

State Services Commission

Strategic Intentions

2017-22

updated December 2017

Presented to the House of Representatives pursuant to Section 39 of the Public Finance Act 1989

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Chief Executive and Minister's Statements

In signing this information, I acknowledge that I am responsible for the information on strategic intentions for the State Services Commission. This information has been prepared in accordance with section 38 and section 40 of the Public Finance Act 1989.



01/02/2018

Debbie Power

Deputy State Services Commissioner and Chief Executive

I am satisfied that the information on strategic intentions prepared by the State Services Commission is consistent with the policies and performance expectations of the Government.



01/02/2018

Hon. Chris Hipkins

Minister of State Services

Strategic Direction

Introduction

The State Services Commission (the Commission) leads the State Services in the service of our nation. We lead. We serve.

We lead by example, setting the course to deliver the services that New Zealanders want, need and respect. We enable our people to succeed and question the status quo – we challenge and push the limits.

The Commission enables the delivery of the results that make the most positive difference for New Zealanders while protecting and enhancing the standards of integrity and conduct that make New Zealand's State Service one of the best in the world.

The State Sector Act 1988 provides us with our mandate for system leadership and provides the foundation on which the Commission works to improve the State Service.

The Commissioner's scope of influence is greater within the core Public Service where he has direct employment responsibilities for Chief Executives but aspects of his mandate extend to the wider State Services.

The Social Investment Agency is the only Departmental Agency under the Commission.

Leading the System

The Commission supports and works with the Chief Executives that make up the State Sector Leadership Team (SSLT) to increase their ability to work together. The SSLT are therefore better able to achieve the Government's goals and tackle the issues confronting system performance. This collaboration is codified in:

- The major technology, data, leadership and workforce capability opportunities and issues, enabling improved results and services. This is key to driving the Government's policy agenda and programme.
- The continuous improvement of New Zealand's State Service by reinforcing and maintaining high standards of integrity and conduct. The work programme includes the foundational pillars of political neutrality, free and frank advice, open government and merit-based appointments.

Transforming the State Services Commission

Our way of working must reflect our system leadership role, as such the Commission intends to transform the way we will deliver on our responsibilities. This transformation includes:

- Raising the standards of integrity in the New Zealand State Service by setting clear expectations on how the Commission and other agencies operate.
- Creating internal systems to bring the right people and skills together from across the organisation and the wider State Services. This better enables the Commission to deliver on all aspects of our work.

- Enabling new ways of working through redesigning a fit-for-purpose physical environment. We are breaking down physical barriers, creating collaborative spaces and bringing people together.
- Working with system stakeholders to ensure we meet the needs of their business.

What SSC aims to achieve

Leading the State sector to deliver

The State Services Commission is committed to building on our progress, leading a programme that will take the next step of reform.

Part of this reform is to make significant changes to the State Service. Agencies must operate as a single service, adopting a collective approach on advice and work programmes to ensure better delivery and impact for New Zealand.

State Service agencies must grow to reflect the community they represent and serve. Agencies will connect collectively around the spirit of service, providing a positive impact on the New Zealand community with the Commission providing the guidance and environment to support this continuous improvement.

Another part of this reform is to reconnect collectively around the spirit of service across the public service community. This greater sense of purpose will support our joined up approach and enable a State Service that operates with integrity, earning the trust, confidence and respect of New Zealanders.

The Commission will lead the State Services through these reforms. Our intended outcome is a joined up State Service that can better deliver on complex challenges, exploit opportunities and work collectively for a shared outcome beyond direct organisational interest. The State Service will adopt a futures work methodology which is supported by active planning through the management of short, medium and long term goals. As such, we exercise our leadership and stewardship role.

No reform is possible without an appropriate workforce to drive the work programme. The Commission is developing a unified approach to further support the development of leaders across the Service. We are committed to ensuring appropriate succession of key positions and getting the right person in the right position to ensure agencies meet our diversity and inclusion commitments for our workforce.

Departmental Agency – Social Investment Agency

The Social Investment Agency (SIA) is a Departmental Agency, hosted within the State Services Commission, which was established on 1 July 2017. At the heart of social investment is the provision of services that make a genuine, lasting difference to people, delivered at the right time and in the right way.

The SIA is a catalyst for change across the social system by demonstrating the value of using data, technology and evidence. It works with government agencies, NGOs and others to show how the increased use of evidence can secure better outcomes and realise the needs of their stakeholders. The SIA's work to derive insights starts with individuals and builds a picture of their interaction across the social system. This gives us an independent view that is not tied to the perspective of any single agency or part of the system. The SIA is transparent so others can also learn from its successes and failures.

Workplan

	17/18	18/19	19/20	20/21	21/22
Policy and Strategy	Setting up new agencies BPS2*** Plan agreed	Outcomes and Architecture framework	State Sector Act and Protected Disclosures Act reform	Review of BPS2 Plan	Ongoing review and monitoring
Integrity, Ethics and Standards	Report on OGP* plan progress	Develop OGP plan (2018-21)	Report on OGP plan progress	Develop OGP plan (2020-23)	Report on OGP plan progress
	Release of guidance to agencies →				
System and Agency Performance	Crown Entities Act reform PIF** process evaluated by Victoria University	More transparent disclosure of chief executive remuneration New performance expectations for public service chief executives			Revised approach to chief executive remuneration →
Workforce and Talent Management	Diversity and Inclusion; & Early Career strategies Employment Relations Government Expectations	Graduate retention strategy Employment relations and bargaining	Workforce futures strategy Increased mobility of leaders across the system		→
Corporate Services	Refresh performance measurement framework	Workforce analytics	Employee Value Proposition established and staff actively move between SSC and other agencies	Gender pay gap closed State Services workforce reflects the community it serves	

*Open Government Partnership

** Performance Improvement Framework

*** Better Public Services 2

Performance framework

WE LEAD, WE SERVE

We lead the public sector to make a difference for New Zealand and New Zealanders. We lead by example, set the course and lead the system.

Our Outcomes

Promoting the spirit of service.
Lifting the performance of the system.
A workforce that represents New Zealanders.

Our Functions

- We advise on improvements to the performance, functioning, and structure of the State sector system
- We appoint, reappoint and review the performance of our leaders
- We develop senior leadership and management capability
- We advise on government expectations and opportunities/risks in collective negotiations
- We review performance and assist the improvement of departments
- We promote transparent accountability
- We lead a trusted Public Service

Our structure

Policy and Strategy	Integrity, Ethics and Standards	System and Agency Performance	Workforce and Talent Management
The strategy function incorporates data collection, management, analysis and reporting, to produce strategic insights to inform work on thinking about the State Service as a system and enabling design around customer needs. The policy function leads the system reform work, providing advice and innovative tools to support the future architecture of the State Services.	This group is responsible for setting standards of integrity and conduct across most of the State Services. A platform of openness, transparency and the spirit of service are critical factors in our mandate to lead the State Service. The Integrity, Ethics and Standards group provides advice to support public servants to act with the highest levels of integrity, and to build New Zealanders' trust in State Services.	This group manages appointment of Public Service Chief Executives and managing the process for certain other State Service appointments. It also takes a continuous improvement approach to supporting the performance of our Chief Executives, and it is responsible for integrating the future evolution of our Performance Improvement Framework (PIF) and Continuous Improvement (CI) tools with that approach.	This group supports agencies to develop workforce strategies that address current needs and align service priorities and targets. These workforce strategies are a key part of the planning process and have been successful in lifting agencies' focus and capability. This group also leads the leadership development and talent management for the system

Our Enablers

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| <ul style="list-style-type: none"> • Physical environment • Cross-Commission teams | <ul style="list-style-type: none"> • Corporate strategy & planning • Communications | <ul style="list-style-type: none"> • Recruitment, induction & exits • Risk management | <ul style="list-style-type: none"> • Talent development & deployment • Legal advice |
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How we know we are on the right track?

Annual Performance Measures – see detail in Estimates for Vote State Services

<ul style="list-style-type: none"> • Kiwis Count Service Quality Score • Technical quality of policy advice • Minister of State Services' satisfaction with policy advice • Cost of producing policy 			
<ul style="list-style-type: none"> • Progress against Better Public Services 2 (BPS2) milestones 	<ul style="list-style-type: none"> • Kiwis Count Trust Score 	<ul style="list-style-type: none"> • SSC leadership of Chief Executives 	<ul style="list-style-type: none"> • Deployment of senior leaders across the system