



## Proactive Release

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

### **Government Targets Quarterly Report for June 2024**

The following documents have been included in this release:

**Title of paper:** Government Targets Quarterly Report for June 2024 (CAB-24-SUB-0345 refers)

**Title of minute:** Government Targets Quarterly Report for June 2024 (CAB-24-MIN-0345 refers)

Some parts of this information release would not be appropriate to release and, if requested, would be withheld under the Official Information Act 1982 (the Act). Where this is the case, the relevant section of the Act that would apply has been identified.

#### **Key to redaction code:**

- section 18(d), the information requested is or will soon be publicly available.

The final version of *Attachment A: Government Targets Quarterly Report Summary and Fact Sheets for June 2024* is publicly available at the following link:

<https://www.dPMC.govt.nz/our-programmes/government-targets>

Office of the Prime Minister

Cabinet

## Government Targets Quarterly Report for June 2024

### Proposal

1 This paper is the first quarterly report on progress of Government Targets.

### Relation to government priorities

2 Government Targets signal the major improvements we intend to deliver for New Zealanders and send a signal to the public and the public service on how we intend to prioritise our efforts.

### The foundations for delivery of targets are in place

3 Cabinet agreed to nine Government Targets [CAB-24-MIN-0098] on 25 March 2024.

4 When we set the nine Government Targets, I was clear they were ambitious, intended to focus the public sector on results that matter to New Zealanders, and were not going to be easy to achieve.

5 These are the first set of quarterly results since we set the Government Targets. The results are mixed, as I would expect at this early stage. Many of the Government's new initiatives and policies have not yet flowed through to impact on results and will take time to change performance.

6 Some results indicate the scale of the challenge and turn-around we are facing is even more challenging than initially thought. For example, more up to date data has revealed that Target 4 (reduced violent crime) and Target 7 (more students at expected curriculum levels) are starting from a worse position than their initial baselines. Despite this, I do not propose adjusting either target. Rather, this should serve as a clear signal to the public sector about the urgency of the task and the vital need to focus and prioritise.

7 I am encouraged, however, that Lead Ministers and agencies are engaged and committed to addressing these challenges. Since the launch in April, the targets programme is having the desired effect by increasing the public service focus on delivery to New Zealanders.

8 Lead Ministers have directed agencies to develop detailed delivery plans, with eight of the nine targets having now been considered by the Cabinet Strategy Committee (STR). The Second Emissions Reduction Plan (serving as the delivery plan) is scheduled for consideration by STR in October. Ministers and agencies have put in place effective oversight arrangements for driving delivery.

- 9 The assessment of delivery plans by central agencies has identified that they provide a good foundation for delivery of the required performance, but there are significant gaps that need to be addressed to provide confidence for ongoing delivery. As expected, at this early stage there is a gap between what the initiatives will deliver and the six-year targeted performance. The specific gaps include:
- 9.1 adequacy of policy and operational settings for the medium and longer-term performance
  - 9.2 how initiatives and resources applied will contribute to delivery
  - 9.3 clarity of costs, funding source and impacts of reprioritisation
  - 9.4 some agencies are dependent on other agencies resources which have not been secured
  - 9.5 how initiatives can improve outcomes for Māori and Pacific people, who are overrepresented in most of the targets; and
  - 9.6 clarifying workforce implications and plans.
- 10 System level levers for improving delivery have also been identified, including taking a regional approach to focus resources on specific areas and the use of operational data to work with cohorts, whānau and people that feature in several targets. Chief Executives from the social sector (covering Targets 1 to 8) have agreed to work collectively on addressing dependencies across targets and the opportunities of working in an integrated way at a regional/local level.
- 11 The Social Investment Agency is supporting the Delivery Unit to provide data-driven insights across targets that will assist agencies to focus resources on initiatives that will deliver longer term impact.
- 12 It will be important to send signals to the public sector that delivery planning is not a one-off process, and that further work needs to be completed to ensure we will meet the ambitious targets we have set. We need to maintain pressure on the system and encourage officials to draw out bolder policy and operational ideas and evidence backed solutions necessary to significantly lift performance and avoid unintended consequences. This needs to include increased clarity of costs and funding.
- 13 Therefore, I am proposing that while we move into delivery of the current plans, in addition, I invite Ministers to request that agencies enhance their plans by the end of 2024 to close the gaps identified by central agencies.
- 14 The Public Service Commission is leading a reset of Public Service Chief Executive expectations to align expectations closely to the Government's Targets and priorities. The change in approach also includes a strong focus on agency capability and performance, fiscal sustainability, and sector performance. The Public Service Commissioner is implementing performance pay for Public Service Chief Executives linked to the reset expectations.

## Target results and delivery confidence for this quarter are mixed

- 15 Agencies have developed target quarterly reports, rated their target performance, and have had their reports approved by Lead Ministers. A Target Quarterly Report Summary and Factsheets are included at Attachment A. A summary of the reports are:

### On Track / Probable

*Target 9 - Reduced net greenhouse gas emissions - Emissions Budget 1 - on track and Emissions Budget 2 - interim projections are giving confidence the target can be achieved.*

*Target 8 - Fewer people in emergency housing - performance is exceeding quarterly estimates with the number of households in emergency housing reduced by 1,008 (including households in Contracted Emergency Housing) since the target was set.*

### Feasible

*Target 1 - Shorter stays in emergency departments (performance improving) – targeted activities are being undertaken to reduce variation in delivery across hospital facilities and improve nationwide averages.*

*Target 2 - Shorter wait times for elective treatment (performance declining) - increases in demand, industrial action and seasonal capacity issues have impacted performance.*

Both health targets are being considered by the Minister of Health and Commissioner of Health NZ as part of the turnaround plan. When health target implementation plans are completed they will be further assessed by the Delivery Unit and central agencies.

*Target 3 - Reduced child and youth offending (performance stable) – there has been an increase since 2021 and numbers are now expected to stabilise before reducing as new policies are implemented.*

*Target 5 - Fewer people on the Jobseeker Support benefit (performance declining) - economic conditions are increasing flows of people onto Jobseeker Support while exits remain relatively flat. Improvement is not expected until economic conditions improve, and welfare system interventions are embedded.*

*Target 6 - Increased student attendance (performance stable) - a slight term-on-term increase from 2023 (Term 1) to 2024 (Term 1), with increased and coordinated efforts to raise public awareness, publish daily attendance data and health related advice.*

### At Risk

*Target 4 - Reduced violent crime – results show a sharp increase of approximately 30,000 (note there is a high margin of error in the survey) in people experiencing violent crime, which reflects a continuation of the trend over the last few years. There is a major dependency on addressing family and sexual violence and new polices will take some time to impact results.*

*Target 7 - More students at expected curriculum levels* – the recent 2023 Curriculum Insights and Progress Study (CIPS) survey results for Year 8 show significant gaps for student achievement, with the majority of students not reaching expected curriculum levels (47% for reading and 22% for maths). The results are from Term 4 2023 and do not reflect the Minister of Education’s six priorities and ambitious policy programme, including the new Maths Action Plan ‘Make it Count’, for achieving Target 7.

- 16 Given the results, I have asked the Delivery Unit to closely monitor the progress of implementation of the delivery plans for Health (Targets 1&2), Justice (Targets 3&4), Jobseeker Support (Target 5) and Student Attendance (Target 6) and provide advice to agencies to improve the likelihood of target delivery.
- 17 For Emissions Reduction (Target 9) there are existing governance and planning structures led by the Interdepartmental Executive Board to monitor progress.
- 18 The latest results for student achievement (Target 7) are worse than when we had originally set the target. We have embarked on an ambitious programme to lift literacy and maths achievement. The Minister of Education and I agree that this requires further focus and work to deliver and is why we released the Maths Action Plan on 5 August.
- 19 A target of this scope and scale requires the Ministry to have the capability to implement, and a prioritised and sequenced programme that is designed to deliver effectively in the decentralised education system.
- 20 I have asked the Delivery Unit to work with the Ministry of Education to ensure it has a delivery programme to achieve Target 7.

### **Implications**

- 21 There is no direct cost of living implication of the Government Targets.
- 22 If the targeted performance is achieved, then there will be improvements in outcomes for Māori and Pacific people as the data indicates they are overrepresented in populations impacted by the targets.
- 23 It is expected that lead agencies will consider the results for Māori and Pacific people (and other population groups with disparate outcomes) in delivery planning and use an evidenced based approach to assess the effectiveness of initiatives over time.
- 24 The Minister for Māori Development, supported by Te Puni Kōkiri, is providing oversight on the approach lead agencies are taking to address the gaps in target performance for Māori with an initial focus on Emergency Housing, Jobseeker Support and Child and Youth Offending targets.
- 25 This paper has no direct financial implications, however there is a risk that to achieve some of these targets additional funding will be required. It is expected that any financial implications associated with achieving targets are managed through reprioritisation of existing funding.
- 26 There are no direct legislative implications.

## Impact Analysis and use of external Resources

- 27 Regulatory impact analysis is not required as there are no policy proposals for decision in this paper.
- 28 The Climate Implications of Policy Assessment (CIPA) requirements do not apply to this proposal as there is no direct emissions impact. This proposal reiterates existing statutory climate targets.
- 29 No external resources were used in producing this paper.

## Consultation

- 30 DPMC drafted this paper. It was circulated for ministerial consultation during the first week of July. The Treasury, Public Service Commission, Social Investment Agency, and Te Puni Kokiri were also consulted.

## Communications and proactive release

- 31 I plan to announce the overall progress towards achieving targets soon after Cabinet consideration. My expectation is that Lead Ministers for targets will lead any communications required on their targets.
- 32 I intend to proactively release this paper and the Cabinet minute, subject to any necessary redactions.

## Recommendations

I recommend that Cabinet:

- 1 **note** that initial delivery planning has been completed, oversight arrangements for driving delivery are in place and delivery has commenced
- 2 **note** that I expect Lead Ministers to direct agencies to enhance delivery plans to address gaps identified by central agencies by the end of 2024
- 3 **note** that the Public Service Commission is leading a reset of Public Service Chief Executive expectations, aligning expectations to the Government's targets and priorities
- 4 **note** the first quarterly report on Government Targets and progress made
- 5 **note** that I have asked the Delivery Unit to closely monitor the progress of the implementation of the delivery plans for Health (Targets 1&2), Justice (Targets 3&4), Jobseeker Benefit (Target 5) and Student Attendance (Target 6) and provide advice to agencies to improve the likelihood of target delivery; and
- 6 **note** that for Target 7 - More students at expected curriculum levels, I have asked the Delivery Unit to work with the Ministry of Education to ensure it has a delivery programme to achieve Target 7.

Rt Hon Christopher Luxon

Prime Minister

Attachment A: Government Targets Quarterly Report Summary and Fact Sheets for June 2024

\*Attachment A is withheld under section 18(d) as the final version is publicly available on DPMC's website.

Proactively Released



# Cabinet

## Minute of Decision

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

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### Government Targets Quarterly Report for June 2024

**Portfolio**                      **Prime Minister**

On 9 September 2024, Cabinet:

- 1        **noted** that:
  - 1.1      in March 2024, Cabinet agreed to nine Government targets [SOU-24-MIN-0009];
  - 1.2      initial delivery planning has been completed, oversight arrangements for driving delivery are in place and delivery has commenced;
- 2        **noted** that the Prime Minister expects Lead Ministers to direct agencies to enhance delivery plans to address gaps identified by central agencies by the end of 2024;
- 3        **noted** that the Public Service Commission is leading a reset of Public Service Chief Executive expectations, aligning expectations to the Government's targets and priorities;
- 4        **noted** the first quarterly report on Government Targets and the progress made, as outlined in the *Target Quarterly Report Summary for June 2024*, attached to the paper under CAB-24-SUB-0345;
- 5        **noted** that the Prime Minister has asked the Delivery Unit to closely monitor the progress of the implementation of the delivery plans for Health (Targets 1 & 2), Justice (Targets 3 & 4), Jobseeker Benefit (Target 5) and Student Attendance (Target 6) and to provide advice to agencies to improve the likelihood of target delivery;
- 6        **noted** that for Target 7 (more students at expected curriculum levels), the Prime Minister has asked the Delivery Unit to work with the Ministry of Education to ensure it has a delivery programme to achieve Target 7.

Rachel Hayward  
Secretary of the Cabinet