

STATE SERVICES COMMISSION
Te Komihana O Ngā Tari Kāwanatanga



State Services Commission

Te Komihana o ngā Tari Kāwanatanga

Four Year Plan

2015 - 2019



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Our purpose is to lead a high-performing State Services that New Zealanders can be proud of and trust to deliver outstanding results and value for money

Iain Rennie, State Services Commissioner

Overview

Achieving its ambition to lift the performance of the State Services will require the State Services Commission (SSC) to increase collaboration across agencies to improve customer experience and deliver results for Government.

SSC's role is to work with leaders across the State Services to change the way agencies think, organise and operate. We're shifting our approach, from setting policy and the framework for change, to assisting agencies to work at pace across agency boundaries to deliver improved customer services and results.

Over the past four years SSC has launched the Better Public Services Results programme, established Functional Leadership and Head of Profession roles, amended the State Sector Act (to require chief executives and Crown Entity Boards to collaborate with other public entities where practicable) and published the first Leadership Strategy for the State Services.

Having established a framework for change, our next four years will focus on assisting agencies to achieve. We will develop Public Service chief executives as the collective leaders of State Services reform and performance. We will enable cross-agency and whole of government approaches by incentivising and removing barriers to collaboration, providing expertise and investing in capabilities and tools.

Priority Areas

SSC has introduced a portfolio approach to prioritise and balance investment across our interventions. Our three externally-facing portfolios encompass SSC's five priority areas:

Portfolios	Priority areas	Interventions	Outcomes
Collective Impact	CE recruitment CE performance management	Aligning CE recruitment, expectation setting and appraisal to incentivise collaboration to deliver results	CEs take collective responsibility and work together to ensure that the State Services make the greatest possible difference for New Zealanders
System Stewardship	Leadership and talent development and deployment Employment relations	Investing in infrastructure to support system-wide approaches Building agency capability in talent management, workforce planning and employment relations	The State Services has the people, institutions and approach to anticipate and respond effectively to the needs of New Zealanders today and in the future
Learning Culture	Performance Improvement Framework	Evolving the PIF to support agencies to improve performance for customers Extending the PIF approach to the wider State Services, co-designing a PIF for the education system	The State Services learns about what works best and uses this to improve its performance for customers

In our fourth portfolio, Better Every Day SSC, we are implementing a new customer-focused operating model. This will lift our own performance and capability to operate as a confident and respected leader of system change.

The priority areas are mutually reinforcing and together enable SSC to drive the focus and pace of system change. The portfolio approach will improve prioritisation, while our management focus will be on strengthening alignment and integration across the priority areas to reinforce desired behaviours and performance.

One of our most important roles is appointing, inducting and evaluating the performance of Public Service chief executives. Since SSC's 2013 PIF review we have changed the way chief executive performance expectations are set and performance is appraised and remunerated. We will continue to improve chief executive recruitment and applicant experience, increase engagement between chief executives and improve development and succession planning.

Alongside these changes we will continue to grow the pipeline of talented leaders for system-critical roles. We will also continue to work with the PIF Lead Reviewers to continuously improve the value to the PIF to both Ministers and chief executives.

In addition, SSC is investing in two new areas which have the potential to become key levers to lifting performance across State Services agencies. The first is to maintain a continuous improvement centre of expertise for the State Services. Early indications from agencies who have participated in the pilot programme are that applying the continuous improvement method will deliver benefits for customers and agencies.

The second is to establish a new senior leadership role to better connect government leaders in Auckland, and increase engagement between Auckland and Wellington-based leaders. We will ensure these new levers are aligned with, and contribute to, our existing priority work to connect and develop chief executives, build the pipeline of talented leaders for system-critical roles and lift system performance.

A Guide to our Four Year Plan

Part 1: Strategic Intentions



Performance Framework



Collective Impact



System Stewardship



Learning Culture



Better Everyday SSC

How we will realise our ambitions for each portfolio:

- Ambition
- Levers
- Outcomes
- Demonstrating success

State Services Commission Performance Framework 2015-19

Purpose Leading a State sector New Zealand is proud of

Outcome A higher performing State sector that New Zealanders trust, delivering outstanding results and value for money

Values **Own** system leadership; **Mobilise** others; **Deliver** through agility

Government & Minister's Priorities <i>Our operating environment</i>	Outcomes <i>What we are aiming to achieve</i>	Impacts <i>The difference we want to make</i>	Priority Activities <i>The activities we do</i>	Measures <i>Demonstrating success</i>
Collective Impact				
	CEs take collective responsibility and work together to ensure that the State Services makes the greatest possible difference for New Zealanders	SSC supports system leaders to drive sustainable improvements in: <ul style="list-style-type: none"> the results Government wants to achieve customer experience year on year the capability of agencies and system leaders 	CE recruitment and management to: <ul style="list-style-type: none"> support the delivery of results incentivise collaborative leadership Collective governance of system priorities to: <ul style="list-style-type: none"> focus CEs and senior officials on key issues and opportunities to improve how the State Services work support Ministers to ensure agencies deliver Government priorities and results for New Zealanders Catalyst to enable collective impact Provide advice on system design issues including the development of government services tailored to the needs of specific communities Undertake an evaluation of what works in State Sector reform	Impacts: <u>CE quality:</u> Percentage of stakeholders agreeing that NZ Public Service Chief Executives are effective leaders of the Public Service increases (SSC stakeholder survey) <u>CE performance:</u> 95% of Public Service Chief Executives' who have been in the role for one year or more meet or exceed the State Services Commissioner's performance expectations <u>Collective impact:</u> Percentage of stakeholders agreeing that agencies are working together more effectively than two years ago to deliver results increases (SSC stakeholder survey)
System Stewardship				
Government Responsibly manage the Government's finances Build a more productive and competitive economy Deliver Better Public Services (BPS) to New Zealanders Support the rebuilding of Christchurch Minister Demonstrate excellence in our business, in particular: <i>Collective Impact</i> CE performance management CE recruitment <i>System Stewardship</i> Leadership and talent development Employment relations <i>Learning Culture</i> Performance Improvement Framework	The State Services has the people, institutions and approach to anticipate and respond effectively to the needs of New Zealanders today and in the future	A robust leadership pipeline develops and deploys future system leaders at all levels The Public Service has capacity and capability to anticipate and respond effectively to the changing needs of New Zealanders The system's institutions and public servant's behaviour supports and builds system legitimacy	Leadership capability development and deployment Work with agencies to build the leadership pipeline – implement a common approach to developing and deploying leaders for the State Services Employment relations and effective people strategy Grow system capability to design and implement effective and efficient people strategy and provide employment relations advice Strengthen integrity of the State Services Support the delivery of the Integrity Strategy for the State Services and New Zealand's Open Government Partnership commitments	Impacts: <u>Talent pool:</u> Percentage of stakeholders agreeing that tier 2 and tier 3 capability in the NZ Public Service is fit-for-purpose increases (SSC stakeholder survey) <u>Employment relations:</u> Ministers are satisfied that SSC's oversight role of state sector employment relations achieves solutions within Government Expectations and provides for effective management of risk within and across agencies (SSC stakeholder survey) Outputs: <u>Talent deployment:</u> 12 deployments of senior leaders through Career Boards <u>Leadership development:</u> 90% of the Career Board cohort have been assessed using a standard framework and have agreed Individual Development Plans
Learning Culture				
	The State Services learns about what works best and uses this to improve its performance for customers	The system methodically uses customer information and insights to improve performance New ways of thinking about policy and implementation, that better meet the needs of customers, are disseminated across the system	Performance Improvement Framework (PIF) Develop the model for sectors and support agencies to improve performance around understanding their customers Continuous Improvement (CI) centre of expertise To support State Services leaders to improve services for New Zealanders, including across agency boundaries Information strategy Enable efficient and effective use of information to lift system performance	Impacts: <u>PIF:</u> Percentage of stakeholders agreeing that Performance Improvement Framework reviews have led to changes that improve agency performance increases (SSC stakeholder survey) <u>Continuous improvement:</u> 100% of continuous improvement engagements result in agencies reporting customer or performance benefits
Better Everyday SSC				
	SSC is a confident and respected system leader	SSC internally and externally models the behaviours we expect of others SSC is sought out and respected for its leadership, advice and innovative, usable products and services	Service delivery Customers at the centre, thinking, speaking and acting as one SSC Culture Model the culture and behaviours we ask of others	Outputs: <u>Administrative costs:</u> administrative and support service costs reduce to less than 15.6% of total running costs <u>Staff engagement:</u> SSC employee engagement survey shows improvement in grand mean results
Inputs The way we use our resources				
	People Develop and retain a capable and engaged workforce	Systems Use technology to more effectively share information and transfer knowledge	Processes Embed a culture of continuous improvement	Vote State Services DOE \$26.4m NDOE \$14.2m

Outcomes:
(reflect the activities of all portfolios)

Results
Achievement: 80% of BPS results are on track to be achieved

Service Quality:
Overall Kiwis Count service quality score of 73

Trust: 75% of Kiwis Count respondents agree or strongly agree that, based on their last service experience, they could trust public servants to do what is right

Employment relations: The Labour Cost Index indicates that Central Government wage growth does not exceed private sector wage growth

Policy Outputs:
(policy may relate to any portfolio)

Policy advice:
Minister of State Services has 70% satisfaction with policy advice

Policy quality:
technical quality of policy advice papers rated at 70%

Policy cost: Total cost per output hour at \$170



Collective impact

Priority areas	Interventions	Outcomes
<ul style="list-style-type: none">CE recruitmentCE performance management	Aligning CE recruitment, expectation setting and appraisal to incentivise collaboration to deliver results	CEs take collective responsibility and work together to ensure that the State Services make the greatest possible difference for New Zealanders

Ambition

SSC will support leaders across the system to create collective impact. The result will be that:

Chief Executives take collective responsibility and work together to ensure that the State Services makes the greatest possible difference for New Zealanders.

Priorities

Aligning executive management to system performance

2015/16 is the first full year in which chief executives are appraised against new common expectations, which balance the delivery of short-term results with a longer-term 'stewardship' requirement. SSC is improving and maturing new approaches to chief executive recruitment, appraisal and support. A continuous improvement approach to chief executive recruitment is improving applicant experience and reducing costs. We will continue to improve chief executive development and succession planning.

Strengthening connections with Auckland

SSC has established a new Deputy Commissioner role in Auckland to support increased collaboration between Auckland-based government leaders, and to strengthen engagement between Wellington and Auckland-based leaders, to ensure government services are addressing the needs of Auckland and its diverse communities. The role is funded for a three year term to 2017/18.

Enabling collaboration

SSC will increase engagement between Public Service chief executives to support them to operate as the collective leaders of State Services reform and performance. We will continue to provide advice on machinery of government and system design, and to address barriers to collaboration. We will support agencies to deliver government services tailored to the needs of specific communities, report against the Better Public Services Results and targets, and evaluate 'what works' in State sector reform.

Outcomes

We will know our ambition has been achieved when:

- New Zealanders experience improved service year on year
- Senior leaders are working collectively on key issues and opportunities to drive improvement and deliver results.

New approaches to chief executive recruitment, appraisal and support deliver efficiency gains. A modest ongoing reduction in resourcing will be realised from 2015/16.

Demonstrating success

Success will mean agencies are working seamlessly together on cross-cutting issues with barriers and disincentives to collaboration and shared results being removed. The clearest demonstration of this will be an increasing number of results are on track to achieve their targets (with eight out of eleven or 72% of targets reported as on track in July 2014).

	Measure	2015/16
Impacts	Percentage of stakeholders agreeing that NZ Public Service Chief Executives are effective leaders of the Public Service increases (SSC stakeholder survey)	Increase from 14/15 baseline
	Public Service Chief Executives' who have been in the role for one year or more meet or exceed the State Services Commissioner's performance expectations	95%
	Percentage of stakeholders agreeing that agencies are working together more effectively than two years ago to deliver results increases (SSC stakeholder survey)	Increase from 14/15 baseline



System stewardship

Priority areas	Interventions	Outcomes
<ul style="list-style-type: none"> Leadership and talent development and deployment Employment relations 	Investing in infrastructure to support system-wide approaches Building agency capability in talent management, workforce planning and employment relations	The State Services has the people, institutions and approach to anticipate and respond effectively to the needs of New Zealanders today and in the future

Ambition

SSC will work with its central agency partners and State Services chief executives to build a culture of stewardship across the system. The result will be that:

The State Services has the people, institutions and approach to anticipate and respond effectively to the needs of New Zealanders today and in the future.

Priorities

Building the leadership pipeline

SSC will continue working with State Services chief executives and the Leadership Development Centre to implement a cross-agency approach to developing and deploying leaders for the State Services. We will:

- broker the increased movement of high potential people between agencies for their development and to meet system-critical needs
- work with Career Boards and the HR community to develop consistent approaches to developing leaders
- design and implement a new, system-wide approach to assessing current and future leaders
- trial, evaluate and embed new initiatives to support the recruitment and development of an increasingly diverse cohort of new professionals and emerging leaders
- procure a talent management information system to improve information provided to the sector Career Boards to support them in identifying and developing talented people for system-critical roles (the system will also be available to agencies to support their own talent management programmes).

Employment relations and effective people strategy

One of the single biggest investments in the State Services is in the people who support the delivery of results for the government of the day and provide services to New Zealanders. Investment in people comprises approximately 70 percent of State sector operating costs.

In 2015/16, there is a peak in employment bargaining across the State Services, including major negotiations for nurses, police and teachers. SSC will support agencies as they develop effective employment relations strategies that balance the Government's fiscal priorities with the need to attract and retain talented people.

We will work with agencies to:

- align workforce and employment relations strategy to business strategy and the delivery of results
- achieve the people capability shifts agencies need and that are needed across the State Services
- leverage existing products such as Four Year Plans to build workforce capability within and across agencies
- build networks and communities of practice that support shared learning and foster cross-agency ways of working, supporting agencies to take lead roles in areas where they have particular strengths
- design and deliver demonstration initiatives to achieve greater flexibility, a more deployable workforce and to address workforce pressures.

Aligning people capability to system needs

As Head of Profession, the Government Chief Talent Officer will work with HR leaders and practitioners to build strategic HR capability and lift the performance of this critical function.

Strengthen the perception of New Zealand as a high integrity country

SSC will support partner agencies to deliver New Zealand's Open Government Partnership commitments and increase awareness of appropriate workplace behaviour.

Outcomes

We will know our ambition has been achieved when:

- a robust leadership pipeline develops and deploys future system leaders at all levels
- the Public Service has the capacity and capability to anticipate and respond effectively to the changing needs of New Zealanders
- government institutions and public servants' behaviour support and build system legitimacy.

Demonstrating success

Success will mean greater deployment of leaders and talent across the State Services for their own development and to meet system needs. The work of the Government Chief Talent Officer will be lifting strategic human resource capability across the system and will be recognised as a model of good practice for heads of profession. New Zealanders will have a high level of trust in the State Services.

	Measure	Target 2015/16
Impacts	Percentage of stakeholders agreeing that tier 2 and tier 3 capability in the NZ Public Service is fit-for-purpose increases (SSC stakeholder survey)	Increase from 14/15 baseline
	Percentage of Ministers that are satisfied that SSC's oversight role of state sector employment relations achieves solutions within Government Expectations and provides for effective management of risk within and across agencies increases (SSC stakeholder survey)	Increase from 14/15 baseline
Outputs	Deployment of senior leaders through Career Boards	12 deployments
	Career Board cohort have been assessed using a standard framework and have agreed Individual Development Plans	90% assessed and have IDPs



Learning culture

Priority areas	Interventions	Outcomes
<ul style="list-style-type: none"> Performance Improvement Framework 	<p>Evolving the PIF framework to support agencies to improve performance for customers.</p> <p>Extending the PIF approach to the wider State Services, co-designing a PIF for the education system</p>	<p>The State Services learns about what works best and uses this to improve its performance for customers</p>

Ambition

Embedding a culture of customer-centred improvement is a critical component of SSC's approach to leading State Sector reform. The result will be that:

The system learns about what works best and uses this to improve its performance for customers.

Priorities

While the Performance Improvement Framework is one of SSC's five priority areas, there are three priorities within the Learning Culture portfolio:

Performance Improvement Framework

While PIF Reviews are a well-established intervention, the model is continuously improving. New elements have been introduced to support agencies to introduce customer-centred operating models and improve performance based on a deep understanding of customer perspectives.

To meet demand from across the system, the PIF will be applied to the wider State Services, starting in 2015/16 by working with the Ministry of Education to co-design a PIF for the education system. The framework will evolve to meet the agency or sector needs.

An impact evaluation of the PIF programme is planned for 2016/17. The results of the review will influence our ongoing investment in continuously improving the PIF.

Common approach to continuous improvement

A centre of expertise in continuous improvement, funded through the Better Public Services seed fund, was established in SSC in 2013. The unit has been funded for two years to October 2015 to test a common approach to continuous improvement for the State Services. Agencies participating in the pilot indicate that embedding a common approach to continuous improvement will be a key driver for delivering better public services for less cost. In 2015/16 the centre of expertise will ensure our efforts are joined up and opportunities are leveraged across the State Services.

Putting information to work

In 2015/16 SSC will develop an information strategy to make better use of information and location-based data which can improve the delivery of customer-centred services. Over the four-year period SSC will ensure we collect, analyse and distribute information to have most impact on State Services performance.

Outcomes

We will know this has been achieved when:

- the system methodically uses information and customer insights to improve performance
- new ways of thinking about policy and implementation, that better meet the needs of New Zealanders, are disseminated across the system
- SSC, with State Services leaders, has grown and embedded a customer-centred learning culture across the State Services.

Demonstrating success

As lessons about what is working and what is not are shared across the State Services we would expect PIF reviews to show improvements.

Subject to customer demand, there is the potential for business coaches to work alongside six agencies each year as well as provide ongoing support for previous agency engagements. We will draw on the benefits and perceptions of each agency to determine the effectiveness of this initiative. The number of State servants coached in the methodology who are able to move across and improve the system through a common approach to continuous improvement will also be captured.

Success in embedding a customer-focused learning culture will be evidenced by improvements in New Zealanders' perceptions of the quality of services they receive from government agencies. This will be measured by the Kiwis Count survey with results benchmarked against the latest overall service quality score. Individuals and businesses will report that it is easier and faster for them to access information from, and do business with, government.

	Measure	Target 2015/16
Impacts	Percentage of stakeholders agreeing that Performance Improvement Framework reviews have led to changes that improve agency performance (SSC stakeholder survey)	Increase from 14/15 baseline
	Continuous improvement engagements result in agencies reporting customer or performance benefits	100% of engagements report benefits



Better every day SSC

Priority areas	Interventions	Outcomes
<ul style="list-style-type: none">Acting as One SSCImproving our customer focus	Modelling collaborative behaviour, prioritising and aligning our work to maximise our impact	SSC is a confident and respected leader of the State Services

Ambition

By better understanding our current performance from a customer perspective we will identify opportunities to improve our impact in supporting leaders across the system to improve State Services performance. We will build on the spirit of service and engagement of SSC staff to become exemplars of the culture and behaviours we ask of others. The result will be that:

SSC is a respected and confident system leader.

Priorities

Service delivery

SSC will better integrate our interventions and services and prioritise our collective effort more effectively. SSC has developed a service catalogue and in 2015/16 will work to improve its understanding of the cost and value of our services and interventions to our customers.

Culture and communications

We will implement an engagement and relationship-based approach to external and internal communications. We will build an empowering and collaborative culture, focused on Continuous Improvement and delivering results.

Governance and funding

Fully implement the portfolio investment approach in 2015/16 and mature in out-years to support improved prioritisation and resource allocation.

Modelling what we ask of others

Improve our practice in core functions including leadership development, talent management and integrity and conduct. For SSC, being an exemplar doesn't necessarily mean being the best; it does mean that we will be fit for purpose and continuously improving.

Learning culture

Learn and apply the Continuous Improvement approach developed for the State Services within SSC, beginning with chief executive recruitment. We will act on lessons from SSC's follow-up PIF.

Workforce Strategy

The key dimensions of SSC's workforce strategy are:

Organisational capability: We will maintain a flexible and agile organisation, our organisational design and operating model will enable us to respond at pace to changing priorities.

Change leadership: We will develop a resilient and agile workforce who are highly engaged and energised. SSC people will be respected thought leaders, empowered and equipped to lead change.

Culture: We will exemplify an empowering and collaborative culture. SSC people will be respected as high performing, united, agile, responsive, focused on continuous improvement and delivering results.

Capability: We will have an appropriate mix of specialists and generalists, including people whose skills and behaviours support shifts in resourcing within and across teams.

Capacity: We will optimise workforce capacity and improve productivity by managing the allocation of people to support the delivery of priority outputs.

Cost: We will manage workforce costs, creating efficiencies and directing spending to areas where we will have the greatest impact.

SSC's competency framework describes three core behaviours common to all SSC staff that will support objectives of the workforce strategy:

- *Own* System Leadership
- *Mobilise* Others
- *Deliver* through Agility.

Our employee value proposition (EVP), describes the benefits of working at SSC, including being part of work with a system-wide focus.

In 2015/16 CASS will support SSC to operationalise the competency framework and EVP across SSC's full range of HR practices including recruitment, selection, performance management, development and deployment.

SSC will also introduce a more systematic approach to talent management, consistent with the approach adopted by the Career Boards and State Services chief executives to develop system leaders. Maturing our approach to talent management in out-years from 2015/16 will be an important part of modelling the practice and behaviours we expect of leaders across the State Services.

SSC's next priority will be adopting a more systematic and targeted approach to developing people leaders in SSC. With the support of CASS we will introduce a fundamental management skills programme from 2015/16.

The senior leadership team are working to model the culture and behaviours expected of all staff in SSC. As part of modelling a culture and practice of continuous improvement, the senior management team will trial and improve visual management practices to support investment decision making and performance management.

Challenges

Diversity – SSC is working with HR leaders and chief executives to ensure system-wide initiatives grow a deeper pool of State Services leaders who reflect and can lead their agencies in engaging with increasingly diverse New Zealand communities. As a small agency SSC faces a challenge to reflect the diversity it looks for in other agencies. SSC recognises that improving the diversity of its workforce will strengthen its credibility and effectiveness.

Workforce capacity and capability – SSC needs to ensure it has both the capability and capacity to anticipate and respond to its changing environment so that our interventions and services are fit for today and tomorrow. Some capacity to refresh and redesign our services has been built into our work programmes.

SSC has experienced some challenges in recruiting appropriate people for our most senior Deputy Commissioner and Assistant Commissioner roles and will monitor this during 2015/16 to identify whether any action is necessary.

SSC turnover continues to be around 20% and no significant change to this level is expected. There are risks in maintaining turnover at 20%, including the retention of institutional knowledge. However, with appropriate risk mitigation there are benefits, both to SSC's ability to lead system change and to the wider State Services, in having people move in and out of SSC.

Technology

SSC sources ICT services and advice from CASS. Our ICT strategy is documented in the central agencies' Information System Strategic Plan (ISSP) which is aligned to the Government ICT Action Plan.

Together with the Treasury and Department of Prime Minister and Cabinet, the focus of SSC's ICT investment in 2015/16 and 2016/17 will be on completing the integration and replacement of legacy infrastructure to provide a modern work environment and stable and consistent user experience. Having consistent platforms for websites, desktops and document management across the central agencies will enable a modest reduction in maintenance and support costs in out-years. Upgrading our operating environment in 2015/16 will enable us to invest in out-years in modernising our technology, including in touch-screen devices to provide increased mobility.

The ISSP signals the central agencies' intent to migrate to all-of-government services and common platforms and technology where doing so will meet our needs and represent improved value for money. Our medium term strategy is to move to Infrastructure as a Service, which will enable us to reduce our ICT investment by purchasing services from a supplier who will own and operate the necessary systems and technology on our behalf. This intent is in line with the direction of the Government ICT Action Plan, but specific proposals will be subject to a robust evaluation and accreditation process to assess:

- service levels and costs
- information security and protection of central agency information
- business continuity.

CASS services

CASS provides SSC with advice and back-office services including Finance, HR, IT and information management. SSC will be working with CASS to ensure that these services remain cost-effective (with no significant out-year cost pressures on our budget) and that we understand how effectively they are provided.

We will ensure progress in modernising and standardising processes and systems in all these areas is maintained. SSC is seeking more strategic advice from CASS, particularly in the areas of Finance and HR. In 2015 CASS will be considering the feasibility of providing additional services in procurement and/or facilities management.

Outcomes

We will know our ambition has been achieved when:

- SSC internally and externally models the behaviour we expect of others
- SSC is sought out and respected for its leadership, advice and innovative and usable products and services.

Demonstrating success

SSC uses a number of measures to evaluate our culture, management practice and performance.

	Measure	2015/16
Outputs	Administrative and support service costs reduce	Less than 15.6% of total running costs
	SSC employee engagement survey shows improvement in grand mean results	Grand Mean above 3.96

Demonstrating our overall success

The portfolios outlined in the previous sections have their own distinct areas of focus and priority activities. Each has targeted performance measures to demonstrate success in those areas of focus. To fully achieve the desired outcomes SSC hopes to achieve requires the activities of all portfolios to complement each other. Therefore, SSC has a number of additional measures which apply across all portfolios, the achievement of which illustrates how effectively all our activities work in unison to achieve overall success.

	Measure	2015/16
Outcomes	BPS results are on track to be achieved	80%
	Overall Kiwis Count service quality score is sustained	73
	Kiwis Count respondents agree or strongly agree that, based on their last service experience, they could trust public servants to do what is right	75%
Outputs	Technical quality of policy advice papers assessed by a survey with a methodical robustness of 90%	At least 70%
	The satisfaction of the Minister of State Services with the policy advice services, as per the common satisfaction survey	At least 70%
	The total cost per hour of producing outputs	\$170

Risks to sustainability and delivery

There are a number of risks to SSC's ambition to be recognised as a confident and respected leader of State Sector reform

Strategic Risk	Consequences	Original Rating	Mitigations	Residual Rating
Stakeholders lose trust and confidence in SSC, due to us not engaging or providing effective leadership	Ministers bypass SSC and seek advice elsewhere, leading to SSC losing relevance as a leader of the State Services, and Ministers being unable to deliver on Government priorities	High	Active ongoing engagement programme with Ministers to determine priority needs Focus efforts on issues that matter in identified priority areas	Moderate
	State Services senior leaders no longer actively engage with initiatives led by SSC, leading to desired system performance results not being achieved	High	Continue to engage actively with CEs as the collective leaders of the state services Communicate agenda for change Include CEs in co-producing key initiatives	Moderate
	The public lose confidence in the capability and integrity of the State Services, leading to reduced participation and calls to outsource or discontinue core public services	High	Set standards for conduct Build capability and knowledge in agencies Reflect expectations in CE performance management Continue customer-centric focus across SSC interventions	Moderate
Unable to deliver system-wide change due to the expected volume of change, together with competing priorities and/or CEs not having tools to improve service delivery	Benefits are not achieved, leading to system performance improvements not being realised	High	Deployment of leaders across the State Services for their development and to meet critical needs Provide opportunities for senior leaders to meet and share development learnings	Moderate
	More difficult to attract, develop and retain good leaders across the State Services, leading to capability being further reduced in the long term	High	Succession and development planning Central agencies support prioritisation and shared funding decisions Initiatives are co-produced with CEs SSC takes responsibility for aligning and integrating interventions so they are achievable.	Moderate
CEs don't collectively own their commitment to providing effective leadership to State sector reform and performance improvement	CEs will not champion and implement State sector reform, leading to complex system wide issues not being resolved	Moderate	Benefits of whole of government approaches are identified and communicated to CEs Create opportunities for CEs and senior leaders to engage as a collective Take advice from cross agency governance groups to inform SSC direction	Moderate
SSC loses legitimacy if we fail to demonstrate ourselves what we are asking of others	State Services agencies less willing to follow SSC guidance, leading to inconsistent approaches or levels of adoption	Moderate	Introducing within SSC the services we are promoting to agencies Model within SSC the leadership behaviours we want to see in others	Moderate