StrategyNZ: Timeline of strategy stewardship in the New Zealand public service, 1980–2016

As at 1 July 2016

Public Reports

Strategic instruments used in the present day

Reporting framework supporting strategy stewardship (outputs the public service is required to produce)

1989–present: *Annual report.* As per the requirements of the Public Finance Act 1989, government departments are required to publish annual reports (s43). This required a move from cash to accrual accounting.

1992–2005: *Statement of Intent.* Following the Public Finance Amendment Act 1992, government departments are required annually to lay a copy of their Statement of Intent (SOI) before the House of Representatives under the Public Finance Act 1989 section 41F. This obligation is repealed in the Public Finance Amendment Act 2004 (LexisNexis, n.d.).

2005–2014: *Statement of Intent.* Following the Public Finance Amendment Act 2004, government departments are required to provide information annually on future operating intentions under the Public Finance Act 1989 section 38 (LexisNexis, n.d.).

2014–present: *Strategic intentions/Statement of Intent.* Following the Public Finance Amendment Act 2013, government departments are required to provide information on their strategic intentions at least every three years under the Public Finance Act 1989 section 38 (LexisNexis, n.d.).

1994–1999: *Strategic result areas and key result areas.* The Department of the Prime Minister and Cabinet requires government departments to adopt the Strategic Result Areas (SRAs) and Key Result Areas (KRAs) framework under the management of the State Services Commission and Treasury. The SRAs belong to Cabinet and the KRAs belong to the chief executives. The KRAs are part of the chief executive's performance specifications. In 1998, the government reframes SRAs as 'overarching goals and strategic priorities'. Following the 1999 Labour/Alliance Government, the SRAs and KRAs terminology is dropped (Scott, 2001: 340, 342, 345).

2000–2001: The chief executive performance agreement for this period requires chief executives of government departments to develop two to four key priorities that are linked to the government's goals (Scott, 2001: 345).

2012–present: Better Public Services result action areas introduced (Cabinet, 2012).

1994: Budget Policy Statements are required under the Fiscal Responsibility Act 1994 (S6(2)). S6(3)(a) of this Act requires that the BPS specifies the government's "broad strategic priorities" for that financial year.

2005: Despite the repeal of the Fiscal Responsibility Act 1994, the Public Finance Amendment Act 2004 incorporates elements of the FRA 1994 such as the requirement of a Budget Policy Statement and the annual articulation of government's broad strategic priorities.

2011–present: *Four-year Excellence Horizons* are introduced as part of the PIF process (SSC, Treasury & DPMC, 2012).

2010–present: *Performance Improvement Framework reviews.* Government departments undergo Performance Improvement Framework (PIF) reviews which are carried out by independent Lead Reviewers under the management of SSC (a result of a Cabinet Paper dated 3 September 2009) (Office of Minister of State Services, 2009; SSC, Treasury & DPMC, 2014).

Legislative framework supporting strategy stewardship

Official Information Act 1982

State Sector Act 1988

Reserve Bank of New Zealand Act 1989

Public Finance Act 1989

Public Finance Amendment Act 1992

Financial Reporting Act 1993 (repealed 1 April 2014).

The Fiscal Responsibility Act 1994 (repealed 2005)

Public Audit Act 2001

Public Records Act 2005

Crown Entities Act 2004

Public Finance Amendment Act 2004

Public Finance Amendment Act 2013

State Sector Amendment Act 2013

Financial Reporting Act 2013

Events leading to changes in strategy stewardship

1988: *Implementation of Accrual Accounting for Government Departments* is published. This report was written by Wendy McGuinness as a commissioned piece of work for The New Zealand Treasury (McGuinness, 1988).

1990: *The Public Service Code of Conduct* is issued. This was published by the State Services Commissioner under the State Sector Act 1988 (SSC, 2009: 4).

1991: The National Government commissions the *Logan Review* of the state sector reforms. This led to the development of strategies that could be used by the Government in prioritisation and decision-making. It represented almost the first attempt at a Government strategic process (Warren, 2000: 5).

1994: *The Path to 2010* is published by the New Zealand National Party (Scott, 2001: 340).

1995: *Towards 2010 – Investing in our Future* is published by the National Government. This publication was a companion document to the Budget Policy Statement (Scott, 2001: 340).

1999: An initiative to integrate and revise the performance management system is commenced by the SSC (Scott, 2001: 345).

1996: New Zealand's first MMP election.

1996: *The Spirit of Reform: Managing the New Zealand State Sector in a Time of Change* by Allen Schick is published. This was commissioned by the SSC and The Treasury (Schick, 1996).

2001: *Report of the Advisory Group on the Review of the Centre* is published by the SSC (Ministerial Advisory Group, 2001).

2004: *"Managing for Outcomes" in the New Zealand Public Management System* is published for Treasury. This was written as a Treasury Working Paper by Anna-Luis Cook (Cook, 2004).

2007: *Standards of Integrity and Conduct* replaces the 1990 code of conduct. This was issued by the State Services Commissioner under the State Sector Act 1988, section 57 (SSC, 2007).

2010: The Review of Expenditure on Policy Advice results in the publication of *Improving the Quality and Value of Policy Advice.* The review was commissioned by the government (Treasury, 2010).

2011: The Living Standards Framework is published by Treasury (Treasury, 2011: 1).

2012: The government commits to delivering five Better Public Services Result areas (Cabinet, 2012: 1–2).

2012: The Better Public Services Advisory Group report is published. This was published by the New Zealand Government (Ryan, 2012).

2012: A whole-of-government Functional Leadership approach is introduced. This involved a whole-of-government approach to procurement, ICT and property and saw the creation of, among other things, the role of Government Chief Information Officer [GCIO] (SSC, 2012).

2013: The State Sector Amendment Act 2013 introduces the concept of 'stewardship' to the purpose of the Act. Stewardship comes under the responsibility of the chief executive. This amendment also sets out for the first time in legislation the components of the State Services Commissioner role (s4A, s32).

2015: *The Annual Plan 2015/16* is published by the Controller and Auditor-General and includes a focus on integrated reporting in the public sector (Controller and Auditor-General, 2015: 11).

Era 1 1982–1994 | Era 2 1994–1999 | Era 3 1999–2004 | Era 4 2004–2009 | Era 5 2009–2016

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