



## 2023/24 Performance Measures for Vote Public Service

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<b>Date:</b>	<b>5 April 2023</b>	<b>Security Level:</b>	<b>IN CONFIDENCE</b>
<b>Report No:</b>	<b>[2023-0106]</b>		
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	<b>Actions Sought</b>	<b>Due Date</b>
<b>Hon Andrew Little, Minister for the Public Service</b>	Approve the amendments to the Commission's performance measures	11 April 2023

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Enclosure: **Yes**

### Executive Summary

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1. This briefing seeks your approval for additional Vote Public Service performance measures relevant to Te Kawa Mataaho Public Service Commission (the Commission) as part of our overall performance framework.
2. The Commission is implementing the new service performance reporting standard (PBE FRS 48) and, following feedback from Audit NZ, has incorporated new performance measures of quality for some of our outputs (products and services). The attached briefing details the full set of output performance measures.
3. If approved, these measures will be updated through the 2022/23 Supplementary Estimates of Appropriation and 2023/24 Main Estimates of Appropriations for Vote Public Service.

### Minister's Office Comments

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<b>Comments:</b>	
<b>Date returned to PSC:</b>	

**Recommended Action**

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We recommend that you:

**approve** the proposed changes to Vote Public Service performance measures relevant to Te Kawa Mataaho Public Service Commission.

Agree/disagree.

**note** this paper does not cover the performance measures relating to the Social Wellbeing Agency, as these are the responsibility of the Minister of Social Development and Employment.

**agree** that Te Kawa Mataaho release this briefing in full once it has been considered by you.

Agree/disagree.

  
Hon Andrew Little  
Minister for the Public Service  
6/4/23

I know the focus of the paper is performance measures, but context is important and I have made comments about the diagram on p.4 in relation to s.11 of the Public Service Act.

## **Te Kawa Mataaho Report: 2023/24 Performance Measures for Vote Public Service**

### **Purpose of Report**

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- 1 This report provides the Minister with a brief background on the Commission's performance framework and the proposed new performance measures that will be included in the 2022/23 Supplementary Estimates and 2023/24 Estimates.

### **Performance Measurement at Te Kawa Mataaho Public Service Commission**

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2. The Commission's vision is for a leading edge, unified, trusted Public Service that serves Aotearoa New Zealand and its people. The Commission builds Public Service capability and leads 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 Aotearoa New Zealand and New Zealanders.
3. Our strategic intentions to deliver on this vision can be summarised as leading the Public Service to:
  - a. achieve outcomes for New Zealanders – real tangible improvements in the lives of individuals, whanau, and communities.
  - b. improve services to New Zealanders and New Zealand businesses by organising around New Zealander's need rather than agency function.
  - c. 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.
4. The Commission uses a framework to report on progress against these intentions through influencing outcomes across the Public Service. This performance framework acknowledges our responsibility for the delivery of products and services. These outputs support our leadership role and influence across the system.
5. The Commission's performance framework is broken down by layers (*Refer to figure 1*):
  - a. The top layer reflects what New Zealanders need to see in the Public Service and the ultimate outcomes we contribute towards: better outcomes and services, trust and legitimacy.
  - b. The middle layer reflects our strategic intentions, including the impacts we are aiming to achieve through our system leadership role.
  - c. The third layer reflects the Commission's business functions and the work we do through providing leadership of the public management system.
6. The performance measures proposed are aligned to these categories, which are used to report expenditure in the annual report.
7. The performance measures for the Commission's outputs (products and services) are based on quantity, quality, timeliness, or a combination of these. Public Service impacts and outcomes are reported in the Commission's annual report using narratives, case studies, metrics and other indicators which demonstrate progress across our strategic intentions. The Commission also publishes content regularly on its website ([publicservice.govt.nz](https://publicservice.govt.nz)).

# Tā Tātou Ratonga Tūmatanui The Public Service we are building together

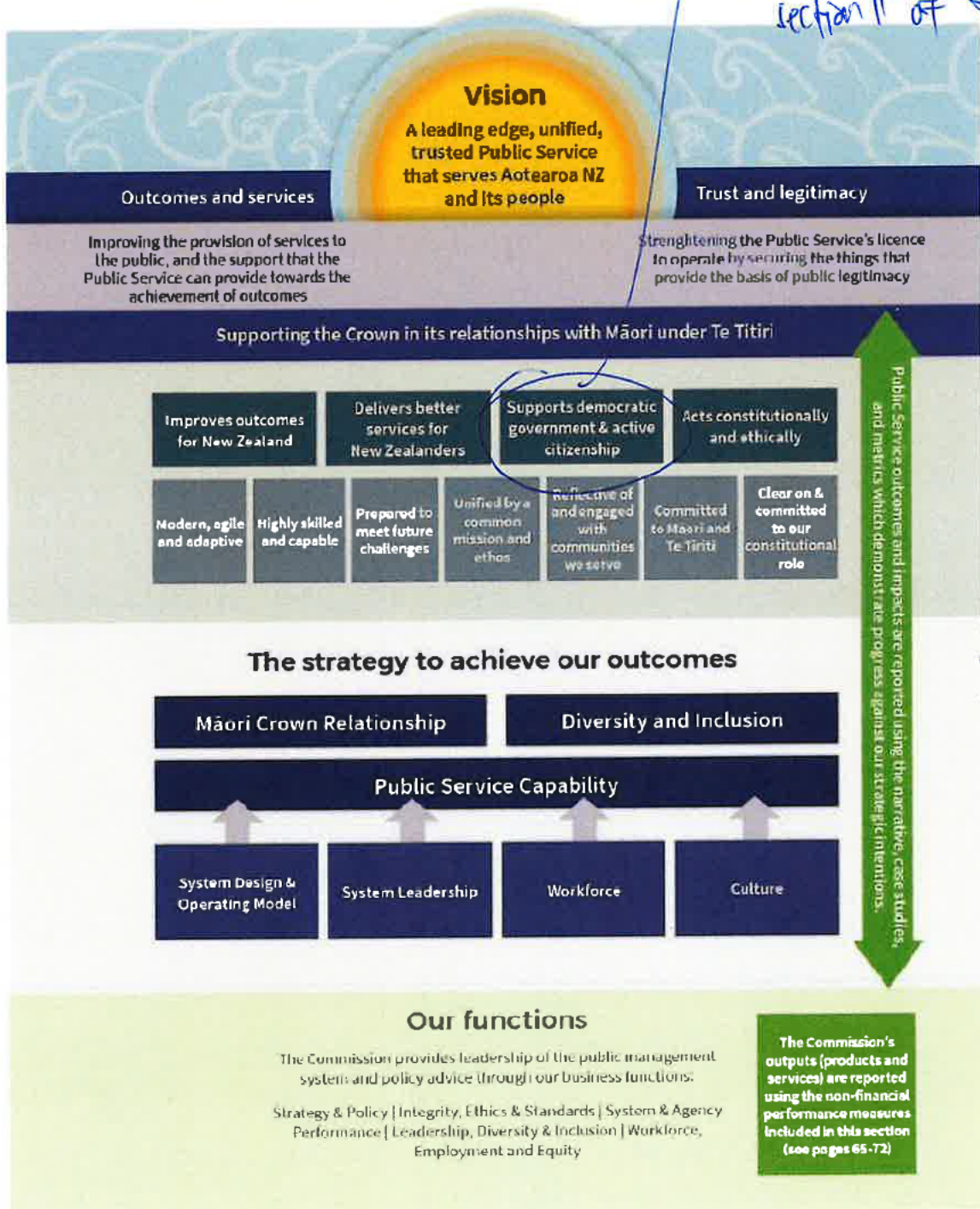


Figure 1. The Commission's Performance Framework as included in our 2021-2022 Annual Report.

## Output Performance Measures

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8. As part of the Commission's Public Finance Act obligations, the Commission is implementing the new service performance reporting standard (PBE FRS 48) issued by *Te Kāwai Ārahi Pūrongo Mōwaho External Reporting Board*. As part of this, we are also incorporating, where practicable, new output performance measures of quality, to address a recommendation by Audit NZ in the Commission's final audit for the year ended 30 June 2022.
9. These performance measures do not include measures in the Supporting Implementation of a Social Wellbeing Approach appropriation, as these are the responsibility of the Social Wellbeing Agency and the Minister of Social Development and Employment.
10. Attachment 1 sets out the proposed non-financial performance measures to be used in the 2023/24 Estimates and 2022/23 Supplementary Estimates.

## Attachment 1 – Output Performance Measures

### Leadership of the Public Management System (M66) (A36)

#### Scope of Appropriation

This appropriation is limited to ensuring the Public Management System has the design, capability and performance to deliver public services, and providing advice and services to support Ministers to discharge their portfolio responsibilities relating to the Public Management System.

#### What is Intended to be Achieved with this Appropriation

This appropriation is intended to achieve a higher performing public sector through delivery of policy advice and leadership of the public management system by ensuring that the Public Service is collectively responsible and works together, learning what works best and using it to improve performance for customers and having the people, institutions and approach to respond effectively to the needs of New Zealanders today and in the future.

	Performance Measures	Performance Standard	Status
<b>Strategy and Policy</b>			
1	Technical quality of policy advice papers assessed using the Policy Quality Framework	70%	Existing measure
2	Minister for the Public Service has satisfaction with policy advice	80%	Existing measure
3	The Kiwis Count trust and confidence survey is run by the Commission with reporting provided quarterly that identifies the public's perceptions and experiences of trust and confidence in public services	Quarterly results are published in the month following the survey collection	Existing measure
4	Respondents in the Kiwis Count survey agree or strongly agree that, based on their last service experience, they could trust public servants to do what is right	80%	Existing measure
5	The Commission collects and publishes Public Service workforce data annually	Published no later than 15 December	Existing measure
<b>Integrity, Ethics and Standards</b>			
6	The Commission develops and oversees the implementation of the Open Government Partnership (OGP) National Action Plan. A National Action Plan and associated; End-of-Term Self-Assessment is published in accordance with OGP requirements.	Achieved	Existing measure
7	The Commission publishes Official Information Act (OIA) request statistics for government agencies that are subject to the Act every six months within three months of the end of the reporting period or as otherwise agreed with the Office of the Ombudsmen	Achieved	Existing measure



	<b>Performance Measures</b>	<b>Performance Standard</b>	<b>Status</b>
8	The Commission recognises the contribution of public servants through the coordination of annual awards and recognition events by recognising and publicising the recipients within one month of the medal's award	100% of recipients recognised within one month of the medal's award	Existing measure
<b>System and Agency Performance</b>			
9	The Commission works with Public Service chief executives to agree individual development plans	100% of Public Service chief executives have an agreed development plan	Existing measure
10	A succession plan is developed for the chief executive position of all Public Service agencies	100% of Public Service chief executive positions have a succession plan	Existing measure
11	The Commission reports the remuneration of Public Service chief executives every financial year	100% of all chief executives' remuneration is published	Existing measure
12	The Commission meets its statutory requirements for appointment, reappointment, and transfer of Public Service chief executives	100% of appointment, reappointment and transfer of Public Service chief executives meets statutory requirements	Existing measure
13	The Commission works with Public Service chief executives to set performance expectations for supporting the Crown in its relationships with Māori and developing capability to engage with Māori and understand Māori perspectives	100% of agreed performance expectations include a requirement to strengthen Māori Crown relationships	<b>New measure<sup>1</sup></b>
<b>Leadership, Diversity and Inclusion</b>			
14	The Commission strengthens Public Service leadership through all Public Service departments being members of the Leadership Development Centre	100% of Public Service departments are members	Existing measure
15	The Commission strengthens Public Service leadership by promoting attendance at the Public Service Leaders Summit	At least 500 invitees	Existing measure
16	The Commission strengthens Public Service leadership by supporting career boards	At least 90 active members across all career board cohorts	Existing measure
17	The Commission through the Leadership Development Centre strengthens leadership practices by delivering Te Putenga   Leadership in Practice	80% of participants of Te Putenga   Leadership in Practice programme agree or strongly agree it made me an effective leader	<b>New measure<sup>2</sup></b>

<sup>1</sup> The Public Service Act 2020 states that the role of the Public Service includes supporting the Crown in its relationships with Māori under te Tiriti o Waitangi | the Treaty of Waitangi. It places explicit responsibilities on Public Service leaders to develop and maintain the capability of the Public Service to engage with Māori and to understand Māori perspectives. By including this in setting performance expectations with chief executives, we are modelling our commitment to supporting Māori Crown relationships.

<sup>2</sup> This is a measure of quality. Te Putenga | Leadership in Practice is for experienced Public Service leaders who are ready to transform their leadership impact and grow strategic influence across the Public Service.

	Performance Measures	Performance Standard	Status
	<b>Workforce, Employment and Equity</b>		
18	The Commission, in partnership with the Ministry for Women, supports all Public Service departments to publish their annual pay gaps action plans before 31 December	100% of departments publish by 31 December	Existing measure
19	The Commission provides services, support, and resources through the Pay Equity centre of excellence (Pay Equity Taskforce)	80% of external stakeholders who rate the quality of services, support and resources received over the last 12 months as very good or excellent	<b>New measure<sup>3</sup></b>
20	The Commission develops workforce guidance to support agencies and entities to implement Kia Toipoto   Public Service Pay Gaps Action Plan 2021-24	Achieved	<b>New measure<sup>4</sup></b>

<sup>3</sup> This is a measure of quality. The Pay Equity Taskforce is a dedicated centre of excellence responsible for developing and leading best practice guidance, support, and advice on pay equity claims and the pay equity process including system guidance and advice to Ministers and to agencies, businesses, and the community sector. Through this we are contributing to pay equity settlements which help to make substantial progress toward closing Public Service pay gaps and create fairer workplaces for all. Diversity, equity and inclusion helps the Public Service to deliver better outcomes and services and strengthens public trust and legitimacy.

<sup>4</sup> This is a measure of quality. It was selected because it demonstrates how workforce guidance is developed and published for release, working collaboratively with the working group, Te Whakapiri, representing the Commission, Public Service Association, Ministry for Women, Ministry for Pacific Peoples, Ministry for Ethnic Communities, and employee led networks. The Commission separately reports on trends and progress toward closing gender, Māori, Pacific, and ethnic pay gaps across the Public Service, through its workforce data and annual report.



## Public Service Fale (M66) (A36)

### *Scope of Appropriation*

This Appropriation is limited to supporting the strengthening of the public sector in Pacific Island countries and territories through the establishment and delivery of the Public Service Fale.

### *What is Intended to be Achieved with this Appropriation*

This appropriation is intended to strengthen Pacific public services to be more trusted, adaptable, results driven, gender inclusive, and people centred.

	Performance Measure	Performance Standard	Status
21	The Commission through the Public Service Fale supports relationship building and knowledge exchange between Pacific countries and territories	<ul style="list-style-type: none"><li>• 80% of Pacific Public Service Commissioners and Pacific stakeholders agree the Public Service Fale supports their goals and strengthens public services in their country</li><li>• 3 Fale Governance Board meetings are supported by the Public Service Fale</li></ul>	<b>New measure<sup>5</sup></b>
22	The Commission through the Public Service Fale supports Pacific Public Service Commissioners to develop leadership capability	<ul style="list-style-type: none"><li>• 70% of Pacific public servants who have completed Public Service Fale leadership programmes / courses / webinars / workshops would recommend future participation to a colleague</li><li>• 80% of participants agree the Public Service Fale mentoring programme improved leadership development</li></ul>	<b>New measure</b>

<sup>5</sup> The Public Service Fale reports annually to the Ministry of Foreign Affairs and Trade (MFAT) as part of a Memorandum of Understanding (MOU) between MFAT and the Commission. The MOU sets out the overarching goal, intended outcomes, and outputs of the Fale. The Fale's regional programmes are aligned with key priority areas and implemented via project workstreams, each of which are each led by senior Fale staff members.