



# Te Kawa Mataaho

Public Service Commission

6 May 2025

9(2)(a) privacy

9(2)(a) privacy

## Official Information Request

**Our Ref: PSCR 2025-0373**

I refer to your official information request received on 2 April 2025 for:

*“Any and all advice, briefings, memorandums and guidance The Public Service Commissioner has provided to all executives relating to the recommendations of The Royal Commission of Inquiry into Historical Abuse in State care and in the care of Faith-based Institutions particularly, any and all instructions the Commissioner has issued to said executives in this matter”.*

### Information publicly available

The Royal Commission final report and recommendations Whanaketia – Through pain and trauma, from darkness to light Whakairihia ki te tihi o Maungārongo was publicly released on 24 July 2024.

One recommendation (3b) from the Report called for public acknowledgements and apologies for historical abuse and neglect in the care of the State (both direct and indirectly provided care) and faith-based institutions, should be made to survivors, their whānau and support networks by public sector leaders, including the Public Service Commissioner, Solicitor-General, Commissioner of NZ Police and the Chief Executives of Oranga Tamariki, the Ministry of Social Development, the Ministry of Health, and the Ministry of Education.

The Public Service Commissioner gave his apology alongside other public sector leaders to survivors at an event held in Parliament on 12 November 2024. Transcripts of the apologies can be found at the links provided in the table below.

Item	Date	Document Description	Website Address
1	12 November 2024	Public Service Commissioner’s apology	<a href="#">Public Service Commissioner’s apology to survivors of abuse in state care - Te Kawa Mataaho Public Service Commission</a>
2	12 November 2024	Public Sector Leaders apologies	<a href="#">Public apology to survivors of abuse in care   Crown response to the Abuse in Care Inquiry</a>

The following information is also covered by your request and is publicly available on Te Kawa Mataaho Public Service Commission's (the Commission's) website at the link provided for in the table below.

Item	Date	Document Description	Website Address
3	15 August 2024	MoSR 2024-0246 - REPORT - RCOI Abuse in Care - personal accountability for public and state servants	<a href="https://www.publicservice.govt.nz/assets/DirectoryFile/MoSR-2024-0246-REPORT-RCOI-Abuse-in-Care-personal-accountability-for-public-and-state-servants-Redacted.pdf">https://www.publicservice.govt.nz/assets/DirectoryFile/MoSR-2024-0246-REPORT-RCOI-Abuse-in-Care-personal-accountability-for-public-and-state-servants-Redacted.pdf</a>
4	4 February 2025	MoSR 2025-0060 - REPORT - RCOI Abuse in care - accountability for individual public and state servants	<a href="https://www.publicservice.govt.nz/assets/DirectoryFile/MoSR-2025-0060-REPORT-RCOI-Abuse-in-care-accountability-for-individual-public-and-state-servants-Redacted.pdf">https://www.publicservice.govt.nz/assets/DirectoryFile/MoSR-2025-0060-REPORT-RCOI-Abuse-in-care-accountability-for-individual-public-and-state-servants-Redacted.pdf</a>

Accordingly, I have refused your request for the documents listed in the above table under section 18(d) of the Official Information Act 1982 (OIA) on the grounds the information requested is or will soon be publicly available.

#### Information being released

Enclosed and listed in the table below are letters sent by the Public Service Commissioner to Public Service chief executives relevant to their responsibilities.

Item	Date	Document Description	Decision
10	25 February 2025	Letter to Andrew Bridgman	Released in part
7	25 February 2025	Letter to Andrew Kibblewhite	Released in part
8	25 February 2025	Letter to Audrey Sonerson	Released in part
4	25 February 2025	Letter to Ben King	Released in part
1	25 February 2025	Letter to Dr Dale Bramley	Released in part
6	25 February 2025	Letter to Debbie Power	Released in part
11	25 February 2025	Letter to Ellen MacGregor-Reid	Released in part
9	25 February 2025	Letter to Iain Rennie CNZM	Released in part
3	25 February 2025	Letter to Jeremy Lightfoot	Released in part
5	25 February 2025	Letter to Paula Tesoriero MNZM	Released in part
2	25 February 2025	Letter to Una Jagose KC	Released in part

I have decided to release the relevant parts of the documents listed above, subject to information being withheld under section 9(2)(a) of the OIA in order to protect the privacy of natural persons, including deceased people.

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 [Enquiries@publicservice.govt.nz](mailto: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](http://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 Commission's website.

Yours sincerely



Nicky Dirks

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



## Te Kawa Mataaho

Public Service Commission

25 February 2025

Andrew Bridgman  
Acting Secretary for Children and Chief Executive  
Oranga Tamariki | Ministry for Children

By email: 9(2)(a) privacy

Tēnā koe Andrew *Andrew*

As the largest, most complex public inquiry in New Zealand history, the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-based Institutions (the Royal Commission) has been significant.

The Royal Commission, through its final report *Whanaketia – Through pain and trauma, from darkness to light*, has outlined how New Zealand can better care for children, young people and adults in State and faith-based care. As Chief Executives, we now have the important collective responsibility of delivering a credible and effective response.

In light of the National Apology on 12 November 2024, I would like to acknowledge the work you have already undertaken to strengthen your processes and systems and contribute to the apology and broader work programme. The breadth of this work does not go unnoticed.

As part of the apology, I personally acknowledged the Public Service's responsibility and my focus is now on ensuring we do better. As a first step, the Crown Response Office has been established, with its own Functional Chief Executive, and is being hosted by the Public Service Commission (the Commission). In addition, upholding the accountability of the Public Service will be a key focus of the Commission's forward looking integrity work programme. The Commission will also be providing centralised oversight to ensure that we are addressing the pressing need for change and doing all that we can to prevent future harm.

Cabinet and the Government will soon be making decisions on a plan for responding to the Royal Commissions's final report and interim redress report *He Purapura Ora He Māra Tipu – from Redress to Puretumu Torowhanui*. It is anticipated the Response Plan will capture activity that you are already progressing within existing or re-prioritised work programmes as well as new initiatives to be decided by Cabinet. Once developed, you will be expected to make clear progress on the relevant actions for Oranga Tamariki.

In your role leading a contracting agency and an integral part of the care and protection system, it is imperative that you have a clear view of, and are meeting, current law, rules and standards that are in place for working with vulnerable people. This includes adherence to the Public Service Commissioner's Code of Conduct. I expect that you will take proactive steps to strengthen practice and delivery within current settings. I also expect that you will work constructively with the Crown



Response Office to keep them informed of your current work, as well as supporting future work to improve system design and settings.

9(2)(a) privacy

<sup>9</sup> Thank you for your agency's engagement with the Commission to ensure claims of individual public servant misconduct made in the final Royal Commission report are, or have been, adequately addressed. 6(c) prejudice the maintenance of the law

6(c) prejudice the maintenance of the law

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

As a public service employer, you will have processes in place to appropriately consider any contemporary claims of misconduct about your staff. In addition to this, it is my ongoing expectation that any allegations of historical misconduct raised with Oranga Tamariki in the future will be appropriately explored, including considering individual accountability where relevant. At a minimum, I would expect steps would be taken to review relevant records to determine if allegations relate to a current staff member.

I would also like to thank you for your continued support and participation in the Crown Response Chief Executives Group. We must work together as Public Service agencies to address these issues and drive change, so I ask that you continue to prioritise responding to the Royal Commission, including attending the Chief Executive Group meetings in person.

Your personal leadership will be critical in ensuring that the historic issues identified through the Royal Commission do not occur again. As I noted at the National Apology, we must make changes that will ensure that those who are in State care, now and in the future, are kept safe from harm. Where harm has already occurred, we must take every step we can to address the wrongs of the past.

If you have any questions, please contact myself or Rebecca Kitteridge, Deputy Public Service Commissioner.

Nāku noa, nā



Sir Brian Roche KNZM

Te Tumu Whakarae mō Te Kawa Mataaho

Public Service Commissioner | Head of Service

Copy to: Rajesh Chhana, Chief Executive, Crown Response Office



## Te Kawa Mataaho

Public Service Commission

25 February 2025

Andrew Kibblewhite  
Secretary for Justice and Chief Executive  
Ministry of Justice

By email: 9(2)(a) privacy

Tēnā koe Andrew *Andrew*

As the largest, most complex public inquiry in New Zealand history, the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-based Institutions (the Royal Commission) has been significant.

The Royal Commission, through its final report *Whanaketia – Through pain and trauma, from darkness to light*, has outlined how New Zealand can better care for children, young people and adults in State and faith-based care. As Chief Executives, we now have the important collective responsibility of delivering a credible and effective response.

In light of the National Apology on 12 November 2024, I would like to acknowledge the work you have already undertaken to strengthen your processes and systems and contribute to the apology and broader work programme. The breadth of this work does not go unnoticed.

As part of the apology, I personally acknowledged the Public Service's responsibility and my focus is now on ensuring we do better. As a first step, the Crown Response Office has been established, with its own Functional Chief Executive, and is being hosted by the Public Service Commission (the Commission). In addition, upholding the accountability of the Public Service will be a key focus of the Commission's forward looking integrity work programme. The Commission will also be providing centralised oversight to ensure that we are addressing the pressing need for change and doing all that we can to prevent future harm.

Cabinet and the Government will soon be making decisions on a plan for responding to the Royal Commissions's final report and interim redress report *He Purapura Ora He Māra Tipu – from Redress to Puretumu Torowhanui*. It is anticipated the Response Plan will capture activity that you are already progressing within existing or re-prioritised work programmes as well as new initiatives to be decided by Cabinet. Once developed, you will be expected to make clear progress on all relevant actions for the Ministry.

Over the next few months and ahead of the Government's Response Plan, it is imperative that the system is working together to support the Crown Response Office and the broader system work. In doing so, I would appreciate your ongoing leadership to ensure this work is prioritised and your chief executive colleagues are supported to deliver their contributions.

Your system wide view and perspective on human rights will be critical in supporting the Public Service to ensure that the historic issues identified through the Royal Commission do not occur again. As I noted at the National Apology, we must make changes that will ensure that those who are in State care, now and in the future, are kept safe from harm. Where harm has already occurred, we must take every step we can to address the wrongs of the past.

If you have any questions, please contact myself or Rebecca Kitteridge, Deputy Public Service Commissioner.

Nāku noa, nā



Sir Brian Roche KNZM  
Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner | Head of Service

Copy to: Rajesh Chhana, Chief Executive, Crown Response Office





**Te Kawa Mataaho**  
Public Service Commission

25 February 2025

Audrey Sonerson  
Acting Director-General of Health  
Ministry of Health

By email: 9(2)(a) privacy

Tēnā koe Audrey *Audrey*

As the largest, most complex public inquiry in New Zealand history, the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-based Institutions (the Royal Commission) has been significant.

The Royal Commission, through its final report *Whanaketia – Through pain and trauma, from darkness to light*, has outlined how New Zealand can better care for children, young people and adults in State and faith-based care. As Chief Executives, we now have the important collective responsibility of delivering a credible and effective response.

In light of the National Apology on 12 November 2024, I would like to acknowledge the work you have already undertaken to strengthen your processes and systems and contribute to the apology and broader work programme. The breadth of this work does not go unnoticed.

As part of the apology, I personally acknowledged the Public Service's responsibility and my focus is now on ensuring we do better. As a first step, the Crown Response Office has been established, with its own Functional Chief Executive, and is being hosted by the Public Service Commission (the Commission). In addition, upholding the accountability of the Public Service will be a key focus of the Commission's forward looking integrity work programme. The Commission will also be providing centralised oversight to ensure that we are addressing the pressing need for change and doing all that we can to prevent future harm.

In early 2025 Cabinet and the Government will be making decisions on a plan for responding to the Royal Commissions's final report and interim redress report *He Purapura Ora He Māra Tipu – from Redress to Puretumu Torowhanui*. It is anticipated the Response Plan will capture activity that you are already progressing within existing or re-prioritised work programmes as well as new initiatives to be decided by Cabinet. Once developed, you will be expected to make clear progress on the relevant actions for the Ministry of Health

In your role leading policy settings for the health system, it is imperative that you have a clear view of, and are meeting current law, rules and standards that are in place for working with vulnerable people, including through consultation. This includes adherence to the Public Service Commissioner's Code of Conduct. I expect that you will take proactive steps to strengthen practice and delivery within current settings. I also expect that you will work constructively with the Crown Response Office to



keep them informed of your current work, as well as supporting future work to improve system design and settings.

9(2)(a) privacy

Thank you for your agency's engagement with the Commission to ensure claims of individual public servant misconduct made in the final Royal Commission report are, or have been, adequately addressed. To date, I understand your agency has not identified any current staff members who are the subject of an allegation of abuse, neglect or cover up from the final report.

As a public service employer, you will have processes in place to appropriately consider any contemporary claims of misconduct about your staff. In addition to this, it is my ongoing expectation that any allegations of historical misconduct raised with your agency in the future will be appropriately explored, including considering individual accountability where relevant. At a minimum, I would expect steps would be taken to review relevant records to determine if allegations relate to a current staff member.

I would also like to thank you for your continued support and participation in the Crown Response Chief Executives Group. We must work together as Public Service agencies to address these issues and drive change, so I ask you to please continue to prioritise work to respond to the Royal Commission, including attending the meetings of the Chief Executives Group in person.

Your personal leadership will be critical in ensuring that the historic issues identified through the Royal Commission do not occur again. As I noted at the National Apology, we must make changes that will ensure that those who are in State care, now and in the future, are kept safe from harm. Where harm has already occurred, we must take every step we can to address the wrongs of the past.

If you have any questions, please contact myself or Rebecca Kitteridge, Deputy Public Service Commissioner.

Nāku noa, nā



Sir Brian Roche KNZM  
Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner | Head of Service

Copy to: Rajesh Chhana, Chief Executive, Crown Response Office



**Te Kawa Mataaho**  
Public Service Commission

25 February 2025

Ben King  
Secretary for the Department of Prime Minister and Cabinet and Chief Executive  
Department of the Prime Minister and Cabinet

By email: 9(2)(a) privacy

Tēnā koe Ben *Ben*

Now that the Royal Commission of Inquiry into Abuse in State Care has outlined how New Zealand can better care for children, young people and adults in State and faith-based care, as Chief Executives we have the important collective responsibility of delivering a credible and effective response.

Firstly, I want to acknowledge and thank you for your support and contributions so far. The breadth of work is substantial and will require central agency focus and co-ordination to drive changes throughout the Public Service.

As part of the apology, I personally acknowledged the Public Service's responsibility and my focus is now on ensuring we do better. As a first step, the Crown Response Office has been established, with its own Functional Chief Executive, and is being hosted by the Public Service Commission (the Commission). In addition, upholding the accountability of the Public Service will be a key focus of the Commission's forward looking integrity work programme. The Commission will also be providing centralised oversight to ensure that we are addressing the pressing need for change and doing all that we can to prevent future harm.

Cabinet and the Government will soon be making decisions on a plan for responding to the Royal Commissions's final report and interim redress report *He Purapura Ora He Māra Tipu – from Redress to Puretumu Torowhanui*. In the meantime, however, I have told relevant Public Service chief executives that more immediate action is needed. A copy of the kind of letter I have sent to these chief executives<sup>1</sup> is attached for your information.

Over the next few months and ahead of the Government's Response Plan, it is imperative that the system is working together to support the Crown Response Office, the Chief Executives Group and the broader system work. In doing so, I would appreciate your ongoing leadership to ensure this work is prioritised and your chief executive colleagues are supported to deliver their contributions.

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<sup>1</sup> Secretary of Education, Director-General of Health, Chief Executive of Health New Zealand, Secretary of Corrections, Secretary for Children, Secretary of Social Development, Secretary for Disabled People, Secretary of Justice and the Solicitor-General (noting her independence)

As I noted at the National Apology, we must make changes that will ensure that those who are in State care, now and in the future, are kept safe from harm. Where harm has already occurred, we must take every step we can to address the wrongs of the past.

If you have any questions, please do not hesitate to get in touch.

Nāku noa, nā



Sir Brian Roche KNZM  
Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner | Head of Service

Copy to: Rajesh Chhana, Chief Executive, Crown Response Office



## Attachment – Example Letter to Public Service Chief Executives

Tēnā koe

As the largest, most complex public inquiry in New Zealand history, the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-based Institutions (the Royal Commission) has been significant.

The Royal Commission, through its final report *Whanaketia – Through pain and trauma, from darkness to light*, has outlined how New Zealand can better care for children, young people and adults in State and faith-based care. As Chief Executives, we now have the important collective responsibility of delivering a credible and effective response.

In light of the National Apology on 12 November 2024, I would like to acknowledge the work you have already undertaken to strengthen your processes and systems and contribute to the apology and broader work programme. The breadth of this work does not go unnoticed.

As part of the apology, I personally acknowledged the Public Service's responsibility and my focus is now on ensuring we do better. As a first step, the Crown Response Office has been established, with its own Functional Chief Executive, and is being hosted by the Public Service Commission (the Commission). In addition, upholding the accountability of the Public Service will be a key focus of the Commission's forward looking integrity work programme. The Commission will also be providing centralised oversight to ensure that we are addressing the pressing need for change and doing all that we can to prevent future harm.

Cabinet and the Government will soon be making decisions on a plan for responding to the Royal Commissions's final report and interim redress report *He Purapura Ora He Māra Tipu – from Redress to Pūretumu Torowhanui*. It is anticipated the Response Plan will capture activity that you are already progressing within existing or re-prioritised work programmes as well as new initiatives to be decided by Cabinet. Once developed, you will be expected to make clear progress on the relevant actions for the Ministry.

In your role leading a contracting agency and an integral part of the care and protection system, it is imperative that you have a clear view of, and are meeting, current law, rules and standards that are in place for working with vulnerable people. This includes adherence to the Public Service Commissioner's Code of Conduct. I expect that you will take proactive steps to strengthen practice and delivery within current settings. I also expect that you will work constructively with the Crown Response Office to keep them informed of your current work, as well as supporting future work to improve system design and settings.

At the end of the performance year, I expect you to write to me setting out how you and your agency have met these expectations. I suggest that you engage now with your Assistant Commissioner to discuss any areas for improvement and your plan to address them.

Thank you for your agency's engagement with the Commission to ensure claims of individual public servant misconduct made in the final Royal Commission report are, or have been, adequately addressed. To date, I understand your agency has not identified any current staff members who are the subject of an allegation of abuse, neglect or cover up from the final report.

As a public service employer, you will have processes in place to appropriately consider any contemporary claims of misconduct about your staff. In addition to this, it is my ongoing expectation that any allegations of historical misconduct raised with your agency in the future will be appropriately explored, including considering individual accountability where relevant. At a minimum, I would expect steps would be taken to review relevant records to determine if allegations relate to a current staff member.

I would also like to thank you for your continued support and participation in the Crown Response Chief Executives Group. We must work together as Public Service agencies to address these issues and drive change, so I ask you to please continue to prioritise work to respond to the Royal Commission, including attending the meetings of the Chief Executives Group in person.

Your personal leadership will be critical in ensuring that the historic issues identified through the Royal Commission do not occur again. As I noted at the National Apology, we must make changes that will ensure that those who are in State care, now and in the future, are kept safe from harm. Where harm has already occurred, we must take every step we can to address the wrongs of the past.

If you have any questions, please contact myself or Rebecca Kitteridge, Deputy Public Service Commissioner.

Nāku noa, nā

Sir Brian Roche KNZM  
Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner | Head of Service





## Te Kawa Mataaho

Public Service Commission

25 February 2025

Dr Dale Bramley  
Acting Chief Executive  
Health New Zealand

By email: 9(2)(a) privacy

Tēnā koe Dale

As the largest, most complex public inquiry in New Zealand history, the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-based Institutions (the Royal Commission) has been significant.

The Royal Commission, through its final report *Whanaketia – Through pain and trauma, from darkness to light*, has outlined how New Zealand can better care for children, young people and adults in State and faith-based care. As Chief Executives, we now have the important collective responsibility of delivering a credible and effective response.

In light of the National Apology on 12 November 2024, I would like to acknowledge the work Health New Zealand has already undertaken to strengthen its processes and systems and contribute to the apology and broader work programme. The breadth of this work does not go unnoticed.

As part of the apology, I personally acknowledged the Public Service's responsibility and my focus is now on ensuring we do better. As a first step, the Crown Response Office has been established, with its own Functional Chief Executive, and is being hosted by the Public Service Commission (the Commission). In addition, upholding the accountability of the Public Service will be a key focus of the Commission's forward looking integrity work programme. The Commission will also be providing centralised oversight to ensure that we are addressing the pressing need for change and doing all that we can to prevent future harm.

Cabinet and the Government will soon be making decisions on a plan for responding to the Royal Commission's final report and interim redress report *He Purapura Ora He Māra Tipu – from Redress to Puretumu Torowhanui*. It is anticipated the Response Plan will capture activity that you are already progressing within existing or re-prioritised work programmes as well as new initiatives to be decided by Cabinet. Once developed, you will be expected to make clear progress on the relevant actions for Health New Zealand.

In your role leading a contracting agency and an integral part of the care and protection system, it is imperative that you have a clear view of, and are meeting, current law, rules and standards that are in place for working with vulnerable people. This includes adherence to the Public Service Commissioner's Code of Conduct. I expect that you will take proactive steps to strengthen practice and delivery within current settings. I also expect that you will work constructively with the Crown



Response Office to keep them informed of your current work, as well as supporting future work to improve system design and settings.

I would also like to thank you for your agency's engagement with the Commission to ensure claims of individual public servant misconduct made in the final Royal Commission report are, or have been, adequately addressed. To date, I understand your agency has not identified any current staff members who are the subject of an allegation of abuse, neglect or cover up from the final report.

As a public service employer, you will have processes in place to appropriately consider any contemporary claims of misconduct about your staff. In addition to this, it is my ongoing expectation that any allegations of historical misconduct raised with your agency in the future will be appropriately explored, including considering individual accountability where relevant. At a minimum, I would expect steps would be taken to review relevant records to determine if allegations relate to a current staff member.

Your personal leadership will be critical in ensuring that the historic issues identified through the Royal Commission do not occur again. As I noted at the National Apology, we must make changes that will ensure that those who are in State care, now and in the future, are kept safe from harm. Where harm has already occurred, we must take every step we can to address the wrongs of the past.

If you have any questions, please contact myself or Rebecca Kitteridge, Deputy Public Service Commissioner.

Nāku noa, nā



Sir Brian Roche KNZM  
Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner | Head of Service

Copy to: Rajesh Chhana, Chief Executive, Crown Response Office



## Te Kawa Mataaho

Public Service Commission

25 February 2025

Debbie Power  
Secretary for Social Development and Chief Executive  
Ministry of Social Development

By email: 9(2)(a) privacy

Tēnā koe Debbie

As the largest, most complex public inquiry in New Zealand history, the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-based Institutions (the Royal Commission) has been significant.

The Royal Commission, through its final report *Whanaketia – Through pain and trauma, from darkness to light*, has outlined how New Zealand can better care for children, young people and adults in State and faith-based care. As Chief Executives, we now have the important collective responsibility of delivering a credible and effective response.

In light of the National Apology on 12 November 2024, I would like to acknowledge the work you have already undertaken to strengthen your processes and systems and contribute to the apology and broader work programme. The breadth of this work does not go unnoticed.

As part of the apology, I personally acknowledged the Public Service's responsibility and my focus is now on ensuring we do better. As a first step, the Crown Response Office has been established, with its own Functional Chief Executive, and is being hosted by the Public Service Commission (the Commission). In addition, upholding the accountability of the Public Service will be a key focus of the Commission's forward looking integrity work programme. The Commission will also be providing centralised oversight to ensure that we are addressing the pressing need for change and doing all that we can to prevent future harm.

Cabinet and the Government will soon be making decisions on a plan for responding to the Royal Commissions's final report and interim redress report *He Purapura Ora He Māra Tipu – from Redress to Pūretumu Torowhanui*. It is anticipated the Response Plan will capture activity that you are already progressing within existing or re-prioritised work programmes as well as new initiatives to be decided by Cabinet. Once developed, you will be expected to make clear progress on the relevant actions for the Ministry.

In your role leading a contracting agency and an integral part of the care and protection system, it is imperative that you have a clear view of, and are meeting, current law, rules and standards that are in place for working with vulnerable people. This includes adherence to the Public Service Commissioner's Code of Conduct. I expect that you will take proactive steps to strengthen practice and delivery within current settings. I also expect that you will work constructively with the Crown



Response Office to keep them informed of your current work, as well as supporting future work to improve system design and settings.

9(2)(a) privacy

Thank you for your agency's engagement with the Commission to ensure claims of individual public servant misconduct made in the final Royal Commission report are, or have been, adequately addressed. To date, I understand your agency has not identified any current staff members who are the subject of an allegation of abuse, neglect or cover up from the final report.

As a public service employer, you will have processes in place to appropriately consider any contemporary claims of misconduct about your staff. In addition to this, it is my ongoing expectation that any allegations of historical misconduct raised with your agency in the future will be appropriately explored, including considering individual accountability where relevant. At a minimum, I would expect steps would be taken to review relevant records to determine if allegations relate to a current staff member.

I would also like to thank you for your continued support and participation in the Crown Response Chief Executives Group. We must work together as Public Service agencies to address these issues and drive change, so I ask you to please continue to prioritise work to respond to the Royal Commission, including attending the meetings of the Chief Executives Group in person.

Your personal leadership will be critical in ensuring that the historic issues identified through the Royal Commission do not occur again. As I noted at the National Apology, we must make changes that will ensure that those who are in State care, now and in the future, are kept safe from harm. Where harm has already occurred, we must take every step we can to address the wrongs of the past.

If you have any questions, please contact myself or Rebecca Kitteridge, Deputy Public Service Commissioner.

Nāku noa, nā



Sir Brian Roche KNZM  
Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner | Head of Service

copy to: Rajesh Chhana, Chief Executive, Crown Response Office





**Te Kawa Mataaho**  
Public Service Commission

25 February 2025

Ellen MacGregor-Reid  
Acting Secretary for Education and Chief Executive  
Ministry of Education

By email: 9(2)(a) privacy [REDACTED]

Tēnā koe Ellen *Ellen*

As the largest, most complex public inquiry in New Zealand history, the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-based Institutions (the Royal Commission) has been significant.

The Royal Commission, through its final report *Whanaketia – Through pain and trauma, from darkness to light*, has outlined how New Zealand can better care for children, young people and adults in State and faith-based care. As Chief Executives, we now have the important collective responsibility of delivering a credible and effective response.

In light of the National Apology on 12 November 2024, I would like to acknowledge the work you have already undertaken to strengthen your processes and systems and contribute to the apology and broader work programme. The breadth of this work does not go unnoticed.

As part of the apology, I personally acknowledged the Public Service's responsibility and my focus is now on ensuring we do better. As a first step, the Crown Response Office has been established, with its own Functional Chief Executive, and is being hosted by the Public Service Commission (the Commission). In addition, upholding the accountability of the Public Service will be a key focus of the Commission's forward looking integrity work programme. The Commission will also be providing centralised oversight to ensure that we are addressing the pressing need for change and doing all that we can to prevent future harm.

Cabinet and the Government will soon be making decisions on a plan for responding to the Royal Commissions's final report and interim redress report *He Purapura Ora He Māra Tipu – from Redress to Pūretumu Torowhanui*. It is anticipated the Response Plan will capture activity that you are already progressing within existing or re-prioritised work programmes as well as new initiatives to be decided by Cabinet. Once developed, you will be expected to make clear progress on the relevant actions for the Ministry of Education.

In your role leading a contracting agency and an integral part of the care and protection system, it is imperative that you have a clear view of, and are meeting, current law, rules and standards that are in place for working with vulnerable people. This includes adherence to the Public Service Commissioner's Code of Conduct. I expect that you will take proactive steps to strengthen practice and delivery within current settings. I also expect that you will work constructively with the Crown

Response Office to keep them informed of your current work, as well as supporting future work to improve system design and settings.

9(2)(a) privacy

Thank you for your agency's engagement with the Commission to ensure claims of individual public servant misconduct made in the final Royal Commission report are, or have been, adequately addressed. To date, I understand your agency has not identified any current staff members who are the subject of an allegation of abuse, neglect or cover up from the final report.

As a public service employer, you will have processes in place to appropriately consider any contemporary claims of misconduct about your staff. In addition to this, it is my ongoing expectation that any allegations of historical misconduct raised with your agency in the future will be appropriately explored, including considering individual accountability where relevant. At a minimum, I would expect steps would be taken to review relevant records to determine if allegations relate to a current staff member.

I would also like to thank you for your continued support and participation in the Crown Response Chief Executives Group. We must work together as Public Service agencies to address these issues and drive change, so I ask you to please continue to prioritise work to respond to the Royal Commission, including attending the meetings of the Chief Executives Group in person.

Your personal leadership will be critical in ensuring that the historic issues identified through the Royal Commission do not occur again. As I noted at the National Apology, we can and must make changes that will ensure that those who are in state care, now and in the future, are kept safe from harm. Where harm has already occurred, we must take every step we can to address the wrongs of the past.

If you have any questions, please contact myself or Rebecca Kitteridge, Deputy Public Service Commissioner.

Nāku noa, nā



Sir Brian Roche KNZM  
Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner | Head of Service

Copy to: Rajesh Chhana, Chief Executive, Crown Response Office





**Te Kawa Mataaho**  
Public Service Commission

25 February 2025

Iain Rennie CNZM  
Secretary for the Treasury and Chief Executive  
The Treasury

By email 9(2)(a) privacy

Tēnā koe Iain *Iain*

Now that the Royal Commission of Inquiry into Abuse in State Care has outlined how New Zealand can better care for children, young people and adults in State and faith-based care, as Chief Executives, we have the important collective responsibility of delivering a credible and effective response.

Firstly, I want to acknowledge and thank you for your support and contributions so far. The breadth of work is substantial and will require central agency focus and co-ordination to drive changes throughout the Public Service.

As part of the apology, I personally acknowledged the Public Service's responsibility and my focus is now on ensuring we do better. As a first step, the Crown Response Office has been established, with its own Functional Chief Executive, and is being hosted by the Public Service Commission (the Commission). In addition, upholding the accountability of the Public Service will be a key focus of the Commission's forward looking integrity work programme. The Commission will also be providing centralised oversight to ensure that we are addressing the pressing need for change and doing all that we can to prevent future harm.

Cabinet and the Government will soon be making decisions on a plan for responding to the Royal Commissions's final report and interim redress report *He Purapura Ora He Māra Tipu – from Redress to Puretumu Torowhanui*. In the meantime, however, I have told relevant Public Service Chief Executives that more immediate action is needed. A copy of the kind of letter I have sent to these Chief Executives<sup>1</sup> is attached for your information.

Over the next few months and ahead of the Government's Response Plan, it is imperative that the system is working together to support the Crown Response Office, the Chief Executives Group and the broader system work. In doing so, I would appreciate your ongoing leadership to ensure this work is prioritised and your chief executive colleagues are supported to deliver their contributions.

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<sup>1</sup> Secretary of Education, Director-General of Health, Chief Executive of Health New Zealand, Secretary of Corrections, Secretary for Children, Secretary of Social Development, Secretary for Disabled People, Secretary of Justice and the Solicitor-General (noting her independence)



As I noted at the National Apology, we must make changes that will ensure that those who are in State care, now and in the future, are kept safe from harm. Where harm has already occurred, we must take every step we can to address the wrongs of the past.

If you have any questions, please do not hesitate to get in touch.

Nāku noa, nā



Sir Brian Roche KNZM  
Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner | Head of Service

Copy to: Rajesh Chhana, Chief Executive, Crown Response Office

## Attachment – Example Letter to Public Service Chief Executives

Tēnā koe

As the largest, most complex public inquiry in New Zealand history, the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-based Institutions (the Royal Commission) has been significant.

The Royal Commission, through its final report *Whanaketia – Through pain and trauma, from darkness to light*, has outlined how New Zealand can better care for children, young people and adults in State and faith-based care. As Chief Executives, we now have the important collective responsibility of delivering a credible and effective response.

In light of the National Apology on 12 November 2024, I would like to acknowledge the work you have already undertaken to strengthen your processes and systems and contribute to the apology and broader work programme. The breadth of this work does not go unnoticed.

As part of the apology, I personally acknowledged the Public Service's responsibility and my focus is now on ensuring we do better. As a first step, the Crown Response Office has been established, with its own Functional Chief Executive, and is being hosted by the Public Service Commission (the Commission). In addition, upholding the accountability of the Public Service will be a key focus of the Commission's forward looking integrity work programme. The Commission will also be providing centralised oversight to ensure that we are addressing the pressing need for change and doing all that we can to prevent future harm.

Cabinet and the Government will soon be making decisions on a plan for responding to the Royal Commissions's final report and interim redress report *He Purapura Ora He Māra Tipu – from Redress to Puretumu Torowhanui*. It is anticipated the Response Plan will capture activity that you are already progressing within existing or re-prioritised work programmes as well as new initiatives to be decided by Cabinet. Once developed, you will be expected to make clear progress on the relevant actions for the Ministry.

In your role leading a contracting agency and an integral part of the care and protection system, it is imperative that you have a clear view of, and are meeting, current law, rules and standards that are in place for working with vulnerable people. This includes adherence to the Public Service Commissioner's Code of Conduct. I expect that you will take proactive steps to strengthen practice and delivery within current settings. I also expect that you will work constructively with the Crown Response Office to keep them informed of your current work, as well as supporting future work to improve system design and settings.

At the end of the performance year, I expect you to write to me setting out how you and your agency have met these expectations. I suggest that you engage now with your Assistant Commissioner to discuss any areas for improvement and your plan to address them.

Thank you for your agency's engagement with the Commission to ensure claims of individual public servant misconduct made in the final Royal Commission report are, or have been, adequately addressed. To date, I understand your agency has not identified any current staff members who are the subject of an allegation of abuse, neglect or cover up from the final report.

As a public service employer, you will have processes in place to appropriately consider any contemporary claims of misconduct about your staff. In addition to this, it is my ongoing expectation that any allegations of historical misconduct raised with your agency in the future will be appropriately explored, including considering individual accountability where relevant. At a minimum, I would expect steps would be taken to review relevant records to determine if allegations relate to a current staff member.

I would also like to thank you for your continued support and participation in the Crown Response Chief Executives Group. We must work together as Public Service agencies to address these issues and drive change, so I ask you to please continue to prioritise work to respond to the Royal Commission, including attending the meetings of the Chief Executives Group in person.

Your personal leadership will be critical in ensuring that the historic issues identified through the Royal Commission do not occur again. As I noted at the National Apology, we must make changes that will ensure that those who are in State care, now and in the future, are kept safe from harm. Where harm has already occurred, we must take every step we can to address the wrongs of the past.

If you have any questions, please contact myself or Rebecca Kitteridge, Deputy Public Service Commissioner.

Nāku noa, nā

Sir Brian Roche KNZM  
Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner | Head of Service

Copy to: Rajesh Chhana, Chief Executive, Crown Response Office





**Te Kawa Mataaho**  
Public Service Commission

25 February 2025

Jeremy Lightfoot  
Secretary for Corrections and Chief Executive  
Department of Corrections

By email: 9(2)(a) privacy

Tēnā koe Jeremy 

As the largest, most complex public inquiry in New Zealand history, the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-based Institutions (the Royal Commission) has been significant.

The Royal Commission, through its final report *Whanaketia – Through pain and trauma, from darkness to light*, has outlined how New Zealand can better care for children, young people and adults in State and faith-based care. As Chief Executives, we now have the important collective responsibility of delivering a credible and effective response.

In light of the National Apology on 12 November 2024, I would like to acknowledge the work you have already undertaken to strengthen your processes and systems and contribute to the apology and broader work programme. The breadth of this work does not go unnoticed.

As part of the apology, I personally acknowledged the Public Service's responsibility and my focus is now on ensuring we do better. As a first step, the Crown Response Office has been established, with its own Functional Chief Executive, and is being hosted by the Public Service Commission (the Commission). In addition, upholding the accountability of the Public Service will be a key focus of the Commission's forward looking integrity work programme. The Commission will also be providing centralised oversight to ensure that we are addressing the pressing need for change and doing all that we can to prevent future harm.

In early 2025 Cabinet and the Government will be making decisions on a plan for responding to the Royal Commission's final report and interim redress report *He Purapura Ora He Māra Tipu – from Redress to Puretumu Torowhanui*. It is anticipated the Response Plan will capture activity that you are already progressing within existing or re-prioritised work programmes as well as new initiatives to be decided by Cabinet. Once developed, you will be expected to make clear progress on any relevant actions for your Department.

I expect that you will work constructively with the Crown Response Office, where necessary, to keep them informed of your current work, as well as supporting future work to improve system design and settings.

I would also like to thank you for your agency's engagement with the Commission to ensure claims of individual public servant misconduct made in the final Royal Commission report are, or have been,

adequately addressed. To date, I understand your agency has not identified any current staff members who are the subject of an allegation of abuse, neglect or cover up from the final report.

As a public service employer, you will have processes in place to appropriately consider any contemporary claims of misconduct about your staff. In addition to this, it is my ongoing expectation that any allegations of historical misconduct raised with your agency in the future will be appropriately explored, including considering individual accountability where relevant. At a minimum, I would expect steps would be taken to review relevant records to determine if allegations relate to a current staff member.

Your personal leadership will be critical in ensuring that the historic issues identified through the Royal Commission do not occur again. As I noted at the National Apology, we must make changes that will ensure that those who are in State care, now and in the future, are kept safe from harm. Where harm has already occurred, we must take every step we can to address the wrongs of the past.

If you have any questions, please contact myself or Rebecca Kitteridge, Deputy Public Service Commissioner.

Nāku noa, nā



Sir Brian Roche KNZM  
Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner | Head of Service

Copy to: Rajesh Chhana, Chief Executive, Crown Response Office





## Te Kawa Mataaho

Public Service Commission

25 February 2025

Paula Tesoriero MNZM  
Secretary for Disabled People and Chief Executive  
Whaikaha - Ministry of Disabled People

By email: 9(2)(a) privacy

Tēnā koe Paula *Paula*

As the largest, most complex public inquiry in New Zealand history, the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-based Institutions (the Royal Commission) has been significant.

The Royal Commission, through its final report *Whanaketia – Through pain and trauma, from darkness to light*, has outlined how New Zealand can better care for children, young people and adults in State and faith-based care. As Chief Executives, we now have the important collective responsibility of delivering a credible and effective response.

In light of the National Apology on 12 November 2024, I would like to acknowledge the work you have already undertaken to strengthen your processes and systems and contribute to the apology and broader work programme. The breadth of this work does not go unnoticed.

As part of the apology, I personally acknowledged the Public Service's responsibility and my focus is now on ensuring we do better. As a first step, the Crown Response Office has been established, with its own Functional Chief Executive, and is being hosted by the Public Service Commission (the Commission). In addition, upholding the accountability of the Public Service will be a key focus of the Commission's forward looking integrity work programme. The Commission will also be providing centralised oversight to ensure that we are addressing the pressing need for change and doing all that we can to prevent future harm.

Cabinet and the Government will soon be making decisions on a plan for responding to the Royal Commissions's final report and interim redress report *He Purapura Ora He Māra Tipu – from Redress to Puretumu Torowhanui*. It is anticipated the Response Plan will capture activity that you are already progressing within existing or re-prioritised work programmes as well as new initiatives to be decided by Cabinet. Once developed, you will be expected to make clear progress on all relevant actions for Whaikaha.

With the establishment of Whaikaha as a standalone Ministry, your role in the system remains important, setting and leading policy relating to Deaf and disabled people. In this context, I expect that you will work constructively with the Crown Response Office to keep them informed of your current work, as well as supporting future work to improve system design and settings.



We must work together as Public Service agencies to address these issues and drive change, so I ask that you continue to prioritise responding to the Royal Commission, including attending the Chief Executive Group meetings in person.

Your personal leadership will be critical in ensuring that the historic issues identified through the Royal Commission do not occur again. As I noted at the National Apology, we must make changes that will ensure that those who are in State care, now and in the future, are kept safe from harm. Where harm has already occurred, we must take every step we can to address the wrongs of the past.

If you have any questions, please contact myself or Rebecca Kitteridge, Deputy Public Service Commissioner.

Nāku noa, nā



Sir Brian Roche KNZM  
Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner | Head of Service

copy to: Rajesh Chhana, Chief Executive, Crown Response Office



## Te Kawa Mataaho

Public Service Commission

25 February 2025

Una Jagose KC  
Solicitor-General  
Crown Law Office

By email: 9(2)(a) privacy

Tēnā koe Una *Una*

As the largest, most complex public inquiry in New Zealand history, the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-based Institutions (the Royal Commission) has been significant.

The Royal Commission, through its final report *Whanaketia – Through pain and trauma, from darkness to light*, has outlined how New Zealand can better care for children, young people and adults in State and faith-based care. As Chief Executives, we now have the important collective responsibility of delivering a credible and effective response.

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Cabinet and the Government will soon be making decisions on a plan for responding to the Royal Commissions's final report and interim redress report *He Purapura Ora He Māra Tipu – from Redress to Puretumu Torowhanui*. In the meantime, however, I have told relevant Public Service chief executives that more immediate action is needed.

Over the next few months and ahead of the Government's Response Plan, it is imperative that the system, and we as individual Chief Executives, are working together to support the Crown Response Office, the Chief Executives Group and the broader system work.

While recognising the independence of your role as Solicitor-General, I would appreciate your ongoing leadership to ensure this work is prioritised and that there is system level support for the work programme, including through legal advice on policy, legislation and operational changes.

As I noted at the National Apology, we must make changes that will ensure that those who are in State care, now and in the future, are kept safe from harm. Where harm has already occurred, we must take every step we can to address the wrongs of the past.

If you have any questions, please contact myself or Rebecca Kitteridge, Deputy Public Service Commissioner.

Nāku noa, nā



Sir Brian Roche KNZM  
Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner | Head of Service

Copy to: Rajesh Chhana, Chief Executive, Crown Response Office