



Te Kawa Mataaho
Public Service Commission

He Takunetanga Rautaki Strategic Intentions

2021 - 2025

Presented to the House of Representatives pursuant to Section 39 of the Public Finance Act 1989

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Ngā Tauākī a te Tumu Whakarae me te Minita | Chief Executive and Minister's Statements

In signing this information, I acknowledge that I am responsible for the information on strategic intentions for Te Kawa Mataaho Public Service Commission. This information has been prepared in accordance with section 38 and section 40 of the Public Finance Act 1989.



Peter Hughes CNZM

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

1 February 2021

I am satisfied that the information on strategic intentions prepared by Te Kawa Mataaho Public Service Commission is consistent with the policies and performance expectations of the Government.



Hon. Chris Hipkins

Minister for the Public Service

1 February 2021



Te kupu whakataki | Introduction

Te Kawa Mataaho Public Service Commission (the Commission) leads the Public Service in setting ambitious goals and delivering improved results and services for New Zealanders. The Commission helps build the Public Service so that it can achieve the Government's programme and provide improved public services.

New Zealanders have high expectations of their public services. They expect progress on the big issues facing the country, such as protection against COVID-19 or housing. There is also a strong expectation that public services will be straightforward to access, convenient and effective. New Zealanders expect government and all its agencies to exercise power legitimately: upholding democracy and human rights, respecting the law and te Tiriti o Waitangi/the Treaty of Waitangi (te Tiriti), and contributing to an inclusive, cohesive society.

The Public Service Act 2020 and a robust approach to system leadership, provide the means for the Public Service to act as a unified system able to focus and leverage the changes that will make the most difference for New Zealand and New Zealanders.

The Social Wellbeing Agency is a departmental agency hosted by the Commission.

Tō mātou ahunga rautaki | Our strategic direction

Our vision is for a leading edge, unified, trusted Public Service that serves Aotearoa New Zealand and its people.

Our strategic intentions to deliver on this vision can be summarised as leading the Public Service:

- to achieve outcomes for New Zealanders – real tangible improvements in the lives of individuals, whānau, and communities
- to improve services to New Zealanders and New Zealand businesses by organising around New Zealanders' need rather than agency function
- to ensure that the public sees government agencies, and the Public Service as a whole, as an integral part of society and legitimate in its exercise of authority

The Commission will build Public Service capability and lead the change process to ensure that the Public Service is unified around a common spirit of service, principles and values, and able to work as a single system in the service of New Zealand and New Zealanders.

Achieving outcomes

New Zealanders expect the Government to take the leadership on critical issues to deliver outcomes for individuals, whānau and communities. These issues are often complex and pressing, and span multiple areas. Critical issues that matter for New Zealand include:

- responding to major shocks such as COVID-19
- addressing climate change
- eliminating family violence and sexual violence
- reducing poverty
- affordable and healthy housing
- and, more recently, safe and secure borders.

The Public Service is strongly positioned to drive progress on the Government's priorities and support transformational change. Over the past three years the Public Service has laid strong foundations and the system is ready. Moving forward, we will continue to lead the Public Service to organise around the Government's priorities, set ambitious goals and provide assurance of progress.

Better services

New Zealanders expect a world-leading, modern Public Service that supports their Government to improve the lives of all New Zealanders. People do not live their lives according to how agencies are organised. A leading edge Public Service is one that puts the needs of the New Zealanders they serve at the centre. Digital services must be easy and convenient to use, organised around the needs of people (e.g. life events such as the birth of a child). Face-to-face services must also be fully integrated around people's needs.

The predominant channels for the delivery of public services are either via digital technology or face-to-face interactions. For all services, digital technology is a key enabler. People now expect us to organise services around the families and communities we serve. They expect to tell their story once and have the system mobilise around them. They expect to be able to engage online and have their say 'in real time'.

Trust and legitimacy of the Public Service

It is vital that New Zealanders see the Public Service as legitimate. A system that acts constitutionally and ethically will engender public trust. This 'licence to operate' requires strong connections between the Public Service and New Zealand's communities, cultures, and traditions – including our democratic and constitutional heritage. It requires a very high standard of Public Service behaviour and operations. It also requires public servant conduct in day-to-day interactions with the public to be grounded in a common spirit of service to the community.

Three specific actions to strengthen legitimacy now stand out as over-arching priorities:

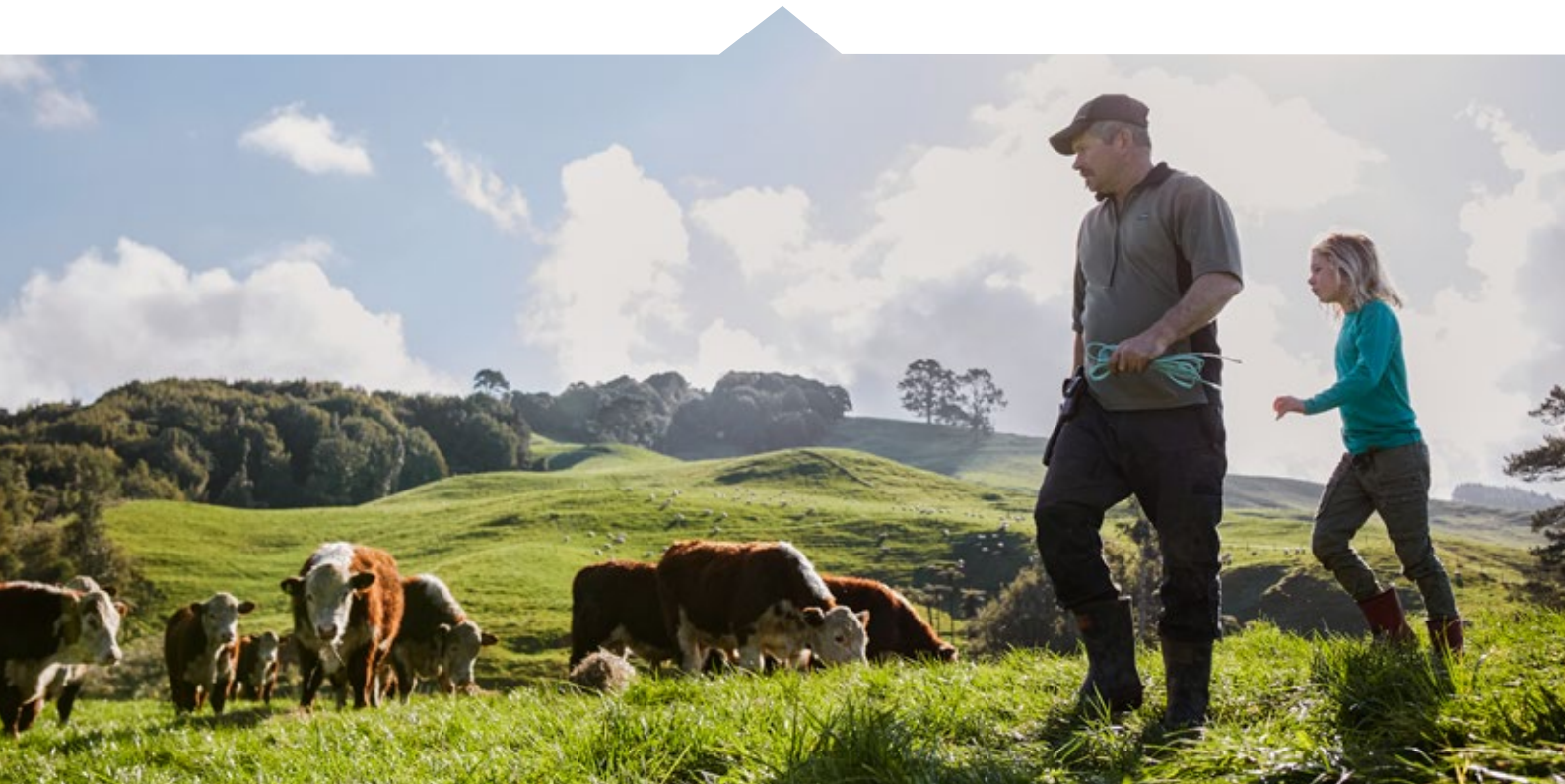
- Strengthening the relationship between Māori and the Crown
- Achieving diversity in the workforce and inclusiveness in Public Service.
- Facilitating active citizenship and open government.

Public Service capability

The Public Service has traditionally – and particularly since the 1980s – operated through strong departmental silos. This approach worked well for delivery of particular services or outputs that fall clearly within the remit of a single department, but less so for delivering integrated services and outcomes centred around people's needs.

Over the last decade we have been moving towards a Public Service that operates more effectively as a unified system, so is better placed to deliver the services and outcomes New Zealanders expect and need. Our ongoing Public Service reforms – of which the new Public Service Act is the cornerstone – are the latest step in this journey. These changes aim to bring the system together not by centralisation of functions, but by building strong capability and leadership across the system and increasing the agility, adaptability and interoperability of the Public Service so that this capability can be accessed and deployed to where it is needed.

While we have made some strong progress in each of these areas, there is much more that can be done to improve the Public Service's capability to deliver for New Zealanders. A key part of this will be implementation of the Public Service Act – ensuring that the key changes made through the Act are embedded in the system.





Ā mātou mahi | Our work

The Commission's work programme will continue to evolve over the five year period covered by this strategic intentions document, in response to government expectations and a developing operating context. The Government has indicated its areas of major focus for the term: keeping New Zealanders safe from COVID-19, accelerating the recovery from the pandemic, and laying the foundations for future. The wellbeing approach continues to guide policy development with a consequent emphasis on reducing inequality, addressing child poverty, taking action on climate change, and improved housing affordability.

All these imperatives have implications for how the Public Service operates, as does the overall need for careful and responsible fiscal management. The Commission's role is a leadership role: we focus on leading the Public Service to meet the challenges of the present and future and the focus, content, and emphasis of our work programme is shaped accordingly. We will continue to engage with the Minister for the Public Service to ensure that our work programme is of greatest possible relevance in terms of the updated priorities and a changing operating environment.

Currently, the Commission's work programme, based on our statutory role and functions, is centred on the following areas of priority:

- Leading and role-modelling the building of capability of the Public Service to engage with Māori and to understand Māori perspectives.
- Leading a work programme to set clear expectations for agencies to ensure that the Public Service reflects the makeup of the communities that it serves and fosters workplaces that are inclusive of all groups.
- Leading the Public Service change agenda including legislative reform, institutional arrangements for collaboration and partnership, designating system leads for service improvement, and general machinery of government advice.
- Direct responsibility for the appointment and performance management of Public Service chief executives, supporting the Public Service Leadership Team and for the development of the leadership cadre of the Public Service generally.
- Leadership of employment and workforce strategy in the Public Service including direct responsibility for leading pay equity, diversity and inclusion, and oversight of employment relations for the Public Service.
- Leadership of the culture of the Public Service, based on the spirit of service and Public Service principles and values. This includes responsibility for setting standards of integrity and conduct across most of the Public Service, and for investigating breaches.

Tā Tātou Ratonga Tūmatanui

The Public Service we are building together

OUTCOMES AND SERVICES

Improving the provision of services to the public, and the support that the Public Service can provide towards the achievement of outcomes

A leading edge, unified, trusted Public Service that serves Aotearoa New Zealand and its people

TRUST AND LEGITIMACY

Strengthening the Public Service's licence to operate by securing the things that provide the basis of public legitimacy

IMPROVES OUTCOMES FOR NEW ZEALAND

MODERN, AGILE AND ADAPTIVE

HIGHLY SKILLED AND CAPABLE

DELIVERS BETTER SERVICES FOR NEW ZEALANDERS

PREPARED TO MEET FUTURE CHALLENGES

SUPPORTS DEMOCRATIC GOVERNMENT & ACTIVE CITIZENSHIP

UNIFIED BY A COMMON MISSION AND ETHOS

ACTS CONSTITUTIONALLY AND ETHICALLY

REFLECTIVE OF AND ENGAGED WITH COMMUNITIES WE SERVE

COMMITTED TO MĀORI AND TE TIRITI

CLEAR ON & COMMITTED TO OUR CONSTITUTIONAL ROLE

TE HONONGA I WAENGA I TE MĀORI ME TE KARAUANA MĀORI-CROWN RELATIONSHIP

- Public Service Act affirms role supporting the Māori-Crown relationship and strengthens expectations on CEs
- Appoint statutory Deputy Commissioner (Māori)
- Convene Māori Advisory Committee to advise on implementation of reforms
- PSC Kaihauā to advise on tikanga, te reo, and kawa
- Implement Māori Strategy for the Commission
- Māori Capability Action Plan for the public service; all agencies report progress in Annual reports

TE KANORAU ME TE WHAI WĀHITANGA DIVERSITY & INCLUSION

- Diversity and inclusion action plan for the public service
- Two senior CEs work as joint functional lead to action agreed plan
- Elements of the plan to be mandatory for all public service
- Greater expectations on CEs to ensure public service reflects communities we serve
- Progressing pay equity
- Requirement to disclose actions/progress in department's annual report

PUBLIC SERVICE CAPABILITY

NGĀ WHAKAHAERE O TE RATONGA TŪMATANUI SYSTEM DESIGN & OPERATING MODEL

- CEs together lead action on common outcomes
- Specified outcomes and indicators mobilise action
- New organisational forms enable more effective partnerships
- The Commission leads machinery of government change for agency and sector effectiveness
- Public Finance system that incentivises collaboration and supports shift from remediation to prevention
- Enable regional leadership and service integration

TE KĀRARAKINGA Ā-PŪNAHA SYSTEM LEADERSHIP

- Aligned collaborative leadership culture across the public service
- Functional leads have cross-cutting leadership roles and operate within the framework of the Public Service Leadership Team
- Focus on strengthening key functional lead engines: Digital, Data, Property and Workforce (possibly as sub-group of PSLT)
- Development of leadership strategy for the public service and enabling systems and structures
- Strengthened leadership capability and pipeline: targeted interventions, career boards, common core development

WHAI MAHI ME TE OHU MAHI WORKFORCE

- Common framework supports a unified workforce (not spot-market)
- Improving interoperability through consistent and fair terms & conditions, approaches, and leave portability
- Leading modernising of public service employment relations to become the NZ exemplar
- Enabling workforce transitions retraining and deployment enabled across the public service
- Promoting positive workplace cultures and environments and planning the future of work
- Closing pay gaps and progressing pay equity

TE WHĀINGA, NGĀ MĀTAPONO ME NGĀ UARA CULTURE

- Promoting integrity and conduct across the public service, taking decisive action if breaches occur
- Building on key elements of Part 1 of the Public Service Act - Purpose, Principles, Values, Spirit of Service
- Work to support open government and transparency, and active citizenship
- Proactively promote stewardship of the public service

FOUNDATIONS

Te Tiriti o Waikato/Treaty of Waitangi

Is an integral part of New Zealand's constitutional framework. The Public Service supports the Crown in its relationship with Māori under te Tiriti

Foundational Legislation

The new **Public Service Act** underpins each of the key areas of our work programme

Possible reforms to the Public Finance Act and Crown Entities Act provide an opportunity to further strengthen this foundation



Tā Te Kawa Mataaho Kawenga | Role of Te Kawa Mataaho Public Service Commission

Overview

The Commission's purpose is to lead the Public Service in the service of New Zealand and New Zealanders – we lead, we serve. We will take a position when required, we back public servants, and we protect the integrity of the Public Service. We ensure that the system is focused on delivering the services that New Zealanders want, need and expect.

Leading the system

The Public Service Commissioner is the Head of Service, and leads the Public Service and wider public sector agencies to work as one system to deliver better services and better outcomes.

The Commissioner acts to protect and enhance the legitimacy and integrity of the Public Service, and the spirit of service that sits at the heart of the Service and everything it does.

The Commission provides leadership and oversight of the Public Service, ensuring that it carries out its purpose.

We will take a position when required.

We will back public servants.

We will protect the integrity of the Public Service.

And we will refocus the system to deliver the services

New Zealanders want, need and expect.



A fit-for-purpose Public Service

We are transforming the way the Public Service works to ensure that it is fit-for-purpose and has the capability to deliver the outcomes and services New Zealanders need.

A key part of this evolution has been the passage of the Public Service Act. Passed last year, the new Act replaces and builds on the previous State Sector Act 1988. Features of the new Act include:

- an articulation of the purpose, principles and values of a unified Public Service, and recognition of the spirit of service as the fundamental characteristic of the Public Service
- an affirmation of the role of the Public Service to support the Crown in its relationship with Māori under te Tiriti
- the ability to formally establish cross-agency boards and ventures for joint working
- the ability to establish functional chief executives and appoint system leaders for particular areas
- a requirement for the Commissioner to establish and lead a Public Service Leadership Team, and develop a strategy for building leadership capability in the Public Service
- provision for Public Service employees to be appointed to the Public Service, and mechanisms to support more flexible movement between Public Service agencies
- a requirement for chief executives to promote diversity and inclusiveness in their agencies
- requirements for chief executives to provide long-term insights briefings on trends and challenges facing their departments.

Now that the Act is in place, the Commission is engaging with the Public Service Leadership Team on an implementation programme to embed the changes and further drive the development of capability in the system. Some elements of this work are described in the earlier section on Public Service capability.

Public Service Act 2020

PURPOSE

The Public Service supports constitutional and democratic government, enables both the current Government and successive governments to develop and implement their policies, delivers high-quality and efficient public services, supports the Government to pursue the long-term public interest, facilitates active citizenship, and acts in accordance with the law.

MĀORI CROWN RELATIONSHIPS

The role of the Public Service includes supporting the Crown in its relationships with Māori under the Treaty of Waitangi/ Te Tiriti o Waitangi

PRINCIPLES

Foundational principles of the Public Service acting in our constitutional role

**politically neutral free and frank advice
merit-based appointments
open government stewardship**

VALUES

The behaviours needed to deliver the purpose of the Public Service

impartial

accountable

trustworthy

respectful

responsive

Spirit of Service

The fundamental characteristic of the Public Service is acting with a spirit of service to the community.

Our statutory role

The Public Service Act provides the overall mandate for system leadership and some specific powers and levers that assist the Commission in carrying out its wider role. Under the Act the Commissioner provides leadership and oversight of the Public Service.

The Commissioner's scope of influence is greatest within the Public Service where the Commissioner has employment responsibilities for chief executives. Aspects of the Commissioner's mandate, including the integrity mandate, extend to parts of the wider public sector.

Under the Public Service Act, the Commissioner's functions include:

- leading the Public Service to deliver better services and achieve better outcomes for the public
- promoting and reinforcing integrity, good conduct, and transparency and accountability in the Public Service, including through standards and guidance
- being responsible, in conjunction with departmental chief executives, for developing senior leadership and management capability in the Public Service
- promoting the development of workforce capability and capacity, including in the employment relations area
- appointing the leaders of the Public Service and acting as the employer of chief executives of departments and departmental agencies. This includes appointment, reappointment, and performance review
- advising on improvements to the performance, function, and structure of the Public Service system
- reviewing the performance of departments and departmental agencies and assisting agencies to improve, as well as conducting investigations and inquiries in relation to public agencies.

Organisational capability and performance

We continue to grow our organisation's capability to deliver and perform at its best. Organisational health, continuous improvement of the operating model, and modelling best practice for the Public Service are important parts of the Commission being ahead of the game, fit for the future and enabled to lead and serve. This will be achieved through a deliberate organisational development plan which will enable us to play our expanded leadership role, including:

- growing a diverse and capable workforce, supporting diversity and building cultural competency and eliminating the gender pay gap (including our gender pay gap action plan, progressing Papa Pounamu diversity and inclusion priorities and implementing Te Angitū, our Māori strategy)
- building a modern and flexible workplace, a great place to work, based on an inclusive, respectful and positive working environment
- information systems strategic plan and enhancing our digital presence
- assurance and accountability, including a focus on health, safety, wellbeing and security.

The Social Wellbeing Agency (SWA) is a Departmental Agency, hosted by the Commission. The Agency supports social sector decision-makers, providing cross-social sector advice on issues that impact social wellbeing. It works across the social sector to generate data and social sector insights, coordinating cross-cutting programmes when required. It takes a strategic system-level view of the social sector's data requirements, working with the sector to address data gaps and lift data and analytical capability.

The agency's strategic intentions through to 2025 are:

- Deliver strategic cross-social sector advice and insights, supporting social sector decision-makers to collectively solve system-level challenges
- Deepen the social sector's understanding of wellbeing, by developing and supporting ways to measure and monitor wellbeing across different communities
- Lift the data capability across the social sector, helping to coordinate the sector's uptake of data solutions and adoption of good data use practices.

Appendix two | Social Wellbeing Agency Strategic Intentions 2020-2025



Our role in the social sector

We support social sector decision-makers to collectively solve system-level challenges. We provide strategic advice and insights on improving social wellbeing. We partner with and work across the sector, coordinating cross-cutting programmes of work when required. We work to identify where there are gaps in data and work with the sector to lift data capability and expertise.

Principles for improving social wellbeing

- We take a strengths-based approach that focuses on people not just as individuals, but as members of broader family, whānau, iwi, communities and regions.
- We use a broad and inclusive set of measures of wellbeing.
- We provide a range of support services for all New Zealanders.
- We are clear about the outcomes we are seeking to achieve.
- We use a wide range of data, ranging from administrative data, lived experiences, and survey data.
- We will increase our focus on how to make the best choices among possible interventions.

Our priorities

Delivering cross-sector strategic advice and insights to social sector decision-makers

To increase the level of support and advice to the Social Wellbeing Board, made up of chief executives of social sector agencies, strengthening the use of data and evidence and coordinating cross-cutting programmes of work when required.

Lifting social sector data capability

To lead and coordinate the sector's uptake of data solutions and adoption of good data use practices. This ensures system infrastructure, tools, methods and approaches are in place to support the safe and secure use of data across the social sector.

Deepening the social sector's understanding of wellbeing

To develop ways to measure and monitor wellbeing across different communities that are centred on people, with emphasis on broad measures of wellbeing that tell us whether people are leading full, meaningful lives.

How we deliver on the principles for improving social wellbeing



- **Incorporating lived experience**
- Lived experiences can tell us what it's like in the day-to-day lives of people, whānau and communities, incorporating their voice into our process.



- **Understanding science**
- Science can tell us what we collectively know across disciplines, populations and countries.



- **Utilising data**
- Data can tell us when events and changes happen for people, whānau and communities, indicating typical experiences.



Te Kāwanatanga o Aotearoa
New Zealand Government