



Reference: 24-OIAD-002

9(2)(a)

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27 February 2024

Tēnā koe 9(2)(a),

Response to your Official Information Act Request

Thank you for your email of 09 February 2024 requesting the following under the Official Information Act 1982 (the Act):

We would be grateful if you can provide us with copies of:

Any correspondence received by you between 1 December 2023 and today from your agency's responsible minister, the Minister of Finance, Treasury, or any other Minister or Agency regarding the fiscal sustainability programme, including any savings required by your agency.

Any letters of expectation or guidance from Te Kawa Mataaho received by you between 1 December 2023 and today regarding change management or employment relations.

There are five documents in scope of your request. You can find information regarding these in the attached document schedule. Two documents from Te Kawa Mataaho, the Public Service Commission are released to you in full. Three documents have been withheld under the following sections of the Act:

section 9(2)(f) withholding of the information is necessary to maintain the constitutional conventions for the time being which protect—

- (iv) the confidentiality of advice tendered by Ministers of the Crown and officials.

section 9(2)(g) withholding of the information is necessary to maintain the effective conduct of public affairs through—

- (i) free and frank discussion of opinions by or between or to Ministers of the Crown or members of an organisation or officers and employees of any public service agency or organisation in the course of their duty.

Information related to savings is still actively being considered by Ministers, and will be throughout the Budget process. The release of this material at this time could prejudice Budget decisions that are yet to be made. Consistent with past practice and recognising the strong public interest in Budget decisions, the Treasury will be undertaking a Budget proactive release, which is scheduled to be released in the weeks following Budget Day on their website here <https://www.treasury.govt.nz/publications/budgets>.

In terms of section 9(1) of the Act, I am satisfied that, in the circumstances, the withholding of this information is not outweighed by other considerations that render it desirable to make the information available in the public interest.

You have the right to seek an investigation and review by the Office of the Ombudsman of my decision to withhold information relating to this request, in accordance with section 28(3) of the Act. The relevant details can be found on their website at: www.ombudsman.parliament.nz.

Please note that due to the public interest in our work, Aroturuki Tamariki publishes responses to requests for official information on our [OIA responses page](#). If you have any queries about this, please feel free to contact us on info@aroturuki.govt.nz.

Ngā mihi nui



Arran Jones
Chief Executive

Document schedule

Document no.	Document date	Content	Decisions	OIA sections applied
1	21 Dec 2023	2023 12 21 Letter to Arran Jones	Release in full	n/a
2	19 Jan 2023	Principles regarding management of change 19Jan24	Release in full	n/a
3	24 Jan 2024	Draft GWPS Consultation Jan 24	Withhold in full	S9(2)(f)(iv)
4	21 Dec 2023	B24 invitation letter	Withhold in full	S9(2)(f)(iv)
5	02 Feb 2024	Email: Draft bullet points for Min cover note red Budget 2024	Withhold in full	S9(2)(f)(iv) and S9(2)(g)(i)

Released under the provisions of the Official Information Act 1982



Te Kawa Mataaho
Public Service Commission

21 December 2023

Mr Arran Jones
Chief Executive
Independent Children's Monitor
By email: arran.jones@aroturuki.govt.nz

Dear Arran

This letter sets out your interim performance expectations for the first 100 days of the Government's term. This letter updates, and replaces as appropriate, the *Results and services to deliver Government priorities* section of your previous performance expectations agreed in early 2023.

As you are aware, the Government's priorities for its first 100 calendar days in office are to:

- rebuild the economy and ease the cost of living
- restore law and order, and
- deliver better public services.

As much as possible, the initial policy agenda will focus on just the items in the 100-Day Plan to 8 March 2024, along with the Government's fiscal approach and the development of targets. While you are not a lead agency for actions under the 100-Day Plan, where you play a key support or enabling role for other agencies that are leading on actions, I expect you to prioritise support for them to achieve their actions.

Ministers may also wish to progress groundwork required to deliver on the coalition agreement commitments that are outside of the 100-Day Plan. I expect you are already discussing immediate priorities for your agency with your Minister, and that these discussions will continue into the new year.

The Government intends to develop targets for public services to help maintain momentum at the end of the 100-day period. You may also be asked to contribute to this work.

Reducing public sector expenditure

The Government expects agencies to start reducing public sector expenditure, including consultant and contractor expenditure, with a focus on value for money and aligning expenditure with the Government's priorities. Further guidance will be provided through Ministerial offices and direct communication from the Treasury.

I reiterate my expectation that you will have stood up a structured programme of work and ensure that this links in with the Government's policy tracking and savings assurance processes that are currently being finalised. I also reiterate my expectation that you engage with employees and unions

during this process as the people doing the work are well placed to identify improvements or efficiencies that may enable the achievement of expected cost reductions.

2024 expectations

Following the end of the 100-day period, you will receive updated performance expectations that reflect any additional results, targets or portfolio priorities set by Ministers. The Commission will also agree with you your development plan for the year ahead.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'PP [unclear] SA', positioned above the printed name.

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

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The following does not constitute legal advice. Legal advice should be sought in individual cases as required.

The Commission notes that whilst there is no ‘one size fits all’ approach to change management, each agency should have a clear vision of the purpose of change and commit to a process that follows legislation and their existing policies, treating people with respect and taking into account agency context and employee engagement structures:

- **Agencies should follow their management of change policies and** procedures, noting that these should reflect individual and collective employment agreements and other contractual commitments (see footnote below). Change processes need to be transparent.
- **People doing the work are well placed to identify efficiencies or improvements** that may improve effectiveness and minimise the extent of redundancies. Proposals for changed staffing arrangements should be developed and discussed with the potentially affected staff and their union/s, prior to any final decisions being made.
- **Agencies will commit to a meaningful consultation** with sufficient time for potentially affected staff and their representatives to provide input to proposals and provide feedback on the final draft of proposals. Appropriate release time for employee representatives should be provided.
- **Retention of skilled public servants in employment is preferable to the extent possible** and options to enable this are actively developed and considered through the consultation process. Approaches should consider attrition, reconfirmation, reassignment, redeployment or retraining into alternative roles in the agency, or redeployment into (suitable alternative) vacancies across the system.
- **Agencies should support individual development** to assist redeployment or appointment of people at risk of redundancy and build public service capability to deliver effective, efficient and responsive services.
- **Where reductions in staffing occur, this should not simply result in sharing the same work across remaining employees**, but agencies will need to explore whether different, improved or more efficient ways of working will be needed to maintain public services.
- **Voluntary redundancy from a pool of affected employees, can be considered** as a selection criterion, at the employer's discretion. Agencies that intend to use voluntary redundancy as part of a change programme should consider carefully the retention of key public service skills, the point at which volunteers are sought and the criteria for approval of requests.
- If staff are likely to be released by reason of redundancy, then agencies should be aware of, and discuss with impacted individuals, the **restrictions on redundancy payments** as set out in Public Service Act 2020 [ss88](#).



- **Staff are engaged and supported** whilst the management of change is continuing, including the post-implementation phase of the process as the organisation moves into business as usual. This may include post-implementation review of the change.
- **Agencies should engage the Public Service Commission's Mobility Hub**, which can act as a broker to support matching of Public Service vacancies with those seeking redeployment.
- **Effective communication** with staff and their representatives is vital throughout the process.
- Agencies should also **note the heightened good employer obligation** that public service agencies are expected to meet under the Public Service Act 2020 and any commitments under tikanga¹ and agencies should ensure that their staff understand their obligations under the Code of Integrity and Conduct for Public Servants – [He Aratohu](#)

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¹ <https://www.employmentcourt.govt.nz/assets/Documents/Decisions/2023-NZEmpC-101-GF-v-Comptroller-of-Customs-Judgment.pdf>