Our vision for the Public Service

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

Improves public services and supports better outcomes for New Zealanders

- Improves outcomes for New Zealand
- Delivers better services for New Zealanders

Protects and strengthens the foundations of public trust and legitimacy

- Supports democratic government and active citizenship
- Acts constitutionally and ethically

- Modern, agile and adaptive
- Unified by a common mission and ethos
- Highly skilled, capable and productive
- Engaged with and responsive to the communities we serve
- Clear on and committed to our constitutional role
- Supports the Māori Crown relationship
- Prepared to meet future challenges

Align and consolidate the Public Service

- The Public Service is intentionally designed to deliver Government priorities effectively, efficiently and sustainably
- Agencies, functions and services have clear roles and accountabilities, are organised around outcomes and user need, and operate cohesively across organisational boundaries
- Services are easier for people and businesses to navigate, and the system can adapt more quickly to changing priorities and needs
- Performance information and data support a clear view of service delivery, expectations, decisions and interventions

Use digital to improve Public Service performance

- Agency digital transformation strategies and actions enable modern and effective public services, with safe and effective use of digital, data and AI
- Digital investments are coordinated, prioritised and aligned at system level, driving better value for money
- Common platforms, architecture and standards make digital services more consistent for people and businesses
- Shared platforms, system assets and AI reduce duplication simplify the government's digital footprint and make services more resilient and secure
- Public servants are highly capable, confident, responsible and productive users of digital, data and AI

Improve Public Service leadership and capability

- The Public Service is recognised for attracting, developing and retaining talented people who are inspired to make a difference
- Leadership is strong and actively managed, with clear succession pathways
- A consistent focus on performance and capability supports a productive and adaptable Public Service
- System workforce capability is well aligned to current and emerging needs, and people and skills can move to the areas of greatest need and impact
- Public servants are trustworthy, maintaining the standards of conduct and behaviour that New Zealanders expect
- Agency cultures, processes and incentives support improvement, innovation and considered risk-taking

System design

- The number of government departments is reduced by consolidating, rationalising and simplifying their organisational structures
- Organisational structures support good decision-making, reduce unnecessary duplication and enable resources to be directed to the areas of greatest impact
- Digital services, systems and funding settings are designed around users and outcomes, using common standards, platforms and investment choices
- System leads have tools to support them in driving efficiency, interoperability and alignment across common functions

Performance

- Measurable objectives at the portfolio and all-of-government level are emphasised in agency and chief executive performance expectations
- There is a sustained focus across agencies on fiscal discipline and sustainability
- Accelerated adoption of shared digital capabilities, secure platforms and reusable services improves productivity and resilience
- An ongoing programme of agency reviews drives alignment with Government priorities and supports improvement
- Effective interventions support agency performance, tailored to their context

Leadership

- Chief executives work collectively to deliver better services and lift performance
- Leadership pipelines are cultivated through development opportunities, mobility and talent management
- System-wide digital transformation is a leadership performance priority
- Wider spans of control and fewer layers of management empower leaders and teams
- Regional Public Service Commissioners are leveraged to improve engagement with communities and alignment of services

Workforce

- System workforce and employment relations expectations are clear
- Workforce choices consider long-term capability requirements, productivity and value for money alongside operational need
- Investment in developing capability is deliberate, coordinated and sustained
- Talent is actively identified and developed at all career stages
- The size and composition of the workforce is actively monitored
- Pay, terms and conditions are increasingly aligned across the Public Service

Culture

- There is clear and unified adoption of shared standards of behaviour at all levels
- Agencies are given support and guidance to continuously improve integrity in practice
- Openness, transparency and access to information is promoted
- Agencies adopt a culture of learning, innovation and adaptation
- Decision-making is protected from undue influences
- There are safe channels for public servants to speak up about wrongdoing
- Decisive action is taken to address ethical breaches

Treaty of Waitangi | **Te Tiriti o 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.

The **Public Service Act 2020** underpins each of the key areas of our work programme

The **Public Finance Act 1989** and **Crown Entities Act 2004** complement the Public Service Act as the foundational legislation for our Public Service