



Te Kawa Mataaho

Public Service Commission

3 April 2024

9(2)(a) privacy

9(2)(a) privacy

Official Information Request

Our Ref: OIA 2024-0021

I refer to your official information request received on 20 February 2024 where you asked:

“Under the Official Information Act 1982, I request the following:

- *All talking points, briefing materials and key lines prepared for the Prime Minister, the Minister for the Public Service and Public Service Commission staff or representatives for the meeting between the Prime Minister and Chief Executives of public service agencies held on Monday, 12th February 2024.*
- *All correspondence between Public Service Commission staff and the Prime Minister’s Office regarding the meeting between the Prime Minister and Chief Executives of public service agencies held on Monday, 12th February 2024.*
- *All correspondence between Public Service Commission staff and the Minister for the Public Service’s Office regarding the meeting between the Prime Minister and Chief Executives of public service agencies held on Monday, 12th February 2024.*
- *Copies of all documents resulting from the meeting between the Prime Minister and Chief Executives of public service agencies held on Monday, 12th February 2024.*
- *Copies of minutes or notes taken of the meeting between the Prime Minister and Chief Executives of public service agencies held on Monday, 12th February 2024.”*

Our Response

The Public Service Leadership Team (PSLT) is led by the Public Service Commissioner and brings together Public Service Chief Executives and other senior leaders as an executive team, building on our existing progress towards a more collective leadership approach to system issues.

The PSLT has a statutory purpose to provide strategic leadership spanning the whole of the Public Service that contributes to an effective and cohesive Public Service. The team works collaboratively to model leadership behaviours for the Public Service, while also assisting the members to fulfil their responsibilities under the Act. The PSLT collectively leads and provides stewardship for the Public Service.

The meeting between the PSLT, the Prime Minister and the Minister for Finance/Minister for the Public Service on 12 February 2024 was an opportunity to come together to discuss the new Government’s vision and expectations. While the Public Service Commissioner leads the PSLT and the meeting was hosted at Te Kawa Mataaho Public Service Commission (the Commission), the meeting arrangements were initiated by the Department of the Prime Minister and Cabinet (DPMC) and the Prime Minister’s Office.

Information being released

Please find enclosed the following documents in scope of this request:

Item	Date	Document Description	Decision
1	2 February 2024	Section in the Weekly Report to the Minister for the Public Service for the week ending 2 February 2024	Released in part
2		EVENT RUNSHEET – PSLT meeting with Prime Minister and Minister for the Public Service	Released in part
3	9 February 2024	DPMC-2023/24-757 – AIDE MEMOIRE – Meeting with Public Service Leadership Team, 12 February 2024 with Annexes	Released in part
4	16 February 2024	Section in the Weekly Report to the Minister for the Public Service for the week ending 16 February 2024	Released in part

I have decided to release the documents in part with information withheld under the following sections of the Official Information Act 1982 (OIA) as applicable:

- 9(2)(a) in order to protect the privacy of natural persons, including deceased people
- 9(2)(f)(iv) in order to maintain the constitutional conventions for the time being which protect the confidentiality of advice tendered by Ministers of the Crown and officials.

In addition, some information has been deleted where it is not within the scope of your request.

Correspondence sent or received by Te Kawa Mataaho Public Service Commission

Please find listed in the table below correspondence between Commission staff and the office of the Minister for the Public Service concerning the PSLT meeting on 12 February 2024:

Item	Date	Document Description	Decision
5	31 January 2024 @8.19pm 31 January 2024 @7.38pm 31 January 2024 @6.21pm	EMAIL THREAD: Titled - PM & Hon Willis meeting with Public Service CEs	Released in part
6	8 February 2024 @4.35pm 8 February 2024 @4.52pm	EMAIL THREAD: Titled - [IN-CONFIDENCE] Draft talking points for meeting with PSLT - Monday 12 Feb	Released in part
7	8 February 2024 @1.02PM 8 February 2024 @1.01pm 9 February 2024 @12.51pm 9 February 2024 @12.36pm	EMAIL THREAD: Titled - [IN-CONFIDENCE] FW: Can you pls send Christina an e-copy?	Released in part
8	9 February 2024	EMAIL: Titled - Monday 12 February. Public Service Leadership team meeting. 5pm to 5.45pm	Released in part

I have decided to release the correspondence with information withheld under the following sections of the OIA as applicable:

- 9(2)(a) in order to protect the privacy of natural persons, including deceased people
- 9(2)(f)(iv) in order to maintain the constitutional conventions for the time being which protect the confidentiality of advice tendered by Ministers of the Crown and officials.

There is one further email in scope of your request, however it has not been included as the email is administrative in nature and only mentions the PSLT meeting.

In making my decision, I have considered the public interest considerations in section 9(1) of the OIA.

Information not held

The Commission did not have any correspondence with the Prime Minister's office regarding the PSLT meeting, no documents were created as a result of the meeting and while individual PSLT members may have taken their own notes as reflections for their own use, no formal minutes were taken.

Therefore, I am refusing these parts of your request under section 18(e) of the OIA on the grounds the information requested does not exist.

If you wish to discuss this decision with us, please feel free to contact Ministerial.Services@publicservice.govt.nz.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.


Please note that we intend to publish this letter (with your personal details removed) on the Te Kawa Mataaho Public Service Commission's website.

Yours sincerely



Nicky Dirks
Manager – Ministerial and Executive Services
Te Kawa Mataaho Public Service Commission

out of scope




Te Kawa Mataaho Public Service Commission

Meeting the Public Service Leadership Team

At 5pm on 12 February 2024, you and the Prime Minister will meet with the chief executives in the Public Service Leadership Team (PSLT) at the Commission's offices. The PSLT is made up of all the departmental secretaries and some other public sector chief executives. It provides strong and cohesive leadership of the Public Service and is convened by the Commissioner under the Public Service Act 2020. We will provide you with a full briefing for this meeting next week.

Contact: Thor Gudjonsson, Deputy Commissioner, System and Agency Performance, Ph. [9\(2\)\(a\) privacy](#)

out of scope



EVENT RUNSHEET



Event	PSLT meeting with Prime Minister and Minister for the Public Service
Date and time	Monday 12 February 2024, 5.00pm to 5.45pm
Location	Te Kawa Mataaho Public Service Commission, Level 10 Boardroom Reserve Bank Building, 2 The Terrace, Wellington
Attendees	Public Service Leadership Team x 45 (57 invited, 35 responded)

ROLES AND RESPONSIBILITIES

Name	Role
Gaye Searancke 9(2)(a) privacy	<ul style="list-style-type: none"> Programme lead
Andrea Stephen 9(2)(a) privacy	<ul style="list-style-type: none"> Events lead, on the day logistics.
Mark Reading 9(2)(a) privacy	<ul style="list-style-type: none"> Programme manager. Assist with on the day logistics
Gabrielle Wilson Sian Cook Sian Hilton	<ul style="list-style-type: none"> Meet & greet. assistance guiding people to Level 10 with swipe card access

PROGRAMME

Time	Order of proceedings	Lead
4.40pm to 4.50pm	Arrival at Te Kawa Mataaho	Andrea Stephen Gabrielle Wilson
5.00pm	Welcome	Rebecca Kitteridge
5.02pm	Prime Minister speech	Prime Minister, Rt Hon Christopher Luxon
	Minister for the Public Service speech	Minister for the Public Service Hon Nicola Willis
	Open Forum Discussion	Prime Minister, Ministers and PSLT
	Wrap up. Thank Prime Minister and Minister for the Public Service.	Rebecca Kitteridge
5.45pm	Prime Minister and Minister for the Public Service farewelled	Rebecca Kitteridge
	CE's debrief session	Peter Hughes
6.15pm	End. CEs depart	

RUNNING ORDER. Monday 12 February

Time	Order of proceedings	Lead
Afternoon	Set up the Hunt Room table with refreshments. Tea, coffee, water Werthers Originals on the tables	Gabrielle Wilson Sian Cook Sian Hilton
	Set up Boardroom. <i>Workshop style - 9 tables with 5 people per table</i> <i>3 seats at the front of the room for PM, Minister, Rebecca.</i>	Gabrielle Wilson Sian Cook Sian Hilton
4.30pm	Tea & coffee ready and available in Hunt Room	Sian Cook Sian Hilton
4.30pm	RBNZ security officer stationed at reception inside the lift foyer. One lift held for the duration of the visit	RBNZ
4.30pm	Gabrielle and Sian positioned at RBNZ reception to ensure PSLT arrive smoothly into the building. <i>Collect 12 pre-arranged visitor cards from reception prior to arrival for PSLT plus the Prime Minister, Minister, and their staff</i>	Gabrielle Wilson Sian Cook
4.30pm	Andrea and Mark positioned on Level 10, greeting CEs on arrival	Andrea Stephen Mark Reading
4.40pm	Heather in RBNZ reception awaiting the arrival of Rebecca Kitteridge who will be accompanying: - Prime Minister (with Joe Ascroft) - Minister (with Paula Oliver)	Heather Baggott
4.50pm	Greeted by Heather on arrival and escorted in the lift to Level 10 <i>Gabrielle and Sian at reception to swipe visitor through speed gates and direct to the lift (using the swipe cards provided to PM and Ministerial delegation)</i>	Heather Baggott
	Prime Minister and Minister arrive. Seated in Boardroom.	Heather Baggott
	Rebecca welcomes and introduces the session	Rebecca Kitteridge
	Rebecca introduces the Prime Minister to speak first	Rebecca Kitteridge
	Speech	Rt Hon Christopher Luxon, Prime Minister
	Rebecca thanks the Minister and introduces the Minister for the Public Service to speak next	Rebecca Kitteridge
	Speech	Hon Nicola Willis Minister for the Public Service
	Rebecca thanks the Minister and introduces the open forum discussion.	Rebecca Kitteridge
	Open Forum Discussion	PM, Minister and PSLT
	Rebecca to wrap up with last question.	Rebecca Kitteridge
5.40pm	Rebecca to wrap up and thank the Prime Minister and Minister.	Rebecca Kitteridge
5.45pm	Heather escorts the Prime Minister and Ministerial delegation in held lift to RBNZ reception. <i>Gabrielle Wilson and Sian Cook positioned at reception prior to the delegation leaving to swipe the visitors through the speed gates. The building front doors will remain on open access until 6.30pm so the delegation can exit. RBNZ security officer will be stationed in reception by the front doors.</i>	Heather Baggott

5.50pm	Heather returns to Level 10 for the PLST debrief	Heather Baggott
	CE's debrief session.	
6.15pm	CEs begin to depart	Andrea Stephen Mark Reading
6.30pm	Pack up Boardroom. Normal building lockdown Security officer will leave reception	All

ROOM SET UP:

Location	Set up
Boardroom	<ul style="list-style-type: none"> • Nine tables with 5 people per table. Seating 45 people • Shaped in a semi-circle with chairs facing the wall closest to reception (backs to the window) • 5 seats in a row at the 'front' of the room (along the wall closest to reception) • Hunt Room doors open, with catering set up

EQUIPMENT AND RESOURCES

Equipment
<p>Te Kawa Mataaho providing.</p> <ul style="list-style-type: none"> • Copy of the agenda • Attendee list • Hand sanitiser • Wipes

REFRESHMENTS

Refreshments on arrival
<p>Tea, coffee, water (45 pax)</p> <ul style="list-style-type: none"> • Plunger coffee and tea • Jugs of water and glasses on table • Werthers Originals on table



Aide-Memoire

MEETING WITH PUBLIC SERVICE LEADERSHIP TEAM, 12 FEBRUARY 2024

To	Prime Minister (Rt Hon Christopher Luxon) Minister of Finance and Minister for the Public Service (Hon Nicola Willis)	Report No	DPMC-2023/24-757
From	Rebecca Kitteridge, Secretary for the Department of Prime Minister and Cabinet	Date	9/02/2024

Purpose

- You are meeting the Public Service Leadership Team (PSLT) on Monday, 12 February 2024. This Aide Memoire provides:
 - some background information about the PSLT;
 - the logistics for this meeting; and
 - suggested outline talking points for you both.
- Please call me **9(2)(a) privacy** if you have any questions or requests.

Background

- The PSLT collectively leads and provides stewardship for the Public Service. Public Service chief executives have met fortnightly for many years, but they have convened as the Public Service Leadership Team since 2016, and the PSLT now has statutory recognition in the Public Service Act 2020.
- The PSLT has 48 members, including two Deputy Public Service Commissioners, all departmental secretaries, the Chief of Defence Force, the Police Commissioner and chief executives of some of the larger Crown Entities. **Attached** at the end of this briefing are photographs and short biographical information on the PSLT members. Members are appointed by the Public Service Commissioner.
- The PSLT meets in two ways:
 - Short fortnightly team meetings** focus on free and frank situational awareness, and how we're doing in advancing the government's programme. The Secretary for DPMC chairs these team meetings.

IN CONFIDENCE

- b. **Retreats** every three or four months provide an opportunity for strategic reflection, problem solving and sharing of best practice. Retreats are run by the PSC.
6. The team spirit and relationships that develop in the PSLT are invaluable in supporting collaboration, resource-sharing, and support. The fact that we meet as a team so regularly and with such focus is the envy of public service heads in other like-minded jurisdictions.
7. PSLT meetings also provide a unique environment for senior politicians such as you to communicate your vision and expectations, and to engage with the leaders of the Public Service. Such sessions are hugely helpful in getting the whole of the Public Service onto the same page.

Logistics

8. As Prime Minister and Minister for the Public Service/Minister of Finance, you have agreed to meet with the PSLT for 45 minutes on Monday. It is an out-of-session meeting. The Secretary of DPMC Rebecca Kitteridge and Deputy Public Service Commissioner Heather Baggott will meet you on the ground floor reception of the Reserve Bank Building and will escort you (individually or together) to the Public Service Commission's boardroom.
9. We are proposing that the Prime Minister speak first, followed by the Minister for the Public Service/Minister of Finance. If there is time, the PSLT would appreciate the opportunity to ask you questions. The proposed agenda is as follows:
 - Welcome and Introduction: Rebecca Kitteridge (5.00-5.02pm)
 - Comments from the Prime Minister (5.02-5.20pm)
 - Comments from the Minister for the Public Service/Minister of Finance (5.20-5.35pm)
 - Questions and Answers (5.35-5.45pm)
 - Concluding comments and acknowledgements: Rebecca Kitteridge (5.45pm)

Talking Points

10. The PSLT is keen to hear directly from you. You will find them eager to understand your direction of travel so they can most effectively deliver for you. They will appreciate hearing about your priorities, the ways that you are proposing to make this happen, and how you would like to work with them.
11. Suggested talking points are provided in Annex A (Prime Minister) and Annex B (Minister for the Public Service and Minister of Finance).

Rebecca Kitteridge

Rebecca Kitteridge
Secretary for the Department of
Prime Minister and Cabinet

Annex A: Proposed talking points for the Prime Minister


1: Introduction and purpose

- It's great to be here. Thank you for all your efforts in supporting the new government for our first 75 days in office – I know a lot of you have really pulled out all the stops to support the 100 day programme – 25 days to go so keep it up!
- I'm glad to have the opportunity to speak with you.
- We've just got into government – there are lots of impressions floating around.
- I'd like to use this session so you can hear directly from me about the approach I intend to take to government. And I'm keen to hear your perspectives too.
- I'm going to talk today about:
 - The **why**: the need for a turnaround;
 - The **what**: focus on priorities and targets;
 - The **how**: how we're going to get there.

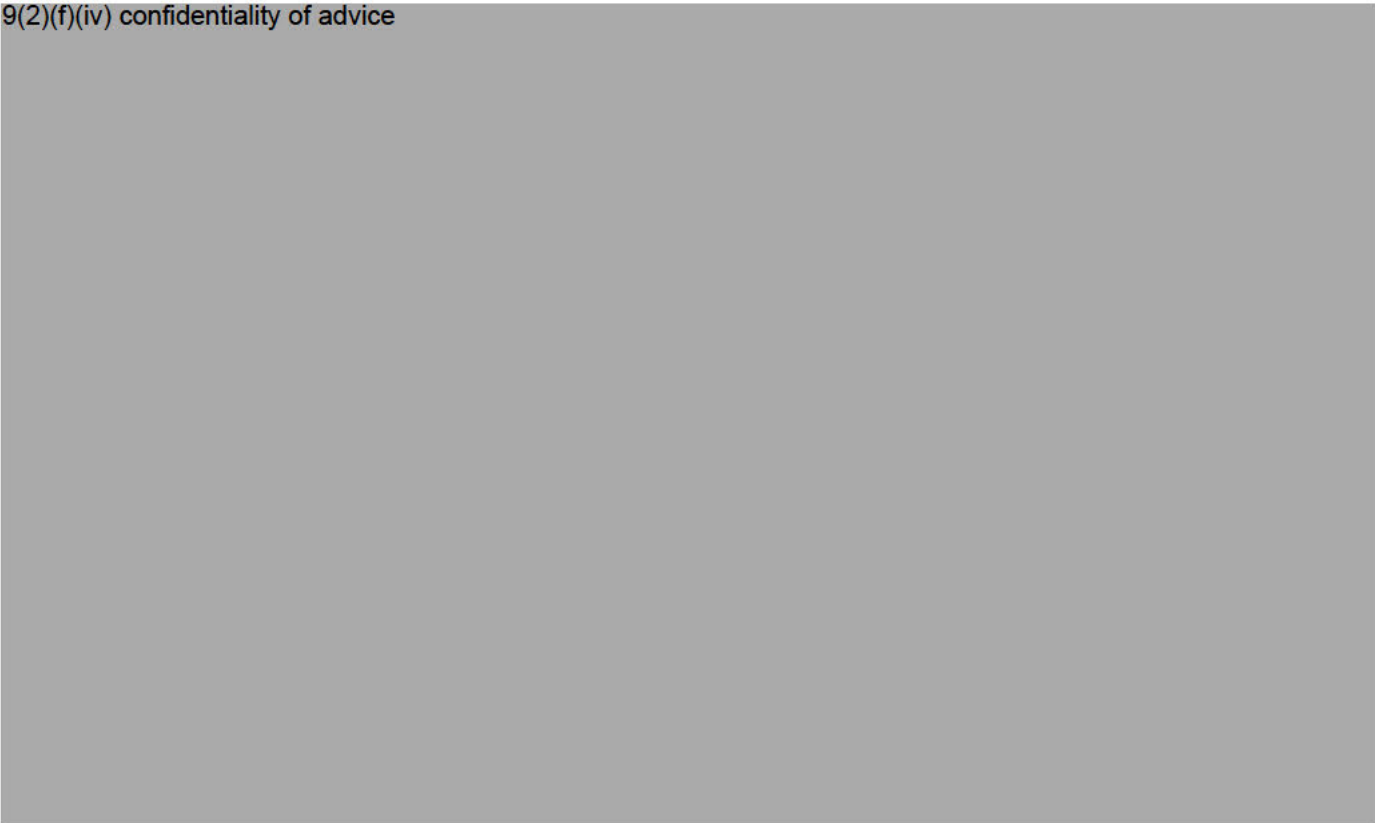
2: The “why” of the turnaround

- I've been out talking to lots of Kiwis, getting a clear message that people aren't happy with the direction we're heading in – so significant changes are required.
- Kiwis also want results – I'm hearing that people want action/outcomes they can see and feel, that make a difference to their lives.
- I'm calling this work we're embarking on a 'turnaround' because it's a good shorthand for the magnitude of the change.
- I know we can make New Zealand a more prosperous, and stronger/more resilient/ more internationally connected country, and I know we can pull this off.
 - Requires very high ambition / aspiration.
 - BUT not out of reach – we have lots of strengths and areas of good potential.


9(2)(f)(iv) confidentiality of advice



9(2)(f)(iv) confidentiality of advice



4: The “how”: how we’re going to get there

- **Focus on delivery and monitoring** – I want to know every quarter exactly where we’re up to, the risks and obstacles, and if we’re off track what’s our pathway to getting back on track. DPMC will support me in keeping this relentless focus on delivery.
- **9(2)(f)(iv) confidentiality of advice**

- **Ruthless prioritisation / making tough choices** – I’m up for the conversations we will need to have about making hard choices along the way – constrained fiscal environment requires difficult trade-offs, some programmes will need to end for us be able to deliver on the most important priorities.
- **Getting an outside-in perspective** – this will have to be a collaborative effort. I really want to see this government being informed by the perspectives and expertise not just of the public sector but also externally – for example the business community.

Close out:


I’m really excited about the future of this country and about helping New Zealand be the absolute best it can be and am confident that as a team we can achieve that.

Hand over to Minister Willis and say you’ll invite questions after she has spoken.

Annex B: Proposed talking points for the Minister for the Public Service and Minister of Finance – provided by the Treasury and the Public Service Commission

- Acknowledge and recognise the Chief Executives:
 - Important role they play to achieve this Government's priorities, reiterate PM's messages on delivery to date.
 - Ability to be agile, responsive, and focussed on what communities need.
 - Pace of change and shifts they are managing and will need to continue to.
- Key shifts (looking to the PSLT to lead and support the Government):
 - Clear, defined, government priorities and measures of success.
 - Social investment approach:
 - To evaluate areas of existing social sector spending to better understand the return New Zealanders are getting from current social sector spending.
 - How it contributes to the process of redirecting lower-quality spending to areas where better outcomes are expected.
 - Enable more community led solutions - devolution and localised delivery, and what you see that looking like.
 - Culture of responsible spending, fiscal discipline and right-sizing the government's footprint.
- Importance to keep focussed on public trust and confidence - principles of integrity, transparency and political neutrality remain a priority.
- Outline the Government's focus to restore fiscal discipline and embed a culture of responsible spending across government, noting the fiscal position is likely to be constrained for some time.
- 9(2)(f)(iv) confidentiality of advice
[Redacted]
- [Redacted]
- [Redacted]
- Acknowledge the effort that CEs and their agencies are making to support their Ministers to achieve the Government's fiscal objectives. 9(2)(f)(iv) confidentiality of advice
[Redacted]
- 9(2)(f)(iv) confidentiality of advice
[Redacted]
- Outline key expectations through Budget 24, that:

9(2)(f)(iv) confidentiality of advice



Public Service Leadership Team

As of February 2024



Ms Heather Baggott
Te Pou Turuki mō Te Kawa Mataaho | Deputy Public Service Commissioner
Te Kawa Mataaho Public Service Commission



Dr Brook Barrington
Te Tumu Whakarae mō ngā Take Aorere | Secretary of Foreign Affairs and Trade (Acting)
Manatū Aorere | Ministry of Foreign Affairs and Trade



Mr Andrew Bridgman
Te Tumu Whakarae mō te Waonga | Secretary of Defence
Manatū Kaupapa Waonga | Ministry of Defence



Ms Karen Chang
Te Tumu Whakarae mō Te Tari Hara Tāware | Director of the Serious Fraud Office
Te Tari Hara Tāware | Serious Fraud Office



Mr Andrew Clark
Te Tumu Whakarae mō Te Tira Tiaki | Director-General of the Communications Security Bureau
Te Tira Tiaki | Government Communications Security Bureau



Ms Gerardine Clifford-Lidstone
Te Tumu Whakarae mō ngā Iwi o Te Moana-nui-a-Kiwa | Secretary for Pacific Peoples
Te Manatū mō Ngā Iwi o Te Moana-nui-a-Kiwa | Ministry for Pacific Peoples



Ms Kellie Coombes
Te Tumu Whakarae mō te Wahine | Secretary for Women
Manatū Wāhine | Ministry for Women



Mr Andrew Crisp
Te Tumu Whakarae mō Te Tūāpapa Kura Kāinga | Secretary for Housing and Urban Development
Te Tūāpapa Kura Kāinga | Ministry of Housing and Urban Development



Mr Andrew Hampton
Te Tumu Whakarae mō Te Pā Whakamarumarū | Director-General of Security
Te Pā Whakamarumarū | New Zealand Security Intelligence Service



Ms Iona Holsted
Te Tumu Whakarae mō te Mātauranga | Secretary for Education
Te Tāhuhu o te Mātauranga | Ministry of Education



Mr Peter Hughes CNZM
Te Tumu Whakarae mō Te Kawa Mataaho | Public Service Commissioner, Head of Service
Te Kawa Mataaho Public Service Commission



Ms Una Jagose KC
Te Rōiā Matāmua o te Karauna | Solicitor-General
Te Tari Ture o te Karauna | Crown Law Office



Mr Paul James
Te Tumu Whakarae mō te Taiwhenua | Secretary for Internal Affairs
Te Tari Taiwhenua | Department of Internal Affairs



Mr Andrew Kibblewhite
Te Tumu Whakarae mō te Ture | Secretary for Justice
Tāhū o te Ture | Ministry of Justice



Ms Rebecca Kitteridge CVO
Te Tumu Whakarae mō Te Tari o te Pirimīa me te Komiti Matua | Secretary of the Department of the Prime Minister and Cabinet (Acting)
Te Tari o te Pirimīa me te Komiti Matua | Department of the Prime Minister and Cabinet



Leauanae Lau Mac Leuanae
Te Tumu Whakarae mō ngā Taonga | Secretary for Culture and Heritage
Manatū Tāonga | Ministry for Culture and Heritage



Mr Jeremy Lightfoot
Te Tumu Whakarae mō Ara Poutama Aotearoa | Secretary for Corrections
Ara Poutama Aotearoa | Department of Corrections



Dr Caralee McLiesh PSM
Te Tumu Whakarae mō Te Tai Ōhanga | Secretary to the Treasury
Te Tai Ōhanga | The Treasury



Ms Adrienne Meikle
Te Tumu Whakarae mō Toitū Te Whenua | Secretary for Land Information (Acting)
Toitū Te Whenua | Land Information New Zealand



Mr Peter Mersi
Te Tumu Whakarae mō te Tāke | Commissioner of Inland Revenue
Te Tari Taake | Inland Revenue



Ms Gráinne Moss
 Chief Executive and System Lead, Pay Equity
Te Kawa Mataaho Public Service Commission



Ms Penny Nelson
Te Tumu Whakarae mō Te Papa Atawhai | Director-General of Conservation
Te Papa Atawhai | Department of Conservation



Mr James Palmer
Te Tumu Whakarae mō te Taiao | Secretary for the Environment
Manatū Mō Te Taiao | Ministry for the Environment



Mr Nicholas Pole
Te Tumu Whakarae mō te Arotake Mātauranga | Chief Review Officer
Te Tari Arotake Mātauranga | Education Review Office



Ms Debbie Power
Te Tumu Whakarae mō te Whakahiato Ora
 Secretary for Social Development
Te Manatū Whakahiato Ora | Ministry of Social Development



Mr Dave Samuels
Te Tumu Whakarae mō Te Puni Kōkiri | Secretary for Māori Development
Te Puni Kōkiri | Ministry of Māori Development



Dr Diana Sarfati
Te Tumu Whakarae mō te Hauora | Director-General of Health
Manatū Hauora | Ministry of Health



Ms Gaye Searancke
Te Pou Turuki mō Te Kawa Mataaho | Deputy Public Service Commissioner
Te Kawa Mataaho Public Service Commission



Mr Ray Smith
Te Tumu Whakarae mō ngā Ahumahi Matua | Director-General of Primary Industries
Manatū Ahu Matua | Ministry for Primary Industries



Ms Audrey Sonerson
Te Tumu Whakarae mō ngā Waka | Secretary for Transport
Te Manatū Waka | Ministry of Transport



Mr Mark Sowden
Te Tumu Whakarae mō Tatauranga Aotearoa | Government Statistician
Tatauranga Aotearoa | Statistics New Zealand



Ms Christine Stevenson
Te Tumu Whakarae mō Te Mana Ārai | Comptroller of Customs
Te Mana Ārai o Aotearoa | New Zealand Customs Service



Mr Chappie Te Kani
Te Tumu Whakarae mō te Tamariki | Secretary for Children
Oranga Tamariki | Ministry for Children



Ms Carolyn Tremain
Te Tumu Whakarae mō Hīkina Whakatutuki | Secretary for Business, Innovation, and Employment
Hīkina Whakatutuki | Ministry of Business, Innovation, and Employment

Non-Public Service Departments



Mr Andrew Coster
Commissioner of Police
 New Zealand Police



Air Marshal Kevin Short
Chief of Defence Force
 New Zealand Defence Force

Crown Agents



Fepulea'i Margie Apa
Chief Executive
Te Whatu Ora | Health New Zealand



Ms Riana Manuel
Chief Executive
Te Aka Whai Ora | Māori Health Authority



Mr Andrew McKenzie
Chief Executive
 Kāinga Ora – Homes and Communities



Ms Megan Main
Chief Executive
 Accident Compensation Corporation



Ms Nicole Rosie
Chief Executive
 Waka Kotahi New Zealand Transport Agency



Mr Peter Chrisp
Chief Executive
 New Zealand Trade and Enterprise

Departmental Agencies



Mrs Lil Anderson
Te Tumu Whakarae | Chief Executive
Te Arawhiti | Office for Māori Crown Relations



Mr Dave Gawn MBE
Te Tumu Whakarae | Chief Executive
Te Rākau Whakamarumarū | National Emergency Management Agency



Ms Renee Graham
Te Tumu Whakarae | Chief Executive
Toi Hau Tāngata | Social Wellbeing Agency



Mr Mervin Singham
Te Tumu Whakahaere | Chief Executive
Te Tari Mātāwaka | Ministry for Ethnic Communities



Ms Paula Tesoriero
Te Tumu Whakarae | Chief Executive
Whaikaha | Ministry of Disabled People




Ms Katrina Casey
Te Tumu Whakahaere | Chief Executive
Cyclone Recovery Unit
 *Cyclone Recovery Unit is a Business Unit within DPMC

Public Service Leadership Team

On 12 February 2024, you and the Prime Minister met with the Public Service Leadership Team (PSLT). The 45 secretaries and chief executives that attended the meeting found it valuable to hear the Government's priorities for delivery and its expectations of the Public Service. Immediately after this meeting, the PSLT spent some time debriefing and discussing what this means for them collectively. The PSLT will continue this discussion at their first quarterly Retreat for 2024, taking place in Martinborough on 22nd and 23rd February 2024. Retreats provide a valuable opportunity to discuss system priorities and plan how the team collectively drive action.

Contact: Thor Gudjonsson, Deputy Commissioner, System and Agency Performance, Ph. 9(2)(a) privacy

out of scope



From: [Heather Baggott](#)
To: [Christina Connolly](#)
Cc: [Peter Hughes](#); [Toni Vincent](#); [Sian Cook](#); [Alastair Hill](#); [Gabrielle Wilson](#); [Rob Anderson](#)
Subject: Re: PM & Hon Willis meeting with Public Service CEs
Date: Wednesday, 31 January 2024 8:19:12 pm

Thanks Christina. Rebecca did give me a heads up about this. Proposal is to host at PSC.

Sent from my iPhone

On 31/01/2024, at 7:38 PM, Christina Connolly
9(2)(a) privacy wrote:

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

For diaries...

Let's think about adding this to agency meeting next week.. I note there's no venue for this meeting.

Christina Connolly
Private Secretary (Public Service)

Office of Hon Nicola Willis, Minister of Finance, Minister for the Public Service, Minister for Social Investment, Associate Minister of Climate Change

From: Celia Horner 9(2)(a) privacy
Sent: Wednesday, January 31, 2024 7:34 PM
To: Christina Connolly 9(2)(a) privacy; Paula Oliver 9(2)(a) privacy; Grant Johnston 9(2)(a) privacy; Rachael Bowie 9(2)(a) privacy
Subject: Fwd: PM & Hon Willis meeting with Public Service CEs

Fyi

Get [Outlook for iOS](#)

From: Marek Townley 9(2)(a) privacy
Sent: Wednesday, January 31, 2024 6:21 PM
To: Rebecca Kitteridge 9(2)(a) privacy
Cc: Gayle Nolan Brown 9(2)(a) privacy; Celia Horner 9(2)(a) privacy
Subject: PM & Hon Willis meeting with Public Service CEs

Good evening Rebecca

Further to our conversation not long ago, I can confirm that **5.00 – 5.45pm on Mon 12 Feb** has been held in the PM and Hon Willis' diaries for the meeting with Public Service chief executives.

I will work with Gayle and Hon Willis' SPS Celia to confirm details.

Kind regards

Marek

Marek Townley | Senior Private Secretary

Office of the Prime Minister of New Zealand

D: 9(2)(a) | M: 9(2)(a)

Parliament Buildings, Wellington 6160

From: [Alastair Hill](#)
To: [Christina Connolly](#)
Cc: [Ministerial Services](#)
Subject: FW: [IN-CONFIDENCE] Draft talking points for meeting with PSLT - Monday 12 Feb
Date: Thursday, 8 February 2024 4:53:00 pm
Attachments: [image001.png](#)

FYI

Alastair Hill

Phone: 9(2)(a) | **Email:** 9(2)(a) privacy

Te Kawa Mātaaho Public Service Commission

From: Matthew Gilbert [TSY] 9(2)(a) privacy
Sent: Thursday, February 8, 2024 4:52 PM
To: ^Parliament: Simon McLoughlin 9(2)(a) privacy
Cc: Alastair Hill 9(2)(a) privacy; Oliver Valins [DPMC]
9(2)(a) privacy; Stacey Wymer [TSY] 9(2)(a) privacy
Subject: [IN-CONFIDENCE] Draft talking points for meeting with PSLT - Monday 12 Feb

This email was sent from someone outside of Te Kawa Mātaaho. Please take extra care.

[IN-CONFIDENCE]

Kia ora Simon,



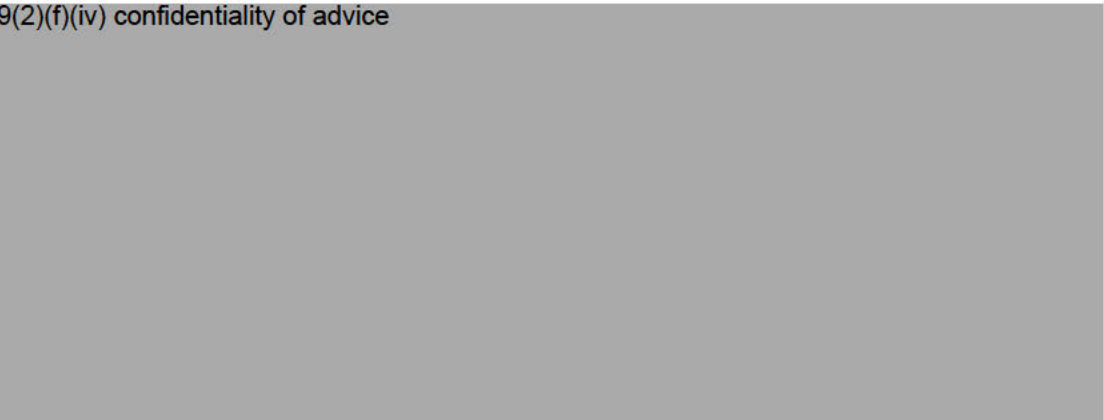
Alastair Hill from PSC noted that the Moffice was keen to see a draft of the key points for Hon Willis to use at the meeting with the PM and PSLT on Monday. Full report will be going to the PM and Hon Willis by tomorrow morning but draft points for her in her capacity as Minister of Finance and Public Service from the report are set out below.

Could you also share with Christina the PSC secondee too pls?

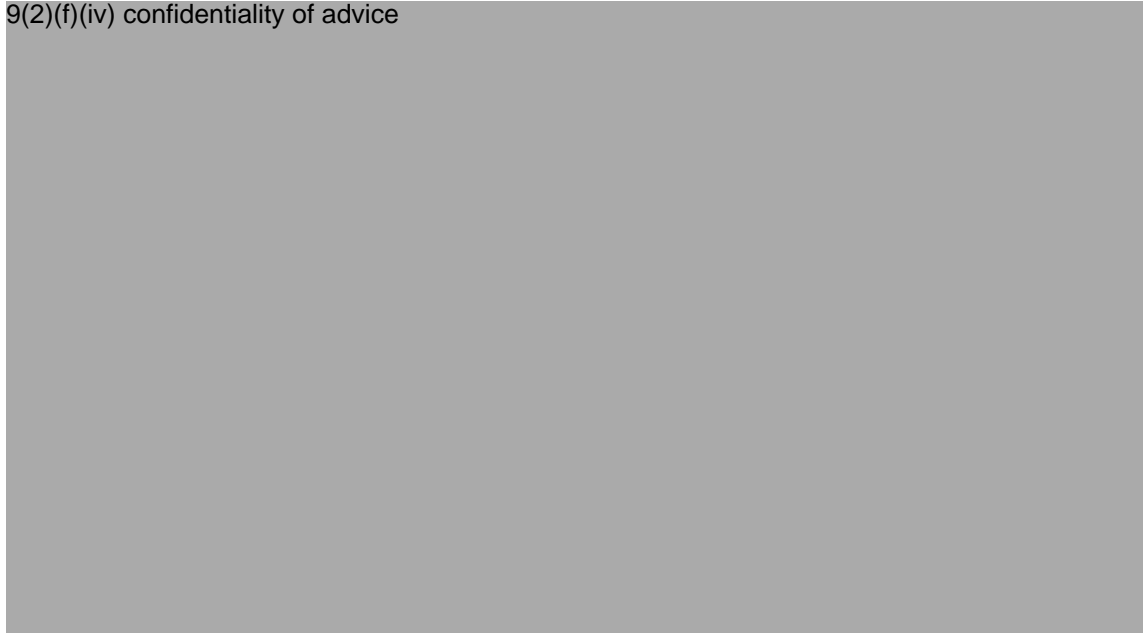
Ngā mihi,
Matt

Proposed talking points for the Minister for the Public Service and Minister of Finance – provided by the Treasury and the Public Service Commission

- Acknowledge and recognise the Chief Executives:
 - Important role they play to achieve this Government's priorities, reiterate PM's messages on delivery to date.
 - Ability to be agile, responsive, and focussed on what communities need.

- Pace of change and shifts they are managing, and will need to continue to.
- Key shifts (looking to PSLT to lead and support us):
 - Clear, defined, government priorities and measures of success.
 - Social investment approach:
 - To evaluate areas of existing social sector spending to better understand the return New Zealanders are getting from current social sector spending.
 - How it contributes to the process of redirecting lower-quality spending to areas where better outcomes are expected.
 - Enable more community led solutions - devolution and localised delivery, and what you see that looking like.
 - Culture of responsible spending, fiscal discipline and right-sizing the government's footprint.
- Importance to keep focussed on public trust and confidence - principles of integrity, transparency and political neutrality remain a priority.
- Outline the Government's focus to restore fiscal discipline and embed a culture of responsible spending across government, noting the fiscal position is likely to be constrained for some time.
- Highlight Budget 24 as the key near-term opportunity to deliver on the Government's fiscal sustainability programme, which is focused on two interrelated objectives:
 - Creating sufficient fiscal headroom to fund the Government's policy commitments and achieve fiscal strategy; and
 - Orienting the Government to prioritise fiscal discipline and embed a culture of continuously improving value for money.
- 9(2)(f)(iv) confidentiality of advice

- 9(2)(f)(iv) confidentiality of advice

- Outline key expectations through Budget 24, that:
9(2)(f)(iv) confidentiality of advice


9(2)(f)(iv) confidentiality of advice



Matthew Gilbert | Director | Te Tai Ōhanga – The Treasury

Tel: 9(2)(a) privacy | Mob: 9(2)(a) privacy | Email/IM: 9(2)(a) privacy

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From: [Gabrielle Wilson](#)
To: [Christina Connolly](#); [Nicky Dirks](#); [Ministerial Services](#)
Subject: RE: [IN-CONFIDENCE] FW: Can you pls send Christina an e-copy?
Date: Friday, 9 February 2024 1:02:52 pm
Attachments: [A3 of PSLT Members - At February 2024.pdf](#)
[image001.png](#)

From: Christina Connolly 9(2)(a) privacy [REDACTED]
Sent: Friday, February 9, 2024 1:01 PM
To: Gabrielle Wilson 9(2)(a) privacy [REDACTED]; Nicky Dirks
9(2)(a) privacy [REDACTED]; Ministerial Services
9(2)(a) privacy [REDACTED]
Subject: [IN-CONFIDENCE] FW: Can you pls send Christina an e-copy?

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Do you guys have the photos of the CEs which came in the original pack? This is a really poor scan too, but it will have to do!

From: Oliver Valins [DPMC] 9(2)(a) privacy [REDACTED]
Sent: Friday, February 9, 2024 12:51 PM
To: Paul Winter 9(2)(a) privacy [REDACTED]
Cc: Christina Connolly 9(2)(a) privacy [REDACTED]
Subject: RE: Can you pls send Christina an e-copy?

[IN-CONFIDENCE]

Hi Paul, Christina – PDF of the Aude Memoire attached.

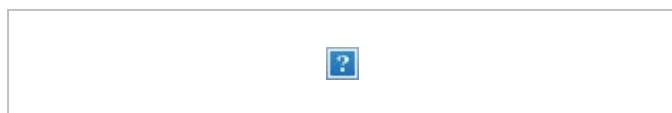
Ngā mihi,
Oliver.

Oliver Valins
Chief Advisor to the Chief Executive
Department of the Prime Minister and Cabinet

9(2)(a) privacy [REDACTED]

E: 9(2)(a) privacy [REDACTED]

[SEEMAIL]



From: Paul Winter 9(2)(a) privacy [REDACTED]

Sent: Friday, February 9, 2024 12:36 PM

To: Oliver Valins [DPMC] 9(2)(a) privacy

Cc: ^Parliament: Christina Connolly 9(2)(a) privacy

Subject: Can you pls send Christina an e-copy?

Paul W

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From: [Andrea Stephen](#)
To: 9(2)(a) privacy
Subject: Monday 12 February. Public Service Leadership team meeting. 5pm to 5.45pm
Date: Friday, 9 February 2024 4:41:00 pm
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)

Kia ora Paula

Please find following confirmation details of the Public Service Leadership team meeting on Monday 12 February:

Event	PSLT meeting with Prime Minister and Minister for the Public Service
Date and time	Monday 12 February 2024, 5.00pm to 5.45pm
Location	Te Kawa Mataaho Public Service Commission, Level 10 Boardroom Reserve Bank Building, 2 The Terrace, Wellington

We are expecting the arrival of the Prime Minister (and Joe Ascroft) and Minister Willis (and yourself) at 4.50pm.

You will be met on the ground floor of the Reserve Bank Building by Heather Baggott, Deputy Commissioner. Our team have organised swipe cards to assist with smooth access through the speed gates and to the waiting lift to Level 10.

At the conclusion of the meeting, our team will again assist with departure through the speed gates on the ground floor.

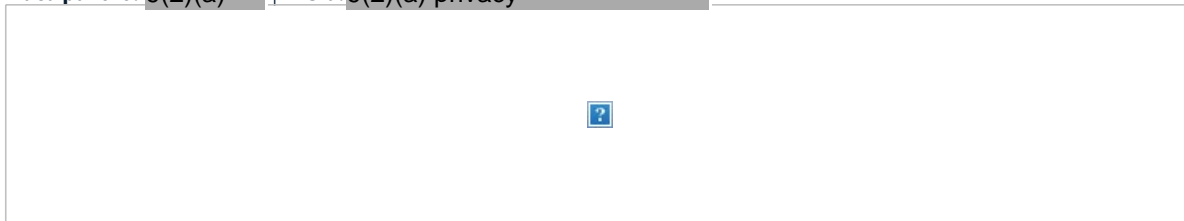
Please advise if you require any further information that would be helpful,
Andrea

Andrea Stephen

Kaitohutohu | Senior Advisor – Events and Engagement

Te Rōpū Whakawhiti Kōrero, Whakapā Tāngata | Communications and Engagement Team

waea pūkoro: 9(2)(a) | imēra: 9(2)(a) privacy



Te Kawa Mataaho Public Service Commission

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