

Tā Tātou Ratonga Tūmatanui

The Public Service we are building together

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

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

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

UNIFIED BY A COMMON
MISSION AND ETHOS

SUPPORTS DEMOCRATIC GOVERNMENT & ACTIVE CITIZENSHIP

REFLECTIVE OF AND ENGAGED
WITH COMMUNITIES WE SERVE

ACTS CONSTITUTIONALLY AND ETHICALLY

COMMITTED TO MĀORI
AND THE TREATY

CLEAR ON & COMMITTED TO
OUR CONSTITUTIONAL ROLE

ACTIVATING THE PUBLIC SERVICE AROUND PRIORITIES

- Measurable objectives at the portfolio and all of government level are emphasised in agency and chief executive performance expectations
- Individual agency strategies and actions are aligned with all of government priorities and portfolio priorities
- Agencies and public servants are organised around the cross-cutting priorities of the Government (using cross-agency governance models where appropriate)

DRIVING EFFICIENCY AND FISCAL CONSOLIDATION

- Data gathered by the Public Service is used for providing options to improve workforce efficiency and reduce the pressure on consultant spend
- There is greater scrutiny of baseline cost pressures and consideration of options for active re-prioritisation at key points in the budget cycle
- Agencies develop greater financial and planning capability to identify efficiencies and options for re-prioritisation, and central agencies supports CEs to address this
- Opportunities are identified for achieving efficiency across common functions (e.g. property, procurement, digital and data) and mechanisms are available to fund these effectively

FOCUSING ON CAPABILITY AND PERFORMANCE

- Departments and departmental agencies have clear performance measures that reflect the needs of customers, clients, citizens, families and communities
- Information and data on performance, both agency and system, is available to support expectations, decisions, and interventions, and to assist understanding by diverse stakeholders including the public and Parliament
- Central agencies (the Commission, the Treasury and the DPMC) are coordinated in their performance monitoring and provide a shared view of agency performance
- The Commission leads a rolling programme of core agency reviews, including potentially extending to Crown entities to drive alignment with government priorities

PUBLIC SERVICE OPERATING MODEL

SYSTEM DESIGN

- The organisational structure and the number of government departments is consolidated, rationalised and simplified over time
- Tools available under the Public Service Act such as Interdepartmental Executive Boards are used to bring CEs together to work on complex, cross-cutting priority issues
- Steps are taken to streamline change processes across the public sector, including establishments, disestablishments and transfers of functions
- Funding processes better support effective prioritisation of common investments across portfolios, and appropriate mechanisms exist for funding cross-agency/system activity

SYSTEM LEADERSHIP

- System leads are appointed to drive efficiency or alignment across common functions
- Digital service transformation is progressed, with a focus on integrating digital services around common clients and citizens
- Public services are provided in an interoperable way including reusable components that can be built into multiple services
- Regional Public Service Commissioners are leveraged for better connecting with communities, understanding their needs, improving alignment and reducing duplication of public services

WORKFORCE AND EMPLOYMENT RELATIONS

- Common workforces are coordinated and aligned across agencies, including recruitment development & employment
- Improved strategic workforce planning at agency and system level that addresses current/future skill needs and development
- A more structured mobility model that facilitates deployment and re-deployment to priority work areas
- Pay, terms and conditions across the Public Service are increasingly aligned to reducing agency competition for talent, skill shortages, and upward pressure on salaries
- Approaches to setting remuneration expectations are more deliberate and consistent, reducing conflation of existing processes (e.g. pay parity and pay equity)

CULTURE

- Chief executives continue to proactively promote the stewardship of the Public Service including long-term capability and people
- The public service's future focus is promoted by preparing long-term insights briefings, and these are effectively coordinated and aligned across agencies
- A culture of open government, transparency and active citizenship is promoted in agencies
- Integrity and conduct across the public service are actively promoted, and decisive action taken if breaches occur
- Resources are available to public servants to build understanding of public service principles and craft

FOUNDATIONS

Te Tiriti o Watangi/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 the Treaty

Foundational Legislation

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

The Public Finance Act and Crown Entities Act complement the Public Service Act as the foundational legislation for our public service