

**To: Ministers and Parliamentary Under-Secretaries**  
**From: Cameron Burrows, Prime Minister's Chief of Staff**  
**Re: Cabinet and Committee Papers**  
**Date: 23 September 2024**

- 1 The Prime Minister has asked me to pass on his expectations in relation to Cabinet and Cabinet Committee papers.

**Items for consideration by Cabinet and Committees**

- 2 Discussion at meetings should be focussed on substantive decisions and programme delivery.
- 3 Papers that are solely for noting should generally not be taken to Cabinet and Committees. Ministers should now be well into delivery of their plans and should generally be bringing papers for decision, rather than outlining their priorities.
- 4 The exception to (3) is where a paper is required to keep colleagues informed of matters of public interest and controversy, as required in para 5.12 of the Cabinet Manual.
- 5 For some matters where Ministers want to keep colleagues informed of an issue, a briefing to interested colleagues outside of the Cabinet process can be appropriate.
- 6 There is a non-exhaustive list of matters that must come to Cabinet in para 5.12 of the Cabinet Manual, including significant policy issues, controversial matters, financial issues, matters concerning the machinery of government, and the public release of consultation documents.
- 7 If in doubt about whether a matter warrants a paper to Cabinet, talk to PMO or the Cabinet Office.

**Paper length**

- 8 Papers must be concise – no more than 10 pages. They should include all decisions, and all key information required to support decision making.

**Lodge on time**

- 9 Papers **must** be lodged on time. Papers that are lodged after the Cabinet Office deadline (typically 10am on the Thursday before the meeting) will be held over for the next meeting. Items should go to the appropriate Committee before they are considered by Cabinet.

**Consultation**

- 10 Consultation requirements must be met before submission of a paper. Ministers being consulted should signal if they wish to make any substantive change to a paper during the ministerial consultation phase. Wherever possible, these matters should be resolved with the Minister responsible for a paper before committee.
- 11 When introducing a paper at Committee, Ministers should consider briefly indicating what feedback had been received on a paper through the consultation process.