



18 September 2024

[Redacted]
[Redacted]
[Redacted]

Ref: OIA-2024/25-0178

Dear [Redacted]

Official Information Act request relating to information marked out of scope and attachments to emails released in previous request

Thank you for your Official Information Act 1982 (the Act) request received on 21 August 2024. You requested:

“Under the Official Information Act, I request all the information from this response that was marked as out of scope and copies of documents that were attached to the emails from this response.”

Information being released

I have decided to release the relevant parts of the documents listed below, subject to information being withheld as noted. The relevant grounds under which information has been withheld are:

- 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

Item	Date	Document description	Decision
1	15 March 2024	Briefing DPMC Approach to Budget 24	Release with redactions under s.9(2)(a), s.9(2)(f)(iv), and s.9(2)(g)(i)
2	7 March 2024	Implementation plan	Release with redactions under s.9(2)(f)(iv), and s.9(2)(g)(i)
3	Various	Emails between ELT members	Release with redactions under s.9(2)(f)(iv), and s.9(2)(g)(i)

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

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

This response will be published on the Department of the Prime Minister and Cabinet'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



Clare Ward
Executive Director
Strategy, Governance and Engagement



Coversheet

Briefing: DPMC - Approach to Budget 24

Date:	15/03/2024	Report No:	DPMC-2023/24-949
		Security Level:	Budget sensitive...Unclassified
		Priority level:	URGENT

	Action sought	Deadline
Rt Hon Christopher Luxon Prime Minister	agree to recs	18/03/24

Name	Position	Telephone	1 st Contact
Rebecca Kitteridge	Chief Executive	s 9(2)(a)	✓
Clare Ward	Executive Director, Strategy, Governance and Engagement	s 9(2)(a)	

Minister's Office

Status:

Signed

Withdrawn

Comment for agency

Attachments: No

Briefing

DPMC - Approach to Budget 24

To: Rt Hon Christopher Luxon Prime Minister			
Date	15/03/2024	Security Level	Budget sensitive - Unclassified

Purpose

1. This paper seeks your direction on how to approach funding for DPMC for Budget 2024.

Executive Summary

Sustaining DPMC

2. On 13 February you wrote to the Minister of Finance seeking funding in Budget 24 for DPMC s 9(2)(f)(iv) and s9(2)(g)(i)

3. Given the current Treasury proposed funding package, you have choices about how you approach funding for DPMC:

s 9(2)(f)(iv) and s9(2)(g)(i)

4. A summary of the pros and cons of each of these options is shown in the following table:

Options	Pros	Cons
s 9(2)(f)(iv) and s9(2)(g)(i)		

s 9(2)(f)(iv) and s9(2)(g)(i)

Streamlining DPMC

s 9(2)(f)(iv)

Recommendations

I recommend you:

Sustaining DPMC

1. **note** that in your Budget 24 submission you sought the following funding for DPMC to strengthen and sustain the department's core functions:

Budget 24 submission	2024/25	2025/26	2026/27	2027/28
	\$m	\$m	\$m	\$m
Total	s 9(2)(f)(iv) and s9(2)(g)(i)			

2. **note** that in the current Budget package, we understand funding for DPMC of s 9(2)(f)(iv) and s9(2)(g)(i) for 2024/25 only has been allocated;
3. **indicate** ahead of your Budget bilateral with the Minister of Finance your preferred approach to determining a sustainable funding approach for DPMC:

s 9(2)(f)(iv) and s9(2)(g)(i)

s 9(2)(f)(iv) and s9(2)(g)(i)

- 5. **note** that while there are strong strategic reasons for transferring NEMA and the CRU to DIA, current analysis indicates the fiscal cost to DPMC and DIA would be unaffordable;
- 6. **direct** officials to provide you with advice on the fiscal costs of transferring NEMA and the CRU to DIA later in 2024 after DPMC has completed an internal capability review, including corporate costs; **YES / NO**
- 7. **agree** to meet with DPMC in the week of 18 March to agree and finalise your approach to your Budget 24 bilateral. **YES / NO**

Rebecca Kitteridge
Rebecca Kitteridge
Chief Executive
..15..1..3..1..24

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

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Background

Sustaining DPMC

7. On 13 February 2024 you wrote to the Minister of Finance seeking the following initiatives to be considered in Budget 24:
 - DPMC – baseline stabilisation of core functions; and
 - DPMC – establishment of delivery function.
8. The net amount (after meeting the 6.5% savings target, as well as a set of further savings: see Annex A) sought in Budget 24 was:

Budget 24 submission	2024/25 \$m	2025/26 \$m	2026/27 \$m	2027/28 \$m
Total	s 9(2)(f)(iv) and s9(2)(g)(i)			

9. On 15 February 2024, the Minister of Finance wrote to you agreeing that the above initiatives could be invited for consideration into the Budget 2024 process, while noting that these initiatives "need to demonstrate evidence that existing functions are being reprioritised to the maximum extent possible".

s 9(2)(f)(iv) and s9(2)(g)(i)

Analysis

Sustaining DPMC

11. You have identified four key pillars you want the department to focus on:
 - *Policy*: Leading the policy system across government and providing you with excellent second opinion advice (through the Policy Advisory Group)
 - *Delivery*: Ensuring that Government agencies are able to deliver on your targets, priorities and work programme (the new Delivery Unit we are establishing)
 - *National Security*: Delivering effective national security leadership and delivering on the National Security Strategy, particularly in the context of a significantly deteriorating global situation (National Security Group)
 - *Risk and Resilience*: Ensuring that the systems for overseeing and managing national security threats and natural hazards are strengthened and fit-for-purpose (the Risk and System Governance Group)
12. In addition, DPMC has a critical role ensuring that executive government can effectively function and New Zealand's constitutional functions can be undertaken (Cabinet Office and Government House). And these functions need to be underpinned by effective and efficient enabling functions (Strategy, Governance and Engagement).
13. The funding you sought in Budget 24 was to enable DPMC to meet its core functions, reflecting that much of the department's current functions are time limited, particularly in the national security and risk and resilience areas. You also sought funding from 2025/26 for a permanent Delivery Unit.

s 9(2)(g)(i)

s 9(2)(g)(i)

s 9(2)(f)(iv) and s9(2)(g)(i)

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Next steps

22. Given the importance of the decisions outlined in this paper for the future of DPMC we will seek a meeting with you next week. If you wish to proceed with seeking funding in Budget 24 (Option A) we can develop talking points for or before a Budget bilateral with the Minister of Finance (possibly in the week of 25 March; a final date has not yet been allocated).

IN CONFIDENCE UNCLASSIFIED

Annex A: DPMC's savings and cost pressures

DPMC 6.5% savings

Savings summary	2024/25 \$m	2025/26 \$m	2026/27 \$m	2027/28 \$m
Rationalisation of property footprint	(0.420)	(0.420)	(0.420)	(0.420)
Reduced scholarship funding for National Centre of Research Excellence for Preventing and Countering Violent Extremism (PCVE)	(0.825)	(0.825)	(0.825)	(0.825)
Efficiencies and output reductions	(0.996)	(0.550)	(0.630)	(0.550)
Reduction in staffing levels	(1.003)	(1.449)	(1.369)	(1.449)
Total	(3.244)	(3.244)	(3.244)	(3.244)

Critical cost pressures

Cost pressures	2024/25 \$m	2025/26 \$m	2026/27 \$m	2027/28 \$m
s 9(2)(f)(iv) and s9(2)(g)(i)				
Establishing a permanent Delivery Unit	1.900	1.900	1.900	1.900
Total	1.900	1.900	1.900	1.900

Further offsetting savings

Option	2024/25 \$m	2025/26 \$m	2026/27 \$m	2027/28 \$m
Reallocate savings from disestablishing the Cyclone Recovery Taskforce to DPMC	(2.000)	0	0	0
Reduce the funding for the Prime Minister's Chief Science Adviser	(0.500)	(0.500)	(0.500)	(0.500)
Transfer savings realised in the current year from PCVE scholarships to DPMC in 2024/25	(0.825)	0	0	0
Divest from scholarships from the PCVE	(0.825)	(0.825)	(0.825)	(0.825)
s 9(2)(f)(iv) and s9(2)(g)(i)				
Repurpose existing Implementation Unit and other savings	(1.900)	0	0	0
Disestablish the Strategy Unit	0	(0.700)	(0.700)	(0.700)
Total	(5.875)	(1.525)	(1.525)	(1.525)

Total amount of new funding submitted in Budget 24

Budget 24 submission	2024/25 \$m	2025/26 \$m	2026/27 \$m	2027/28 \$m
Total	1.900	1.900	1.900	1.900

Baseline Savings Exercise	2023/24	2024/25	2025/26	2026/27	2027/28	Initiative ID	Details		
	-	3.244	3.244	3.244	3.244		6.5% - DPMC share		
1. Reduction in staffing levels - DPMC	-	1.003	1.449	1.369	1.449	14525	Disestablish Strategy Unit – 6 FTE § 9(2)(g)(i) Reduce FTE: • § 9(2)(g)(i) – 2 FTE • Child Wellbeing and Poverty Reduction Group – 2 FTE • § 9(2)(g)(i) – 2 FTE • § 9(2) – 4 FTE § 9(2)(g)(i)		
1.1 ACTIONS	Human Resources		Communications		Finance		ODD		Business Owner
1.1 Disestablish Strategy Unit § 9(2)(g)(i)	Prepare consultation document	By 16 April 2024	Prepare communications to support consultation	By 16 April 2024	Adjust MCA value for 2024/25 and outyears in Estimates	mid March tbc	Adjust Prime Minister satisfaction survey template for 2024/25	Mid-April	Janine Smith
To realise \$650,000 per annum from 2024/25 § 9(2)(g)(i)	Consult with staff	17 April 2024	Implement plan	As required	Remove cost centre	Following annual audit for 23/24			
	Produce decision document	By 30 May 2024 2024			§ 9(2)(g)(i)	By 30 June 2024			
	Complete change	By 1 July 2024							
1.2 ACTIONS	Human Resources		Communications		Finance		s		Business Owner
1.2 Reduce 2 FTE § 9(2)(g)(i)	§ 9(2)(g)(i)				Adjust MCA value for 2024/25 and outyears in Estimates	Mid-March tbc			§ 9(2)(g)(i)
To realise \$300,000 per annum from 2024/25 § 9(2)(g)(i)					§ 9(2)(g)(i)	By 30 June 2024			
1.3 ACTIONS	Human Resources		Communications		Finance		ODD		Business Owner
1.3 Reduce 2 FTE in Child Wellbeing Child Poverty Reduction To realise \$288,000 per annum from 2024/25 (also forms part of actioning item 11.0)	This will be a financial value deducted from the appropriation transfer to Vote Social Development from 2024/25 and recognised in joint Ministers' decisions. No separate implementation pathway other than Finance.				Adjust MCA value for 2024/25 and outyears in Estimates	§ 9(2)(g)(i)	Remove Estimates measures for 2024/25	Mid-March tbc	Clare Ward
					Remove cost centre	Following annual audit for 23/24			
1.4 ACTIONS	Human Resources		Communications		Finance		s		Business Owner
1.4 Reduce 2 FTE in § 9(2)(g)(i)	§ 9(2)(g)(i)				Adjust MCA value for 2024/25 and outyears in Estimates	Mid-March tbc	§ 9(2)(g)(i)	tbc	§ 9(2)(g)(i)
To realise the following:									

\$265,000 in 2024/25 \$211,000 in 2025/26 \$131,000 in 2026/27 \$211,000 in 2027/28 and outyears	s 9(2)(g)(i)				By 30 June 2024	s 9(2)(g)(i)	tbc	
1.5 ACTIONS					Finance		s 9(2)(g)(i)	Business Owner
1.5 Reduce 4 FTE To realise \$650,000 per annum from 2025/26	s 9(2)(g)(i)				No action for Estimates as value already included in 1.1	Mid-March tbc	tbc	tbc
					Attribute savings to item 2 Delivery Unit from 2025/26	By 30 June 2024		
					Deduct value from central contingency cost-centre from 2025/26	By 30 June 2024		
s 9(2)(g)(i)								
2.0 Realisation of efficiencies and output reductions - DPMC	-	0.996	0.550	0.630	0.550	15424	Remove expenditure on: <ul style="list-style-type: none"> the Implementation Unit consultancy budget National Security Group sponsorships for hosting conferences at Massey and Otago Universities and the NZ Institute of International Affairs programme expenditure from the Cyber Security Fund the frequency of the National Risks Public Survey the external legal budget 	
2.1 ACTIONS					Finance		Business Owner	
2.1 Remove Implementation Unit consultancy budget To realise \$266,000 per annum in 2024/25					Adjust MCA value for 2024/25 in Estimates	Mid-March tbc		Stephen Crombie
					Remove line item from cost centre budget	By 30 June 2024		
2.2 ACTIONS					Communications		Finance	
2.2 Remove NSG sponsorships for hosting conferences at Massey and Otago Universities and the NZ Institute of International Affairs To realise \$50,000 per annum from 2024/25					Support communication messaging	By 30 May 2024	Adjust MCA value for 2024/25 and outyears in Estimates	Mid-March tbc
							Deduct value from NSG cost-centre from 2024/25	By 30 June 2024
							Communicate with affected sponsorships	After 30 May 2024
							Bridget White	

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2.3 ACTIONS		Communications		Finance		NSG		Business Owner	
2.3 Reduce programme expenditure from the Cyber Security Fund To realise \$500,000 per annum from 2024/25			Support communication messaging	By 30 May 2024	Adjust MCA value for 2024/25 and outyears in Estimates	Mid-March tbc	Communicate with affected stakeholders	After 30 May 2024	Bridget White
					Deduct value from NSG cost-centre from 2024/25	By 30 June 2024			
2.4 ACTIONS		Communications		Finance		RSGG		Business Owner	
2.4 Reduce frequency of National Risks Public Survey To realise \$80,000 every second year from 2024/25			Support communication messaging	By 30 May 2024	Adjust MCA value for 2024/25 and outyears in Estimates	Mid-March tbc	Communicate with affected stakeholders	After 30 May 2024	Sean Bolton
					Deduct value from RSGG cost-centre from 2024/25	By 30 June 2024			
2.5 ACTIONS		Communications		Finance				Business Owner	
2.5 Reduce external legal budget To realise \$100,000 in 2024/25					Adjust MCA value for 2024/25 in Estimates	Mid-March tbc			Clare Ward
					Deduct value from SGE cost-centre in 2024/25	By 30 June 2024			
3.0 Rationalisation of property footprint - DPMC	-	0.420	0.420	0.420	0.420	15423	Divest from the secure facilities at Defence House		
3.1 ACTIONS				Finance		NSG / RSGG joint office		Business Owner	
3.1 Divest from the secure facilities at Defence House To realise \$420,000 per annum from 2024/25	This forms part of the transfer to 23 Kate Sheppard Place project.				Adjust MCA value for 2024/25 in Estimates	Mid-March tbc	Ensure paper trail recording end of tenancy	By 30 May 2024	Rebecca Kitteridge
					Deduct value from NSG/ RSGG cost-centre from 2024/25	By 30 June 2024			
4.0 National Centre of Research Excellence for Preventing and Countering Violent Extremism – reducing research funding	-	0.825	0.825	0.825	0.825	15422	End the increase in scholarships and research grants from 2024/25.		
4.1 ACTIONS		Legal	Communications		Finance		NSG		Business Owner
4.1 End the increase in scholarships and research grants	Support any termination of contract communications	By 30 May 2024	Support communication messaging	By 30 May 2024	Adjust Non-departmental value for 2024/25 and outyears in	Mid-March tbc	Communicate final decisions on all related initiatives to Victoria University	After 30 May	Bridget White

To realise \$825,000 per annum from 2024/25 Note: this should be read in conjunction with items 9, 10 and 11. Net result = total of \$825,000 only provided for scholarships in 2023/24 along with \$500,000 for the Centre, thereafter only \$500,000 in funding for the Centre per annum from 2024/25 onwards.						Estimates			
						Deduct value from NSG cost-centre in 2024/25 and outyears	By 30 June 2024		

Delivery Unit – savings offsets	2023/24	2024/25	2025/26	2026/27	2027/28	Initiative ID	Details		
		1.688	0.700	0.700	0.700	15451	To be read in conjunction with item 14, establish Delivery Unit from 2024/25		
5.0 Disestablish Strategy Unit	-	-	0.700	0.700	0.700		Note, consultancy budget removed for ID15424 in 2024/25		
5.1 ACTIONS		Legal	Communications		Finance		Business Owner		
5.1 Disestablish Strategy Unit <i>(also forms action 1.1 baseline savings)</i> To realise \$700,000 per annum from 2024/25	Detail is as for item 1.1. Funding applied to baseline savings in 2024/25, and from 2025/26 to establishment of Delivery Unit ID 15451 s 9(2)(g)(i)						Janine Smith		
6.0 Disestablish Implementation Unit	-	1.688	-	-	-		Note, consultancy budget removed for ID15424 in 2024/25		
6.1 ACTIONS		Legal	Communications		Finance		Business Owner		
6.1 Disestablish Implementation Unit To realise \$1,688,000 in 2024/25 to apply to establishment of Delivery Unit ID 15451. Note: this should be read in conjunction with item 2.1 removal of consultancy budget in 2024/25.	Detail is as for item 1.1. Funding applied in 2024/25 to establishment of Delivery Unit ID 15451						Remove or rename cost centre Following annual audit for 23/24 Update Estimates measures for 2024/25 Mid-March tbc	Rebecca Kitteridge	
						Create new cost centre if required By 30 June 2024			
						Attribute savings to Delivery Unit cost centre in 2024/25 By 30 June 2024			

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Stabilise core functions – savings offsets	2023/24	2024/25	2025/26	2026/27	2027/28	Initiative ID	Details		
		s 9(2)(f)(iv)				Returning funding to meet DPMC cost pressures and core functions under item 13 through fiscally-neutral adjustments			
7.0 Reallocate funding within the Cyclone Recovery appropriation	-	2.000	-	-	-	15440			
7.1 ACTIONS					Finance		DPMC ELT		Business Owner
7.1 Transfer Cyclone Recovery funding to DPMC To realise \$2,000,000 in 2024/25 Specific cost allocation decisions to be taken by DPMC ELT under item 13.	s 9(2)(f)(iv)				Adjust MCA and EWE values for 2024/25 and outyears in Estimates	Budget 24 technical recs by 1.00pm 18 March	Agree cost saving allocations	By 30 June 2024	Clare Ward
					Attribute savings to DPMC cost-pressures cost centres as agreed with ELT in 2024/25	By 30 June 2024			
8.0 Reduce funding for the Prime Minister's Chief Science Adviser	-	0.500	0.500	0.500	0.500	15440			
8.1 ACTIONS	ODD		PAG		Finance		DPMC ELT		
8.1 Update recruitment information on PMCSA support options To realise \$500,000 per annum from 2024/25 through transfer with MCA categories	Support PAG adviser with information on support options	Mid-March	Confirm MBIE funding if any	By mid-March 2024	Adjust MCA category values for 2024/25 and outyears in Estimates	Mid-March tbc	Agree cost saving allocations	By 30 June 2024	Janine Smith
	Prepare revised MoU for any host services	By 30 May 2024	Work with communications on any external messaging	By late March 2024	Attribute savings to DPMC cost-pressures cost centres as agreed with ELT in 2024/25	By 30 June 2024			
9.0 Transfer 2023/24 scholarships increase from National Centre of Research Excellence for Preventing and Countering Violent Extremism into MCA in 2024/25	0.825	0.825	-	-	-	15440			
9.1 ACTIONS	Legal		Communications		Finance		NSG		Legal
9.1 Transfer between appropriations and years To realise \$825,000 in 2024/25 through transfer from 2023/24 non-departmental appropriation to MCA in 2024/25. Note: this should be read in conjunction with	Support any termination of contract communications	By 30 May 2024	Support communication messaging	By 30 May 2024	Adjust Non-departmental value for 2023/24 in Supplementary Estimates	Mid-March tbc	Communicate final decisions on all related initiatives to Victoria University	After 30 May	Bridget White
					Adjust MCA value for 2024/25 in	Mid-March tbc	Communicate final decisions on all related initiatives to	After 30 May	

items 4, 10 and 11. Net result = total of \$825,000 only provided for scholarships in 2023/24 along with \$500,000 for the Centre, thereafter only \$500,000 in funding for the Centre per annum from 2024/25 onwards.					Estimates		Victoria University		
					Deduct value from NSG cost-centre in 2023/24	By 30 May 2024			
					Attribute savings to DPMC cost-pressures cost centres as agreed with ELT in 2024/25	By 30 June 2024			
10.0 Divest entirely from scholarships and research grants from National Centre of Research Excellence for Preventing and Countering Violent Extremism	-	0.825	0.825	0.825	0.825	15440			
10.1 ACTIONS	Legal		Communications		Finance		NSG		Legal
10.1 End payments for all scholarships and research grants from 2024/25 To realise \$825,000 from 2024/25 Note: this should be read in conjunction with items 4, 9 and 11. Net result = total of \$825,000 only provided for scholarships in 2023/24 along with \$500,000 for the Centre, thereafter only \$500,000 in funding for the Centre per annum from 2024/25 onwards.	Support any termination of contract communications	By 30 May 2024	Support communication messaging	By 30 May 2024	Adjust Non-departmental value from 2024/25 and outyears in Estimates	Mid-March tbc	Communicate final decisions on all related initiatives to Victoria University	After 30 May	Bridget White
					Adjust MCA value in 2024/25 and outyears in Estimates	Mid-March tbc	Communicate final decisions on all related initiatives to Victoria University	After 30 May	
					Deduct value from NSG cost-centre from 2024/25 and outyears	By 30 May 2024			
					Attribute savings to DPMC cost-pressures cost centres as agreed with ELT in 2024/25	By 30 June 2024			

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

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s 9(2)(g)(i) No funding to be spent in 2023/24, saving to be returned to central contingency. Note: this should be read in conjunction with items 4, 9 and 11. Net result = total of \$825,000 only provided for scholarships in 2023/24 along with \$500,000 for the Centre, thereafter only \$500,000 in funding for the Centre per annum from 2024/25 onwards.					outyears			
					Attribute savings to DPMC cost-pressures cost centres as agreed with ELT in 2024/25	By 30 June 2024	Communicate final decisions on all related initiatives to Victoria University	After 30 May
					Attribute 2023/24 savings to central contingency in 2023/24	By 30 April 2024		

s 9(2)(f)(iv)								
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Stabilise core functions – reallocate funding to core operations and cost-pressures	2023/24	2024/25	2025/26	2026/27	2027/28	Initiative ID	Details		
13.0 DPMC ELT allocate funding for national security, risk and resilience and DPMC cost-pressures	-	5.170	9.750	9.650	9.750	15440	Allocate new funding plus savings to this maximum value to:		
13.1 ACTIONS							Finance		Business Owner
13.1 Central reallocation exercise To allocate the funding recovered in items 7-12 in 2024/25 to apply to establishment of Delivery Unit ID 15451. Note: this should be read in conjunction with item 2.1 removal of consultancy budget in 2024/25.	Manage internal budget setting through central input of <ul style="list-style-type: none"> ○ staffing (aligned with maximum funding available) ○ travel (aligned with emissions reduction target) ○ contractor and consultant spend (aligned with 17% reduction requirement) 				Adjust MCA value for 2024/25 and outyears in Estimates	Mid-March <i>tbc</i>	Update Estimates measures for 2024/25	Mid-March <i>tbc</i>	Rebecca Kitteridge
					Remove or rename cost centre	Following annual audit for 23/24			
					Create new cost centre if required	By 30 June 2024			
					Attribute savings to Delivery Unit cost centre in 2024/25	By 30 June 2024			

Establish Delivery Unit	2023/24	2024/25	2025/26	2026/27	2027/28	Initiative ID	Details		
14.0 Establish Delivery Unit from 2024/25	-	-	1.200	1.200	1.200	15451	To be read in conjunction with savings offsets in items 2.1, 5 and 6. Contingent on new funding provided.		
14.1 ACTIONS	Legal		Communications		Finance		Business Owner		
14.1 Establish function	Detail is as for item 1.1.				Adjust MCA value for 2024/25 and outyears in Estimates	Mid-March <i>tbc</i>	Update Estimates measures for 2024/25	Mid-March <i>tbc</i>	Rebecca Kitteridge
					Remove or rename cost centre	Following annual audit for 23/24			
					Create new cost centre if required	By 30 June 2024			
					Allocate agreed savings to Delivery Unit cost centre from 2024/25 as agreed with ELT	By 30 June 2024			

Other related work programmes

- Revise 2023/24 central contingency and late IPETs
- Secure operational efficiencies in removing cellphones, software licenses, subscriptions and other non-essential discretionary services
- Manage internal budget setting through central input of
 - o staffing (aligned with maximum funding available)
 - o travel (aligned with emissions reduction target)
 - o contractor and consultant spend (aligned with 17% reduction requirement)
- Review financial delegations for contractors and consultants
- Review human resources delegations for staffing decisions
- Review procurement and financial approvals process to ensure expenditure is within scope and financial limit of appropriations
- Review of corporate operating model
- Implement joint Ministers' decisions on transfers
- Implement Christchurch Call move

Email to ELT regarding Budget 24 Implementation package

- **From:** Clare Ward [DPMC] <Clare.Ward@dpmc.govt.nz>
Sent: Thursday, March 7, 2024 3:17 PM
To: Bridget White [DPMC] <Bridget.White@dpmc.govt.nz>; Janine Smith [DPMC] <Janine.Smith@dpmc.govt.nz>; Oliver Valins [DPMC] <Oliver.Valins@dpmc.govt.nz>; Rachel Hayward [DPMC] <Rachel.Hayward@dpmc.govt.nz>; Rebecca Kitteridge [DPMC] <Rebecca.Kitteridge@dpmc.govt.nz>; Sean Bolton [DPMC] <Sean.Bolton@dpmc.govt.nz>; Stephen Crombie [DPMC] <Stephen.Crombie@dpmc.govt.nz>; Katrina Casey [DPMC] <Katrina.Casey@dpmc.govt.nz>
Cc: Jude Ulrich [DPMC] <Jude.Ulrich@dpmc.govt.nz>; Bruce Davey [TSY] <Bruce.Davey@cass.govt.nz>; Margaret Cassie [TSY] <Margaret.Cassie@cass.govt.nz>; Annabel Ritchie [DPMC] <Annabel.Ritchie@dpmc.govt.nz>; Anna Hughes [DPMC] <Anna.Hughes@dpmc.govt.nz>
Subject: Budget 24 package implementation plan

Kia ora

Please find attached a draft implementation plan for the Budget 24 package. This sets out what will need to be done to implement this package, assuming it all goes through. 9(2)(g)(i)

We think that reporting to the Board or progress will be important too as we need to ensure we realise the savings.

All comments welcome.

Ngā mihi

Clare

Clare Ward (she/her)

Executive Director

Child Wellbeing and Poverty Reduction

Strategy, Governance and Engagement

Department of the Prime Minister and Cabinet

FW: Heads-up Request re Future Change Announcements

From Rebecca Kitteridge [DPMC]

To: Clare Ward [DPMC] <Clare.Ward@dpmc.govt.nz>; Jude Urlich [DPMC] Jude.Urlich@dpmc.govt.nz

Wed 27/03/2024 6:11 pm

Kia ora you two – Clare, are you comfortable to be Erik's POC on this issue?

Ngā mihi

Rebecca

Rebecca Kitteridge (she/her)

Te Tumu Whakarae mō Te Tari o te Pirimia me te Komiti Matua

Secretary of the Department of the Prime Minister and Cabinet | Chief Executive

From: Erik Koed <Erik.Koed@publicservice.govt.nz>

Sent: Wednesday, March 27, 2024 2:04 PM

To: Rebecca Kitteridge [DPMC] <Rebecca.Kitteridge@dpmc.govt.nz>

Subject: Heads-up Request re Future Change Announcements

Importance: High

Kia ora Rebecca

I am getting in touch to update you on a request the Minister of Public Service has made of the Commission in relation to future announcements regarding organisational change occurring across Public Service agencies.

Specifically, we are seeking your support to ensure that she is informed on a no-surprises basis in advance of change processes are communicated by agencies, as no doubt you would be doing with your own Minister.

To this end, we are asking for an early heads up on proposals imminent for announcement or where decisions are close to being communicated to staff, unions and stakeholders, with:

- an overview of the proposed change and supporting rationale for the change
- number of impacted roles within the agency (including how many are vacant positions)
- key messages and communications your agency will be using to communicate the change.

To ensure that we are able to give our Minister sufficient advanced notice, we are asking for a heads up at least five days before announcements are made within agencies.

We will be starting regular reporting to our Minister from next week, but please let me know if you have any announcements coming out before then.

I recognise there are a lot of moving parts you are managing and leading your agency through at this time. I am more than happy to discuss this request with you or your team at any point. If there is someone in your team that you would prefer me to engage with directly on this request, please let me know.

Regards

Erik

Erik Koed

Assistant Commissioner

RE: Budget 24 package implementation plan

From: Jude Urlich [DPMC] Jude.Urlich@dpmc.govt.nz

To: Clare Ward [DPMC] Clare.Ward@dpmc.govt.nz

Fri 8/03/2024 8:50 am

Yes.

From: Clare Ward [DPMC] <Clare.Ward@dpmc.govt.nz>

Sent: Friday, March 8, 2024 7:50 AM

To: Jude Urlich [DPMC] <Jude.Urlich@dpmc.govt.nz>

Subject: Fwd: Budget 24 package implementation plan

Please can you confirm

Ngā mihi

Clare

Clare

From: Katrina Casey [DPMC] <Katrina.Casey@dpmc.govt.nz>

Sent: Thursday, March 7, 2024 6:47:07 PM

To: Clare Ward [DPMC] <Clare.Ward@dpmc.govt.nz>

Subject: RE: Budget 24 package implementation plan

Kia ora Clare

Apart from the \$2m coming off our 24/25 budget s 9(2)(g)(i) of doing that—
am I safe to assume that none of the other actions are applicable to the CRU?

Ngā mihi

Katrina

Katrina Casey

Chief Executive Cyclone Recovery

From: Clare Ward [DPMC] <Clare.Ward@dpmc.govt.nz>

Sent: Thursday, March 7, 2024 3:17 PM

To: Bridget White [DPMC] <Bridget.White@dpmc.govt.nz>; Janine Smith [DPMC] <Janine.Smith@dpmc.govt.nz>; Oliver Valins [DPMC] <Oliver.Valins@dpmc.govt.nz>; Rachel Hayward [DPMC] <Rachel.Hayward@dpmc.govt.nz>; Rebecca Kitteridge [DPMC] <Rebecca.Kitteridge@dpmc.govt.nz>; Sean Bolton [DPMC] <Sean.Bolton@dpmc.govt.nz>; Stephen Crombie [DPMC] <Stephen.Crombie@dpmc.govt.nz>; Katrina Casey [DPMC] <Katrina.Casey@dpmc.govt.nz>

Cc: Jude Urlich [DPMC] <Jude.Urlich@dpmc.govt.nz>; Bruce Davey [TSY] <Bruce.Davey@cass.govt.nz>; Margaret Cassie [TSY] <Margaret.Cassie@cass.govt.nz>; Annabel Ritchie [DPMC] <Annabel.Ritchie@dpmc.govt.nz>; Anna Hughes [DPMC] <Anna.Hughes@dpmc.govt.nz>

Subject: Budget 24 package implementation plan

Kia ora

Please find attached a draft implementation plan for the Budget 24 package. This sets out what will need to be done to implement this package, assuming it all goes through. s 9(2)(g)(i)

We think that reporting to the Board on progress will be important too as we need to ensure we realise the savings.

All comments welcome.

Ngā mihi

Clare

RE: ELT EYES ONLY - Approach to Budget 24 report to PM

From Rachel Hayward

To: Clare Ward [DPMC] <Clare.Ward@dpmc.govt.nz>; Janine Smith [DPMC] <Janine.Smith@dpmc.govt.nz>; Sean Bolton [DPMC] <Sean.Bolton@dpmc.govt.nz>; Oliver Valins [DPMC] <Oliver.Valins@dpmc.govt.nz>; Jude Urlich [DPMC] <Jude.Urlich@dpmc.govt.nz>; Stephen Crombie [DPMC] <Stephen.Crombie@dpmc.govt.nz>; Bridget White [DPMC] <Bridget.White@dpmc.govt.nz>; Rebecca Kitteridge [DPMC] <Rebecca.Kitteridge@dpmc.govt.nz>; Reid Walters [DPMC] <Reid.Walters@dpmc.govt.nz>

Thu 14/03/2024 9:07 am

Thanks – sorry to come late to this, I agree an in-person discussion would be good. I've got two overseas calls, at 9.30 and 1pm, other than that can fit in with pretty much anything.

From: Clare Ward [DPMC] <Clare.Ward@dpmc.govt.nz>

Sent: Thursday, March 14, 2024 8:41 AM

To: Janine Smith [DPMC] <Janine.Smith@dpmc.govt.nz>; Sean Bolton [DPMC] <Sean.Bolton@dpmc.govt.nz>; Oliver Valins [DPMC] <Oliver.Valins@dpmc.govt.nz>; Jude Urlich [DPMC] <Jude.Urlich@dpmc.govt.nz>; Stephen Crombie [DPMC] <Stephen.Crombie@dpmc.govt.nz>; Bridget White [DPMC] <Bridget.White@dpmc.govt.nz>; Rebecca Kitteridge [DPMC] <Rebecca.Kitteridge@dpmc.govt.nz>; Reid Walters [DPMC] <Reid.Walters@dpmc.govt.nz>; Rachel Hayward [DPMC] <Rachel.Hayward@dpmc.govt.nz>

Subject: RE: ELT EYES ONLY - Approach to Budget 24 report to PM

Agree would be good to sit down together on this today if we can, given we need to test the viability of all options from a \$ perspective and also their impacts.

Ngā mihi

Clare

From: Janine Smith [DPMC] <Janine.Smith@dpmc.govt.nz>

Sent: Thursday, March 14, 2024 8:36 AM

To: Sean Bolton [DPMC] <Sean.Bolton@dpmc.govt.nz>; Oliver Valins [DPMC] <Oliver.Valins@dpmc.govt.nz>; Jude Urlich [DPMC] <Jude.Urlich@dpmc.govt.nz>; Stephen Crombie [DPMC] <Stephen.Crombie@dpmc.govt.nz>; Clare Ward [DPMC] <Clare.Ward@dpmc.govt.nz>; Bridget White [DPMC] <Bridget.White@dpmc.govt.nz>; Rebecca Kitteridge [DPMC] <Rebecca.Kitteridge@dpmc.govt.nz>; Reid Walters [DPMC] <Reid.Walters@dpmc.govt.nz>; Rachel Hayward [DPMC] <Rachel.Hayward@dpmc.govt.nz>

Subject: RE: ELT EYES ONLY - Approach to Budget 24 report to PM

Sorry for being a day late – I wonder if we need to have a quick discussion about this brief today before it goes

s 9(2)(g)(i)

From: Sean Bolton [DPMC] <Sean.Bolton@dpmc.govt.nz>

Sent: Thursday, March 14, 2024 7:53 AM

To: Oliver Valins [DPMC] <Oliver.Valins@dpmc.govt.nz>; Jude Urlich [DPMC] <Jude.Urlich@dpmc.govt.nz>; Stephen Crombie [DPMC] <Stephen.Crombie@dpmc.govt.nz>; Clare Ward [DPMC] <Clare.Ward@dpmc.govt.nz>; Bridget White [DPMC] <Bridget.White@dpmc.govt.nz>; Rebecca Kitteridge [DPMC] <Rebecca.Kitteridge@dpmc.govt.nz>; Janine Smith [DPMC] <Janine.Smith@dpmc.govt.nz>; Reid Walters [DPMC] <Reid.Walters@dpmc.govt.nz>; Rachel Hayward [DPMC] <Rachel.Hayward@dpmc.govt.nz>

Subject: RE: ELT EYES ONLY - Approach to Budget 24 report to PM

Morning Oliver, et al,

Thank you for the work you're putting into this.

First, while my view is below, I support whatever collective decision we take as an ELT.

Second, continuing to build trust with the PM, and showing that his department is there to support him and help him deliver is, I think, our driving principal. Proving our value in supporting the PM while looking after our people is forefront in my mind.

s 9(2)(g)(i)

s 9(2)(g)(i)

Ngā mihi nui

Sean

Sean Bolton

From: Oliver Valins [DPMC] <Oliver.Valins@dpmc.govt.nz>

Sent: Wednesday, March 13, 2024 6:39 PM

To: Jude Ulrich [DPMC] <Jude.Ulrich@dpmc.govt.nz>; Stephen Crombie [DPMC] <Stephen.Crombie@dpmc.govt.nz>; Clare Ward [DPMC] <Clare.Ward@dpmc.govt.nz>; Bridget White [DPMC] <Bridget.White@dpmc.govt.nz>; Rebecca Kitteridge [DPMC] <Rebecca.Kitteridge@dpmc.govt.nz>; Janine Smith [DPMC] <Janine.Smith@dpmc.govt.nz>; Reid Walters [DPMC] <Reid.Walters@dpmc.govt.nz>; Rachel Hayward [DPMC] <Rachel.Hayward@dpmc.govt.nz>; Sean Bolton [DPMC] <Sean.Bolton@dpmc.govt.nz>

Subject: Re: ELT EYES ONLY - Approach to Budget 24 report to PM

s 9(2)(g)(i)

Let's talk further tomorrow.

cheers,

O.

From: Jude Urlich [DPMC] <Jude.Urlich@dpmc.govt.nz>

Sent: Wednesday, March 13, 2024 5:58:59 PM

To: Stephen Crombie [DPMC] <Stephen.Crombie@dpmc.govt.nz>; Clare Ward [DPMC] <Clare.Ward@dpmc.govt.nz>; Oliver Valins [DPMC] <Oliver.Valins@dpmc.govt.nz>; Bridget White [DPMC] <Bridget.White@dpmc.govt.nz>; Rebecca Kitteridge [DPMC] <Rebecca.Kitteridge@dpmc.govt.nz>; Janine Smith [DPMC] <Janine.Smith@dpmc.govt.nz>; Reid Walters [DPMC] <Reid.Walters@dpmc.govt.nz>; Rachel Hayward [DPMC] <Rachel.Hayward@dpmc.govt.nz>; Sean Bolton [DPMC] <Sean.Bolton@dpmc.govt.nz>

Subject: RE: ELT EYES ONLY - Approach to Budget 24 report to PM

s 9(2)(g)(i)

Ngā mihi
Jude

From: Stephen Crombie [DPMC] <Stephen.Crombie@dpmc.govt.nz>

Sent: Wednesday, March 13, 2024 5:35 PM

To: Clare Ward [DPMC] <Clare.Ward@dpmc.govt.nz>; Oliver Valins [DPMC] <Oliver.Valins@dpmc.govt.nz>; Bridget White [DPMC] <Bridget.White@dpmc.govt.nz>; Rebecca Kitteridge [DPMC] <Rebecca.Kitteridge@dpmc.govt.nz>; Janine Smith [DPMC] <Janine.Smith@dpmc.govt.nz>; Reid Walters [DPMC] <Reid.Walters@dpmc.govt.nz>; Rachel Hayward [DPMC] <Rachel.Hayward@dpmc.govt.nz>; Sean Bolton [DPMC] <Sean.Bolton@dpmc.govt.nz>

Cc: Jude Urlich [DPMC] <Jude.Urlich@dpmc.govt.nz>

Subject: Re: ELT EYES ONLY - Approach to Budget 24 report to PM

Sorry, I was not trying to be definitive in the detail, just trying to propose an alternative, simpler narrative.

s 9(2)(g)(i)

S

From: Clare Ward [DPMC] <Clare.Ward@dpmc.govt.nz>

Sent: Wednesday, March 13, 2024 5:14:54 PM

To: Stephen Crombie [DPMC] <Stephen.Crombie@dpmc.govt.nz>; Oliver Valins [DPMC] <Oliver.Valins@dpmc.govt.nz>; Bridget White [DPMC] <Bridget.White@dpmc.govt.nz>; Rebecca

Kitteridge [DPMC] <Rebecca.Kitteridge@dpmc.govt.nz>; Janine Smith [DPMC] <Janine.Smith@dpmc.govt.nz>; Reid Walters [DPMC] <Reid.Walters@dpmc.govt.nz>; Rachel Hayward [DPMC] <Rachel.Hayward@dpmc.govt.nz>; Sean Bolton [DPMC] <Sean.Bolton@dpmc.govt.nz>

Cc: Jude Urlich [DPMC] <Jude.Urlich@dpmc.govt.nz>

Subject: RE: ELT EYES ONLY - Approach to Budget 24 report to PM

Hi

Some comments below.

Ngā mihi

Clare

From: Stephen Crombie [DPMC] <Stephen.Crombie@dpmc.govt.nz>

Sent: Wednesday, March 13, 2024 4:55 PM

To: Clare Ward [DPMC] <Clare.Ward@dpmc.govt.nz>; Oliver Valins [DPMC] <Oliver.Valins@dpmc.govt.nz>; Bridget White [DPMC] <Bridget.White@dpmc.govt.nz>; Rebecca Kitteridge [DPMC] <Rebecca.Kitteridge@dpmc.govt.nz>; Janine Smith [DPMC] <Janine.Smith@dpmc.govt.nz>; Reid Walters [DPMC] <Reid.Walters@dpmc.govt.nz>; Rachel Hayward [DPMC] <Rachel.Hayward@dpmc.govt.nz>; Sean Bolton [DPMC] <Sean.Bolton@dpmc.govt.nz>

Cc: Jude Urlich [DPMC] <Jude.Urlich@dpmc.govt.nz>

Subject: RE: ELT EYES ONLY - Approach to Budget 24 report to PM

s 9(2)(g)(i)

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s 9(2)(g)(i)

Stephen Crombie

Executive Director, Implementation Unit

From: Clare Ward [DPMC] <Clare.Ward@dpmc.govt.nz>

Sent: Wednesday, March 13, 2024 2:20 PM

To: Oliver Valins [DPMC] <Oliver.Valins@dpmc.govt.nz>; Stephen Crombie [DPMC] <Stephen.Crombie@dpmc.govt.nz>; Bridget White [DPMC] <Bridget.White@dpmc.govt.nz>; Rebecca Kitteridge [DPMC] <Rebecca.Kitteridge@dpmc.govt.nz>; Janine Smith [DPMC] <Janine.Smith@dpmc.govt.nz>; Reid Walters [DPMC] <Reid.Walters@dpmc.govt.nz>; Rachel Hayward [DPMC] <Rachel.Hayward@dpmc.govt.nz>; Sean Bolton [DPMC] <Sean.Bolton@dpmc.govt.nz>

Cc: Jude Urlich [DPMC] <Jude.Urlich@dpmc.govt.nz>

Subject: RE: ELT EYES ONLY - Approach to Budget 24 report to PM

Hi Oliver

Let's chat when you're back. I don't think that we can afford Option 2 and s 9(2)(f)(iv) I'm not sure we can separate these two decisions.

Ngā mihi

Clare

From: Oliver Valins [DPMC] <Oliver.Valins@dpmc.govt.nz>

Sent: Wednesday, March 13, 2024 1:51 PM

To: Clare Ward [DPMC] <Clare.Ward@dpmc.govt.nz>; Stephen Crombie [DPMC] <Stephen.Crombie@dpmc.govt.nz>; Bridget White [DPMC] <Bridget.White@dpmc.govt.nz>; Rebecca Kitteridge [DPMC] <Rebecca.Kitteridge@dpmc.govt.nz>; Janine Smith [DPMC] <Janine.Smith@dpmc.govt.nz>; Reid Walters [DPMC] <Reid.Walters@dpmc.govt.nz>; Rachel Hayward [DPMC] <Rachel.Hayward@dpmc.govt.nz>; Sean Bolton [DPMC] <Sean.Bolton@dpmc.govt.nz>

Cc: Jude Urlich [DPMC] <Jude.Urlich@dpmc.govt.nz>

Subject: ELT EYES ONLY - Approach to Budget 24 report to PM

Importance: High

<https://edrms.hamlet.treasury.govt.nz/work/link/f/DPMC!159811>

ELT EYES ONLY

Hi all,

Attached above is the link to the report to the PM on the Approach to Budget 24. There is still a lot of work to be done, including finalising how we want to approach the funding issues involved for s 9(2)(f)(iv)

I'm keen for your feedback – tracked changes on a separate version if possible (just send this direct to me and I will collate into a new version for you all to see). That said, I don't think we want this report to be written by committee (!) so please focus more on the content and talk to me separately if you think there are structural changes to the report we should make.

Jude: In particular, could you make sure the numbers are correct and also fill in any gaps where I have placeholder text (e.g. \$x million or X FTEs or where we need to reference past reports)? Give me a call with any questions?

Ngā mihi,
Oliver.

Oliver Valins

RE: ELT EYES ONLY - Approach to Budget 24 report to PM

From Janine Smith [DPMC]

To: Sean Bolton [DPMC] <Sean.Bolton@dpmc.govt.nz>; Oliver Valins [DPMC] <Oliver.Valins@dpmc.govt.nz>; Jude Urlich [DPMC] <Jude.Urlich@dpmc.govt.nz>; Stephen Crombie [DPMC] <Stephen.Crombie@dpmc.govt.nz>; Clare Ward [DPMC] <Clare.Ward@dpmc.govt.nz>; Bridget White [DPMC] <Bridget.White@dpmc.govt.nz>; Rebecca Kitteridge [DPMC] <Rebecca.Kitteridge@dpmc.govt.nz>; Reid Walters [DPMC] <Reid.Walters@dpmc.govt.nz>; Rachel Hayward [DPMC] <Rachel.Hayward@dpmc.govt.nz>

Thu 14/03/2024 8:36 am

Sorry for being a day late – I wonder if we need to have a quick discussion about this brief today before it goes

s 9(2)(g)(i)

Funding to run the HWT Trust

From: Bridget White [DPMC] <Bridget.White@dpmc.govt.nz>

Sent: Friday, March 1, 2024 9:00 AM

To: Clare Ward [DPMC] <Clare.Ward@dpmc.govt.nz>

Cc: Rob MacLean [DPMC] <Rob.MacLean@dpmc.govt.nz>; Andy George [DPMC] <Andy.George@dpmc.govt.nz>; Jude Urlich [DPMC] <Jude.Urlich@dpmc.govt.nz>
Subject: RE: funding to run the HWT Trust

Thanks we have met with Board and Andy will look at some options including disestablishment, whether fees can be reduces, and whether MBIE could pick up the admin as they support many Boards and are well linked to alternative funding for research (which was meant to be the value add of the Board)

From: Bridget White [DPMC] <Bridget.White@dpmc.govt.nz>
Sent: Wednesday, February 28, 2024 8:27 AM
To: Clare Ward [DPMC] <Clare.Ward@dpmc.govt.nz>
Cc: Rob MacLean [DPMC] <Rob.MacLean@dpmc.govt.nz>; Andy George <Andy.George@dpmc.govt.nz>
Subject: funding to run the HWT Trust
Importance: High

Hi

As part of the savings packing the centre of excellence research fund is proposed to remain at 825K. s 9(2)(g)(i)

[Redacted content]

Cheers

b

From: Clare Ward [DPMC]

To: Bridget White [DPMC] <Bridget.White@dpmc.govt.nz>; Janine Smith [DPMC] <Janine.Smith@dpmc.govt.nz>; Oliver Valins [DPMC] <Oliver.Valins@dpmc.govt.nz>; Rachel Hayward [DPMC] <Rachel.Hayward@dpmc.govt.nz>; Rebecca Kitteridge [DPMC] <Rebecca.Kitteridge@dpmc.govt.nz>; Sean Bolton [DPMC] <Sean.Bolton@dpmc.govt.nz>; Stephen Crombie [DPMC] <Stephen.Crombie@dpmc.govt.nz>

Cc Jude Urlich [DPMC] <Jude.Urlich@dpmc.govt.nz>; Bruce Davey [TSY] <Bruce.Davey@cass.govt.nz>; Rohan Biggs [DPMC] <Rohan.Biggs@dpmc.govt.nz>

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Fri 9/02/2024 4:30 pm

Kia ora

Today we met a Budget 2024 milestone with the dispatch of the Vote Prime Minister and Cabinet package. We greatly appreciate the contributions that teams have made throughout the savings exercise and in responding at late notice to changes in direction.

We also acknowledge that the templates will benefit from a review early next week and we will be able to make small adjustments to the supporting text.

Note that the financials won't change unless we are directed by PMO to do so.

The next milestone (after receiving feedback from the Prime Minister) is submission by 1pm next Friday.

Once we understand the outcome of the usual bilateral discussions, the next step will be determining any funding allocations and rigorous oversight of expenditure going forward.

Thanks to Jude and her team, Rohan and Bruce for their fantastic work getting to this point.

Ngā mihi

Clare

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