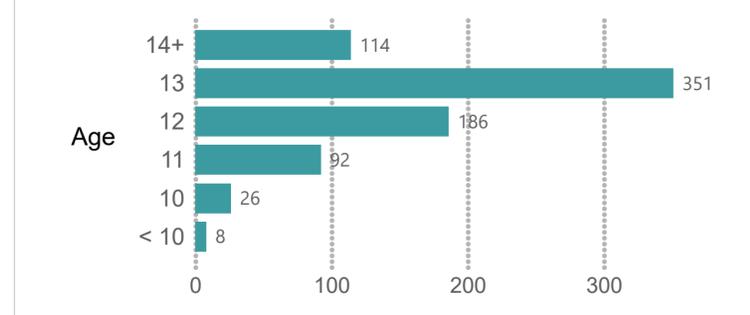
### Police History



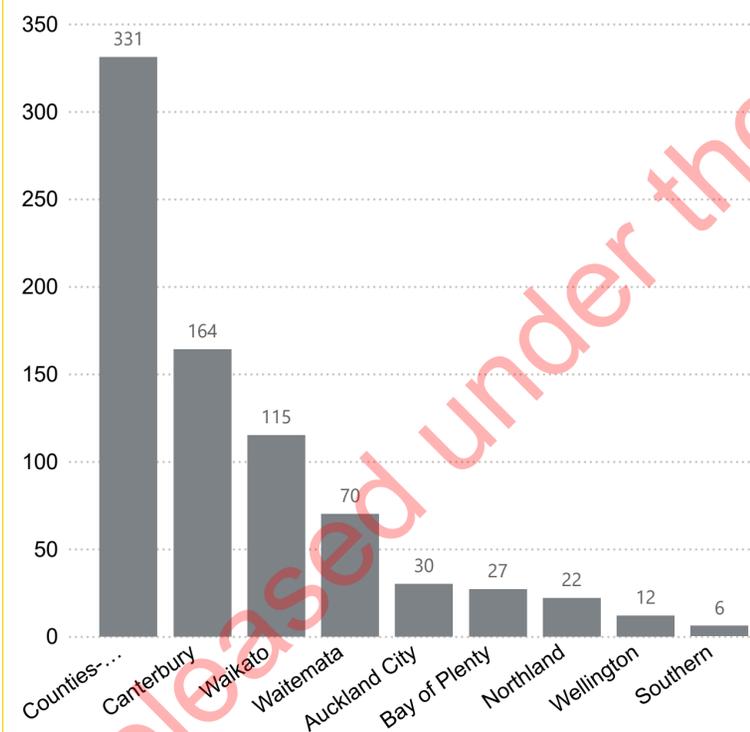
\*\* Data only recorded from 18 January 2023 onwards



### Demographics



### Police District



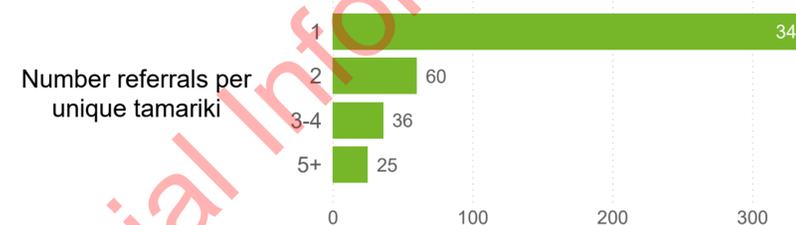
### Summary & Weekly Trends

National referrals since program began on December 16, 2022

**777** Total referrals

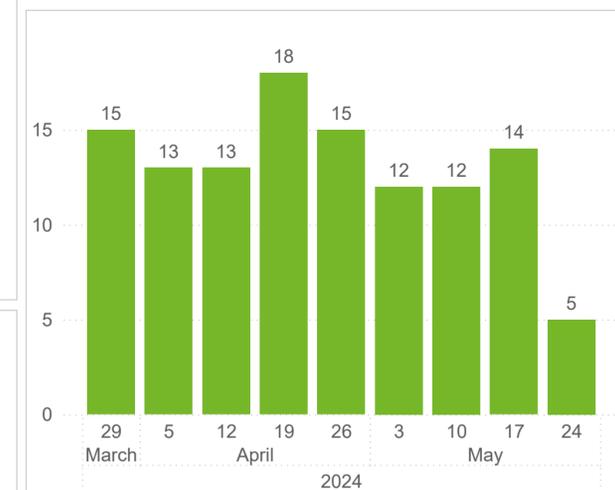
**467** Unique tamariki

**26%** Of the 467 unique tamariki have been referred more than once



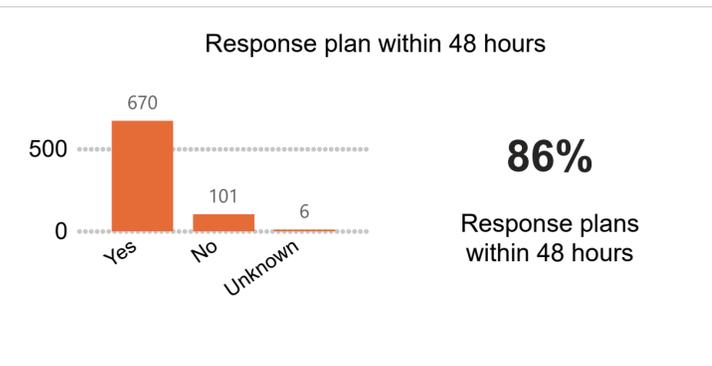
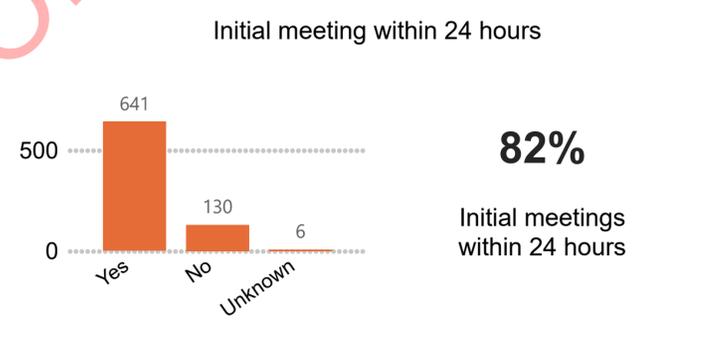
This week

**5** Referrals

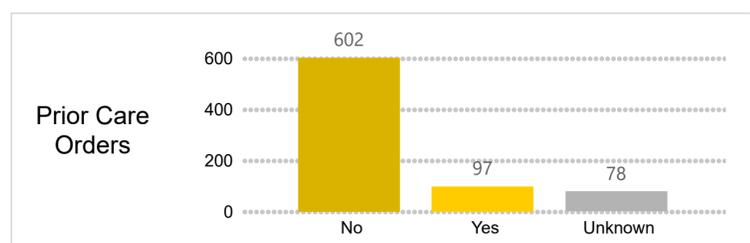
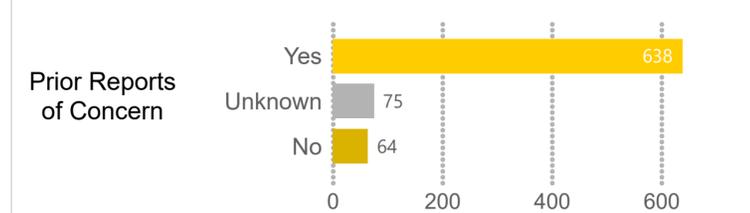
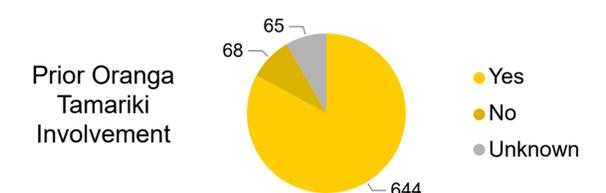


Trends in weekly referral numbers over past 8 weeks

### Initial Meeting & Planned Response Timing



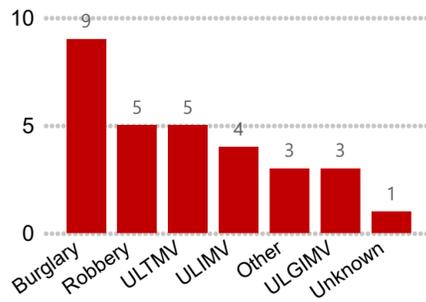
### Oranga Tamariki History



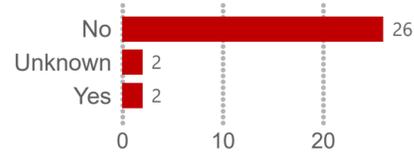
### Data Caveats & Information

All data is manually collated and as such is open to human error and interpretation. Note this dashboard includes counts of both referrals and unique tamariki. A referral is an instance where police refer a tamariki for an integrated response and one unique tamariki may be referred on several occasions (in a fictitious example, Bob may be referred once in January for ULGIMV and once in February for burglary - this would be counted as two referrals for one unique tamariki)

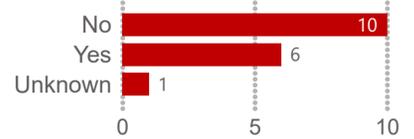
## Offence Information



Most Serious Offence Type



Charges laid



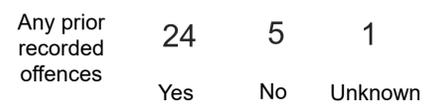
Fleeing driver incident\*



Ram raid incident\*

\* Data only recorded from 24 February 2023 onwards

## Police History



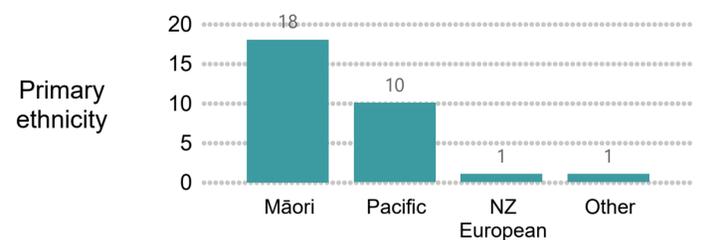
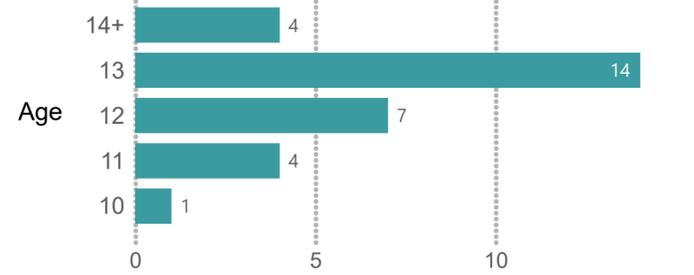
Previously reported missing\*\*

\*\* Data only recorded from 18 January 2023 onwards



Prior care report (s48)

## Demographics



## Summary & Weekly Trends

### Auckland City referrals

**30** Total referrals

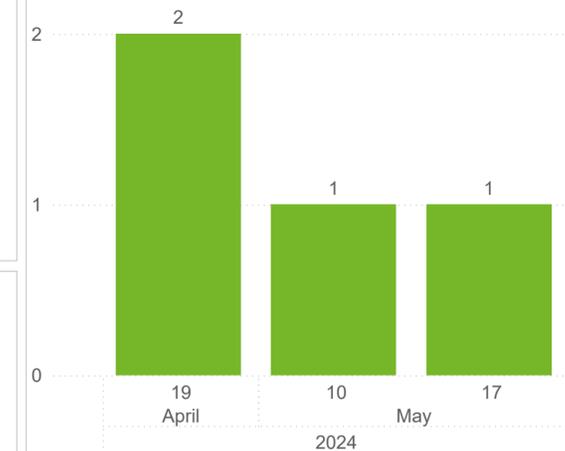
**26** Unique tamariki

**15%** Of the 26 unique tamariki have been referred more than once



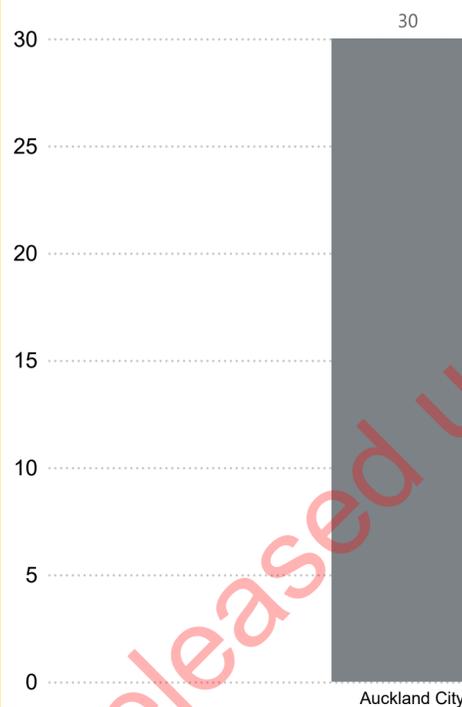
### This week

**0** Referrals



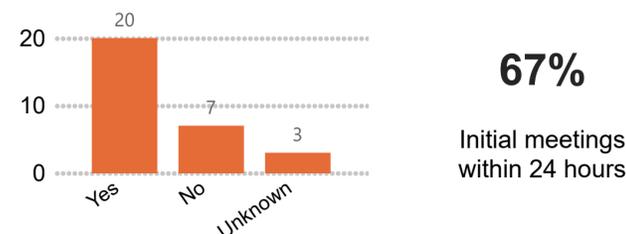
Trends in weekly referral numbers over past 8 weeks

## Police District



## Initial Meeting & Planned Response Timing

### Initial meeting within 24 hours



**67%**

Initial meetings within 24 hours

### Response plan within 48 hours

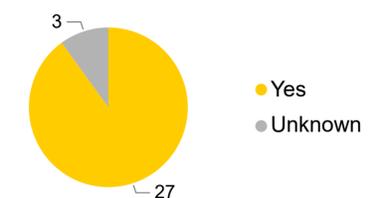


**67%**

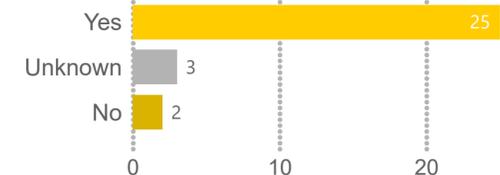
Response plans within 48 hours

## Oranga Tamariki History

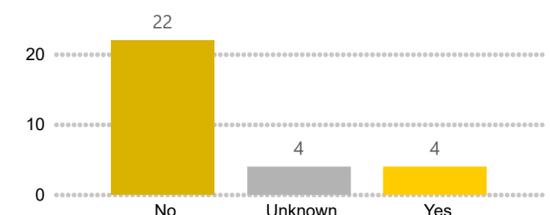
### Prior Oranga Tamariki Involvement



### Prior Reports of Concern



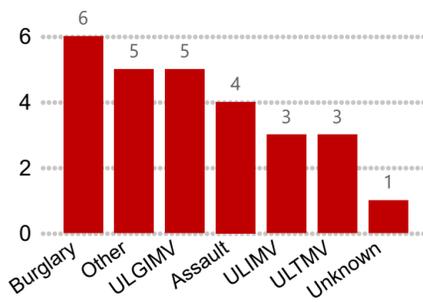
### Prior Care Orders



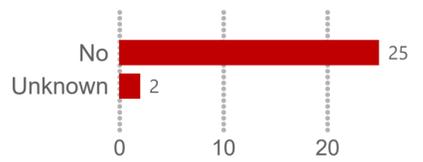
## Data Caveats & Information

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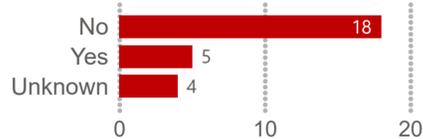
## Offence Information



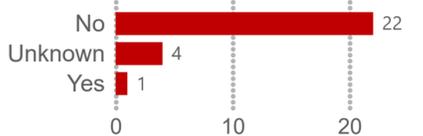
Most Serious Offence Type



Charges laid



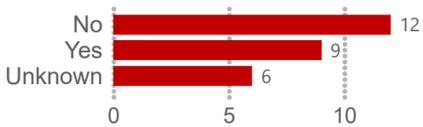
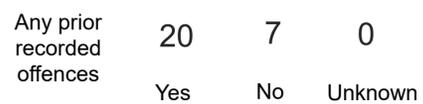
Fleeing driver incident\*



Ram raid incident\*

\* Data only recorded from 24 February 2023 onwards

## Police History



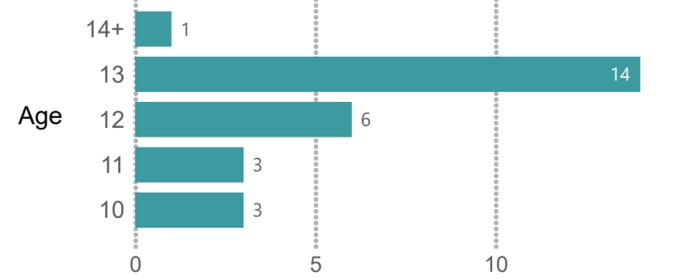
Previously reported missing\*\*

\*\* Data only recorded from 18 January 2023 onwards



Prior care report (s48)

## Demographics



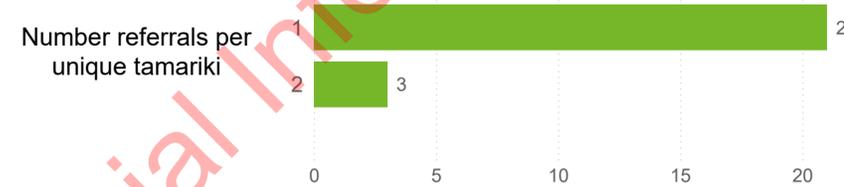
## Summary & Weekly Trends

### Bay of Plenty referrals

**27** Total referrals

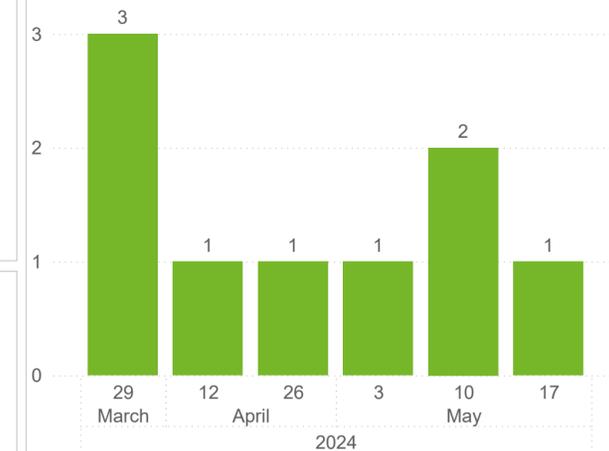
**24** Unique tamariki

**13%** Of the 24 unique tamariki have been referred more than once



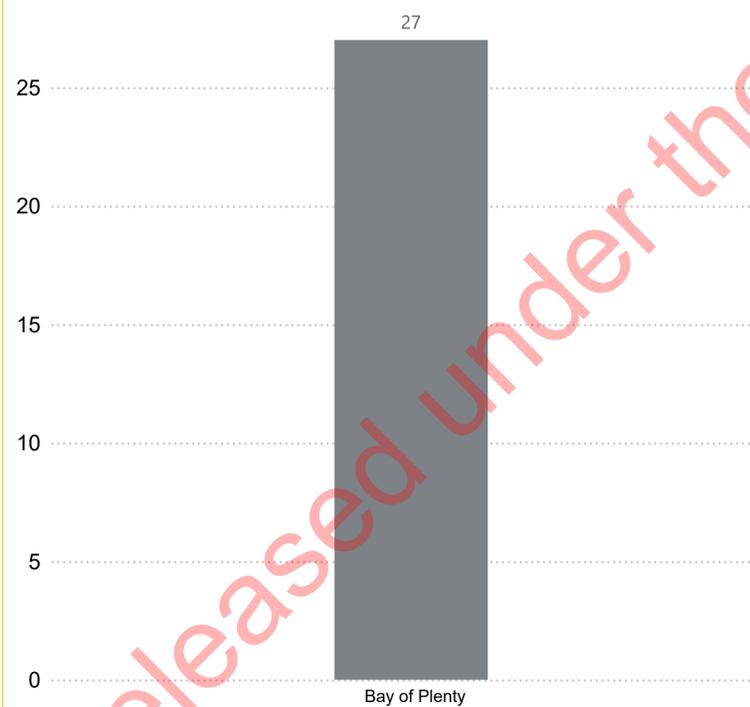
### This week

**0** Referrals



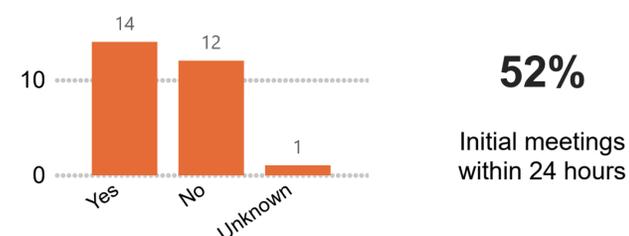
Trends in weekly referral numbers over past 8 weeks

## Police District



## Initial Meeting & Planned Response Timing

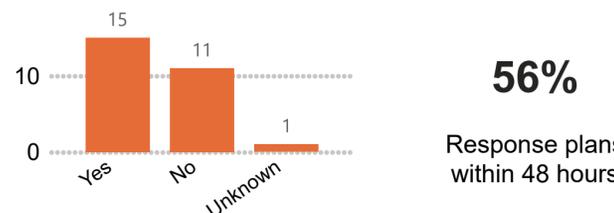
### Initial meeting within 24 hours



**52%**

Initial meetings within 24 hours

### Response plan within 48 hours

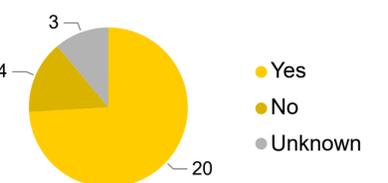


**56%**

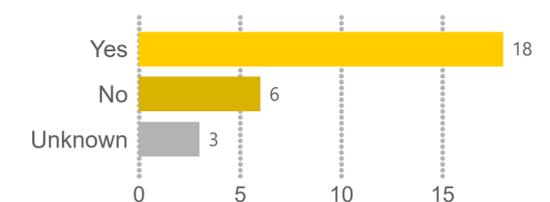
Response plans within 48 hours

## Oranga Tamariki History

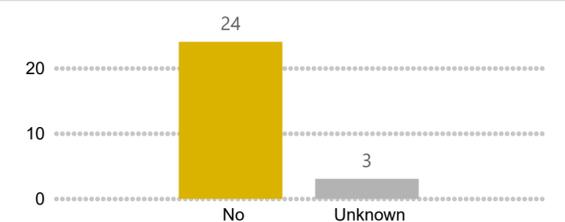
### Prior Oranga Tamariki Involvement



### Prior Reports of Concern



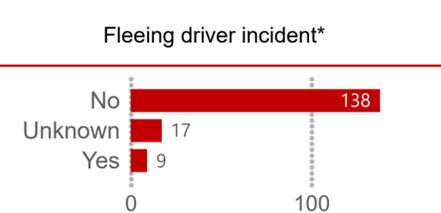
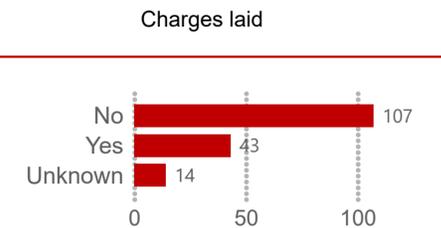
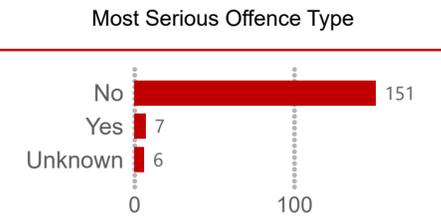
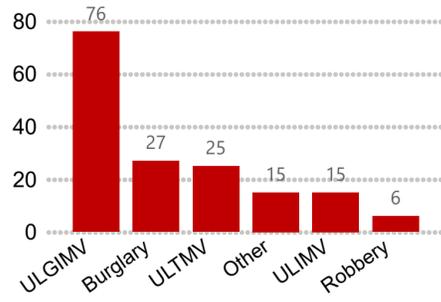
### Prior Care Orders



## Data Caveats & Information

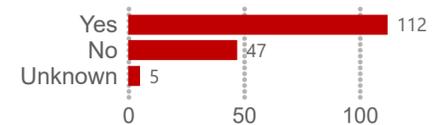
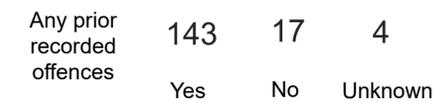
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### Offence Information

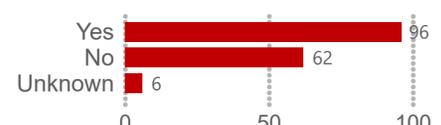


\* Data only recorded from 24 February 2023 onwards

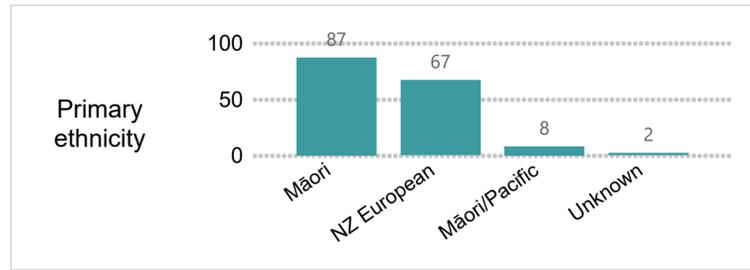
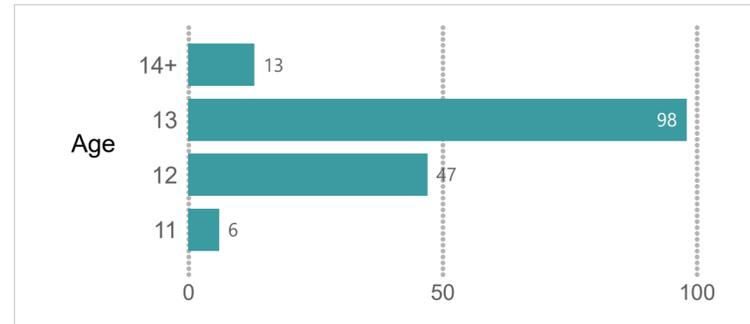
### Police History



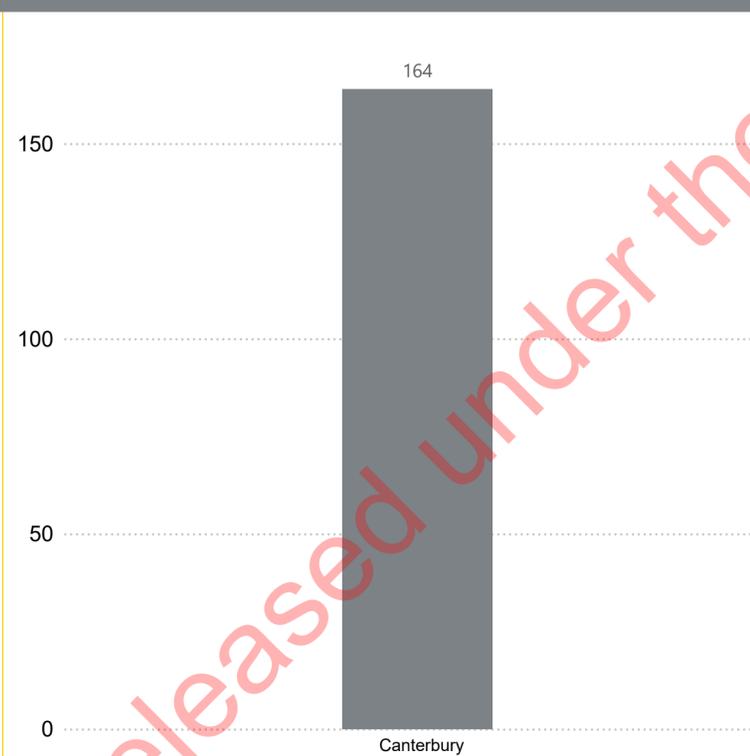
\*\* Data only recorded from 18 January 2023 onwards



### Demographics



### Police District



### Summary & Weekly Trends

#### Canterbury referrals

**164** Total referrals

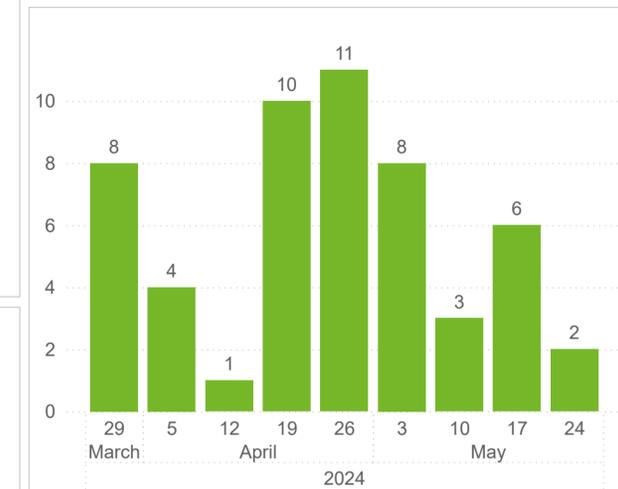
**50** Unique tamariki

**46%** Of the 50 unique tamariki have been referred more than once



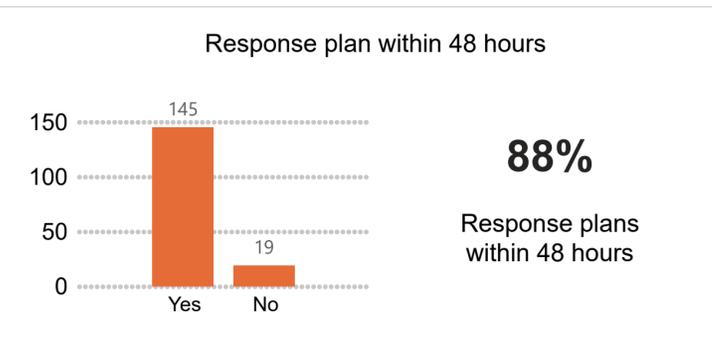
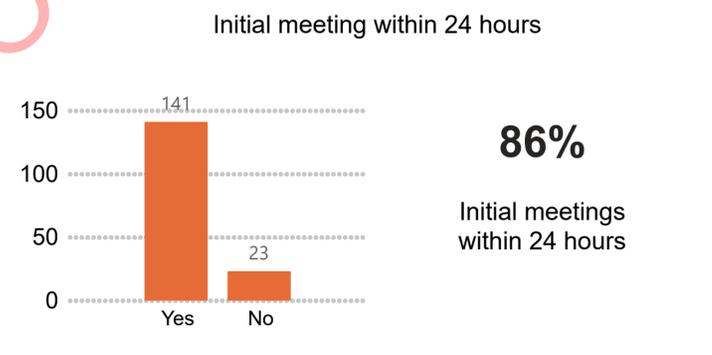
#### This week

**2** Referrals

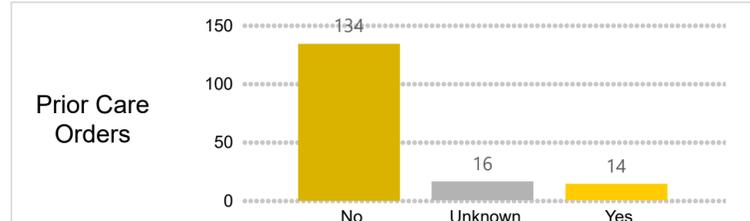
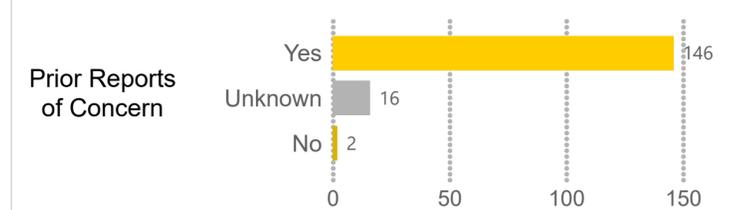
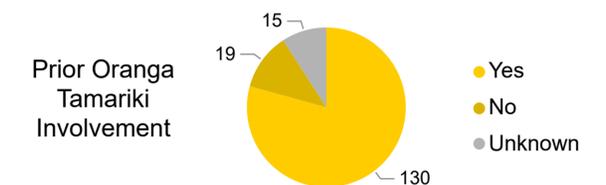


Trends in weekly referral numbers over past 8 weeks

### Initial Meeting & Planned Response Timing



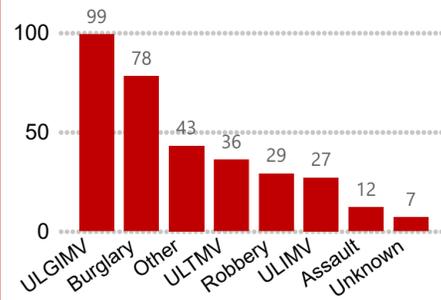
### Oranga Tamariki History



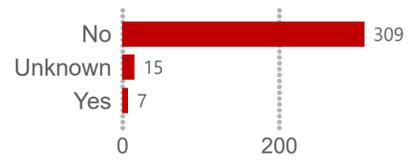
### Data Caveats & Information

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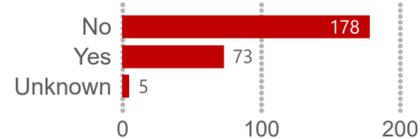
## Offence Information



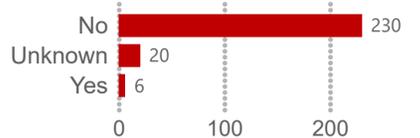
Most Serious Offence Type



Charges laid



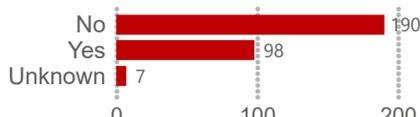
Fleeing driver incident\*



Ram raid incident\*

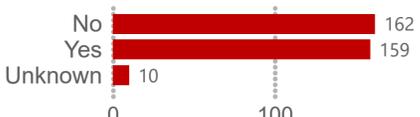
\* Data only recorded from 24 February 2023 onwards

## Police History



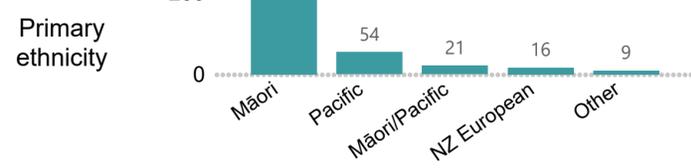
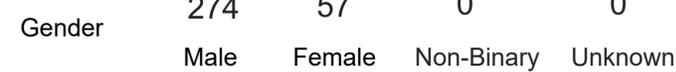
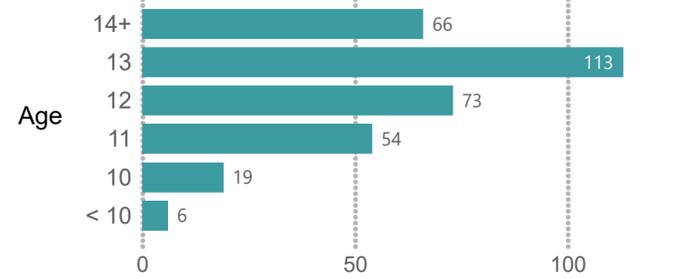
Previously reported missing\*\*

\*\* Data only recorded from 18 January 2023 onwards



Prior care report (s48)

## Demographics



## Police District



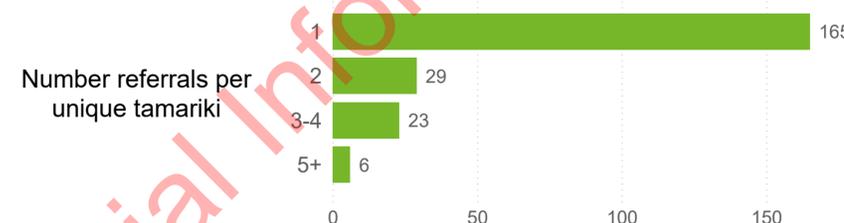
## Summary & Weekly Trends

### Counties-Manukau referrals

**331** Total referrals

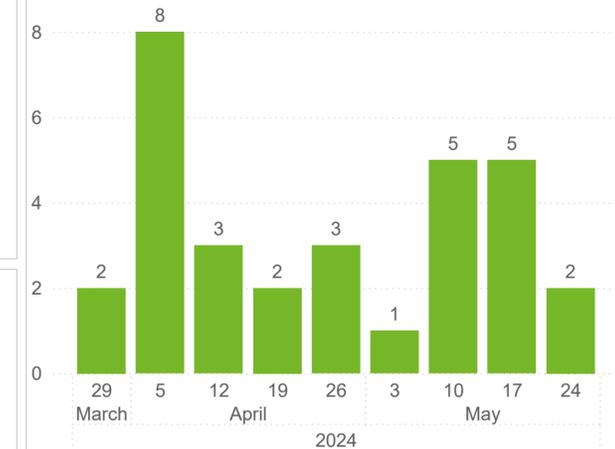
**223** Unique tamariki

**26%** Of the 223 unique tamariki have been referred more than once



### This week

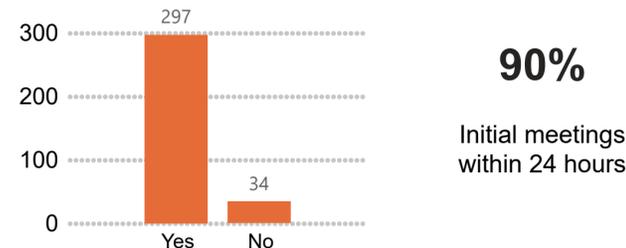
**2** Referrals



Trends in weekly referral numbers over past 8 weeks

## Initial Meeting & Planned Response Timing

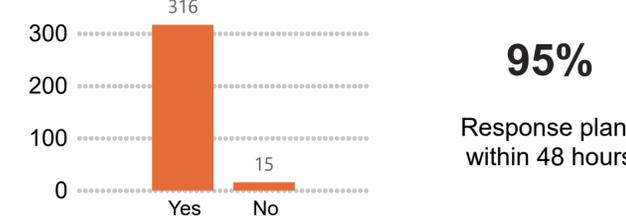
### Initial meeting within 24 hours



**90%**

Initial meetings within 24 hours

### Response plan within 48 hours

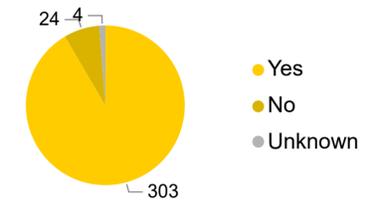


**95%**

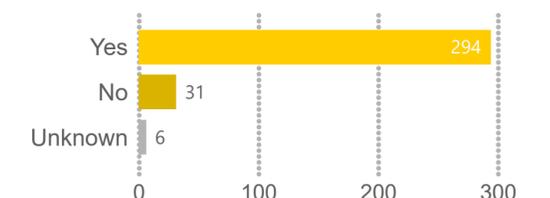
Response plans within 48 hours

## Oranga Tamariki History

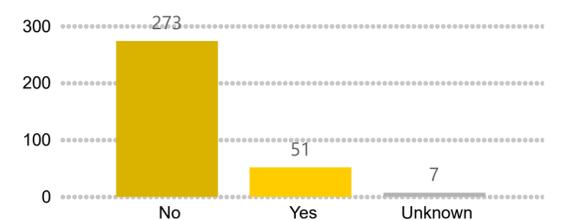
### Prior Oranga Tamariki Involvement



### Prior Reports of Concern



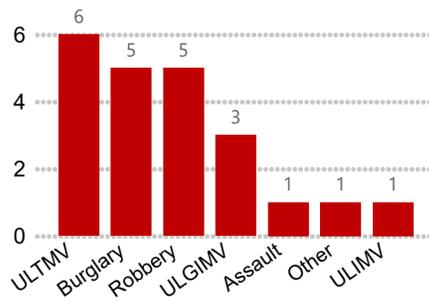
### Prior Care Orders



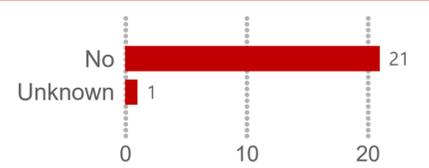
## Data Caveats & Information

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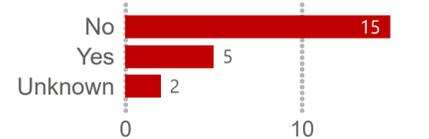
## Offence Information



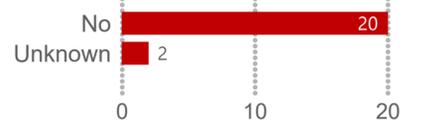
Most Serious Offence Type



Charges laid



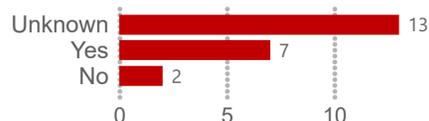
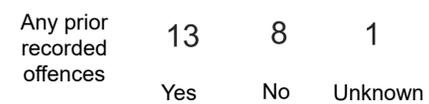
Fleeing driver incident\*



Ram raid incident\*

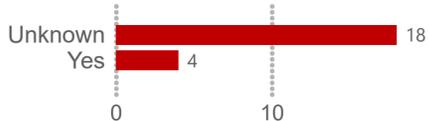
\* Data only recorded from 24 February 2023 onwards

## Police History



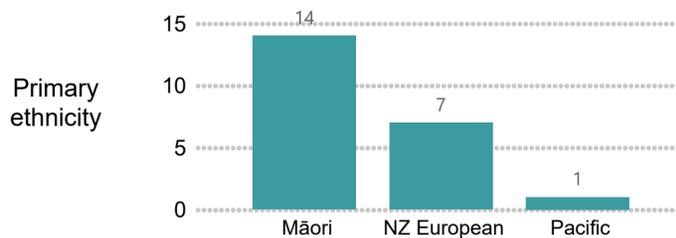
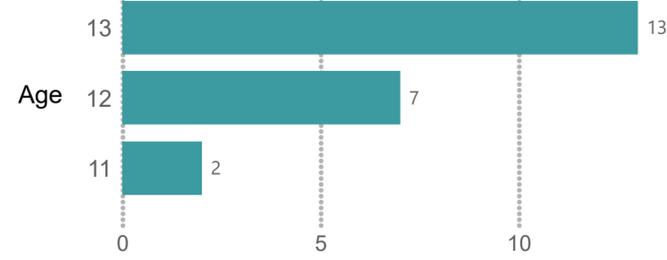
Previously reported missing\*\*

\*\* Data only recorded from 18 January 2023 onwards



Prior care report (s48)

## Demographics



## Police District



## Summary & Weekly Trends

### Northland referrals

**22** Total referrals

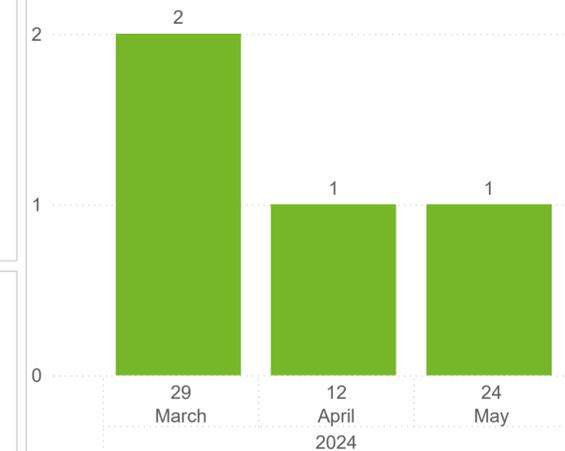
**21** Unique tamariki

**5%** Of the 21 unique tamariki have been referred more than once



### This week

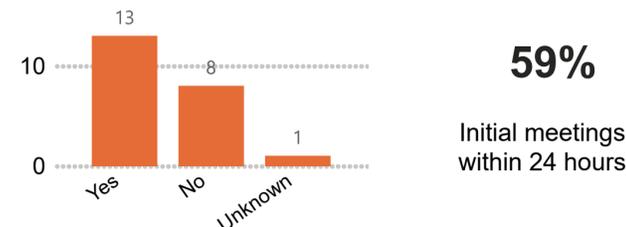
**1** Referrals



Trends in weekly referral numbers over past 8 weeks

## Initial Meeting & Planned Response Timing

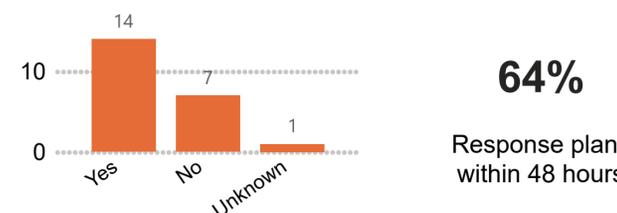
### Initial meeting within 24 hours



**59%**

Initial meetings within 24 hours

### Response plan within 48 hours

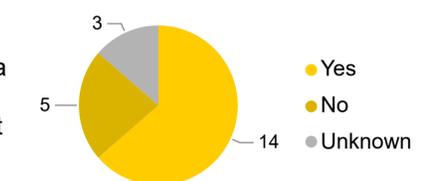


**64%**

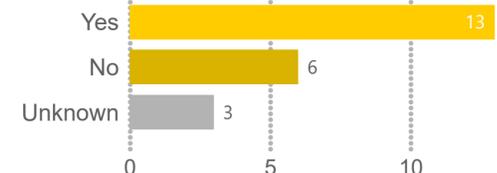
Response plans within 48 hours

## Oranga Tamariki History

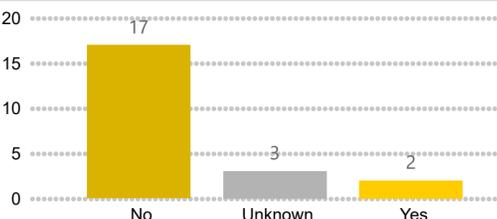
### Prior Oranga Tamariki Involvement



### Prior Reports of Concern



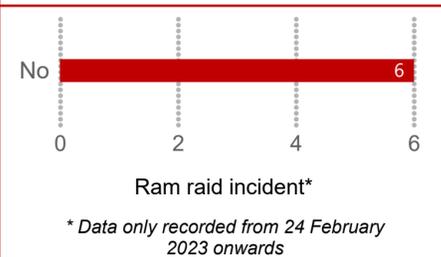
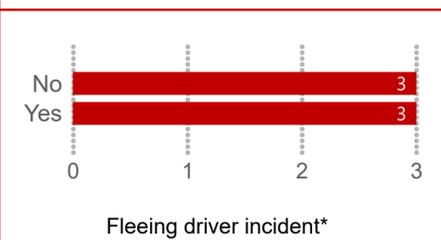
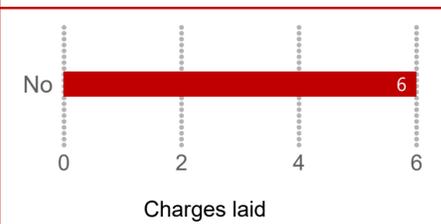
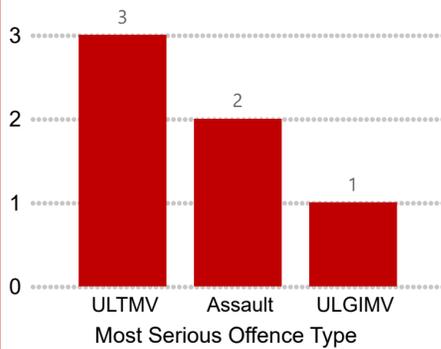
### Prior Care Orders



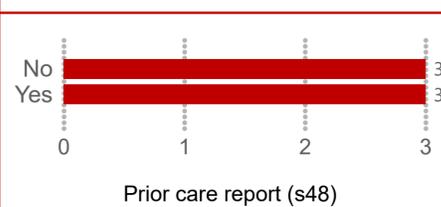
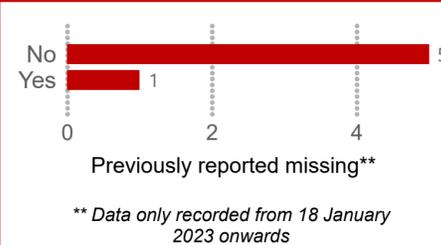
## Data Caveats & Information

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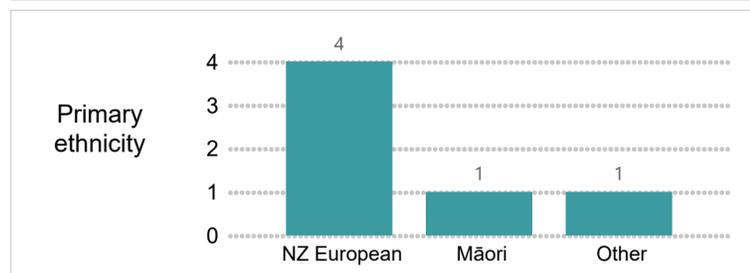
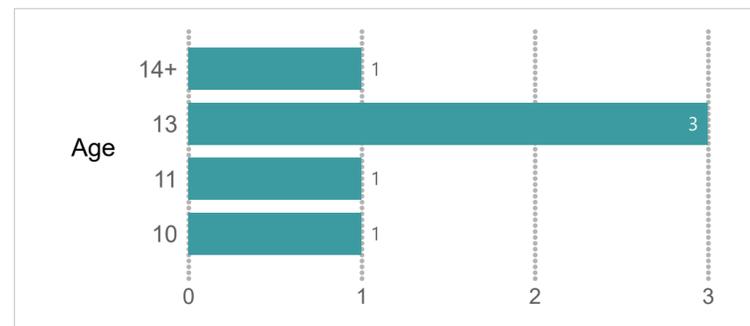
## Offence Information



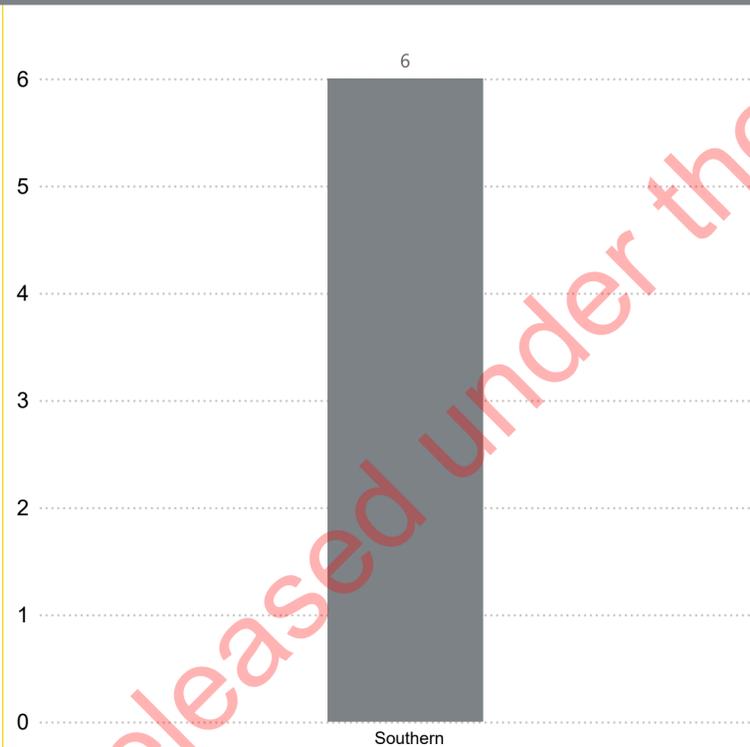
## Police History



## Demographics



## Police District



## Summary & Weekly Trends

### Southern referrals

**6** Total referrals

**5** Unique tamariki

**9%** Of the 5 unique tamariki have been referred more than once

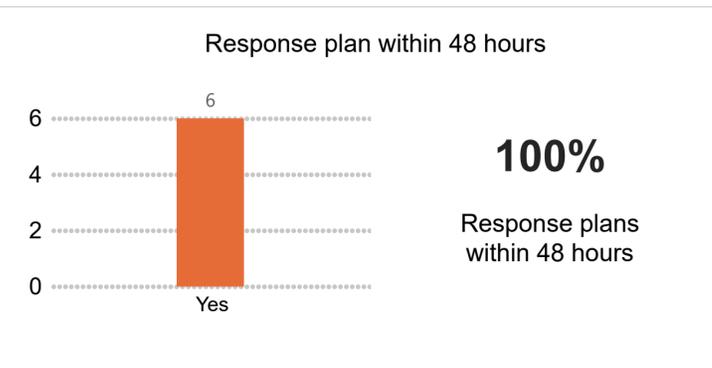
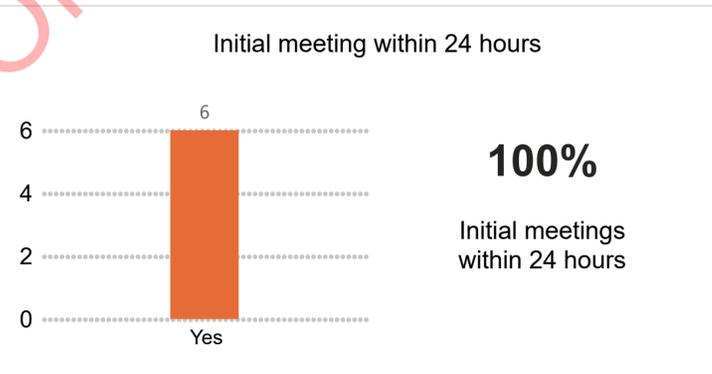


### This week

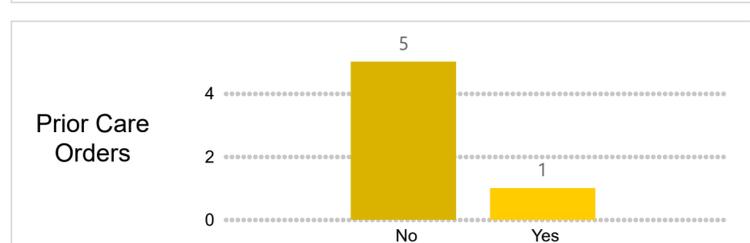
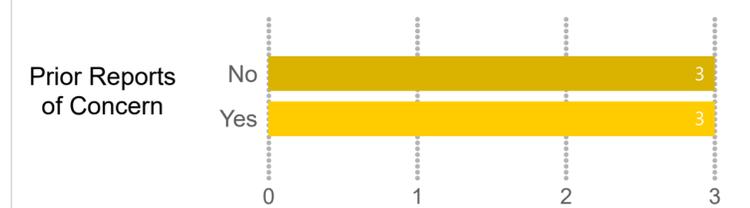
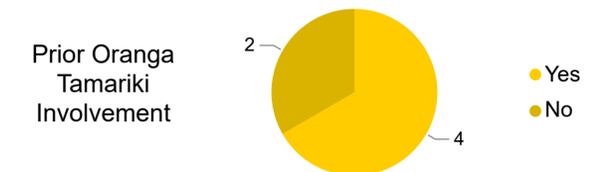
**0** Referrals

Trends in weekly referral numbers over past 8 weeks

## Initial Meeting & Planned Response Timing



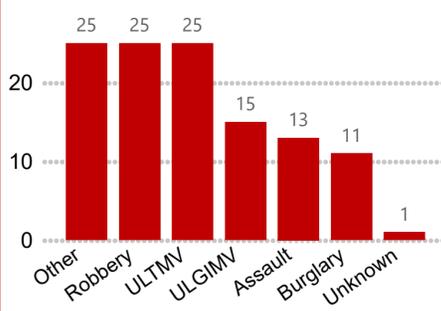
## Oranga Tamariki History



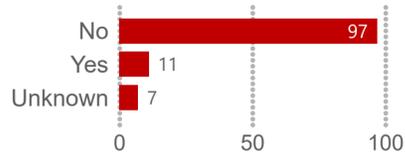
## Data Caveats & Information

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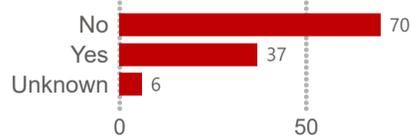
### Offence Information



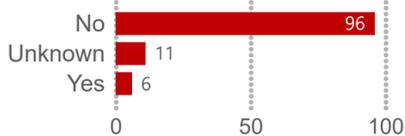
Most Serious Offence Type



Charges laid



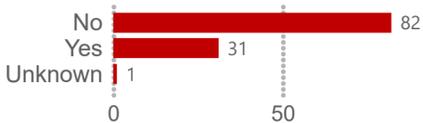
Fleeing driver incident\*



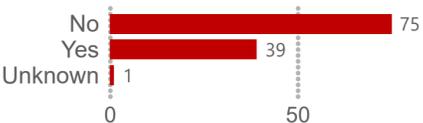
Ram raid incident\*

\* Data only recorded from 24 February 2023 onwards

### Police History

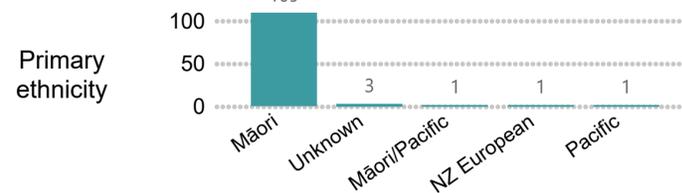
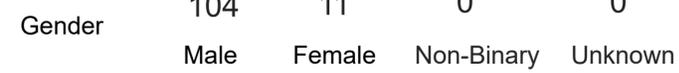
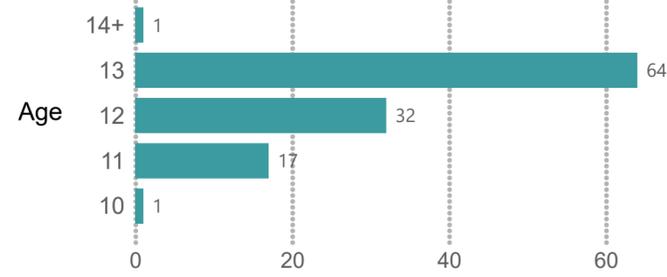


\*\* Data only recorded from 18 January 2023 onwards

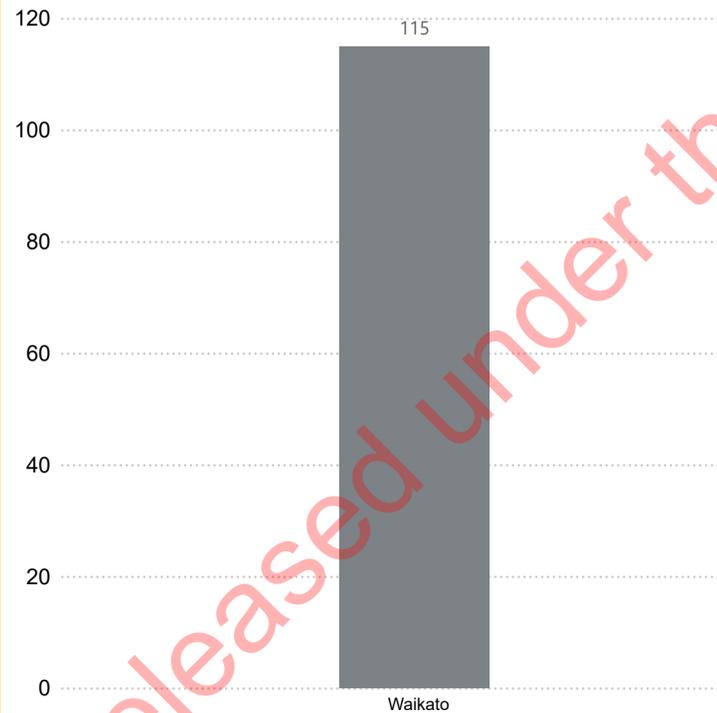


Prior care report (s48)

### Demographics



### Police District



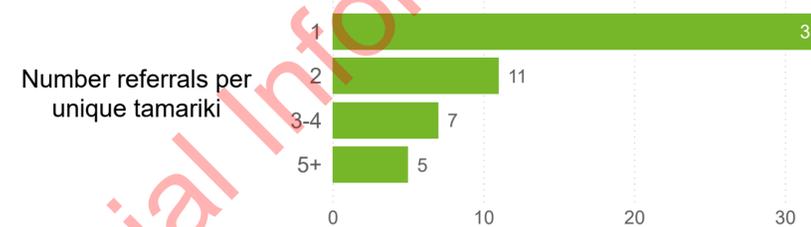
### Summary & Weekly Trends

#### Waikato referrals

**115** Total referrals

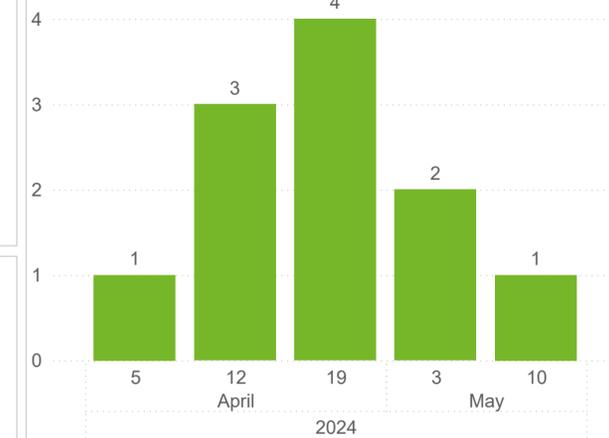
**56** Unique tamariki

**41%** Of the 56 unique tamariki have been referred more than once



#### This week

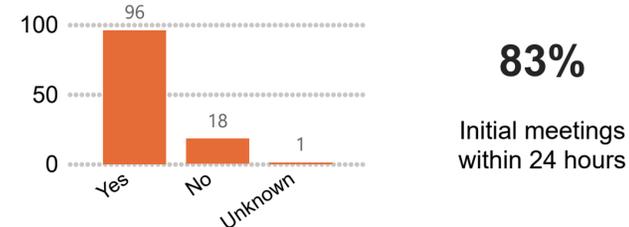
**0** Referrals



Trends in weekly referral numbers over past 8 weeks

### Initial Meeting & Planned Response Timing

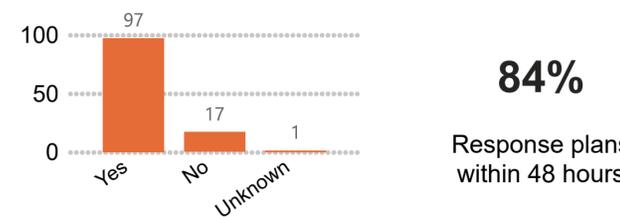
#### Initial meeting within 24 hours



**83%**

Initial meetings within 24 hours

#### Response plan within 48 hours

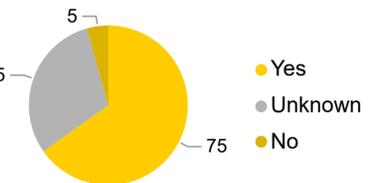


**84%**

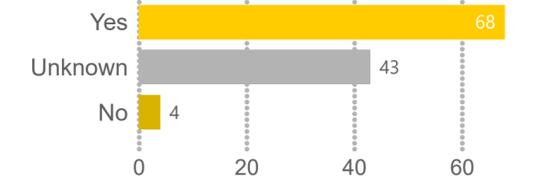
Response plans within 48 hours

### Oranga Tamariki History

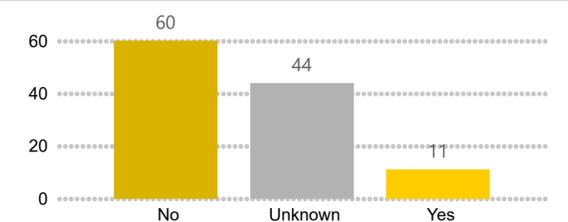
Prior Oranga Tamariki Involvement



Prior Reports of Concern



Prior Care Orders

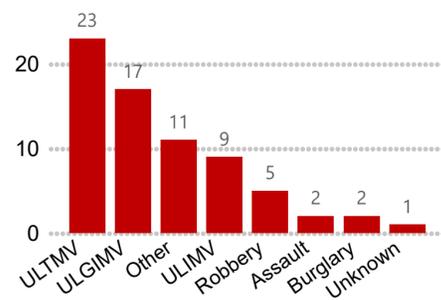


### Data Caveats & Information

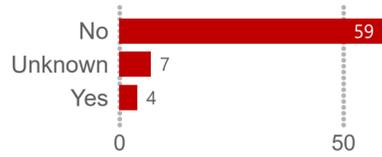
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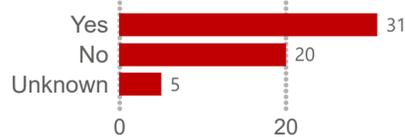
## Offence Information



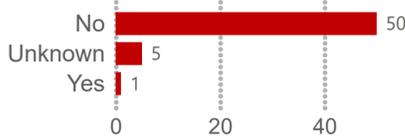
Most Serious Offence Type



Charges laid



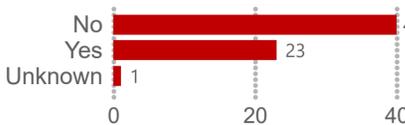
Fleeing driver incident\*



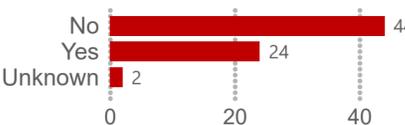
Ram raid incident\*

\* Data only recorded from 24 February 2023 onwards

## Police History

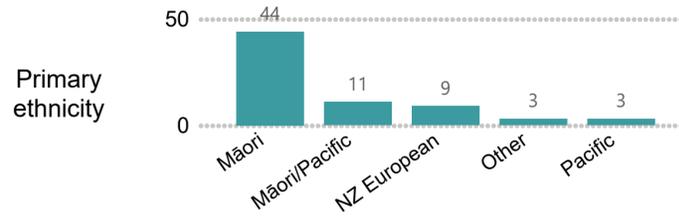
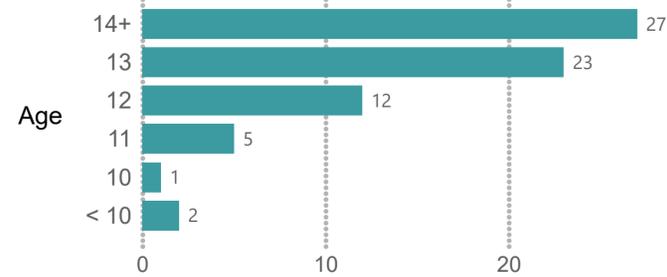


\*\* Data only recorded from 18 January 2023 onwards

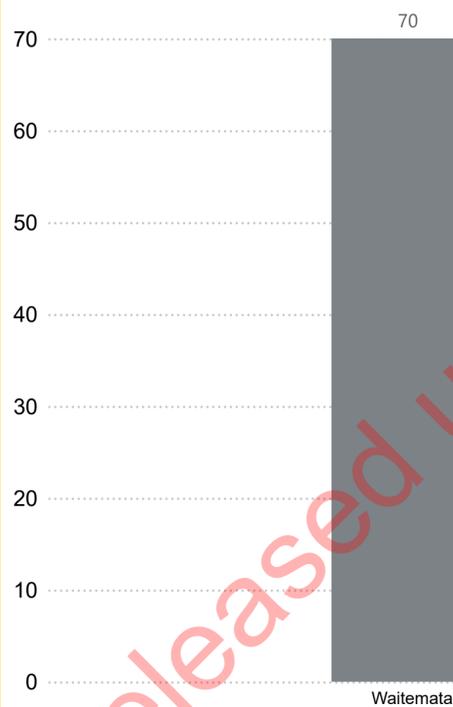


Prior care report (s48)

## Demographics



## Police District



## Summary & Weekly Trends

### Waitemata referrals

**70** Total referrals

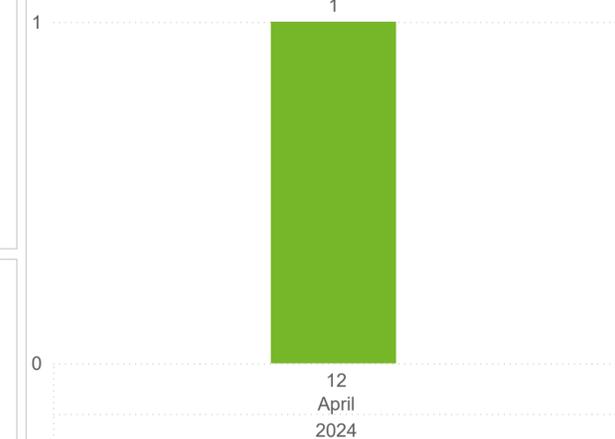
**64** Unique tamariki

**9%** Of the 64 unique tamariki have been referred more than once



### This week

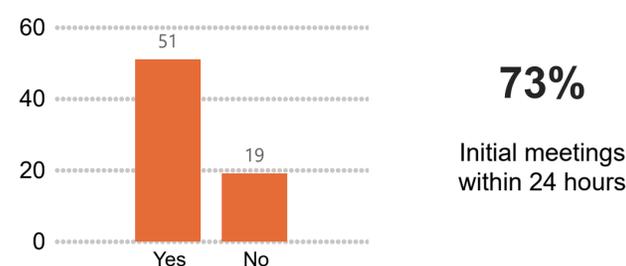
**0** Referrals



Trends in weekly referral numbers over past 8 weeks

## Initial Meeting & Planned Response Timing

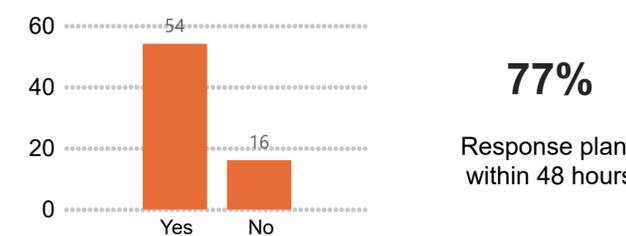
### Initial meeting within 24 hours



**73%**

Initial meetings within 24 hours

### Response plan within 48 hours

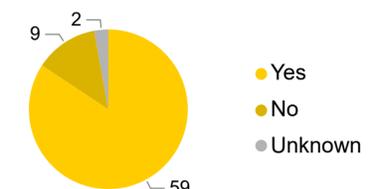


**77%**

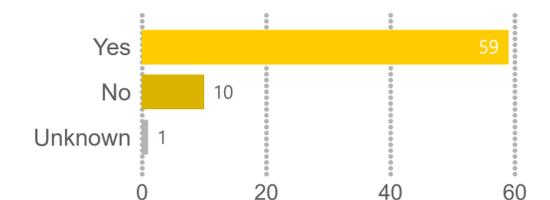
Response plans within 48 hours

## Oranga Tamariki History

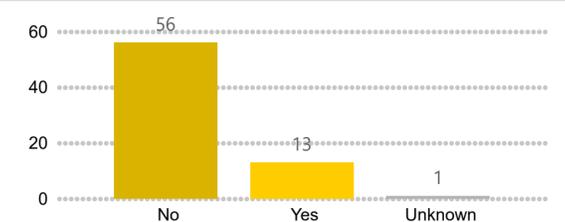
### Prior Oranga Tamariki Involvement



### Prior Reports of Concern



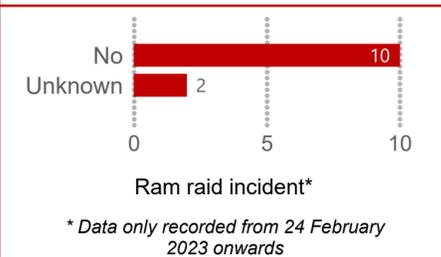
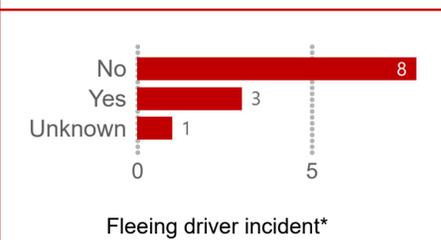
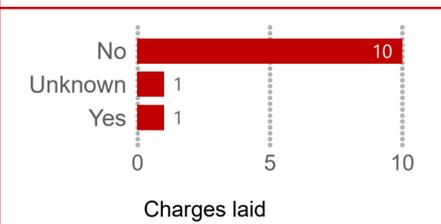
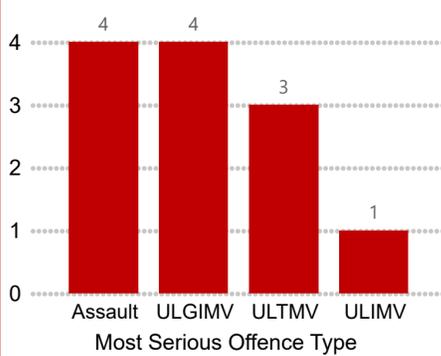
### Prior Care Orders



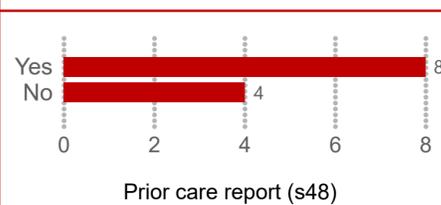
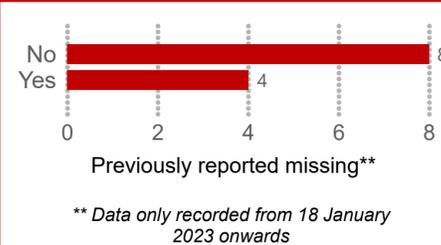
## Data Caveats & Information

All data is manually collated and as such is open to human error and interpretation. Note this dashboard includes counts of both referrals and unique tamariki. A referral is an instance where police refer a tamariki for an integrated response and one unique tamariki may be referred on several occasions (in a fictitious example, Bob may be referred once in January for ULGIMV and once in February for burglary - this would be counted as two referrals for one unique tamariki)

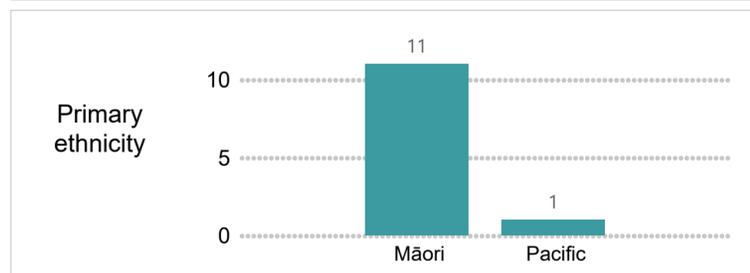
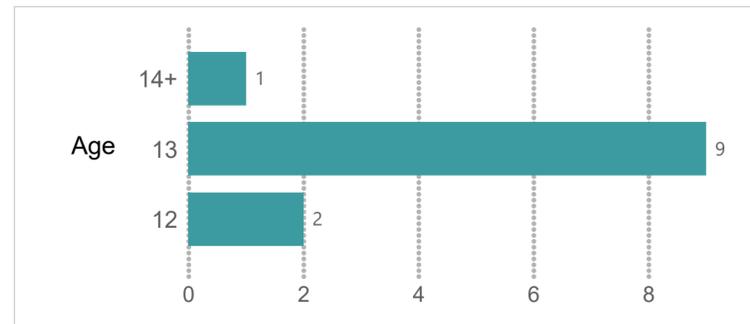
### Offence Information



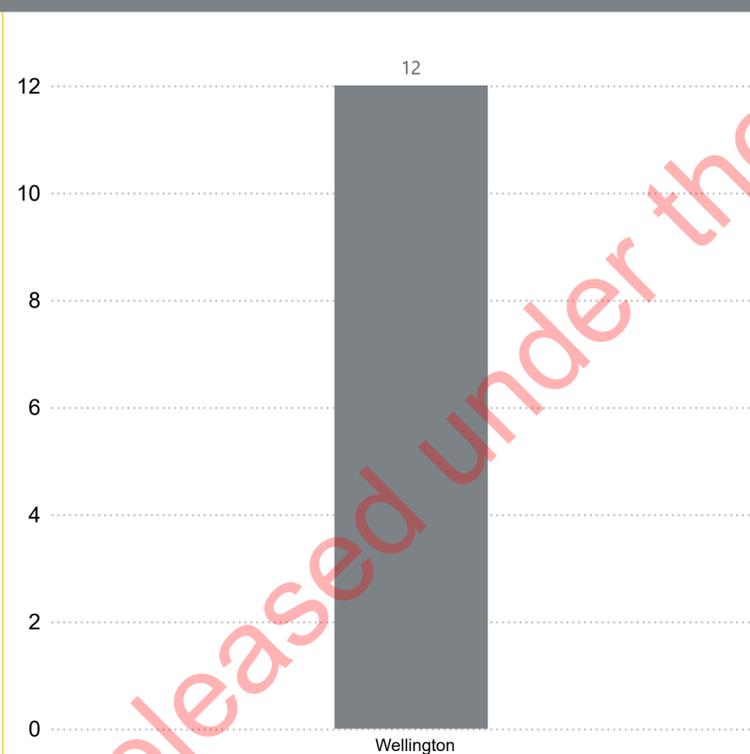
### Police History



### Demographics



### Police District



### Summary & Weekly Trends

#### Wellington referrals

**12** Total referrals

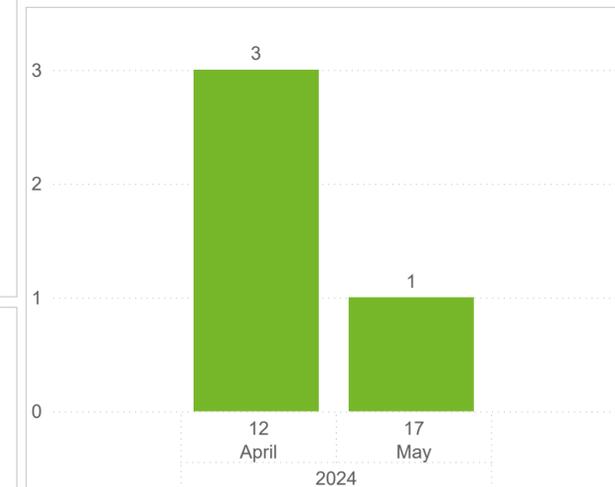
**11** Unique tamariki

**9%** Of the 11 unique tamariki have been referred more than once



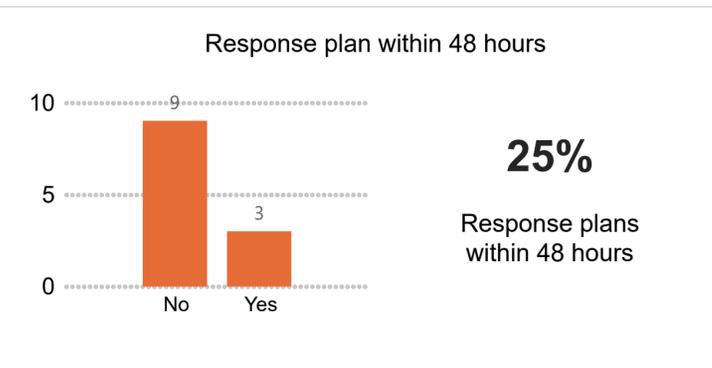
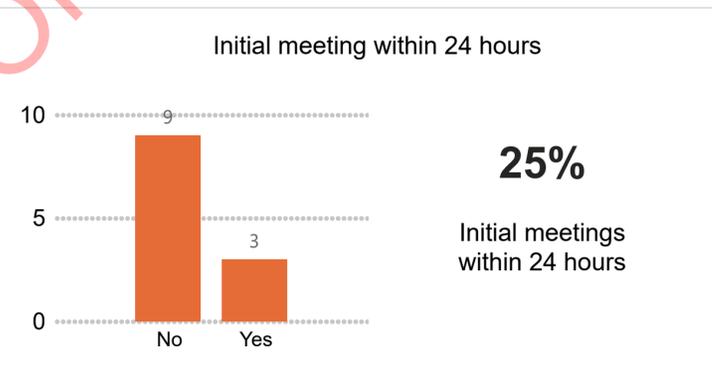
#### This week

**0** Referrals

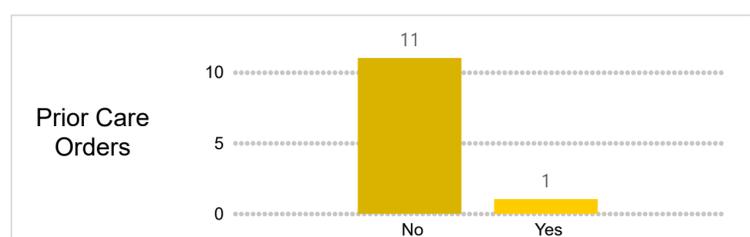


Trends in weekly referral numbers over past 8 weeks

### Initial Meeting & Planned Response Timing



### Oranga Tamariki History



### Data Caveats & Information

All data is manually collated and as such is open to human error and interpretation. Note this dashboard includes counts of both referrals and unique tamariki. A referral is an instance where police refer a tamariki for an integrated response and one unique tamariki may be referred on several occasions (in a fictitious example, Bob may be referred once in January for ULGIMV and once in February for burglary - this would be counted as two referrals for one unique tamariki)

**From:** [Stephen Crombie \[DPMC\]](#)  
**To:** [nicola.hill@ot.govt.nz](mailto:nicola.hill@ot.govt.nz)  
**Cc:** [Shane Hamill \[DPMC\]](#); [Maari Porter \[DPMC\]](#)  
**Subject:** Targets - Agency Reporting Guidance FINAL.pptx  
**Date:** Wednesday, 5 June 2024 11:07:00 am  
**Attachments:** [Targets - Agency Reporting Guidance FINAL.pptx](#)  
[UPDATE FROM DELIVERY UNIT FOR TARGET LEADSTEAMS.msg](#)  
[image001.png](#)

---

**IN-CONFIDENCE UNCLASSIFIED**

Kia ora Nicky

Good to see you today. As discussed, attached are the guidelines for reporting and the note I sent to Phil last week.

Shane will contact you this week for the reporting workshop.

Ngā mihi

**Stephen Crombie**

Executive Director, Delivery Unit

M: s9(2)(a)

E: [stephen.crombie@dpmc.govt.nz](mailto:stephen.crombie@dpmc.govt.nz)



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**From:** [Jane Fletcher](#)  
**To:** [Ruth Fairhall \[DPMC\]](#)  
**Cc:** [Jerome de Vries](#); [Peter Douglas \[DPMC\]](#); [Jessica Gorman \[DPMC\]](#)  
**Subject:** Serious Youth Offending Bill - timeframes  
**Date:** Wednesday, 5 June 2024 11:11:03 am

---

Mōrena Ruth

I promised to get back to you on timeframes for introduction of the Serious Youth Offending Bill which will implement the YSO and Military-Style Academies proposals. s9(2)(f)(iv)

[Redacted]

[Redacted] Below is the detailed timeline

– as always happy to discuss.

Thanks

Jane.

s9(2)(f)(iv)

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**From:** [Ruth Fairhall \[DPMC\]](#)  
**To:** [Jane Fletcher](#); [Jessica Gorman \[DPMC\]](#); [Peter Douglas \[DPMC\]](#)  
**Cc:** [Jerome de Vries](#)  
**Subject:** RE: YSO and MSA Cabinet papers - latest drafts  
**Date:** Wednesday, 5 June 2024 1:38:00 pm

---

Thanks – maybe 1-2 more sentences with an example of the operational improvements

---

**From:** Jane Fletcher <[Jane.Fletcher@parliament.govt.nz](mailto:Jane.Fletcher@parliament.govt.nz)>  
**Sent:** Wednesday, June 5, 2024 1:36 PM  
**To:** Ruth Fairhall [DPMC] <[Ruth.Fairhall@dpmc.govt.nz](mailto:Ruth.Fairhall@dpmc.govt.nz)>; Jessica Gorman [DPMC] <[Jessica.Gorman@dpmc.govt.nz](mailto:Jessica.Gorman@dpmc.govt.nz)>; Peter Douglas [DPMC] <[Peter.Douglas@dpmc.govt.nz](mailto:Peter.Douglas@dpmc.govt.nz)>  
**Cc:** Jerome de Vries <[Jerome.deVries@parliament.govt.nz](mailto:Jerome.deVries@parliament.govt.nz)>  
**Subject:** RE: YSO and MSA Cabinet papers - latest drafts

There is a reference but we've kept it high level – see para 8.3 in the exec summary. Do you think we need more detail?

---

**From:** Ruth Fairhall [DPMC] <[Ruth.Fairhall@dpmc.govt.nz](mailto:Ruth.Fairhall@dpmc.govt.nz)>  
**Sent:** Wednesday, June 5, 2024 1:34 PM  
**To:** Jane Fletcher <[Jane.Fletcher@parliament.govt.nz](mailto:Jane.Fletcher@parliament.govt.nz)>; Jessica Gorman [DPMC] <[Jessica.Gorman@dpmc.govt.nz](mailto:Jessica.Gorman@dpmc.govt.nz)>; Peter Douglas [DPMC] <[Peter.Douglas@dpmc.govt.nz](mailto:Peter.Douglas@dpmc.govt.nz)>  
**Cc:** Jerome de Vries <[Jerome.deVries@parliament.govt.nz](mailto:Jerome.deVries@parliament.govt.nz)>  
**Subject:** RE: YSO and MSA Cabinet papers - latest drafts

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Thanks Jane. We may have missed it – read the paper quite fast – but was there anything in the YSO paper about the operational changes that Police and OT are making in advance of the pilot and YSOs ie the things that Phil was talking about at the Justice Ministerial Group meeting on Wednesday? We think it would be very helpful if the paper could include a para about it.

---

**From:** Jane Fletcher <[Jane.Fletcher@parliament.govt.nz](mailto:Jane.Fletcher@parliament.govt.nz)>  
**Sent:** Wednesday, June 5, 2024 10:54 AM  
**To:** Ruth Fairhall [DPMC] <[Ruth.Fairhall@dpmc.govt.nz](mailto:Ruth.Fairhall@dpmc.govt.nz)>; Jessica Gorman [DPMC] <[Jessica.Gorman@dpmc.govt.nz](mailto:Jessica.Gorman@dpmc.govt.nz)>; Peter Douglas [DPMC] <[Peter.Douglas@dpmc.govt.nz](mailto:Peter.Douglas@dpmc.govt.nz)>  
**Cc:** Jerome de Vries <[Jerome.deVries@parliament.govt.nz](mailto:Jerome.deVries@parliament.govt.nz)>  
**Subject:** YSO and MSA Cabinet papers - latest drafts

Mōrena

Attached are the latest drafts of the Young Serious Offender and Military Style Academies, and the pilot, Cabinet papers. I've also attached the Oranga Tamariki cover briefing to Minister Chhour.

We expect to send the papers to our Minister for her review early this afternoon, for lodging this evening. If you have any feedback please let me know asap.

Thanks

Jane.

**Jane Fletcher**  
**Chief Advisor (Private Secretary) Children** | Office of Hon Karen Chhour  
Minister for Children | Prevention of Family & Sexual Violence

DDI: 04 817 9807 | M: s9(2)(a)  
Email: [Jane.Fletcher@parliament.govt.nz](mailto:Jane.Fletcher@parliament.govt.nz) Website: [www.Beehive.govt.nz](http://www.Beehive.govt.nz)  
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

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**From:** [^OT: Charlotte Beaglehole](#)  
**To:** [Phil Grady](#); [Jessica Gorman \[DPMC\]](#)  
**Subject:** FW: Contact for System Leadership  
**Date:** Wednesday, 5 June 2024 2:51:15 pm  
**Attachments:** [image002.png](#)  
[image003.png](#)

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**IN CONFIDENCE UNCLASSIFIED**

As requested

**Charlotte Beaglehole**

General Manager Policy

Oranga Tamariki—Ministry for Children

☎ DDI 04 918 9185 | 📠 M: [s9\(2\)\(a\)](#) | ✉ [charlotte.beaglehole@ot.govt.nz](mailto:charlotte.beaglehole@ot.govt.nz)

📍 The Aurora Centre | Level 14 | 56 The Terrace | Wellington



---

**From:** Charlotte Beaglehole

**Sent:** Tuesday, June 4, 2024 8:44 PM

**To:** Lydia Jarman <[lydia.jarman@ot.govt.nz](mailto:lydia.jarman@ot.govt.nz)>; Jane Fletcher <[Jane.Fletcher@parliament.govt.nz](mailto:Jane.Fletcher@parliament.govt.nz)>; Jerome de Vries <[Jerome.deVries@parliament.govt.nz](mailto:Jerome.deVries@parliament.govt.nz)>

**Cc:** Dan Winarta <[Dan.Winarta@ot.govt.nz](mailto:Dan.Winarta@ot.govt.nz)>; Phil Grady <[Phil.Grady@ot.govt.nz](mailto:Phil.Grady@ot.govt.nz)>; Tamsin Royson <[tamsin.royson@ot.govt.nz](mailto:tamsin.royson@ot.govt.nz)>

**Subject:** RE: Contact for System Leadership

**IN CONFIDENCE UNCLASSIFIED**

Kia ora Jane

Apologies for not getting this to you earlier.

Due to the time required for further consultation and direction from the Prime Minister and Ministers, the paper has been pushed out 2-4 weeks from the dates we provided earlier but is broadly in line with the advice provided in mid-May (B-0163). In the May report we noted the likelihood of requiring further policy decisions and that PCO had signalled that this appears to be a 'high' complexity and 'large' Bill and had estimated it would require longer for drafting than originally anticipated.

Taking into account available sitting and Cabinet committee weeks, the revised timeline for drafting and introducing the Bill is as follows:

s9(2)(f)(iv)

A large grey rectangular box redacts the content of the email, covering the majority of the lower half of the page.



s9(2)(f)(iv)

This could change further depending on the number of issues uncovered in the drafting process and of course once the Bill is introduced, timeframes are subject to House time etc.

Charlotte

**Charlotte Beaglehole**

General Manager Policy

Oranga Tamariki—Ministry for Children

DDI 04 918 9185 | M: s9(2)(a) | [charlotte.beaglehole@ot.govt.nz](mailto:charlotte.beaglehole@ot.govt.nz)

The Aurora Centre | Level 14 | 56 The Terrace | Wellington



**ORANGA TAMARIKI**  
Ministry for Children



---

**From:** Lydia Jarman <[lydia.jarman@ot.govt.nz](mailto:lydia.jarman@ot.govt.nz)>

**Sent:** Friday, May 31, 2024 2:42 PM

**To:** Jane Fletcher <[Jane.Fletcher@parliament.govt.nz](mailto:Jane.Fletcher@parliament.govt.nz)>; Jerome de Vries <[Jerome.deVries@parliament.govt.nz](mailto:Jerome.deVries@parliament.govt.nz)>

**Cc:** Charlotte Beaglehole <[Charlotte.Beaglehole@ot.govt.nz](mailto:Charlotte.Beaglehole@ot.govt.nz)>; Dan Winarta <[Dan.Winarta@ot.govt.nz](mailto:Dan.Winarta@ot.govt.nz)>; Phil Grady <[Phil.Grady@ot.govt.nz](mailto:Phil.Grady@ot.govt.nz)>

**Subject:** Contact for System Leadership

**IN CONFIDENCE UNCLASSIFIED**

Kia ora Jane and Jerome.

As mentioned on the phone, Dan Winarta will be covering my role while I am on holiday – thank you Dan.

Dan is contactable on s9(2)(a) and is cc'd onto this email.

There are two questions within the policy space that Charlotte will come back to Jane

directly on for Tuesday.

Otherwise I will see you on the 13<sup>th</sup> and have a great long weekend.

Ngā mihi,  
Lydia

**Lydia Jarman**

Chief Advisor | System Leadership  
Level 14 The Aurora Centre, 56 – 66 The Terrace, Wellington |  
PO Box 546, Wellington 6140

☎ T: s9(2)(a) | ✉ E: [lydia.jarman@ot.govt.nz](mailto:lydia.jarman@ot.govt.nz)



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**From:** [Nicola Hill](#)  
**To:** [Shane Hamill \[DPMC\]](#)  
**Cc:** [Phil Grady](#); [Stephen Crombie \[DPMC\]](#)  
**Subject:** RE: Target Quarterly Reporting Template and report kick-off sessions  
**Date:** Wednesday, 5 June 2024 3:30:31 pm  
**Attachments:** [image001.png](#)

**IN CONFIDENCE UNCLASSIFIED**

Thank you – please note I cannot attend the Thursday meeting as it clashes with our first meeting of the Target 3 National Delivery Group. Can you please put me down for the meeting on Tuesday?

**From:** Shane Hamill [DPMC] <Shane.Hamill@dpmc.govt.nz>  
**Sent:** Wednesday, June 5, 2024 3:05 PM  
**To:** Nicola Hill <nicola.hill@ot.govt.nz>  
**Cc:** Phil Grady <Phil.Grady@ot.govt.nz>; Stephen Crombie [DPMC] <Stephen.Crombie@dpmc.govt.nz>  
**Subject:** Target Quarterly Reporting Template and report kick-off sessions

Some people who received this message don't often get email from [shane.hamill@dpmc.govt.nz](mailto:shane.hamill@dpmc.govt.nz). [Learn why this is important](#)

**IN CONFIDENCE UNCLASSIFIED**

Kia ora Nicola,

Please find attached the template for your first target quarterly report for **Target 3 – Reduced child and youth offending**, for the quarter ending 30 June 2024.

Also attached is the target quarterly reporting guidance that Stephen Crombie circulated last week (30/5).

The Delivery Unit (DU) will work closely with you from now until your Minister approves the report (no later than 17 July) with the aim of producing a high-quality report, that has a consistent look and feel with the other eight targets.

We expect you to communicate clearly to your Minister's office the reporting expectations and milestones and keep them well informed throughout the reporting process so that there are no surprises.

The DU will be hosting two kick-off sessions for officials responsible for reporting and data for the targets. The sessions are designed to support officials understanding of the expectations for reporting and to provide opportunities to ask questions about the process and completing the template.

The sessions will be identical, so you only need to attend one. Please place a hold in your calendar for one of these sessions (calendar invite to follow in the next couple of days).

- **Tuesday 11 June @ 2:30am-3:35pm** at Kate Shepherd Place Event Room 1.01 (an MS Teams link will also be provided)
- **Thursday 13 June @ 11:00am-12:25pm** at Kate Shepherd Place Event Room 1.01 (an MS Teams link will also be provided)

We look forward to working with you throughout the first target quarterly reporting period.

Ngā mihi

**Shane Hamill**

Manager, Programme and Reporting

Delivery Unit

Department of the Prime Minister and Cabinet

P +64 (4) 831 4807

M [s9\(2\)\(a\)](#)

E [shane.hamill@dpmc.govt.nz](mailto:shane.hamill@dpmc.govt.nz)



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**From:** [Nicola Hill](#)  
**To:** [Stephen Crombie \[DPMC\]](#); [Shane Hamill \[DPMC\]](#)  
**Cc:** [Colin Hewat](#)  
**Subject:** FW: Targets - Agency Reporting Guidance FINAL.pptx  
**Date:** Thursday, 6 June 2024 2:01:17 pm  
**Attachments:** [image001.png](#)  
[Targets - Agency Reporting Guidance FINAL.pptx](#)  
[UPDATE FROM DELIVERY UNIT FOR TARGET LEADSTEAMS.msg](#)

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**IN CONFIDENCE UNCLASSIFIED**

Many thanks again Stephen – just confirming that Colin has been nominated by Phil to engage in this process, working with Rebecca from Justice. He will be best placed to understand our indicators and is leading development of them.

**From:** Stephen Crombie [DPMC] <Stephen.Crombie@dpmc.govt.nz>

**Sent:** Wednesday, June 5, 2024 11:07 AM

**To:** Nicola Hill <nicola.hill@ot.govt.nz>

**Cc:** Shane Hamill [DPMC] <Shane.Hamill@dpmc.govt.nz>; Maari Porter [DPMC] <Maari.Porter@dpmc.govt.nz>

**Subject:** Targets - Agency Reporting Guidance FINAL.pptx

**IN CONFIDENCE UNCLASSIFIED**

Kia ora Nicky

Good to see you today. As discussed, attached are the guidelines for reporting and the note I sent to Phil last week.

Shane will contact you this week for the reporting workshop.

Ngā mihi

**Stephen Crombie**

Executive Director, Delivery Unit

M:s9(2)(a)

E: [stephen.crombie@dpmc.govt.nz](mailto:stephen.crombie@dpmc.govt.nz)



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**From:** [Stephen Crombie \[DPMC\]](#)  
**To:** [Phil Grady](#); [nicola.hill@ot.govt.nz](mailto:nicola.hill@ot.govt.nz)  
**Subject:** RE: Target 3 DRAFT Reducing Youth Offending Delivery Plan for Officials Strategy Committee  
**Date:** Friday, 7 June 2024 8:19:00 am

**IN-CONFIDENCE UNCLASSIFIED**

Hi Phil

This is looking good and definitely ready for the OSC discussion. You have made great progress in the last few weeks.

There has been some confusion from our side about when you would present the target delivery plan given you are not in front of STR until end July. I understood your meeting with OSC on the 14th would be more general in nature as the topic in the forward agenda is "OT – Youth Justice work and wider context". But in any case, you are ready to go!

We will confirm with OSC this morning.

S

---

**From:** Phil Grady <Phil.Grady@ot.govt.nz>  
**Sent:** Thursday, June 6, 2024 5:59 PM  
**To:** Peter Douglas [DPMC] <Peter.Douglas@dpmc.govt.nz>; Jessica Gorman [DPMC] <Jessica.Gorman@dpmc.govt.nz>; Ruth Fairhall [DPMC] <Ruth.Fairhall@dpmc.govt.nz>; Sandra Preston <Sandra.Preston@publicservice.govt.nz>; Dasha Leonova [TSY] <Dasha.Leonova@treasury.govt.nz>  
**Cc:** Chappie Te Kani <Chappie.TeKani@ot.govt.nz>; Nicola Hill <nicola.hill@ot.govt.nz>; Orange, Ryan <ryan.orange@justice.govt.nz>; Stephen Crombie [DPMC] <Stephen.Crombie@dpmc.govt.nz>; Stephanie Short <Stephanie.Short009@ot.govt.nz>  
**Subject:** Target 3 DRAFT Reducing Youth Offending Delivery Plan for Officials Strategy Committee  
**Importance:** High

Kia ora koutou,

Please see attached the Reducing Youth Offending Delivery Plan ahead of OSG next week.

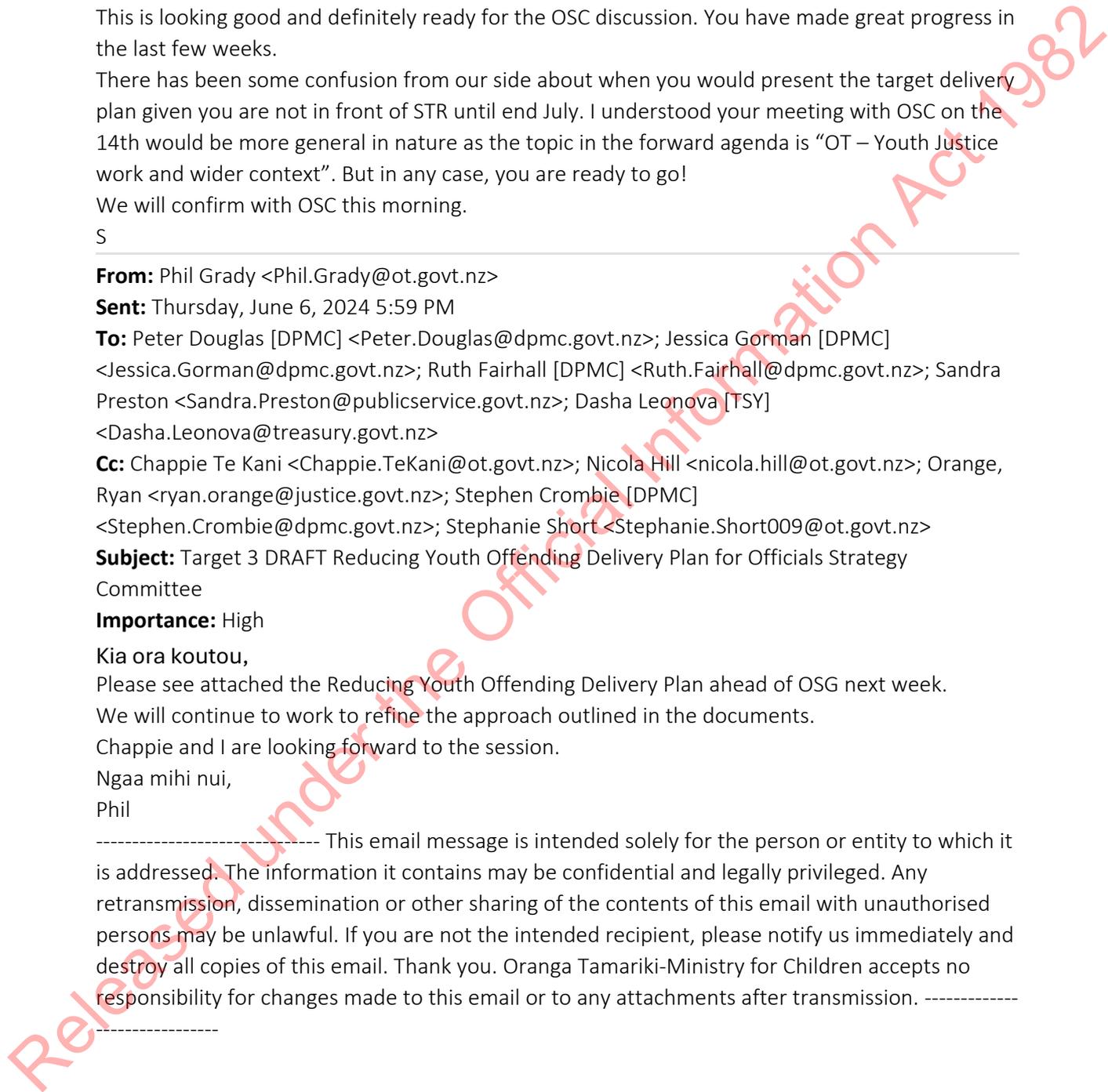
We will continue to work to refine the approach outlined in the documents.

Chappie and I are looking forward to the session.

Ngaa mihi nui,

Phil

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**From:** [Chappie Te Kani](#)  
**To:** [Phil Grady](#); [Peter Douglas \[DPMC\]](#); [Jessica Gorman \[DPMC\]](#); [Ruth Fairhall \[DPMC\]](#); [Sandra Preston](#); [Dasha Leonova \[TSY\]](#)  
**Cc:** [Nicola Hill](#); [Orange, Ryan](#); [Stephen Crombie \[DPMC\]](#); [Stephanie Short](#)  
**Subject:** RE: Target 3 DRAFT Reducing Youth Offending Delivery Plan for Officials Strategy Committee  
**Date:** Friday, 7 June 2024 9:55:22 am  
**Attachments:** [image001.png](#)

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Thanks Phil

Team – just an FYI.

The plan is still draft. I have the our operational DCEs working on more specificity/detail for some of the delivery actions. Such as increasing YJ residence capacity, intensive case management of young people in remand/bail homes and community options/interventions.

Aiming to have more specifics ahead of OPC next Friday but we will ensure you have this by mid next week.

Chappie

### Chappie Te Kani (he/him)

Te Tumu Whakarae o Oranga Tamariki  
 Secretary for Children  
 Level 13 The Aurora Centre, 56 – 66 The Terrace, Wellington  
 📞 T: s9(2)(a) | ✉️ E: [Chappie.TeKani@ot.govt.nz](mailto:Chappie.TeKani@ot.govt.nz)



**ORANGA TAMARIKI**  
 Ministry for Children




---

**From:** Phil Grady <Phil.Grady@ot.govt.nz>  
**Sent:** Thursday, June 6, 2024 5:59 PM  
**To:** Peter Douglas [DPMC] <Peter.Douglas@dpmc.govt.nz>; Jessica Gorman [DPMC] <Jessica.Gorman@dpmc.govt.nz>; ruth.fairhall@dpmc.govt.nz; Sandra Preston <Sandra.Preston@publicservice.govt.nz>; dasha.leonova@treasury.govt.nz  
**Cc:** Chappie Te Kani <Chappie.TeKani@ot.govt.nz>; Nicola Hill <nicola.hill@ot.govt.nz>; Orange, Ryan <Ryan.Orange@justice.govt.nz>; Stephen Crombie [DPMC] <Stephen.Crombie@dpmc.govt.nz>; Stephanie Short <Stephanie.Short009@ot.govt.nz>  
**Subject:** Target 3 DRAFT Reducing Youth Offending Delivery Plan for Officials Strategy Committee  
**Importance:** High

Kia ora koutou,

Please see attached the Reducing Youth Offending Delivery Plan ahead of OSG next week.

We will continue to work to refine the approach outlined in the documents.

Chappie and I are looking forward to the session.

Ngaa mihi nui,

Phil

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**From:** [Stephen Crombie \[DPMC\]](#)  
**To:** [Nicola Hill](#)  
**Cc:** [Alison Harper](#); [Phil Grady](#); [Orange, Ryan](#); [Colin Hewat](#)  
**Subject:** Re: Timeframes for Target 3  
**Date:** Tuesday, 11 June 2024 12:16:59 pm

---

Yes, that's all good Nicola. S

---

**From:** Nicola Hill <[nicola.hill@ot.govt.nz](mailto:nicola.hill@ot.govt.nz)>  
**Sent:** Tuesday, June 11, 2024 11:56:16 AM  
**To:** Stephen Crombie [DPMC] <[Stephen.Crombie@dpmc.govt.nz](mailto:Stephen.Crombie@dpmc.govt.nz)>  
**Cc:** Alison Harper <[Alison.Harper@ot.govt.nz](mailto:Alison.Harper@ot.govt.nz)>; Phil Grady <[Phil.Grady@ot.govt.nz](mailto:Phil.Grady@ot.govt.nz)>; Orange, Ryan <[ryan.orange@justice.govt.nz](mailto:ryan.orange@justice.govt.nz)>; Colin Hewat <[Colin.Hewat@ot.govt.nz](mailto:Colin.Hewat@ot.govt.nz)>  
**Subject:** Timeframes for Target 3

**IN-CONFIDENCE UNCLASSIFIED**

Kia ora Stephen

Just checking in to confirm that Target 3 would propose to follow the same approach as Target 4 – ie due to joint consideration by Justice Sector Ministers at their meeting on 26 June, the Lead Minister will need to sign off after this date and we would aim to conclude that process by 8 July.

Hope that makes sense,

Thanks

Nicky

Ngā mihi,

**Nicola Hill**

Policy Manager – Children's System and Rights

Oranga Tamariki – Ministry for Children

**M:** s9(2)(a) | **E:** [nicola.hill@ot.govt.nz](mailto:nicola.hill@ot.govt.nz)

The Aurora Centre | Level 14 | 56 The Terrace | Wellington

*If your email is urgent, try [policy@ot.govt.nz](mailto:policy@ot.govt.nz)*

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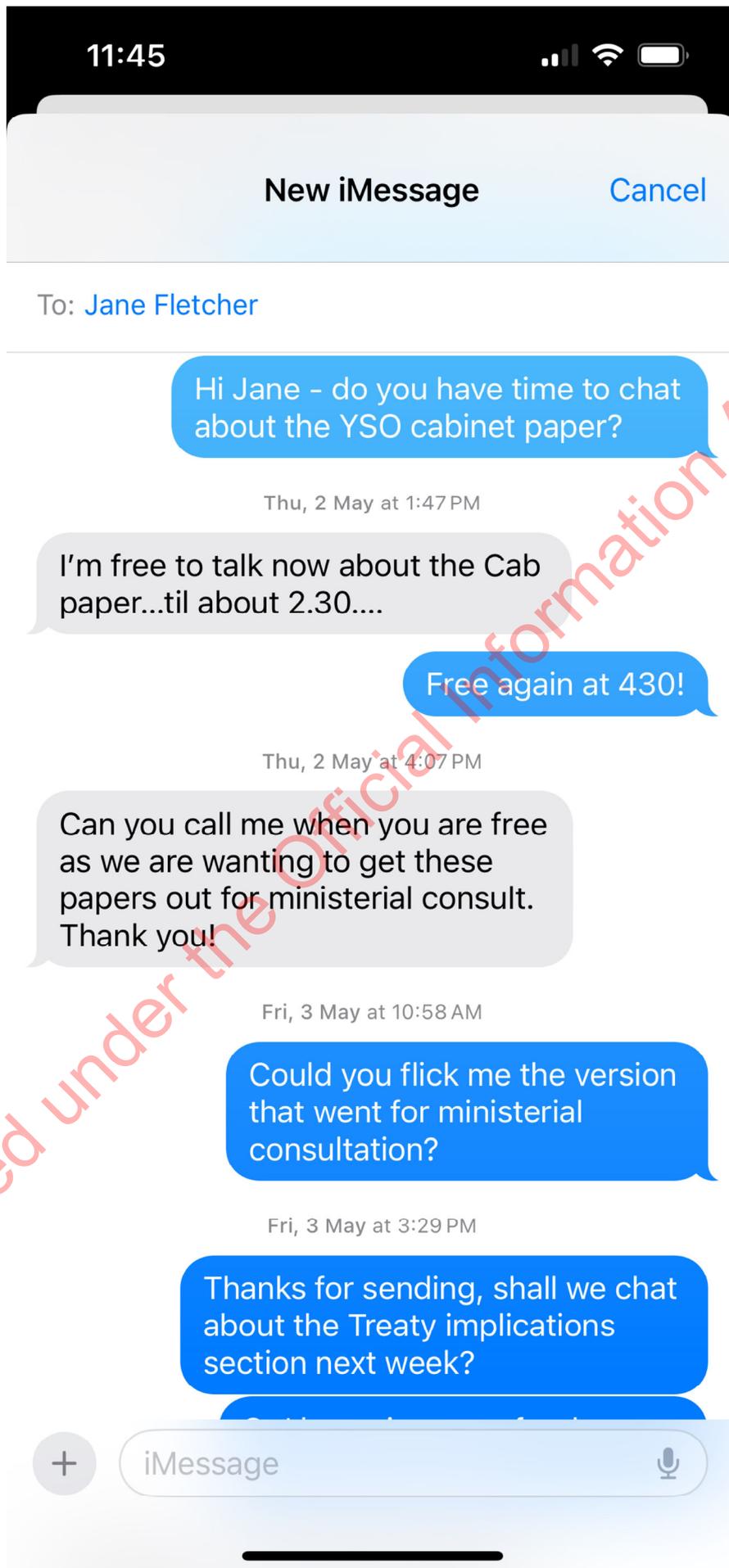
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[Final WPQ Response published on the Parliament website at:

[www.parliament.nz/en/pb/order-paper-questions/written-questions/document/WQ\\_29491\\_2024/29491-2024-hon-willow-jean-prime-to-the-minister-for](http://www.parliament.nz/en/pb/order-paper-questions/written-questions/document/WQ_29491_2024/29491-2024-hon-willow-jean-prime-to-the-minister-for)]



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11:45

New iMessage

Cancel

To: Jane Fletcher

Hi Jane - do you have time to chat about the YSO cabinet paper?

Thu, 2 May at 1:47 PM

I'm free to talk now about the Cab paper...til about 2.30....

Free again at 430!

Thu, 2 May at 4:07 PM

Can you call me when you are free as we are wanting to get these papers out for ministerial consult. Thank you!

Fri, 3 May at 10:58 AM

Could you flick me the version that went for ministerial consultation?

Fri, 3 May at 3:29 PM

Thanks for sending, shall we chat about the Treaty implications section next week?



iMessage



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11:46



New iMessage

Cancel

To: Jane Fletcher

Summary of the key changes that are proposed to the YSO and MA papers so I can give a summary to the PM?

Sorry phone tag - managed to speak to Ellie so I think I have a read out but good to chat if you come free

No worries. I've sent you an email. I hope you are doing ok

s9(2)(a)

Tue, 4 Jun at 4:21 PM

Hi Jane - will a redrafted YSO/MA paper go to ministers for consultation before lodging?  
Thanks

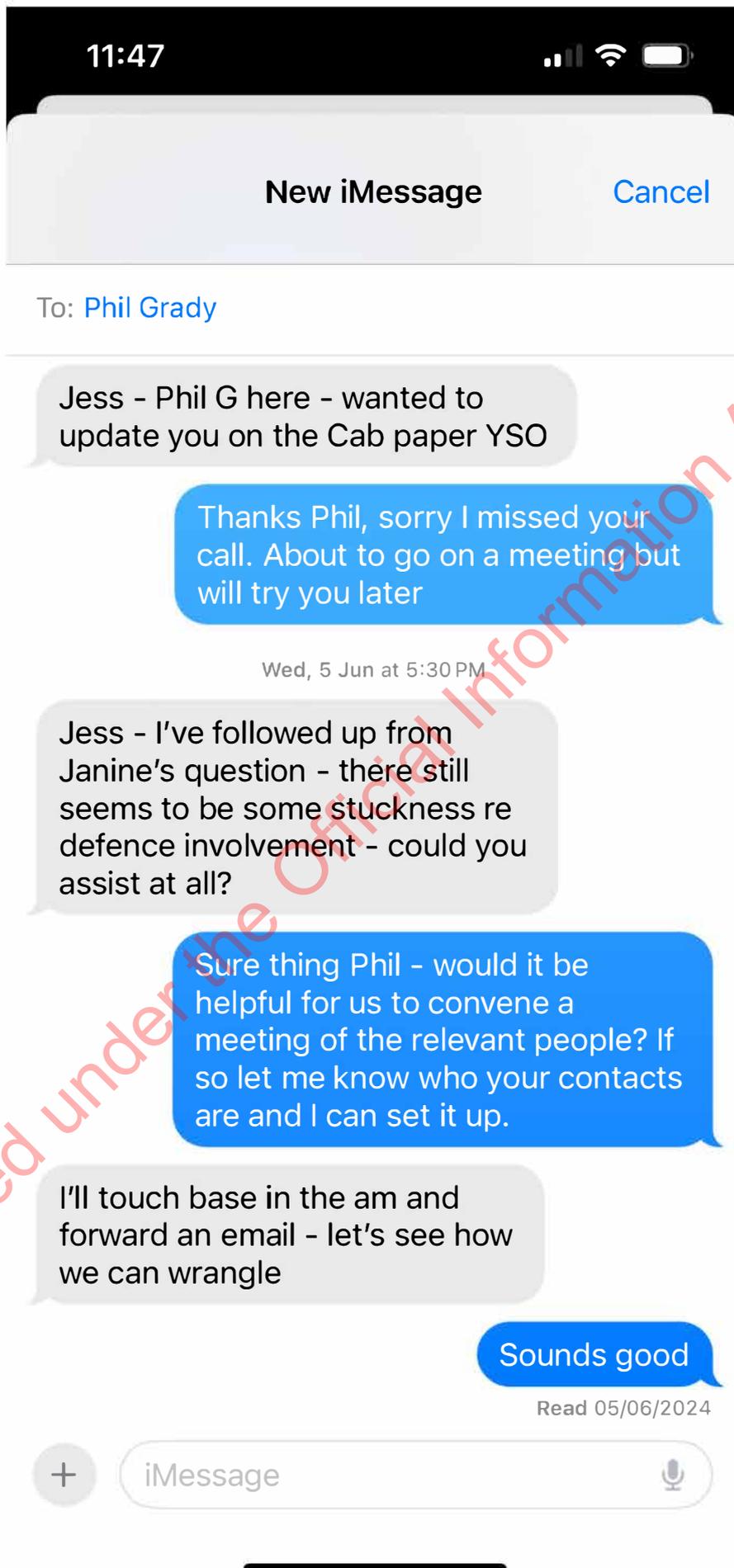
Hi Jess, I don't think we'll have time. I'm still waiting to get the papers back from Oranga Tamariki.

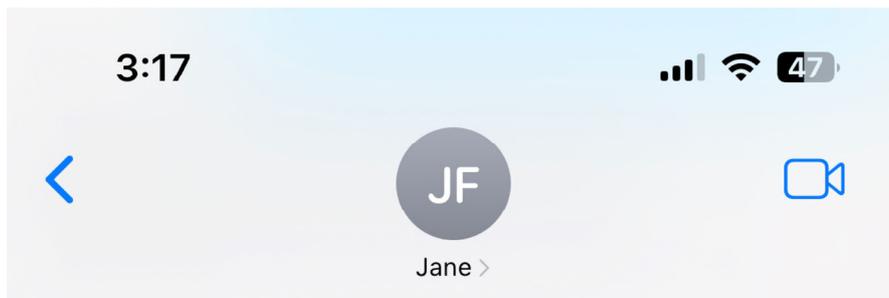


iMessage



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Tue, 28 May at 11:41 AM

Sorry just in a meeting. Do you want me to step out?

No but... <sup>s9(2)(a)</sup>

but is it possible to still catch up with you and Peter D today? Ministers Chhour and Goldsmith are meeting tonight to discuss next steps on the YSO and MSA papers and it would be helpful to have had your read out before then.

Yes, happy to. I'll check with Pete when he might have some time. I've got quite a lot of meetings. When are you free?

Pretty much anytime except between 3 and 4pm. Thank you.

Not sure we are going to be able to find a time we can all meet. Do you want to see if you can talk to Pete first - Jess gave him a read out of the meeting and he looks like he will be free u til 12:30 then I can talk to you later?



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3:17

47



Jane >

helpful to have had your read out before then.

Yes, happy to. I'll check with Pete when he might have some time. I've got quite a lot of meetings. When are you free?

Pretty much anytime except between 3 and 4pm. Thank you.

Not sure we are going to be able to find a time we can all meet. Do you want to see if you can talk to Pete first - Jess gave him a read out of the meeting and he looks like he will be free u til 12:30 then I can talk to you later?

Ok. Sounds good. I will contact him. Thanks Ruth.

Thu, 30 May at 9:37 AM

Hi Jane Could you please give me a call when you get a minute - I had a further thought following the justice sector ministers meeting yesterday. Thanks

Delivered



iMessage



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