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In preparing this Information Release, the Treasury has considered the public interest considerations in section 9(1) of the Official Information Act.

Budget 2014

Four-Year Plan

Ministry of Women's Affairs

6 December 2013

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Four-Year Plan

The purpose of this plan is to outline the Ministry of Women’s Affairs’ (the Ministry) four year direction, how it will contribute to the government’s priorities and demonstrates how finances and people resources will be managed over the medium term.

The Plan sets out the Ministry’s purpose, operating model, and what success will look like in 2017. It identifies how the Ministry will deliver on its strategy and the risks, opportunities and trade-offs that will need to be managed over the medium term.

Section 1: Strategic direction

1.1 Role and Purpose

The Ministry’s vision is to improve outcomes for New Zealand women. This is not only important for women but as an investment in New Zealand’s future prosperity and well-being.

The Ministry is focused on three outcomes and is building expertise in those areas. It influences and provides advice to the government, non-government agencies and the private sector so that they can work to improve outcomes for women.

Vision	Improved outcomes for New Zealand women
Contribution to Government priorities	Create a more productive and competitive economy Support the rebuild of Canterbury
Better Public Service result areas	Reducing long-term welfare dependency Boosting skills and employment Reducing crime and reoffending
Other Government goals	45 percent women on state sector boards 10 percent women on private sector boards
Operating model	Provide evidence and advice to influence decision makers in government, the private sector, and non-government sector.
Ministry outcomes	Greater economic independence for women More women in leadership Increased safety from violence for women
Ministry outputs	Effective policy advice on issues that affect women, including managing New Zealand’s international obligations Suitable women nominees for appointment to state sector boards and committees Support services to the Minister of Women’s Affairs Administrative, advisory and research support for the National Advisory Council on the Employment of Women (NACEW)

1.2 Contribution for the next four years

The Ministry is focused on three priority outcome areas:

- greater economic independence
- more women in leadership
- increased safety from violence for women.

Each of these outcomes links to a Government priority such as the Better Public Services (BPS) result areas, the Business Growth Agenda (BGA) targets, and the rebuild of Canterbury.

Greater economic independence

Increasing the opportunities for women to contribute to the workforce to the full extent of their skills and abilities will assist New Zealand to further develop a productive and competitive economy.

Increasing women's participation in paid employment improves outcomes for themselves and their families, decreases benefit dependence, and increases productivity.

Women are gaining qualifications at a greater rate than men but their skills are not being translated into greater career opportunities and development in the workplace. Women lag behind men in the degree to which they are economically independent.

By better utilising women's skills, firms have the opportunity to increase diversity, increase staff retention, and increase their productivity and profits.

Contribution to Government priorities

Achieving greater economic independence contributes to both the BGA, and the BPS result areas of reducing long-term welfare dependence and boosting skills and employment. The Ministry influences decision makers by providing evidence and advice to enable women to progress in:

- higher skilled and higher paid occupations
- experiencing more sustainable employment
- being ready to help address areas of current skill shortages in New Zealand
- contributing to the Canterbury rebuild.

For example, in Canterbury, the Ministry is using research to influence employers and trainers to increase women's labour force participation in the construction industry.

The Ministry also provides advice to influence the policy settings of government agencies, influence employers towards creating opportunities for women and to encourage women to broaden their career and employment options.

More women in leadership

There is compelling evidence that greater gender diversity in governance and leadership roles correlates with better decision making and organisational performance, providing economic and productivity gains.

More women in leadership roles brings more diverse views and experiences to the decision making table. It also brings stronger connections with customers, stakeholders and investors, as women underpin the greatest sectors of economic growth.

Contribution to Government priorities

The Government is making progress towards the targets of 45 percent of women on state sector boards and ten percent of women on boards of the top 100 companies listed on the New Zealand Stock Exchange.

The Ministry focuses on both the demand and supply of women for boards and executive leadership roles.

The Ministry assists public and private sector decision makers to achieve greater gender diversity in governance and leadership roles by assisting appointing agencies in Government with recruitment of suitable women for vacancies on state sector boards. The Ministry also advises on effective strategies to generate change within organisations.

The Ministry assists women to identify the type of governance roles in the state sector that align with their skills and interests, and ways to pursue those roles.

Increased safety from violence

One in four women experience intimate partner or sexual violence in their lives. In 2008, five percent of women who had a partner experienced violence and three percent of women experienced one or more incidents of sexual violence.

Some women are at greater risk of violence. Māori women are twice as likely to experience violence as other women¹ and at least 50 percent of girls and women who are sexually assaulted are likely to be sexually revictimised.²

Reducing the burden of violence on women will increase women's safety and reduce the social and economic cost of violence.

Contribution to Government priorities

Increasing safety from violence contributes to the BPS results of reducing crime and reducing re-offending. The BPS programme includes targets to reduce the recorded crime rate by 20 percent by 2017. Reducing violence against women and girls will contribute to meeting this result as over 50 percent of violent crime is related to family violence.

The Ministry influences decision makers across government by providing evidence and advice on effective prevention of, and response to intimate partner and sexual violence.

The Ministry is focused on building an evidence base about primary prevention and as such, what is required to reduce the number of new cases of violence occurring. A focus of this work will be reducing violence against Māori women.

The Ministry continues to work with agencies to improve responses to prevent revictimisation.

1.3 Operating environment and strategic challenges ahead

The Ministry recognises that the current environment requires agencies to lift productivity, make better use of their people resources, demonstrate value for money and find innovative ways of delivering public services.

In response, the Ministry's operating model focuses on specific areas, within the wider Government targets, where it can contribute, and work with and through key decision makers to generate impacts.

This strategy was endorsed by the Ministry's Follow-Up Performance Improvement Framework Review (PIF) completed in April 2013.

¹ Ministry of Justice, *New Zealand Crime and Safety Survey, 2006*.

² Ministry of Women's Affairs, *Lightning does strike twice: preventing sexual revictimisation, 2012*.

Fiscal restraint will continue over the next four years. [11]

1.4 Operating model

The Ministry has developed evidence and expertise in its three priority outcome areas. It uses these to provide advice to and influence decision makers that are able to improve these outcomes for women. Decision makers across the three outcome areas are in government, non-government agencies and the private sector.

The PIF review highlighted that a concerted effort on selected issues will yield the Ministry the greatest level of influence and impact.

In order to be more effective the Ministry needs to:

- focus on specific areas where a contribution can be made to achieve Government priorities
- deliver practical results through effective partnering and an evidential base about what interventions are likely to be successful in the New Zealand context
- develop workforce initiatives and practices that continuously grow and improve the capability of its people
- grow a culture that supports the new way of working; with a strong focus on results, a well-integrated 'one team' approach and enlisting external support as needed.

The Ministry's operating model is also based on the ability to respond to changing priorities by assessing where and what expertise it needs to deliver on those. [11]

1.5 Future state of the Ministry

By 2017 the Ministry will be recognised as the 'go-to' provider of expert advice that improves the key outcomes sought by the Government for New Zealand women.

To have achieved this, the Ministry will have successfully embedded its operating model and be recognised by decision makers that have the ability to improve the outcomes for women as providing valuable advice and solutions.

In particular, the Ministry will be:

- influential, relevant and sustainable – known for the quality of its external relationships, its thought leadership, its ability to partner with others to get things done, and its solid track record of delivery against well-articulated priorities
- widely respected and able to enlist stakeholders in addressing issues of importance to women
- invited to contribute to strategic policy initiatives, in recognition of the calibre of its contribution, to the successful implementation of operational policy in areas such as welfare reform, prevention of violence, the Christchurch rebuild, education and training, and women in leadership positions
- able to attract, utilise, develop and retain talent to build a reputation as a great place to work and partner with
- successful in meeting its stewardship role and be well placed to advise future governments.

The Ministry will, in effect, be operating as an 'expert consultant' to key decision makers, working with them to improve the outcomes sought by Government for women.

1.6 Key decisions and trade-offs in the next four years

The Ministry has had recent internal and external³ reviews to ensure it has the right strategy, structure and business model to suit the current and future environment. The results of these reviews indicate there is only limited opportunity for significant savings in the future.

Therefore, the Ministry needs to be strategic in its decision making and focus on a few critical areas where it can make the best contribution to Government priorities. Staff must be experts in a select range of issues on which they can make the most impact.

Trade-offs will need to be continually made between priorities and opportunities to influence. The Ministry will have to be selective around who they work with, on what topics and select those opportunities that provide the maximum impact. This will require continual monitoring of impacts and reinforces the need for agility in deploying resources.

The Ministry will focus on prioritising resources in key outcome areas and continually review its systems and processes for further improvement.

The Ministry will also continually invest in developing its people to increase effectiveness. This must be balanced with maintaining the flexibility to access specialised skills as and when needed.

³ A Performance Improvement Framework (PIF) Review (2011); a follow up PIF Review (2013); and a review of our business administration and support services (2011).

Section 2: Medium-term intentions

2.1 Summary of medium-term intentions

The Ministry's strategy is to provide evidence and advice to influence decision makers in government, the private sector, and non-government sector. The following medium-term strategies summarise what the Ministry has identified as the key focus areas following on from its PIF results:

Intention	Type of Action	Success Measures
Sharpen stakeholder focus and effectiveness of engagement	Clarify who the Ministry wants to influence and how it will do it. Develop and revise stakeholder maps and plans.	Key decision makers act to improve outcomes for New Zealand women. Decision makers value the Ministry's advice.
Focus on better serving target groups	Work with other agencies to advance the outcomes of target groups.	The Ministry can confidently serve Māori and Pacific women, and other target groups.
Build efficiency and effectiveness and grow policy capability	Continue to refine Ministerial servicing processes. Focus on staff development.	Ministerial servicing is streamlined, building confidence in the value of Ministry advice. Skills and expertise of staff are well recognised.
Take-up the opportunities presented in the economic independence outcome area	Refine and extend existing programme.	Credible work programme that focuses on women's role within New Zealand's economy.
Increase employee engagement	Undertake a staff-led engagement programme.	Shared understanding of where the Ministry is headed as an organisation. The Ministry operates as one team.

2.2 Financial implications from medium-term intentions

There are no changes to funding at this stage and no new funding is being sought. The financial implications from the Ministry's medium-term intentions will be funded from within baseline.

2.3 Core business

There are unlikely to be significant changes to the Ministry's core business in the next four years.

The Ministry will continue to deliver its four outputs to provide:

- effective policy advice on issues that impact on women (including managing New Zealand's international obligations with respect to the status of women)
- suitable women nominees for state sector boards and committees
- support services to the Minister
- administrative, advisory and research support for the National Advisory Council on the Employment of Women (NACEW).

The Ministry's three priority outcomes are likely to remain the same, reflecting the long-term nature of the change needed in these areas. The balance between the priority areas and their relative emphasis may change if government priorities change.

The Ministry's operating model allows for agility if such changes occur.

2.4 Continuous improvements

The Ministry is committed to continuous improvements in order to implement smarter and more productive ways of working.

This includes:

- enhancing the systems that monitor the impact of the Ministry's work
- focusing on eliminating areas of process inefficiency
- streamlining and strengthening the Ministerial servicing systems
- developing internal capability to deliver more for less.

Examples of work underway include revised processes and tools to improve stakeholder focus and delivery, employee engagement initiatives and capability training.

Section 3: Organisational capability and workforce

3.1 Organisational capability

For the Ministry to be effective, it must be capable of influencing and supporting key decision makers. To do this, the Ministry must be credible and recognised for its expertise.

The Ministry must also understand what opportunities exist and who the key decision makers are. This means constant monitoring of the external environment.

The Ministry's operating model is dependent on an agile workforce, with employees easily able to move between priority projects. The Ministry is building a skilled workforce that is knowledgeable across all outcome areas.

The Ministry is currently developing a People Capability Strategy (PCS). The PCS will enable the Ministry to deliver on the Government's priorities by:

- aligning its workforce development with Ministry outcomes
- attracting, developing and retaining its workforce
- setting priorities for growing and improving its workforce capability.

Leadership

The ability of the Ministry's people to be agile and responsive is critical to its operating model. To enable this, the Ministry has established an extended leadership team and is investing in their change leadership and resilience capability.

Leadership is a core capability for all Ministry employees. The Ministry's leadership development approach is to enable its people to have the knowledge and behaviours needed to achieve Ministry outcomes. The current focus of development is stakeholder engagement and influencing skills.

Culture

The Ministry's culture is evolving to one of a highly trusted and respected team with a strong external stakeholder focus. It is working to develop a 'one team' approach across the Ministry characterised by everyone taking responsibility in the areas for which they are accountable.

The PIF review report recognises that a strong platform has been set for the Ministry's future.

It also highlights that work is needed to build the desired culture and employee engagement. In response, the Ministry has:

- developed an Organisational Development Plan, which provides the performance improvement work programme for the next year
- established an Employee Engagement Team, tasked to create the approach and plan to build an engaged and high performing work place
- completed a series of employee sessions to generate a shared understanding of the Ministry's purpose and operating model.

3.2 Workforce

The table below outlines the changes in capability the Ministry has underway:

Capacity Change	Capability Change	Context	Change in Capability
Sharpen stakeholder focus and engagement 		<ul style="list-style-type: none"> Stakeholder engagement is core to how the Ministry operates. 	<ul style="list-style-type: none"> Build influence capabilities throughout the organisation. Develop deeper knowledge of who Ministry stakeholders are, what they want and how they can be influenced.
Focus on better serving target groups 		<ul style="list-style-type: none"> Better outcomes for Māori and Pacific women are a challenge for NZ. The Ministry is embedding working with and for Māori and Pacific women across all its work programmes. 	<ul style="list-style-type: none"> Create partnerships with other agencies with shared interests. Develop a programme to grow employees' capabilities to incorporate Māori and Pacific perspectives into work programmes.
Build efficiency and effectiveness and grow policy capability 		<ul style="list-style-type: none"> Focusing on eliminating areas of inefficiency and directing attention and efforts to where the Ministry can make the most impact. 	<ul style="list-style-type: none"> Build stronger writing capabilities. Develop internal capability to review and improve policies and processes to deliver efficiencies. Streamline and strengthen Ministerial servicing skills and systems. Refresh the nominations process and build more strategic relationships with appointing agencies.
Increase employee engagement 		<ul style="list-style-type: none"> Building a high-trust and high-performing, 'one team' culture will enable employees, and the Ministry, to have the maximum impact. 	<ul style="list-style-type: none"> Create employee engagement teams to build awareness of engagement and create ownership in developing the solutions. Build a shared story to facilitate improved clarity and understanding of the Ministry's purpose, vision and strategy to get there.
Strengthen economic independence of women 		<ul style="list-style-type: none"> The Ministry is building its influence and 'value add' to advance the economic independence of women. 	<ul style="list-style-type: none"> Establish a credible work programme. Build economic policy analysis skills to expertly influence other agencies.

Key:

Capacity Change			Capability Shift		
					
Neutral	Decrease	Increase	High	Medium	Low

Capability

The Ministry's purpose and size provides unique challenges and pressure points. There are limited career progression opportunities which create retention and tenure pressures. However, there are advantages for Ministry employees, such as broader exposure across the full policy cycle, and more opportunities to engage with stakeholders and the Minister.

To build capability, the Ministry has created individual development plans with all employees and is providing Ministry-wide training on core competency areas, for example influence and persuasion training.

The Ministry is well placed to contribute to building public sector capability by seconding Principal Policy Analysts to gain exposure and experience across different sectors, gain experience coaching staff, and providing opportunities to work directly with a Minister.

[11]

[11]

Recruitment

The Ministry is able to attract employees across all roles and does not foresee any potential difficulty in filling future roles.

Capacity

[11]

Internal Demand – the Ministry

The constant tension between managing resources responsibly, meeting competing priorities, responding to changing environmental pressures and building capability means there is no spare capacity within the Ministry.

The Ministry will deliver on the Government's priorities by continuing to build its expertise and internal capability, improving employee engagement, delivering credible work programmes, and identifying system efficiencies.

Internal Supply – Employees

[11]

The Ministry is comprised of three outcome teams; Women in Leadership, Economic Independence and Safety from Violence. These are supported by Strategy and International, the Chief Executive Office, and Business Support.

There is a Leadership Team of four; the Ministry's Chief Executive, two Directors of Policy, and a Director of Business Support.

A snapshot of the Ministry's workforce profile [11]
30 June 2013 the Ministry had:

– as at

- 28 employees (Wellington based)
- 46.43 percent of whom are employed on flexible working arrangements
- a gender split of 93 percent female and 7 percent male
- an average length of service of 2.45 years
- an average age of 46.5 years⁴
- a turnover rate of 38.71%⁵
- three vacancies.

[11]

⁴ Calculated on known ages

⁵ With the Ministry's size this percentage varies dramatically with each exiting employee.

[11]

Section 4: Financial summary

4.1 Operating expenditure – Departmental

The Ministry has an annual operating budget of \$4.630 million. The increased baseline in 2013/14 is primarily a result of:

- funds transferred from 2012/13 to facilitate moving premises ahead of our lease expiration (\$180,000)
- Departmental contribution for staff on secondment.

Summary of changes to operating expenditure:

	2013/14 \$0.000m	2014/15 \$0.000m	2015/16 \$0.000m	2016/17 \$0.000m	2017/18 \$0.000m
Current operating expenditure baseline ⁶	4.906	4.630	4.630	4.630	4.630
Add any indicative allocation advised of	0.000	0.000	0.000	0.000	0.000
Equals total funding level for planning	4.906	4.630	4.630	4.630	4.630
Financial movements					
Add cost of new activity to be funded from current baselines	0.000	0.000	0.000	0.000	0.000
[11]					
Add or subtract vote transfers	0.000	0.000	0.000	0.000	0.000
Subtract any indicative allocation advised of (as above)	0.000	0.000	0.000	0.000	0.000
Equals total funding level for planning	4.906	4.630	4.630	4.630	4.630

4.2 Operating expenditure – Non Departmental

The Ministry does not have any Non Departmental operating expenditure.

4.3 Capital expenditure – Departmental

The Ministry is not a capital intensive agency. Capital expenditure is primarily for the routine replacement and upgrade of our information technology and office equipment, to maintain the efficient delivery of services.

⁶ These figures are based on the Ministry's 2013 October Baseline Update.

The Ministry is planning to move premises later in 2013/14 and may be required to refit the office space and purchase new furniture. As the Ministry is in the early stages of relocating, only a nominal amount for relocation costs has been allowed for at this stage.

Summary of changes to capital expenditure:

	Increase (Decrease)				
	2013/14 \$0.000m	2014/15 \$0.000m	2015/16 \$0.000m	2016/17 \$0.000m	2017/18 \$0.000m
Operating balance funding available	0.220	0.138	0.156	0.179	0.182
Add depreciation funding received	0.065	0.065	0.070	0.050	0.050
Add receipts from sale of assets	0.000	0.000	0.000	0.000	0.000
Add other (please specify)	0.000	0.000	0.000	0.000	0.000
Equals total baseline funding available	0.285	0.203	0.276	0.229	0.232
Subtract capital investments funded from baselines	0.147	0.047	0.047	0.047	0.047
Equals closing baseline funding available	0.138	0.156	0.179	0.182	0.185

4.4 Capital expenditure – Non Departmental

The Ministry does not have any Non Departmental capital expenditure.

Section 5: Key Operational risks

Significant key risks that could compromise the achievement of the Ministry's strategy and contribution to Government priorities are set out below:

Description	Likelihood	Consequence	Exposure	Financial Impact	Treatment / Mitigation
Financial pressures impact upon ability to deliver outputs and impacts.	Almost certain	Major	Very High	On-going	<ul style="list-style-type: none"> Accurate budgeting and forecasting systems. Continue to look for savings through all-of-Government procurement arrangements.
High staff turnover resulting in loss of institutional knowledge, and workload stress on other employees	Likely	Major	High	On-going	<ul style="list-style-type: none"> Strengthening employee engagement. Monitoring of reasons for voluntary turnover. Creating development opportunities across the Ministry (i.e. formal training, on-the-job, project assignments and secondments).
Unable to manage expectations of stakeholders	Possible	Major	High	On-going	<ul style="list-style-type: none"> Prioritising requests based on Government priorities.
Capability of staff does not match that required to sustain Ministry outcome achievement.	Possible	Major	High	On-going	<ul style="list-style-type: none"> Talent management processes in place. Organisational development plan actions to build internal capability. Maintaining ability to buy-in expertise as required.

The Ministry's PCS will be a key tool to enable a deeper understanding of the people risks identified above and to establish strategies to mitigate them.

Section 6: Detailed financial planning

6.1 Fiscal implications of our medium-term intentions

There are no significant changes to the Ministry’s outputs or services planned for the next four years. The financial implications will be funded from within baseline. There are no changes to funding at this stage and no new funding is being sought.

6.2 Cost pressures

Set out below is information on the cost increases that the Ministry will have to manage within its baseline and what is being done to ensure that it can.

Summary of total operational cost pressures:

Departmental	2013/14 \$0.000m	2014/15 \$0.000m	2015/16 \$0.000m	2016/17 \$0.000m	2017/18 \$0.000m
Increased service demand	0.000	0.000	0.000	0.000	0.000
[11]					
Capital planning	0.000	0.000	0.000	0.000	0.000
Other pressures	0.000	0.007	0.014	0.022	0.029
[11]					

Cost pressures arising from increased service demand

The Ministry has not identified any cost pressures arising from increased service demand over the next four years.

[11]

Operational costs pressures arising from capital planning

The Ministry has not identified any cost pressures arising from changes to its asset portfolio over the next four years.

Other operating cost pressures

The other most significant cost pressure for the Ministry will be the impact of inflation on the price of goods and services used. Factored into the four-year costs is an inflation rate of 1.2 percent per annum.

Summary of other operating cost pressures:

	2013/14 \$0.000m	2014/15 \$0.000m	2015/16 \$0.000m	2016/17 \$0.000m	2017/18 \$0.000m
Departmental	0.000	0.007	0.014	0.022	0.029
Non Departmental	0.000	0.000	0.000	0.000	0.000
Total	0.000	0.007	0.014	0.022	0.029

Reprioritisation and changes that will generate savings

In order to offset cost pressures the Ministry will look at opportunities to reprioritise spending and reduce operating costs that add little value to achieving its outcomes. While the direct savings may be modest, a systematic focus on core processes will also lead to quality improvements, greater productivity from existing resources and a culture of continuous improvement.

[11]

	2013/14 \$0.000m	2014/15 \$0.000m	2015/16 \$0.000m	2016/17 \$0.000m	2017/18 \$0.000m
[11]					

Third party revenue

The Ministry has not identified any changes in third-party revenue over the next four years.

Vote transfers

The Ministry has not identified any Vote transfers over the next four years.

Section 7: Saving ideas

Cost pressures will always be acute for small agencies. Funding reductions will generally lead to a reduction in staff numbers.

In April 2011 a review was completed of the administrative and support services to ensure they were fit-for-purpose, efficient and sustainable. Decisions arising from the review were in place by 1 July 2011. The overall impact on staff levels was a net reduction of five staff. These salary savings were used to move 'back office' resources to increase policy capacity and capability.

The Ministry is now a lean organisation with limited opportunity to make any other significant savings in the future.

There is a clear focus on prioritising resources on key outcome areas and continually reviewing our systems and processes towards further improvements.

The Ministry is committed to on-going business improvement looking for efficiency savings across its procurement, taking advantage of shared services, where these are available, and identifying smarter and more productive ways of working.

The Ministry continues to review and analyse cost effective options for all areas of expenditure. The next savings initiative is renewing the Ministry's accommodation facilities as it is the next largest expense item after wages. There is more space than required in the current offices and the space itself is not fit-for-purpose. [11]

[11]

8.2 ICT Strategy and Action Plan to 2017

Alignment to Focus Areas				
Focus Area	Theme	Which elements are you currently contributing to or plan to contribute to?	How are you contributing or plan to contribute?	With which agencies are you collaborating?
SERVICES ARE DIGITAL BY DEFAULT	▶ Grow the digital channel	<input type="checkbox"/> Make information and services joined-up and easier to locate and access <input type="checkbox"/> Create integrated transactional account views for citizens and businesses <input type="checkbox"/> Ensure identity management and authentication capabilities are fit for purpose <input type="checkbox"/> Provide direct access to systems and data to enable service co-creation and delivery	No citizen direct access applicable	Not applicable
	▶ Consolidate non-digital channels	<input type="checkbox"/> Implement a standard technology footprint for branch office counters to support consolidation across agencies in shared premises <input type="checkbox"/> Consolidate and rationalise government's contact centre technologies and footprint	Not applicable	Not applicable
	▶ Enhance service design	<input type="checkbox"/> Utilise customer insights to improve policy and service delivery <input type="checkbox"/> Implement new digital service models <input type="checkbox"/> Use consistent performance measures to assess and manage service development cost and quality <input type="checkbox"/> Integrate distributed authoritative information sources to deliver smarter services	Not applicable	Not applicable
INFORMATION IS MANAGED AS AN ASSET	▶ Unlock the value of information	<input type="checkbox"/> Establish consolidated hubs for sharing authoritative information <input type="checkbox"/> Drive the use of advanced analytics supported by information hubs <input type="checkbox"/> Accelerate the release of public information assets for commercial and social re-use	Not applicable	Not applicable
	▶ Embed trust and security	<input checked="" type="checkbox"/> Strengthen information management, privacy and security frameworks, and review them on an on-going basis	Review of information management, security and privacy policies in progress	Not applicable
	▶ Build information governance and capability	<input checked="" type="checkbox"/> Enhance information governance <input checked="" type="checkbox"/> Review information policy and legislation <input checked="" type="checkbox"/> Catalogue and value information assets	Knowledge Management Strategy to be developed and implemented	Secondment of staff member to Treasury (CASS) for collaboration and knowledge uplift

INVESTMENT AND CAPABILITY ARE SHARED	▶ Integrate ICT planning	<input type="checkbox"/> Implement whole-of-government ICT strategic and investment planning <input type="checkbox"/> Fully deploy the Government Enterprise Architecture framework	ICT Strategy renewal to be completed 13/14	Outsourced
	▶ Accelerate the uptake of common capabilities	<input type="checkbox"/> Optimise ownership of commodity ICT assets <input type="checkbox"/> Accelerate the uptake of existing common capabilities <input type="checkbox"/> Establish a government solution and capability catalogue <input type="checkbox"/> Transition government end user computing to a cloud and services based model <input type="checkbox"/> Expand the portfolio of common capabilities <input type="checkbox"/> Consolidate back-office financial and human resource applications	Watching brief – possible efficiencies from shared services e.g. Optimise HR and Finance	Watching brief only
	▶ Build workforce capability	<input type="checkbox"/> Invest in capability uplift to develop the ICT workforce	Not applicable. The ICT function is outsourced	Not applicable
LEADERSHIP AND CULTURE DELIVER CHANGE	▶ Re-organise capability	<input type="checkbox"/> Establish a sector and cluster-based ICT operating model <input type="checkbox"/> Ensure functional leadership is well supported and configured	Not applicable. The ICT function is outsourced	Not applicable
	▶ Develop leadership	<input type="checkbox"/> Establish a virtual ICT leadership academy	Not applicable - outsourced	Not applicable
	▶ Enhance governance and decision making	<input type="checkbox"/> Evolve governance <input type="checkbox"/> Enhance assurance systems <input type="checkbox"/> Develop and review (on-going) funding models to support the inception, delivery and operation of shared capabilities	Watching brief for shared capabilities	Watching brief only
	▶ Collaborate, communicate and engage	<input type="checkbox"/> Increase GCIO engagement with agencies and industry to strengthen collaboration and systems delivery <input type="checkbox"/> Report benefits and learning <input type="checkbox"/> Establish a research and innovation accelerator programmes <input type="checkbox"/> Establish leadership networks to support and enhance the delivery of capabilities	Not applicable	Not applicable