



Te Kawa Mataaho

Public Service Commission

4 May 2026

9(2)(a) privacy

9(2)(a) privacy

Official Information Request

Our Ref: OIA 2026-0060

I refer to your Official Information Act 1982 (OIA) request received on 10 March 2026, which was transferred to the Public Service Commission (the Commission) from the Department of the Prime Minister and Cabinet for response:

“Can a copy of the following please be provided under the OIA:

- i. All advice produced regarding the Needs-based Service Provision Cabinet office Circular of 13 September 2024 (Cabinet Office Circular CO (24) 5: Needs-based Service Provision) and/or the expectations set out in this circular, including any advice around targeting services by ethnicity*
- ii. All correspondence, sent and received, between the department and Ministers or members of a Minister’s office, regarding the expectations set out in the Needs-based Service Provision Cabinet office Circular*
- iii. All advice since 13 September 2024 regarding needs based service provision and/or targeting services by ethnicity*
- iv. A copy of all exemptions that have been applied for from the expectations set out in the Needs-based Service Provision Cabinet office Circular, including any correspondence regarding any such exemptions and whether these exemptions were granted or not*
- v. Details of all policy and service changes that have taken place following the expectations set out in the Needs-based Service Provision Cabinet office Circular, since 13 September 2024, and a copy of all evaluations that have taken place regarding any such policy or service changes.”*

Information publicly available – part one

- i. All advice produced regarding the Needs-based Service Provision Cabinet office Circular of 13 September 2024 (Cabinet Office Circular CO (24) 5: Needs-based Service*

Provision) and/or the expectations set out in this circular, including any advice around targeting services by ethnicity

Listed in the following table is the advice produced by the Commission for the Minister for the Public Service on the *Cabinet Office Circular CO (24) 5: Needs-based service provision* (the Circular) which is publicly available on the Commissions website at the links also provided in the table below.

Item	Date	Document Description	Website Address
1	12 December 2023	2023-0308 – REPORT – Ensuring public services are based on need	https://www.publicservice.govt.nz/assets/DirectoryFile/2023-0308-REPORT-Ensuring-public-services-are-based-on-need-redactions-unapplied.pdf
2	20 December 2023	2023-0318 – REPORT - 100 Day Commitment: Cabinet paper – Ensuring public services are based on need and contracts are awarded on value	https://www.publicservice.govt.nz/assets/DirectoryFile/2023-0318-REPORT-100-Day-Commitment-Cabinet-paper-Ensuring-public-services-are-based-on-need-and-contracts-are-awarded-on-value.pdf
3	30 January 2024	2024-0013 – AIDE MEMOIRE - 100 Day Commitment: Oral Item at Cabinet – Ensuring public services are based on need and contracts are awarded on value	https://www.publicservice.govt.nz/assets/DirectoryFile/2024-0013-AIDE-MEMOIRE-100-Day-Plan-Commitment-Oral-Item-Ensuring-public-services-are-based-on-need-and-contracts-are-awarded-on-value.pdf
4	2 February 2024	2024-0025 – REPORT - 100 Day Commitment: Cabinet paper – Ensuring public services are based on need and contracts are awarded on value	https://www.publicservice.govt.nz/assets/DirectoryFile/2024-0025-REPORT-100-Day-Commitment-Cabinet-paper-Ensuring-public-services-are-based-on-need-and-contracts-are-awarded-on-value.pdf

5	16 May 2024	2024-0154 – AIDE MEMOIRE - Revisions to draft Cabinet Office circular on ensuring public services are based on need	https://www.publicservice.govt.nz/assets/DirectoryFile/2024-0154-AIDE-MEMOIRE-Revisions-to-draft-Cabinet-Circular-on-ensuring-public-services-are-based-on-need.pdf
6	20 August 2024	2024-0247 – REPORT - Ensuring public services are based on need and contracts awarded on value – Changes to Cabinet paper following ministerial consultation	https://www.publicservice.govt.nz/assets/DirectoryFile/2024-0247-REPORT-Ensuring-public-services-are-based-on-need-and-contracts-awarded-on-value-Changes-to-Cabinet-paper-following-ministerial-consultation.pdf
7	22 August 2024	2024-0254 – AIDE MEMOIRE - Cabinet paper - Ensuring public services are based on need and contracts awarded on value	https://www.publicservice.govt.nz/assets/DirectoryFile/2024-0254-AIDE-MEMOIRE-Cabinet-paper-Ensuring-public-services-are-based-on-need-and-contracts-awarded-on-value.pdf
8	13 September 2024	Cabinet Paper – Ensuring public services are based on need and contracts awarded on value Cabinet Minute – CAB-24-MIN-0321	https://www.publicservice.govt.nz/assets/DirectoryFile/Ensuring-Public-Services-are-Based-on-Need-and-Contracts-are-Awarded-on-Value.pdf

Accordingly, I have refused part one of your request for the documents listed in the above table under section 18(d) of the OIA on the grounds the information requested is or will soon be publicly available.

Some relevant information has been removed from documents listed in the above table and should continue to be withheld under the OIA, on the grounds described in the documents.

Information being released - Part two:

- ii. *All correspondence, sent and received, between the department and Ministers or members of a Minister's office, regarding the expectations set out in the Needs-based Service Provision Cabinet office Circular*

Listed in the table below and enclosed is correspondence between the Commission and the Minister's Office about the expectations set out in the Circular.

Item	Date	Document Description	Decision
9	31 January 2024	Email thread @ 1.19pm: RE: DRAFT Cab paper and circular on needs-based services - for discussion with the office	Released in part
10	2 April 2024	Email thread @4.11pm: Updated draft - Ensuring services are based on need	Released in part
11	24 April 2024	Email thread @4.42pm: RE: Services based on need	Withheld in full
12	7 May 2024	Email thread @1.54pm: Updated draft Cab paper - services based on needs	Released in part
13	17 May 2024	Email thread @12.53pm: 2024-0154 - AIDE MEMOIRE - Revisions to draft Cabinet Office circular on ensuring public services are based on need	Released in part
14	17 May 2024	Email thread: FW: 2024-0154 AIDE MEMOIRE - Revisions to draft Cabinet Office circular on ensuring public services are based on need	Withhold in full
15	21 May 2024	Email thread @12.15pm FW: [IN-CONFIDENCE] FW: Revisions to draft Cabinet Office circular on ensuring public services are based on need	Released in part
16	4 July 2024	Email thread	Withheld in full
17	18 July 2024	Email thread @12.40pm: Updated draft Cabinet Office Circular	Released in part
18	23 August 2024	Email thread @5.26pm: RE: [IN-CONFIDENCE] Fwd: Draft Circular	Released in part

19	26 August 2024	Email thread @1.29pm: RE: [IN-CONFIDENCE] CO Circular	Released in part
20	12 September 2024	Email thread @7.36pm RE: Needs Based	Released in part
21	12 September 2024	Email thread @7.09pm: RE: Cabinet office circular and procurement_13 September NW edit.docx	Released in part

I have decided to release the documents listed below, subject to information being withheld under the following sections of the OIA:

- section 9(2)(a) – to protect the privacy of natural persons, including deceased people
- section 9(2)(g)(i) – to maintain the effective conduct of public affairs through the free and frank expression 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.
- section 9(2)(f)(ii) – to maintain the constitutional conventions for the time being which protect collective and individual ministerial responsibility.
- section 9(2)(h) – to maintain legal professional privilege.

I have decided to withhold three documents in full under section 9(2)(h) in order to maintain legal professional privilege. In making my decision, I have considered the public interest considerations in section 9(1) of the OIA.

In addition, some information has been redacted or removed where it is deemed out of scope or duplicated.

Information does not exist - Parts three, four and five

- iii All advice since 13 September 2024 regarding needs based service provision and/or targeting services by ethnicity*
- iv A copy of all exemptions that have been applied for from the expectations set out in the Needs-based Service Provision Cabinet office Circular, including any correspondence regarding any such exemptions and whether these exemptions were granted or not*
- v Details of all policy and service changes that have taken place following the expectations set out in the Needs-based Service Provision Cabinet office Circular, since 13 September 2024, and a copy of all evaluations that have taken place regarding any such policy or service changes.*

The Commission does not hold any information since the promulgation of the Circular in September 2024. Therefore, I am refusing parts three, four and five of your request under section 18(e) of the OIA, on the grounds the information does not exist.

If you wish to discuss this decision with us, please feel free to contact Enquiries@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 response (with your personal details removed) on the Commission's website.

Yours sincerely



Nicky Dirks

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

From: [Christina Connolly](#)
To: [Callum Butler](#)
Cc: [Rob Anderson](#)
Subject: RE: DRAFT Cab paper and circular on needs-based services - for discussion with the office
Date: Wednesday, 31 January 2024 1:19:50 pm
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)

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

Thanks Callum – Rob Anderson will be covering for me tomorrow. I’ll get this to Paula asap, she may read over night and have some feedback, but I can’t guarantee this. **Out of scope**

[Redacted]

[Redacted]

[Redacted]

[Redacted]

From: Callum Butler
Sent: Wednesday, January 31, 2024 1:09 PM
To: Christina Connolly
Cc: Hannah Cameron ; Tim Saunders ; Ministerial Services
Subject: DRAFT Cab paper and circular on needs-based services - for discussion with the office

Hi Christina,

As discussed yesterday, we’ve prepared a new draft of the Cabinet paper and oral item on needs-based services, to test with Paula. The circular has been significantly cut back, and we’ve adjusted the content on procurement to align with where we understood the Minister’s preferences were landing. We’re keen to have a discussion with Paula on this – as you mentioned there will be additional context that she will have and we can take any further feedback on board ahead of providing a new copy to the Minister on Friday. We can be available to discuss tomorrow and will work around Paula’s schedule.

Cheers,
Callum

Callum Butler (he/him)
Pou Ārahi Kaupapa Here | Policy Director
Te Tohutohu Rautaki me te Kaupapa Here | Strategy & Policy

9(2)(a) [Redacted]



Te Kawa Mataaho Public Service Commission
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From: [Callum Butler](#)
To: [Christina Connolly](#)
Cc: [Hannah Cameron](#); [Tim Saunders](#); [Ministerial Services](#)
Subject: Updated draft - Ensuring services are based on need
Date: Tuesday, 2 April 2024 4:11:20 pm
Attachments: [02_04_24 DRAFT Cabinet paper - Ensuring services are based on need to Min Office 2 April.docx](#)
[02_04_24 DRAFT Cabinet paper - Ensuring services are based on need to Min Office 2 April.pdf](#)
[image006.png](#)
[image007.png](#)
[image008.png](#)
[image009.png](#)
[image010.png](#)

[IN-CONFIDENCE]

Hi Christina,

Attached is a clean version of the needs-based services paper to support consultation, and we have also drafted a summary to send along with the paper (below).

As discussed earlier, would be good to hold this until Thursday until you've had a chance to check process with Paula – our understanding is that the Minister wanted to undertake coalition consultation before wider departmental/ministerial consultation.

Just also wanting to raise that we're not sure the Minister clocked the questions we put up previously around:

- Cabinet committee – as you noted on the phone, she hadn't explicitly responded to this point and there is still an option to take the paper to SOU (which she chairs)
- Report back on procurement – we asked if the Minister for Māori Development should be included in the procurement report back referred to at para 38 and rec 15 (currently just the Minister for Economic Development)
- Agencies for consultation – there is a highlighted list of other agencies proposed for consultation just below para 50

Draft email summary:

9(2)(g)(i) free and frank



9(2)(g)(i) free and frank

Give me a call if you want to discuss any of this, otherwise will get in touch Thursday.

Cheers,
Callum

Callum Butler (he/him)
Pou Ārahi Kaupapa Here | Policy Director
Te Tohutohu Rautaki me te Kaupapa Here | Strategy & Policy
9(2)(a) privacy



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[IN-CONFIDENCE]

From: [Callum Butler](#)
To: [Christina Connolly](#)
Subject: RE: Services based on need
Date: Wednesday, 24 April 2024 4:42:00 pm
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)

9(2)(h) legal privilege



From: [Callum Butler](#)
To: [Christina Connolly](#)
Cc: [Tim Saunders](#)
Subject: Updated draft Cab paper - services based on needs
Date: Tuesday, 7 May 2024 1:54:00 pm
Attachments: [07_05_24 DRAFT Cabinet paper - Ensuring services are based on need to Min Office 7 April.pdf](#)
[image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)

Hi Christina,

Here is a version of the Cabinet paper as discussed this morning – the changes we had previously made (around target services being ‘necessary’ and ‘temporary’) are at pages 4-5 and 12, and we have also added a reference to the International Convention on the Elimination of All Forms of Racial Discrimination at para 16 (pg 3).

Happy to discuss further and make any further changes if needed.

Cheers,

Callum

Callum Butler (he/him)

Pou Ārahi Kaupapa Here | Policy Director

Te Tohutohu Rautaki me te Kaupapa Here | Strategy & Policy

9(2)(a) privacy



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From: [Callum Butler](#)
To: [Christina Connolly](#)
Cc: [Hannah Cameron](#); [Tim Saunders](#); [Ministerial Services](#)
Subject: RE: 2024-0154 - AIDE MEMOIRE - Revisions to draft Cabinet Office circular on ensuring public services are based on need
Date: Friday, 17 May 2024 12:53:08 pm
Attachments: [17 05 24 Cabinet paper - Ensuring services are based on need - version to Minister's office 17 May.docx](#)
[17 05 24 Cabinet paper - Ensuring services are based on need - version to Minister's office 17 May.pdf](#)

[IN-CONFIDENCE]

Hi Christina,

As requested, attached is a version of the Cabinet paper and circular that include both the option A and C text. I've also changed the additional text of the addition on the international convention to red, so there is just one set of changes for discussion.

9(2)(h) legal privilege

[REDACTED]

Cheers,
Callum

[IN-CONFIDENCE]

From: Christina Connolly <Christina.Connolly@parliament.govt.nz>
Sent: Friday, May 17, 2024 12:22 PM
To: Callum Butler <callum.butler@publicservice.govt.nz>; Tim Saunders <Tim.Saunders@publicservice.govt.nz>
Subject: FW: 2024-0154 - AIDE MEMOIRE - Revisions to draft Cabinet Office circular on ensuring public services are based on need
Importance: High

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

From: Paula Oliver <Paula.Oliver@parliament.govt.nz>

Sent: Friday, May 17, 2024 12:21 PM

To: Christina Connolly <Christina.Connolly@parliament.govt.nz>

Subject: Re: 2024-0154 - AIDE MEMOIRE - Revisions to draft Cabinet Office circular on ensuring public services are based on need

Hi Christina,

A combination of A and C is our preferred option. 9(2)(g)(i) free and frank

If so, we would like that option put into a document that we can circulate to others today if possible please.

Thanks,
Paula

Get [Outlook for iOS](#)

From: Christina Connolly <Christina.Connolly@parliament.govt.nz>

Sent: Thursday, May 16, 2024 5:36:23 PM

To: Paula Oliver <Paula.Oliver@parliament.govt.nz>

Subject: Fwd: 2024-0154 - AIDE MEMOIRE - Revisions to draft Cabinet Office circular on ensuring public services are based on need

Hi Paula,

Please find attached a revised paper with two scenarios as discussed at the meeting yesterday.

Thanks

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

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9(2)(h) legal privilege



duplicate email



From: [Tim Saunders](#)
To: [Callum Butler](#)
Cc: [Hannah Cameron](#)
Subject: FW: [IN-CONFIDENCE] FW: Revisions to draft Cabinet Office circular on ensuring public services are based on need
Date: Tuesday, 21 May 2024 12:15:00 pm
Attachments: [17 05 24 Cabinet paper - Ensuring services are based on need - version to Minister's office 17 May.pdf](#)
[2024-0154 Aide Memoire - Revisions to draft Cabinet Circular on ensuring public services are based on need](#)
[FINAL 16 5 24.pdf](#)

Hey man – I'm downstairs grabbing lunch. Had a voicemail from Jason asking me to call him but not sure he had seen Una's email when he left it...He's in a meeting again.

Hannah and I made a couple of light edits below which I can explain (they were just removals so can't highlight them..., but we're both happy with the below..)

From: Callum Butler <callum.butler@publicservice.govt.nz>
Sent: Tuesday, May 21, 2024 11:54 AM
To: Hannah Cameron <Hannah.Cameron@publicservice.govt.nz>; Tim Saunders <Tim.Saunders@publicservice.govt.nz>
Subject: RE: [IN-CONFIDENCE] FW: Revisions to draft Cabinet Office circular on ensuring public services are based on need

[IN-CONFIDENCE]

Hey both,

[@Tim Saunders](#) don't know if you've heard from Jason? Have drafted the below email to Christina based on Una's response, pending any further comments from Jason/feedback from yourselves.

Hi Christina,

9(2)(h) legal privilege

9(2)(h) legal privilege

9(2)(h) legal privilege



Happy to discuss any of this, give me a call if necessary.

Cheers,
Callum

[IN-CONFIDENCE]

From: Christina Connolly <Christina.Connolly@parliament.govt.nz>

Sent: Tuesday, May 21, 2024 9:35 AM

To: Callum Butler <callum.butler@publicservice.govt.nz>; Tim Saunders
<Tim.Saunders@publicservice.govt.nz>

Subject: [IN-CONFIDENCE] FW: Revisions to draft Cabinet Office circular on ensuring public services are based on need

[IN-CONFIDENCE]

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

Hi Callum and Tim,

Please can we get urgent advice **9(2)(h) legal privilege** on the proposed amendment below.

Thanks

C

[IN-CONFIDENCE]

From: Paula Oliver <Paula.Oliver@parliament.govt.nz>

Sent: Tuesday, May 21, 2024 9:34 AM

To: Christina Connolly <Christina.Connolly@parliament.govt.nz>

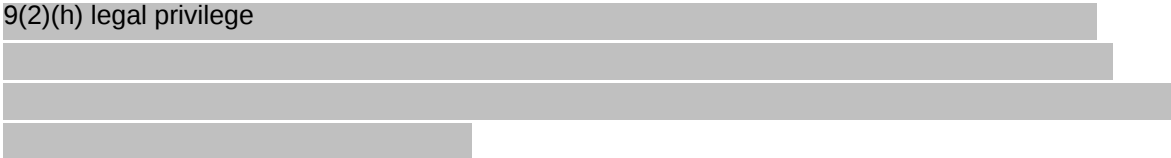
Subject: RE: Revisions to draft Cabinet Office circular on ensuring public services are based on need

Hi Christina,

9(2)(g)(i) free and frank



9(2)(h) legal privilege



Thanks,
Paula

From: Christina Connolly <Christina.Connolly@parliament.govt.nz>

Sent: Friday, May 17, 2024 1:11 PM

To: Paula Oliver <Paula.Oliver@parliament.govt.nz>

Subject: Revisions to draft Cabinet Office circular on ensuring public services are based on need

Hi Paula,

As requested, attached is a version of the Cabinet paper and circular that include both the option A and C text. PSc has sldo changed the additional text of the addition on the international convention to red, so there is just one set of changes for discussion.

9(2)(h) legal privilege

A large rectangular area of the document is redacted with a solid grey fill, obscuring several lines of text.

9(2)(g)(i) free and frank

A rectangular area of the document is redacted with a solid grey fill, obscuring two lines of text.

Thanks

C

[IN-CONFIDENCE]

From: Christina Connolly <Christina.Connolly@parliament.govt.nz>

Sent: Friday, May 17, 2024 12:22 PM

To: Callum Butler <callum.butler@publicservice.govt.nz>; Tim Saunders <Tim.Saunders@publicservice.govt.nz>

Subject: FW: 2024-0154 - AIDE MEMOIRE - Revisions to draft Cabinet Office circular on ensuring public services are based on need

Importance: High

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

duplicate

A large rectangular area at the bottom of the email is redacted with a solid grey fill, obscuring the entire body of the message.

From: [Callum Butler](#)
To: [Christina Connolly](#)
Cc: [Hannah Cameron](#); [Hannah Dewes](#); [Ministerial Services](#)
Subject: Updated draft Cabinet Office Circular
Date: Thursday, 18 July 2024 12:40:00 pm
Attachments: [Draft Cabinet Office Circular - New draft wording to Minister's office 18 July.pdf](#)
[image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)

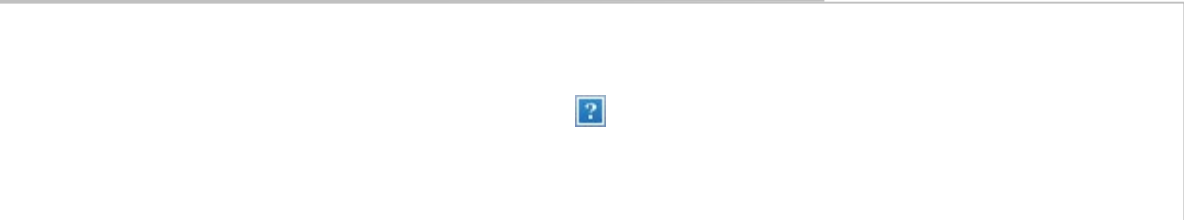
Hi Christina,

Attached is an updated version of the draft Cabinet Office circular for needs-based service provision following the conversation with the Minister and Minister Seymour on Tuesday. This version includes:

- A new ‘preamble’ paragraph (para 2) explicitly noting that the circular gives effect to the coalition commitment;
- A revised version of the previous ‘Option B’ (para 9) based on the Minister’s suggestions at the meeting; and
- Retained ‘Option A’ from the previous version (para 7) – noting that Option C has not been retained as it was an alternative to Option B (and would have had some duplicative language).

9(2)(h) legal privilege
[Redacted]

Cheers,
Callum
Callum Butler (he/him)
Pou Ārahi Kaupapa Here | Policy Director
Te Tohutohu Rautaki me te Kaupapa Here | Strategy & Policy
9(2)(a) privacy
[Redacted]



From: [Callum Butler](#)
To: [Christina Connolly](#)
Subject: RE: [IN-CONFIDENCE] Fwd: Draft Circular
Date: Friday, 23 August 2024 5:26:00 pm
Attachments: [image001.jpg](#)

Hi Christina,

No the circular has the correct reference. Para 3.5 describes public **sector** agencies, which is wider than public service doesn't have a corresponding legislative definition. Para 3 of the circular intentionally says the circular applies to all public sector agencies, and then para 4 describes how the expectations differ between public service and other agencies.

Happy to discuss further if needed.

Cheers,

Callum

From: Christina Connolly
Sent: Friday, August 23, 2024 4:54 PM
To: Callum Butler
Subject: [IN-CONFIDENCE] Fwd: Draft Circular

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

Please can you check...

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: Diana Hawker [DPMC] <Diana.Hawker@dpmc.govt.nz>
Sent: Friday, August 23, 2024 4:50:50 PM
To: Christina Connolly <Christina.Connolly@parliament.govt.nz>; Ben McBride [DPMC] <Ben.McBride@dpmc.govt.nz>
Subject: Draft Circular
[IN-CONFIDENCE]

Hi Christina and Ben,

I was just having a look at the paper for Monday "Ensuring Public Services are Based on Need and Contracts are Awarded on Value". I see in the draft circular that it refers to para 3.5 of the Cabinet Manual. I wanted to check if this is meant to be 3.4? And more importantly, whether that should be a reference to the Cabinet Manual or if it would be better as a reference to the Public Service Act instead?

Regards

Diana



Diana Hawker
Deputy Secretary of the Cabinet
Cabinet Office
Department of the Prime Minister and Cabinet

9(2)(a) privacy

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From: [Callum Butler](#)
To: [Diana Hawker \[DPMC\]](#); [Christina Connolly](#)
Cc: [Jenny Vickers \[DPMC\]](#)
Subject: RE: [IN-CONFIDENCE] CO Circular
Date: Monday, 26 August 2024 1:29:00 pm
Attachments: [image001.jpg](#)

Thanks Diana,

Agree that those changes don't imply any changes to the circular.

[@Christina Connolly](#) could you please pass Diana and Jenny's contact info to Rachael, so she can coordinate with them on timing of the circular publication and press release?

Cheers,

Callum

From: Diana Hawker [DPMC]
Sent: Monday, August 26, 2024 1:17 PM
To: Christina Connolly ; Callum Butler
Cc: Jenny Vickers [DPMC]
Subject: [IN-CONFIDENCE] CO Circular

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

[IN-CONFIDENCE]

Hi Christina and Callum,

Minister Willis' paper **Ensuring Public Services Are Based on Need and Contracts Are Awarded on Value** was agreed at Cabinet today, ^{9(2)(f)(i)}
^{9(2)(f)(ii) ministerial responsibility}

- ^{9(2)(f)(ii) ministerial responsibility}
- ^{9(2)(f)(ii) ministerial responsibility}

^{9(2)(f)(ii) ministerial responsibility} As mentioned to Callum on the phone, please keep me and Jenny (copied) in the loop regarding the timing of the announcement so we can ensure the circular is published at the appropriate time.

Regards

Diana



Diana Hawker
Deputy Secretary of the Cabinet
Cabinet Office
Department of the Prime Minister and Cabinet

^{9(2)(a) privacy}

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From: [Callum Butler](#)
To: [Christina Connolly](#); [Grahame Armstrong](#)
Cc: [Rodney Scott](#)
Subject: RE: Needs based
Date: Thursday, 12 September 2024 7:36:00 pm

[@Grahame Armstrong](#) – when you are amalgamating, just found better wording (from the paper not circular) to use for “who does it apply to”:

“The proposed circular will be binding on the public service and provide guidance for Crown entities with significant service provision roles.”

From: Callum Butler
Sent: Thursday, September 12, 2024 7:03 PM
To: Christina Connolly ; Grahame Armstrong
Cc: Rodney Scott
Subject: RE: Needs based

Hey Christina,
Have done a quick response to each question below.
Cheers,
Callum

From: Christina Connolly <Christina.Connolly@parliament.govt.nz>
Sent: Thursday, September 12, 2024 6:07 PM
To: Callum Butler <callum.butler@publicservice.govt.nz>; Grahame Armstrong <Grahame.Armstrong@publicservice.govt.nz>
Subject: Needs based

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

The Minister is rewriting the PR herself and will send me a copy for review shortly (I'll email you).
For her QA she needs (tonight, sorry!)

- what is the status of a Cabinet Circular - how does it give effect to decisions?
What's its legal basis?
Cabinet Office circulars set out the Cabinet's expectations for agencies on a particular topic. How this applies to agencies is covered in paragraph 4 of the circular – those agencies that are subject to Cabinet and ministerial direction (the public service) must follow the expectations, and other agencies in the wider public sector (e.g. Crown entities) are expected to comply to the extent that their statutory responsibilities permit.
- how will we know if people are adhering to it / using it
The circular sets expectations that will influence policy proposals (about service investments and design) that will be provided to Minister's for approval or submission to Cabinet. Ministers will know agencies are adhering to the circular if these policy proposals are appropriately supported by robust analysis of need and evidence of the effectiveness of the service models proposed.

- Who does it apply to?

Paragraph 2 describes the agencies and individuals to whom the circular applies, including as appropriate:

- public service chief executives and those in their agencies;
- Crown entities, state-owned enterprises, or other public sector agencies (as appropriate taking into account their legal obligations, statutory functions and duties).

Out of scope



- What is the Circular trying to stop?

The circular aims to ensure services are targeted at those that need them the most, based on strong analysis and evidence. This includes avoiding the use of particular forms of identity as a proxy for need, and therefore a justification in itself for targeting services.

- Who is required to implement the Circular (public service? Crown entities?)

See above regarding who the Circular applies to and the status of the circular.

- Can you provide some examples, like Maori immunisation, other examples?

The Government has recently refined the criteria for free healthcare in the Hawkes Bay region to focus on indicators of need rather than ethnic identity, including those who hold a community services card, live in the most deprived areas or have been diagnosed with one of several long-term conditions such as diabetes, cancer and cardiovascular disease.

- What impact has the 8% target on Maori procurement had?

The progressive procurement policy (including the target) has resulted in an increase in the proportion of contracts awarded to Māori businesses. Originally the target was set at 5%, and when this was met the target was increased to 8%. The target was accompanied by programmes of targeted support for Māori businesses (helping them to build the capability to engage with government procurement processes) which would also have contributed to the shift.

Christina Connolly

Private Secretary (Public Service)

Office of Hon Nicola Willis, Minister of Finance, Minister for the Public Service,

From: [Callum Butler](#)
To: [Christina Connolly](#); [Grahame Armstrong](#); [Nicky Dirks](#)
Subject: RE: Cabinet office circular and procurement_13 September NW edit.docx
Date: Thursday, 12 September 2024 7:09:00 pm
Attachments: [image001.png](#)

Thanks Christina – I think that version works better than the earlier draft (particularly as it better describes the Government’s rationale for removing the target). As Paula says it sticks closely to the wording of the paper and the circular.

Cheers,

Callum

From: Christina Connolly
Sent: Thursday, September 12, 2024 6:54 PM
To: Callum Butler ; Grahame Armstrong ; Nicky Dirks
Subject: Fwd: Cabinet office circular and procurement_13 September NW edit.docx

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

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: Paula Oliver <Paula.Oliver@parliament.govt.nz>
Sent: Thursday, September 12, 2024 6:53:01 PM
To: Christina Connolly <Christina.Connolly@parliament.govt.nz>; Rachael Bowie <Rachael.Bowie@parliament.govt.nz>
Subject: FW: Cabinet office circular and procurement_13 September NW edit.docx

Hi Christina, Rachael,

The Minister has made some changes to the PR for tomorrow, please see below in body of the email and attached.

A few things to request of PSC/press teams please:

- Could Grahame/Callum please look at this to ensure the language is in line with what we got to during the circular process (it’s largely taking language straight from the circular) and we are not saying something ill-advised.
- Minister would like the Cabinet Circular to be linked to the PR, can someone please ensure that people who receive the PR can either have the circular attached or that there is a live link. We cannot release the PR unless people can see the circular that same time.
- Minister would like the Cabinet Minute to be released too, if that’s a link on PSC website that’s fine too. Also, the Cabinet Paper to be released, without the recs please as some of them changed. The Minute will show what was decided.

Rachael – once PSC has cleared the text below and confirmed arrangements with the release of the other docs, could you please re-circulate the PR to coalition parties and request that they please send us their own party PRs if they are sending anything out. We would like to see them before they go out.

PSC – thank you for the additional Q+A stuff that’s coming over, much appreciated.

Thanks all,

Paula

Hon Nicola Willis

Minister for the Public Service



9(2)(g)(i) free and frank