



20 December 2018

Dear [REDACTED]

Official Information Request

Our Ref: 2018-0191

I refer to your official information request sent to Leadership Development Centre (a branded business unit of the State Services Commission) on 4 December 2018 for:

"...a copy of all correspondence between yourself and your Minister since 26 October 2017.

On 7 December 2018 we clarified your request and confirmed the information you were seeking was:

"Copies of all correspondence (being emails or letters) that Peter Hughes has sent to the Minister of State Services since 26 October 2017.

Where information is withheld, I request you provide the title and date of the communication/document withheld, the reason for refusal and the grounds in support of that reason".

Information being released

In response to your request, please find enclosed the following documents:

| Item | Date | Document Description | Decision |
|------|------------------|---|------------------|
| 1 | 25 October 2017 | Letter to Hon Chris Hipkins from Peter Hughes | Released in part |
| 2 | 1 March 2018 | Letter to Hon Chris Hipkins from Peter Hughes | Released in part |
| 3 | 4 May 2018 | Letter to Hon Chris Hipkins from Peter Hughes | Released in full |
| 4 | 20 April 2018 | Letter to Hon Chris Hipkins from Peter Hughes | Released in full |
| 5 | 12 November 2018 | Letter to Hon Chris Hipkins from Peter Hughes | Released in full |

I have decided to release the documents listed above, subject to information (the Deputy State Services Commissioner phone details) being withheld under section 9(2)(a) – to protect the privacy of natural persons.

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

If you wish to discuss this decision with us, please feel free to contact Ministerial.Services@ssc.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) and enclosed documents, on the State Services Commission's website.

Yours sincerely



Alastair Hill
Director – Office of the Head of State Services
State Services Commission



25 October 2017

Hon. Chris Hipkins
Minister of State Services
Parliament Buildings
Wellington

Dear Minister,

Congratulations on your appointment as Minister of State Services. I look forward to working with you to ensure the Public Service and the State Services support you to implement your policies and achieve your objectives over the next period of Government.

To assist you to move into your role as Minister of State Services we have prepared two short briefings, both attached to this letter.

The first – **New Zealand's State Services: Briefing to the Incoming Minister** – provides a summary of the role of the Minister of State Services, outlines matters that will need your attention in your first 100 days in office, and outlines the role of the State Services Commission and my role as State Services Commissioner.

The second – **The Spirit of Service: Briefing to the Incoming Government** – outlines what the Public Service's leaders consider it will take for the Public Service to operate more effectively and make a bigger difference for New Zealand and New Zealanders. It describes the reforms we have been leading in the Public Service to get better outcomes and improved services, and what it will take to finish the job. It also covers issues to do with trust and confidence and the integrity of the Public Service. This briefing has the collective support of the Public Service chief executives.

My staff and I are keen to engage with you as early as possible so that we can be of greatest assistance in implementing the Government's programme. We have prepared briefing material on the programme as we understand it and we are ready to start the policy and implementation work necessary to give effect to the Government's priorities.

We are also ready to engage with you on some of the bigger issues that we see in the State Services portfolio including those set out in the second briefing.

I am available to discuss any aspect of the State Services or your priorities for the portfolio at any time. Your office has my contact details.

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New Zealand
Phone +64-4-495 6600
Fax +64-4-495 6686
www.ssc.govt.nz

I have asked the Deputy State Services Commissioner, Debbie Power, to take responsibility for working with you and your staff to assist with the set up your Ministerial Office. Debbie will make herself available to your staff today. She can be contacted on ^{9(2)(a) privacy} or by email at Debbie.Power@ssc.govt.nz.

Once again, congratulations on your appointment. The State Services portfolio is a key role in the Cabinet. I very much look forward to working with you and your staff over this next term of Government.

Yours sincerely,



Peter Hughes
State Services Commissioner
Head of State Services



1 March 2018

Hon Chris Hipkins
Minister of State Services
Executive Wing, 6.3
Parliament Buildings
WELLINGTON

Dear Minister

I am writing to let you know that I intend to travel to Sydney, Australia on Tuesday 6 March. As Chair of the The Australia and New Zealand School of Government (ANZSOG) Board I will be attending its Board meeting.

I will also be delivering this year's ANZSOG Paterson Oration, which recognises and commemorates the contribution of Dr John Paterson (AO) to public administration and reform. I will deliver a presentation on 'the Spirit of Service', discussing the leadership and reforms needed for public management to reinforce its underpinning values and to modernise.

I will be back in the office on Friday, 9 March.

In my absence Debbie Power, Chief Executive and Deputy State Services Commissioner, will be available if needed. Debbie can be contacted on ^{9(2)(a) privacy}

Yours sincerely

A handwritten signature in blue ink, appearing to be 'Peter Hughes'.

Peter Hughes
State Services Commissioner



4 May 2018

Hon Chris Hipkins
Minister of State Services
Parliament Buildings
Executive Wing, Level 6
Wellington 6160

Dear Minister

I am writing to advise you that I will be taking annual leave from 14 May until 25 May 2018.

Debbie Power, Deputy State Services Commissioner and Chief Executive of the State Services Commission, will be available during this time. As statutory Deputy, appointed under section 12 of the State Sector Act 1988, Debbie has all of the same functions, duties and powers as the Commissioner.

Please note that interviews for the Deputy Commissioner of Police have been scheduled and I will chair the selection panel and progress the appointment during the period of my leave.

Regards


Peter Hughes
State Services Commissioner



20 April 2018

Hon Chris Hipkins
Minister of State Services
Parliament Buildings
Wellington

Dear Minister

Thank you again for the time you took out of your schedule to attend the 2018 Public Service Leaders Summit—I heard some great remarks from those in the room regarding your vision for the future of the Public Service.

Following the Summit, we received a lot of positive feedback regarding what was said by both you and the Prime Minister. What resonated most with those in the room was the great support and admiration you have for what the Public Service is trying to achieve.

As we have spoken about before, we have made some great progress since the election in delivering the 100-day plan. However, what was discussed by our senior leaders in the room encouraged me that we have great people ready to drive further change for the Public Service and for New Zealand. I hope you experienced the same.

Once again, I'd like to thank you for the time you took to join us for the morning.

Kind regards,


Peter Hughes
Head of State Services



12 November 2018

Hon Chris Hipkins
Minister of State Services
Executive Wing, 6.3
Parliament Buildings
WELLINGTON

Dear Minister

I am writing to let you know that I intend to travel to Melbourne, Australia on Tuesday, 13 November. As Chair of The Australia and New Zealand School of Government (ANZSOG) Board I will be attending its AGM and Board meeting.

I will be back in the office on Monday, 19 November.

Yours sincerely


Peter Hughes
State Services Commissioner