



FOR THE YEAR ENDED 30 JUNE 2015

# Ministry for Women

(Ministry of Women's Affairs)

## Annual Report

Te Minitātanga mō ngā Wāhine Te Pūrongo-ā-Tau  
Mō te tau i mutu i te 30 o ngā rā o Pipiri 2015



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# Part 1: Overview

## Chief Executive's overview

There is potential to improve the lives of New Zealand women. New Zealand women continue to be under-utilised in the workforce (213,200 in the June 2015 quarter), are under-represented in leadership roles and are more likely than men to be victims of violence.

This year we celebrated our 30th anniversary, changed our name to the Ministry for Women and moved to new office accommodation while continuing to work for New Zealand women.

We are focused on those areas where we can make the most difference: women's education and employment; increasing women in leadership; and increasing women's safety from violence. We work with and through others to achieve our goals.

Our highlights for the year are the impacts that we have made.

In economic independence we have seen women's career and employment opportunities increase, particularly in jobs where there is high growth and demand. By working with employers, training groups and training organisations in Canterbury, the number of women in trades and in trades training in Canterbury has grown to levels not seen before. We have also assisted increasing the number of Māori and Pacific women enrolled in the Māori and Pacific Trades Training programme.

In women in leadership our goal is to have more women take up leadership roles. We worked with public and private sector leaders to take action within their areas.

To keep women safe, we have worked with agencies (especially the Accident Compensation Commission, Ministry for Social Development, Ministry of Justice and the New Zealand Police) and whānau to achieve practical results for women.

As we continue to improve the lives of New Zealand women, I am grateful for the ongoing commitment of staff and for the support of our partners from government, non-government agencies, community organisations and the private sector.



*Jo Cribb, Chief Executive*

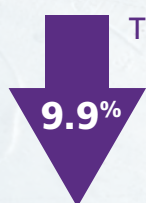




## A snapshot of New Zealand women in 2014/15

**41.7%** Women on state sector boards and committees at **41.7%**, remains in line with international best practice.

At **14%** women's representation on **private sector boards** shows **slow progress**.



The **gender pay gap** continues to trend downwards: **9.9%** as at October 2014.

### MEDIAN AGE



**Women** have a higher median age (38.9 years) than **men** (36.9 years).

**42%**

Women in **senior leadership** in the **public sector** are **increasing**: 42% but the pipeline is weak.

Women continue to **receive higher-level qualifications** but this **doesn't** always translate into **career opportunities**.

Women are

**51.3%**  
of the population.

Women are in the labour force across New Zealand in greater numbers:

**64%**

## Part 1: Overview

### Our highlights for the year

#### Greater economic independence

Increasing opportunities for women to contribute to the workforce to the full extent of their skills and abilities will assist New Zealand to further develop a productive and competitive economy.

The skills that women have, and where women are looking for work, are not necessarily well aligned with future demand and growth areas in the economy. Women are also more likely to be underemployed, or lacking relevant qualifications.

We worked with employers, industry groups and training organisations in Canterbury to encourage more women into trades occupations. There is now increased visibility of women in construction, more women in trades training (from 50 in 2011 to 431 in 2014) and more women employed in construction in Canterbury (3,600 in 2013 to 8,600 in 2015).

We assisted the Road Transport Forum in the implementation of an action plan focused on attracting, recruiting and retaining more women in the road transport industry.

We worked with the Ministry of Business, Innovation and Employment (MBIE) and the Tertiary Education Commission (TEC) and industry training providers to increase trade training opportunities for Māori and Pacific women learners with low or no qualifications.

This work broadens the career and employment opportunities for women, grows our economy and provides benefits to the individual women and their families.

#### More women in leadership

We engaged with private and public sector organisations on issues connected to improving the 'pipeline' of women into leadership roles.

We worked with public sector leaders to increase women's representation in public service leadership, including the representation of Māori, Pacific and Asian women.

We provided policy expertise to public and private sector groups, including the State Services Commission, the Treasury and the Institute of Directors and DiverseNZ, to support efforts to increase the number of women on boards and in senior leadership roles.

We continued to nominate women for state sector boards and committees and to focus on boards where women are under-represented. The percentage of women on state boards was 41.7 percent, up from 41.1 percent the previous year.

#### Increased safety from violence

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

We published a research report *Wāhine Māori, Wāhine Ora, Wāhine Kaha: Preventing violence against Māori women* and met with whānau, providers and government agencies to strengthen policy approaches that keep Māori women safe.

Public sector agencies sought our advice on how to strengthen policy and practice responses to prevent violence from occurring. 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 began research to explore Samoan understandings of primary prevention of violence against women. This project entailed engagement with focus groups from diverse backgrounds including youth, elderly, women, men and church leaders.

#### Our international reporting obligations

On behalf of the Government, we led the reporting obligations relating to the status of women. Highlights this year included supporting the Minister for Women, Hon Louise Upston, in the leadership of New Zealand's international reporting obligations relating to the status of women.

In March 2015 the Minister presented New Zealand's country statement at the 59th session of the United Nations Commission on the Status of Women (CSW) in New York and we contributed to completion of the New Zealand National Action Plan to implement the United Nations Security Council resolution 1325 relating to Women, Peace and Security.

We submitted the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) interim report, on behalf of the New Zealand Government, on the steps undertaken to implement two recommendations from the Committee on disadvantaged groups of women (recommendation 36) and discrimination against women in marriage and family relations (recommendation 38).



## Part 2: Who we are and what we do

### Our role and purpose

We are the Government's principal advisor on achieving better outcomes for women.

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

We do this by:

- providing effective advice to support decision-making and working with other government agencies, non-government agencies and the private sector to understand issues, and influence them to develop solutions and encourage others to take appropriate action
- managing the Government's international reporting obligations in relation to the status of women
- operating a nominations service that provides suitable women nominees for state sector boards and committees to increase women's participation in governance in the public sector
- providing support services to the Minister for Women so she can meet her legislative and accountability requirements
- providing administrative, advisory and research support for the National Advisory Council on the Employment of Women (NACEW).

### Our strategic direction

Our work both directly, and with other government agencies, non-government agencies and the private sector, seeks to bring about positive change for New Zealand women.

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

We collaborate closely with our partners to understand issues, influence them to develop solutions and encourage others to take appropriate action. We provide advice, research and resources, and connect those with common interests.

By focusing on selected issues, where a contribution can be made to achieve Government priorities, we are able to work with other organisations in a targeted and purposeful way to achieve the greatest level of influence and impact. We are clear about the results that constitute success and how to achieve them.

We recognise that women are diverse: their experiences, needs and priorities are not the same. Some groups of women continue to have poorer outcomes relative to other groups.

In order to maximise our impact, our strategy is to:

- focus on a small number of priority issues that potentially have the greatest impact for women and New Zealand
- sharpen our stakeholder focus and the effectiveness of our engagement
- focus on better serving target groups, such as Māori and Pacific women
- build our efficiency and effectiveness and grow our internal capability.

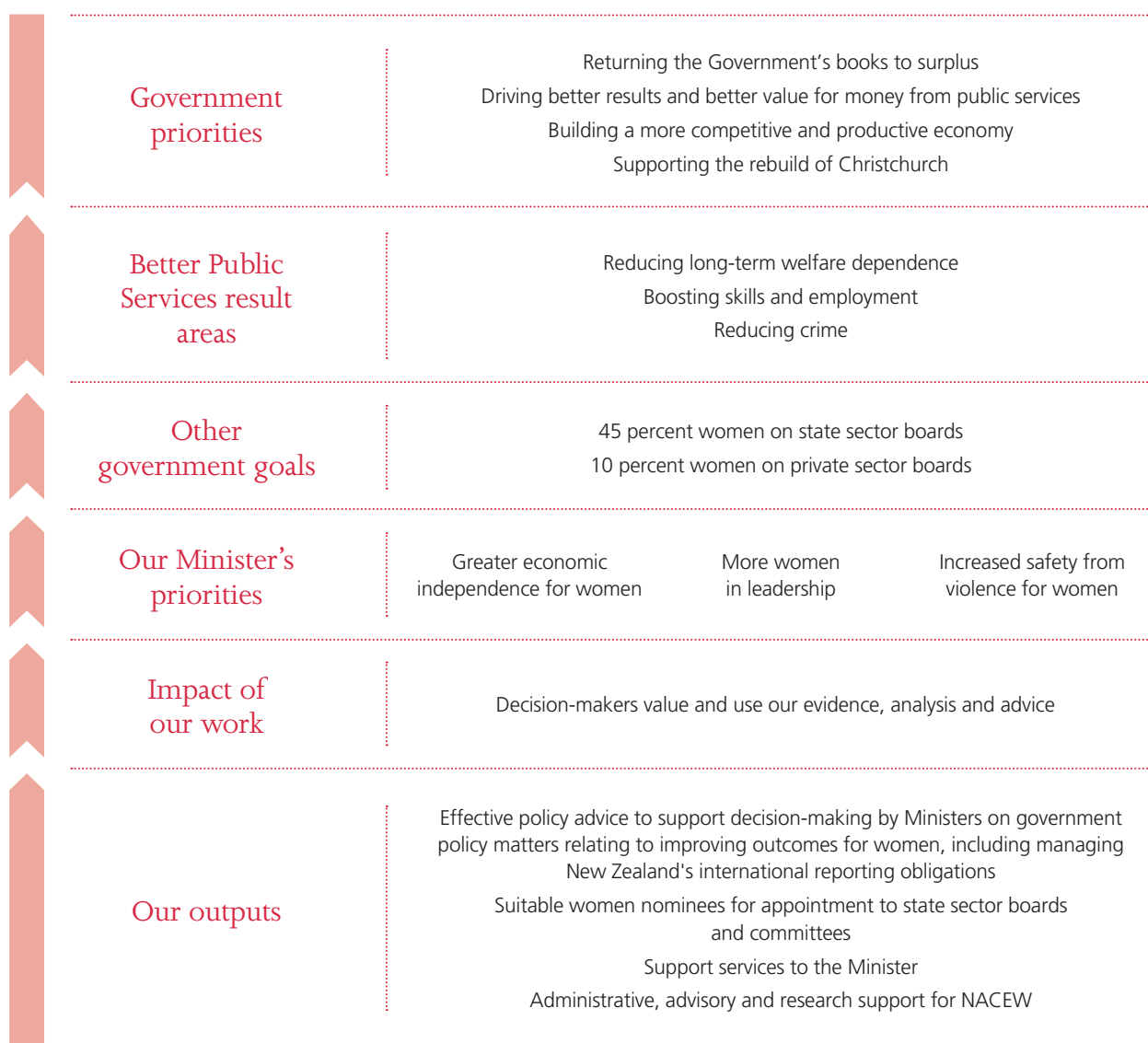
## Part 2: Who we are and what we do

### Our contribution to achieving Government priorities for women

Our vision is to improve outcomes for New Zealand women. This is not only important for women but as an investment in New Zealand's future prosperity and well-being.

The following diagram shows how 'what we do' is directed towards achieving the outcomes and priorities of the Government. It is based on our 2014–2018 *Statement of Intent*, which guided our activities during the period covered by this *Annual Report*.

For more details, refer to pages 9 to 15.





## Part 2: Who we are and what we do

### Our focus this year

Our work focused on three priority areas that contribute towards the Government's objectives for women in New Zealand:

- greater economic independence
- more women in leadership
- increased safety from violence.

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

#### GREATER ECONOMIC INDEPENDENCE

##### Why it is important

Increasing opportunities for women to participate in the workforce to the full extent of their skills and abilities will assist New Zealand to further develop a productive and competitive economy.

Increasing women's participation in paid employment improves outcomes for women, their families and their communities, and decreases benefit dependence. It increases productivity for all New Zealand.

Women are gaining qualifications at a greater rate than men but these skills still need to be translated into commensurate job and career opportunities for women. Large numbers of women in New Zealand work in female-dominated industries where pay tends to be low, and occupational segregation remains a significant impediment to women's economic independence. Women lag behind men in the degree to which they are economically independent.

By better utilising women's skills, firms have the opportunity to benefit from diversity, increase staff retention and improve their productivity and profits.

##### How it contributes to government goals

Achieving greater economic independence for women contributes to Better Public Services goals:

- reduce the number of people continuously receiving working-age benefits for more than 12 months by 30 percent – from 78,000 to 55,000 by 2017
- 85 percent of 18-year-olds will have achieved NCEA Level 2 or an equivalent qualification in 2017
- 60 percent of 25- to 34-year-olds will have a qualification at Level 4 or above in 2018.

##### What success looks like for New Zealand women

These indicators guide our work but to achieve them requires government agencies, communities and businesses to work together.

##### Indicators of success

The gender pay gap reduces by 2018.	The percentage of women in the lower income quintiles will decrease and the percentage of women in the upper quintiles will increase by 2018.	Women's labour force participation in the 20- 64-year-old age group will continue to increase from 76.8 percent by 2018.	The rate of girls and women not in employment, education or training (NEET) decreases from 14.2 percent by 2018.
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##### How things have been changing

The gender pay gap has been trending down since 2005 (14.0%).<sup>1</sup>

Gender pay gap 2009–2014<sup>2</sup>

2009	2010	2011	2012	2013	2014
11.5%	10.8%	10.3%	9.1%	11.2%	9.9%

<sup>1</sup> The increase in the 2013 year is not a statistically significant change.

<sup>2</sup> Data sourced from the Statistics New Zealand, New Zealand Income Survey (NZIS). The NZIS figures for 2013 and prior were recently adjusted by Statistics New Zealand to reflect Census 2014 data and differ from those previously published. Only data available at the time of the Auditor's report are able to be reported.

## Part 2: Who we are and what we do

Women continue to be over-represented in the bottom two income quintiles. Over the past three years, there has been an increase in the percentage of women in the lower income quintile and a decrease in the upper income quintile.

*Personal income – the distribution of women in the five income quintiles between 2009 and 2014<sup>3</sup>*

	Quintile 1 (lowest)	Quintile 2	Quintile 3	Quintile 4	Quintile 5 (top)
2009	22.7%	22.8%	22.6%	17.7%	12.4%
2013	22.6%	23.8%	22.3%	17.0%	13.4%
2014	23.3%	23.4%	22.8%	17.2%	12.5%

Women's labour force participation continues to increase.

*Women's labour force participation rate in the 20- to 64-year-old age group 2009–2015<sup>4</sup>*

2009	2010	2011	2012	2013	2014	2015
74.5%	74.4%	74.7%	75.3%	75.5%	76.8%	77.4%

Girls and young women continue to be more likely than boys and young men to be NEET,<sup>5</sup> despite the fact that, on average, girls are more likely than boys to leave school with qualifications.

*NEET rates between 2009–2015<sup>6</sup>*

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

### Our role this year

The Ministry influenced decision-makers and employers by providing evidence and advice that enabled women to progress in higher skilled and higher paid occupations, experience more sustainable employment, be ready to work in areas of current skill shortages in New Zealand and, in particular, contribute to the Canterbury rebuild.

We provided advice to influence the policy and programmes of government agencies to better achieve greater economic independence for women, influence employers to create opportunities for women and to encourage women to broaden their career and employment aspirations.

<sup>3</sup> Data sourced from NZIS. The NZIS figures for 2013 and prior were recently adjusted by Statistics New Zealand to reflect Census 2014 data and differ from those previously published. Only data available at the time of the Auditor's report are able to be reported.

<sup>4</sup> Statistics New Zealand, Household Labour Force Survey, March quarter.

<sup>5</sup> NEET's are 15- to 24-year-olds who are not in employment, education or training.

<sup>6</sup> Statistics New Zealand, Household Labour Force Survey, March quarter.

## Part 2: Who we are and what we do

### MORE WOMEN IN LEADERSHIP

#### Why it is important

There is compelling evidence that gender balance in governance and leadership roles correlates with better decision-making, organisational resilience and performance, and delivers economic and productivity gains.

More women in leadership roles brings more diverse skills and experiences to the decision-making table. Women also bring stronger connections with customers, stakeholders and investors as they underpin the largest and fastest growing sectors of global economic growth.

New Zealand's reputation on gender equality and women's empowerment is strong. New Zealand continues to be viewed

as a model for many international organisations and countries, and they seek our advice on improving gender equality and women's participation in leadership roles.

#### How it contributes to government goals

The Government's goals include the following aspirational targets set in 2011:

- 45 percent participation of women on state sector boards
- 10 percent participation of women on boards of the top 100 companies listed on the New Zealand Stock Exchange (NZSX).

#### What success looks like for New Zealand women

These outcome indicators guide our work but to achieve them requires government agencies, communities and businesses to work together.

#### Indicators of success

The participation of women on state sector boards and committees will continue to demonstrate gender balance by remaining above 40 percent and continue to drive towards the 45 percent target.

The percentage of women in senior leadership roles within the Public Service will continue to increase from 41.5 percent<sup>7</sup> by 2018.

The percentage of directors and officers of NZSX listed companies (excluding overseas companies) who are women will increase from 12 percent (directors) and 19 percent<sup>8</sup> (officers) by 2018.

<sup>7</sup> State Services Commission, Human Resource Capability Survey of Public Service Departments as at 30 June 2013, published November 2013.

<sup>8</sup> 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 cover all relevant annual reports released during the year and were first published in 2013.



## Part 2: Who we are and what we do

### How things have been changing

The participation rate of women on state sector boards and committees has remained steady at about 41 percent and is in line with international best practice.

*Percentage of appointees on state sector boards and committees who are women<sup>9</sup>*

2009	2010	2011	2012	2013	2014
41.5%	40.7%	41.1%	40.5%	41.1%	41.7%

The participation rate of women in senior leadership roles in the Public Service has increased to 42 percent.

*Percentage of senior leaders in the Public Service who are women<sup>10</sup>*

2009	2010	2011	2012	2013	2014
37.8%	39.8%	39.6%	42.1%	41.5%	42.0%

Data from NZX Limited show that the percentage of women who are either a director or officer for an NZSX listed company has increased. It is too early to determine whether this represents the beginning of an upward trend, as comparable data are only available from two points in time (2013 and 2014).

*Percentage of directors and officers on NZSX listed companies (excluding overseas companies) who are women*

Directors		Officers	
2013	2014	2013	2014
12%	14%	19%	21%

### Our role this year

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

We focused on both the demand for and availability of women for boards and executive leadership roles.

We advised women to locate the type of governance roles in the state sector that align with their skills and interests and identified women candidates suitable for vacancies on state sector boards for government appointment agencies.

We also investigated women's career pathways to identify how organisations can address the barriers that exist for women who seek to take up leadership roles.

<sup>9</sup> Ministry of Women's Affairs, Annual Gender Stocktake of State Sector Boards and Committees measured at the end of the calendar year.

<sup>10</sup> State Services Commission, Human Resource Capability Survey of Public Service Departments as at 30 June.

## Part 2: Who we are and what we do

### INCREASED SAFETY FROM VIOLENCE

#### Why it is important

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

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

Violence against women is able to be preventable.

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

#### How it contributes to government goals

Ensuring women and girls are free from violence contributes to the Better Public Services goals of reducing the rates of total crime, violent crime and youth crime (BPS 7) and reducing re-offending (BPS 8).

The Better Public Services programme targets include reducing:

- the total recorded crime rate by 20 percent by 2018
- the violent crime rate by 20 percent by 2017
- the youth crime rate by 25 percent by 2017
- the re-offending rate by 25 percent by 2017.

Preventing violence against women and girls will contribute to meeting these results as more than 50 percent of violent crime is related to family violence.

#### What success looks like for New Zealand women

These outcome indicators guide our work but to achieve them requires government agencies, communities and businesses to work together.

#### Indicators of success

The percentage of women who experience intimate partner violence within a year will decrease from 5 percent by 2018 and, of these women, the percentage who experience violence on two or more occasions in a year will decrease from 58 percent by 2018.

The percentage of women who experience intimate partner violence in their lifetime will decrease from 25 percent by 2018.

The percentage of women who experience sexual violence within a year will decrease from 3 percent by 2018 and, of these women, the percentage who experience sexual revictimisation will decrease from 42 percent by 2018.

The percentage of women who experience sexual violence at some time in their lifetime will decrease from 25 percent by 2018.

## Part 2: Who we are and what we do

### How things have been changing

Data from the New Zealand Crime and Safety Survey<sup>11</sup> suggest that the percentage of women who experience intimate partner violence or sexual violence each year has decreased over the past few years. This represents the beginning of a downward trend.

Annual prevalence			Lifetime prevalence		
Year <sup>12</sup>	Violent interpersonal offences by an intimate partner	Sexual offences	Year <sup>13</sup>	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%

### Our role this year

Reducing violence against women requires a multi-faceted approach involving stopping it from occurring in the first place (primary prevention); preventing revictimisation; and providing effective services that promote recovery.

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

We continued to build an evidence base to support primary prevention of violence against women, particularly for groups at higher risk of violence.

We continued to work with social and justice sector agencies to strengthen responses to violence that has already occurred, both to mitigate its impacts and to prevent revictimisation.

11 Ministry of Justice, The New Zealand Crime and Safety Survey (NZCASS) 2014. As part of the NZCASS 2014, estimates for prior years have been revised and recalculated. The above figures reflect these changes and differ from those previously published. Offences included in each category are defined in NZCASS 2014.

12 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.

13 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.



## Part 2: Who we are and what we do

### INTERNATIONAL REPORTING OBLIGATIONS

#### Why it is important

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

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

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

#### How it contributes to government goals

The relevant Government goals are:

- New Zealand's ability to influence key relationships and safeguard our interests enhanced
- economic growth and international competitiveness is advanced through New Zealand's international connections.<sup>14</sup>

#### Our role this year

The Ministry co-ordinated progress reports, attended international fora and ensured the New Zealand Government was compliant with its international reporting obligations on improving the status of women.

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

14 Ministry of Foreign Affairs and Trade, Statement of Intent 2014–2018

## Part 3: Our performance this year

### Our performance this year

Our vision is to improve outcomes for New Zealand women. This is not only important for women but as an investment in New Zealand's future prosperity and well-being.

At the beginning of the financial year, the Minister for Women and the Chief Executive agreed Strategic Intentions for the period 2014–2018 and a 2014/15 Output Plan. Along with the Information Supporting the Estimates, these documents set out the Ministry's performance expectations for the year, the

detailed outputs to be delivered and the performance measures and standards to be achieved.

The following section demonstrates the contribution we made and the impact of our work during the year.

## Part 3: Our performance this year

### GREATER ECONOMIC INDEPENDENCE

#### Our approach this year

We influence decision-makers and employers by providing evidence and advice that enable women to progress in higher-skilled and higher-paid occupations, experience more sustainable employment, be ready to work in areas of skill shortages in New Zealand and, in particular, contribute to the Canterbury rebuild.

We provide advice to influence the policy and programmes of government agencies to better achieve greater economic independence for women, influence employers to create opportunities for women and to encourage women to broaden their career and employment options.

#### What we said we would do this year<sup>15</sup>

Work to increase opportunities for women with low or no qualifications to move into sustainable employment by working with government agencies, non-government organisations and businesses.

Work with key stakeholders to strengthen demand and supply of women in industries and occupations in demand.

Provide expert advice to contribute to the Business Growth Agenda and Better Public Services results and other economic policy initiatives.

Provide administrative and policy support services to the National Advisory Council on the Employment of Women (NACEW).

#### Our achievements this year

Highlights this year include working with employers, industry groups and training organisations in Canterbury to encourage more women into trades occupations. This included launching the publication *Growing your trades workforce: How to attract women to your jobs* (2014) and supporting the launch of women-specific safety gear. This helped increase the visibility of women in construction, contribute to more women in trades training (from 50 in 2011 to 431 in 2014) and increase the number of women employed in construction (3,600 in 2013 to 8,600 in 2015) in Canterbury.

This project involved partnering with Canterbury stakeholders, including the Canterbury Employers Chamber of Commerce, to develop an impact report about encouraging more women into trades. This report will form the basis for work with small and medium-sized enterprises in the coming year to support such enterprises to employ more women and provide family flexible working environments.

We also assisted the Road Transport Forum with the implementation of an action plan focused on attracting, recruiting and retaining more women in the road transport industry.

Our focus was on working with the MBIE, TEC and industry training providers to develop policies that will increase training and educational opportunities for all women, particularly those who require more relevant qualifications and skills training.

<sup>15</sup> Ministry of Women's Affairs, 2014/15 Output Plan.



## Part 3: Our performance this year

This led to working directly with Te Matarau Education Trust and North Tec in Northland and with the Auckland City Council's *The Southern Initiative*. Our work supports employers, training providers and consortia involved in the Māori and Pacific Trades Training programme to get better outcomes for Māori and Pacific women and girls in these areas.

We worked closely with MBIE and other public and private sector agencies on women's employment issues such as productivity, pay equity, the gender pay gap, unconscious bias, paid parental leave, flexible work and on ways to engage women who are not already engaged in education, employment and training (NEET). This included contributing knowledge and experience about gender issues and international data to cross-agency working groups.

We presented papers on women's employment at the Labour, Employment and Work (LEW) Conference. We also partnered with the Treasury to host a seminar on women in the labour market which included facilitated discussions with an audience of policy professionals.

### How we said we would know if we had made a difference<sup>16</sup>

The Ministry's evidence, analysis and advice are incorporated by relevant agencies in their policies and practices, as measured by an annual stakeholder survey.

The Ministry's research and resources are cited by others as relevant to their activities and actions, and the Ministry is able to identify new actions initiated by stakeholder partners that improve the economic independence of women.

### Have we made a difference?

Of the 11 stakeholders we worked with this year on this outcome, seven of them incorporated our advice and analysis in their policies and practices.

Some of the specific actions taken by these stakeholders and their agencies included:

- co-branding with us on work to get women into building trades
- using our research on women in the labour market
- using our evidence to inform policy.

*"We realised...that we needed to expand the horizons to attract more women into meaningful pathways"*

Most of the stakeholders we worked with this year have made positive inroads into encouraging women to qualify for, enter into and progress in higher-skilled and higher-paid occupations. A range of initiatives has been undertaken, including:

- encouraging and supporting women in the construction sector across New Zealand
- developing networking opportunities for women
- creating national awards specifically for women to support and recognise excellence in their particular organisations
- setting up initiatives for professional development for women
- setting up scholarships for women
- working with the Ministry to find women candidates for boards
- promoting stories of women working on the Christchurch rebuild to raise the profile of women working in related industries
- working to develop Personal Protective Equipment for women.

<sup>16</sup> Ministry of Women's Affairs, Statement of Intent 2014–2018.

## Part 3: Our performance this year

### What does this mean for our future work?

Next year our work will focus on two key areas:

#### *Supporting more women and girls in education and training*

We will provide evidence of what works to attract and retain priority groups of women in tertiary education. We will also provide evidence of what works to attract and retain women in science, technology, engineering and maths (STEM) - related fields, ICT and trades training.

This evidence will be used to influence tertiary education providers to improve their practices and increase the numbers of women engaged in their courses. We will share this evidence with non-government partners to support them in their work to encourage women into training.

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

#### *Utilising women's skills and growing our economy*

We will work with key business leaders to produce resources to support small and medium-sized enterprise (SME) business owners provide family-friendly work environments. We will host a series of regional workshops for SMEs, to support them to attract and retain talented women.

We will work with key government agencies implementing policy changes (paid parental leave, flexible work provisions and Parental Tax credits) to ensure their communication and engagement strategies reach women (especially priority groups of women) and SME business owners.

We will also contribute to the Government's work programme on pay equity and other labour market initiatives.

## Part 3: Our performance this year

### MORE WOMEN IN LEADERSHIP

#### Our approach this year

We assist decision-makers to achieve gender balance in governance and leadership roles, in both the public and private sectors, by informing the case for change and advising on effective strategies to realise change.

We directly assist appointing agencies in government with recruitment of suitable women for vacancies on state sector

government boards and committees and maintain a database of women interested and active in governance careers to support this work.

We are also investigating women's career pathways to identify how organisations can address the barriers that exist for women who seek to take up leadership roles.

#### What we said we would do this year<sup>17</sup>

Maintain and continue to refresh the nominations database of women available for appointment to state sector boards. Advise the Minister and other decision-makers on suitable women candidates for state sector boards and committees.

Undertake and publish the annual gender stocktake of women's representation on state sector boards and committees.

Work with partners across the public, private and community sectors to implement initiatives to increase women's participation in senior leadership and governance roles.

Provide expert advice in relation to wider portfolio work, including identifying emerging issues and strengthening other agencies' policy and practice through gender analysis.

#### Our achievements this year

Women's under-representation in public service leadership was a focus for collaboration with the State Services Commission, particularly on what can be done to strengthen the pipeline of women leaders. We spoke to all of the public service Career Boards and most public service chief executives to discuss what they can do, and are doing, in their own organisations on this issue.

Our approach was based on our existing research reports about the barriers women face to career advancement and effective organisational practice to improve women's leadership representation.

A key outcome is having the Career Boards' plans to monitor and increase the representation of women identified with the potential to move into top public service jobs. We also identified good practice already taking place across the public service and are sharing this information with chief executives.

We continued to nominate women for state sector boards and committees and to focus on boards where women are under-represented, including responding to 198 requests for candidates.

We completed a recruitment strategy in which more than 1,400 women on the nominations database were contacted and invited to send in a current CV. As a result, more than 1,050 women put themselves into contention for state sector board nomination, an increase of more than 20 percent.

We completed an analysis of the nominations database to better understand the qualifications, geographic distribution and experience of the candidates in order to identify gaps. Registered property and land valuers were identified as a priority area for recruitment. We contacted more than 30 women from the List of Public Valuers to raise the profile of our nomination service among women in this sector. This led to an increase in the number of valuers registered with the database.

17 Ministry of Women's Affairs, 2014/15 Output Plan.



## Part 3: Our performance this year

As a result of these actions, we gained an increased commitment from nominating agencies to increase women's participation on state sector boards and to continue to seek our assistance with suitable candidates.

Our annual gender stocktake of state sector boards and committees showed that, as at 31 December 2014, the percentage of women on state boards was 41.7 percent, up from 41.1 percent the previous year. The Ministry's Chief Executive met with a number of public service chief executives to discuss our analysis of each agency's gender stocktake results.

We provided policy expertise to public and private sector agencies, including the State Services Commission, the Treasury and the Institute of Directors, to support efforts to increase the number of women on boards and in senior leadership roles.

We maintained our relationship with DiverseNZ, an Auckland-based network of private sector businesses that support building diversity and inclusion in business.

We held an event, *Inspiring Action*, which brought together around 50 people to hear a panel of New Zealand leaders discuss the solutions to women's slow progress through the pipeline and to formulate their own solutions. We followed this up with a newsletter, highlighting the key points from the event, which was posted on the BusinessNZ website.

We completed interviews with 26 women about their leadership journey. These inspirational profiles, which are published on our website, are aimed at women looking to step up in their careers or wanting to take leadership roles.

We heard directly from women at focus groups in Auckland, Wellington, Christchurch and Blenheim about the information and resources that would best support them at the various stages of their leadership journey. The information has been used in the development of the Ministry's web-based resources.

We also met with YWCA Auckland, YWCA Aotearoa, the National Council of Women, Ministry of Defence, Business and Professional Women, Pacifica, DiverseNZ and Microsoft New Zealand Ltd to seek opportunities to work together and identify aspiring women leaders and resources needed to support women in their careers.

### How we said we would know if we had made a difference<sup>18</sup>

The Ministry's case for greater gender balance in leadership and supporting more women into leadership roles is taken up by decision-makers and opinion leaders, as measured by an annual stakeholder survey.

The Ministry is able to identify new actions initiated by stakeholder partners that improve the pipeline of women into leadership and governance roles.

### Have we made a difference?

All the stakeholders we worked with this year indicated their organisations had taken up the Ministry's case for greater gender balance in leadership and supporting more women into leadership roles.

*"We have some work coming out later this month tracking equality at work and the issue of leadership for women and other under-represented groups."*

A number of the stakeholders were able to identify practical actions and guidance they had implemented for 'chief executives or senior managers including:

- developing a common assessment tool for leaders
- establishing a database of potential candidates
- developing a leadership success profile (i.e. what it means to be a successful leader)
- requiring agencies to have internal talent processes with a gender focus
- developing career boards with a focus on diversity, including gender representation.

18 Ministry of Women's Affairs, Statement of Intent 2014–2018.

## Part 3: Our performance this year

### What does this mean for our future work?

The Ministry will act as a 'connector' between emerging women leaders (specifically those between the ages of 25 and 45) and access to support and information, to develop their skills and talents and realise their potential across their careers and in leadership.

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

We will continue to directly assist appointing agencies in government with the recruitment of suitable women for vacancies on state sector boards and committees.

## Part 3: Our performance this year

### INCREASED SAFETY FROM VIOLENCE

#### Our approach this year

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

We will continue to work with social and justice sector agencies to strengthen responses to violence that has already occurred, both to mitigate its impacts and to prevent revictimisation.

#### What we said we would do this year<sup>19</sup>

Work with key stakeholders to progress policy and practice in responses to sexual violence against women within families.

Build an evidence base on effective primary prevention approaches to promote safety from violence for Pacific women.

Support government agencies and service providers develop effective primary prevention policy and practice for Māori women.

Provide expert advice in relation to wider portfolio work, including identifying emerging issues and strengthening other agencies' policy and practice through gender analysis.

#### Our achievements this year

A highlight has been working with cross-government agencies on the government's work programme of reducing family violence and sexual violence. Our input ensured consistency in terms of making sure that the specific experiences and impacts of women are considered and met in the Government's policy development.

This includes leading the Government's work programme on a key area of reducing family violence – developing a shared definition of family violence. This definition will ensure a shared understanding across the Government's family violence work programme of the nature, scope and context of family violence, as well as informing the development of family violence indicators to support data collection. Our leadership will ensure that the definition of family violence accurately reflects the experiences and impacts of violence against women within the context of family violence.

Other notable achievements include:

- working with the Ministry of Social Development on the effectiveness of the family violence system from the perspective of survivors of sexual violence
- reviewing the ACC's Sexual Violence Primary Prevention Evaluation Framework
- contributing to the planning for ACC's Youth Primary Prevention of Sexual Violence Strategy
- developing a discussion paper for the Ministry of Justice on the benefits of framework about violence against women for the family violence and sexual violence sector.

Our specialist input into these work streams will ensure that policy and services to address sexual violence are effective for women and girl survivors of family and sexual violence.

We worked closely with the State Services Commission to establish the Sexual Harassment Working Group and an action plan to guide the group's activities. The initial focus is to develop and disseminate policy guidelines and resources for public service agencies. We presented at a New Zealand Defence Force (NZDF) seminar and to the Navy Leadership Board on sexual violence which helped the NZDF implement a new work programme to prevent and respond to sexual assault.

<sup>19</sup> Ministry of Women's Affairs, 2014/15 Output Plan.

## Part 3: Our performance this year

This year also saw us hold a governance role in the Government's work on reducing family violence and sexual violence as a member of the Achieving Intergenerational Change Steering Group. Our representation underpins the Government's recognition of sexual violence and has helped to ensure that the Government's work better integrates family violence and sexual violence.

We released *Wāhine Māori, Wāhine Kaha, Wāhine Ora: Preventing violence against Māori women*, a ground-breaking research report focused on the factors that keep Māori women safe from ever becoming victims of violence. Hui to discuss the report were held throughout New Zealand including in Northland, Taupo, Te Puke and Invercargill and several government and non-government organisations have indicated their interest in working further with us to apply the research findings to their practice. This report and subsequent discussions about it will ensure that the safety of Māori women and girls is well understood and applied in government policy and service provider practice.

We initiated research on the primary prevention of violence against Samoan women and girls by undertaking a research project on understanding primary prevention of violence against Samoan women. We conducted focus groups and interviews to establish a set of key findings for the research, which will be published in October 2015.

### How we said we would know if we had made a difference<sup>20</sup>

The Ministry's evidence, analysis and advice on preventing violence against women, including primary prevention and responding to sexual revictimisation, are incorporated by relevant agencies in their policy and programme development, as measured by an annual stakeholder survey.

The Ministry's research and resources are cited by others as relevant to their activities and actions, and the Ministry is able to identify new actions initiated by stakeholder partners that increase the safety of women.

### Have we made a difference?

Five of the seven stakeholders we worked with this year either 'agreed' or 'strongly agreed' that they had incorporated our advice and analysis in their policy and programme development.

Stakeholders responded they had used our evidence, advice and analysis to support specific work or papers, in the development of a sexual violence programme and in their training. Stakeholders also reported they had initiated training and development actions such as Family Violence training, Sexual Assault education work and looking at the bigger picture around sexual violence, including the 'why'.

Other stakeholder actions included understanding victim services, improving response to sexual assault, understanding how to prevent ongoing trauma and establishing policy around family violence.

### What does this mean for our future work?

We will continue to work with community leaders to influence them to take action to reduce violence against Māori and Pacific women. We will also continue to influence government decision-makers by providing evidence and advice to address women's safety from violence by:

- working to ensure that women's perspectives and the impact of family violence and sexual violence on women remain a central focus of policy and service development
- promoting primary prevention initiatives in the areas of sexual violence and family violence
- bringing a gendered perspective to the Ministerial Group on Family Violence and Sexual Violence.

20 Ministry of Women's Affairs, Statement of Intent 2014–2018.



## Part 3: Our performance this year

### INTERNATIONAL REPORTING OBLIGATIONS

#### Our approach this year

We will co-ordinate progress reports, attend international fora and ensure that the New Zealand Government is compliant with its international reporting obligations to improve the status of women.

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

#### What we said we would do this year<sup>21</sup>

Manage New Zealand's responses on the status of women to international treaties and bodies.

Co-ordinate the reporting process and respond to requests for information from:

- the United Nation's convention on the Elimination of All Forms of Discrimination against Women (CEDAW)
- the Pacific Leaders Gender Equality Declaration
- the Beijing Declaration and Platform for Action
- the Organisation for Economic Cooperation and Development (OECD).

Participate in and support ministerial attendance at international meetings, such as the United Nations Commission on the Status of Women (CSW) and the Asia-Pacific Economic Cooperation (APEC).

#### Our achievements this year

We completed New Zealand's interim report to the CEDAW Committee on the progress made toward implementing the Committee's recommendations on disadvantaged groups and discrimination against women in marriage and family relations.

We provided expert advice to the Ministry of Foreign Affairs and Trade (MFAT) on women in leadership and women in the labour market for the Equal Futures Partnership UN General Assembly and violence against women for the New Zealand National Action Plan to implement the United Nations Security Council resolution 1325 relating to Women, Peace and Security.

We also provided support to MFAT officials for attendance at international forum including APEC Women and Economy, Manila, Philippines; and the International Conference for Women Leaders, Haifa, Israel.

We played an active role in the Commonwealth Plan of Action Monitoring Group and submitted a report on women's political leadership at all levels in New Zealand for the 2015 meeting of the group. Through this work the Ministry shared information and best practice with fellow Commonwealth members, fulfilled its obligations as a member of the Commonwealth and upheld our reputation as a good international citizen.

We supported the Minister for Women's participation in the United Nations Commission on the Status of Women (CSW) in New York which included meetings with US officials in Washington and the delivery of New Zealand's national statement to the Commission on the Status of Women. Our support ensured that New Zealand was able to establish relationships with countries and agencies from which it can collect possible solutions to common issues and encourage other countries to improve the situation of women in their areas of influence.

21 Ministry of Women's Affairs, 2014/15 Output Plan.

## Part 3: Our performance this year

### Have we made a difference?

All stakeholders we worked with in this area were satisfied with the quality of our interaction with them and saw value in the work the Ministry is doing or has done for them.

### What does this mean for our future work?

We will continue to co-ordinate progress reports, attending international fora and ensuring the New Zealand Government is compliant with its international reporting obligations to improve the status of women.

We will continue to collaborate with other Ministers, government agencies and non-government organisations in New Zealand, and with representatives from other jurisdictions to progress work in this area.

## Part 3: Our performance this year

### MINISTERIAL SERVICING

What we said we would do this year <sup>22</sup>	Our achievements this year
Prepare draft replies to ministerial correspondence Number prepared (Estimated 35) Percentage provided within the agreed reporting deadline (Target 100 percent)	40 draft replies prepared (2013/14: 39) 98 percent within deadline (2013/14: 97 percent)
Prepare draft responses to parliamentary questions Number prepared (Estimated 50) Percentage provided within the agreed reporting deadline (Target 100 percent)	27 draft responses prepared (2013/14: 33) 100 percent within deadline (2013/14: 100 percent)
Prepare draft responses to requests to the Minister under the Official Information Act Number prepared (Estimated 10) Percentage provided within the agreed reporting deadline (Target 100 percent)	5 draft responses prepared (2013/14: 7) 100 percent within deadline (2013/14: 100 percent)
Prepare weekly reports on work progress, emerging issues and portfolio activities (Estimated 45) Prepare Cabinet schedules on upcoming Cabinet papers as required (Estimated 30)	45 reports prepared (2013/14: 43) 9 schedules prepared (2013/14: 18)

22 Ministry of Women's Affairs, 2014/15 Output Plan.

# Part 4: Measuring our performance

## Our performance against appropriations

*For the year ended 30 June 2015*

The following section reports on performance against appropriations as set out in the Information Supporting the Estimates 2014/15, along with our future operating intentions and non-financial performance targets.

Information on our performance can also be found in Part 3, which demonstrates the contribution we made and the impact of our work during the year. Together, these sections form the Ministry's overall performance picture.

Budget figures, forecast figures and performance targets for the 2015/16 year are not subject to audit.



## Part 4: Measuring our performance

### Policy advice and nomination 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 achieving better outcomes for 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 relating to improving outcomes for women in New Zealand, 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 to enable her to discharge her portfolio responsibilities
- administrative, advisory and research support for the National Advisory Council on the Employment of Women.

#### What is intended to be achieved with this appropriation?





This appropriation is intended to achieve improved outcomes for women in New Zealand. This is not only important for women but as an investment in New Zealand's future prosperity and well-being:

- Increased opportunities for women to contribute to the workforce to the full extent of their skills and abilities will assist New Zealand to further develop a productive and competitive economy.
- Greater participation in paid employment improves outcomes for women and their families, decreases benefit dependence and increases productivity.
- Greater diversity in governance and leadership roles correlates with better decision-making and organisational performance with consequent economic gains.
- Reducing the burden of violence on women will increase women's safety and reduce the social and economic cost of violence.

We do this by focusing on specific areas, within the wider Government targets, where we can best contribute by providing evidence and advice to influence key decision-makers to generate the greatest change for New Zealand women.

## Part 4: Measuring our performance

### Performance of the appropriation as a whole

Key performance measure	Actual performance
Level of key stakeholder satisfaction with the quality of the Ministry's advice.  <i>Target of 'met requirements' or better in an annual survey.</i>	<div> <b>76 percent</b> of stakeholders from government agencies rated their satisfaction with the Ministry's policy advice as 'met requirements' or higher.<sup>23</sup></div>
	<div> <b>92 percent</b> of non-government stakeholders rated their satisfaction with the quality of the Ministry's interaction with them as 'met requirements' or higher.</div>
	<div> (2013/14 actuals: 95 percent of stakeholders from government agencies rated their satisfaction with the Ministry's policy advice as 'met requirements' or higher. One respondent rated their satisfaction as 'partly met requirements'.</div>
	<div> 100 percent of non-government stakeholders rated their satisfaction with the quality of the Ministry's interaction with them as 'met requirements' or higher.<sup>24</sup>  (2015/16 target:* Rating of 'met requirements' or better.)</div>

### Assessment of what has been achieved with the appropriation

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.

We focused on a small number of priority issues that potentially have the greatest impact for women and New Zealand, and worked in partnership with key stakeholders to achieve results.

\* The forecast performance targets are not audited.









23 Research First Limited, Ministry for Women Stakeholder Feedback, Research Report July 2015.

24 Research First Limited, Ministry of Women's Affairs Stakeholder Feedback, Research Report July 2014.

## Part 4: Measuring our performance

### Summary of our output performance

We achieved six of our eight output performance targets (75 percent) this year. Below is a summary of our performance by appropriation category. Full details are covered on pages 32 to 42.

Policy advice	Nomination services	Ministerial services	National Advisory Council on the Employment of Women
 <p><b>2 out of 3</b> performance targets were met this year</p>  <p>2013/14: 1 out of 3 performance targets</p>	 <p><b>2 out of 2</b> performance targets were met this year</p>  <p>2013/14: 2 out of 2 performance targets</p>	 <p><b>1 out of 1</b> performance targets were met this year</p>  <p>2013/14: 0 out of 1 performance targets</p>	 <p><b>1 out of 1</b> performance targets were met this year</p>  <p>2013/14: 1 out of 1 performance targets</p>
<p><b>What is intended to be achieved</b></p> <p>This category is intended to achieve the provision of effective policy advice to improve outcomes for women in New Zealand.</p>	<p><b>What is intended to be achieved</b></p> <p>This category is intended to achieve the timely provision of suitable women nominees for appointment to state sector boards and committees.</p>	<p><b>What is intended to be achieved</b></p> <p>This category is intended to achieve the provision of high-quality and timely advice to enable the Vote Minister to discharge their portfolio responsibilities.</p>	<p><b>What is intended to be achieved</b></p> <p>This category is intended to achieve the provision of high-quality and timely administrative, advisory and research support for the National Advisory Council on the Employment of Women.</p>
<p><b>Commentary on our performance this year</b></p> <p>We continued to provide effective advice to improve the outcomes for women in New Zealand.</p> <p>We continually measure the quality and effectiveness of our advice in order to maximise our impact.</p> <p>For information on our performance against each measure and financial performance for this category of appropriation, see pages 33 and 34.</p>	<p><b>Commentary on our performance this year</b></p> <p>We continued to provide suitable women nominees for appointment to state sector boards and committees.</p> <p>We gained an increased commitment from nominating agencies to increase women's participation on state sector boards and to continue to seek our assistance with suitable candidates.</p> <p>For information on our performance against each measure and financial performance for this category of appropriation, see pages 35 and 36.</p>	<p><b>Commentary on our performance this year</b></p> <p>We successfully supported the Minister to meet her portfolio responsibilities by providing high-quality and timely advice during the year.</p> <p>We refreshed our Ministerial Servicing processes to ensure they were fit-for-purpose and able to support the efficient delivery of quality support to the Minister.</p> <p>For information on our performance against each measure and financial performance for this category of appropriation, see pages 37 and 38.</p>	<p><b>Commentary on our performance this year</b></p> <p>We continued to provide quality administrative, advisory and research support to the Council.</p> <p>For information on our performance against each measure and financial performance for this category of appropriation, see pages 39 and 40.</p>

## Part 4: Measuring our performance

### Financial performance of the appropriation as a whole

2014 Actual \$000		2015 Budget* \$000	2015 Actual \$000	2016 Forecast* \$000
Multi-category Appropriation				
-	Revenue Crown	4,616	4,731	4,616
-	Departmental revenue	-	36	-
-	Other revenue	14	7	-
-	<b>Total revenue</b>	<b>4,630</b>	<b>4,774</b>	<b>4,616</b>
-	<b>Total expenses</b>	<b>4,630</b>	<b>4,729</b>	<b>4,616</b>
-	<b>Net surplus/(deficit)</b>	<b>-</b>	<b>45</b>	<b>-</b>
Multi-class Output Expense Appropriation <sup>25</sup>				
4,799	Revenue Crown	-	-	-
91	Departmental revenue	-	-	-
14	Other revenue	-	-	-
<b>4,904</b>	<b>Total revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>4,782</b>	<b>Total expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>122</b>	<b>Net surplus/(deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

25 As a consequence of the 2013 Amendment to the Public Finance Act, all Multi-class Output Expense Appropriations were converted to Multi-category Appropriations from 1 July 2014.



## Part 4: Measuring our performance

### Policy advice

#### Performance assessment of this category

Key performance measure	Actual performance
<p>Assessment of the Ministry's technical quality of policy advice as assessed by the New Zealand Institute of Economic Research (NZIER).</p> <p><i>Target of 80 percent as measured by an annual survey with a methodical robustness score of 82.5 percent.<sup>26</sup></i></p>	<p>NZIER rated the technical quality of the Ministry's written policy advice at <b>81.7 percent</b> as measured by an annual assessment with a methodical robustness score of 87.5 percent.</p> <p>(2013/14 actuals: NZIER rated the technical quality of the Ministry's written policy advice at 81.6 percent using an assessment with a methodical robustness score of 82.5 percent.<sup>27</sup>)</p> <p>(2015/16 target: * 80 percent as measured by an annual assessment with a methodical robustness score of 82.5 percent.)</p>
<p>Level of Ministerial satisfaction with the Ministry's policy advice.<sup>28</sup></p> <p><i>Target of 80 percent as measured by a quarterly common satisfaction survey for policy advice.</i></p>	<p>The Minister rated her satisfaction with the quality of the Ministry's policy advice at <b>68.3 percent</b> using the common satisfaction survey.</p> <p>(2013/14 actuals: The Minister rated her satisfaction with the quality of the Ministry's policy advice at 70 percent using the common satisfaction survey.)</p> <p>(2015/16 target: * 80 percent or better.)</p>
<p>Total cost per policy output hour.<sup>29</sup></p> <p><i>Target of between \$100 and \$120.</i></p>	<p>The Ministry's total cost per policy output hour was <b>\$116</b>.</p> <p>(2013/14 actuals: \$114.)</p> <p>(2015/16 target: * Between \$100 and \$120.)</p>

\* The forecast performance targets are not audited.

<sup>26</sup> 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.

<sup>27</sup> This figure has been restated as it was incorrect in the 2013/14 Annual Report.

<sup>28</sup> 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.

<sup>29</sup> 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.

## Part 4: Measuring our performance

### Financial performance of this category



2014 Actual \$000		2015 Budget* \$000	2015 Actual \$000	2016 Forecast* \$000
Multi-category Appropriation				
-	Revenue Crown	3,601	3,716	3,761
-	Departmental revenue	-	36	-
-	Other revenue	14	7	-
-	<b>Total revenue</b>	<b>3,615</b>	<b>3,759</b>	<b>3,761</b>
-	<b>Total expenses</b>	<b>3,615</b>	<b>3,776</b>	<b>3,761</b>
-	<b>Net surplus/(deficit)</b>	<b>-</b>	<b>(17)</b>	<b>-</b>
Multi-class Output Expense Appropriation				
3,784	Revenue Crown	-	-	-
91	Departmental revenue	-	-	-
14	Other revenue	-	-	-
<b>3,889</b>	<b>Total revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>3,817</b>	<b>Total expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>72</b>	<b>Net surplus/(deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

## Part 4: Measuring our performance

### Nomination services

#### Performance of this category

Key performance measure	Actual performance
<p>Level of key appointing agencies' satisfaction with the quality of nominees and nomination services provided to them.</p> <p><i>Target of 'met requirements' or better as measured in an annual survey.</i></p>	<div><p><b>100 percent</b> of key appointing agencies rated the Ministry's nominations service as 'meeting their requirements' or higher.<sup>30</sup></p><p>(2013/14 actuals: 100 percent of key appointing agencies rated their satisfaction with the Ministry's nominations service as 'met requirements' or higher.)</p><p>(2015/16 target: * Rating of 'met requirements' or better.)</p></div>
<p>Timeliness of the nomination services provided.</p> <p><i>Target of 100 percent of responses to nomination requests provided by the due date.</i></p>	<div><p><b>100 percent</b> of responses to nomination requests were provided by the due date.</p><p>(2013/14 actuals: 100 percent of responses.)</p><p>(2015/16 target: * 100 percent of responses.)</p></div>

\* The forecast performance targets are not audited.

## Part 4: Measuring our performance

### Financial performance of this category

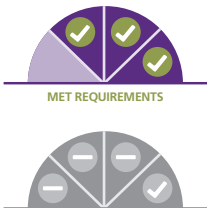
2014 Actual \$000		2015 Budget* \$000	2015 Actual \$000	2016 Forecast* \$000
Multi-category Appropriation				
-	Revenue Crown	460	460	300
-	Departmental revenue	-	-	-
-	Other revenue	-	-	-
-	<b>Total revenue</b>	<b>460</b>	<b>460</b>	<b>300</b>
-	<b>Total expenses</b>	<b>460</b>	<b>446</b>	<b>300</b>
-	<b>Net surplus/(deficit)</b>	<b>-</b>	<b>14</b>	<b>-</b>
Multi-class Output Expense Appropriation				
460	Revenue Crown	-	-	-
-	Departmental revenue	-	-	-
-	Other revenue	-	-	-
<b>460</b>	<b>Total revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>432</b>	<b>Total expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>28</b>	<b>Net surplus/(deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

## Part 4: Measuring our performance

### Ministerial services

#### Performance of this category

Key performance measure	Actual performance
<p>Level of Ministerial satisfaction with the support services provided by the Ministry.</p> <p><i>Target of 'met requirements' or better as measured in a quarterly survey.</i></p>	<div></div> <p>The Minister rated her satisfaction as '<b>met requirements</b>' in the second, third and fourth quarters. A rating was not provided for the first quarter.</p> <p>(2013/14: The Minister rated her satisfaction as 'met requirements' in the fourth quarter and 'partly met requirements' in the first, second and third quarters.)</p> <p>(2015/16 target: * Rating of 'met requirements' or better.)</p>

\* The forecast performance targets are not audited.



## Part 4: Measuring our performance

### Financial performance of this category



2014 Actual \$000		2015 Budget* \$000	2015 Actual \$000	2016 Forecast* \$000
Multi-category Appropriation				
-	Revenue Crown	355	355	355
-	Departmental revenue	-	-	-
-	Other revenue	-	-	-
-	<b>Total revenue</b>	<b>355</b>	<b>355</b>	<b>355</b>
-	<b>Total expenses</b>	<b>355</b>	<b>350</b>	<b>355</b>
-	<b>Net surplus/(deficit)</b>	<b>-</b>	<b>5</b>	<b>-</b>
Multi-class Output Expense Appropriation				
355	Revenue Crown	-	-	-
-	Departmental revenue	-	-	-
-	Other revenue	-	-	-
<b>355</b>	<b>Total revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>340</b>	<b>Total expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>15</b>	<b>Net surplus/(deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

## Part 4: Measuring our performance

### National Advisory Council on the Employment of Women

#### Performance of this category

Key performance measure	Actual performance
<p>Level of NACEW members' satisfaction with the Ministry's administrative, advisory and research support services provided to them.</p> <p><i>Target of 'met requirements' or better as measured in an annual survey.</i></p>	<div><p>Of the six NACEW members interviewed, four rated the Ministry's administrative services as '<b>meeting requirements</b>' or better, and all six rated the Ministry's advisory and research support services as '<b>meeting requirements</b>' or better.<sup>31</sup></p><p>(2013/14: All NACEW members who responded to the annual survey rated their satisfaction with the quality of the Ministry's administrative, advisory and research support services as 'met requirements' or higher.)</p><p>(2015/16 target: * Rating of 'met requirements' or better.)</p></div>

\* The forecast performance targets are not audited.

31 Research First Limited, Ministry for Women Stakeholder Feedback, Research Report July 2015.

## Part 4: Measuring our performance

### Financial performance of this category

2014 Actual \$000		2015 Budget* \$000	2015 Actual \$000	2016 Forecast* \$000
Multi-category Appropriation				
-	Revenue Crown	200	200	200
-	Departmental revenue	-	-	-
-	Other revenue	-	-	-
-	<b>Total revenue</b>	<b>200</b>	<b>200</b>	<b>200</b>
-	<b>Total expenses</b>	<b>200</b>	<b>157</b>	<b>200</b>
-	<b>Net surplus/(deficit)</b>	<b>-</b>	<b>43</b>	<b>-</b>
Multi-class Output Expense Appropriation				
200	Revenue Crown	-	-	-
-	Departmental revenue	-	-	-
-	Other revenue	-	-	-
<b>200</b>	<b>Total revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>193</b>	<b>Total expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>7</b>	<b>Net surplus/(deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

## Part 4: Measuring our performance

### Capital Expenditure Appropriation (Permanent Legislative Authority)

This appropriation is intended to enable the Ministry to move premises and achieve the routine replacement and upgrade of office equipment and information technology to efficiently deliver Ministry services.

#### Performance of this appropriation

Key performance measure	Actual performance
Expenditure is in accordance with the Ministry's intention to move premises and routinely replace its office equipment and information technology.  \$317,000	In early December 2014 we successfully moved into new office accommodation at 22 The Terrace, Wellington.  We undertook fit-out construction work to ensure the new office space was fit-for-purpose and in line with current office standards (\$635,000).  (2013/14: \$3,000.)  (2015/16 target:* \$47,000 for the routine replacement and upgrade of office equipment and information technology.)

\* The forecast performance targets are not audited.

## Part 4: Measuring our performance

### Financial performance of this appropriation

2014 Actual \$000		2015 Budget* \$000	2015 Actual \$000	2016 Forecast* \$000
	Capital Expenditure Appropriation			
3	Property, plant and equipment	312	635	42
-	Intangibles	5	-	5
<b>3</b>	<b>Total capital expenditure</b>	<b>317</b>	<b>635</b>	<b>47</b>

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



## Part 5: Organisational health and capability

### Managing the Ministry

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

The 2013 follow-up review of our Performance Improvement Framework (PIF) provided a platform to continue to focus our organisation development. The areas for focus were: continuing to develop a shared purpose and direction; a consistent focus on achieving the priority impacts; having more involvement of 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.

We commissioned a further review to test our development in this area and have taken these findings and built them into next year's organisational development plan.

#### Engaged people

Building a high-trust, high-performing, 'one Ministry' culture will enable us to have the maximum possible impact. It is important that our people understand the importance of 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.

Employee engagement teams were refocused on work done earlier to create ownership in developing workplace solutions. This included staff engagement in building culture and enhancing services, systems and processes.

We started revising our People Capability Strategy to align with the capability changes necessary following refocus of our outcome priorities. This includes developing strong measures to track progress. From that work we aligned performance management plans and people development processes, demonstrating our commitment to a culture of high achievement and ongoing capability development.

Our earlier development of a team of Principal Policy Analysts as thought leaders has been extended to self-leadership at all levels of the Ministry. This enabled staff to better understand their personal contribution to our success.

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 make progress increasing 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 or the private sector.

#### 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.

The functions and structure of our Business Support team were reviewed during the year. The new structure enables greater flexibility and agility in the team to meet the Ministry's priority support needs.

#### Better serving Māori and Pacific women

Māori and Pacific perspectives are now clearly incorporated in our work programme. We continued to hold non-government (NGO) hui around increased safety from violence for Māori and started work on primary prevention of violence against Samoan women. We have taken opportunities to partner with other agencies with shared interest in these initiatives.

## Part 5: Organisational health and capability

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### New office accommodation

The lease on our premises expired on 7 September 2014 and during the year we worked closely with the Property Centre of Excellence (Ministry of Social Development) to find a suitable new location.

In mid-2014 we signed a new nine-year lease (commencing from 1 September 2014) for office accommodation at 22 The Terrace. We moved into the new premises in early December 2014.

### New name

Following the new name for the Minister for Women's portfolio in October 2014, the Ministry changed its name to the Ministry for Women, effective from 1 December 2014. The Ministry has worked with the State Services Commission on the final statutory processes for the name change and expects this process to be completed in late 2015.

## Our publications

We published a range of reports, publications and website features during the year including:

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- *2014 Gender Stocktake of State Sector Boards and Committees*
- *Annual Report* for year ended 30 June 2014
- *Wāhine Māori, Wāhine Ora, Wāhine Kaha: Preventing violence against Māori women*
- *NEET by choice? Investigating the links between motherhood and NEET status*
- *Issues for women's leadership pathways in large organisations*
- *CEDAW follow-up report (2014)*
- *Growing your trades workforce: How to attract women to your jobs* (pamphlet)
- *Celebrating 30 years of work for New Zealand women* (pamphlet)
- *Pānui* newsletter in July, November, December and April.

## Part 6: Financial statements

### Statement of responsibility

*For the year ended 30 June 2015*

I am responsible, as Chief Executive of the Ministry of Women's Affairs (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 2015 and its operations ended on that date
- the forecast financial statements fairly reflect the forecast financial position of the Ministry as at 30 June 2016 and its operations for the year ending on that date.



**Jo Cribb**

Chief Executive

30 September 2015

## Part 6: Financial statements

### Statement of comprehensive revenue and expenses

For the year ended 30 June 2015

2014 Actual \$000		Note	2015 Budget* \$000	2015 Actual \$000	2016 Forecast* \$000
<b>Revenue</b>					
4,799	Revenue Crown		4,616	4,731	4,616
105	Other revenue	1	14	43	-
<b>4,904</b>	<b>Total revenue</b>		<b>4,630</b>	<b>4,774</b>	<b>4,616</b>
<b>Expenses</b>					
3,303	Personnel costs	2	3,208	3,230	3,208
1,407	Operating costs	3	1,300	1,394	1,294
27	Capital charge	4	27	27	27
45	Depreciation/amortisation expense	7,8	95	78	87
<b>4,782</b>	<b>Total expenses</b>		<b>4,630</b>	<b>4,729</b>	<b>4,616</b>
<b>122</b>	<b>Net surplus/(deficit)</b>	<b>5</b>	<b>-</b>	<b>45</b>	<b>-</b>
-	<b>Other comprehensive income</b>		-	-	-
<b>122</b>	<b>Total comprehensive income</b>		<b>-</b>	<b>45</b>	<b>-</b>

Explanations of major variances against budget figures are provided in note 17.

The accompanying notes form part of these financial statements.

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

## Part 6: Financial statements

### Statement of financial position

As at 30 June 2015

2014 Actual \$000		Note	2015 Budget* \$000	2015 Actual \$000	2016 Forecast* \$000
	Assets				
	Current assets				
1,049	Cash and cash equivalents		506	405	342
9	Debtors and other receivables	6	-	15	-
14	Prepayments		-	9	-
<b>1,072</b>	<b>Total current assets</b>		<b>506</b>	<b>429</b>	<b>342</b>
	Non-current assets				
36	Property, plant and equipment	7	379	602	538
5	Intangible assets	8	6	0	11
<b>41</b>	<b>Total non-current assets</b>		<b>385</b>	<b>602</b>	<b>549</b>
<b>1,113</b>	<b>Total assets</b>		<b>891</b>	<b>1,031</b>	<b>891</b>
	Liabilities				
	Current liabilities				
412	Creditors and other payables	9	325	389	325
122	Provision for repayment of surplus	5	-	45	-
192	Employee entitlements	10	215	153	215
39	Provisions	11	-	-	-
<b>765</b>	<b>Total current liabilities</b>		<b>540</b>	<b>587</b>	<b>540</b>
	Non-current liabilities				
12	Employee entitlements	10	15	6	15
-	Lease incentive liability	12	-	102	
<b>12</b>	<b>Total non-current liabilities</b>		<b>15</b>	<b>108</b>	<b>15</b>
<b>777</b>	<b>Total liabilities</b>		<b>555</b>	<b>695</b>	<b>555</b>
<b>336</b>	<b>Net assets</b>		<b>336</b>	<b>336</b>	<b>336</b>
	Equity				
336	General funds		336	336	336
<b>336</b>	<b>Total equity</b>		<b>336</b>	<b>336</b>	<b>336</b>

Explanations of major variances against budget figures are provided in note 17.

The accompanying notes form part of these financial statements.

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



## Part 6: Financial statements

### Statement of changes in equity

For the year ended 30 June 2015

2014 Actual \$000		Note	2015 Budget* \$000	2015 Actual \$000	2016 Forecast* \$000
	General funds				
<b>336</b>	<b>Balance at 1 July</b>		<b>336</b>	<b>336</b>	<b>336</b>
122	Total comprehensive income		-	45	-
(122)	Repayment of surplus to the Crown		-	(45)	-
<b>336</b>	<b>Balance at 30 June</b>		<b>336</b>	<b>336</b>	<b>336</b>

Explanations of major variances against budget figures are provided in note 17.

The accompanying notes form part of these financial statements.

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

## Part 6: Financial statements

### Statement of cash flows

For the year ended 30 June 2015

2014 Actual \$000		2015 Budget* \$000	2015 Actual \$000	2016 Forecast* \$000
<b>Cash flows from operating activities</b>				
4,799	Receipts from Crown	4,616	4,731	4,616
90	Receipts from departmental revenue	8	45	-
14	Receipts from other revenue	14	7	-
(1,327)	Payments to suppliers	(1,353)	(1,507)	(1,347)
(3,373)	Payments to employees	(3,155)	(3,275)	(3,155)
(27)	Payments for capital charge	(27)	(27)	(27)
2	Goods and Services Tax (net)	-	14	-
<b>178</b>	<b>Net cash from operating activities</b>	<b>103</b>	<b>(12)</b>	<b>87</b>
<b>Cash flows from investing activities</b>				
(3)	Purchase of property, plant and equipment	(312)	(510)	(42)
-	Purchase of intangible assets	(5)	-	(5)
<b>(3)</b>	<b>Net cash from investing activities</b>	<b>(317)</b>	<b>(510)</b>	<b>(47)</b>
<b>Cash flows from financing activities</b>				
(19)	Repayment of surplus to Crown	-	(122)	-
<b>(19)</b>	<b>Net cash from financing activities</b>	<b>-</b>	<b>(122)</b>	<b>-</b>
<b>156</b>	<b>Net increase/(decrease) in cash</b>	<b>(214)</b>	<b>(644)</b>	<b>40</b>
893	Cash at the beginning of the year	720	1,049	302
<b>1,049</b>	<b>Cash at the end of the year</b>	<b>506</b>	<b>405</b>	<b>342</b>

Explanations of major variances against budget figures are provided in note 17.

The accompanying notes form part of these financial statements.

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

## Part 6: Financial statements

### Statement of commitments

As at 30 June 2015

#### 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.

The future aggregate minimum lease payments to be paid under non-cancellable operating leases are as follows:

2014 Actual \$000		2015 Actual \$000
	Non-cancellable operating lease	
245	Not later than one year	179
715	Later than one year and not later than five years	715
745	Later than five years	566
<b>1,705</b>	<b>Total non-cancellable operating lease</b>	<b>1,460</b>
<b>1,705</b>	<b>Total commitments</b>	<b>1,460</b>

The accompanying notes form part of these financial statements.

## Part 6: Financial statements

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### Statement of contingent liabilities and contingent assets

*As at 30 June 2015*

#### 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 2015 (2014: Nil).

#### Contingent assets

The Ministry had no contingent assets at 30 June 2015 (2014: Nil).

*The accompanying notes form part of these financial statements.*

## Part 6: Financial statements

### Statement of accounting policies

For the year ended 30 June 2015

#### Reporting entity

The Ministry of Women's Affairs (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 financial reporting purposes.

#### Reporting period

The financial statements of the Ministry are for the year ended 30 June 2015, and were approved for issue by the Chief Executive on 30 September 2015.

#### Basis of preparation

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

#### 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 Practices (NZ GAAP and Treasury Instructions).

The financial statements have been prepared in accordance with Tier 2 PBE accounting standards on the basis that the Ministry is neither publicly accountable nor large.

These financial statements comply with PBE accounting standards.

These financial statements are the first financial statements presented in accordance with the new PBE accounting standards. There have been no material adjustments arising on transition to the new PBE accounting standards.

#### Presentation currency and rounding

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000).

#### Budget and forecast figures

##### Basis of the budget and forecast figures

The 2015 budget figures are for the year ended 30 June 2015 and were published in the Ministry's 2013/14 *Annual Report*. They are consistent with the Ministry's best estimate financial forecast information submitted to Treasury for the 2015 *Budget Economic and Fiscal Update* (BEFU).

The 2016 forecast figures are for the year ending 30 June 2016, which are consistent with the best estimate financial forecast information submitted to Treasury for the 2016 BEFU.

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 2016 forecast figures have been prepared in accordance with PBE FRS 42 *Prospective Financial Statements* and comply with PBE FRS 42.

The forecast financial statements were approved for issue by the Chief Executive on 27 March 2015. 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 2016 will not be published.



## Part 6: Financial statements

### 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 2015/16 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 27 March 2015, were as follows:

- The Ministry's activities will remain substantially the same as the previous year.
- Personnel costs were based on up to 30 full-time equivalent staff, which takes into account staff turnover.
- Remuneration rates were based on current wages and salary costs, adjusted for anticipated remuneration changes.
- 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.
- Estimated year-end information for 2014/15 was used as the opening position for the 2015/16 forecasts.

There have been no significant changes since the forecasts were approved that would have a material impact on the forecast figures. However, actual financial results for the period covered may vary from the material presented in these forecasts.

### Summary of significant accounting policies

#### Revenue 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 Crown has been determined to be equivalent to the funding entitlement.

### Capital charge

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

### Foreign currency transactions

Foreign currency transactions are translated into New Zealand dollars 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.

### 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.

### 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.

### Debtors and other receivables

Debtors and other short-term receivables are recorded at their face value, less any provision for impairment.

A receivable is considered impaired when there is evidence that the Ministry will not be able to collect the amount due. The amount of the impairment is the difference between the carrying amount of the receivable and the present value of the amounts expected to be collected.

### Property, plant and equipment

Property, plant and equipment consists of the following asset classes: computer equipment; office equipment and 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.

## Part 6: Financial statements

### 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 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 unexpired period of the lease or the estimated remaining useful lives of the improvements, whichever is the shorter.

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial year-end.

### Intangible assets

#### Software acquisition

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

Costs associated with maintaining computer software are recognised as an expense when incurred.

Staff training costs 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:

Asset class	Years	Amortisation rate
Acquired computer software	3	33%

### Impairment of property, plant and equipment and intangible assets

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.

## Part 6: Financial statements

### Creditors and other payables

Short-term payables are recorded at their face value.

### Employee entitlements

#### Short-term employee entitlements

Employee benefits that are due to be settled within 12 months after the end of the period in which the employee renders 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 renders 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 staff will reach the point of entitlement and contractual entitlement information, and
- the present value of the estimated future cash flows.

#### Presentation of employee entitlements

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

### Superannuation schemes

#### Defined contribution schemes

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

### Provisions

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.

### Taxpayers' funds

Taxpayers' funds are the Crown's investment in the Ministry and are measured as the difference between total assets and total liabilities.

### Commitments

Expenses yet to be incurred on non-cancellable contracts that have been entered into on or before balance date are disclosed as commitments to the extent that there are equally unperformed obligations.

Cancellable commitments that have penalty or exit costs explicit in the agreement on exercising the option to cancel are included in the Statement of Commitments at the value of that penalty or exit costs.

### Goods and Services Tax (GST)

All items in the financial statements, including appropriation statements, are stated exclusive of GST, except for payables and receivables, 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, the Inland Revenue Department (IRD) is included as part of receivables or payables in the Statement of Financial Position.

The net GST paid to, or received from, the IRD, including the GST relating to investing and financing activities, is classified as a net operating cash flow in the Statement of Cash Flows.

Commitments and contingencies are disclosed exclusive of GST.

## Part 6: Financial statements

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### Income tax

Government departments are exempt from income tax as public authorities in terms of the Income Tax Act 2004. Accordingly, no provision has been made for income tax.

### Cost allocation

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 that cannot be identified in an economically feasible manner with a specific output.

Direct costs are allocated directly to outputs. Indirect costs are allocated 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.

### Critical accounting estimates and assumptions

In preparing these financial statements the Ministry has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results.

Estimates and judgements 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 significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

## Part 6: Financial statements

### Notes to the financial statements

For the year ended 30 June 2015

#### Note 1 Other revenue

2014 Actual \$000		2015 Actual \$000
91	Departmental contributions for staff secondment	36
14	Recovery of carpark rental	7
<b>105</b>	<b>Total other revenue</b>	<b>43</b>

#### Note 2 Personnel costs

2014 Actual \$000		2015 Actual \$000
3,058	Salaries and wages	3,004
104	Employer contributions to defined contribution schemes	92
69	Increase (decrease) in employee entitlements	2
72	Other expenses	132
<b>3,303</b>	<b>Total personnel costs</b>	<b>3,230</b>

Employer contributions to defined schemes include contributions to the State Sector Retirement Savings Scheme, KiwiSaver and the Government Superannuation Fund.



## Part 6: Financial statements

### Note 3 Operating costs

2014 Actual \$000		2015 Actual \$000	2016 Forecast \$000 (unaudited)
275	Operating lease expense	196	195
28	Recruitment expenses	76	15
137	Training and conference costs	99	100
104	Travel expenses	97	95
293	Consultants and contractors	454	200
100	Publications	83	100
437	Other expenses	394	589
33	Impairment of artwork, office equipment, furniture, fitout and leasehold improvements	(33)	-
-	Loss on disposal of artwork, office equipment, furniture, fitout and leasehold improvements	28	-
<b>1,407</b>	<b>Total operating costs</b>	<b>1,394</b>	<b>1,294</b>

### Note 4 Capital charge

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 2015 was 8.0% (2014: 8.0%).

### Note 5 Repayment of surplus

Pursuant to section 22 of the Public Finance Act 1989, 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 repayment of the operating surplus to the Crown of \$45,000 (2014: \$122,000).

### Note 6 Debtors and other receivables

Debtors and other receivables are non-interest bearing and are normally settled on 30-day terms; therefore, the carrying value of debtors and other receivables approximates their fair value. There is no provision for impairment (2014: \$0).

All debtors are receivable under exchange transactions (2014: \$9,000).

## Part 6: Financial statements

### Note 7 Property, plant and equipment

Movements in each class of property, plant and equipment are as follows:

Balance 1 July 2013 \$000		Balance 1 July 2014 \$000	Additions \$000	Disposals \$000	Balance 30 June 2015 \$000
<b>Cost</b>					
48	Computer equipment	51	-	7	44
115	Office equipment	115	33	112	36
390	Furniture, fitout and leasehold improvements	390	602	390	602
16	Artwork	16	-	14	2
<b>569</b>	<b>Total cost</b>	<b>572</b>	<b>635</b>	<b>523</b>	<b>684</b>

Balance 1 July 2013 \$000		Balance 1 July 2014 \$000	Depreciation expense \$000	Elimination on disposal \$000	Balance 30 June 2015 \$000
<b>Accumulated depreciation and impairment losses</b>					
6	Computer equipment	22	15	6	31
108	Office equipment	111	3	110	4
350	Furniture, fitout and leasehold improvements	370	55	378	47
-	Artwork	-	-	-	-
<b>464</b>	<b>Total accumulated depreciation</b>	<b>503</b>	<b>73</b>	<b>494</b>	<b>82</b>
-	<b>Provision for impairment loss</b>	<b>(33)</b>			-
<b>105</b>	<b>Net carrying amount</b>	<b>36</b>			<b>602</b>

## Part 6: Financial statements

### Note 8 Intangible assets

Movements in each class of intangible asset are as follows:

Balance 1 July 2013 \$000		Balance 1 July 2014 \$000	Additions \$000	Disposals \$000	Balance 30 June 2015 \$000
Cost					
462	Acquired computer software	462	-	257	205

Balance 1 July 2013 \$000		Balance 1 July 2014 \$000	Amortisation expense \$000	Elimination on disposal \$000	Balance 30 June 2015 \$000
Accumulated amortisation					
451	Acquired computer software	457	5	257	205
<b>11</b>	<b>Net carrying amount</b>	<b>5</b>			<b>-</b>

### Note 9 Creditors and other payables

2014 Actual \$000		2015 Actual \$000
283	Creditors	264
89	Accrued expenses	57
40	GST payable	54
-	Current portion of lease incentive liability	14
<b>412</b>	<b>Total creditors and other payables</b>	<b>389</b>

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 payable is a payable under non-exchange transactions.

## Part 6: Financial statements

### Note 10 Employee entitlements

2014 Actual \$000		2015 Actual \$000
Current employee entitlements are represented by:		
102	Annual leave	116
17	Sick leave	13
6	Long service leave	5
9	Accrued salaries and wages	19
58	Provision for redundancy payments	-
<b>192</b>	<b>Total current portion</b>	<b>153</b>
Non-current employee entitlements are represented by:		
12	Long service leave	6
<b>204</b>	<b>Total employee entitlements</b>	<b>159</b>

### Note 11 Provisions

2014 Actual \$000		2015 Actual \$000
39	Provision for lease termination	-
<b>39</b>	<b>Total provisions</b>	<b>-</b>

The Ministry's previous lease terminated on 7 September 2014 and the provision was fully used at that date. Information about the Ministry's current leasing arrangements is disclosed in the Statement of Commitments.

## Part 6: Financial statements

### Note 12 Lease incentive liability

2014 Actual \$000		2015 Actual \$000
-	Lease incentive liability (current portion)	14
-	Lease incentive liability (non-current portion)	102
-	<b>Total Lease incentive liability</b>	<b>116</b>

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.

### Note 13 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 occur within a normal supplier or client 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 that entity at arm's length in the same circumstances.

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 condition for such transactions.

### Note 14 Key management personnel compensation

2014 Actual \$000		2015 Actual \$000
<b>825</b>	<b>Total remuneration paid</b>	<b>741</b>

Key management personnel include the Chief Executive and the three managerial positions that form the Leadership team (four full-time equivalent staff). (2014: three members/four full-time equivalent staff).

### Note 15 Events after balance date

There have been no significant events after balance date.

### Note 16 Financial instruments

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 \$420,000 (2014: \$1,058,000).

Financial instrument liabilities held at fair value through surplus or deficit comprise creditors and other payables. The total value of financial instrument liabilities is \$389,000 (2014: \$412,000).

## Part 6: Financial statements

### Note 17 Explanation of major variances against budget

Explanation for major variances from the Ministry's original 2014/15 budget figures are as follows:

#### Revenue Crown

Revenue Crown increased as a result of an expense transfer from 2013/14 to assist funding the Ministry's move to new premises.

#### Operating costs

Operating costs increased as a result of the Ministry's move to new premises this year.

#### Cash and cash equivalents

Cash decreased as a result of the Ministry's move to new premises and the associated fitout costs for the new office space.

#### Non-current assets

The Ministry originally planned to move premises ahead of its lease expiration. It was expected that the fitout construction work would be partially completed in 2013/14 and that the remainder of the work would be completed in 2014/15.

The increase is due to delays in the Ministry moving premises and all fitout costs for the new office space being incurred this year.

#### Lease incentive liability

The Ministry 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.

### Note 18 Adjustments arising on transition to the new PBE accounting standards

There have been no recognition and/or measurement adjustments to the 30 June 2014 comparative information resulting from the transition to the new PBE accounting standards.



## Part 6: Financial statements

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

For the year ended 30 June 2015

The following statements report information about the expenses and capital expenditure incurred against each appropriation administered by the Ministry.

2014 Actual \$000		2015 Budget* \$000	2015 Actual \$000	2016 Forecast* \$000
<b>VOTE WOMEN'S AFFAIRS</b>				
Appropriations for departmental output expenses				
<b>Multi-category Appropriation</b>				
-	Policy Advice	3,615	3,776	3,761
-	Nomination Services	460	446	300
-	Ministerial Services	355	350	355
-	National Advisory Council on the Employment of Women	200	157	200
-	Total appropriations for output expenses	<b>4,630</b>	<b>4,729</b>	<b>4,616</b>
<b>Multi-class Output Expense Appropriation</b>				
3,817	Policy Advice	-	-	-
432	Nomination Services	-	-	-
340	Ministerial Services	-	-	-
193	National Advisory Council on the Employment of Women	-	-	-
4,782	Total appropriations for output expenses	-	-	-
Appropriation for capital expenditure				
3	Ministry of Women's Affairs Permanent Legislative Authority	317	635	47
<b>4,785</b>	<b>Total appropriations</b>	<b>4,947</b>	<b>5,364</b>	<b>4,663</b>

As a consequence of the 2013 Amendment to the Public Finance Act 1989, all Multi-Class Output Expense Appropriations were converted to Multi-Category Appropriations from 1 July 2014.

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

## Part 6: Financial statements

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

*For the year ended 30 June 2015*

#### Expenses and capital expenditure incurred in excess of appropriation

No expenses or capital expenditure were incurred in excess of appropriation during the year (2014: Nil).

#### Expenses and capital expenditure incurred without appropriation or other authority

No expenses or capital expenditure were incurred without appropriation or other authority during the year (2014: Nil).

### Statement of capital injections

*For the year ended 30 June 2015*

#### Capital injections

No capital injections were received during the year (2014: Nil).

#### Capital injections without, or in excess of, authority

No capital injections were received during the year without, or in excess of, authority (2014: Nil).

# Part 7: Auditor's report

## Independent Auditor's Report

AUDIT NEW ZEALAND  
Mana Arotake Aotearoa

### To the readers of the Ministry of Women's Affairs Annual Report for the year ended 30 June 2015

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

- the financial statements of the Ministry on pages 46 to 63 that comprise the statement of financial position, statement of commitments, statement of contingent liabilities and contingent assets as at 30 June 2015, 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 2015 on pages 9 to 42; and
- the statements of expenses and capital expenditure of the Ministry for the year ended 30 June 2015 on pages 64 to 65.

### Opinion

In our opinion:

- the financial statements of the Ministry:
  - present fairly, in all material respects:
    - its financial position as at 30 June 2015; and
    - its financial performance and cash flows for the year ended on that date;
  - comply with generally accepted accounting practice in New Zealand and have been prepared in accordance with Public Benefit Entity Standards with reduced disclosure requirements;
- the performance information of the Ministry:
  - presents fairly, in all material respects, for the year ended 30 June 2015:
    - 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;
  - 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 30 September 2015. This is the date at which our opinion is expressed.

The basis of our opinion is explained below. In addition, we outline the responsibilities of the Chief Executive and our responsibilities, and we explain our independence.

### Basis of opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the International Standards on Auditing (New Zealand). Those standards require that we comply with ethical requirements and plan and carry out our audit to obtain reasonable assurance about whether the information we audited is free from material misstatement.

Material misstatements are differences or omissions of amounts and disclosures that, in our judgement, are likely to influence readers' overall understanding of the information we audited. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.

An audit involves carrying out procedures to obtain audit evidence about the amounts and disclosures in the information we audited. The procedures selected depend on our judgement, including our assessment of risks of material misstatement of the information we audited, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the Ministry's preparation of the information we audited 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.

An audit also involves evaluating:

- the appropriateness of accounting policies used and whether they have been consistently applied;
- the reasonableness of the significant accounting estimates and judgements made by the Chief Executive;

## Part 7: Auditor's report

- the appropriateness of the reported performance information within the Ministry's framework for reporting performance;
- the adequacy of the disclosures in the information we audited; and
- the overall presentation of the information we audited.

We did not examine every transaction, nor do we guarantee complete accuracy of the information we audited. Also, we did not evaluate the security and controls over the electronic publication of the information we audited.

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

### Responsibilities of the Chief Executive

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

The Chief Executive is responsible for such internal control as is determined is necessary to ensure that the annual report is free from material misstatement, whether due to fraud or error. The Chief Executive is also responsible for the publication of the annual report, whether in printed or electronic form.

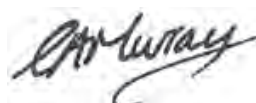
### Responsibilities of the Auditor

We are responsible for expressing an independent opinion on the information we are required to audit, and reporting that opinion to you based on our audit. Our responsibility arises from the Public Audit Act 2001.

### Independence

When carrying out the audit, we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the External Reporting Board.

Other than the audit, we have no relationship with or interests in the Ministry.



**Chrissie Murray**  
Audit New Zealand

On behalf of the Auditor-General  
Wellington, New Zealand



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