

15 December 2023

Section 9(2)(a)

Ref: OIA 108159

Tēnā koe

Official Information Act request: Fiscal savings

Thank you for your email of 14 November 2023, to the Ministry of Justice (the Ministry), requesting information under the Official Information Act 1982 (the Act), regarding measures it is taking to implement fiscal savings. Specifically, you requested:

Both the Labour Party and National Party indicated throughout the recent election campaign the need for government departments to implement fiscal savings going forward.

Please provide the following:

- 1. What measures have your department already implemented or intend to implement in order to meet the above expectations?*
- 2. Please break this down by political party, financial costs, and employment measures.*
- 3. Please provide any correspondence shared with staff and external stakeholders in relation to the above measures.*

Please note: In relation to each of these requests, this information should include all documents of any nature, including but not limited to any correspondence, text messages, memos, notes and advisory notes, and emails relating to these matters.

On 12 December 2023, we advised you that, under section 15A(1)(b) of the Act, the Ministry needed to consult on your OIA request and notified you of an extension of time to 21 December 2023. Please find the Ministry's responses to each part of your request below.

What measures have your department already implemented or intend to implement in order to meet the above expectations?

In Budget 2023, the then Government introduced the Fiscal Sustainability and Effectiveness Programme, aimed at ensuring resources are being used efficiently across the public sector.

In response, the Ministry established the Effectiveness and Sustainability Programme (ESP) in July 2023, to identify opportunities to save money, operate more efficiently and allocate resources to its highest priorities.

Our staff, the Public Service Association (PSA) and the judiciary are being kept up to date on the ESP programme as it progresses. More details are contained in the documents attached with this letter.

Please break this down by political party, financial costs, and employment measures.

The ESP programme was established under the previous Government. Further decisions about future priorities, including work around fiscal targets, will be determined by the current Government.

The programme is being managed within existing baselines.

We are carefully reviewing all vacancies as they arise. We will continue to prioritise our resources, with a focus on delivering frontline services.

The Ministry is also applying a more stringent process around the engaging of contractors and consultants, with the aim of using resources cost-effectively.

Please provide any correspondence shared with staff and external stakeholders in relation to the above measures.

Please find the documents in scope attached with this letter, as listed in Table 1. Please note, some information has been withheld under the following provisions of the Act:

- section 9(2)(a), to protect privacy of natural persons; and
- section 9(2)(g)(i), to maintain the effective conduct of public affairs through the free and frank expression of opinions.

Some information considered as out of the scope of your request has also been redacted.

In withholding information under section 9 the Ministry has considered the public interest and does not consider it outweighs withholding the information at this time.

In relation to each of these requests, this information should include all documents of any nature, including but not limited to any correspondence, text messages, memos, notes and advisory notes, and emails relating to these matters.

On 23 November 2023, the Ministry reached out to you to check if you would be willing to clarify the scope of this part of your request to the following:

“Any substantive papers provided to the Ministry’s senior leadership team in relation to these matters.”

As we have not had a response from you thus far, I am refusing this part of your request under section 18(f) of the Act on the ground that responding to it would require substantial collation and research. Please let us know if you are interested in a revised scope of this information and we will work to provide it to you.

We have included emails from our Strategic Leadership Team to all staff on the ESP programme in the response.

If you require any further information, please contact Media & Social Media Manager Joe Locke at media@justice.govt.nz

Please note that this response, with your personal details removed, may be published on the Ministry website at: justice.govt.nz/about/official-information-act-requests/oia-responses

You have the right to make a complaint to the Ombudsman under section 28(3) of the Act. The Office of the Ombudsman may be contacted by email to info@ombudsman.parliament.nz or by phone on 0800 802 602.

Nāku noa, nā

A handwritten signature in black ink, appearing to read 'Anouk Alexander', with a stylized flourish at the end.

Anouk Alexander

Deputy Secretary, Strategy, Governance and Performance

Table 1. Documents in scope

No.	Date	Document type	Title	Decision on release
1.	22.06.23	Letter	Letter from the Public Service Commissioner	Released in full
2.	29.06.23	Letter	Letter to the Public Service Commissioner	Released in full
3.	21.07.23	Email	Effectiveness and Sustainability Programme	Some information withheld under s9(2)(a) and s9(2)(g)(i)
4.	24.07.23	Letter	Letter to the Chief Justice	Some information withheld as out of scope
		Attachment	Terms of Reference - Effectiveness and Sustainability Programme	Some information withheld under s9(2)(g)(i)
5.	27.07.23	Intranet pages	JET – Effectiveness and Sustainability Programme	Some information withheld under s9(2)(g)(i)
6.	28.07.23	Email	Effectiveness and Sustainability Programme Information	Some information withheld under s9(2)(a)
		Attachment	Terms of Reference - Effectiveness and Sustainability Programme	Some information withheld under s9(2)(g)(i)
		Attachment	Effectiveness and Sustainability Programme - JET Page	Some information withheld under s9(2)(g)(i)
7.	28.07.23	Email	RE: Effectiveness and Sustainability Programme Information	Some information withheld under s9(2)(a)
8.	28.07.23	Email	Anouk's email	Some information withheld under s9(2)(a) and as out of scope
9.	07.08.23	Email	RE: Effectiveness and Sustainability Programme Information	Some information withheld under s9(2)(a)
		Attachment	Letter from the Public Service Commissioner, 22.06.23	Released in full
10.	28.08.23	Email	Baseline savings announcement	Released in full

11.	31.08.23	Email	Fwd: Letter from PSA National Secretaries	Some information withheld under s9(2)(a)
		Attachment	FPS letter to Andrew Kibblewhite 29 8 2023.pdf	Released in full
12.	01.09.23	Email	Carl's email	Some information withheld under s9(2)(a) and as out of scope
13.	07.09.23	Email	FW: ENGAGEMENT WITH PSA ON FISCAL SUSTAINABILITY AND EFFICIENCY	Some information withheld under s9(2)(a)
		Attachment	Letter to Ms Kerry Davies and Mr Duane Leo - Engagement on the Fiscal Sustainability and Effectiveness Programme	Released in full
14.	13.09.23	Email	Fwd: annual leave planning	Some information withheld under s9(2)(g)(i)
15.	21.09.23	Letter	Letter to the Chief Justice	Released in full
16.	22.09.23	Email	Andrew's email	Released in full
17.	26.09.23	Email	Update on National Office Christmas Party	Released in full
18.	26.09.23	Letter	Letter to PSA National Secretaries	Released in full
19.	05.10.23	Email	Managers' Brief Special Edition 19, Effective and Sustainability Programme	Released in full
		Attachment	Effectiveness and Sustainability Programme – Talking points for managers	Released in full
		Attachment	20231005-Special-Managers-Brief-Edition-19	Released in full



22 June 2023

Mr Andrew Kibblewhite

Te Tumu Whakarae mō te Ture | Secretary for Justice and Chief Executive
Tāhū o te Ture | Ministry of Justice

By email: Andrew.Kibblewhite@justice.govt.nz

Tēnā koe Andrew

As you know, there is increasing focus on ensuring the Public Service is continuing to deliver value for New Zealand. Doing this well means looking for new ways of working and delivering services – making innovation and continuous improvement part of the Public Service culture. It also requires the Public Service to use the resources that it has well and to demonstrate the value that it is delivering.

I have already signalled through your 2023 performance expectations that you should regularly review the systems, policies and processes that your agency uses to manage money, other resources and people to ensure that they remain relevant, effective, and coherent.

Through Budget 2023, the Government signalled that it is introducing a Fiscal Sustainability and Effectiveness Programme (FSEP) to ensure resources are being used efficiently and are focused on the delivery of the highest priorities. The Minister of Finance is working with Ministers to ensure they are taking active steps within their portfolios to support the Programme.

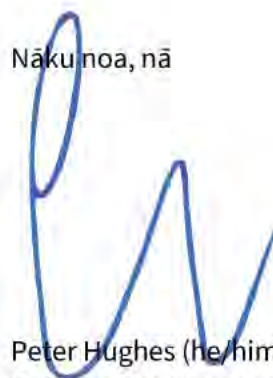
Given this context, and to support the FSEP, I expect that you will (if you have not already):

- stand up a structured programme of work to identify efficiencies and productivity improvements. This includes identifying opportunities to manage future cost pressures from within baseline
- establish a structured and systematic review of all Crown expenditure to identify options for reprioritisation. This includes identifying trade-offs and opportunities to fund new programmes or extend existing programmes, and using evaluation to demonstrate value-for-money
- review your agency's financial management capability and systems to ensure they are appropriate and effective. Key areas that should be considered include forecasting accuracy, delivery and implementation planning, financial monitoring and reporting, and financial controls.

The Public Service Commission and the Treasury are working together to support your work in this area, including facilitating workshops with the Public Service Leadership Team to share and discuss good practice. I would appreciate you also keeping your Assistant Commissioner and Vote Team updated on your progress.

Thank you for your support and ongoing leadership to ensure the Public Service continues to deliver for New Zealanders.

Nāku noa, nā



Peter Hughes (he/him)
Te Tumu Whakarae mō Te Kawa Mataaho
Public Service Commissioner | Head of Service

DOCUMENT 2

29 June 2023

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

By email: s9(2)(a)

Our ref: 105639

Tēnā koe Peter

Supporting the Fiscal Sustainability and Effectiveness Programme

Thank you for your letter of 22 June 2023, regarding the Fiscal Sustainability and Effectiveness Programme (FSEP).

I am committed to ensuring that Te Tāhū o te Ture optimises its resources well and demonstrates it is delivering value to Aotearoa New Zealand. As a first step, a project team within Te Tāhū o te Ture has been formed and a review of our fiscal sustainability is planned to begin shortly. The review will look at how Te Tāhū o te Ture can support and collectively own the objectives of the FSEP to ensure it is both effective and enduring.

I look forward to future engagement on Te Tāhū o te Ture's progress in this area with Erik and The Treasury's Vote Team in due course.

Nāku noa, nā



Andrew Kibblewhite
Pou Whakarae mō te Ture
Secretary for Justice

From: Chhana, Rajesh
Sent: Friday, 21 July 2023 12:27 pm
To: Brett, Cate; Brightwell, Kathy; Buckley, Telsa; Carlaw, Ben; Child, Edrick; Clarke, Jackie; Crowther, Tracey; Akuhata-Brown, Marcus; Alexander, Anouk; Baguley, Tracey; Chhana, Rajesh; Kibblewhite, Andrew; McLaughlin, Victoria; Wakefield, Tina; Wilkie, Ruth; Findlay, Bruce; Fisher, Tony; Fulbrook, Andy; Gawith, Donella; Greaney, Caroline; Hawkings, Angela; Hickling, Jo; Hines, Elaine; Houghton, John; Hutchinson, Peter; Jeremiah, Moana; Jones, Suzanne; Jopson, Julie; King, Andrea; King, Chris; Kunowski, Sam; MacKenzie, Hayley; Malthouse, Sean; Matheson, Georgina; Mercuri, Alida; Orr, Jeff; Padgett, Eve; Parish, Rebecca; Powell, Emma; Reid, Daniel; Samuels, Karen; Sheppard, Jerome; Sila, Sylvia; Sim, Steve; Smith, Renee; Smith, Sheridan; Swale, Brendan; Thipthorpe, Hannah; Torrey, Patricia; Weir, Jono; Wilkie, Ruth; Williams, Richard; Crafar, Carl
Subject: Effectiveness and Sustainability Programme
Attachments: Terms of Reference - Effectiveness and Sustainability Programme.pdf

Kia ora tātou,

I wanted to take a moment to share an important update regarding the Effectiveness and Sustainability Programme (ESP).

As we all know, our Ministry has faced significant challenges in recent years, with external circumstances like Covid-19 and extreme weather events impacting how we operate.

s9(2)(g)(i)

Additionally, the Minister of Finance - through Budget 2023 - announced the Fiscal Sustainability and Effectiveness Programme (FSEP). This work will ensure delivery for New Zealanders in what will likely continue to be a challenging fiscal and economic environment.

Following the announcement by the Minister of Finance, Te Kawa Mataaho Public Service Commission has directed all government agencies to review their financial sustainability.

In response to both these internal and external expectations, SLT has agreed to set up our own Effectiveness and Sustainability Programme. Attached to this email, you will find the full terms of reference outlining the purpose of the programme, however the main objectives are to:

Empower our people by:

- Engaging our people to find solutions that can enable our collective success. This includes identifying what processes are working well and can be applied more widely, as well as what may be holding us back.
- Identifying opportunities to reprioritise our resources towards the most important outcomes.

Support the objectives of the FSEP by:

- Standing up a structured programme of work to identify efficiencies and productivity improvement, including identifying opportunities to manage future cost pressures from within baseline.
- Establishing a structured and systematic review of all Crown expenditure to identify options for reprioritisation. This could include identifying trade-offs and opportunities to fund new programmes or extend existing programmes and using evaluation to demonstrate value for money.
- Reviewing the Ministry's financial management capability and systems to ensure they are appropriate and effective.

By taking early action, we can implement strategic and proactive measures to ensure the continued provision of our services.

While the project team is getting set up, the work is moving at pace, and I ask for your support as the work progresses. Your input and participation in this process is vital.

Currently, the project team is refining the scope of the programme , and we will update you regularly on the progress and next steps. We are also developing a JET page so everyone can see what is being done.

Ngā mihi

Rajesh



Rajesh Chhana

Deputy Secretary, Policy

DDI: +64 4 494 9909 | Ext 50909 | Mobile: s9(2)(a)

Email: rajesh.chhana@justice.govt.nz | www.justice.govt.nz

Executive Assistant: Monique Swindells

Effectiveness and Sustainability Programme

Terms of Reference

Objective

Over the last few years, the Ministry of Justice (the Ministry) has undergone some massive challenges that have affected how we operate. External circumstances such as Covid -19 and extreme weather events have meant as a Ministry, we have had to rally and continuously adapt to the requirements of the time.

While we responded well to these challenges, we haven't had as much opportunity to focus on ensuring our processes are streamlined, easy to navigate, and fit for purpose.

s9(2)(g)(i)

Rigid and tightly held processes that helped us to succeed during the last few years, may have become too inflexible and cumbersome as we return to a usual way of operating. We now need to relook at our settings to determine whether they are fit for purpose.

In addition, through Budget 2023, the Government signalled the introduction of the Fiscal Sustainability and Effectiveness Programme (FSEP) to ensure resources are being used efficiently and are focused on delivering the highest priorities.

In line with the expectations of the Minister of Finance and the Public Service Commissioner, a review of the Ministry's baselines, cost drivers and future fiscal pressures has been commissioned by the Secretary for Justice/Chief Executive and endorsed by the Strategic Leadership Team (SLT).

In response to both these internal and external expectations, a programme of work has been established to assess how well the Ministry is currently set up to empower our people to succeed and make recommendations on how we can more effectively and sustainably allocate our resources to our greatest priorities.

In doing so, the review will determine how the Ministry can optimise the use of its resources to best balance the immediate delivery of our core services, including our strategic intent, while better enabling prioritisation of resources and activity.

The review focuses on the next three financial years s9(2)(g)(i)

Purpose

The review aims to empower our people by:

- Engaging our people to find solutions that can enable our collective success. This includes identifying what processes are working well and can be applied more widely, as well as what may be holding us back.

- Identifying opportunities to reprioritise our resources towards the most important outcomes.

Support the objectives of the FSEP by:

- Standing up a structured programme of work to identify efficiencies and productivity improvement including identifying opportunities to manage future cost pressure from within baseline.
- Establishing a structured and systematic review of all Crown expenditure to identify options for reprioritisation. This could include identifying trade-offs and opportunities to fund new programmes or extend existing programmes and using evaluation to demonstrate value for money.
- Reviewing the Ministry's financial management capability and systems to ensure they are appropriate and effective.

Scope

In scope

- Departmental and non-departmental appropriations and expenditure.
- Third party revenue (fees for services provided).
- Project investment expenditure.
- Contracts and significant services.
- Asset portfolios.

Out of scope

- Direct Judicial costs as outlined in Judicial terms and conditions.
- Te Arawhiti as it is a departmental agency (however services provided to Te Arawhiti by the Ministry will be in scope).
- Te Puna Aonui as it is an interdepartmental executive board.
- Payments made to Crown Entities by the Ministry on behalf of the Crown.

Scope assumptions

- s9(2)(g)(i)

Methodology

Analyse and assess historic and anticipated financial future state should be based on current forecasts, including:

- Analysing and assessing the Ministry's main cost drivers, for the last five years and the upcoming three years, including the extent and timing of non-discretionary expenditure, as well as alignment of revenue to expenditure.
-

- Analysing and assessing the current corporate services model, including how it is funded, the extent of cost recovery, and the scope and level of service received versus undertaken from within the business units.
- Analysing and assessing the current services delivered by the Ministry and the level of discretion regarding those services, including scope, quality, and timing.

Identify and provide options for managing within baselines

- Identify options to manage expenditure within baselines in relation to achieving our strategic intent and obligations. Including options to:
 - reduce our reliance on contractors and consultants
 - minimise our discretionary expenditure (eg sensitive expenditure)

s9(2)(g)(i)

Identify improvement opportunities to empower our people's success

- Seek feedback from our people on common impediments and proposed solutions.
- Determine whether decisions are being made at the appropriate level in a BAU setting.

Financial management capability

- Review the financial management capability by considering its forecasting accuracy, delivery and implementation planning, financial monitoring and reporting, and financial controls.

Programme governance

Sponsor

The sponsor for this programme is the Secretary for Justice. The Programme Lead plans to provide fortnightly updates to the Sponsor.

Team resources

- The core programme will be made up of dedicated Ministry resources that include:
 - Programme Lead
 - Finance Business Partner
 - Strategic Finance Specialist
 - Financial Modeller
 - Principal Advisor
 - Project Advisor
 - Administration Support
 - People Experience Analysts
 - Subject Matter Experts from business groups.
-

- In addition to the core team, external expertise will be procured to provide guidance and mentoring to the Programme Lead, along with dedicated expertise and capacity as required.
- Other Ministry staff will be engaged in the programme as and when required.

Decision makers

The Programme Lead will report to SLT Business Committee as and when required in addition to the dates listed below:

- | | |
|---|--------------------------|
| ▪ Confirm funding shortfall and cliff for years 23/24 to 26/27 | Early to mid-August 2023 |
| ▪ Long list of possible empowering and reprioritisation options | Late September 2023 |
| ▪ SLT confirmation of agreed options | Late October 2023 |
| ▪ Implement agreed options | To be determined |

The programme team will disband once SLT have been presented with options.

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Justice Centre | 19 Aitken Street
DX SX10088 | Wellington
Andrew.Kibblewhite@justice.govt.nz
justice.govt.nz

24 July 2023

The Right Honourable Dame Helen Winkelmann
Chief Justice – Te Tumu Whakawā o Aotearoa
Supreme Court – Te Kōti Mana Nui o Aotearoa
Justice.Winkelmann@courts.govt.nz

Our ref: CEC 104801

Tēnā koe e te Tumu Whakawā

Judicial comment on Ministry's investment priorities for 2023/24

Out of scope

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Out of scope

Effectiveness and Sustainability Programme

I have previously mentioned our intention to establish a work programme to review the Ministry's baselines, cost drivers and future fiscal pressures. I have **attached** the terms of reference for the programme, which is being led by Daniel Reid, General Manager Governance and Assurance. Daniel is currently setting up the team and planning the work and that will include looking at how to seek input from the judicial Budget Advisory Group.

Nāku noa, nā



Andrew Kibblewhite
Pou Whakarae mō te ture
Secretary for Justice

CC The Hon Justice Mark O'Regan, Supreme Court Judge
The Hon Justice David Collins, Court of Appeal Judge
Judge Owen Paulsen, Associate Judge of the High Court
Judge Ida Malosi, Principal Youth Court Judge
Cate Brett, Director, The Office of the Chief Justice

Effectiveness and Sustainability Programme

Terms of Reference

Objective

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While we responded well to these challenges, we haven't had as much opportunity to focus on ensuring our processes are streamlined, easy to navigate, and fit for purpose.

s9(2)(g)(i)

Rigid and tightly held processes that helped us to succeed during the last few years, may have become too inflexible and cumbersome as we return to a usual way of operating. We now need to relook at our settings to determine whether they are fit for purpose.

In addition, through Budget 2023, the Government signalled the introduction of the Fiscal Sustainability and Effectiveness Programme (FSEP) to ensure resources are being used efficiently and are focused on delivering the highest priorities.

In line with the expectations of the Minister of Finance and the Public Service Commissioner, a review of the Ministry's baselines, cost drivers and future fiscal pressures has been commissioned by the Secretary for Justice/Chief Executive and endorsed by the Strategic Leadership Team (SLT).

In response to both these internal and external expectations, a programme of work has been established to assess how well the Ministry is currently set up to empower our people to succeed and make recommendations on how we can more effectively and sustainably allocate our resources to our greatest priorities.

In doing so, the review will determine how the Ministry can optimise the use of its resources to best balance the immediate delivery of our core services, including our strategic intent, while better enabling prioritisation of resources and activity.

The review focuses on the next three financial years s9(2)(g)(i)

Purpose

The review aims to empower our people by:

- Engaging our people to find solutions that can enable our collective success. This includes identifying what processes are working well and can be applied more widely, as well as what may be holding us back.

Effectiveness and Sustainability Programme

Terms of Reference

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- Identifying opportunities to reprioritise our resources towards the most important outcomes.

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Scope assumptions

- s9(2)(g)(i)

Methodology

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-

- Analysing and assessing the current corporate services model, including how it is funded, the extent of cost recovery, and the scope and level of service received versus undertaken from within the business units.
- Analysing and assessing the current services delivered by the Ministry and the level of discretion regarding those services, including scope, quality, and timing.

Identify and provide options for managing within baselines

- Identify options to manage expenditure within baselines in relation to achieving our strategic intent and obligations. Including options to:
 - reduce our reliance on contractors and consultants
 - minimise our discretionary expenditure (eg sensitive expenditure)

s9(2)(g)(i)

Identify improvement opportunities to empower our people's success

- Seek feedback from our people on common impediments and proposed solutions.
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- Review the financial management capability by considering its forecasting accuracy, delivery and implementation planning, financial monitoring and reporting, and financial controls.

Programme governance

Sponsor

The sponsor for this programme is the Secretary for Justice. The Programme Lead plans to provide fortnightly updates to the Sponsor.

Team resources

- The core programme will be made up of dedicated Ministry resources that include:
 - Programme Lead
 - Finance Business Partner
 - Strategic Finance Specialist
 - Financial Modeller
 - Principal Advisor
 - Project Advisor
 - Administration Support
 - People Experience Analysts
 - Subject Matter Experts from business groups.
-

- In addition to the core team, external expertise will be procured to provide guidance and mentoring to the Programme Lead, along with dedicated expertise and capacity as required.
- Other Ministry staff will be engaged in the programme as and when required.

Decision makers

The Programme Lead will report to SLT Business Committee as and when required in addition to the dates listed below:

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| ▪ Implement agreed options | To be determined |

The programme team will disband once SLT have been presented with options.

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Mahi will be unavailable from 5pm Friday 17 November – 9am Tuesday 21 November 23 due to a planned system upgrade. If you have any queries or issues please email mahi@justice.govt.nz.

DOCUMENT 5



Effectiveness and Sustainability Programme

Last updated: 27/10/2023 | Content owner: Nick Drakeford

Read about the latest developments on the Effectiveness and Sustainability Programme including the work underway for each workstream.

Over the last few years, the Ministry has faced some big challenges that have impacted the way we have been able to work. External circumstances including Covid-19 and recent extreme weather events, have meant we have had to continuously adapt the way we work, and what we prioritise, to meet the needs of the time.

This means that some of the regular 'housekeeping' we would do as a Ministry to ensure our processes are streamlined, easy to navigate, and empower our people, has been delayed.

s9(2)(g)(i)

s9(2)(g)(i)

Some processes that have helped us to succeed during the last few years, may now be too inflexible and cumbersome as we return to a more stable way of operating.

In addition, through Budget 2023, the Ministry of Finance introduced the Fiscal Sustainability and Effectiveness Programme. This aims to ensure resources are being used efficiently and are focused on delivering the highest priorities across the public sector.

In response to these internal and external expectations, we have established the Effectiveness and Sustainability Programme (ESP). This programme is assessing how well the Ministry is currently set up to empower our people to succeed and will make recommendations on how we can more effectively and sustainably allocate our resources to our highest priorities.

The programme is divided into several workstreams with expertise from across the Ministry.

Mahi will be unavailable from 5pm Friday 17 November – 9am Tuesday 21 November 23 due to a planned system upgrade. If you have any queries or issues please email mahi@justice.govt.nz

- Court-ordered costs
- Reviewing the authorising environment.

The Ministry is engaging regularly with the Public Service Association (PSA) on the work of the ESP. You can read about the work underway in each workstream in the section below.

In this section

Procurement and third-party vendors

You can find the latest information on how ESP's work on procurement and third-party vendors below.

Annual leave and resourcing

We have introduced several initiatives aimed at improving the financial health of the Ministry regarding annual leave and resourcing.

Identifying short/medium-term savings

ESP and the Senior Management Team (SMT) are taking a deep dive into the Ministry's finances

Longer-term sustainability

As well as looking at what we can do now, ideas for the Ministry's longer-term sustainability are also being explored

Reviewing the authorisation environment

Mahi will be unavailable from 5pm Friday 17 November – 9am Tuesday 21 November 23 due to a planned system upgrade. If you have any queries or issues please email mahi@justice.govt.nz

FAQs about the Effectiveness and Sustainability Programme (ESP)

Frequently asked questions about ESP

Contacts

ESP

ESP@justice.govt.nz

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Procurement and third-party vendors

Last updated: 27/10/2023 | Content owner: Nick Drakeford

You can find the latest information on how ESP's work on procurement and third-party vendors below.

The programme is taking measures to ensure that we get good value from our spend on contractors and consultants.

Contractor and consultant expertise is important to a lot of the Ministry's work.

However, for the Ministry to become more sustainable, we need to be mindful of the additional costs of bringing in outside expertise.

The Ministry is introducing some new processes and requirements for engaging contractors and consultants. These are some practical steps that will ensure the Ministry has more oversight of our costs, and that as a Ministry we are in a better position to get value for money.

The Ministry will introduce a preferred list of contracting agencies that managers can source contractors from.

This will reduce the fees the Ministry pays recruitment agencies. It will also give the Ministry more oversight of how we are using contractors, through the preferred agencies' reporting. Information on our preferred agencies will be made available soon.

All new contractors backfilling permanent roles must be approved by the Chief Executive.

All other contractor engagements will require approval from the relevant Deputy Secretary. The requirement for some contractor engagements to be approved by the Deputy Secretary, Strategy, Governance and Finance has been removed.

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months.

Managers will be asked to revalidate that any contractors in their team remain the best resourcing option every three months. We will formalise and communicate this process shortly.

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Annual leave and resourcing

Last updated: 27/10/2023 | Content owner: Nick Drakeford

We have introduced several initiatives aimed at improving the financial health of the Ministry regarding annual leave and resourcing.

We have introduced several initiatives aimed at improving the financial health of the Ministry in the short-term in response to our current financial pressures.

We have already communicated these changes to our people through JET, SLT, and in Andrew's email.

If you have any questions about these changes, please contact AskHR@justice.govt.nz.

Everyone should have an annual leave plan in place.

Taking leave plays an important role in our people's wellbeing. It is important we take time off to spend with our loved ones and take a break from our work. High leave balances also have an impact on the Ministry's finances.

Leave plans should now be approved in Mahi – the due date was 30 September 2023; or 31 October for teams with additional complexity to consider (such as court schedules or the judiciary).

The Ministry will be exercising more oversight and scrutiny about whether vacant roles need to be filled.

Recruitment for all National Office roles now requires approval from the respective Deputy Secretary.

Roles that manage or deliver a service directly to the public will continue to follow the normal approval process. This includes public-facing roles in Operations and Service Delivery (OSD), Court Security Officers (CSO) and Public Defence Service (PDS).

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Identifying short/medium-term savings

Last updated: 27/10/2023 | Content owner: Nick Drakeford

ESP and the Senior Management Team (SMT) are taking a deep dive into the Ministry's finances

ESP and the Senior Management Team (SMT) are taking a deep dive into the Ministry's finances to identify opportunities to save money and operate more efficiently.

We have heard from our people that they are feeling stretched. We need to better prioritise our work so it can be delivered within the current fiscal restraints without asking unreasonable things of our people.

ESP and SMT will be working closely to identify ways to work more efficiently.

This may include identifying similar pieces of work that can be combined or pausing/stopping work where resources could be better utilised elsewhere. The programme will ask SMT members to look through their budgets and confirm that everything they are doing is essential.

Working through suggestions from our people.

The ESP has been reviewing suggestions from our people to find opportunities to save money. Many of these suggestions have informed conversations between the ESP and SMT, or have helped to inform the workstreams. If you have any suggestions, we encourage you to send them to:

ESP@justice.govt.nz

Contacts



Longer-term sustainability

Last updated: 27/10/2023 | Content owner: Nick Drakeford

As well as looking at what we can do now, ideas for the Ministry's longer-term sustainability are also being explored

While the Ministry is looking at a range of short-term saving options, ESP is also looking at options for sustainably delivering our strategy into the longer-term.

This involves exploring a wide range of opportunities and trade-offs, benefits, and risks to help inform future decisions. While this work has only just begun, we will keep you updated about any significant developments.

Please send in any suggestions you have on the long-term delivery of [the Ministry's strategy](https://login.microsoftonline.com/536b4941-2958-4209-b5d7-2df34829af7d/saml2?SAMLRequest=fZJdb9owGiXv%2BRWV7%2FNhXwFiARlr%2B0BigArdRW8qxx%2FUUVWJnfp2u269fSNZ2qzR859fvc3TOkWfA66phyzY82Bv1vVUQRlfdea4rC6x%2EnKsha256&Signature=C3MYNimd007lhKN852vPiClvAdAVvmAVc7XBqbZmLC3GzCqjXg0BRuNAH80kZfvWtcDhdXh3Lh86yAZXRTsNx9SI1R%2FmZ4zHApulfzOufyJnfrequest-id=1531ccbc-a1cc-4963-b240-3e9c9af43ea5&mscrd=1531ccbc-a1cc-4963-b240-3e9c9af43ea5) [.\(https://login.microsoftonline.com/536b4941-2958-4209-b5d7-2df34829af7d/saml2?SAMLRequest=fZJdb9owGiXv%2BRWV7%2FNhXwFiARlr%2B0BigArdRW8qxx%2FUUVWJnfp2u269fSNZ2qzR859fvc3TOkWfA66phyzY82Bv1vVUQRlfdea4rC6x%2EnKsha256&Signature=C3MYNimd007lhKN852vPiClvAdAVvmAVc7XBqbZmLC3GzCqjXg0BRuNAH80kZfvWtcDhdXh3Lh86yAZXRTsNx9SI1R%2FmZ4zHApulfzOufyJnfrequest-id=1531ccbc-a1cc-4963-b240-3e9c9af43ea5&mscrd=1531ccbc-a1cc-4963-b240-3e9c9af43ea5\)](https://login.microsoftonline.com/536b4941-2958-4209-b5d7-2df34829af7d/saml2?SAMLRequest=fZJdb9owGiXv%2BRWV7%2FNhXwFiARlr%2B0BigArdRW8qxx%2FUUVWJnfp2u269fSNZ2qzR859fvc3TOkWfA66phyzY82Bv1vVUQRlfdea4rC6x%2EnKsha256&Signature=C3MYNimd007lhKN852vPiClvAdAVvmAVc7XBqbZmLC3GzCqjXg0BRuNAH80kZfvWtcDhdXh3Lh86yAZXRTsNx9SI1R%2FmZ4zHApulfzOufyJnfrequest-id=1531ccbc-a1cc-4963-b240-3e9c9af43ea5&mscrd=1531ccbc-a1cc-4963-b240-3e9c9af43ea5) to ESP@justice.govt.nz.

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Reviewing the authorisation environment

Last updated: 27/10/2023 | Content owner: Nick Drakeford

This workstream will evaluate our current sign-off processes, and what can be done to make them more helpful for our people

Over the last few years, the Ministry opted to tighten our authorisation environment to ensure processes were tightly controlled while we dealt with the impacts of COVID-19 and extreme weather events.

As the Ministry returns to a more usual way of working, it is necessary to evaluate whether our authorisation environment continues to serve the Ministry and our people.

The programme is setting up a workstream to evaluate whether the correct authorisation settings are in place to empower our people to succeed. This will examine the appropriate levels of signoff for many Ministry processes and make recommendations about where we can be more flexible.

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FAQs about the Effectiveness and Sustainability Programme (ESP)

Last updated: 3/11/2023 | Content owner: Nick Drakeford

Frequently asked questions about ESP

Are other government agencies doing the same thing?

Yes. Te Kawa Mataaho Public Service Commission has directed all government agencies to review how they invest and operate. This includes:

- Standing up a programme of work to identify efficiencies and productivity improvement, including identifying opportunities to manage future cost pressures from within baseline.
- Establishing a review of all Crown expenditure to identify options for reprioritisation. This could include identifying trade-offs and opportunities to fund new programmes or extend existing programmes and using evaluation to demonstrate value for money.
- Reviewing the Ministry's financial management capability and systems to ensure they are appropriate and effective.

Who from the Ministry are involved in the ESP?

The programme consists multiple workstreams with subject matter experts across the Ministry, each with a different focus on how the Ministry can be made more sustainable and effective.

We understand that there will be interest in the programme, and we look forward to wide involvement across the Ministry. We will keep you updated on JET as more information is made available. If you have any questions, please contact the programme team at ESP@justice.govt.nz

Has the judiciary been involved?

Yes, the programme will be working closely with the judiciary over the coming months to discuss how the Ministry will continue to support their work and explore opportunities to operate more efficiently

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How can I contribute?

The most direct way people can contribute is to send their suggestions to the programme at ESP@justice.govt.nz. The programme is delighted to have received substantial feedback from our people to date, and it continues to help the programme find ways to empower our people and run the Ministry more efficiently.

We also ask people to think about how as individuals, they can help the Ministry be cost-conscious, sustainable, and efficient.

What kinds of suggestions has the programme received?

We have received a wide variety of suggestions on how the Ministry can improve its effectiveness and sustainability. We can see the effort and consideration people have put into their suggestions, and we thank everyone for their input.

The themes we have noticed in the suggestions so far includes:

- **process improvements:** time efficiencies, administration, decision making authority, training
- **changes to our contracts / memberships:** switch to local suppliers, changes vendors, seeking better value
- **improving equipment - digital hardware/tech, office supplies:** technology life cycle management, Sim cards, CCTV, stationery, PPE
- **software investment:** licensing, programmes for collaborative working, and information management
- **property suggestions:** physical locations, environment sustainability
- **cost recovery initiatives:** ideas to increase revenue
- **organisational structural improvements:** reviewing our organisational structure, decision making levels, recruitment

Your suggestions have been shared with the workstream leads and the Strategic Leadership Team (SLT). Some of these suggestions have helped to prompt immediate change, while others have contributed to the programmes recommendations to be presented to SLT.

We thank everyone for their input into the programme so far, and we encourage anyone who still has a suggestion to please email into ESP@justice.govt.nz.

How can I get more information?

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From: Gilbert, David
Sent: Friday, 28 July 2023 12:35 pm
To: Anthony Rimell; Bella Chase; Williamson, Marc; Risetto, Temira
Cc: Reid, Daniel; Gaskin, Nicola
Subject: Effectiveness and Sustainability Programme Information
Attachments: Terms of Reference - Effectiveness and Sustainability Programme.pdf; Effectiveness and Sustainability Programme - JET Page.docx

Kia ora koutou

Following our meeting this morning, please find attached the comms intended to go onto JET this afternoon and (at the bottom of the Word doc) words to go into Anouk's email as CE this afternoon.

Also draft Terms of Reference attached.

If you have any feedback or comments, please get in touch with Daniel (daniel.reid@justice.govt.nz).

Ngā mihi nui

Dave



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Manager Employment Relations
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s9(2)(a)
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Effectiveness and Sustainability Programme

Terms of Reference

Objective

Over the last few years, the Ministry of Justice (the Ministry) has undergone some massive challenges that have affected how we operate. External circumstances such as Covid -19 and extreme weather events have meant as a Ministry, we have had to rally and continuously adapt to the requirements of the time.

While we responded well to these challenges, we haven't had as much opportunity to focus on ensuring our processes are streamlined, easy to navigate, and fit for purpose.

s9(2)(g)(i)

. Rigid and tightly held processes that helped us to succeed during the last few years, may have become too inflexible and cumbersome as we return to a usual way of operating. We now need to relook at our settings to determine whether they are fit for purpose.

In addition, through Budget 2023, the Government signalled the introduction of the Fiscal Sustainability and Effectiveness Programme (FSEP) to ensure resources are being used efficiently and are focused on delivering the highest priorities.

In line with the expectations of the Minister of Finance and the Public Service Commissioner, a review of the Ministry's baselines, cost drivers and future fiscal pressures has been commissioned by the Secretary for Justice/Chief Executive and endorsed by the Strategic Leadership Team (SLT).

In response to both these internal and external expectations, a programme of work has been established to assess how well the Ministry is currently set up to empower our people to succeed and make recommendations on how we can more effectively and sustainably allocate our resources to our greatest priorities.

In doing so, the review will determine how the Ministry can optimise the use of its resources to best balance the immediate delivery of our core services, including our strategic intent, while better enabling prioritisation of resources and activity.

The review focuses on the next three financial years s9(2)(g)(i)

Purpose

The review aims to empower our people by:

- Engaging our people to find solutions that can enable our collective success. This includes identifying what processes are working well and can be applied more widely, as well as what may be holding us back.

- Identifying opportunities to reprioritise our resources towards the most important outcomes.

Support the objectives of the FSEP by:

- Standing up a structured programme of work to identify efficiencies and productivity improvement including identifying opportunities to manage future cost pressure from within baseline.
- Establishing a structured and systematic review of all Crown expenditure to identify options for reprioritisation. This could include identifying trade-offs and opportunities to fund new programmes or extend existing programmes and using evaluation to demonstrate value for money.
- Reviewing the Ministry's financial management capability and systems to ensure they are appropriate and effective.

Scope

In scope

- Departmental and non-departmental appropriations and expenditure.
- Third party revenue (fees for services provided).
- Project investment expenditure.
- Contracts and significant services.
- Asset portfolios.

Out of scope

- Direct Judicial costs as outlined in Judicial terms and conditions.
- Te Arawhiti as it is a departmental agency (however services provided to Te Arawhiti by the Ministry will be in scope).
- Te Puna Aonui as it is an interdepartmental executive board.
- Payments made to Crown Entities by the Ministry on behalf of the Crown.

Scope assumptions

- s9(2)(g)(i)

Methodology

Analyse and assess historic and anticipated financial future state should be based on current forecasts, including:

- Analysing and assessing the Ministry's main cost drivers, for the last five years and the upcoming three years, including the extent and timing of non-discretionary expenditure, as well as alignment of revenue to expenditure.
-

- Analysing and assessing the current corporate services model, including how it is funded, the extent of cost recovery, and the scope and level of service received versus undertaken from within the business units.
- Analysing and assessing the current services delivered by the Ministry and the level of discretion regarding those services, including scope, quality, and timing.

Identify and provide options for managing within baselines

- Identify options to manage expenditure within baselines in relation to achieving our strategic intent and obligations. Including options to:
 - reduce our reliance on contractors and consultants
 - minimise our discretionary expenditure (eg sensitive expenditure)
 - review third party revenue (fees for services provided)
 - reorganise delivery (including property and digital assets)
 - reduce or eliminate activities or services.

Identify improvement opportunities to empower our people's success

- Seek feedback from our people on common impediments and proposed solutions.
- Determine whether decisions are being made at the appropriate level in a BAU setting.

Financial management capability

- Review the financial management capability by considering its forecasting accuracy, delivery and implementation planning, financial monitoring and reporting, and financial controls.

Programme governance

Sponsor

The sponsor for this programme is the Secretary for Justice. The Programme Lead plans to provide fortnightly updates to the Sponsor.

Team resources

- The core programme will be made up of dedicated Ministry resources that include:
 - Programme Lead
 - Finance Business Partner
 - Strategic Finance Specialist
 - Financial Modeller
 - Principal Advisor
 - Project Advisor
 - Administration Support
 - People Experience Analysts
 - Subject Matter Experts from business groups.
-

- In addition to the core team, external expertise will be procured to provide guidance and mentoring to the Programme Lead, along with dedicated expertise and capacity as required.
- Other Ministry staff will be engaged in the programme as and when required.

Decision makers

The Programme Lead will report to SLT Business Committee as and when required in addition to the dates listed below:

- | | |
|---|--------------------------|
| ▪ Confirm funding shortfall and cliff for years 23/24 to 26/27 | Early to mid-August 2023 |
| ▪ Long list of possible empowering and reprioritisation options | Late September 2023 |
| ▪ SLT confirmation of agreed options | Late October 2023 |
| ▪ Implement agreed options | To be determined |

The programme team will disband once SLT have been presented with options.

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Effectiveness and Sustainability Programme

Overview

Over the last few years, the Ministry has undergone big challenges that have impacted the way we have been able to work. External circumstances such as Covid-19 - as well as recent extreme weather events - have meant as a Ministry, we have had to continuously adapt the way we work, and what we prioritise, to the needs at the time.

This means that some of the housekeeping we would regularly do as a Ministry to ensure our processes are streamlined, easy to navigate, and empower our people, have been delayed.

s9(2)(g)(i)

Some rigid and tightly held processes that helped us to succeed during the last few years, may have become too inflexible and cumbersome as we return to a more stable way of operating

In addition, through Budget 2023, the Ministry of Finance introduced the Fiscal Sustainability and Effectiveness Programme (FSEP) to ensure resources are being used efficiently and are focused on delivering the highest priorities across the public sector.

In response to both these internal and external expectations, Effectiveness and Sustainability Programme (ESP) has been established to assess how well the Ministry is currently set up to empower our people to succeed and make recommendations on how we can more effectively and sustainably allocate our resources to our greatest priorities. This programme starts with a look at how we currently work so that we can then identify areas to investigate further.

What will the programme look to achieve?

The review has three main priorities:

- Work with our people to ensure Ministry processes are setup to help our people to do their best work.
- Make recommendations on how we can reprioritise our resources to best support our strategy
- Ensure our Ministry is financially sustainable in both short and long term

What are the types of things the programme will be looking for?

Some of the things the programme will look at may include:

- Processes that get in the way of us doing our jobs effectively
- Work that is duplicated by different areas of the business
- Processes and solutions which are working well and can be applied more widely
- Ensure that decisions across the Ministry are made at the right level to get these done in a practical way
- Cost-efficiencies that can then be invested elsewhere

Are other government agencies doing the same thing?

Yes. Te Kawa Mataaho Public Service Commission directed all government agencies to review how they invest and operate. This includes:

- Standing up a programme of work to identify efficiencies and productivity improvement, including identifying opportunities to manage future cost pressure from within baseline.
- Establish a review of all Crown expenditure to identify options for reprioritisation. This could include identifying trade-offs and opportunities to fund new programmes or extend existing programmes and using evaluation to demonstrate value for money.
- Review the Ministry's financial management capability and systems to ensure they are appropriate and effective.

Who will be involved?

The work will be conducted by a small programme team with SMEs across the business. The ESP team will talk to our people, analyse expenditure, and provide workshops with subject matter experts.

We understand that there will be interest in the programme, and we look forward to wide involvement across the Ministry. We will keep you updated on JET as more information is made available. If you have any questions, please contact the programme team at ESP@justice.govt.nz

What does this mean for me?

At this stage, nothing. Later we will begin working with many areas of the business to get ideas of where we can optimise our resources, make our processes easier for our people, and make sure we are investing sustainably and effectively.

Lines for CE's Email

I also wanted to introduce the Effectiveness and Sustainability Programme (ESP). This programme has been set up to assess how the Ministry currently operates and recommend how we can better empower our people to succeed, while ensuring our Ministry is financially sustainable now and into the future. This includes what processes may be getting in the way, and how we can allocate our resources more wisely.

The first phase of this work will refine the scope of the work and analyse how the Ministry currently allocates its resources. We're a big organisation, so this will take some time.

The programme will also talk to SMEs across the Ministry to get their feedback on how our processes can be made easier to navigate, that our work supports our strategy, and ensure we are investing sustainably and effectively. For more information on the project, check out the [ESP JET Page](#).

From: Anthony Rimell <anthony.rimell@psa.org.nz>
Sent: Friday, 28 July 2023 1:29 pm
To: Gilbert, David; Bella Chase; Williamson, Marc; Risetto, Temira
Cc: Reid, Daniel; Gaskin, Nicola
Subject: RE: Effectiveness and Sustainability Programme Information

Thank you Dave

Daniel, as per my request at the meeting, may I have a copy of Peter Hugh's letter to the MoJ CE that precipitated this process.

Nga mihi nui

From: Gilbert, David <David.Gilbert@justice.govt.nz>
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Cc: Reid, Daniel <Daniel.Reid@justice.govt.nz>; Gaskin, Nicola <Nicola.Gaskin@justice.govt.nz>
Subject: Effectiveness and Sustainability Programme Information

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Dave



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david.gilbert@justice.govt.nz | [justice.govt.nz](https://www.justice.govt.nz)

From: Kibblewhite, Andrew
Sent: Friday, 28 July 2023 3:45 pm
To: Ourpeople@justice.govt.nz
Subject: Anouk's email

Kia ora e te whānau,

Out of scope

In other news I also want to introduce a new programme of work that we are getting underway called the Effectiveness and Sustainability Programme (ESP). We have set this up to assess how we currently operate and identify how we can better empower you, our people to succeed, while ensuring our Ministry is financially sustainable now and into the future. This includes identifying processes that may be getting in the way of you being able to do your job effectively and ways to allocate our resources more wisely. The first phase of this work will involve refining the scope of the work and analysing how the Ministry currently allocates its resources. We're a big organisation, so this will take some time. The programme will also talk to subject matter experts across the Ministry to get feedback on how our processes can be made easier to navigate, how our work supports our Strategy, and ensure we are investing sustainably and effectively. For more information on the project, check out the ESP JET page here: <https://jet.justice.govt.nz/our-work/our-projects/effectiveness-and-sustainability-programme/>.

That's it from me this week, I hope everyone has a great (and dry!) weekend.

Haere atu he tetekura, haramai rā he tetekura, a, mā whereo mā pango ka puawaitia te katoa
As one fern frond recedes, another takes its place, therefore, when red and the black work together we all benefit

Anouk



Anouk Alexander (she/her)

Deputy Secretary / Deputy Chief Executive
Strategy, Governance & Finance

DDI: +64 4 466 2647 | Ext 46147 | Mob s9(2)(a)

Justice Centre | 19 Aitken Street | DX SX10088 | Wellington

www.justice.govt.nz

From: Reid, Daniel
Sent: Monday, 7 August 2023 5:00 pm
To: Anthony Rimell; Bella Chase; Williamson, Marc; Risetto, Temira
Cc: Gaskin, Nicola; Gilbert, David
Subject: RE: Effectiveness and Sustainability Programme Information
Attachments: Mr Andrew Kibblewhite - Agency Efficiency and Financial Management.pdf

Kia ora koutou,

Thanks for your patience Anthony, please find attached the requested letter.

Ngā mihi

Daniel

From: Anthony Rimell <anthony.rimell@psa.org.nz>
Sent: Friday, 28 July 2023 1:29 pm
To: Gilbert, David <David.Gilbert@justice.govt.nz>; Bella Chase <bella.chase@psa.org.nz>; Williamson, Marc <Marc.Williamson@justice.govt.nz>; Risetto, Temira <Temira.Risetto@justice.govt.nz>
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s9(2)(a)

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Te Kawa Mataaho

Public Service Commission

22 June 2023

Mr Andrew Kibblewhite

Te Tumu Whakarae mō te Ture | Secretary for Justice and Chief Executive
Tāhū o te Ture | Ministry of Justice

By email: Andrew.Kibblewhite@justice.govt.nz

Tēnā koe Andrew

As you know, there is increasing focus on ensuring the Public Service is continuing to deliver value for New Zealand. Doing this well means looking for new ways of working and delivering services – making innovation and continuous improvement part of the Public Service culture. It also requires the Public Service to use the resources that it has well and to demonstrate the value that it is delivering.

I have already signalled through your 2023 performance expectations that you should regularly review the systems, policies and processes that your agency uses to manage money, other resources and people to ensure that they remain relevant, effective, and coherent.

Through Budget 2023, the Government signalled that it is introducing a Fiscal Sustainability and Effectiveness Programme (FSEP) to ensure resources are being used efficiently and are focused on the delivery of the highest priorities. The Minister of Finance is working with Ministers to ensure they are taking active steps within their portfolios to support the Programme.

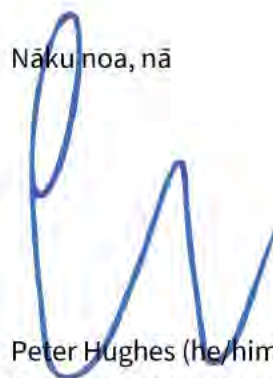
Given this context, and to support the FSEP, I expect that you will (if you have not already):

- stand up a structured programme of work to identify efficiencies and productivity improvements. This includes identifying opportunities to manage future cost pressures from within baseline
- establish a structured and systematic review of all Crown expenditure to identify options for reprioritisation. This includes identifying trade-offs and opportunities to fund new programmes or extend existing programmes, and using evaluation to demonstrate value-for-money
- review your agency's financial management capability and systems to ensure they are appropriate and effective. Key areas that should be considered include forecasting accuracy, delivery and implementation planning, financial monitoring and reporting, and financial controls.

The Public Service Commission and the Treasury are working together to support your work in this area, including facilitating workshops with the Public Service Leadership Team to share and discuss good practice. I would appreciate you also keeping your Assistant Commissioner and Vote Team updated on your progress.

Thank you for your support and ongoing leadership to ensure the Public Service continues to deliver for New Zealanders.

Nāku noa, nā



Peter Hughes (he/him)
Te Tumu Whakarae mō Te Kawa Mataaho
Public Service Commissioner | Head of Service

RELEASED UNDER THE OFFICIAL INFORMATION ACT 1982

From: Kibblewhite, Andrew
Sent: Monday, 28 August 2023 5:26 pm
To: ourpeople@justice.govt.nz
Subject: Baseline savings announcements

Kia ora e te whānau,

As you will have likely seen on Monday afternoon, that the government has announced permanent baseline savings across the public service including from the Ministry of Justice. As with all government agencies we have been asked to save 2% from our spending from the financial year 2025/26, (noting that for most departments these reductions will be required a year earlier from 2024/25).

You might recall Anouk emailing you all in July to let you know we have been getting work underway to ensure our financial sustainability now as well as into the future. Getting started early is good news. SLT and SMT have been working together to understand our cost pressures, identify savings options that mean we can maintain the integrity of our service delivery, look after staff and meet legal requirements.

We will continue to keep you up to date with our progress on the [ESP JET Page](#). Without doubt this is a challenging situation, but I am confident we will chart a path forward together.

He waka eke noa
We're all in this together

Ngā mihi

Andrew



Andrew Kibblewhite ([he/him/Mr](#)) | Secretary for Justice and Chief Executive |
Pou Whakarae
Ministry of Justice | Tāhū o te Ture
Justice Centre, 19 Aitken Street, Wellington
www.justice.govt.nz
Please consider the environment before printing this e-mail

From: Kibblewhite, Andrew
Sent: Thursday, 31 August 2023 6:46 am
To: DL-NO-STRATEGIC LEADERSHIP TEAM
Cc: Wilkie, Ruth; Reid, Daniel; Hickling, Jo; Padgett, Eve
Subject: Fwd: Letter from PSA National Secretaries
Attachments: image001.jpg; FPS letter to Andrew Kibblewhite 29 8 2023.pdf

FYI

Sent from my iPhone

Begin forwarded message:

From: Liz Byron <liz.byron@psa.org.nz>
Date: 30 August 2023 at 8:11:16 PM NZST
To: "Kibblewhite, Andrew" <Andrew.Kibblewhite@justice.govt.nz>
Subject: Letter from PSA National Secretaries

Kia ora Andrew

Please see the attached letter from PSA National Secretaries Kerry Davies and Duane Leo.

Ngā mihi
Liz

Elizabeth Byron (she/her)
Executive Assistant to Kerry Davies | Duane Leo
PSA National Secretaries
NZ PSA Te Pūkenga Here Tikanga Mahi
Mobile **s9(2)(a)** | 0508 367 772
11 Aurora Terrace | PO Box 3817 | Wellington 6140