DEPARTMENT OF THE PRIME MINISTER AND CABINET
TE TARI O TE PIRIMIA ME TE KOMITI MATUA

17 August 2026

Ref: OIA-2026/27-0057

[redacted]

Tēnā koe [redacted],

Official Information Act request relating to correspondence about the status reports for the target quarterly reporting ending the 31 July 2026 quarter

Thank you for your Official Information Act 1982 (the Act) request, which was received by the Department of the Prime Minister and Cabinet (DPMC) on 22 July 2026. You requested:

> *"Could I please request all correspondence between DPMC and relevant agencies about the status reports for the target quarterly reporting ending the 31 July quarter 2026, up to 22 July 2026?"*

Information being released

I have decided to release the documents listed below, subject to some information being withheld under section 9(2)(a) of the Act, to protect the privacy of individuals.

Item	Date	Document description	Decision
1	8 June 2026	Email from a DPMC staff member to staff from external agencies	Release, some information withheld under section 9(2)(a).
2	5 June 2026	Target Quarterly Reporting Guidance for quarter ending June 2026	Release, some information withheld under section 9(2)(a).

Information to be withheld

There is additional correspondence in scope of your request that I have decided to withhold in full under section 9(2)(f)(iv) of the Act, to maintain the confidentiality of advice tendered by or to Ministers and officials.

In making my decision, I have considered the public interest considerations in section 9(1) of the Act. No public interest has been identified that would be sufficient to outweigh the reasons for withholding that information.

You have the right to ask the Ombudsman to investigate and review my decision under section 28(3) of the Act.

Executive Wing, Parliament Buildings, Wellington, New Zealand 6011
☎ 64 4 817 9698 www.dpmc.govt.nz

This response will be published on the DPMC website during our regular publication cycle. Typically, information is released monthly, or as otherwise determined. Your personal information including name and contact details will be removed for publication.

Nāku noa, nā



Janine Smith
DCE, Policy and Delivery Unit

From: Maari Porter [DPMC]
To: s9(2)(a)
Cc: Shane Hamill [DPMC]; David Jagger [DPMC]
Subject: Government Targets March Quarter release delayed + Targets Guidance for June 2026 attached
Date: Monday, 8 June 2026 1:05:21 pm
Attachments: image001.png
Targets - Agency Reporting Guidance June FINAL.pdf

~~IN CONFIDENCE~~ UNCLASSIFIED

Kia ora Target Delivery Leads and key officials, hope you're all well.

This note is to let you know that the **release of the Quarterly Factsheets for March 2026 which was due today is delayed** – I'll let you know when we get the green light.

Please find attached your regular Target Quarterly Guidance with milestones for quarter ending June 2026. Note: elements of the cadence have been adjusted in response to agency feedback including providing an extra week for agency drafting and Minister approval and shortening timeframes through to public release of factsheets by 1-2 weeks.

The key dates are below:

- **17 July** – Target Lead Agency provides early draft of Target Quarterly Report to DU for feedback
- **24 July** – Lead Minister approves Target Quarterly Report and Target Lead Agency provides to DU
- **10 - 12 August** - Target Lead Agency review of Factsheets
- **14 - 20 August** – Ministerial consultation on Factsheets
- **24 August (TBC)** – public release

Thank you for all your help in closing out the March quarter reporting, the overall results are positive, and trends are moving in the right direction.

Maari

Maari Porter *(she/her)*
Director Delivery Unit & PAG Advisor
Delivery Unit
Department of the Prime Minister and Cabinet
M: s9(2)(a)
E: maari.porter@dpmc.govt.nz
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Target Quarterly Reporting Guidance

for quarter ending June 2026

5 June 2026

Purpose

The purpose of this guidance is to assist Lead Agencies to prepare the Target Quarterly Report(s) for their Target(s) for the period ending June 2026. This pack includes:



Target Quarterly Report responsibilities, including how the Delivery Unit (DU) will support Delivery Leads, Lead Ministers' offices and their respective teams to prepare their Target Quarterly Report(s).



The process and timeframes for the preparation of the Target Quarterly Report to ensure reports are completed on time.



Detailed report guidance to assist Lead Agencies to prepare their Target Quarterly Report(s), designed to ensure consistency and high-quality reporting

Revisions:

This guidance builds on previous versions with updates included to specific dates for the reporting period. In addition, elements of the cadence have been adjusted in response to agency feedback including:

- providing an extra week for agency drafting and Minister approval
- shortening timeframes through to public release of factsheets by 1-2 weeks

The Delivery Unit is here to provide support and guidance. Please reach out to:

- **For Targets**: Maari Porter, Director Delivery Unit & PAG Advisor: ✉ maari.porter@dpmc.govt.nz ☎ s9(2)(a)
- **For Reporting processes**: Shane Hamill, Programme Reporting Manager ✉ shane.hamill@dpmc.govt.nz ☎ s9(2)(a)

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Key responsibilities

Everyone has a specific role to deliver the reports

There are several responsibilities to ensure that the Government Targets Quarterly Report is accurate, conveys key information for the PM and Cabinet and can be publicly released.

The DU will work closely with Lead Agencies throughout the process of development of the reports.

Lead Minister	• Approve Target Quarterly Report(s) • Attend meetings with the Prime Minister to discuss Target performance (as appropriate)
Lead Agencies	• Keep the Lead Minister informed on progress, issues and risks with the delivery of Target • Undertake quality assurance of all information included in the report • Provide an early draft of the Target Quarterly Report to the DU for review and feedback (ahead of submitting for Lead Minister's approval) • Submit the Target Quarterly Report for Lead Minister's approval • Provide approved Target Quarterly Reports to the Delivery Unit • Support Lead Ministers for their meetings with the Prime Minister to discuss Target performance (if a meeting is needed) • Review Target Quarterly Report Factsheets • Ensure there is a communication plan in place for when the Target Quarterly Reports are publicly released
Delivery Unit (supported by Treasury, PSC and SIA as required)	• Provide guidelines and support to Lead Agencies for reporting • Undertake quality assurance of reports • Provide advice to the Prime Minister on progress, issues and risks with target delivery • Prepare the Government Targets Quarterly Report including a Target Quarterly Report Factsheet for each Target

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Key milestones for the Government Targets Quarterly Report

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Key milestones for the Government Targets Quarterly Report for June 2026

DU working in collaboration with agencies

5 June
DU issues Target Quarterly Reporting Guidance and Template to Lead Agencies for period ending 30 June

15 June onwards
Lead Agency prepares Target Quarterly Report with support from the DU, shares and discusses with supporting agencies and ministers

30 June
End of Quarter

17 July
Target Lead Agency provides early draft Target Quarterly Report(s) to DU for feedback

24 July
Lead Minister approves Target Quarterly Report(s) and Target Lead Agency provides to DU

10 August – 12 August
Agency review of draft Target Quarterly Report Factsheets

14 August – 20 August
Ministerial consultation on Target Quarterly Report Factsheets

24 August (TBC)
Public release, including release of Target Quarterly Report Factsheets on DPMC website

Regular quarterly reporting cycle continues

Ongoing reporting cycle

This pattern will be used for ongoing reporting

Reporting period

Each reporting period covers a quarter (3 calendar months). **The end of the quarter is a 'cut off' point for the purpose of data collection and validation.**

Before quarter end to ~2 weeks after quarter end

Lead Agencies prepare reports

Lead Agencies develop and finalise the Target Quarterly Report(s) using the template provided by DU.

An early draft of each Target Quarterly Report is **provided to the DU for feedback** ~2 weeks after quarter end, and **before submitting for approval** by the Lead Minister.

~3-4 weeks after quarter end

Lead Ministers approve reports and provide to Delivery Unit (DU)

Lead Ministers approve Target Quarterly Report(s) ~3-4 weeks after the end of the quarter and the Target Lead Agency will provide the approved reports to the DU.

~5-6 weeks after quarter end

Government Targets Quarterly Report materials drafted by DU

The DU produces the Government Targets Quarterly Report including a Target Quarterly Report Factsheet for each Target.

~6-7 weeks after quarter end

Ministerial Consultation

Ministerial consultation on the Target Quarterly Report Factsheets ahead of finalisation for public release.

The PM may also meet with some of the Target Lead Ministers and agencies to discuss Target performance.

~ 8 weeks after quarter end

Targets Quarterly Report publicly released

The Target Quarterly Report Factsheets are released on the DPMC website

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Communications

The Government Targets Quarterly Report will be released on the DPMC website

The DU and DPMC Communications will support the PM's office with the development of communications plans and collateral for the overall Targets programme, including supporting the release / publication of the Government Targets Quarterly Report.

Lead Agencies (for their Ministers) will develop communications plans and collateral for their respective Targets to be able to respond when the Targets Quarterly Report is publicly released.

For any communications related questions or needs, contact:

Blair Teesdale-Moore, Senior Communications Advisor, DPMC
✉ blair.teesdale-moore@dpmc.govt.nz ☎ s9(2)(a)

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Detailed Report Guidance

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Target Quarterly Report – Format

The report consists of two A3 pages

- **First A3 page** - highlights performance of the target relative to the estimated trajectory and outlines progress on key initiatives
- **Second A3 page** - tells a story of overall performance using data on selected supporting indicators

A template for the Target Quarterly Report for Lead Agencies will be provided alongside this guidance.

First A3 Page

Target Quarterly Report

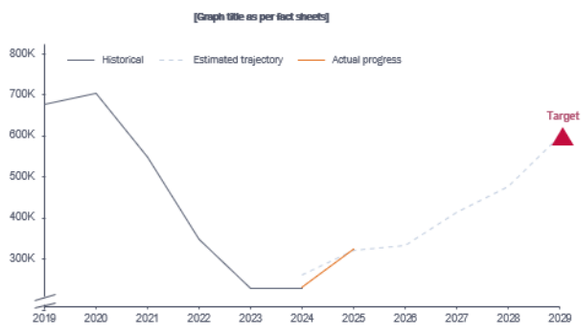
[Target #] – [Title of Target]
Target performance

Quarter ending
30 September 2024

Current Target Performance

Status	Target [DATE]	Current performance at [DATE]	Change vs last quarter

Trajectory towards target



What are the key issues and risks?

ABCD

Actions and Insights

What is driving changes in performance vs. last quarter ?

ABCD

What is the progress of key initiatives that support target delivery?

ABCD

ABCD

ABCD

ABCD

ABCD

ABCD

What decisions and actions are required from Ministers?

ABCD

Second A3 Page

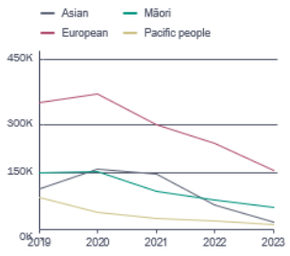
[Target #] – Supporting Indicators

Supporting indicators summary

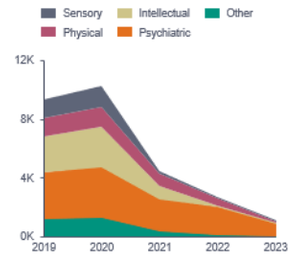
Quarter ending
30 September 2024

Target Breakdown

Demographic Breakdown

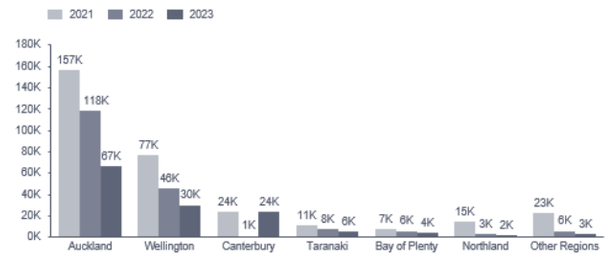


ABCD



ABDC

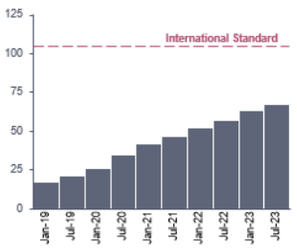
Geographic Breakdown



ABCD

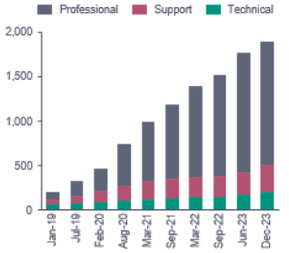
Leading Indicators

Leading Indicator 1



ABCD

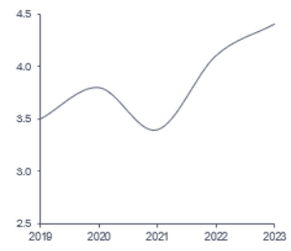
Leading Indicator 2



ABCD

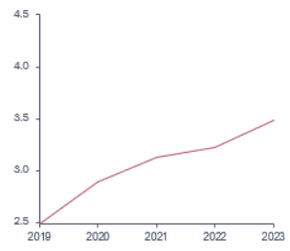
System Indicators

System Indicator 1



ABCD

System Indicator 2



ABCD

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Elements of a Target

Performance and trajectory, initiatives and supporting indicators

The Target Quarterly Report is designed to show progress towards the Target, whether key initiatives are on track and delivering results, and to highlight any emerging issues, risks or unintended consequences. The key components are described below.

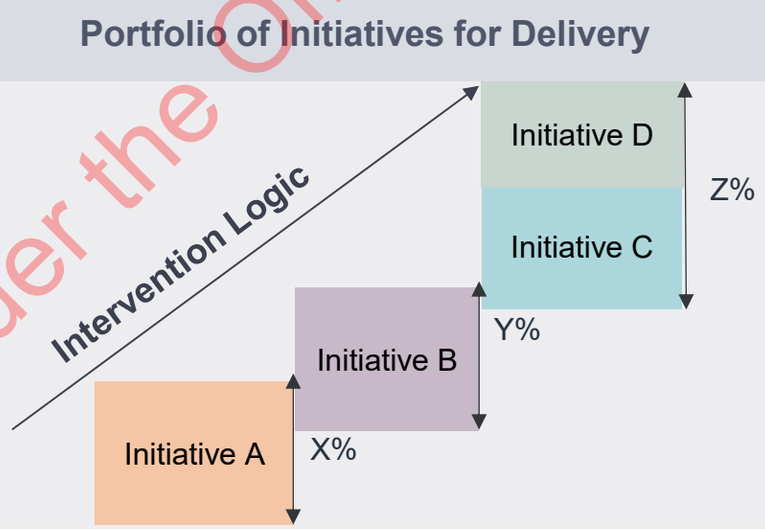
Target performance and trajectory

The **trajectory** is an estimate of future performance over time showing progress towards achieving the Target. It may include **quarterly milestones** against which progress can be measured and included in the Report.



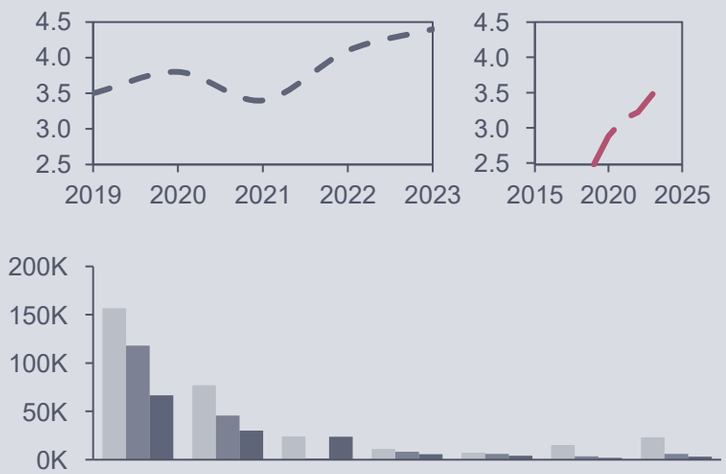
Initiatives

The Target will be supported by **delivery plans** that articulate the intervention logic and the portfolio of existing, new or planned initiatives whose collective impact will contribute to achievement of the Target. Progress on each key initiative will be included in the Report.



Supporting indicators

Alongside reporting on the Target, the Report will include **supporting indicators** which assist with telling the story about performance. This includes breakdowns of the main Target indicator, leading indicators and system indicators. Agencies can choose the leading and system indicators that best tell the performance story.



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First A3 Page

Provides an overview of performance and progress

The First A3 Page highlights performance on the Target relative to the estimated trajectory and outlines progress on key initiatives. The following slides provide information on each element shown.

Assessment

- On Track
- Probable
- Feasible
- At Risk
- Unachievable

1 Assessment

2 Performance Trajectory

3 Issues and Risks

4 Change vs last quarter

5 Performance Insights

6 Key initiative Progress

7 Next Steps

Target Quarterly Report

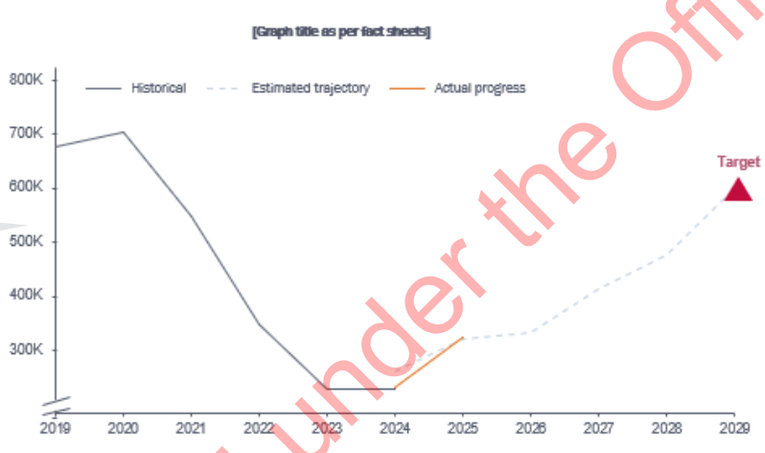
[Target #] – [Title of Target]
Target performance

Quarter ending
30 September 2024

Current Target Performance

Status	Target [DATE]	Current performance at [DATE]	Change vs last quarter

Trajectory towards target



What are the key issues and risks?

ABCD

Actions and insights

What is driving changes in performance vs. last quarter ?

ABCD

What is the progress of key initiatives that support target delivery?

ABCD

ABCD

ABCD

ABCD

ABCD

ABCD

ABCD

What decisions and actions are required from Ministers?

ABCD

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1 Current Target Performance

A common approach for the assessment of overall delivery towards Target

The current Target performance section is **drafted by the Lead Agency and approved by the Lead Minister**. Agencies enter the **overall Target status** (using the rating scale below) along with the current level of performance. The **Target** field is pre-populated by the DU.

Delivery is on track	**Delivery is probable**	**Delivery is feasible**	**Delivery is at risk**	**Delivery is unachievable**
Delivery of the target is highly likely, and performance against the estimated trajectory will be sustained. This means that: • Target indicator is on or ahead of estimated trajectory. • All key initiatives are on track.	Delivery of the target is probable however constant attention will be needed to ensure risks do not materialise into major issues threatening performance. This means that: • Target indicator is trending to be close to or ahead of estimated trajectory • A significant majority of key in tiatives are on track.	Delivery of the target is feasible however there are major risks and/or issues in several key areas. These appear to be resolvable at this stage and if addressed without delay, should not impact overall delivery. This means that: • Target indicator is trending behind estimated trajectory. • Some key initiatives are off track.	Delivery of the target is at risk with significant issues and risks in several key areas. Urgent action is required by target owners to address these and bring delivery back on track. This means that: • Target indicator is trending behind estimated trajectory. • A majority of key initiatives are off track.	Delivery is unachievable. There are significant issues and risks that do not appear to be manageable or resolvable. The oversight arrangements, delivery plans and potentially the target may need to be reconsidered. This means that: • Target indicator is trending well behind estimated trajectory. • A significant majority of key initiatives are off track.

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2 Performance Trajectory

This section of the report will be produced by the DU using the current Target performance data provided by the Lead Agency (subject to the data revisions approach outlined in **Appendix 3**). This will ensure consistent display of information across all nine Target Quarterly Reports.

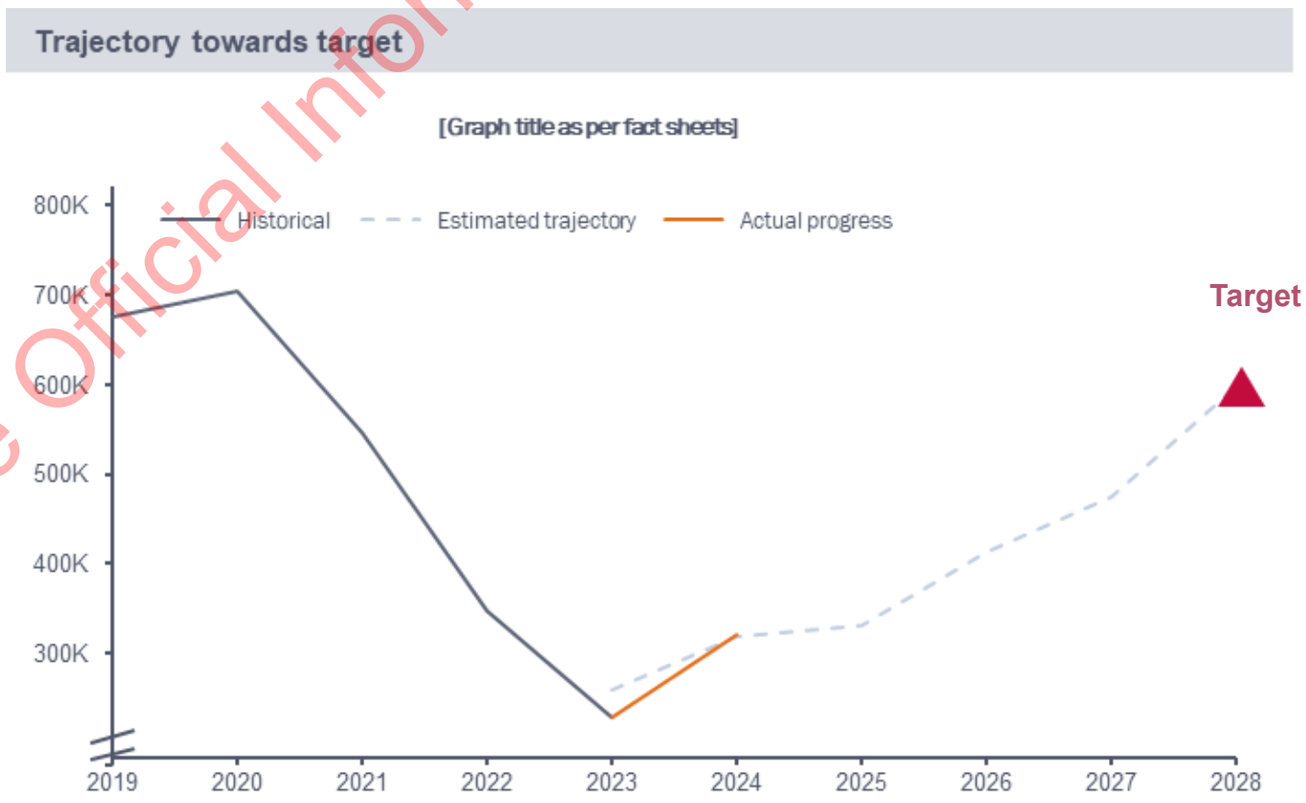
The trajectory chart shows:

Target: level of performance that the Government aims to achieve by a given date

Historic performance: performance on the Target measure over previous periods. For most of the Targets, this will be up to the period reported in the Target Factsheets* presented to Cabinet on 25 March 2024

Estimated trajectory: an estimate of the future performance over time leading to achievement of the Target

Actual progress: actual performance over time as reported by the Lead Agency and approved by the Lead Minister



(*) Factsheets Government Targets | Department of the Prime Minister and Cabinet (DPMC)

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Issues and Risks, Actions and Insight

High quality updates that are precise, succinct and compelling for decision makers to focus on

3

Issues and risks

There is limited space in this section. Agencies are to summarise the **top three delivery issues / risks (only)** that they are managing. It is important that this section focuses on **delivery** issues and risks (i.e. those relating to the delivery of the initiatives as set out in the delivery plan) and that statements are concise, clear, and structured to identify potential issues and risks and how they are being managed. Do not include general risks in this section (e.g. resourcing, funding etc).

Each statement **must be a short issue/risk and mitigation statement** - the following 2-sentence format is recommended, which provides a clear understanding of the issue/risk and how it is being managed:

[Risk/Impact]. [Mitigation].

[Risk/Impact]: Describe the specific issue or risk and the potential consequences e.g. "*There is a risk of winter illness and infectious diseases being the biggest contributor to student absence rates."*

[Mitigation]: Outline the steps you are taking to reduce or manage the risk. e.g. "*This is being managed by continuing to promote refreshed public health guidance to parents, students and schools.*"

Full Example:

"There is a risk of winter illness and infectious diseases, being the biggest contributor to student absence rates. This is being managed by continuing to promote refreshed public health guidance to parents, students and schools."

4

Change vs last quarter

Agencies will enter the change in the Target measure since the last quarter's report (+ (plus) or – (minus)).

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Issues and Risks, Actions and Insight

High quality updates that are precise, succinct and compelling for decision makers to focus on

5

What's driving changes in performance since the last quarter

Describe what has driven any significant change in performance since the last quarterly report. For example, for the June report, agencies should complete based on the results and activity since the March report.

6

Progress of key initiatives that support Target delivery

This is a critical section (and opportunity!) to demonstrate how key initiatives, actions and activities that support Target delivery are progressing, along with their impact. Priority should be given to the top initiatives from delivery plans that will have the greatest impact on delivery of the Target.

This should be set out in the following way to provide consistency across reports and a concise, logical flow to this section:

[a statement of the intervention logic that groups a set of initiatives - the "why"]
[a concise list of the top contributing initiatives with status updates that cover "name", "status", "what", "when"]

Example:

Increase the chance of being caught and held to account:

- *Revised Three Strikes legislation – second reading completed 7 June and third reading on track for 7 August 2024*
- *Frontline Police Officers – on track for an increase of 500 officers by no later than 30 June 2026*
- *Firearms Prohibition Orders legislation – on track to be before select committee on 29 August 2024*

Target intervention to where it is needed most:

- *Military-Style Academies – design is complete, and the pilot commenced 29 July 2024*
- *Ministerial Advisory Group: Victims of Retail Crime – group has been established and is due to have first meeting on xx, Month.*
- *Serious Youth Offending Bill – on track to be before Cabinet in October 2024*

7

Ministerial decisions and actions required

Specify any key policy decisions that are being progressed and required in the next quarter or year.

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Second A3 Page - Supporting indicators

Supporting indicators provide additional insights about performance

The Second A3 Page shows a selection of supporting indicators. Lead Agencies are responsible for choosing these indicators and producing and quality assuring the graphs, tables, infographics used. The DU will provide support in terms of design guidance (refer Appendix 1) and data guidance (refer Appendix 2) so that there is a level of consistency across the nine Target Quarterly Reports.

Target breakdowns

Breakdowns of the Target indicator provide insights about progress towards the Target for specific populations.

All Targets must include breakdowns for Māori and can include other ethnic groups. Breakdowns for location and age ranges should also be provided. Refer Appendix 2.

Leading indicators

Leading indicators provide information about potential future performance and allow for early identification of issues and risks.



Supporting indicators summary

Summarises the key insights from across the supporting indicators.

Commentary

Each supporting indicator requires a short commentary that provides insights about the performance of Target delivery.

System Indicators

System indicators provide insights about performance in areas related to the Target and provide balance to the main indicator.

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Appendix 1 – Design Guidance

Provides a consistent visual representation of supporting indicators

The style guide below should be followed by Lead Agencies in the design and display of the supporting indicator graphs, tables and infographics to be included on the Second A3 Page of the target quarterly report.

Visual design

Please ensure that your visuals are designed to be:

- **Effective** for the specific type of data (e.g. line graphs for time series, scatter plots for visualising the relationship between two variables).
- **Contextual** with other visuals you develop and present. For example, each piece of commentary, along with its visual, tells a story that is related to the Target and colour is used to emphasise insights.

Typography

To maintain consistency across all visualisations, use **Arial** and **size 6** font with colour **HEX#505669** for all text.

Colours

Colour is an effective way to highlight key points. Please ensure that you use (also refer below):

- **shade-colour pallets** first when comparing a small number of categories (n<4).
- **colour pallets** to highlight a key message, or for categorical data with a larger number of categories (n>3)
- **colour pallets in sequence** – i.e. use the 1st and 2nd colours in order – beyond that agencies have the choice of which order to apply the remaining colours .

Type	**Shade-colour pallets**			**Colour pallets**							
Colour											
Hex Code	#5E6578	#7C8193	#BABEC6	#5E6578	#B25271	#CEC489	#00937E	#E3701E	#00809B	#755A6F	#1E3056
Order	1st	2nd	3rd	1st	2nd	n/a	n/a	n/a	n/a	n/a	n/a

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Appendix 2 – Data Guidance

This page provides guidance on the supporting indicators, formats and supporting information to be provided. Note that as well as the indicator graphs, the data files are required to be provided.

Demographics	For standardisation purposes we recommend using Stats NZ definitions; • Total Ethnicity (Level 1) • Gender/Sex • Age band (0-4, 5-14, 15-24, 25-44, 45-64, 65 years and over) if appropriate
Geography	It is recognised that agencies will use different geographical boundaries. Where possible TALB boundaries should be provided
Timeframes	The timeframes for each indicator (e.g. weekly, monthly, quarterly or 12 month moving average etc) should be specified.
Data format	As well as providing the supporting indicator graphs, agencies should supply data in machine readable format (.csv or Excel excluding any tables or formatting).
Privacy	For all data supplied, there is a need to ensure that privacy of people is respected, and the identification of a person is not possible at any given time.

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Appendix 3 – Managing data revisions

This section provides guidance for managing revisions to data underpinning target reporting.

For some Target indicators, the Lead Agency's internal or public facing reporting of performance is subject to revision as underlying data is updated over time. This applies, for example, where Target data is sourced from live administrative systems – where an initial 'cut off' point for data processing and validation is applied following the end of the reporting period, followed by one or more revisions over time at the point that subsequent results are generated and socialised.

For the purposes of Target reporting, the DU's starting point is to take a **'locked down' approach to reporting – that is, no retrospective updates to our reporting of previous data points**. The drivers of this approach are to:

- maintain the baseline performance that was confirmed by Cabinet when the Targets were set
- ensure the best possible like-for-like comparison between data points (with change over time between successive estimates reflecting snapshots at comparable 'cut off' points, rather than between estimates with differing levels of revision); and
- ensure a simple, consistent rule for measuring at what point in time a Target has been achieved.

The DU is aware that there are circumstances where **exceptions** may be appropriate – for example:

- a material data error is uncovered by an agency and a quarterly data point needs to be revised accordingly
- reasonable and appropriate adjustments could potentially be made to the business rules for the indicator and the historic time series should be revised.

The DU would appreciate being briefed as early as possible on the potential for historic data to be revised for reasons beyond BAU updates to administrative data.

Our approach does not seek to change your regular agency approach/policies around managing data revisions. The DU also recognises there may be some communications challenges associated with taking this approach – for example, a baseline number for a Target may have changed retrospectively in public-facing agency reporting and may therefore differ from the number made public in the Target Factsheets.

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