

Ministry for
Women
minitanga mō ngā
Wāhine 



**Annual
Report**

For the year ended 30 June 2017

Te Pūrongo-ā-Tau

Mō te tau i mutu i te 30 o ngā rā o Pipiri 2017

Presented to the House of Representatives pursuant
to section 44(1) of the Public Finance Act 1989

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Part

1

Overview

Chief Executive's overview



I'm pleased to publish the Ministry for Women's activities and achievements over the last year.

A centrepiece of the Ministry's work in 2016/17 has been raising awareness and

highlighting the impacts of New Zealand's gender pay gap. Our research into the factors underpinning New Zealand's gender pay gap was instrumental in moving the debate from "do we have a pay gap?" to "what should we do about it?". Our publication on how employers can close the gender pay gaps in their own organisations was well received.

During the year we have seen women's career and employment opportunities increase – particularly in jobs where there is high growth and demand, such as trades training and engineering.

In 2016 we nominated approximately 200 women for board appointments. This effort has contributed to women holding more than 45 percent of board directorships in the state sector – the highest percentage ever. We have been actively involved in the Government's pay equity policy work programme and responses to keep women safe from violence.

Our job, however, is to identify and take action in those areas in the workforce and society where women and girls remain disadvantaged; and there is still work to do.

Since I started the role, I have met many organisations, businesses, and individuals that share a common goal with the Ministry for Women – improving outcomes for New Zealand women. I'm heartened that we're not alone in this effort. Collaborating with our partners will help us make a bigger difference. Being more visible and transparent in what we do is a key focus for the future.

I'm grateful for the commitment of staff and for the support of our partners from government, non-government organisations, community organisations, and the private sector. I would like to acknowledge Jo Cribb, Karen Jones, Fiona Ross, and Margaret Retter for their leadership of the Ministry this year.

This is my first Annual Report as the Ministry's Chief Executive. I look forward to working with you and across the public, community, and private sectors to address and deliver solutions on critical issues facing New Zealand women.

Renee Graham
Chief Executive

A snapshot of New Zealand women in 2016/17

Population

51%
of the population are female



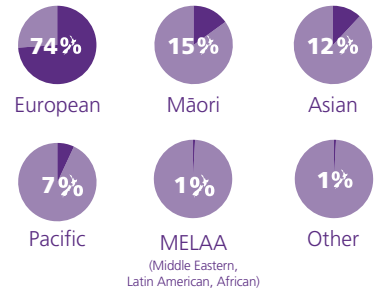
Stats NZ (2013)

Median age



Stats NZ (2013)

Ethnicity of women %



Census 2013

Stats NZ (2013)

Women are participating in the

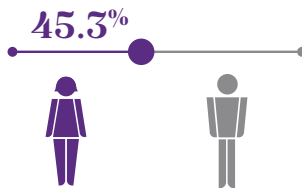
LABOUR MARKET

more than ever before



Stats NZ (2017)

Women are less likely than men to hold leadership positions



Directorships on state sector boards
Ministry for Women (2016)

Many women experience intimate partner and sexual violence



Ministry of Justice (2016)

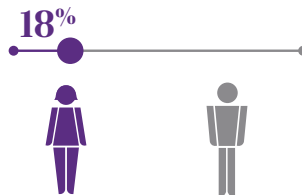


Ministry of Justice (2016)

Women earn 9.4% less per hour than men

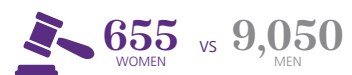


Stats NZ (2015)



Directorships on the boards of NZX listed companies
NZX Limited (2015)

Women are less likely to be imprisoned than men



Corrections (2016)

Our highlights

for the year

Closing the gender pay gap

We released research showing up to 80 percent of the gender pay gap was due to ‘unexplained’ factors such as bias – the first in-depth study into the gender pay gap in New Zealand in more than a decade. With extensive media coverage and support from leading companies, this moved the debate on the gender pay gap to addressing the gap. We followed up with a best practice guide for employers wanting to address their gender pay gaps, including interviews with leading companies.

We provided expert advice to the Government’s policy development on pay equity, including officials’ support for the Joint Working

Group on Pay Equity Principles, which provided recommendations to the Government on pay equity implementation.

Accelerating leadership, creating opportunities

We nominated approximately 200 women for positions on state sector boards and committees.

Our annual *Gender Stocktake of State Sector Boards and Committees* reported the highest number of women on state sector boards and committees (45.3 percent), meeting the Government’s target of 45 percent for the first time.

The Institute of Directors’ Future Directors programme was expanded to include state sector boards and committees for the first time.

We worked with private and state sector organisations to improve the ‘pipeline’ of women into leadership roles. This included encouraging change through our membership of the Champions for Change group and providing advice to NZX on its new gender diversity ruling.

With Te Matarau Education Trust (Northland) and the Southern Initiative (Manukau), we strengthened opportunities for women’s education and employment outcomes. We also worked with the Ministry of Social



Development (MSD) and the Department of Corrections (Wiri Prison) to strengthen transitions of women into sustainable work.

We have been instrumental in establishing targets for women in Māori and Pasifika Trades Training (MPTT) in conjunction with the Tertiary Education Commission (TEC) and industry training providers. As a result of our actions, women's participation increased from 21 to 29 percent from 2014 to 2016.

Maximising our expertise

Public sector agencies sought our advice on how to strengthen policy

and practice responses to prevent violence. We provided expert advice on cross-government work programmes on family violence and sexual violence. We made unique contributions in the areas of sexual violence, sexual harassment, and primary prevention of violence against Māori women.

We are increasingly using data analysis to drive our expertise. For example, this year, to deepen our understanding of women who are long-term not in employment, education, or training (NEET), we completed an analysis of Integrated Data Infrastructure (IDI) data.

Raising New Zealand's voice internationally

On behalf of the Government, we led the international reporting obligations relating to the status of women.

In March 2017 the Ministry's team assisted Hon Jo Goodhew in presenting New Zealand's country statement at the 61st session of the United Nations Commission on the Status of Women (CSW) in New York.

We released the quadrennial report on New Zealand's performance under the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and other conventions.

Part

2

Who we are and what we do

Our role and purpose

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

More women are participating in the labour market than ever before, more women are gaining qualifications than men, and there is greater recognition of the harm caused by violence against women and girls than there has ever been. However, there are significant areas in the workforce and society where women are disadvantaged (such as the gender pay gap) or at greater risk of harm (such as women more often being victims of domestic violence). We have a Ministry for Women to address these issues and support policy initiatives that improve lives for women, their families, and communities.

Our role is to identify and take action where women and girls remain disadvantaged. We do this by building evidence to influence others, publicising issues, and providing advice and support to national policy and local

initiatives that improve lives for women and girls. This in turn contributes to the well-being of New Zealanders and to New Zealand's future prosperity.

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
- managing the Government's international reporting obligations in relation to the status of women
- supporting the Minister for Women to meet legislative, ministerial, and accountability requirements
- providing administrative support for the National Advisory Council on the Employment of Women (NACEW).

Our strategy and focus

Our work seeks positive change for New Zealand women and girls. We work with other government agencies, not-for-profit organisations, iwi, and stakeholders in business and the community to achieve this.

Our strategy continues to be one of focused influence. We are a small agency but we operate as part of a bigger system, which includes our sister agencies, not-for-profit organisations, and businesses and the wider community. Collaborating with our partners helps us make a bigger difference.

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.

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

In 2016/17 our work focused on three key areas that contribute to the Government's objectives for women in New Zealand:

- building women's skills, employment opportunities and income¹
 - encouraging women and girls into education, training, and employment will build their career opportunities and enable them to support themselves and their families
- ensuring women's and girls' safety from violence
 - preventing violence against women and girls will bring benefits to women, their families, workplaces, and communities
- encouraging and developing women leaders
 - having more women in leadership assists business and organisations, and allows women's skills to be fully utilised.

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

¹ The Ministry previously had a focus on increasing women's economic independence (Ministry of Women's Affairs, Strategic Intentions 2014-2018). In the 2015/16 year this outcome area was split into two: Supporting more women and girls in education and training, and Utilising women's skills and growing the economy. In 2016/17 this outcome was re-combined into one area: Building women's skills, employment opportunities, and income.

Part

3

What we did and how well we did it

The following section demonstrates the contribution we made and the impact of our work during the year. It also discusses what this means for our future work.

Building women’s skills, employment opportunities, and income

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.

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).

Achieving greater utilisation of women’s skills

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 women’s educational success and increasing participation in the labour force, women still earn less than men. Women in New Zealand are actively discussing issues in the workforce such as pay equity and the gender pay gap, which was 12 percent in 2016 but has since dropped to 9.4 percent in 2017.

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, ICT and construction and trades).

While 21 percent of those qualifying in science, technology, engineering, and maths (STEM) are women, this proportion has barely moved in 20 years, but there are now initiatives to further encourage more women into these high-growth areas.

Looking at the years 2009-2017, the gender pay gap has had minor decreases and increases. However, the year-on-year changes are not considered statistically significant; it is the longer-term trend that is most important. The long-term trend over the last 17 years is that the gender pay gap is decreasing.

Gender pay gap 2009-2017

2009	2010	2011	2012	2013	2014	2015	2016	2017
11.5%	10.8%	10.3%	9.1%	11.2%	9.9%	11.8%	12%	9.4%

Source: Stats NZ

Girls and young women continue to be more likely than boys and young men to be not in education, employment, or training (NEET),² despite the fact that, on average, girls are more likely than boys to leave school with qualifications.

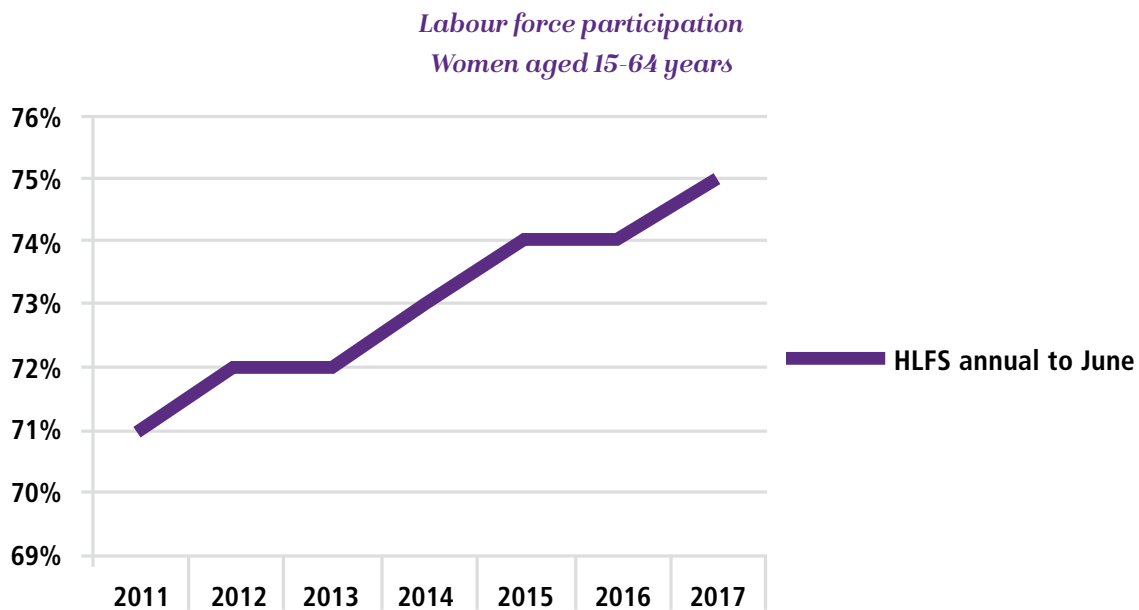
NEET rates 2009-2017

	2009	2010	2011	2012	2013	2014	2015	2016	2017
Females	15.7%	16.6%	16.4%	15.4%	16.2%	14.4%	14.7%	12.9%	12.2%
Males	10.2%	11.8%	12.7%	12.4%	9.6%	9.8%	9.0%	10.1%	10.1%

Source: Stats NZ, Household Labour Force Survey

Women's labour force participation has continued to increase since 2009.

Labour force status of people aged 15 to 64 years (Annual to June)



Source: Stats NZ, Household Labour Force Survey

Women continue to be over-represented in the bottom two income quintiles of personal income distribution.

² NEETs are 15- to 24-year-olds who are not in employment, education, or training.

Personal income – distribution of women in the five income quintiles between 2013 and 2017

	Quintile 1 (lowest)	Quintile 2	Quintile 3	Quintile 4	Quintile 5 (top)
2013	22.6%	23.8%	22.3%	17.0%	13.4%
2014	23.3%	23.4%	22.8%	17.2%	12.5%
2015	23.5%	22.9%	23.0%	17.5%	12.3%
2016	22.8%	22.1%	24.5%	18.0%	12.5%
2017	23.3%	22.5%	23.6%	17.9%	12.7%

Source: Stats NZ, New Zealand Income Survey

Contributing a gender perspective to the Government's pay equity programme

We contributed to the Government's policy development and stakeholder engagement on pay equity.

This included contributing our expertise about gender issues to Cabinet papers, officials' working groups and officials' support for the Joint Working Group on Pay Equity Principles, which provided recommendations to the Government on pay equity implementation.

We worked with the State Services Commission (SSC) and the Ministry of Business, Innovation and Employment (MBIE) and other officials on implementing the Government's policy decisions on pay equity, providing advice from a gendered perspective.

Connecting with business, inspiring change to close the gender pay gap

With the Minister for Women we released new research showing that 80 percent of the gender pay gap could not be explained by easily measured factors and how the gap varied for

different groups of women such as women in the highest and lowest income quintiles. We followed up with guidance for employers wanting to make changes, and interviewed leading companies that shared their commitment and experience.

We investigated further actions to close the gender pay gap. These included working across the public sector on initiatives to close the gender pay gap and producing a review of promising and emerging actions internationally to close the gender pay gap.

In the public sector, we undertook research on public servants' experience of parental leave and returning to work and how employers can support women to return to work from paid parental leave. We presented the findings at the Women in Public Sector Summit. We ran a follow-up workshop for HR managers to look at best practice solutions. Feedback has been positive and we have had good interest in the development of a parental leave guide for public sector managers.

We collaborated with MBIE on a return-to-work pilot in the digital technology sector with support from the New Zealand Technology Industry

Association (NZTech) and NACEW. This initiative was included in the *Building a Digital Nation* action plan.

Supporting more women and girls in education and training

By working with organisations on opportunities for women to contribute to the workforce, we can assist to grow the economy and provide long-term benefits to individual women and their families.

We worked with the Tertiary Education Commission (TEC) and industry training providers to set targets for women in Māori and Pasifika Trades Training (MPTT). This assists Māori and Pacific women with low or no qualifications to be trained in new careers.

We supported Māori and Pasifika Trades Training consortiums to implement and achieve their targets for women.

We worked with Te Matarau Education Trust (Northland) and the Southern Initiative (Manukau) to implement strategies for women to strengthen women's education and employment outcomes within those regions.

As a result we brokered a relationship between Wiri Prison and the Southern Initiative MPTT to get female prisoners into training that leads to long-term work.

We worked with PACIFICA Inc. to champion Pacific women and girls entering trades training, including holding a workshop with PACIFICA women and their families.

We worked with several other agencies to support initiatives for training and education opportunities for women. For example, holding an MPTT workshop for Pacific women to increase women training in trades, holding a wānanga with industry training organisations (ITOs) and institutes of technology and polytechnics (ITPs) to increase the number of Māori women training and pursuing careers in trades, and working with the Ministry of Social Development and Wiri Prison to strengthen transitions of women into sustainable work.

To deepen our understanding of women not in education, employment, or training (NEET), we completed an analysis of Integrated Data Infrastructure (IDI) income data on women not in education, employment or training (NEET). This led to collaborating with MSD to design a project on female NEETs, particularly sole mothers, to reduce the number of NEETs overall.

To increase awareness of initiatives for girls and technology, we published and promoted a directory of STEM initiatives on the Ministry's website. We also published a guide, *Decoding Diversity*, for educators to encourage the participation and retention of more girls and women in digital education technology programmes.

Are we making a difference?

We collect feedback from our stakeholders throughout the year to measure how we are doing. Highlights from this feedback include:

Of the 26 stakeholders we worked with in this area this year, 19 of them incorporated our advice and analysis into their policies and practices.³ Stakeholders responded that they had used our evidence, advice, and analysis to support specific work or papers including:

- the Ministry of Education using our advice in its transformation of the careers advice system (particularly gender neutral careers advice and needs of NEET women with children)
- the Ministry of Business, Innovation and Employment using our advice and support on the needs of young women in its youth employment pathway work programme.

Most of the stakeholders we worked with this year have continued to make positive inroads into sharing information and taking action to utilise women's skills within their networks. A range of initiatives have been undertaken, including:

- setting targets for women in Māori and Pasifika Trades Training
- running workshops and other activities on addressing the gender pay gap (some have been joint activities)
- hosting Ministry information on their websites
- using the Ministry's toolkits
- sharing expertise with the Ministry around best practice
- implementing the Ministry's advice in their own organisation (e.g. having a large number of women in senior roles, flexible working arrangements, etc.).

23 of the 26 stakeholders considered the work undertaken by the Ministry to be 'valuable' or 'very valuable'.⁴

“It was only through the Ministry for Women that we changed our focus... it was their encouragement that helped us do it.”

3 Three stakeholders were neutral on whether they had incorporated our advice and analysis into their policies and practices and one stakeholder disagreed. Three stakeholders did not answer this question.

4 One stakeholder was neutral on the value of the Ministry's work and two stakeholders did not view the Ministry's work as valuable.

Ensuring women’s and girls’ safety from violence

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): more than 50 percent of violent crime is related to family violence.

Achieving greater safety and well-being for women

Violence against women and girls is widespread. The impacts are serious, long-lasting, and sometimes fatal. Violence against women and girls is costly to individuals, whānau and families, workplaces, communities, and society.

Some groups of women are at higher risk than others. Evidence shows that Māori women and girls, especially between those aged 15 and 28 years, are still much more likely to experience interpersonal violence than other women. Evidence also demonstrates that girls who are victims of violence are far more likely to be re-victimised later in their lives.

Violence against women and girls is preventable, and preventing violence early will significantly reduce violence against women over the course of their lives.

Data from the New Zealand Crime and Safety Survey⁵ suggests that, while the percentage of women who experience intimate partner violence or sexual violence each year has decreased over the past few years, the prevalence level is still of concern.

Annual prevalence			Lifetime prevalence		
Year ⁶	Violent interpersonal offences by an intimate partner	Sexual offences	Year ⁷	Selected violent offences by partners	Sexual offences
2013	5.7%	2.9%	2014	26.1%	23.8%
2008	8.0%	4.2%	2009	27.7%	24.8%
2005	8.6%	5.2%	2006	29.3%	28.3%

Source: Ministry of Justice, New Zealand Crime and Safety Survey (NZCASS) 2014

Contributing to the cross-government Family Violence and Sexual Violence work programme for an effective Family Violence and Sexual Violence system

The Ministry supports the Minister for Women in her role as a member of the Ministerial Group on Family Violence and Sexual Violence. The Ministry also provides evidence and research to agencies across

government to support the cross-government work programme, for an effective future family violence and sexual violence system.

We influenced decision-makers across government by providing evidence and advice on effective prevention of, and responses to, intimate partner, family, and sexual violence.

Public sector agencies sought our advice on how to strengthen policy and practice responses to prevent

5 Ministry of Justice, New Zealand Crime and Safety Survey (NZCASS) 2014. Offences included in each category are defined in NZCASS 2014.
 6 Annual prevalence rates relate to offences that occurred between 1 January 2005, 2008, or 2013 and the date of the interview. As such, the reference years for annual prevalence are 2005, 2008, and 2013.
 7 Lifetime prevalence rates refer to experiences up to the date of the interview. Because interviews were conducted between February and June/July in 2006, 2009, and 2014, these are the relevant reference years.

violence from occurring. We provided expert advice on cross-government work programmes on family violence and sexual violence. We made unique contributions to family violence, for example, our advice on effective family violence services, particularly for Māori women, and our gendered advice on a common approach to screening, assessing, and managing family violence risk across all organisations and practitioners, and our gendered advice on the Family Whānau Violence Bill. We contributed to SSC-led work on workplace support for employees in the public service who are affected by family violence.

Contributing to evidence on what works to prevent and reduce violence against women

We scoped a regional research pilot evaluating approaches to reducing family violence against women, in partnership with Police.

We partnered with Netsafe on gendered, qualitative research on online harm, to prevent and reduce online harm to girls and young women.

We provided advice on effective family violence approaches for Māori and other women, and we provided advice as part of a research team on family violence service needs.

Are we making a difference?

We collect feedback from our stakeholders throughout the year to measure how we are doing. Highlights from this feedback include:

Nine of the 13 stakeholders we worked with this year incorporated our advice and analysis into their policy and programme development.⁸ Stakeholders responded they had used our evidence, advice, and analysis to support specific work or papers and that we acted as a broker to forge new relationships between organisations working on safety issues.

During the year stakeholders we worked with initiated a range of new actions including:

- Netsafe using our digital harm research to develop its gendered approach to the prevention of digital harm⁹
- the Ministry of Justice using our advice on coercion and control to develop the New Zealand Crime and Victims Survey (which replaces the New Zealand Crime and Safety Survey)
- Bay of Plenty Police using the Ministry's research on primary prevention to scope an evaluation of the cross-agency response to family violence (Collective Impact Family Harm Pilot Project)

- the State Services Commission using our advice to identify/stocktake public service agencies' approaches to family violence workplace policies/supports
- the Ministry of Social Development using the Ministry's advice on effective family violence services for women in its contribution to the future system response to family violence
- the Ministry of Justice using the Ministry's advice in its Risk Assessment and Management Framework
- lead agencies for the Government's family violence and sexual violence work programme using the Ministry's research on primary prevention of violence against women to inform policy development and strategic decision-making (including Corrections, Justice, MSD, MVCOT and Health).

All 13 stakeholders viewed the work we are doing or have done for them as 'valuable' or 'very valuable'.

Ten of the 13 stakeholders were 'satisfied' or 'very satisfied' with their interaction with the Ministry during the year.¹⁰

“The Ministry with a women’s lens provided us with that intelligence and analytics to perform our work programme. I have developed a strong relationship with the Ministry’s senior managers – very valuable in being able to go to them directly for information and support.”

8 Two stakeholders were neutral on whether they had incorporated our advice and analysis into their policies and practices. Two stakeholders did not respond to this question.

9 The Ministry for Women and Netsafe have partnered on gendered research into digital harm and young people – to prevent and reduce digital harm to young people.

10 Three stakeholders were neutral on their interaction with the Ministry.

Encouraging and developing women leaders

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

Gender balance in governance and leadership improves performance

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.

Women, their families, and communities prosper when the full range of their skills and talent is well utilised.

There are many forms of leadership that women participate in that are not always recognised, such as community and voluntary roles. We want to continue to change the way leadership is defined and talked about.

The participation rate of women on state sector boards and committees is the highest since recording began, at 45.3 percent. The participation rate has been over 40 percent for the last decade.

Percentage of appointees on state sector boards and committees who are women 2009-2016

2009	2010	2011	2012	2013	2014	2015	2016
41.5%	40.7%	41.1%	40.5%	41.1%	41.7%	43.4%	45.3%

Source: Ministry for Women, 2016 Gender stocktake of state sector boards and committees

The public service needs to reflect the diverse perspectives, experience, and backgrounds of the communities it serves. As 60 percent of the public service are women, having more women in leadership utilises their talents and skills and grows the leadership pipeline. Over the last six years the participation rate of women in senior leadership roles in the public service has increased to over 45 percent.

Percentage of senior leaders in the public service who are women 2009-2016

2009	2010	2011	2012	2013	2014	2015	2016
37.8%	39.8%	39.6%	42.1%	41.5%	42.0%	44.2%	45.2%

Source: State Services Commission, Human Resource Capability Survey 2016

Compared with the public sector, there is opportunity to increase women's representation in private sector organisations. NZX Limited's analysis shows the percentage of women who are a director for an NZSX listed company has increased.

Percentage of directors and officers on NZSX listed companies (excluding overseas companies) who are women¹¹ 2013-2016

Year	Directors	Officers
2013	12%	19%
2014	14%	21%
2015	17%	19%
2016	17.7%	20%

Source: NZX gender diversity statistics July 2017

Accelerating leadership and creating opportunity in the public sector

This year saw the highest number of women, 45.3 percent as at December 2016, on state sector boards and committees – the first time that the Government’s 45 percent target has been met.

We continued to support government agencies and Ministers to appoint women to state sector boards/ committees and recognise them in Honours lists. We monitored progress in the public service by completing an annual gender stocktake of state sector boards and committees.

We directly assisted appointing agencies in government with the recruitment of suitable women for vacancies on state sector boards and committees and maintained a database of women interested and active in governance careers to support this work.

We worked with the SSC to increase the representation of women in public service leadership roles and to improve data collection and analysis on public service diversity.

We supported efforts to increase the number of women on boards and in senior leadership roles by contributing information on best practice to public and private sector groups, including the SSC, The Treasury, and the Institute of Directors.

We completed interviews with five public sector chief executives and four chairs about their leadership journey and promoted them on our Inspiring Women feature of the website.

We used our sponsorship of the Public Policy awards of the Westpac Women of Influence Awards to increase recognition of women leaders in the state sector. We attended the Women of Influence events to promote our nominations service to women leaders across New Zealand.

Future Directors

To grow the pipeline of women leaders, we supported the Minister for Women in the expansion of the Institute of Directors’ Future Directors programme to state sector boards and committees. This programme allows a developing director to observe and participate in a board for a 12-month period. By participating in the programme, board members gain new perspectives as well as providing practical assistance and support to board-ready future directors.

We worked with appointing agencies to introduce the Future Directors programme in the public sector. The first director began in March 2017 and so far five future directors have been appointed. We will report on the success of this programme in the 2018 Annual Report. This will include documenting desired outcomes for participants and host boards from the programme and reporting back on implementation issues.

11 Following the implementation of the NZX Diversity Listing Ruling, NZSX listed companies are required to release quantitative data on the gender breakdown of directors and officers at financial year end. The data covers all relevant annual reports released during the year and was first published in 2013.

Increasing the number of women on private sector boards

The Ministry assists public sector decision-makers to achieve gender balance in governance and leadership roles, by informing them of the case for change and advising on effective strategies to realise change.

We investigated and shared practical actions to increase women's participation in leadership roles in the private sector based on recent actions in the UK and Australia. This included completing an analysis of current actions and alternative approaches that other countries have used to support women into leadership and governance roles in the private sector.

We also engaged with public sector organisations on issues connected to improving the pipeline of women into leadership roles. We are a member of Champions for Change, have provided support to the Institute of Directors, and participated in NZX's consultation process resulting in the introduction of the new gender diversity ruling.

Are we making a difference?

We collect feedback from our stakeholders throughout the year to measure how we're doing. Highlights from this feedback include:

Of the 22 stakeholders we worked with this year, 16 of them incorporated our advice and analysis into their policies and practices.¹²

A number of the stakeholders were able to identify practical actions and guidance they had implemented to encourage and develop women leaders, including:

- conducting workshops on women in governance, women in politics and women on boards
- implementing the Ministry's advice in their own organisations (e.g. flexible working arrangements, appointing women to boards and other positions, etc.)
- working collaboratively with the Ministry on projects
- including the Ministry's research in a White Paper on gender equality
- using the Ministry's research and analysis in submissions.

All 22 stakeholders viewed the work we are doing or have done for them as 'valuable' or 'very valuable'.

“It helps us make our target to have 50 percent of women on government boards.”

“It is their body of knowledge and evidence, and provision of high-quality policy and practical advice, that works.”

¹² Four stakeholders were neutral on whether they had incorporated our advice and analysis into their policies and practices and two stakeholders did not answer this question.

Managing the Government's international obligations relating to the status of women

Ensuring New Zealand maintains its leadership role on gender equality

The Ministry contributes to New Zealand's role as a good international citizen and New Zealand's foreign policy goals. As a strong and consistent voice for women's rights and advancement globally, international organisations and countries continue to seek New Zealand's advice on gender equality. On behalf of the Government, we lead the international reporting obligations relating to the status of women.

New Zealand is signatory to a number of international instruments in relation to the status of women and gender equality. The Women's portfolio is responsible for coordinating progress reports, attending international forums and ensuring that New Zealand is fully compliant with our international obligations to improve the status of women.

We fulfil our international 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.

We provide expert advice to other agencies on the status of women to support New Zealand's obligations to international treaties and bodies, including Asia-Pacific Economic Cooperation (APEC), the Organisation for Economic Co-operation and Development (OECD), the Commonwealth Secretariat, the Equal Futures Partnership, the International Covenant on Civil and Political Rights, and the Universal Periodic Review, and implementation of United Nations Security Council Resolution 1325 on Women, Peace and Security.

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.

Leading the way, raising New Zealand's voice

In March 2017 the Ministry's team assisted Hon Jo Goodhew in presenting New Zealand's country statement at the 61st session of the United Nations Commission on the Status of Women (CSW) in New York.

We released the eighth report on New Zealand's implementation of the United Nations Convention on the Elimination of All Forms of Discrimination against Women. This is done every four years.

Ensuring effective sustainable development for women

The Ministry works closely with other agencies on the United Nation's Sustainable Development Goals (SDGs). While Goal 5 specifically addresses gender equality and the empowerment of women and girls, the Ministry's planning looks at all of the SDGs and how these can be progressed in a way that ensures effective sustainable development for women and girls.

Responding to information requests

The Ministry coordinated progress reports, attended international forums, and ensured that the New Zealand Government is compliant with its international reporting obligations to improve the status of women. We collaborated with other Ministers, government agencies, and non-government organisations in New Zealand, and with representatives from other jurisdictions.

We provided over 30 responses to requests for information from the Ministry of Foreign Affairs and Trade, other agencies, and international organisations.

Are we making a difference?

We collect feedback from our stakeholders throughout the year to measure how we're doing. Highlights from this feedback include:

Twelve of the 13 stakeholders viewed the work we are doing or have done for them as 'valuable' or 'very valuable'.¹³

Six of the 13 stakeholders we worked with this year 'agreed' or 'strongly agreed' they were provided with high-quality and timely information and have been appropriately consulted on the Government's CEDAW report.¹⁴



“They are very active in terms of raising the profile for women’s affairs and I think it’s great to have them there.”

¹³ One stakeholder was neutral on the value of our work.

¹⁴ Three stakeholders were neutral and one stakeholder disagreed they were provided with high-quality and timely information. Three stakeholders chose not to answer this question.

Building organisational capability

We continued to focus on building an engaged team, prioritising resources to key areas, and increasing our impact with stakeholders.

The Ministry continued to develop a shared purpose and direction, and consistent focus on achieving the priority impacts, having more involvement by external stakeholders in the Ministry's work, and continuing to have fit-for-purpose services, systems, and processes.

We continued to make progress in each area during the year.

Engaged people

Building a high-trust, high-performing, and 'one Ministry' culture will enable us to have the maximum possible impact. It's important that our people connect with our priorities and support each other in achieving results.

We continued to build our organisational culture and develop a shared story to communicate the Ministry's purpose, vision, and strategy.

We revised our People Plan to align with the capability changes necessary following a refocus of our outcome priorities. This includes developing strong measures to track progress. From that work we aligned our

performance management plans and people development processes, demonstrating our commitment to a culture of high achievement and ongoing capability development.

Our team of principal policy analysts continued as thought leaders to lead our core projects.

We continued to be actively involved in innovation and cross-government collaboration. Our people participated in a variety of public sector networks and forums and inter-agency working groups during the year.

Equal employment opportunity continued to be a strong part of the Ministry's work culture, reflected in a range of flexible working arrangements, support for individual choices around work-life balance, and commitment to professional development.

Clear stakeholder focus

We were successful in building evidence and influencing others, and continued to increase our impact. Influence training for our staff has continued so that ongoing capability is enhanced.

We need to be clear about who we want to influence and how we will do that. Key Ministry stakeholders, identified previously, are continually

reviewed as our outcome priorities change and cause the focus of our work to change. We keep our attention on what they want and how we can best influence them.

We collaborate with other organisations where that effort will deliver improved outcomes for women. This may be government agencies, non-government organisations, and the private sector.

To more efficiently monitor and track stakeholder engagement we began preparation and planning for the implementation of a contact management system. This system will be implemented in the next year.

We continued to use meetings, events, our newsletter, and social media to influence stakeholders to take action to improve lives for New Zealand women. We continued to grow our LinkedIn presence and implemented new Twitter and Facebook channels. These new channels were particularly useful for sharing our work and therefore increasing our impact with a wider range of New Zealanders.

Better serving Māori and Pacific women

Māori and Pacific women have important voices across our work programme. We worked with

Māori and Pacific organisations to strengthen the Māori and Pasifika Trades Training scheme and Māori and Pacific women's leadership and representation. We sharpened our focus on the evidence base for Māori and Pacific women in the primary prevention of intimate partner violence by talking with Māori and Pacific women across the country.

We have a strategy on how our work can be more effective for Māori and Pacific women and this is integrated into our business and operating model to improve our performance in this area.

Ensuring a diverse and inclusive Ministry

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.

The Ministry is the smallest agency in the public service. We have a higher than average representation of 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.

During the year our areas of focus for achieving our vision were: continuing to develop a more diverse workforce; developing a more inclusive organisational culture; continuing our role as an expert advisor and influencer; and monitoring our progress and results.

Building efficiency and effectiveness

We continued to implement changes to our key business systems and processes to remain cost efficient and focus our energy where it is most effective. We implemented refreshed ministerial servicing processes, project management disciplines, and writing for influence standards.

We also began to implement a new centralised contact system for stakeholder information and the nominations service database.



A woman with dark hair in a braid, wearing a white t-shirt and a dark apron, is smiling and looking down at something she is holding. She has a large tattoo on her left forearm. The background is a warm, yellowish-gold color with a blurred pattern of lines.

Reporting on our performance

For the year ended 30 June 2017

The following section provides detailed reporting on our performance by appropriation against our targets as set out in the Information Supporting the Estimates 2016/17. Where appropriate we have included comparative performance information against targets for the prior year (2015/16 actuals).

Policy advice and related services (multi-category appropriation)

The overarching purpose of this appropriation is to provide policy advice and other support to Ministers in discharging their policy decision-making and other portfolio responsibilities.

We are the Government’s principal advisor on improving the lives of New Zealand women. During the year we were funded to provide:


- advice (including second opinion advice and contributions to policy advice led by other agencies) to support decision-making by ministers on government policy matters that improve the lives of New Zealand women, including managing New Zealand’s international obligations with respect to the status of women

- suitable women nominees for appointment to state sector boards and committees
- support services to the Minister for Women to enable her to meet her portfolio responsibilities
- administrative support for the National Advisory Council on the Employment of Women.

What we intended to achieve with this appropriation

This appropriation is intended to achieve better outcomes for New Zealand women by supporting ministerial decision-making with high-quality policy advice.

Measuring our performance against our targets

Key performance measure	Actual performance
<p>Stakeholder satisfaction with the quality of the evidence, analysis, and advice provided by the Ministry.¹⁵</p> <p><i>Target of ‘met requirements’ or better as measured on an annual basis.</i></p>	 <p>85 percent of stakeholders rated their satisfaction with the Ministry’s evidence, analysis, and advice as ‘met requirements’ or higher.¹⁶</p> <p>(2015/16 actuals: 92 percent of stakeholders rated their satisfaction with the Ministry’s advice as ‘met requirements’ or higher.¹⁷)</p> <p>2017/18 target: * Rating of ‘met requirements’ or better.)</p>

* The forecast performance targets are not audited.

15 As updated in the Vote Women Supplementary Estimates of Appropriations 2016/17.

16 Research First Limited, Ministry for Women Stakeholder Feedback, August 2017.

17 Research First Limited, Ministry for Women Stakeholder Feedback, Research Report July 2016.

Key performance measure	Actual performance
<p>Key stakeholders report that the Ministry's evidence, analysis, and advice has informed their actions and been incorporated into their policies and practices to improve outcomes for women.¹⁸</p> <p><i>Target of 75 percent of stakeholders as measured on an annual basis.</i></p>	<div data-bbox="576 488 756 622" data-label="Figure"> </div> <p>86 percent of stakeholders reported that the Ministry's evidence, analysis, and advice has informed their actions and been incorporated into their policies and practices to improve outcomes for women.¹⁹</p> <p>(2015/16 actuals: 68 percent of stakeholders.²⁰)</p> <p>2017/18 target: * 75 percent of stakeholders.)</p>

* The forecast performance targets are not audited.

Commentary on our performance

We focused on areas where we could make the most difference and that would have the greatest impact for women and New Zealand. We worked with and through others to achieve our goals.

We provided evidence, analysis, and advice to influence decision-makers in government and leaders in the private and non-government sectors so they could achieve better outcomes for women.

Stakeholder satisfaction remains high, with 85 percent of stakeholders rating their satisfaction with the quality of our advice as 'meeting requirements' or better. The majority of stakeholders surveyed reported that they had incorporated the Ministry's evidence, analysis, or advice into their policies and practices to improve outcomes for women (82 percent).

We have seen changes such as:

- industry partner organisations implementing active recruitment strategies and setting targets within their respective sectors to increase training and educational opportunities for women, particularly those who could benefit from qualifications and skills training in high-demand fields
- the expansion of the Institute of Directors' Future Directors programme to state sector boards and committees to grow the pipeline of women leaders
- family violence service providers refining their practice to align with Ministry research findings about what works to keep Māori and Samoan women safe from violence.

18 As updated in the Vote Women Supplementary Estimates of Appropriations 2016/17.

19 Research First Limited, Ministry for Women Stakeholder Feedback, August 2017.

20 Research First Limited, Ministry for Women Stakeholder Feedback, Research Report July 2016.

Summary of our performance for each category

We achieved all of our seven performance targets this year compared with five out of eight last year (63 percent).

Here is a summary of our performance by appropriation category. For full details on our performance against each target refer to pages 28 to 39.

Policy advice	Nomination services	Ministerial services	National Advisory Council on the Employment of Women
			
3 out of 3 performance targets were met this year	2 out of 2 performance targets were met this year	1 out of 1 performance target was met this year	1 out of 1 performance target was met this year
2015/16: 2 out of 4 performance targets	2015/16: 2 out of 2 performance targets	2015/16: 0 out of 1 performance target	2015/16: 1 out of 1 performance target

* The forecast performance targets are not audited.

Financial performance

2016 actual \$000		2016 unaudited budget ²¹	2017 actual \$000	2018 unaudited forecast \$000
Multi-category appropriation				
<i>Policy advice and related services</i>				
4,607	Crown revenue	4,825	4,825	5,208
273	Other revenue	7	9	–
4,880	Total revenue	4,832	4,834	5,208
4,688	Total expenses	4,832	4,626	5,208
192	Net surplus/(deficit)	–	208	–

21 As updated in the Vote Women Supplementary Estimates of Appropriations 2016/17.


Policy advice

This category is limited to providing advice (including second opinion advice and contributions to policy advice led by other agencies) to support decision-making by Ministers on government policy matters relating to improving the lives of New Zealand women.

What we intended to achieve

This category is intended to achieve the delivery of high-quality advice to support ministerial decision-making that improves the lives of New Zealand women.

Measuring our performance against our targets

Key performance measures	Actual performance
<p>Average quality of written policy papers to the Minister for Women, as assessed by an independent reviewer.</p> <p><i>Target of 75 percent²² as measured by an annual survey with a methodical robustness score of at least 70 percent.²³</i></p>	<div style="text-align: center;">  <p>76%</p> </div> <p>The New Zealand Institute of Economic Research (NZIER) rated the technical quality of the Ministry's written policy advice at 76 percent as measured by an annual assessment with a methodical robustness score of 88 percent.²⁴</p> <p>(2015/16 actuals: NZIER rated the technical quality of the Ministry's written policy advice at 73 percent as measured by an annual assessment with a methodical robustness score of 75 percent.²⁵)</p> <p>(2017/18 target:* 75 percent as measured by an annual assessment with a methodical robustness score of at least 70 percent.)</p>

* The forecast performance targets are not audited.

22 As updated in the Vote Women Supplementary Estimates of Appropriations 2016/17.

23 The methodical robustness score reflects the robustness of the review process and includes factors such as the experience of reviewers, how papers were selected for the review and what criteria reviewers applied. The higher the robustness score, the stronger the methodological quality of the assessment.

24 New Zealand Institute of Economic Research, Ministry for Women, Policy Advice Quality Review 2016/17, June 2017.

25 New Zealand Institute of Economic Research, Ministry for Women Policy Advice Quality Review 2016, June 2016.

Key performance measures	Actual performance
<p>Ministerial satisfaction with the Ministry's advice.</p> <p><i>Target of 75 percent²⁶ as measured by a quarterly common satisfaction survey for policy advice.²⁷</i></p>	<p>The Minister rated her satisfaction with the quality of the Ministry's policy advice at 81.7 percent using the common satisfaction survey.</p> <p>(2015/16 actuals: The Minister rated her satisfaction with the quality of the Ministry's policy advice at 65 percent using the common satisfaction survey.)</p> <p>(2017/18 target:* 75 percent or better.)</p>
<p>Total cost of producing policy advice per output hour.²⁸</p> <p><i>Target of between \$120 and \$130.²⁹</i></p>	<p>The Ministry's total cost per policy output hour was \$125.</p> <p>(2015/16 actuals: \$118.)</p> <p>(2017/18 target:* Between \$120 and \$130.)</p>

* The forecast performance targets are not audited.

Commentary on our performance

We continued to provide effective advice to improve the lives of women in New Zealand.

We continually measure the quality and effectiveness of our advice in order to maximise our impact.

All three performance measures in this appropriation category were achieved:

- The quality of written policy papers to the Minister for Women remains high.
- Ministerial satisfaction with the quality of our advice increased significantly this year.
- The total cost of producing policy advice remains within our target range.

26 As updated in the Vote Women Supplementary Estimates of Appropriations 2016/17.

27 Ministers responsible for policy appropriations are asked to complete a common satisfaction survey of six core questions in order to provide a quantitative representation of their satisfaction with an agency's policy advice.

28 The total cost per policy output hour metric is designed to be a unit cost for policy advice that reflects what policy organisations might have to bill per hour to break even if they were contracted for services on that basis.

29 As updated in the Vote Women Supplementary Estimates of Appropriations 2016/17.

Financial performance

2016 actual \$000		2017 unaudited budget ⁵⁰ \$000	2017 actual \$000	2018 unaudited forecast \$000
Multi-category appropriation				
<i>Policy advice</i>				
3,752	Crown revenue	3,970	3,970	4,353
273	Other revenue	7	9	–
4,025	Total revenue	3,977	3,979	4,353
3,914	Total expenses	3,977	3,827	4,353
111	Net surplus/(deficit)	–	152	–

30 As updated in the Vote Women Supplementary Estimates of Appropriations 2016/17.



Nomination services

This category is limited to providing suitable women nominees for appointment to state sector boards and committees.

What we intended to achieve

This category is intended to achieve suitable women nominees for appointment to state sector boards and committees.

Measuring our performance against our targets

Key performance measures	Actual performance
<p>Appointing agency satisfaction with the quality of nominees and nomination services provided by the Ministry.</p> <p><i>Target of 'met requirements' or better as measured on an annual basis.</i></p>	<div style="text-align: center;">  </div> <p>100 percent of key appointing agencies rated the quality of the Ministry's nominations service and nominees provided as 'meeting their requirements' or higher.³¹⁾</p> <p>(2015/16 actuals: 100 percent of key appointing agencies rated the quality of the Ministry's nominations service and nominees provided as 'meeting their requirements' or higher.³²⁾</p> <p>(2017/18 target: * Rating of 'met requirements' or better.)</p>
<p>Timeliness of nominations.</p> <p><i>Target of 100 percent of responses to nomination requests provided by the due date.</i></p>	<div style="text-align: center;">  </div> <p>100 percent of responses to nomination requests were provided by the due date.</p> <p>(2015/16 actuals: 100 percent of responses to nomination requests were provided by the due date.)</p> <p>(2017/18 target: * 100 percent of responses.)</p>

* The forecast performance targets are not audited.

31 Research First Limited, Ministry for Women Stakeholder Feedback, August 2017.

32 Research First Limited, Ministry for Women Stakeholder Feedback, Research Report July 2016.

Commentary on our performance

We continued to work closely with appointing agencies to ensure that suitably qualified women were identified and nominated for vacancies on state sector boards and committees, helping to build the pipeline of women with governance skills in New Zealand. This included responding to over 200 requests for candidates from nominating agencies.

As in previous years, both performance measures in this appropriation category were achieved. All stakeholders were satisfied with the quality of our nomination services and all nomination requests were responded to by the due date.

Financial performance

2016 actual \$000		2017 unaudited budget \$000	2017 actual \$000	2018 unaudited forecast \$000
Multi-category appropriation				
<i>Nomination services</i>				
300	Crown revenue	300	300	300
–	Other revenue	–	–	–
300	Total revenue	300	300	300
299	Total expenses	300	288	300
1	Net surplus/(deficit)	–	12	–


Ministerial services

This category is limited to providing services to the Minister for Women to enable them to discharge their portfolio responsibilities.

What we intended to achieve

This category is intended to achieve high-quality and timely services to enable the Minister for Women to discharge their portfolio responsibilities.

Measuring our performance against our targets

Key performance measure	Actual performance
<p>Ministerial satisfaction with the services provided by the Ministry.</p> <p><i>Target of 'met requirements' or better as rated on a quarterly basis.</i></p>	 <p>The Minister rated her satisfaction as 'met requirements' in the first, third and fourth quarters. Due to changes of ministerial portfolios a rating was not received for the second quarter.</p> <p>(2015/16 actuals: The Minister rated her satisfaction as 'met requirements' in the second, third and fourth quarters and 'partly met requirements' in the first quarter.)</p> <p>(2017/18 target: * Rating of 'met requirements' or better.)</p>

** The forecast performance targets are not audited.*

Commentary on our performance

The performance measure for this appropriation category was fully achieved with our support services meeting requirements throughout the year.

We continue to work on improving the quality, effectiveness, and timeliness of our services in order to best support the Minister to meet her portfolio responsibilities.

Measuring our output performance against our targets

Other performance measures	Actual performance
Preparation of draft responses to parliamentary questions	
Number prepared (Estimated 40)	38 draft responses were prepared (2015/16: 46)
Percentage provided within the agreed reporting deadline (Target 100 percent)	100 percent within deadline (2015/16: 100 percent)
Preparation of draft responses to requests to the Minister under the Official Information Act	
Number prepared (Estimated 10)	8 draft responses were prepared (2015/16: Nil)
Percentage provided within the agreed reporting deadline (Target 100 percent)	100 percent within deadline (2015/16: N/A)
Preparation of draft replies to ministerial correspondence	
Number prepared (Estimated 35)	78 draft replies were prepared (2015/16: 57)
Percentage provided within the agreed reporting deadline (Target 100 percent)	99 percent within deadline (2015/16: 100 percent)

Financial performance

	2016 actual \$000	2017 unaudited budget \$000	2017 actual \$000	2018 unaudited forecast \$000
Multi-category appropriation				
<i>Ministerial services</i>				
355	Crown Revenue	355	355	355
–	Other revenue	–	–	–
355	Total revenue	355	355	355
355	Total expenses	355	345	355
–	Net surplus/(deficit)	–	10	–


National Advisory Council on the Employment of Women

This category is limited to providing administrative, advisory and research support for the National Advisory Council on the Employment of Women (NACEW).

What we intended to achieve

This category is intended to achieve high-quality administrative, advisory and research support for the National Advisory Council on the Employment of Women.

Measuring our performance against our targets

Key performance measure	Actual performance
<p>Council member satisfaction with the services provided by the Ministry.</p> <p><i>Target of 'met requirements' or better as rated on an annual basis.</i></p>	<div style="text-align: center;">  </div> <p>All members reported that the Ministry's advice and support met their requirements or better. Fifty percent of members rated their satisfaction as 'more than meeting requirements' or excellent.³³</p> <p>(2015/16 actuals: In March 2015 the Minister for Women initiated a review of the purpose and function of the National Advisory Council on the Employment of Women. The Council did not meet pending confirmation of its new purpose and function.</p> <p>Both Council members interviewed rated the Ministry's advice and support for NACEW during the transition process as 'meeting requirements' or better.³⁴)</p> <p>(2017/18 target: * Rating of 'met requirements' or better.)</p>

* The forecast performance targets are not audited.

³³ Research First Limited, Ministry for Women Stakeholder Feedback, August 2017.

³⁴ Research First Limited, Ministry for Women Stakeholder Feedback, Research Report July 2016. As a transition process was underway this year, we chose to interview the Chair and Deputy Chair only. Both of these stakeholders were advised that they may be able to be identified in this research given the small sample of NACEW stakeholders interviewed and agreed to take part in the research on that basis.

Commentary on our performance

In March 2015 the Minister for Women initiated a review of the purpose and function of the National Advisory Council on the Employment of Women. The new Council met for the first time in November 2016 when its new purpose and function were confirmed.

We successfully supported the Chair during the transition process and the implementation of the Council's new purpose and function with all Council members satisfied with the advice and support we provided.

Financial performance

	2016 actual \$000	2017 unaudited budget \$000	2017 actual \$000	2018 unaudited forecast \$000
Multi-category appropriation				
<i>National Advisory Council on the Employment of Women</i>				
200	Crown revenue	200	200	200
–	Other revenue	–	–	–
200	Total revenue	200	200	200
120	Total expenses	200	166	200
80	Net surplus/(deficit)	–	34	–

Capital expenditure appropriation (permanent legislative authority)

This appropriation is limited to the purchase or development of assets by and for the use of the Ministry for Women, as authorised by section 24(1) of the Public Finance Act 1989.

What we intended to achieve

This appropriation is intended to achieve the efficient delivery of Ministry for Women outputs through funding the routine replacement and upgrade of office equipment and information technology to support the delivery of Ministry services.

Measuring our performance against our targets

Key performance measure	Actual performance
<p>Expenditure is in accordance with the Ministry's annual capital plan.</p> <p><i>Target of 100 percent of expenditure in accordance with the Ministry's annual capital plan.</i></p>	<div style="text-align: center;">  </div> <p>Achieved.</p> <p>(2015/16 actuals: Achieved.)</p> <p>(2017/18 target:* 100 percent of expenditure in accordance with the Ministry's annual capital plan.)</p>

* The forecast performance targets are not audited.

Commentary on our performance

This year we successfully implemented a new centralised contact relationship management system to support better stakeholder engagement and operate our nominations service from.

Financial performance

2016 actual \$000		2017 unaudited budget ³⁵ \$000	2017 actual \$000	2018 unaudited forecast \$000
Capital expenditure appropriation				
4	Property, plant, and equipment	20	20	30
51	Intangibles	50	52	10
55	Total capital expenditure	70	72	40

35 As updated in the Vote Women Supplementary Estimates of Appropriations 2016/17.

Part



Our financial statements

Statement of responsibility

For the year ended 30 June 2017

I am responsible, as Chief Executive of the Ministry for Women (the Ministry), for:

- the preparation of the Ministry's financial statements, and statements of expenses and capital expenditure, and for the judgements made in them
- having in place a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting
- ensuring that end-of-year performance information on each appropriation administered by the Ministry is provided in accordance with sections 19A to 19C of the Public Finance Act 1989, whether or not that information is included in this annual report
- the accuracy of any end-of-year performance information prepared by the Ministry, whether or not that information is included in this annual report.

In my opinion:

- the financial statements fairly reflect the financial position and operations of the Ministry as at 30 June 2017 and its operations ended on that date
- the forecast financial statements fairly reflect the forecast financial position of the Ministry as at 30 June 2017 and its operations for the year ending on that date.

Renee Graham
Chief Executive

2 October 2017

Independent auditor's report

To the readers of Ministry for Women's annual report for the year ended 30 June 2017

The Auditor-General is the auditor of the Ministry for Women (the Ministry). The Auditor-General has appointed me, Chrissie Murray, using the staff and resources of Audit New Zealand, to carry out, on his behalf, the audit of:

- the financial statements of the Ministry on pages 44 to 64, that comprise the statement of financial position, statement of commitments, statement of contingent liabilities and contingent assets as at 30 June 2017, the statement of comprehensive revenue and expense, statement of changes in equity, and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information;
 - the performance information prepared by the Ministry for the year ended 30 June 2017 on pages 10 to 21 and 24 to 39; and
 - the statements of expenses and capital expenditure of the Ministry for the year ended 30 June 2017 on pages 65 to 67.
- what has been achieved with the appropriation; and
 - the actual expenses or capital expenditure incurred compared with the appropriated or forecast expenses or capital expenditure; and
 - complies with generally accepted accounting practice in New Zealand; and
- the statements of expenses and capital expenditure of the Ministry are presented fairly, in all material respects, in accordance with the requirements of section 45A of the Public Finance Act 1989.

Our audit was completed on 2 October 2017. This is the date at which our opinion is expressed.

The basis for our opinion is explained below. In addition, we outline the responsibilities of the Chief Executive and our responsibilities relating to the information to be audited, we comment on other information, and we explain our independence.

Opinion

In our opinion:

- the financial statements of the Ministry:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2017; and
 - its financial performance and cash flows for the year ended on that date; and
 - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Standards Reduced Disclosure Regime; and
- the performance information of the Ministry:
 - presents fairly, in all material respects, for the year ended 30 June 2017:

Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of the Chief Executive for the information to be audited

The Chief Executive is responsible on behalf of the Ministry for preparing:

- financial statements that present fairly the Ministry's financial position, financial performance, and its cash flows, and that comply with generally accepted accounting practice in New Zealand.
- performance information that presents fairly what has been achieved with each appropriation, the expenditure incurred as compared with expenditure expected to be incurred, and that complies with generally accepted accounting practice in New Zealand.
- statements of expenses and capital expenditure of the Ministry, that are presented fairly, in accordance with the requirements of the Public Finance Act 1989.

The Chief Executive is responsible for such internal control as is determined is necessary to enable the preparation of the information to be audited that is free from material misstatement, whether due to fraud or error.

In preparing the information to be audited, the Chief Executive is responsible on behalf of the Ministry for assessing the Ministry's ability to continue as a going concern. The Chief Executive is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless there is an intention to merge or to terminate the activities of the Ministry, or there is no realistic alternative but to do so.

The Chief Executive's responsibilities arise from the Public Finance Act 1989.

Responsibilities of the auditor for the information to be audited

Our objectives are to obtain reasonable assurance about whether the information we audited, as a whole, is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists.

Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error.

Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of the information we audited.

For the budget information reported in the information we audited, our procedures were limited to checking that the information agreed to the Strategic Intentions 2014-18 and relevant Estimates and Supplementary Estimates of Appropriations 2016/17, and the 2016/17 forecast financial figures included in the Ministry's 2015/16 Annual Report.

We did not evaluate the security and controls over the electronic publication of the information we audited.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the information we audited, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Ministry's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Chief Executive.
- We evaluate the appropriateness of the reported performance information within the Ministry's framework for reporting its performance.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Chief Executive and, based on the audit evidence obtained, whether a material uncertainty exists related to events

or conditions that may cast significant doubt on the Ministry's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the information we audited or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Ministry to cease to continue as a going concern.

- We evaluate the overall presentation, structure and content of the information we audited, including the disclosures, and whether the information we audited represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Chief Executive regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Chief Executive is responsible for the other information. The other information comprises the information included on pages 4 to 9, 22 to 23, and 40, but does not include the information we audited, and our auditor's report thereon.

Our opinion on the information we audited does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

Our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the information we audited or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of the Ministry in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1 (Revised): Code of Ethics for Assurance Practitioners issued by the New Zealand Auditing and Assurance Standards Board.

Other than in our capacity as auditor, we have no relationship with, or interests, in the Ministry.



Chrissie Murray
Audit New Zealand
On behalf of the Auditor-General
Wellington, New Zealand

AUDIT NEW ZEALAND
Mana Arotake Aotearoa

Statement of comprehensive revenue and expenses

For the year ended 30 June 2017

2016 actual \$000	Note	2017 budget* \$000	2017 actual \$000	2018 forecast* \$000
Revenue				
4,607	Revenue from the Crown	2	4,977	4,825
273	Other revenue	2	–	9
4,880	Total revenue		4,977	5,208
Expenses				
3,285	Personnel costs	3	3,578	2,943
1,271	Operating costs	5	1,262	1,549
27	Capital charge	4	27	22
105	Depreciation/amortisation expense	7,8	110	112
4,688	Total expenses		4,977	5,208
192	Net surplus/(deficit)		–	208
–	Other comprehensive revenue and expense		–	–
192	Total comprehensive revenue and expense		–	208

Explanations of major variances against budget figures are provided in Note 18.

The accompanying notes form part of these financial statements.

* The budget financial figures and forecast financial figures are not audited.

Statement of financial position

As at 30 June 2017

2016 actual \$000	Note	2017 budget* \$000	2017 actual \$000	2018 forecast* \$000
Assets				
Current assets				
585	Cash and cash equivalents	491	693	527
8	Debtors and other receivables	6	–	–
593	Total current assets	491	693	527
Non-current assets				
504	Property, plant, and equipment	7	442	432
48	Intangible assets	8	50	80
552	Total non-current assets	492	512	442
1,145	Total assets	983	1,205	969
Liabilities				
Current liabilities				
340	Creditors and other payables	9	325	371
192	Return of operating surplus	10	–	208
163	Employee entitlements	12	215	195
14	Lease incentive liability	13	–	14
709	Total current liabilities	540	788	540
Non-current liabilities				
12	Employee entitlements	12	15	10
88	Lease incentive liability	13	92	71
100	Total non-current liabilities	107	81	93
809	Total liabilities	647	869	633
336	Net assets	336	336	336
Equity				
336	General funds	336	336	336
336	Total equity	336	336	336

Explanations of major variances against budget figures are provided in Note 18.

The accompanying notes form part of these financial statements.

* The budget financial figures and forecast financial figures are not audited.

Statement of changes in equity

For the year ended 30 June 2017

2016 actual \$000		2017 budget* \$000	2017 actual \$000	2018 forecast* \$000
General funds				
336	Balance at 1 July	336	336	336
192	Total comprehensive revenue and expense	–	208	–
(192)	Repayment of operating surplus to the Crown	–	(208)	–
336	Balance at 30 June	336	336	336

Explanations of major variances against budget figures are provided in Note 18.

The accompanying notes form part of these financial statements.

** The budget financial figures and forecast financial figures are not audited.*

Statement of cash flows

For the year ended 30 June 2017

2016 actual \$000		2017 budget* \$000	2017 actual \$000	2018 forecast* \$000
Cash flow from operating activities				
4,607	Receipts from the Crown	4,977	4,825	5,208
289	Receipts from other revenue	–	18	–
(1,333)	Payments to suppliers	(1,327)	(1,477)	(1,424)
(3,270)	Payments to employees	(3,525)	(2,912)	(3,665)
(27)	Payments for capital charge	(27)	(22)	(21)
14	Goods and services tax (net)	–	(68)	–
280	Net cash from operating activities	98	364	98
Cash flows from investing activities				
(4)	Purchase of property, plant, and equipment	(30)	(12)	(30)
(51)	Purchase of intangible assets	(10)	(52)	(10)
(55)	Net cash from investing activities	(40)	(64)	(40)
Cash flows from financing activities				
(45)	Return of operating surplus to the Crown	–	(192)	(110)
(45)	Net cash from financing activities	–	(192)	(110)
180	Net increase/(decrease) in cash	58	108	(52)
405	Cash at the beginning of the year	433	585	579
585	Cash at the end of the year	491	693	527

Explanations of major variances against budget figures are provided in Note 18.

The accompanying notes form part of these financial statements.

* The budget financial figures and forecast financial figures are not audited.

Statement of cash flows (continued)

For the year ended 30 June 2017

2016 actual \$000		2017 actual \$000
192	Net surplus/(deficit)	208
	Add/(less) non-cash items	
105	Depreciation and amortisation expense	112
	Add/(less) items classified as investing or financing activities	
	– (Gains)/losses on disposal of property, plant, and equipment	–
	Add/(less) movements in statement of financial position items	
15	(Increase)/decrease in debtors and other receivables	8
(34)	Increase/(decrease) in creditors and other payables	23
(14)	Increase/(decrease) in provisions	(17)
16	Increase/(decrease) in employee entitlements	30
(17)	Total net movement in working capital items	44
280	Net cash flow from operating activities	364

The accompanying notes form part of these financial statements.

Statement of commitments

As at 30 June 2017

Capital commitments

Capital commitments are the aggregate amount of capital expenditure contracted for the acquisition of property, plant, and equipment and intangible assets that haven't been paid for or not recognised as a liability at balance date.

Cancellable capital commitments, that have penalty or exit costs explicit in the agreement, on exercising the option to cancel are reported below at the lower of the remaining contractual commitment and the value of those penalty or exit costs (that is, the minimum future payments).

Non-cancellable operating lease commitments

The Ministry leases property in the normal course of its business. The Ministry entered a lease for new premises commencing 1 September 2014. The premises lease has a non-cancellable leasing period of nine years, with a right of renewal for a further six years. There are no restrictions placed on the Ministry by any of its leasing arrangements.

2016 actual \$000		2017 actual \$000
	Capital commitments	
47	Intangible asset	–
47	Total capital commitments	–
	Non-cancellable operating lease	
	The future aggregate minimum lease payments to be paid under non-cancellable operating leases are as follows:	
178	Not later than one year	180
715	Later than one year and not later than five years	721
387	Later than five years	210
1,280	Total non-cancellable operating lease commitments	1,111
1,327	Total commitments	1,111

The accompanying notes form part of these financial statements.

Statement of contingent liabilities and contingent assets

As at 30 June 2017

Contingent liabilities

There were no contingent liabilities or guarantees given under the Public Finance Act 1989 in relation to the activities of the Ministry at 30 June 2017 (2016: Nil).

Contingent assets

The Ministry had no contingent assets at 30 June 2017 (2016: Nil).

The accompanying notes form part of these financial statements.

Notes to the financial statements

For the year ended 30 June 2017

1. Statement of accounting policies

Reporting entity

The Ministry for Women (the Ministry) is a government department as defined by section 2 of the Public Finance Act 1989 and is domiciled and operates in New Zealand. The relevant legislation governing the Ministry's operations includes the Public Finance Act 1989 and the Public Accountability Act 1998. The Ministry's ultimate parent is the New Zealand Crown.

The Ministry's primary objective is to provide services to the New Zealand public. The Ministry does not operate to make a financial return.

The Ministry has designated itself as a public benefit entity (PBE) for the purposes of complying with generally accepted accounting practice.

The financial statements of the Ministry are for the year ended 30 June 2017, and were approved for issue by the Chief Executive on 2 October 2017.

Basis of preparation

The financial statements have been prepared on a going-concern basis, and the accounting policies have been applied consistently throughout the year.

Statement of compliance

The financial statements of the Ministry have been prepared in accordance with the requirements of the Public Finance Act 1989, which includes the requirement to comply with New Zealand generally accepted accounting practice (NZ GAAP) and Treasury instructions.

The financial statements have been prepared in accordance with and comply with PBE Standards RDR on the basis that the Ministry is neither publicly accountable nor large.

Presentation currency and rounding

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000), other than the related party disclosures in Note 15. The related party transaction disclosures are rounded to the nearest dollar.

Changes in accounting policies

There have been no changes in the Ministry's accounting policies since the date of the last audited financial statements.

Standards issued and not yet effective and not early adopted

Standards and amendments, issued but not yet effective that have been early adopted, and which are relevant to the Ministry are:

Financial Instruments

In January 2017 the External Reporting Board issued PBE IFRS 9 *Financial Instruments*. This replaces PBE IPSAS 29 *Financial Instruments: Recognition and Measurement*. PBE IFRS 9 is effective for annual periods beginning on or after 1 January 2021, with earlier application permitted. The main changes under the standard are:

- new financial asset classification requirements for determining whether an asset is measured at fair value or amortised cost
- a new impairment model for financial assets based on expected losses, which may result in the earlier recognition of impairment losses
- revised hedge accounting requirements to better reflect the management of risks.

The timing of the Ministry adopting PBE IFRS 9 will be guided by The Treasury's decision on when the Financial Statements of the Government will adopt PBE IFRS 9. The Ministry has not yet assessed the effects of the new standard.

Impairment of Revalued Assets

In April 2017 the External Reporting Board issued *Impairment of Revalued Assets*, which now clearly scopes revalued property, plant, and equipment into the impairment accounting standards. Previously, only property, plant, and equipment measured at cost were scoped into the impairment accounting standards.

Under the amendment, a revalued asset can be impaired without having to revalue the entire class of asset to which the asset belongs. The timing of the Ministry adopting this amendment will be guided by The Treasury's decision on when the Financial Statements of the Government will adopt the amendment.

Summary of significant accounting policies

Significant accounting policies are included in the notes to which they relate. Significant accounting policies that do not relate to a specific note are outlined below.

Foreign currency transactions

Foreign currency transactions are translated into NZ \$ (the functional currency) using the spot exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the surplus or deficit.

Cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with banks, and other short-term highly liquid investments with original maturities of three months or less.

The Ministry is only permitted to expend its cash and cash equivalents within the scope and limits of its appropriations.

Goods and services tax (GST)

Items in the financial statements are stated exclusive of GST, except for receivables and payables, which are stated on a GST-inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, Inland Revenue is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from, Inland Revenue including the GST relating to investing and financing activities, is classified as a net operating cash flow in the statement of cash flows.

Income tax

The Ministry is a public authority and consequently is exempt from income tax. Accordingly, no provision has been made for income tax.

Critical accounting estimates and assumptions

In preparing these financial statements, estimates and assumptions have been made concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

There are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Critical judgements in applying accounting policies

Management has not been required to exercise critical judgements in applying accounting policies.

Budget and forecast figures

Basis of the budget and forecast figures

The 2017 budget figures are for the year ended 30 June 2017 and were published in the Ministry's *2015/16 Annual Report*. They are consistent with the Ministry's best estimate financial forecast information submitted to The Treasury for the *Budget Economic and Fiscal Update* (BEFU) for the 2016/17 year.

The 2018 forecast figures are for the year ending 30 June 2018, which are consistent with the best estimate financial forecast information submitted to The Treasury for the BEFU for the 2017/18 year. This forecast information may not be appropriate for purposes other than those prescribed.

The forecast financial statements have been prepared as required by the Public Finance Act 1989 to communicate forecast financial information for accountability purposes.

The budget and forecast figures are unaudited and have been prepared using the accounting policies adopted in preparing these financial statements.

The 30 June 2018 forecast figures have been prepared in accordance with and comply with PBE FRS 42 *Prospective Financial Statements*.

The forecast financial statements were approved for issue by the Chief Executive on 7 April 2017.

The Chief Executive is responsible for the forecast financial statements, including the appropriateness of the assumptions underlying them and all other required disclosures.

While the Ministry regularly updates its forecasts, updated forecast financial statements for the year ending 30 June 2018 will not be published.

Significant assumptions used in preparing the forecast financials

The forecast figures contained in these financial statements reflect the Ministry's purpose and activities and are based on a number of assumptions on what may occur during the 2017/18 year. The forecast figures have been compiled on the basis of existing government policies and ministerial expectations at the time the Main Estimates were finalised.

The main assumptions, which were adopted as at 7 April 2017, were as follows:

- The Ministry's activities will remain substantially the same as the previous year focusing on the Government's priorities.
- Personnel costs were based on up to 34 full-time equivalent staff.
- Operating costs were based on historical experience and other factors believed to be reasonable in the circumstances and are the Ministry's best estimate of future costs that will be incurred. Remuneration rates were based on current wages and salary costs, adjusted for anticipated remuneration changes.
- Estimated year-end information for 2016/17 was used as the opening position for the 2017/18 forecasts.

The actual financial results achieved for the period ending 30 June 2018 are likely to vary from the forecast information presented, but are not likely to be material.

There have been no significant changes since the forecasts were approved that would have a material impact on the forecast figures.

2. Revenue

The specific accounting policies for significant revenue items are explained below:

Revenue from the Crown

Revenue from the Crown is measured based on the Ministry's funding entitlement for the reporting period. The funding entitlement is established by Parliament when it passes the Appropriation Acts for the financial year. The amount of revenue recognised takes into account any amendments to appropriations approved in the Appropriation (Supplementary Estimates) Act for the year and certain other unconditional funding adjustments formally approved prior to balance date.

There are no conditions attached to the funding from the Crown. However, the Ministry can incur expenses only within the scope and limits of its appropriations.

The fair value of Revenue from the Crown has been determined to be equivalent to the funding entitlement.

Breakdown of other revenue and further information

2016 actual \$000		2017 actual \$000
273	Departmental contributions for staff secondment	7
-	ACC claims	2
273	Total other revenue	9

3. Personnel costs*Accounting policy**Salaries and wages*

Salaries and wages are recognised as an expense as employees provide service.

*Superannuation schemes**Defined contribution schemes*

Obligations for contributions to the State Sector Retirement Savings Scheme, KiwiSaver and the Government Superannuation Fund are accounted for as defined contribution superannuation schemes and are recognised as an expense in the surplus or deficit as incurred.

Breakdown of personnel costs

2016 actual \$000		2017 actual \$000
3,185	Salaries and wages	2,846
95	Employer contributions to defined contribution plans	78
2	Increase/(decrease) in employee entitlements	9
3	ACC Levy	10
3,285	Total personnel costs	2,943

4. Capital charge*Accounting policy*

The capital charge is recognised as an expense in the financial year to which the charge relates.

Further information

The Ministry pays a capital charge to the Crown on its taxpayers' funds (equity) as at 30 June and 31 December each year.

The capital charge rate for the year ended 30 June 2017 was 7% from 1 July 2016 to 31 December 2016 and then 6% from 1 January 2017 (2016: 8.0%).

5. Other expenses

Accounting policy

Operating leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset to the lessee. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

Lease incentives received are recognised in the surplus or deficit as a reduction of rental expense over the lease term.

Other expenses

Other expenses are recognised as goods and services are received.

2016 actual \$000		2017 actual \$000	2018 forecast* \$000
33	Audit fees for audit of financial statements	31	35
169	Operating lease expense	157	200
68	Training and conference costs	60	80
96	Travel expenses	90	110
386	Consultants and contractors	662	347
87	Publications	91	86
217	IT expenses	211	204
215	Other expenses	247	297
1,271	Total operating costs	1,549	1,359

6. Receivables

Accounting policy

Debtors and other short-term receivables are recorded at the amount due, less any provision for uncollectability.

A receivable is considered uncollectable when there is evidence that the amount will not be fully collectable. The amount that is uncollectable is the difference between the carrying amount due and the present value of the amount expected to be collected.

The aging profile of receivables at year-end is detailed below:

2016 actual \$000		2017 actual \$000
–	Not past due	–
8	Past due 1-30 days	–
8	Total	–

In relation to the receivables as at 30 June 2016 no provision for uncollectability was considered necessary.

7. Property, plant, and equipment

Accounting policy

Property, plant, and equipment consists of the following asset classes: computer equipment, office equipment, furniture, fitout, and leasehold improvements, and artwork.

All asset classes with the exception of artwork are measured at cost, less accumulated depreciation and impairment losses. Artwork is measured at cost.

Additions

The cost of an item of property, plant, and equipment is recognised as an asset only when it is probable that future economic benefits or service potential associated with the item will flow to the Ministry and the cost of the item can be measured reliably.

Work in progress is recognised at cost less impairment and is not depreciated.

In most instances, an item of property, plant, and equipment is initially recognised at its cost. Where an asset is acquired through a non-exchange transaction, it is recognised at its fair value as at the date of acquisition.

Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit.

Subsequent costs

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to the Ministry and the cost of the item can be measured reliably.

The costs of day-to-day servicing of property, plant, and equipment are recognised in the surplus or deficit as they are incurred.

Depreciation

Depreciation is provided on a straight-line basis on all property, plant, and equipment, except artwork, at rates that will write off the cost of the assets to their estimated residual values over their useful lives. The useful lives and associated depreciation rates of major classes of property, plant, and equipment have been estimated as follows:

Asset class	Years	Depreciation rate
Computer equipment	3	33%
Office equipment	5	20%
Furniture	5-10	10%–20%
Fitout and leasehold improvements	9	11%

Leasehold improvements are depreciated over the shorter of the unexpired period of the lease or the estimated remaining useful lives of the improvements.

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each balance date.

Impairment

The Ministry does not hold any cash-generating assets. Assets are considered cash generating where their primary objective is to generate a commercial return.

Non-cash-generating assets

Property, plant, and equipment, and intangible assets held at cost that have a finite life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable service amount. The recoverable service amount is the higher of an asset's fair value less costs to sell and value in use.

Value in use is determined using a depreciated replacement cost approach.

If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written down to the recoverable amount. The total impairment loss is recognised in the surplus or deficit.

The reversal of an impairment loss is also recognised in the surplus or deficit.

Breakdown of property, plant, and equipment and further information

	Computer equipment \$000	Office equipment \$000	Furniture & fitout \$000	Artwork \$000	Total \$000
Cost or valuation					
Balance at 1 July 2015	44	36	602	2	684
Additions	–	–	4	–	4
Disposal	–	–	–	–	–
Balance at 30 June 2016/1 July 2016	44	36	606	2	688
Additions	16	4	–	–	20
Disposal	–	–	–	–	–
Balance at 30 June 2017	60	40	606	2	708
Accumulated depreciation and impairment losses					
Balance at 1 July 2015	31	4	47	–	82
Depreciation expense	13	7	82	–	102
Elimination on disposal	–	–	–	–	–
Balance at 30 June 2016/1 July 2016	44	11	129	–	184
Depreciation expense	3	7	82	–	92
Elimination on disposal	–	–	–	–	–
Balance at 30 June 2017	47	18	211	–	276
Carrying amounts					
At 1 July 2015	13	32	555	2	602
At 30 June and 1 July 2016	–	25	477	2	504
At 30 June 2017	13	22	395	2	432

8. Intangible assets

Accounting policy

Software acquisition

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Staff training costs are recognised as an expense when incurred. Costs associated with maintaining computer software are recognised as an expense when incurred. Costs of software updates or upgrades are capitalised only when they increase the usefulness or value of the software.

Costs associated with development and maintenance of the Ministry's website are recognised as an expense when incurred.

Amortisation

The carrying value of an intangible asset with finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each financial year is recognised in the surplus or deficit.

The useful lives and associated amortisation rates of major classes of intangible assets are estimated as follows:

Acquired computer software	3 years	33%
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Impairment

Refer to the policy for impairment of property, plant, and equipment in Note 7. The same approach applies to the impairment of intangible assets.

Breakdown of intangible assets and further information

	Total \$000
Cost or valuation	
Balance at 1 July 2015	205
Additions	51
Disposals	–
Balance at 30 June 2016/1 July 2016	256
Additions	52
Disposals	(20)
Balance at 30 June 2017	288
Accumulated amortisation and impairment losses	
Balance at 1 July 2015	205
Amortisation expense	3
Disposals	–
Balance at 30 June 2016/1 July 2016	208
Amortisation expense	20
Disposals	(20)
Balance at 30 June 2017	208
Carrying amounts	
At 1 July 2015	48
At 30 June and 1 July 2016	48
At 30 June 2017	80

Restrictions

There are no restrictions over the title of the Ministry's intangible assets; nor are any pledged as security for liabilities.

Impairment

The Ministry has not recognised any impairment of these assets.

9. Creditors and other payables

Accounting policy

Short-term payables are recorded at the amount payable.

Breakdown of payables and further information

2016 actual \$000		2017 actual \$000
250	Creditors	315
22	Accrued expenses	56
68	GST payable	–
340	Total creditors and other payables	371

Creditors and accrued expenses are all payable under exchange transactions. They are non-interest bearing and are normally settled on 30-day terms, and therefore the carrying value of creditors and other payables approximates their fair value.

GST is payable under non-exchange transactions.

10. Return of operating surplus

Pursuant to section 22 of the Public Finance Act, any operating surplus is returned to the Crown. The repayment of surplus is to be paid by 31 October of each year.

The Ministry has a provision for return of the operating surplus to the Crown of \$208,000 (2016: \$192,000).

11. Provisions

Accounting policy

The Ministry recognises a provision for future expenditure of uncertain amount or timing when:

- there is a present obligation (either legal or constructive) as a result of a past event,
- it is probable that an outflow of future economic benefits will be required to settle the obligation, and
- a reliable estimate can be made of the amount of the obligation.

As at 30 June 2017 there are no provisions required to be recognised; however, at 30 June 2016 a provision for redundancy payments of \$7,000 was reported.

12. Employee entitlements

Accounting policy

Short-term employee entitlements

Employee benefits that are due to be settled within 12 months after the end of the year in which the employee provides the related service are measured based on accrued entitlements at current rates of pay.

These include salaries and wages accrued up to balance date, annual leave earned but not yet taken at balance date, long service leave entitlements expected to be settled within 12 months, and sick leave.

The Ministry recognises a liability for sick leave to the extent that absences in the coming year are expected to be greater than the sick leave entitlements earned in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date, to the extent that the Ministry anticipates it will be used by staff to cover those future absences.

The Ministry recognises a liability and an expense for bonuses where it is contractually obliged to pay them, or where there is a past practice that has created a constructive obligation and a reliable estimate of that obligation can be made.

Long-term employee entitlements

Employee benefits that are due to be settled beyond 12 months after the end of the period in which the employee provides the related service, such as long-service leave, have been calculated on an actuarial basis. The calculations are based on:

- likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that employees will reach the point of entitlement, and contractual entitlement information
- the present value of the estimated future cash flows.

Presentation of employee entitlements

Sick leave, annual leave, vested long-service leave, and non-vested long-service leave that is expected to be settled within 12 months of balance date is classified as a current liability. All other employee entitlements are classified as a non-current liability.

Critical accounting estimates and assumptions

Long-service leave

The measurement of the long-service leave obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. Two key assumptions used in calculating this liability include the discount rate and the salary inflation factor. Any changes in these assumptions will affect the carrying amount of the liability.

Expected future payments are discounted using discount rates derived from the yield curve of the New Zealand government bonds. The discount rates used have maturities that match, as closely as possible, the estimated future cash outflows. A weighted average discount rate of 3.92% (2016: 3.13%) and an inflation factor of 3.1% (2016: 3%) were used. The discount rates and salary inflation factor used are those advised by The Treasury.

Any change to the discount rate however would not have a material impact on the surplus/(deficit).

Breakdown of employee entitlements

2016 actual \$000		2017 actual \$000
Current portion		
34	Accrued salaries and wages	62
111	Annual leave	130
10	Sick leave	3
1	Long service leave	–
7	Provision for redundancy payments	–
163	Total current portion	195
Non-current portion		
12	Long-service leave	10
175	Total employee entitlements	205

13. Lease incentive liability

The Ministry received a contribution of \$124,000 towards the fitout of its new premises from the landlord. The value of this contribution is being written down over the term of the lease against the rental cost of the lease. Further information about the Ministry's leasing arrangements is disclosed in the statement of commitments.

2016 actual \$000		2017 actual \$000
14	Lease incentive liability (current portion)	14
88	Lease incentive liability (non-current portion)	71
102	Total lease incentive liability	85

14. Equity*Accounting policy*

Equity is the Crown's investment in the Ministry and is measured as the difference between total assets and total liabilities.

Capital management

The Ministry manages its revenue, expenses, assets and liabilities, and general financial dealings prudently. The Ministry's equity is largely managed as a by-product of managing revenue, expenses, assets, liabilities, and compliance with the government budget processes, Treasury instructions, and the Public Finance Act 1989.

15. Related party transactions

The Ministry is a wholly owned entity of the Crown.

Related party disclosures have not been made for transactions with related parties that are within a normal supplier or client/recipient relationship on terms and conditions no more or less favourable than those that it is reasonable to expect the Ministry would have adopted in dealing with the party at arm's length in the same circumstances. Further, transactions with other government agencies (for example, government departments and Crown entities) are not disclosed as related party transactions when they are consistent with the normal operating arrangements between government agencies and undertaken on the normal terms and conditions for such transactions.

2016 actual		2017 actual
Leadership Team, including the Chief Executive		
\$634,089	Remuneration	\$528,761
2.9	Full-time equivalent staff	3.3

The Leadership Team changed during the year with periods where positions were not filled. An additional Director, Policy role was established and this position was filled with effect from 1 March 2017. During the year there have been three Acting Chief Executives and this has impacted the remuneration paid during the 2016/17 year.

The above key management personnel disclosure excludes the Minister for Women. The Minister's remuneration and other benefits are not received, only for her role as a member of key management personnel of the Ministry. The Minister's remuneration and other benefits are set by the Remuneration Authority under the Members of Parliament (Remuneration and Services) Act 2013 and are paid under permanent legislative authority, not by the Ministry for Women.

16. Events after balance date

There have been no significant events after balance date.

17. Financial instruments

Financial assets and financial liabilities are measured at their fair value through surplus or deficit.

Transaction costs are recognised in the surplus or deficit.

Financial instrument assets held at fair value through surplus or deficit comprise cash at bank and on hand and debtors and other receivables. The total value of financial instrument assets is \$693,000 (2016: \$593,000).

Financial instrument liabilities held at fair value through surplus or deficit comprise creditors and other payables. The total value of financial instrument liabilities is \$371,000 (2016: \$340,000).

18. Explanations of major variances against budget

Explanations for major variances from the Ministry's original 2016/17 budget figures are as follows:

Personnel costs

Personnel costs were lower than budget because of vacancies during the year and because of the funding increase received not being translated into additional FTE positions as originally intended.

Operating costs

Operating costs were higher than budget because of the savings in personnel costs being used to purchase research services and engage contractors for other project work.

Current liabilities

Current liabilities increased due to the Ministry's provision for repayment of the operating surplus to the Crown in October 2017.

Lease incentive liability

The Ministry has previously received a contribution towards the fitout of its new premises from the landlord. The value of this contribution is being written down over the term of the lease against the rental cost of the lease. This was not included in the original budget.

Statement of budgeted and actual expenses and capital expenditure incurred against appropriations

For the year ended 30 June 2017

The following statements report information about the expenses and capital expenditure incurred against each appropriation administered by the Ministry. These are prepared on a GST-exclusive basis.

End-of-year performance information for each appropriation can be found on pages 25 to 39.

2016 actual \$000		2017 approved appropriation \$000	2017 actual \$000	2018 forecast* \$000
Appropriation for departmental output expenses				
Multi-category appropriation				
3,914	Policy advice	4,122	3,827	4,353
299	Nomination services	300	288	300
355	Ministerial services	355	345	355
120	National Advisory Council on the Employment of Women	200	166	200
4,688	Total appropriations for output expenses	4,977	4,626	5,208
Appropriation for capital expenditure				
55	Ministry for Women permanent legislative authority	40	72	40
4,743	Total appropriations	5,017	4,698	5,248

Statement of cost allocation policies

The Ministry has determined the cost of outputs using the cost allocation system outlined below.

Direct costs are those costs directly attributed to an output. Indirect costs are those costs that cannot be attributed to a specific output in an economically feasible manner.

Direct costs are charged directly to outputs. Indirect costs are charged to outputs based on each output's direct salary costs.

There have been no changes to the cost allocation methodology since the date of the last audited financial statements.

* The forecast financial figures are not audited.

**Statement of expenses and
capital expenditure incurred in
excess of or without appropriation**

For the year ended 30 June 2017

Expenses and capital expenditure incurred in excess of appropriation

Nil

Expenses and capital expenditure incurred without appropriation or other authority

Nil

Statement of capital injections

For the year ended 30 June 2017

Capital injections

No capital injections were received during the year (2016: Nil).

Capital injections without or in excess of authority

No capital injections were received during the year without or in excess of authority (2016: Nil).

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Ministry for Women

PO Box 10049
Wellington

Tel: (04) 915 7112
Fax: (04) 916 1604
email: info@women.govt.nz
www.women.govt.nz

