

# NEW ZEALAND'S PUBLIC SERVICE BELONGS TO YOU, THE PEOPLE OF NEW ZEALAND.

STATE SECTOR ACT REVIEW

STATE SERVICES COMMISSION  
TE KAWA MATAAHO







## NEW ZEALAND'S PUBLIC SERVICE TODAY

New Zealand's Public Service belongs to you, the people of New Zealand, so it's important it works for you.

The Public Service oversees our health and education systems, issues passports, keeps pests out, collects taxes, keeps our communities safe, protects our heritage and provides help for those in need. It has to keep getting better at how it does all of this.

Today's Public Service law was written thirty years ago and improved the way individual departments worked for government and New Zealanders. But times change. New Zealand now needs departments to join up and work together more often, and be quicker and more flexible in how they change to meet new demands.

We can do better by taking a more sophisticated, compassionate and citizen-focused approach that puts the people we serve at the heart of every decision, every time. This includes acknowledging the special relationship between the Crown and Māori.

New Zealanders need a public service that can respond effectively to some of our biggest challenges like child poverty, affordable housing, family violence and water quality. One department, dealing with one part of a problem at a time, can no longer fix complex issues like these which just don't fit neatly into a box.

While we can sometimes move people and services around to suit the needs of New Zealanders, red tape and rigid rules often get in the way. The Public Service has worked around these roadblocks with some success, but it's hard to do and hard to sustain. With the best will in the world, we're not always going far enough or fast enough for citizens.

It's time to update the State sector and Public Finances laws to make sure our Public Service has the leadership, agility and adaptability it needs to best serve you, the people of New Zealand.

Q. Do you agree we need to make law changes to improve our Public Service?

## CREATING A MODERN PUBLIC SERVICE FOR A MODERN NEW ZEALAND

We envisage a Public Service with leaders who take joint responsibility for big issues, a workforce that's ready and willing to move where it needs to and organisations that can move and flex with changing times, issues and needs.

What if we could rearrange our Public Services like building blocks? Imagine how quickly and easily we could shift our people and resources to cope with changing times and needs.

With a flexible toolkit of options, we wouldn't have to stick to the old format of separate departments. By creating new ways to wrap collectively around an issue, we could join forces and make a bigger difference.

By strengthening the constitutional role of the Public Service we could protect and enshrine the most important foundations that make New Zealand's Public Service one of the best in the world. We want you to be proud of your Public Service.



## COMMITMENT TO MĀORI

The partnership between the Crown and Māori is the essential element of Te Tiriti o Waitangi (the Treaty of Waitangi). It is the core of our identity as a nation and sets the foundation for enhancing the wellbeing of Māori.

By weaving the intention of the Treaty throughout our Public Service, we can enhance the relationship between the Crown and Māori and work together to respond to Māori issues and deliver better results.

Around the country there are pockets of good practice in our public services, but it's not consistent. By providing clear

expectations for all public servants on how to proactively, confidently and competently engage with Māori, we can build a Public Service that is committed to developing the knowledge and skills to deliver results for Māori.

All levels of the Public Service, including senior leaders, just like its frontline, need to reflect and understand our communities and those people and groups who need our support and services. Enhancing leadership and capability are the key platforms to improve policy, design and delivery of services to improve outcomes for Māori and all New Zealanders.

- Q. How should the Public Service operate to enhance the relationship between the Crown and Māori?
- Q. What else could improve the relationship and deliver better results for Māori?



## EXAMPLE

### One-stop shops

One way of improving public services is by bringing them together in one place so people can access information and assistance more easily.

Centrelink in Australia delivers a wide range of payments, services, and information to Australians including seniors, job seekers, students, families and carers, people with disabilities. Centrelink was set up as a government agency to bring together services that used to be provided by different departments.

Service Canada is part of a Government-wide service transformation to provide more responsive and easier services to Canadians. It partners with agencies to provide single-point access to a range of government services from child benefits and pensions to training grants, and employment insurance.

What if we could bring together separate services in New Zealand, like they have in Australia and Canada? This is how we could use an Executive Agency.

## TOOLS FOR A MORE FLEXIBLE SERVICE

A toolkit for a more flexible Public Service could include:

- **Public Service Executive Boards** – a team of chief executives, grouped around a specific issue, to create a plan and bring shared funding to get results that they are jointly accountable for.
- **Public Service Joint-Ventures** – joining resources and staff between multiple departments, and taking a more effective and efficient approach.
- **Executive Agencies** – one department delivering multiple services on behalf of others, so New Zealanders get a range of help in one place. These tools could flip rigid ways of working and help us put things together and pull them apart to tailor solutions to changing needs.

### What this means for New Zealanders:

A different experience of the Public Service. For complex issues, you'd visit a 'one stop shop', tell your story once and get the help you need. No matter how many departments are involved, you just deal with one person.

- Q. What else could help departments work together better to improve outcomes and services for New Zealanders?
- Q. Are there options for changing the way services are delivered that we have missed?

# LEADING BETTER OUTCOMES AND SERVICES

The Public Service is set up so each chief executive answers to their own Minister and focuses on the priorities set for them and their department.

There are smart, experienced people working at senior levels across the Public Service, but the system requires them to only focus on the issues their own department is responsible for.

The law could better support a more collaborative approach by creating different leadership arrangements through:

- **Chief Executive Team** – formally coming together to work across the system for the benefit of New Zealanders, while remaining responsible for their own departments.
- **Senior Leaders Service** – mobilised to share their knowledge and skills.
- **Profession and Functional Leaders** – heading up system wide capabilities.

## Public Service Commissioner, Chief Executives and Senior Leaders

A Commissioner, with the support of a Deputy or as a Chief Commissioner working alongside one or two other Commissioners, would be responsible for setting the scene for the entire Public Service; driving public servants to work together, delivering better services and outcomes for New Zealand.

Chief Executives would be asked to do more on top of their current roles and be more accountable for a wider range of priorities outside their own department's focus. Executives would bring all their skills and leadership to the most complex issues New Zealand faces.

There are nearly 1,000 people considered senior leaders across the Public Service. What if these highly qualified and experienced people could share their skills and experience across the Public Service, and work together on the important issues sharing knowledge and understanding to better respond to the needs of New Zealanders?

The leaders of professions like finance and human resources, could be empowered to do more for the system.

## What this means for New Zealanders:

A more consistent experience of a more professional Public Service. Difficult issues are tackled better.

Q. What do you think works best, a single Commissioner, or multiple Commissioners?

Q. How could chief executives work together to make a difference?

Q. Do you think a Senior Leaders Service is the best way to use our leaders? What else could we do?

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## EXAMPLE

### Housing and Urban Development

Previously, multiple departments have tried to fix housing issues – the Ministry of Social Development, Housing New Zealand and the Ministry of Business, Innovation and Employment.

The Government recently established a new Ministry of Housing and Urban Development to lead the Government's housing agenda – but developing thriving communities is about more than just housing, and needs input from departments with a range of urban development responsibilities from transport, resource management and infrastructure, to local government.

What if Chief Executives from all those departments, dealing with urban development issues, formed an Executive Board, and with shared funding they were required to come up with a plan of action to get things right for the customer at the centre?

This would provide invaluable support to the Kiwibuild programme to deliver communities for New Zealanders, as well as homes.

## EXAMPLE

### Family Violence

Family violence is one of the most difficult and destructive social issues facing New Zealand. In an increasingly diverse nation, the harm caused by family violence affects many New Zealanders regardless of ethnicity, culture or status.

Tackling this problem will need to involve the actions of many different government and non-government organisations.

To make a difference in people's lives we need to reduce the harm caused by family violence, and act to prevent it before it happens. To do this we need to bring together our very best people, with the understanding and skills to deal with the issue.

What if we could bring these people together in one place, to innovate and work collectively to improve our approach family violence? This is how we could use a joint venture.

This way, we could ensure that people who experience or cause family violence get the help they need, when and where they need it.

How would that improve the lives of New Zealanders trying to break out of a cycle of family violence?

## THE BEST PEOPLE FOR THE JOB

For the Public Service to reflect modern New Zealand, we need people of diverse backgrounds to bring their experiences, understanding and skills to the job. We also need them to move easily across the system.

- **Diversity and Inclusion** – a public service that understands and reflects the communities it serves.
- **Common Terms and Conditions** – Public servants with consistent employment terms can move between departments easily.

All New Zealanders should experience an inclusive, empathetic and understanding Public Service.

Departments have different approaches to how they describe, pay and value people in back office, corporate and policy jobs, making it hard for these people to move between departments and share their skills. They even compete for the best staff.

Common terms and conditions for back office, corporate and policy jobs would mean we attract the best people into the Public Service and then allow them to be agile and flexible and work where New Zealanders need them most.

### What this means for New Zealanders:

The people you deal with in the Public Service make a huge difference to your experience. If you feel understood and respected and your experience is professional, that's a good thing.

- Q. What can we do to ensure the Public Service is diverse and inclusive?
- Q. What else could promote a flexible and agile workforce?

# A TRUSTED PUBLIC SERVICE

The law could state the purpose, principles and values of the Public Service like this:

- **Purpose** – To deliver results and services for citizens, serve the Government effectively and support our democratic process.
- **Principles** – Political neutrality, free and frank advice, merit selection, openness, stewardship.
- **Values** – Impartiality, accountability, behave with integrity, respectful.

New Zealand is internationally known for having a Public Service that is constitutionally sound, politically neutral and operates with the highest levels of integrity.

Other countries have started out this way too and found things have weakened over time.

We want to protect our strong Public Service and ensure the law underpinning it ensures a corruption-free, politically neutral and effective Public Service now and into the future.

We want New Zealanders to have pride in the Public Service.

We want public servants to be proud to do their jobs. By strengthening the foundations of the system we can make it work better for New Zealanders.

**What this means for New Zealanders:**  
Your Public Service continues to hold itself to the highest standards of integrity and your experience of Public Servants is consistently high.

You can trust that the Public Service is doing the important constitutional job it has. Finally, you are proud of New Zealand's Public Service and the New Zealanders who work within it.

- Q. Should the principles and values be set down in law?
- Q. Are we missing anything important?
- Q. How can we build trust and confidence in the Public Service?

## HAVE YOUR SAY ON YOUR PUBLIC SERVICE

The New Zealand Public Service is here to serve you, so it's important you help us shape it in to a service that will best meet the needs of our country now, and in to the future.

It's easy to have your say.



### WEB

Go online to [www.havemysay.govt.nz](http://www.havemysay.govt.nz) to read more about the proposals and make your submission.



### EMAIL

Got a question? Email us at [info@HaveMySay.govt.nz](mailto:info@HaveMySay.govt.nz).

You can also email your submission to [submissions@HaveMySay.govt.nz](mailto:submissions@HaveMySay.govt.nz).



### WORKSHOPS

Attend one of our public workshops. Visit the website for more info.



### SOCIAL

Join the social conversation. Like and follow us on [SSCNZ](https://www.facebook.com/SSCNZ).

**CLOSING DATE:** The public consultation closes on Friday 12 October 2018.

If you have any questions about the consultation process or the proposals, please email us at [info@havemysay.govt.nz](mailto:info@havemysay.govt.nz).