

Performance Improvement Model

Future Excellence Horizon

What is the contribution New Zealand needs from the agency and what is its performance challenge?

Results

Government priorities How well positioned is the agency to deliver on the Government's priorities?

Core functions For each of the agency's core functions, in the context of the aspirations of the Future Excellence Horizon:

- How well positioned is the agency to effectively deliver the contributions expected of it?
- How well positioned is the agency to be able to efficiently deliver those contributions?

Organisational management

Element		Lead question	
Leadership and direction	Purpose, vision, and strategy	1	How well do the agency's staff and stakeholders understand and support its purpose, vision and strategy?
		2	How well does the agency use long-term thinking and its strategy to plan and drive delivery?
	Leadership	3	How well does the senior leadership team collectively lead the agency and implement change?
		4	How well does the agency take accountability for and lead the improvement of relevant system or sector level results?
	Values, behaviour and culture	5	How well does the agency develop and promote the organisational culture it needs to achieve its strategic direction?
	Governance	6	How well does the agency use governance arrangements to drive performance and deliver value-for-money?
Delivery	Services to customers, clients and citizens	7	How well does the agency understand the needs of customers, clients, and citizens, and use these to innovate and deliver better services and outcomes?
		8	How well does the agency integrate services with its partners and providers to deliver value to customers, clients and citizens?
	Performance and accountability	9	How well does the agency use performance information to drive continuous improvement and accountability for results?

Engagement	Engagement with Ministers	10	How well does the agency provide advice and services to Ministers?
	Māori-Crown relationship	11	How well does the agency develop and maintain the capability to engage with Māori and to understand Māori perspectives to drive better outcomes?
	Engagement with stakeholders	12	How well does the agency engage with stakeholders, in ways that are effective, open, transparent and accessible?
Workforce	Talent management and workforce development	13	How well does the agency identify, develop and manage its talent?
		14	How well does the agency anticipate and respond to future workforce capacity and capability requirements?
	Workforce Performance	15	How well does the agency encourage and drive high performance and continuous improvement in its workforce?
		16	How well does the agency address performance that is not meeting expectations?
	Staff engagement	17	How well does the agency develop and maintain a highly committed and engaged workforce?
Financial management, data and risk	Investment and asset management	18	How well does the agency manage its employee relations?
		19	How well does the agency manage its assets and balance sheet, to support service delivery, reduce operational risks and drive performance management?
	Strategic financial management and accountability	20	How well does the agency plan, direct, and control financial resources to drive efficient and effective delivery?
		21	How well does the agency integrate financial information into its decision making and manage its cost drivers to achieve fiscal sustainability?
	Data, analytics and digital technologies	22	How well does the agency manage and use data, analytics and digital technologies to drive decision making and effective delivery?
	Risk and assurance	23	How well does the agency identify and manage agency, Crown, and system risks to integrate risk awareness into its current operations and future opportunities?
		24	How well does the agency use assurance to effectively manage organisational risks and prioritise improvements to the internal control environment?