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29 November 2016

Central Agencies

Vote Women: Updated Plan for 2017

We have reviewed the Ministry for Women's 2016 Four Year Plan and consider that the majority of the plan still stands as our core strategic planning document.

We have therefore updated the 2016 Plan as appropriate and attached a copy for submission.

The approach we have taken for the 2017 Plan is to:

- confirm our strategic direction with the Minister for Women
- revise the Ministry's 2016 Plan with new dates and financial tables to reflect the fourth year of the Plan
- include additional information regarding the Ministry's workforce to meet the new requirements in this year's guidance.

This letter sets out the next steps for our Four Year Plan, outlines our progress against the 2016 Plan and identifies areas we are continuing to focus on.

The appointment of the new Chief Executive will provide an opportunity, in consultation with the Minister for Women, to review and refresh the Ministry's strategy and how best we can deliver on the Government's priorities for New Zealand women.

I expect that this work will take place in the first half of 2017, depending on the timing of the appointment.

In April 2013 we were given a clear picture of our four-year excellence horizon through the Ministry's follow-up Performance Improvement Framework Review. It is anticipated that a new Chief Executive will want to refresh the Ministry's four-year excellence horizon, as well as the Ministry's strategic intentions document, due within the next 12 months.

The Ministry is making good progress on the strategic areas outlined in its 2016 Four Year Plan, and is working closely with government agencies, the private sector and non-government agencies in order to achieve the Government's priorities for women.

We were successful in obtaining additional funding to cover cost pressures in the 2016 Budget and this enables us to maintain the Ministry's policy capability in order to deliver on our agreed work programme.

Our workforce strategy relies on the ability of our people to be results and impact focused by being influential, agile, and responsive. The four areas of our workforce strategy remain relevant: a 'one Ministry' approach; stakeholder engagement; agility and leadership capability. A summary of our progress is set out in Appendix One.

We will continue to have a focus on continual improvement. As Acting Chief Executive I have taken steps to maintain staff engagement and the quality of our outputs, such as appointing a new Director with specific responsibility for Ministerial Servicing, ensuring that the Ministry is well positioned for the incoming Chief Executive.

Sincerely

A handwritten signature in black ink, appearing to read 'K Jones', written in a cursive style.

Karen Jones
Acting Chief Executive

Updated Four Year Plan for 2017

Vote Women

November 2016

Information has been withheld under section 9(2)(j) under the Official Information Act 1982 to enable the Crown to negotiate without disadvantage or prejudice.

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Section 1: Overview

The purpose of the Vote Women Four Year Plan (the Plan) is to present an integrated view of the Ministry for Women's medium-term strategy, demonstrate how our work contributes to Government priorities and provide confidence in how our finances and people will be managed over the medium term.

The Plan outlines what we intend to achieve and how we will deliver on our strategy and the risks, opportunities and trade-offs that will need to be managed.

We are the Government's principal advisor on improving the lives of New Zealand women. This is not only important for women but as an investment in New Zealand's future prosperity and well-being.

We have worked closely with the Minister for Women, Hon Louise Upston, as she developed her priorities for the Women's portfolio.

Our strategy is one of focused influence. We cannot make gains for women on our own. Our work both directly, and with other government agencies, non-government agencies and the private sector, seeks to bring about positive change for New Zealand women.

In April 2013 we were given a clear picture of our four-year excellence horizon through the Ministry's follow-up Performance Improvement Framework (PIF) Review. We are almost at our 2017 horizon.

The Ministry's former Chief Executive, Dr Jo Cribb, commissioned a progress report in December 2014 to test the Ministry's progress since the 2013 PIF follow-up review. The report concluded that the Ministry is increasingly impactful and influential and continues to make good progress, but there is still work to be done.

As a small agency our key challenge will continue to be how to maximise our impact.

Our strategy is to:

- focus on a small number of priority issues that potentially have the greatest impact for women and New Zealand
- create effective partnerships and opportunities for collaboration in order to generate results
- invest in our staff – our best return on investment will come from a highly capable and engaged workforce.

We will need to be selective about who we work with, on what topics, and choose carefully those opportunities that will provide the maximum impact. This will require continual monitoring of impacts and reinforces the need for agility in deploying resources.

Karen Jones
Acting Chief Executive, Ministry for Women

Section 2: Strategic direction

Our role and purpose

We are the Government's principal advisor on improving the lives of New Zealand women.

This is important for women, their families and communities, and as an investment in New Zealand's future prosperity and well-being.

We provide evidence and advice to influence decision-makers in government and leaders in the private and non-government sectors so that they can achieve better outcomes for women.

We do this by:

- providing effective advice and solutions to government agencies, non-government agencies and the private sector so that they take action
- supporting the Government's process to nominate suitable women for state sector boards and committees
- providing support services to the Minister for Women so she can meet her legislative, ministerial and accountability requirements
- managing the Government's international reporting obligations in relation to the status of women
- providing administrative support for the National Advisory Council on the Employment of Women.

Our strategic direction

Our work, both directly and with others, seeks positive change for New Zealand women.

Our strategy is one of focused influence. We cannot make gains for women on our own.

We need to collaborate closely with our partners, to understand issues, and influence them to develop solutions and encourage others to take appropriate action. We support this by providing advice, research and resources, and connecting those with common interests.

By focusing on selected issues, where we can make a contribution to achieve Government priorities, we work with other organisations in a targeted and purposeful way to achieve the greatest level of influence and impact.

Our success depends on being clear about the results we seek and how to achieve them. We must understand how and where we can best contribute.

We must continually monitor progress for women, particularly across our priority outcome areas. While these indicators guide our work, achieving them requires work from government and non-government agencies, communities and businesses.

New Zealand women are diverse: their experiences, needs and priorities are not all the same. There are significant differences in outcomes among women, as well as between women and men. Some groups of women, particularly Māori and Pacific women, continue to have poorer outcomes relative to other groups. We seek to recognise this inequality in developing our advice and identifying solutions.

We have been successful in building evidence and influencing others, and continue to make progress increasing our impact.

For example, our 2014 progress review¹ highlighted that:

- We had used our research to influence employers and trainers to successfully increase women's participation in the construction industry, particularly as part of the Canterbury rebuild.
- We had worked with Ministry of Business, Innovation and Employment and the Tertiary Education Commission and Industry Training Providers to increase trade training opportunities for Māori and Pacific women learners with low or no qualifications. In particular, we worked on initiatives to encourage Māori and Pacific women into the Māori and Pacific Trades Training programme.
- A number of large operational departments had reported receiving practical and valued assistance from us to address unconscious bias in recruitment strategies used for senior appointments.
- We had provided expertise to public and private sector groups, including SSC, the Treasury and the Institute of Directors, to support efforts to increase the number of women on boards and in senior leadership roles.
- We are the 'go to' source on sexual violence, preventing violence against women and preventing re-victimisation. We are recognised by government agencies for our research, training and assistance in dealing with adult sexual assault.
- We had assisted key enforcement and security agencies in Australia and New Zealand with research and training on prevention and responding to sexual assault.

¹ In December 2014 the Ministry commissioned a Progress report to test its progress since the 2013 PIF follow-up review.

Our 2014/15 and 2015/16 stakeholder surveys² showed that stakeholders we worked with were generally satisfied with the Ministry and the services provided to them. Specifically:

- most government stakeholders and all non-government organisations noted that the Ministry's policy advice either met or exceeded requirements
- most stakeholders agreed that they incorporated the Ministry's evidence, analysis and advice into their work
- stakeholders commented that the Ministry contributed potential solutions and positively influenced their behaviour.

In terms of opportunities to improve, stakeholders were looking for more in-depth relationships with the Ministry and for the Ministry to communicate more regularly and consistently with them. However, stakeholders acknowledged that this may not always be possible due to resource constraints.

We will remain relevant and impactful by:

- continuing to provide practical results and solutions for partners
- building better strategic partnerships and leveraging them
- developing our culture and the necessary behaviours for us to successfully operate as 'one team'
- clarifying our leadership expectations as an organisation.

Many of the Ministry's goals are long-term, requiring complex and enduring solutions. We are focused on these goals, while remaining agile to respond to new challenges and emerging issues.

Our focus and contribution for the next four years

We are backing all New Zealand women to achieve. Until women have equal rights, equal choice, equal opportunities, equal expectations and are valued equally our work will continue.

Our work currently focuses on four priority areas that contribute towards the Government's priorities:

- supporting more women and girls in education and training
- utilising women's skills and growing our economy
- encouraging and developing women leaders
- ensuring women and girls are free from violence.

We also manage the Government's international reporting obligations in relation to the status of women.

² Each year the Ministry commissions a survey of stakeholders to provide feedback on the Ministry's performance. Research First completed the 2014/15 report in July 2015 and the 2015/16 report in July 2016.

Supporting more women and girls in education and training

Why it is important

There is potential for New Zealand's female labour force to address current and projected skill shortages and for women to achieve greater economic success, thereby also increasing the well-being of their families. Women are gaining qualifications at a greater rate than men but their skills are not being translated into greater career opportunities and development in the workplace. Currently many women are educated and trained in areas that do not match where employment is growing.

Despite an increase in qualifications, women are over-represented in minimum wage jobs. More women than men are currently not in education, employment or training (NEET) and Māori women, Pacific women, young mothers and former prisoners are vulnerable to low wage employment and poorer outcomes for themselves and their families. We consider these to be priority groups of women for our work.

Women and girls can be encouraged to train and work in occupations where high growth is projected and where women are currently under-represented (in particular, STEM and construction and trades) and priority groups of women can be encouraged into training.

How it contributes to Government priorities

Supporting priority groups of women in education and training and more women in STEM and trades training contributes to achieving the Better Public Services goals of increasing the proportion of 18-year-olds with NCEA Level 2 or equivalent qualification (BPS 5) and increasing the proportion of 25 to 34-year-olds with advanced trade qualifications, diplomas and degrees, at Level 4 or above (BPS 6).

What our role is

The Ministry will provide evidence of what works to attract and retain priority groups of women in STEM and trades training.

We will use this evidence to influence tertiary education providers to improve their practices and increase the numbers of women engaged in their courses. We will also work out with industry employers how to encourage women into their industry.

We will analyse tertiary education policies to identify opportunities to improve outcomes for women. We will work with relevant government agencies to improve access and encourage priority groups of women into training opportunities.

Utilising women's skills and growing our economy

Why it is important

When New Zealand businesses grow, they create good jobs and improve New Zealand's standard of living. To grow, businesses need to draw from a skilled workforce. They need to attract and retain talented staff.

Women as a workforce are currently under-employed, unemployed or under-utilised at a higher rate than men. One in three employed women work part-time, and of those part-time working women, one in five is under-employed. Barriers to fully utilising women's skills include the need for flexible work, part-time work, and managing childcare demands.

Over 95 percent of businesses in New Zealand are small to medium enterprises (SMEs) with fewer than 50 employees. Providing flexible work opportunities can be a challenge. However, for SMEs to be sustainable and grow they need to attract and retain talented staff, who may need flexible work arrangements.

How it contributes to government goals

Ensuring women's skills are fully utilised, particularly in high demand areas, contributes to a more productive and innovative workforce and a more responsive labour market. This supports the Government's Business Growth Agenda: Safe and Skilled Workplaces workstream.

What our role is

The Ministry will actively contribute to the Government's pay equity, gender pay gap and labour market policy work programme.

We will work with key government agencies and industry bodies to ensure that their communication and engagement strategies encourage the take-up of flexible work arrangements.

Encouraging and developing women leaders

Why it is important

Evidence indicates that gender balance in governance and leadership correlates with better decision-making, organisational resilience and performance, and economic and productivity gains. Women, their families and communities prosper when the full range of their skills and talent is well utilised.

Women are currently under-represented in leadership roles in New Zealand and a significant number of women with potential drop out of the workforce, or stall below senior management and top leadership positions.

There are many forms of leadership that women participate in that are not always recognised, such as community and voluntary roles. The Ministry has profiled women who lead in these areas on its website. We want to continue to change the way leadership is defined and talked about.

How it contributes to government goals

Encouraging and developing women leaders contributes to Government's aspirational target of 45 percent of state sector board roles being held by women.

What our role is

The Ministry will investigate initiatives in the private sector to increase the number of women on boards, based on recent actions in the UK and other countries, in particular whether there is an opportunity to increase women's participation in leadership roles.

We will work with leaders in the community, business and government sectors to support them in their initiatives to grow the pipeline of women leaders.

We will provide emerging women leaders (specifically those between the ages of 25 and 45) access to support and information, to develop their skills and talents and realise their potential across their careers and in leadership.

We will monitor progress in the public service and directly assist Government appointing agencies with the recruitment of suitable women for vacancies on state sector boards and committees.

We will also work with appointing agencies to implement Cabinet decisions to expand the Future Directors programme in the public sector.

Ensuring women and girls are free from violence

Why it is important

One in four women experience violence in their lifetime. It is costly to victims, communities and the country as a whole, and is a major barrier to gender equality.

While violence against women crosses social and cultural divides, some groups of women are at higher risk than others, including young women and Māori women. Evidence demonstrates that girls who are victims of violence are far more likely to be re-victimised later in their lives.

Violence against women is able to be prevented.

Preventing the first incident of violence can go a long way to addressing the costs of violence against women to individuals and society. Preventing violence against girls will be an effective way of ensuring that women are free from violence throughout their lives.

How it contributes to government goals

Ensuring women and girls are free from violence contributes to achieving the Better Public Services goals of reducing the rates of violent crime (BPS 7) and reducing re-offending (BPS 8), as more than 50 percent of violent crime is related to family violence.

What our role is

The Ministry will work to ensure that women's perspectives and the impact of family violence and sexual violence on women remain a central focus of policy and service development by contributing to the cross-Government Family Violence and Sexual Violence work programme.

We will support the Minister for Women's attendance at the Ministerial Group on Family Violence and Sexual Violence meetings.

The Ministry will also work with other agencies to identify options for the prevention of online violence against women and young girls.

International reporting obligations relating to the status of women

Why it is important

The Ministry contributes to New Zealand's role as a good international citizen and New Zealand's foreign policy goals. Our work retains our leadership role on gender equality within the international community and enhances key relationships more generally.

International organisations and countries continue to seek New Zealand's advice on gender equality.

We fulfil our international treaty reporting obligations and support New Zealand's accountability to the international community for our domestic performance under the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and other conventions.

Our international engagement also allows us to share our domestic learnings with other countries, and in the exchange of ideas, to learn from the experiences of other countries.

What our role is

The Ministry will coordinate progress reports, attend international fora and ensure that the New Zealand Government is compliant with its international reporting obligations to improve the status of women.

We will collaborate with government agencies and non-government organisations in New Zealand, and with representatives from other jurisdictions.

Operating environment and strategic challenges ahead

A perennial challenge for the Women's portfolio is how to manage the breadth of policy responsibility for issues that affect New Zealand women.

We recognise that the current environment requires all agencies to lift productivity, make better use of their people resources, demonstrate value for money and find innovative ways of delivering public services. Fiscal restraint will continue over the next four years.

There is a risk that our impact could be limited by spreading our attention too thinly across the range of issues that affect women. In response, our operating model focuses on specific areas, within the wider Government targets where we can contribute and work with and through key decision-makers to generate impacts.³

We will need to continually review our structure and staffing model to manage ongoing cost pressures.

³ This strategy was endorsed by the Ministry's follow-up Performance Improvement Framework (PIF) review completed in April 2013 and reinforced in the Progress report commissioned in December 2014 to test our progress since the 2013 PIF follow-up review.

Section 3: Strategic delivery

Our four year excellence horizon

By 2017 we will be recognised as the 'go-to' provider of expert advice that improves the key outcomes sought by the Government for New Zealand women.⁴

To have achieved this, we will have successfully embedded our operating model and be recognised by decision-makers as having the ability to improve the outcomes for women by providing valuable advice and solutions.

Our focus has been ensuring we are:

- influential, relevant and sustainable – known for the quality of our external relationships, our thought leadership, our ability to partner with others to get things done, and our solid track record of delivery against well-articulated priorities
- widely respected and able to enlist stakeholders in addressing issues of importance to women
- invited to contribute to strategic policy initiatives, in recognition of the calibre of our contribution, to the successful implementation of operational policy in areas such as prevention of violence, the Christchurch rebuild, education and training, and women in leadership positions
- able to attract, utilise, develop and retain talent to build a reputation as a great place to work and partner with
- successful in meeting our stewardship role and be well placed to advise future governments.

We are, in effect, operating as an 'expert consultant' to key decision-makers, working with them to improve the outcomes sought by Government for women.

Operating model

Our operating model is agile, focused and influential in order to deliver maximum results and impact for New Zealand women.

We focus on carefully selected priorities, collaborate with influential stakeholders and deliver high-quality evidence-based advice.

Our recent progress report⁵ confirmed that significant operational and organisational progress has been made since the 2013 PIF follow-up review.

⁴ Based on our PIF follow-up review completed in 2013 and reinforced in the Progress report in 2014.

⁵ Progress report commissioned in December 2014 to test the Ministry's progress since its 2013 PIF follow-up review.

We continue to embed our operating model. We have identified four key areas of performance improvement to focus on in the medium-term. We have summarised our intentions, the type of action required, and measures of our success in the table below.

Intention	Context	Type of action	Success measures
<p>Operating model</p> <p>Continue to provide practical results and solutions for partners</p>	<p>Providing evidence, advice and solutions relevant to influential stakeholders is core to our operating model.</p>	<p>Undertake detailed planning to identify the results sought and opportunities to influence.</p> <p>Regularly review and test the value we provide to stakeholders.</p> <p>Improve our performance reporting processes.</p>	<p>Key decision-makers act to improve outcomes for New Zealand women.</p> <p>Decision-makers value our advice.</p>
<p>Stakeholder engagement</p> <p>Build stronger strategic partnerships and leverage them</p>	<p>Stakeholder engagement is core to how we operate.</p>	<p>Continue to clarify who we want to influence and how we can best do it.</p> <p>Continue to develop Ministry-wide stakeholder maps and plans.</p> <p>Embed Ministry-wide systems to capture stakeholder intelligence.</p> <p>Continue to build influencing capabilities throughout the organisation.</p>	<p>Key decision-makers act to improve outcomes for New Zealand women.</p> <p>Decision-makers value our advice.</p>

Intention	Context	Type of action	Success measures
<p>People and Culture</p> <p>Continue to work on the behaviours needed to be personally impactful (both how we interact together and how we work with stakeholders)</p>	<p>A high-trust high-performing, 'one team' culture that is focused on results will enable us to maximise our impact.</p>	<p>Implement our <i>People Plan</i> that sets out what we need from our workforce to deliver results.</p>	<p>We operate as 'one team' and desired behaviours are modelled and reinforced by all staff.</p>
<p>Leadership capability</p> <p>Continue to build our leadership capability across the Ministry</p>	<p>For the Ministry to maximise its impact, staff need to be externally focused, influential and confident to lead.</p>	<p>Continue to embed leadership expectations.</p> <p>Focus our learning and development programme on building leadership capability at all levels of the Ministry.</p>	<p>Our people have a clear understanding of what results are expected from them and how they contribute to our purpose and strategic priorities.</p> <p>We work effectively with and influence stakeholders.</p>

Significant changes to the Ministry's core business and priority outcome areas are unlikely in the next four years, reflecting the long-term nature of the change needed.

We are committed to continuous improvement in order to implement smarter and more productive ways of working. This includes continuing to:

- invest in our knowledge management processes and systems, in particular systems to better capture stakeholder knowledge
- streamline and strengthen Ministerial servicing systems and processes
- strengthen our communication channels and raise the Ministry's profile (such as our electronic newsletter and social media strategy)
- implement our strategy to increase the Ministry's responsiveness to Māori and Pacific women.

Even though the Ministry is a relatively small agency, we contribute to the Government's revised ICT Strategy, in particular:

- services are digital by default – we will continue to enhance our on-line presence where possible
- information is managed as an asset – we will continue to make the information and knowledge we hold available to others
- investment and capability are shared – we will continue to work with other agencies to take up opportunities for shared capability as they become available and invest in all-of-government procurement initiatives where it makes fiscal sense to do so.

Key decisions and trade-offs in the next four years

The Ministry has had recent internal and external reviews⁶ to ensure we have the right strategy, structure and business model to suit the current and future environment. The results of these reviews indicated there is only limited opportunity for savings in the future.

To manage resource and cost pressures, we continue to be strategic in our decision-making and focus on a few critical areas where we can make the best contribution to Government priorities. Staff must be experts in a range of issues on which they can make the most impact.

Trade-offs need to be continually made between priorities and opportunities to influence.

We continue to be selective around who we work with, on what topics, and seek to identify those opportunities that provide maximum impact. This requires continual monitoring of impacts and reinforces the need for agility in deploying resources.

We have a clear focus on prioritising resources on key outcome areas and continually reviewing our systems and processes for further improvements. We are committed to on-going business improvement looking for efficiency savings across our procurement, taking advantage of shared services where these are available, and identifying smarter and more productive ways of working.

We will also continually invest in developing our people to increase effectiveness. This must be balanced with maintaining the flexibility to access specialised skills, as and when needed.

⁶ A PIF review (2011); a follow up PIF review (2013); an external review of our business administration and support services (2011); and a progress report (2014).

Section 4: Sustainability and resilience

Key assumptions and risks to sustainability and delivery

The information presented in our plan is based on a number of assumptions (e.g. assumptions on wage growth, Government priorities, staff capability etc.).

To help form a view on our sustainability and risks that could compromise the delivery of our plan, we have outlined the key assumptions that underpin our plan along with the consequences and likelihood of possible changes to these assumptions.

We have also identified the key risks and the mitigation plans we have in place to eliminate or minimise these risks.

Key assumption	Risks	Consequence	Likelihood	Mitigation plans
We are able to maximise our impact on the lives of New Zealand women and remain agile and able to respond to new challenges and emerging issues as they arise.	<p>The impact of our work is limited by spreading our attention too thinly across a range of issues.</p> <p>We are unable to manage changing expectations of stakeholders.</p>	Major – loss of reputation and non-delivery of services.	Possible	<p>Regular prioritisation discussions internally and with the Minister.</p> <p>Focus on priority issues that potentially have the greatest impact for women and New Zealand.</p> <p>Prioritise requests based on Government priorities.</p> <p>Leverage opportunities for collective action to influence decision-makers.</p> <p>Develop a deeper understanding of who our key stakeholders are and what they want.</p> <p>Manage stakeholder expectations.</p> <p>Build and maintain staff capacity and capability.</p>

Key assumption	Risks	Consequence	Likelihood	Mitigation plans
We are able to maintain core capacity to function as a Public Service Agency.	<p>Financial pressures impact on our ability to deliver outputs and impacts, and maintain a sustainable level of core capability.</p> <p>Options for efficiency savings become harder over time with only limited opportunity for significant savings in the future.</p>	Baseline pressures cause decline in our ability to achieve desired outcomes and maintain current level of service delivery.	Unlikely	<p>Continually review our systems and processes for smarter and more productive ways of working.</p> <p>Continue upskilling staff to build productivity.</p> <p>Operate accurate budgeting and forecasting systems.</p> <p>Continue to look for savings through all-of-Government procurement arrangements.</p> <p>Ensure we are strategic in our decision-making.</p> <p>Review back office functions.</p>
We continue to develop our internal capability to deliver more for less.	<p>Our staff capability does not match that required to sustain outcome achievements.</p> <p>Options for productivity gains become harder over time.</p> <p>Staff turnover causes loss of institutional knowledge and expertise.</p>	Baseline pressures cause decline in our ability to achieve desired outcomes and maintain current level of service delivery.	Possible	<p>Implement our <i>People Plan</i>.</p> <p>Embrace Government leadership and talent management initiatives.</p> <p>Develop learning and development initiatives and practices that continuously grow staff capability.</p> <p>Enlist external support as needed.</p>

In determining likelihood, the following definitions are used:

Almost certain:	more than 80% chance of occurrence over the 4 year period
Likely:	50-80% chance of occurrence over the 4 year period
Possible:	30-50% chance of occurrence over the 4 year period
Unlikely:	5 to 30% chance of occurrence over the 4 year period
Rare:	less than 5% chance of occurrence over the 4 year period
Long-term:	chance of occurrence beyond the 4 year period

Organisational resilience

We are confident that by monitoring our operational risks and taking the mitigation actions noted above, we will remain sustainable over the short to medium term. An assessment of the different aspects of our resilience is provided in the table below.

Agency	Staff	Information systems	Stakeholder reputation	Physical capability	Finances	Overall score
3	3	3	4	4	3	3

We used the following five point scale:

1. No resilience to many eventualities.
2. Only weakly resilient to most eventualities, exposed to significant risk in excess of appetites.
3. Resilient to some eventualities, but need strengthening in some areas to be within risk appetites.
4. Resilient to most eventualities, mainly within risk appetites.
5. Strongly resilient to most possible eventualities, well within risk appetites.

Agency – We exist to influence decision-makers to improve the lives of New Zealand women. The statistics indicate that there is still much work to be done to meet Government targets.

Staff – We are able to attract the right mix of talented staff to deliver the desired results. Because of our size there is a high risk of turnover as staff move for progression reasons.

Information systems – Our information systems are fit-for-purpose given our size. We are limited in the options available for more advanced systems due to cost versus benefit ratio.

Stakeholder reputation – We must remain agile enough to influence the right people on the right issues in order to deliver outcome results. We regularly measure our value to key stakeholders. A 2016 survey indicated that we ‘more than met requirements’ for most of our stakeholders.

Physical capability – Our new office premises are fit-for-purpose and provide us with a better working environment.

Finances – The additional funding we received to cover cost pressures in the 2016 Budget enables us to maintain the Ministry’s policy capability to continue delivering on current Government priorities for New Zealand women.

Section 5: Organisational capability and workforce

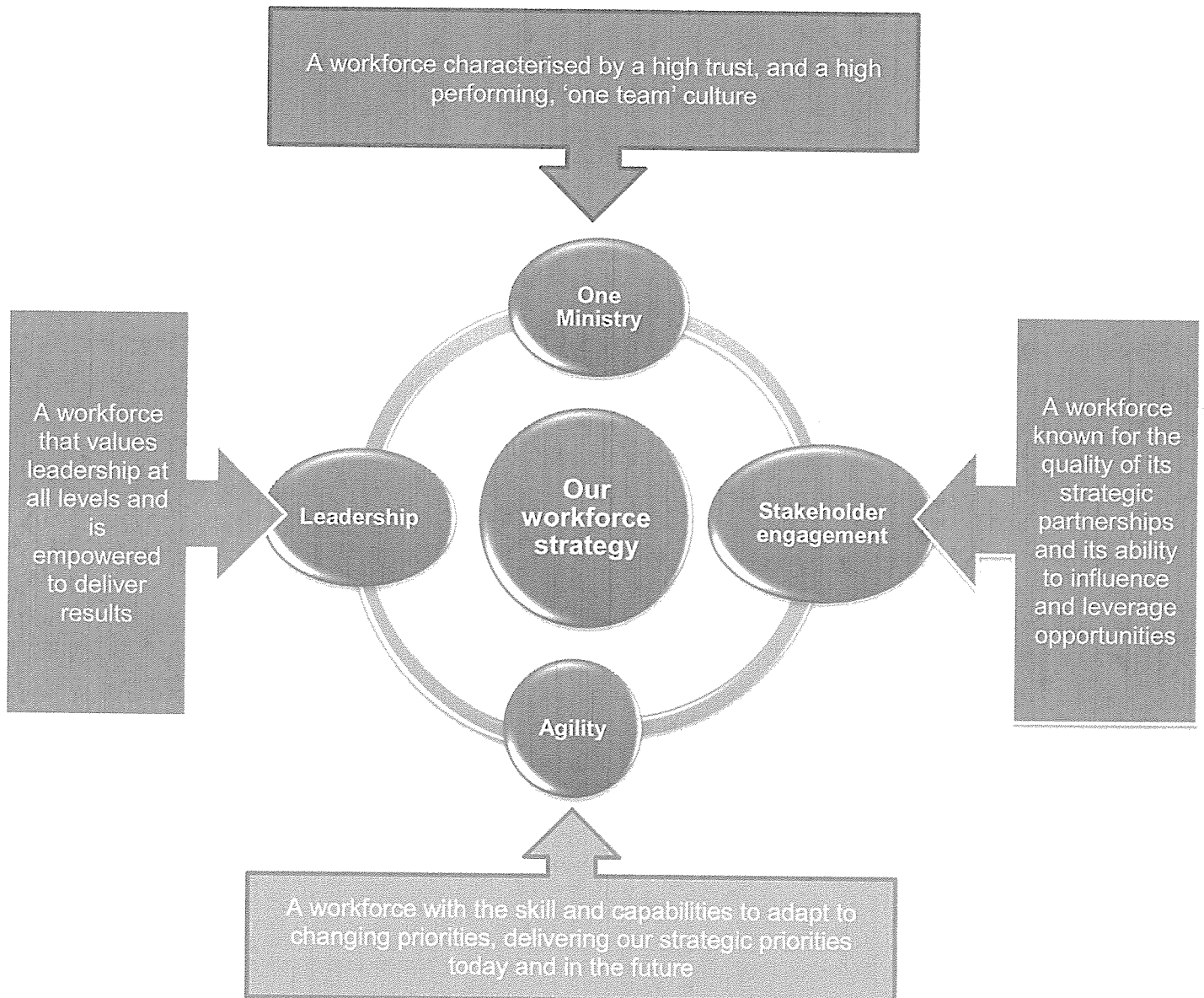
Our People Plan

To deliver on our strategic priorities, we need a highly capable and engaged workforce. Our people are core to the current and future delivery of results and the ongoing development of the Ministry. The Ministry has a *People Plan* that outlines how we will align our workforce with our strategic priorities to deliver results.

Our *People Plan* sets out what we need from our workforce, addresses gaps that we have between our current and future workforce and identifies specific actions to achieve our desired workforce. The following represents a high level summary of our *People Plan*.

What do we need from our workforce?

Our workforce strategy relies on the ability of our workforce to be results and impact focused by being influential, agile, and responsive.



Where are we now and what are our gaps?

	One Ministry	Stakeholder engagement	Leadership	Agility
Current State	We have a clear vision and purpose. We are becoming more collaborative and our people work across the organisation.	Our strategy and operating model is built around our ability to develop relationships and influence our stakeholders. There is an opportunity to be more strategic.	We have developed a leadership framework to support our operating model. This emphasises the leadership role and expectations of our people.	We are agile and can move resources quickly. We have a solid base of capability and our people can be deployed across the organisation. We buy in specialist skills as required.
Desired state	<i>We operate as 'one team'. Our people work across the organisation and have a clear understanding of how their role contributes to our vision and purpose.</i>	<i>Stakeholder engagement is core to how we operate. We build and leverage off our external relationships and influence others to take action.</i>	<i>All staff have a leadership role to play. We empower our people and value and reward leadership at all levels of our organisation.</i>	<i>Agility and flexibility of resources is critical to our success. We have a range of skills and capabilities that will ensure we can respond quickly to change.</i>
Our gaps What do we want to change?	Improve the link between our roles and our vision and purpose. Continue to embed our values and behaviours that support our way of working. Continually lift staff performance and focus on results.	Improve knowledge management to further build our stakeholder relationships. Continue developing our influencing capability to fully leverage our relationships.	Continue to embed our leadership framework to empower our people to deliver results.	Gaps in capability needed to deliver on future priorities (see organisational capability section). Manage turnover to our advantage and be clear about what development we offer.

Our actions
How will we do this?

Continue to articulate the line of sight between each individual's role and our purpose.
 Continue to embed the behaviours that are required to develop our 'one-Ministry' culture.
 Continue to refine our performance management system to drive high performance and results.

Implement formal stakeholder processes and enhance knowledge management behaviours and practices.
 Continue to build our influencing capabilities through learning and development.

Continue to embed our leadership framework to support our operating model and empower our people.
 Update core competencies and job descriptions to reflect our leadership framework.

Continue to implement a learning and development plan to build our critical capabilities.
 Improve our resourcing through regular workforce planning.
 Strengthen our talent management process to improve career development.

Organisational capability

We have identified seven critical capabilities (the mix of skills, knowledge and behaviours) that are needed to enable us to continue to embed our operating model and deliver on our strategic direction:

- leadership at all levels of the Ministry
- strategic thinking
- critical thinking and judgement
- ability to influence key stakeholders at all levels
- solutions focused for practical results
- ability to incorporate a Māori and Pacific perspective into work
- data and analytical skills.

These capabilities are integrated into our learning and development activities. Our learning and development is aligned with our needs and will focus on growing our critical capabilities.

Refer to Annex 1 for more detailed information on our workforce capability and capacity.

Section 6: Financial summary

Operating expenditure – Departmental

The Women's portfolio is potentially broad and the Ministry is a lean organisation. Fixed costs will continue to increase, including salary and operating costs.

Remuneration is the single largest cost facing the Ministry, with personnel costs comprising over 75 percent of our total funding. Other fixed operating costs comprise almost 20 percent of our total funding.

From 1 July 2016 the Ministry's core baseline of \$4.616 million increased by \$370,000 in 2016/17, \$460,000 in 2017/18 and \$500,000 in 2018/19 and out-years. The additional funding enables us to maintain our current level of policy capability in the medium-term.

Section 9 (2) (J)

Capital expenditure – Departmental

We are not a capital intensive agency. Capital expenditure is primarily for the routine replacement and upgrade of our information technology and office equipment, to maintain the effective and efficient delivery of services.

Summary of forecast changes to capital expenditure

	Increase (Decrease)				
	2016/17 \$0.000m	2017/18 \$0.000m	2018/19 \$0.000m	2019/20 \$0.000m	2020/21 \$0.000m
Opening balance of funding available	0.585	0.655	0.725	0.795	0.865
Add depreciation funding received	0.110	0.110	0.110	0.110	0.110
Add receipts from sale of assets	0.000	0.000	0.000	0.000	0.000
Equals total baseline funding available	0.695	0.765	0.835	0.905	0.975
Subtract capital investments funded from baselines and balance sheet	0.040	0.040	0.040	0.040	0.040
Equals closing baseline funding available	0.655	0.725	0.795	0.865	0.935

Annex 1: Workforce capability and capacity information

Our capability

Priority workforce groups

Our workforce is currently comprised of four broad segments that are critical to the achievement of our goals:

- Leadership Team
- Policy and advisory workgroup
- Nomination Services workgroup
- Business Support workgroup.

Workforce segment	Staffing numbers
<p>The Leadership Team provides strategic leadership and relationship management that focuses and influences the delivery of our strategic direction.</p> <p>Individuals in this workgroup are responsible for building a culture that fosters highly engaged, capable and high-performing employees, who are committed to our strategic direction.</p>	<p>The Leadership Team consists of four members – the Chief Executive and [REDACTED] Directors.</p> <p>Section 9 (2) (J)</p>
<p>The Policy and Advisory workgroup provides trusted, impartial and expert advice to government agencies, non-government agencies and the private sector.</p> <p>Individuals in this workgroup are responsible for providing the research and information that influences and shapes policy and programmes across our priority outcomes areas.</p>	<p>The Policy and Advisory workgroup consists of [REDACTED] – Principal Policy Analyst, Senior Policy Analyst, Policy Analyst and advisory roles.</p> <p>Section 9 (2) (J)</p>

Workforce segment	Retention and recruitment levels
<p>The Nomination Services workgroup provides services supporting the Government's process to nominate suitable women nominees for state sector boards and committees</p> <p>Individuals in this workgroup contribute to the achievement of Government goals to increase the participation of women on state sector boards to 45 percent by 2015.</p>	<p>The Nomination Services workgroup consists of [REDACTED]</p> <p style="text-align: center;">Section 9 (2) (J)</p>
<p>The Business Support workgroup provides the breadth of business support functions across our organisation.</p> <p>Individuals in this workgroup are responsible for our operational effectiveness and enabling us to deliver on our strategic direction.</p>	<p>The Business Support workgroup consists of [REDACTED]; covering administration, executive support, communications, finance, human resources, information management and planning and reporting.</p> <p style="text-align: center;">Section 9 (2) (J)</p>

Recruitment and retention

We are able to attract employees across all roles and do not foresee any significant difficulty in filling future roles.

We are a small Ministry, with limited internal progression opportunities, which can result in a high rate of turnover. We are clear about what our 'employee value proposition' is when it comes to attracting and retaining talent.

As a small agency, the development opportunities we can offer include working closely with a Leadership Team, leading work streams and access to the Minister. When our people are ready, we can act as a catalyst for further career development opportunities in bigger agencies through inter-agency work programmes, projects and secondments.

Maintaining our workforce

We implement a variety of strategies to maintain our workforce. We invest in building employee capabilities through development programmes (see capability building section), inter-agency work opportunities (such as project or secondment arrangements), and opportunities to gain wider exposure, experience and visibility across different sectors and work directly with our Minister.

As a small agency, we involve our whole workforce in Ministry-wide planning sessions and developing strategies and initiatives to achieve our strategic goals. Employees are involved in our workplace engagement action groups, in which they develop initiatives contributing to our workplace culture and values. Collectively this enables us to build a 'one-Ministry' culture, with transparent and open communication and shared understanding of Ministry wide purpose and priorities. Our employee involvement fosters a greater sense of ownership and commitment to the Ministry and their colleagues.

We provide staff with a range of leadership development opportunities to maintain engagement and motivation. These include the Leadership Development Centre, representing the Ministry at external forums (nationally and internationally) and inter-agency collaboration/secondment opportunities.

We also employ fair employment terms and conditions, policies and frameworks supporting and maintaining the attraction, retention and building of a capable workforce.

Building capability

These are the key areas of people capability (i.e. the mix of skills, knowledge and behaviours) we are building over the next four years so we can continue to deliver results. Each of these capabilities are being integrated into our job descriptions, performance management and recruitment processes. Our learning and development plans focus on building these critical capabilities.

Capability	Shift	Description of gap/pressure	Proposed actions
Leadership at all levels of the Ministry	M	Strengthen the behaviours needed to support our leadership framework including setting clear direction, expectations, delegation and empowering staff.	<p>Embed our model of leadership and expectations and reinforce these expectations with all staff.</p> <p>Continue to build our leadership capability through:</p> <ul style="list-style-type: none"> - internal leadership development opportunities - targeted individual development plans - leveraging from external secondments and 'on-the-job' opportunities.
Strategic thinking	M	<p>Strengthen our ability to be impact focused and see the 'big picture' link between our work and achieving results.</p> <p>Build shared understanding and ownership of our strategic direction, work programme and desired impacts.</p>	<p>Continue to embed the work undertaken to develop a shared understanding of our purpose, strategic direction and work programme plans.</p> <p>Build greater understanding of our possible impacts, opportunities / risks these present and strategies to maximise / minimise.</p>

Capability	Shift	Description of gap/pressure	Proposed actions
Strategic thinking (continued)			Strengthen our performance management system to give greater accountability to the link between individual performance and our strategic purpose.
Critical thinking and judgement	M	Strengthen our ability to undertake critical analysis and use evidence based research to inform and generate practical solutions.	Continue to progress our capability development programmes; targeting gaps as identified through capability assessments. Continue staff development programmes. Participate in wider state sector initiatives aimed at building critical thinking capability.
Ability to influence key stakeholders at all levels	M	Strengthen our ability to: <ul style="list-style-type: none"> • identify target stakeholders with shared outcomes for maximum impact • understand our key audiences and adapt our approach to gain maximum influence • continually identify and incorporate new channels of communication that will improve our sphere of influence. 	Continue to embed stakeholder engagement work and crystallise our understanding of who our customers are and how we influence. Buy specialist skills as required.
Solutions focused for practical results	M	Continue to build our ability to generate ideas and alternatives in response to issues. Continue to build our ability to think 'outside the box' to identify practical solutions.	Continue to build our knowledge of what practical solutions will work through research and evidence. Continue to build partnerships with front line agencies to develop our exposure to practical solutions.

Capability	Shift	Description of gap/pressure	Proposed actions
Māori and Pacific understanding	(M)	Continue to strengthen our ability to incorporate Māori and Pacific perspectives into our work programmes.	Continue to implement our strategy for accelerating effectiveness for Māori and Pacific women and grow employee capabilities. Buy specialist skills as required.
Data and analytical skills	(M)	Build our data and analytical capability to effectively use data in our work programme.	Develop internal capability through coaching. Buy specialist skills as required.

Key:

Capability Shift		
(H)	(M)	(L)
High	Medium	Low

Our workforce capacity

Resourcing is critical to building our workforce capacity. We are small, with limited resources, and the ability to respond to change and deploy resources is key to our success. We must use our resources where they will have the greatest impact. We take a strategic view of our resourcing and utilise regular workforce planning to ensure we can respond to our long term capacity needs. [Section 9 \(2\) \(J\)](#)

To manage cost pressures, we will need to constantly monitor our work programme and the available resources and be agile enough to re-allocate resources, as required.

Forecast FTE and vacancy numbers⁷

[Section 9 \(2\) \(J\)](#)

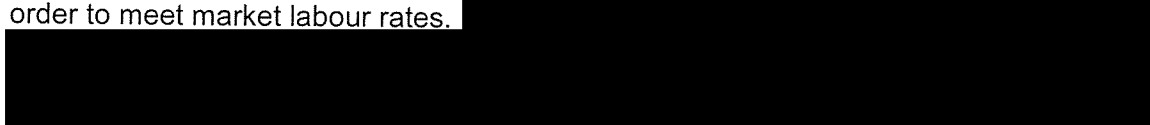
	30 June 2016	30 Dec 2016	30 June 2017	30 June 2018	30 June 2019	30 June 2020	30 June 2021

⁷ Excluding the Chief Executive.

Our workforce costs

Section 9 (2) (J)

In order to attract and retain high performing staff, we need to continue to offer appropriate remuneration. We expect our workforce costs to steadily increase over the next four years in order to meet market labour rates.



Our direct workforce costs include all people-related cost drivers, such as remuneration costs, employer contributions to superannuation schemes and ACC levies. No allowance has been made for any vacancy-related savings.

Other workforce costs include the use of contractors for specialist skills, staff training and development costs and recruitment expenditure.

These costs are based on current knowledge. No allowance has been made for possible changes to superannuation contribution rates or ACC levies.

Workforce diversity and inclusion

Our workforce has some unique features within the Public Service. The Ministry is the smallest agency in the Public Service. We have a higher than average representation of women and 100 percent of our leadership team are women. We are one of only two Public Service agencies with a gender pay gap in favour of women, and we have a high take up of flexible work options. As such our diversity challenges are very different from those facing much of the rest of the Public Service, and our diversity and inclusion plan reflects these special features. Refer to Annex 3 for a copy of our workplace diversity and inclusion plan.

	30 June 2015 ⁸	30 June 2016 ⁹
Gender pay gap	- 37%	-3%
Percentage of female senior leaders	100%	100%
Organisation diversity		
- Female	93%	88%
- Maori	12%	13%
- Asian	4%	9%
- Pacific	12%	0%

ICT people capability

Our focus is on developing our capability to support sharing of data and evidence based decision making. To progress this we have created a new specialist role of Principal Advisor, Data and Evidence. The purpose of this role is to support our strategic priorities and work programme through the development of data driven research evidence on women in New Zealand. This new position will have a particular role to play in coaching and developing staff to improve our internal capability to use data and research evidence more strategically.

Our other efforts in this area include a continuing focus on managing information in line with a renewed knowledge management strategy and enhancing our digital presence by exploiting our web and social media channels.

⁸ Based on the State Services Commission's 2015 Human Resource Capability report.

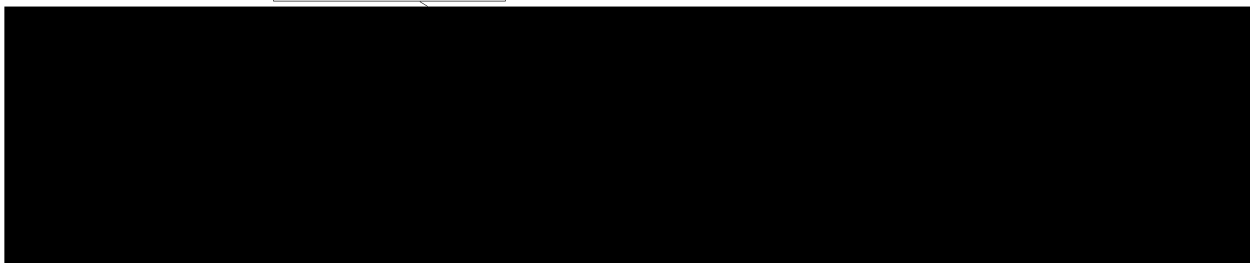
⁹ Based on the State Services Commission's 2016 Human Resource Capability report.

Annex 2: Supporting financial information

Cost pressures

Our key challenge is how to maximise our impact when we are a small agency. Baseline pressures may cause a decline in our ability to achieve our desired outcomes over the medium to long term.

Remuneration is the single largest cost facing the Ministry, with personnel costs comprising over 75 percent of our total funding. Other fixed operating costs comprise almost 20 percent of our total funding. Section 9 (2) (J)



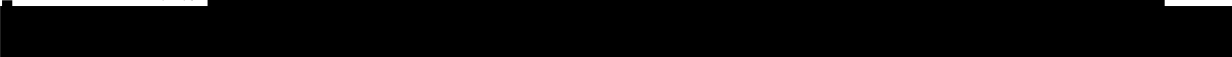
In recent years, prior to receiving additional funding, we managed costs pressures by systematically reducing staff numbers, changing the mix of staff capability and using fixed term contracts to provide greater flexibility.

Cost pressures arising from direct employment costs

We must maintain and develop a highly skilled workforce that is expert, agile and credible across all outcome streams.

To attract and retain high performing staff we need to continue to offer appropriate remuneration.

Section 9 (2) (J)



Costs attributable to employees progressing through pay scales are relatively small for us. We assumed any future progression pressures would be covered by annual remuneration changes.

These pressures are indicative only and are based on what is known now. No allowance was made for possible vacancies or possible changes to superannuation contribution rates in the future.

Other cost pressures

The other most significant cost pressure for the Ministry will be the impact of inflation on our procurement of goods and services and the impact of our rent review in late 2017.



Section 9 (2) (J)

Annex 3: Workplace diversity and inclusion plan

Background

The state sector is committed to a shared vision for diversity and inclusion of 'state services that reflect, understand and value the communities they serve'. Our Workforce Diversity and Inclusion Plan is a commitment by the Ministry to contribute to this at both an agency and system level.

Our vision

A diverse workforce, reflective of New Zealand's population and the communities we serve, and who contribute diverse perspectives that strengthen the quality of our advice to government and our decision making.

Our priorities

Our priorities for achieving our vision are:

1. **A diverse workforce** - attract and recruit from diverse backgrounds to create a workforce reflective of all segments of New Zealand's population.
2. **An inclusive organisational culture** - develop an inclusive organisational culture that encourages collaboration, respect for diverse views, flexibility and fairness.
3. **An expert advisor and influencer** - use our evidence and knowledge of gender issues to influence stakeholders in the public, private and community sectors.
4. **Monitoring and accountability** - demonstrate leadership accountability to actively champion diversity and inclusion, and monitor and evaluate our progress and results.

Our actions to achieve our priorities

To attract and maintain a diverse workforce we:

- Regularly monitor our workforce demographics and turnover. As a result we have specific goals to broaden our ethnic diversity, particularly increasing the number of Asian and Pacific staff, and to increase the number of men on our staff.
- Continue to build the capability of our leaders to create and manage a diverse and flexible workforce.
- Integrate diversity and inclusion strategies into our human resource practices, such as specific expectations around people and culture in our leadership and performance management framework and HR policies that aim to reduce bias and ensure fair process is applied to areas such as performance and career progression.

- Will continue to strengthen our recruitment and selection processes to help us achieve the diversity recruitment goals above. For example, reviewing our job descriptions and adverts to use language that promotes the Ministry as a diverse employer and advertising outside our traditional recruitment channels. Other interview strategies will include using mixed gender and ethnic recruitment panels and training in screening and interviewing skills to ensure a fair and consistent approach is applied to all candidates.

To build an inclusive organisational culture we:

- Have mainstreamed flexible work for both male and female staff and have both male and female staff who work in a range of flexible ways: part-time, flexi hours and remotely. We proactively promote flexible working options when recruiting.
- Support staff that are experiencing family violence in line with our domestic violence policy which offers both confidential support, options to ensure staff safety at work and access to leave.
- Offer attractive parental leave provisions including a lump sum payment on commencement of leave and payment of annual leave at the normal rate on return to work.
- Ensure the full inclusion of staff with disabilities, supporting physical access, setting up individual emergency plans and modifying work setups as necessary. Support for temporary or invisible disabilities, such as mental health issues, include flexible working and special leave arrangements, access to our employee assistance programme and tailored training and development opportunities.
- Will develop our induction programme to include a focus on diversity and inclusion to ensure our staff understand and can contribute to our diversity vision and plan.
- Will develop education and training opportunities to equip our people with the skills and knowledge they need to support the implementation of our diversity plan, in particular unconscious bias training.

To maintain and continue to strengthen our role as government's expert advisor and influencer we:

- Use detailed analysis of data on the Public Service workforce highlighting the scale of women's under-representation in leadership and gender pay gaps to influence Public Service leaders directly and through the State Services Commission to take action on both issues. This has included being instrumental in the decision to request agencies to report on their gender pay gaps and women's leadership representation in their Four Year Plans.
- Have commissioned new research into the drivers of the national gender pay gap which will strengthen our ability to advise on actions to reduce it. The Ministry has also joined the new Champions of Change group which will be working to influence private and public sector organisations to increase organisational diversity and inclusion.

- Continue to leverage our expertise on gender-based violence and use this expertise to ensure that the particular dynamics and impacts of gender-based violence are reflected in violence related policies and legislation. The Ministry has built its expertise and reputation by undertaking world leading research into sexual violence, sexual revictimisation, and the primary prevention of violence against women within Māori communities and within Samoan communities.
- Continue to support the New Zealand Government to be an international leader in gender equality.

To monitor our progress and accountability we:

- Review our diversity and inclusion data annually in conjunction with the Human Resources Capability survey.
- Will publicly report on our work programmes and release our research data.
- Will leverage opportunities to improve our messaging around diversity and inclusion, in particular in our web and social media presence.
- Will develop key measures of success on diversity and monitor and report on these at executive team level.