

Ministry for Women Annual Report

For the year ended 30 June 2016

**Te Minitanga mō ngā Wāhine Te Pūrongo-ā-Tau
Mō te tau i mutu i te 30 o ngā rā o Pipiri 2016**

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

G.39





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PART 1

Overview

Chief Executive's overview

We are pleased to report on our achievements this year to improve the lives of New Zealand women.

We focused on areas where we can make the most difference: supporting more women and girls in education and training; utilising women's skills and growing the economy; encouraging and developing women leaders; and ensuring women and girls are free from violence.

We have seen women's career and employment opportunities increase, particularly in jobs where there is high growth and demand, such as trades training and engineering. We have specifically assisted to increase the number of Māori and Pacific women enrolled in Māori and Pasifika Trades Training.

We engaged with over 400 small business owners in workshops in Christchurch, Wellington, Hamilton and Auckland, to encourage more take-up of flexible working arrangements as a way to attract and retain skilled staff.

We worked with public and private sector leaders to take action to increase the number of women in leadership roles. We achieved the highest level of participation of women on state sector boards — over 43 percent.

We profiled over 60 women leaders to raise awareness of different forms of leadership and to inspire others to take on leadership roles. Women in leadership, particularly the *Inspiring Women* content, received more than 35,000 page views on our website in the period.



Jo Cribb
Chief Executive

To keep women free from violence, we worked with agencies (especially Accident Compensation Corporation (ACC), Ministry for Social Development, Ministry of Justice and the New Zealand Police) and whānau to achieve practical results for women. We are particularly proud of our engagement with Samoan communities on our report *A malu i 'āiga, e malu fo'i i fafo: Protection for the family, protection for all*. This report shares, from the perspective of Samoan people, what works to keep Samoan women and girls safe from violence.

We work with and through others to achieve our goals. 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.

This is my last *Annual Report* as Chief Executive. It has been my privilege to work with you and across the public, community and private sectors to raise the profile of critical issues facing women, to find solutions that are practical and to deliver them.

PART 1 Overview

A snapshot of New Zealand women in 2015/16

POPULATION



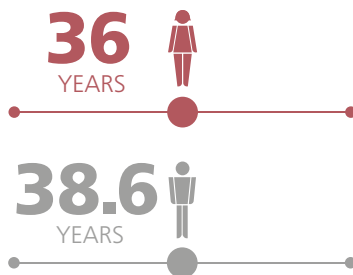
Statistics New Zealand (2013)

DISABILITY



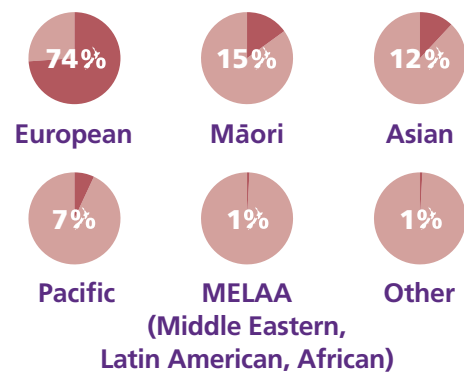
Statistics New Zealand (2013)

MEDIAN AGE



Statistics New Zealand (2013)

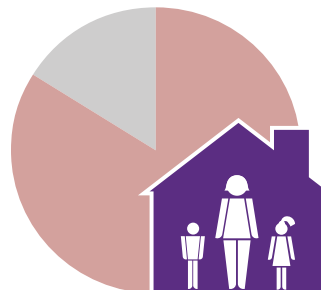
ETHNICITY OF WOMEN %



Census 2013

Statistics New Zealand (2013)

Women head
84.2%
of sole parent households



Statistics New Zealand (2013)



New Zealanders can expect to live in full health for

70.5 years WOMEN & **68.2** years MEN

Ministry of Health (2016)

Our highlights for this year

Supporting more women and girls in education and training

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

A major achievement this year was influencing several of our industry partner organisations to have active recruitment strategies and targets for women within their respective sectors.

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

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

We also worked with several other agencies to support initiatives for training and education opportunities for women; for example, assisting the Institution of Professional Engineers New Zealand to encourage more women into engineering and science-based roles and working with the Royal Society of New Zealand on initiatives to encourage more women into academic leadership roles.

Connecting with business, inspiring change

To promote flexible work arrangements as a way for small businesses to attract and retain the best workers, we hosted four successful workshops for over 400 small business owners in Christchurch, Wellington, Hamilton and Auckland.

The majority of the participants surveyed said the workshops had inspired them to consider flexible working arrangements for their businesses.

We contributed to the government policy development and stakeholder engagement on pay equity. This included contributing our expertise about gender issues to Cabinet papers, officials' working groups and officials' support for the Joint Working Group on Pay Equity Principles that provided recommendations to Government on pay equity implementation.

Accelerating leadership, creating opportunity

We achieved the highest number of women on state sector boards and committees (43.4 percent at 31 December 2015). We supported efforts to increase the number of women on boards and in senior leadership roles by providing policy expertise to public and private sector groups, including the State Services Commission, the Treasury, the Institute of Directors and DiverseNZ.

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

Through our *Inspiring Women* series we showed the diversity and scope of women's leadership in New Zealand. The stories from 60 women leaders were shared widely to inspire other women to be leaders in their field. We also engaged with private and public sector organisations on issues connected to improving the 'pipeline' of women into leadership roles.

PART 1 Overview

Promoting good practice, sharpening the focus

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

With a focus on keeping Samoan women safe from violence, we engaged with stakeholders on our research report *A malu i āiga, e malu fo'i i fafo: Protection for the family, protection for all*. The report shares, from the perspective of Samoan people, what works to keep Samoan women and girls safe from violence. We met with Pacifica organisations, Samoan communities, providers and government agencies to discuss the findings and strengthen policy approaches that keep Samoan 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.

Leading the way, raising New Zealand's voice

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

We completed New Zealand's Eighth Periodic on the Government's implementation of the United Nations Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), and submitted it to the United Nations on 30 June 2016. The report covers the period between March 2012 and March 2016 and shows the progress New Zealand has made in eliminating discrimination against women.

In March 2016, on behalf of the New Zealand Government, the Ministry's Chief Executive presented New Zealand's country statement at the 60th session of the United Nations Commission on the Status of Women (CSW) in New York.

We contributed to the implementation of the New Zealand National Action Plan to implement the United Nations Security Council resolution 1325 relating to Women, Peace and Security.

PART 2

Who we are and what we do

Our role and purpose

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

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

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

We do this by:

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

Our strategic direction

Our work seeks positive change for New Zealand women.

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

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

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

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

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

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

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

Our contribution to achieving the Government’s priorities for women

We work 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. For more details, refer to pages 9 to 22.

Government priorities	<ul style="list-style-type: none"> Responsibly managing the Government’s finances Building a more competitive and productive economy Delivering better public services Rebuilding Christchurch
Better Public Services result areas	<ul style="list-style-type: none"> Reducing long-term welfare dependence Boosting skills and employment Reducing crime
Other government goals	<ul style="list-style-type: none"> Forty-five percent women on state sector boards
Our Minister’s priorities	<ul style="list-style-type: none"> Supporting more women and girls in education and training Utilising women’s skills and growing our economy Encouraging and developing women leaders Ensuring women and girls are free from violence
Impact of our work	<ul style="list-style-type: none"> Decision-makers value and use our evidence, analysis and advice to improve women’s lives
Our outputs	<ul style="list-style-type: none"> Effective policy advice to support decision-making by Ministers on government policy matters relating to improving New Zealand women’s lives, including managing New Zealand’s international reporting obligations Suitable women nominees for appointment to state sector boards and committees Support services to the Minister for Women Administrative, advisory and research support for NACEW

Our focus

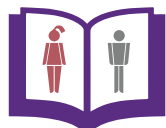
We are backing all New Zealand women to achieve. Until women have equal rights, equal choice, equal opportunities, equal expectations and are valued equally our work will continue.

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

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

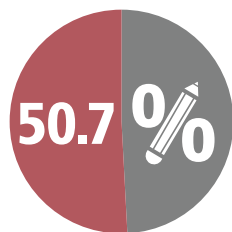
We also manage the Government's international reporting obligations in relation to the status of women.

Supporting more women and girls in education and training

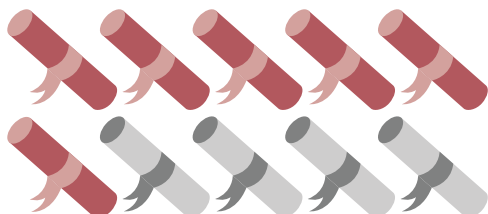


Fewer girls than boys leave school without any qualification

3,054 vs **4,038**
GIRLS vs BOYS



of school leavers with NCEA Level 2 or above are girls



6 out of 10 who gain tertiary certificates and diplomas are women



6 out of 10 who gain Bachelor degrees and above are women

More women are now qualifying in science, IT, engineering and maths

54.1% in **STEM**

But not enough women are qualifying in some high growth industries



22.9%
in ENGINEERING



27.9%
in IT



53.7%
in PRIMARY INDUSTRIES



Only 11.1% of apprenticeships are held by women

Why it is important

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

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

Women and girls can be encouraged to train and work in occupations where high growth is projected and where women are currently under-represented (in particular, STEM¹ and construction and trades) and priority groups of women can be encouraged into training.

How it contributes to government goals

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

What 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 rate of girls and women not in employment, education or training (NEET) decreases.	The number of girls and women qualifying in high growth areas such as engineering, IT and primary industries increases.	The proportion of female apprenticeship learners increases.

How things have been changing

Girls and young women continue to be more likely than boys and young men to be NEET,² despite the fact that, on average, girls are more likely than boys to leave school with qualifications.

NEET rates between 2009–2016³

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

1 STEM is science, technology, engineering and maths-related industries.
 2 NEETs are 15- to 24-year-olds who are not in employment, education or training.
 3 Statistics New Zealand, Household Labour Force Survey, March quarter.

More women are now qualifying in science, IT, engineering and maths, and there are initiatives to further encourage more women into these high growth areas.

Percentage of women who are domestic students completing qualifications in engineering, IT and agriculture, environment and relating studies (primary industries)⁴

	2009	2010	2011	2012	2013	2014	2015
Engineering	20%	18%	20%	20%	22%	20%	23%
IT	26%	30%	34%	29%	28%	29%	28%
Primary Industries	41%	46%	51%	45%	51%	50%	54%

While there is a slight decrease in the numbers of women taking up apprenticeships it is difficult to draw any conclusions due to the small numbers involved. However, more young men are signing up for apprenticeships which means the proportion of women in some apprenticeships is dropping.

Apprenticeship learner numbers between 2011–2014⁵

	2011	2012	2013	2014
Females	5,390 (14.37%)	5,025 (13.98%)	4,920 (11.60%)	4,915 (11.77%)
Males	32,115	30,915	37,505	36,835

What our role is

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

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

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

⁴ Data supplied by the Ministry of Education August 2016.

⁵ Ministry of Education, Education Counts. Data for 2015 and 2016 are not yet available.

Utilising women's skills and growing the economy

Women are participating in the
LABOUR MARKET
 more than ever before

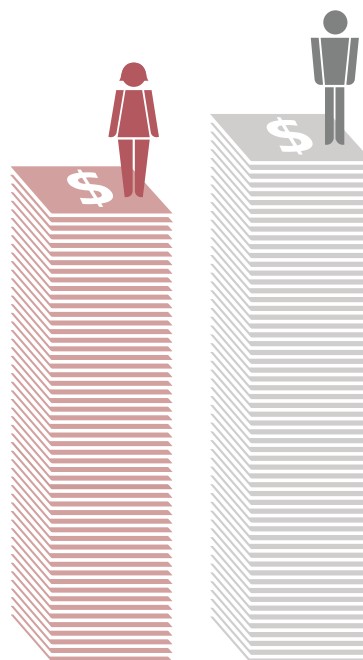
 **64.6%**
 WOMEN

 **75.2%**
 MEN

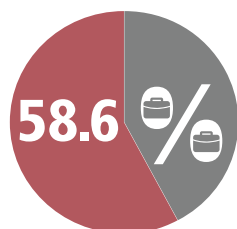
Statistics New Zealand (2016)

But, women earn **11.8%**
 less per hour than men

Statistics New Zealand (2015)



Women are more likely to be unemployed, under-utilised
 or not in education, employment or training...



of people under-utilised
 in the labour market
 are women. These are people
 unemployed, under-employed
 or potentially in the
 labour force.

Statistics New Zealand (2016)

The unemployment rate is
5.4% vs **4.7%**
 WOMEN vs MEN

Statistics New Zealand (2016)

Why it is important

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

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

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

How it contributes to government goals

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

What 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 gender pay gap reduces.	The percentage of women in the lower income quintiles will decrease and the percentage of women in the upper quintiles will increase.	Women’s labour force participation in the 20–64 year-old age group will continue to increase.

How things have been changing

Despite women’s educational success and increasing participation in the labour force, women still earn less than men. The gender pay gap is currently 11.8 percent. Looking at the years 2009–2015 the gender pay gap has had minor decreases and increases. However, the year-on-year changes are not considered statistically significant; it is the longer-term trend that is most important. The long-term trend over the last 17 years is that the gender pay gap is decreasing (2005: 14.0%).

Gender pay gap 2009–2015⁶

2009	2010	2011	2012	2013	2014	2015
11.5%	10.8%	10.3%	9.1%	11.2%	9.9%	11.8%

⁶ The increases in the 2013 and 2015 years are not statistically significant changes.

Women continue to be over-represented in the bottom two income quintiles of personal income distribution. Over the last four years, there has been a slight 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 2015⁷

	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%
2015	23.5%	22.9%	23.0%	17.5%	12.3%

Women's labour force participation has continued to increase since 2009.⁸

Women's labour force participation rate in the 20–64-year-old age group 2009–2016⁹

2009	2010	2011	2012	2013	2014	2015	2016
74.5%	74.4%	74.7%	75.3%	75.5%	76.8%	77.4%	77.1%

What our role is

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

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

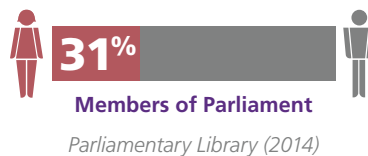
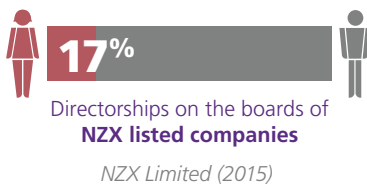
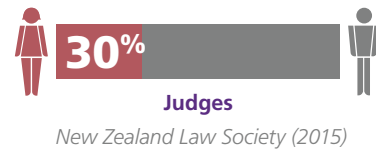
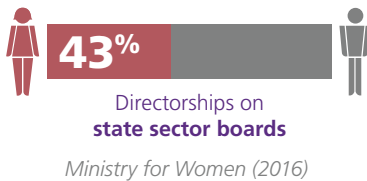
⁷ Data sourced from the Statistics New Zealand, New Zealand Income Survey (NZIS).

⁸ The increase in the 2013 and 2015 year is not statistically significant.

⁹ Statistics New Zealand, Household Labour Force Survey, March quarter.

Encouraging and developing women leaders

Women are less likely than men to hold leadership positions



Why it is important

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

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

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

How it contributes to government goals

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

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.	The percentage of directors and officers of NZSX listed companies (excluding overseas companies) who are women will increase.

How things have been changing

The participation rate of women on state sector boards and committees is the highest since recording began, at 43.4 percent. The participation rate has been over 40 percent for the last decade.

Percentage of appointees on state sector boards and committees who are women¹⁰

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

The Public Service needs to reflect the diverse perspectives, experience and backgrounds of the communities it serves. As 60 percent of the Public Service are women, having more women in leadership utilises their talents and skills and grows the leadership pipeline. Over the last six years the participation rate of women in senior leadership roles in the Public Service has increased to over 44 percent.

Percentage of senior leaders in the Public Service who are women¹¹

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

¹⁰ Ministry for Women, Annual Gender Stocktake of State Sector Boards and Committees measured at the end of the calendar year.

¹¹ State Services Commission, Human Resource Capability Survey of Public Service Departments as at 30 June 2013.

Compared to the public sector, there is opportunity to increase women's representation in private sector organisations. NZX Limited's analysis shows the percentage of women who are either a director for a NZSX listed company has increased. It is too early to determine if this is a trend, as comparable data are only available from three points in time (2013, 2014 and 2015).

Percentage of directors and officers on NZSX listed companies (excluding overseas companies) who are women ¹²

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

What our role is

The Ministry assists 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.

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

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

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

We monitor progress in the Public Service and directly assist government appointing agencies with the recruitment of suitable women for vacancies on state sector boards and committees.

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

¹² 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.

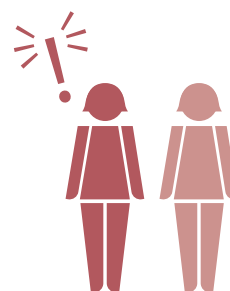
Ensuring women and girls are free from violence

Many women experience partner violence and sexual violence



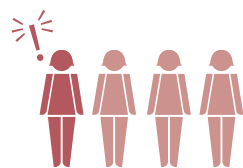
1 in 4 women experience one or more sexual offences during their lives

Ministry of Justice (2016)



1 in 2 women are afraid to walk alone in their neighbourhood at night

Ministry of Justice (2014)



1 in 4 women experience one or more violent offences by a partner during their lives

Ministry of Justice (2016)



Women are less likely to be imprisoned than men

655 VS **9,050**
WOMEN MEN

Corrections (2016)

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 revictimised later in their lives.

Violence against women is able to be prevented.

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

How it contributes to government goals

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

What 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, and of these women, the percentage who experience violence on two or more occasions in a year will decrease.	The percentage of women who experience intimate partner violence in their lifetime will decrease.	The percentage of women who experience sexual violence within a year will decrease, and of these women, the percentage who experience sexual revictimisation will decrease.	The percentage of women who experience sexual violence at some time in their lifetime will decrease.

How things have been changing

Data from the New Zealand Crime and Safety Survey¹³ suggest that while the percentage of women who experience intimate partner violence or sexual violence each year has decreased over the past few years, the prevalence level is still of concern.

Annual prevalence			Lifetime prevalence		
Year ¹⁴	Violent interpersonal offences by an intimate partner	Sexual offences	Year ¹⁵	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%

13 Ministry of Justice, The New Zealand Crime and Safety Survey (NZCASS) 2014. Offences included in each category are defined in NZCASS 2014.

14 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.

15 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.

What our role is

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.

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

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

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

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

Why it is important

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

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

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

What our role is

The Ministry coordinates progress reports, attends international fora and ensures that the New Zealand Government is compliant with its international reporting obligations to improve the status of women. We collaborate with government agencies and non-government organisations in New Zealand, and with representatives from other jurisdictions.

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

PART 3

Measuring our performance

At the beginning of the financial year, the Minister for Women and the Chief Executive agreed a 2015/16 Output Plan.¹⁶ Along with the 2015/16 Information Supporting the Estimates and our Strategic Intentions for the period 2014—2018,¹⁷ this document sets out the Ministry's performance expectations for the year, the detailed outputs to be delivered and the performance measures and standards to be achieved.

Our performance

This following section demonstrates the contribution we made and the impact of our work during the year. It provides detailed reporting on our achievements and how our work made a difference against what we said we would do this year as set out in the 2015/16 Output Plan and our Strategic Intentions for the period 2014–2018. It also discusses what this means for our future work.

¹⁶ The Ministry previously had a focus on increasing women's economic independence. For the 2015/16 year this outcome area was split into two areas: supporting more women and girls in education and training, and utilising women's skills and growing the economy.

¹⁷ Ministry of Women's Affairs, Strategic Intentions 2014–2018.

Supporting more women and girls in education and training

Our approach this year

Influence decision-makers and employers by providing evidence of what works to attract and retain priority groups of women in tertiary education.

Influence tertiary education providers to improve their practices and increase the numbers of women engaged in their courses by providing evidence of what works to attract and retain women in science, technology, engineering and maths-related fields, ICT and trades training. Share this evidence with non-government partners to support them in their work to encourage women into training.

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.

What we said we would do this year¹⁸

Report on evidence of what works for tertiary education institutions to attract and retain priority groups of women into their science, technology, engineering and mathematics (STEM), information and communication technology (ICT) and trades training courses.	Influence targeted tertiary education providers so they better attract and retain priority groups of women into their STEM, ICT and trades training courses.	Support non-governmental organisations (NGOs), such as PACIFICA, Māori Women's Welfare League and YWCA, in their work to encourage priority groups of women into training.
Continue to influence the delivery of the Māori and Pasifika Trades Training scheme so women access the opportunities provided.	Analyse tertiary education policy settings to identify opportunities to improve outcomes for women.	Work with relevant government agencies to improve access and encourage more priority groups of women into training.

¹⁸ Ministry for Women, 2015/16 Output Plan.

Our achievements this year

We worked with the Ministry of Education, TEC and industry training providers to develop policies to increase training and educational opportunities for women, particularly those who could benefit from qualifications and skills training in high demand fields.

As a result these agencies implemented targets for women training in high demand trades within the Māori and Pasifika Trades Training (MPTT) scheme. This work supports employers, training providers and consortia in the scheme to get better training and employment results for Māori and Pacific women and girls.

We used the evidence from our work to increase women's participation in the construction industry in Christchurch to support MPTT consortia to meet their targets for women.

In Auckland this has led to supporting The Southern Initiative MPTT programme to explore cross-agency opportunities with the Department of Corrections and the Ministry of Social Development to achieve employment and training outcomes for women.

This has also led to supporting MBIE to host a SME Workshop *Get and Keep Great Staff* and the gathering of over 150 local infrastructure and construction workers and employers at the airport. As a result, The Southern Initiative MPTT increased its group of employers associated with the programme who are able to offer real jobs to their learners.

The Ministry's encouragement of a focus on girls and women has led to it supporting the organisation of Auckland MPTT-Unitec's inaugural Women in Trades Conference in October 2017.

The Ministry has continued to support Te Matarau Education Trust, the lead provider of MPTT, based in Whangarei. The Trust has incorporated meeting its women's targets into its mana wāhine strategy. This has helped raise awareness and has brought an increased focus on recruiting girls into their vocational education and training (VET) project with Northtec, secondary schools and employers in Northland.

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 increased our focus on increasing the participation of girls and women in STEM-related industries; for example, assisting with the Institution of Professional Engineers New Zealand's conference to improve the environment for women in engineering and science.

We also worked with the Royal Society of New Zealand on initiatives to encourage more women into academic leadership roles.

How we said we would know if we had made a difference¹⁹

Government agencies report that the Ministry's evidence, analysis and advice is incorporated in their policies and practices (as measured by an annual stakeholder survey).

Tertiary education providers report that the Ministry's evidence, analysis and advice is incorporated in their policies and practices (as measured by an annual stakeholder survey).

NGO partners report that the Ministry's evidence, analysis and advice is incorporated 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.

The difference we have made this year

Of the 10 stakeholders we worked with in this area this year, six of them incorporated our advice and analysis in their policies and practices.²⁰

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 have been undertaken, including:

- recruiting more women into trades training (an increase of 10 percent)
- incorporating the Ministry's advice into internal advice structures on how to increase women's participation in a particular education programme
- providing data to the Minister of their department based on advice provided by the Ministry
- punning a media campaign and conference regarding women in trades
- looking at data with an understanding of the barriers to education on a gender basis
- engaging with specific large companies to advise them and consult with them on training programmes and included the Ministry's advice in this
- working with the Ministry to help improve general health and well-being and enhance employment prospects of Māori and Pasifika women
- developing policy to enhance women in training and in the workplace
- ensuring women are considered in all decisions
- advocating to place Māori women in trades.

"They (the Ministry) went beyond the minimum and showed a real commitment."

Nine of the 10 stakeholders viewed the work we are doing or have done for them as 'valuable' or 'very valuable'²¹ and eight of the 10 stakeholders 'agreed' or 'strongly agreed' that the Ministry is a trusted source of knowledge.²²

19 Ministry for Women, 2015/16 Output Plan and Ministry of Women's Affairs, Strategic Intentions 2014–2018.

20 Three stakeholders were neutral and one stakeholder disagreed that they had incorporated our advice and analysis into their policies and practices.

21 One stakeholder did not view the work we are doing or have done for them as valuable.

22 Two stakeholders were neutral on whether the Ministry is a trusted source of knowledge.

What this means for our future work

We will progress our work across both the public and private sector to increase the numbers of girls and women training and working in STEM.

We will continue to advance the Government's work to meet BPS Target 5 by working with key agencies, including the Ministry of Education and Ministry of Social Development, to identify opportunities to improve outcomes for women from the Government's training and employment initiatives (such as Youth Guarantee, Trades Academies).

We will continue to assist the Government to meet BPS Target 6 by supporting the TEC to increase women's participation in Māori and Pasifika Trades Training.

Utilising women’s skills and growing our economy

Our approach this year

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

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.

Contribute to the Government’s work programme on pay equity and other labour market initiatives.

What we said we would do this year²³

Develop resources for small to medium-sized enterprises (SMEs) on how to provide family-friendly workplaces (including solutions to providing flexible work, parental leave and part-time work) with business partners.	Host three SME workplace summits (in Hamilton, Wellington, Christchurch) with regional partners.	Implement a proactive media strategy targeted at SME business owners on how to provide family-friendly workplaces.
Work with Inland Revenue and the Ministry of Business, Innovation and Employment on communicating policy changes to women.	Contribute to the Government’s pay equity work programme.	

²³ Ministry for Women, 2015/16 Output Plan.

Our achievements this year

We engaged with stakeholders on our report *Getting it done: Utilising women's skills in the workforce* which highlighted the lessons learnt from Canterbury about how to grow the number of women employed and training in trades and constructions.

With the support of the chambers of commerce, economic development agencies, industry training organisations, trade associations and government agencies we hosted four workshops for small and medium business owners to learn about how flexible workplaces are a practical way to attract and retain the best workers.

The free workshops were held in Christchurch, Wellington, Hamilton and Auckland and in total over 400 business owners attended.

Participants were given the opportunity to learn from other SME business owners based on stakeholder advice that SMEs prefer peer-to-peer learning. It was highlighted that flexible work arrangements can be a great way to retain youth, women, migrants and elderly workers resulting in a more sustainable business.

Participants were given a flexible work toolkit to help them implement flexible working arrangements in a consistent way. Following the workshops, we worked with MBIE to host the toolkit on the Employment NZ website.

To help lift the profile of the importance of flexible work, the Ministry told stories of business owners who were flexible work champions. The stories were told through social media and mainstream print media, profiled on the Ministry for Women website and shared via the Minister's speeches.

We ensured MBIE and Inland Revenue had information to assist women with their employment (for example, paid parental leave, parental tax credits and flexible working arrangements) and that this information was linked to the Ministry's website. This included updated information on the changes to paid parental leave and parental tax credits that came into effect on 1 April 2016.

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

How we said we would know if we had made a difference ²⁴

Government agencies report that the Ministry's evidence, analysis and advice is incorporated 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.

SME owners who attended the workplace summits report they are more informed and plan to take action as a result of what they have heard (as measured by pre and post event feedback).

Media (social and print) publish stories focused on solutions for SMEs on attracting and retaining talented women (as measured by media monitoring).

²⁴ Ministry for Women, 2015/16 Output Plan and Ministry of Women's Affairs, Strategic Intentions 2014–2018.

The difference we have made this year

Of the 12 stakeholders we worked with in this area this year, 10 of them incorporated our advice and analysis in their policies and practices.²⁵

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

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

"The Ministry brings a strong perspective on issues for women and how to address those as this is not our area of expertise."

All of the stakeholders viewed the work we are doing or have done for them as 'valuable' or 'very valuable' and nine of the 12 stakeholders 'agreed' or 'strongly agreed' that the Ministry is a trusted source of knowledge.²⁶

Our workshops were successful at creating awareness of flexible working arrangements. Eighty-two percent of participants across the flexible work workshops completed our survey with an average score of 94 percent satisfaction rate. Of the participants surveyed, 96 percent agreed they would consider flexibility as a tool to get and keep staff and 91 percent agreed they would be able to use at least one of the practical tools or tips offered through the workshop.

Facebook posts promoting the SME flexible working workshops in Christchurch, Hamilton and Wellington reached 16,600 users.

In January and February 2016, *The New Zealand Herald* and nzherald.co.nz published a series of stories on flexible working and small businesses, based on the Ministry's work in this area.

In February 2016, the *Sunday Star-Times* and Stuff.co.nz published a large feature on flexible working, tied to the Ministry's work in this area and the anniversary of changes to flexible work legislation.

What this means for our future work

We will continue to provide evidence and advice that enable women to progress to higher skilled and higher paid occupations, influence the policies of government agencies to better achieve economic independence for women and influence employers to create more opportunities for women.

We will provide updated advice to influence actions to close the gender pay gap.

We will enhance our expertise about gender issues to influence the Government's policy development on pay equity and labour market policy work programme.

²⁵ One stakeholder was neutral on whether they had incorporated our advice and analysis into their policies and practices and one stakeholder did not answer this question.

²⁶ Three stakeholders were neutral on whether the Ministry is a trusted source of knowledge.

Encouraging and developing women leaders

Our approach this year

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.

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

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

What we said we would do this year²⁷

Profile New Zealand women aged 25–45 years.	Launch website resources to inspire 25–45-year-old women to take up leadership positions and continually update the content on the site.	Complete 12 profiles of inspiring women.
Engage a number of champions to support the work programme, including public, private and community sector leaders, beginning with the community sector.	Organise Ministerial events and speaking opportunities across New Zealand to target 25–45-year-old women.	Continue to support government agencies and Ministers to appoint women to state sector boards and committees.

²⁷ Ministry for Women, 2015/16 Output Plan.

Our achievements this year

Through our *Inspiring Women* series we showed the diversity and scope of women’s leadership in New Zealand as a way to encourage other women to take the next step in their careers into leadership roles.

We shone a light on more than 60 New Zealand women who are making a positive difference in their workplaces, their industries and their communities. We published profiles of women in a range of sectors, from aviation to winemaking. Showcasing these women on our website, and promoting their stories via social media, provided inspiration and useful advice to women and girls looking for career guidance.

The *Inspiring Women* series aligned with raising awareness of women leaders at events during the year. We held highly successful events with women in Whangarei, Dunedin and Hamilton to better understand what support women want at various stages in their careers and into leadership.

We continued working with public and private sector groups, 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 have expanded the Institute of Directors’ Future Directors programme into the state sector, with an aim to strengthen both board performance and increase the pipeline and diversity of our future leaders.

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 and increase the availability and uptake of flexible working arrangements.

We continued to nominate women for state sector boards and committees and to focus on boards where women are under-represented, including responding to 185 requests for candidates. As an example of increasing our regional representation we promoted the nominations service to potential candidates at a National Council of Women/Zonta event in Wanganui.

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

As a result, we have raised women’s participation on state sector boards to 43.4 percent; the highest figure since we started collecting this data in 2004 and significant progress towards the target of 45 percent.

Our analysis shows that, while the number of individual men holding board roles stayed exactly the same as 2015 (at 1,319), the number of individual women holding roles increased from 917 to 1,005.

In 2015, for the first time, we collected information on the identity of each board chair (where it is specified). This showed 31.7 percent of board chair roles were women, significantly lower than the overall 43.4 percent of women board members.

How we said we would know if we had made a difference ²⁸

Stakeholders report that the Ministry’s evidence, analysis and advice is incorporated in their policies and practices (as measured by an annual stakeholder survey).	The Ministry is able to identify new actions initiated by stakeholder partners.	Women who attended an event report they are more confident and/or plan to take action as a result of what they have heard (as measured by pre and post event feedback).	Women aged 25–45 years access the website resources (as measured by web statistics). ²⁹	Media (social and print) publish stories focused on emerging women leaders and the wide range of women in leadership roles (as measured by media monitoring).
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28 Ministry for Women, 2015/16 Output Plan and Ministry of Women’s Affairs, Strategic Intentions 2014–2018.

29 Due to limitations with web statistics we were not able to accurately measure the age range of those accessing our website resources.

The difference we have made this year

Out of the 11 stakeholders we worked with this year, six of them incorporated our advice and analysis in their policies and practices.³⁰

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

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

"They are very thorough and nothing comes out of the Ministry that has not had thought, work and focus placed on it."

Nine of the 11 stakeholders viewed the work we are doing or have done for them as 'valuable' or 'very valuable'³¹ and six of the 11 stakeholders 'agreed' or 'strongly agreed' that the Ministry is a trusted source of knowledge.³²

Over 70 women attended women in leadership events in Dunedin, Hamilton and Whangarei. The participants reported they were satisfied with the event and highly engaged. They found the keynote speakers inspirational, and the events useful as a way to share ideas and stories and identify networking opportunities in their community. They indicated that they wanted more of these types of women in leadership events.

Post these events participants reported that they have networked with each other at a regional level to support and share ideas. Networking examples include the Whangarei Women in Leadership day, participants sharing stories and developing an informal network using Te Matarau Education Trust's Facebook page, and participating in an Institute of Directors' Waikato leadership event and support programme.

Women in leadership, particularly the *Inspiring Women* content, accounted for almost 19 percent of page views (over 38,000 page views) to the Ministry for Women's website over the year.

Stories on our inspiring women were picked up by a number of media publications, including the *Sunday Star-Times*, *The New Zealand Herald*, *The New Zealand Woman's Weekly*, *Unlimited*, *The Wellingtonian*, *The Dominion Post* and *The Press*.

Inspiring Women content continues to reach a growing number of users on Facebook. The most popular post was on Corporal Kelly Whittle, which reached 44,000 users.

³⁰ Five stakeholders were neutral on whether they had incorporated our advice and analysis into their policies and practices.

³¹ Two stakeholders were neutral on the value of our work.

³² Five stakeholders were neutral on whether the Ministry is a trusted source of knowledge.

What this means for our future work

The Ministry will champion the expanded Future Directors programme with public sector agencies as a way to increase the number and diversity of directors on state sector boards.

We will continue to monitor initiatives for women's leadership in the Public Service. We will also work with the State Services Commission as part of its working group of government agencies to increase flexible working arrangements in the Public Service.

We will investigate possible initiatives to increase the number of women on private sector boards.

We will nominate more women for state sector boards and committees, focus on boards where women are under-represented and increase the number of women on the database.

Ensuring women and girls are free from violence

Our approach this year

Influence decision-makers across government 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.

Work with community leaders to influence them to take action to reduce violence against Māori and Pacific women.

What we said we would do this year ³³		
Organise two further community hui with Māori communities (Te Puke, Invercargill) and follow up engagement with community leaders in Northland and Taupo.	Hold fono with targeted Samoan communities.	Report to the Ministerial Group on Family and Sexual Violence on what works to prevent violence against Māori and Pasifika women.
Work with government agencies to ensure primary prevention initiatives for Māori and Pasifika women are included in their work programmes.	Report on what works to ensure girls are free from violence.	

³³ Ministry for Women, 2015/16 Output Plan.

Our achievements this year

A highlight has been working across government on the Government's work programme to reduce family violence and sexual violence. Our advice ensured the specific experiences and impacts of women were considered and met in Government's policy development.

We worked closely with the Ministries of Social Development and Justice, ACC and New Zealand Police to support the Ministerial Group on Family Violence and Sexual Violence. This resulted in policy proposals that are likely to benefit women because the proposals are based on what we know is effective for women. For example, the Ministry contributed expertise to the Ministry of Justice's Risk Assessment and Management Framework proposal, specifically, in relation to women, Māori and Pacific people. This contribution means the experiences of women, including Māori and Pacific women, can be acknowledged, understood and reflected in policy.

We continued to focus on keeping Māori women safe from violence. We implemented the findings of our *Wāhine Māori, Wāhine Ora, Wāhine Kaha: Preventing violence against Māori women* report. We held workshops in Wellington, Christchurch and in the Bay of Plenty to engage with iwi and providers on keeping Māori women free from violence.

In addition, our engagement with Samoan communities on our research report, *A malu i āiga, e malu fo'i i fafo: Protection for the family, protection for all*, increased the visibility of existing work in Pacific communities and how pockets of successful practice can be spread.

We reported to the Ministerial Group on Family Violence and Sexual Violence on what works to prevent family violence and sexual violence against Māori and Pacific women.

Government agencies have reported they have followed up on the Ministry's research and incorporated the Ministry's advice in their own organisations. In addition, government agencies have referred the Ministry's expertise to other agencies working in the area of family violence and sexual violence ensuring that the Ministry's work is being used in areas where it can have impact. For example, ACC referred Le Va to the Ministry, which subsequently led to the Ministry's research being used in the development of a Pasifika strategy and action plan with a focus on primary prevention and youth for ACC violence prevention.

We provided advice on what works to prevent violence against young women and girls and completed a literature review of what works to prevent violence against children and adolescents.

How we said we would know if we had made a difference³⁴

Government agencies report that the Ministry's evidence, analysis and advice is incorporated in their policies and practices (as measured by an annual stakeholder survey).

Communities and service providers report the Ministry's evidence, analysis and advice is incorporated in their policies and practices (as measured by an annual stakeholder survey).

Five new actions (or new primary prevention initiatives) have been initiated by stakeholders the Ministry has worked with to ensure women and girls are safe from violence.

34 Ministry for Women, 2015/16 Output Plan and Ministry of Women's Affairs, Strategic Intentions 2014–2018.

The difference we have made this year

Four of the six stakeholders we worked with this year incorporated our advice and analysis in their policy and programme development.³⁵

Stakeholders responded they had used our evidence, advice and analysis to support specific work or papers including:

- working towards facilitating more women into employment
- incorporating the Ministry's research into reports
- following up on research the Ministry had done
- incorporating the Ministry's advice in their organisations.

"If organisations are to prevent violence against women, they have to utilise the best research and talk to the Ministry."

Four of the six stakeholders viewed the work we are doing or have done for them as 'valuable' or 'very valuable'³⁶ and four of the six stakeholders 'agreed' or 'strongly agreed' that the Ministry is a trusted source of knowledge.³⁷

During the year stakeholders we worked with to ensure women and girls are safe from violence initiated a range of new actions including:

- A Taupo social service provider is developing a Primary Prevention Strategy as part of the organisation's Strategic Plan.
- Women's Refuge held a presentation forum where staff could discuss the Ministry's research on primary prevention of violence against Māori and Samoan women.
- Bay of Plenty Police used the Ministry's research on primary prevention of violence against Māori women to inform its annual business planning.
- Le Va used the Ministry's research on primary prevention of violence against Samoan women to assist in the development of the Pasifika Strategy and Action Plan for Violence Prevention.
- Lead agencies for the government's family violence and sexual violence work programme have used the Ministry's research on primary prevention of violence against women to inform policy development and strategic decision-making.

What this means for our future work

We will further sharpen our expertise and advice to the cross-government Family Violence and Sexual Violence work programme.

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

³⁵ Two stakeholders were neutral on whether they had incorporated our advice and analysis into their policies and practices.

³⁶ Two stakeholders were neutral on the value of our work.

³⁷ One stakeholder was neutral and one stakeholder did not view the Ministry as a trusted source of knowledge.

Management of international reporting obligations

Our approach this year

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

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 year³⁸

Support the Minister for Women's attendance at the 60th session of the United Nations Commission on the Status of Women, if required.

Submit New Zealand's eighth periodic report to the United Nations on the CEDAW by June 2016.

Provide approximately 75 responses to requests for information from the Ministry of Foreign Affairs and Trade, other agencies and international organisations.

Our achievements this year

We submitted New Zealand's eighth periodic report on the Convention on the Elimination of All Forms of Discrimination Against Women. This report is useful for discussing with government agencies and wider stakeholders the progress that has been gained for women in New Zealand and areas for further improvement.

We supported the Government's participation in the 60th session of the United Nations Commission on the Status of Women (CSW) in New York, which included the delivery of New Zealand's national statement. Our support ensured New Zealand was able to establish relationships with countries and agencies from which it can collect possible solutions to common issues and encourage the advancement of women's rights globally.

We supported the Minister for Women's visit to the United Kingdom, Sweden and Denmark to explore leading responses to supporting more women and girls in education and training; utilising women's skills and growing the economy; and encouraging and developing women leaders.

We provided expert advice to other agencies to ensure that New Zealand's contribution to international good practice in achieving gender equality is current and of maximum value.

Our advice was sought to assist the Asia-Pacific Economic Cooperation (APEC), the Organisation for Economic Co-operation and Development (OECD), the Commonwealth Secretariat, the Equal Futures Partnership, the International Covenant on Civil and Political Rights (ICCPR), the Universal Periodic Review (UPR) and the implementation of United Nations Security Council Resolution 1325 on Women, Peace and Security.

We organised meetings for the International Women's Caucus in December 2015, February and June 2016. This forum for government agencies and non-government organisations enables collaborative work on international issues relevant to the well-being of women.

³⁸ Ministry for Women, 2015/16 Output Plan.

How we said we would know if we had made a difference³⁹

The Minister reports she has been well supported to attend CSW 60 in March 2016.⁴⁰

The Government submits its report to CEDAW by June 2016.

Civil society organisations report they have been appropriately consulted on the Government’s CEDAW report (as measured by an annual stakeholder survey).

Feedback from government agencies, including Ministry of Foreign Affairs (MFAT), reports that the Ministry has provided high-quality and timely information (as measured by an annual stakeholder survey).

The difference we have made this year

We successfully submitted New Zealand’s eighth periodic report to CEDAW on behalf of the Government on 30 June 2016.

Two of the four stakeholders we worked with this year ‘agreed’ or ‘strongly agreed’ they were provided with high-quality and timely information and have been appropriately consulted on the Government’s CEDAW report.

Three of the four stakeholders viewed the work we are doing or have done for them as ‘valuable’ or ‘very valuable’⁴¹ and three of the four stakeholders ‘agreed’ or ‘strongly agreed’ that the Ministry is a trusted source of knowledge.⁴²

What this means for our future work

We will continue to ensure the New Zealand Government is compliant with its international reporting obligations to improve the status of women by coordinating progress reports and attending international fora as necessary.

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

We will support the Minister for Women’s attendance at the 61st session of the United Nations Commission on the Status of Women, if required.

We will provide advice on the content and approach to the CEDAW examination that is currently scheduled for 2017/18.

³⁹ Ministry for Women, 2015/16 Output Plan.

⁴⁰ The Minister for Women did not attend CSW 60.

⁴¹ One stakeholder was neutral on the value of our work.

⁴² One stakeholder did not view the Ministry as a trusted source of knowledge.

Ministerial servicing

What we said we would do this year ⁴³	Our achievements this year
Prepare draft replies to Ministerial correspondence Number prepared (Estimated 35) Percentage provided within the agreed reporting deadline (Target 100 percent)	57 draft replies were prepared (2014/15: 40) 100 percent within deadline (2014/15: 98 percent)
Prepare draft responses to Parliamentary Questions Number prepared (Estimated 40) Percentage provided within the agreed reporting deadline (Target 100 percent)	46 draft responses were prepared (2014/15: 27) 100 percent within deadline (2014/15: 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)	No draft responses were prepared (2014/15: 5) N/A (2014/15: 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 20)	47 reports prepared (2014/15: 45) 44 schedules prepared (2014/15: 9)
How we said we would know if we had made a difference ⁴⁴	
The Minister reports she was satisfied with the quality of the Ministry's support services (as measured by a quarterly satisfaction survey).	
The difference we have made this year	
The Minister rated her satisfaction with the Ministry's support services as 'meeting requirements' in the second, third and fourth quarters and 'partly meeting requirements' in the first quarter.	

⁴³ Ministry for Women, 2015/16 Output Plan.

⁴⁴ Ministry for Women, 2015/16 Output Plan.

Reporting on our performance

For the year ended 30 June 2016

The following section provides detailed reporting on our performance against our targets as set out in the Information Supporting the Estimates 2015/16.

Where appropriate we have included comparative performance information against targets for previous years (2014/15 and 2013/14 actuals).

Policy advice and related services (Multi-Category Appropriation)

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

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

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

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

What we intended to achieve with this appropriation

This appropriation is intended to support Ministerial decision-making that improves the lives of New Zealand women.

Measuring our performance against our targets

Key performance measure		Actual performance
2015/16: The performance of the Multi-Category Appropriation as a whole will be assessed using the measures for each category within the Multi-Category Appropriation. <i>Target of 100% of category measures achieved.</i>		<p>5 out of 8 performance targets were met (63 percent)</p> <p>(2014/15 actuals: 6 out of 7 performance targets were met – 86 percent)</p> <p>(2013/14 actuals: 4 out of 7 performance targets were met – 57 percent)</p> <p>(2016/17 target:* 100% of category measures achieved)</p>

* The forecast performance targets are not audited.

PART 3

Measuring our performance

Summary of our performance for each category

We achieved five of our eight performance targets this year (63 percent), compared with six out of seven last year (86 percent) and four out of seven in 2013/14 (57 percent).

Here is a summary of our performance by appropriation category. For full details on our performance against each target refer to pages 45 to 56.

Policy advice	Nomination services	Ministerial services	National Advisory Council of Women
<p>2 out of 4 performance targets were met this year</p>	<p>2 out of 2 performance targets were met this year</p>	<p>0 out of 1 performance targets were met this year</p>	<p>1 out of 1 performance targets were met this year</p>
<p>2014/15: 2 out of 3 performance targets</p>	<p>2014/15: 2 out of 2 performance targets</p>	<p>2014/15: 1 out of 1 performance targets</p>	<p>2014/15: 1 out of 1 performance targets</p>
<p>2013/14: 1 out of 3 performance targets</p>	<p>2013/14: 2 out of 2 performance targets</p>	<p>2013/14: 0 out of 1 performance targets</p>	<p>2013/14: 1 out of 1 performance targets</p>

Commentary on our performance

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

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

We have seen change such as:

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

PART 3

Measuring our performance

Financial performance

2015 Actual \$000		2016 Unaudited Budget \$000	2016 Actual \$000	2017 Unaudited Forecast \$000
	Multi-Category Appropriation <i>Policy advice and related services</i>			
4,731	Revenue Crown	4,616	4,607	4,977
36	Departmental revenue	–	273	–
7	Other revenue	–	–	–
4,774	Total revenue	4,616	4,880	4,977
4,729	Total expenses	4,616	4,688	4,977
45	Net surplus/(deficit)	–	192	–

Policy advice

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

What we intended to achieve

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

Measuring our performance against our targets

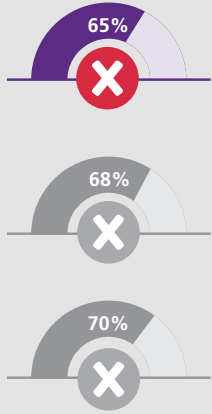

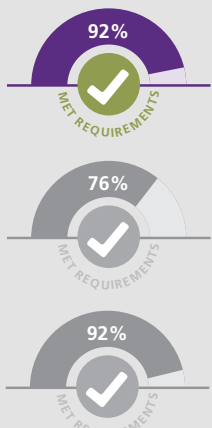
Key performance measure		Actual performance
<p>Average quality of written policy papers to the Minister for Women, as assessed by an independent reviewer.</p> <p>Target of 80 percent as measured by an annual survey with a methodical robustness score of at least 80 percent.⁴⁵</p>		<p>The New Zealand Institute of Economic Research (NZIER) rated the technical quality of the Ministry's written policy advice at 73 percent as measured by an annual assessment with a methodical robustness score of 75 percent.</p> <p>(2014/15 actuals: NZIER rated the technical quality of the Ministry's written policy advice at 81.7 percent using an 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.)</p> <p>(2016/17 target: * 80 percent as measured by an annual assessment with a methodical robustness score of at least 80 percent.)</p>

* The forecast performance targets are not audited.

⁴⁵ 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.

PART 3

Measuring our performance

Key performance measure		Actual performance
<p>Ministerial satisfaction with the Ministry's advice.</p> <p><i>Target of 80 percent as measured by a quarterly common satisfaction survey for policy advice.⁴⁶</i></p>		<p>The Minister rated her satisfaction with the quality of the Ministry's policy advice at 65 percent using the common satisfaction survey.</p> <p>(2014/15 actuals: The Minister rated her satisfaction with the quality of the Ministry's policy advice at 68 percent 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>(2016/17 target*: 80 percent or better.)</p>
<p>Total cost of producing policy advice per output hour.⁴⁷</p> <p><i>Target of up to \$120.</i></p> <p><i>2014/15: Target of between \$100 and \$120.</i></p>		<p>The Ministry's total cost per policy output hour was \$118.</p> <p>(2014/15 actuals: \$116.)</p> <p>(2013/14 actuals: \$114.)</p> <p>(2016/17 target*: Up to \$120.)</p>
<p>Stakeholder satisfaction with the quality of the advice provided by the Ministry.</p> <p><i>Target of 'met requirements' or better as measured in an annual survey.</i></p>		<p>92 percent of stakeholders rated their satisfaction with the Ministry's advice as 'met requirements' or higher.⁴⁸</p> <p>(2014/15 actuals: 76 percent of stakeholders from government agencies rated their satisfaction with the Ministry's policy advice as 'met requirements' or higher.</p> <p>92 percent of non-government stakeholders rated their satisfaction with the quality of the Ministry's interaction with them as 'met requirements' or higher.⁴⁹</p>

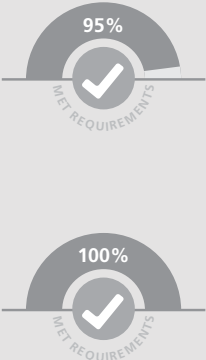
* The forecast performance targets are not audited.

46 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.

47 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.

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

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

Key performance measure		Actual performance
		<p>(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’.)</p> <p>100 percent of non-government stakeholders rated their satisfaction with the quality of the Ministry’s interaction with them as ‘met requirements’ or higher.)⁵⁰</p> <p>2016/17 target: * Rating of ‘met requirements’ or better.)</p>

* The forecast performance targets are not audited.

Commentary on our performance

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

We continually measure the quality and effectiveness of our advice in order to maximise our impact. Of the four performance measures in this appropriation category, two of them were achieved:

- The quality of written policy papers to the Minister for Women remains high.
- Ministerial satisfaction with our advice remained the same for all but one quarter where it only partly met requirements but did not meet the aspirational target set.

- The total cost of producing policy advice remains below the target of up to \$120 per output hour.
- Stakeholder satisfaction remains high, with 92 percent of stakeholders rating their satisfaction with the quality of our advice as ‘meeting requirements’ or better.

⁵⁰ Research First Limited, Ministry of Women’s Affairs Stakeholder Feedback, Research Report July 2014.

PART 3

Measuring our performance

Financial performance

2015 Actual \$000		2016 Unaudited Budget \$000	2016 Actual \$000	2017 Unaudited Forecast \$000
	Multi-Category Appropriation <i>Policy advice</i>			
3,716	Revenue Crown	3,761	3,752	4,122
36	Departmental revenue	–	273	–
7	Other revenue	–	–	–
3,759	Total revenue	3,761	4,025	4,122
3,776	Total expenses	3,761	3,914	4,122
(17)	Net surplus/(deficit)	–	111	–

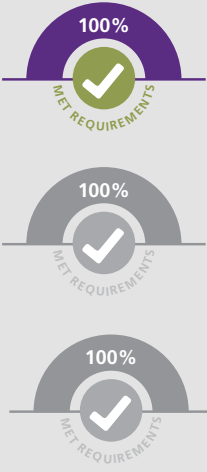
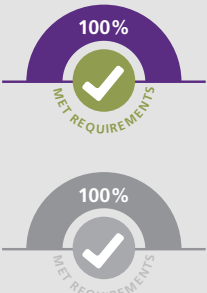
Nomination services

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

What we intended to achieve

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

Measuring our performance against our targets

Key performance measure		Actual performance
<p>Appointing agency satisfaction with the quality of nominees and nomination services provided by the Ministry.</p> <p><i>Target of 'met requirements' or better as measured in an annual survey.</i></p>		<p>100 percent of key appointing agencies rated the quality of the Ministry's nominations service and nominees provided as 'meeting their requirements' or higher.⁵¹</p> <p>(2014/15 actuals: 100 percent of key appointing agencies rated their satisfaction with the Ministry's nominations service as 'met requirements' or higher.)⁵²</p> <p>(2013/14: 100 percent of key appointing agencies rated their satisfaction with the Ministry's nominations service as 'met requirements' or higher.)</p> <p>(2016/17 target:* Rating of 'met requirements' or better.)</p>
<p>Timeliness of nominations.</p> <p><i>Target of 100 percent of responses to nomination requests provided by the due date.</i></p>		<p>100 percent of responses to nomination requests were provided by the due date.</p> <p>(2014/15 actuals: 100 percent of responses.)</p> <p>(2016/17 target:* 100 percent of responses.)</p>

* The forecast performance targets are not audited.

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

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

Commentary on our performance

We continued to work closely with appointing agencies to ensure that suitably qualified women were identified and nominated for vacancies on state sector boards and committees, helping to build the pipeline of women with governance skills in New Zealand. This included responding to over 180 requests for candidates from nominating agencies.

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

Financial performance

2015 Actual \$000		2016 Unaudited Budget \$000	2016 Actual \$000	2017 Unaudited Forecast \$000
	Multi-Category Appropriation <i>Nomination services</i>			
460	Revenue Crown	300	300	300
-	– Departmental revenue	-	-	-
-	– Other revenue	-	-	-
460	Total revenue	300	300	300
446	Total expenses	300	299	300
14	Net surplus/(deficit)	-	1	-


Ministerial services

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

What we intended to achieve

This category is intended to provide high-quality and timely services to enable the Minister for Women to discharge her/his portfolio responsibilities.

Measuring our performance against our targets

Key performance measure		Actual performance
<p>Ministerial satisfaction with the services provided by the Ministry.</p> <p><i>Target of 'met requirements' or better as measured in a quarterly survey.</i></p>		<p>The Minister rated her satisfaction as 'met requirements' in the second, third and fourth quarters and 'partly met requirements' in the first quarter.</p> <p>(2014/15: The Minister rated her satisfaction as 'met requirements' 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>(2016/17 target: * Rating of 'met requirements' or better.)</p>

* The forecast performance targets are not audited.

Commentary on our performance

The performance measure for this appropriation category was not fully achieved. While our support services only 'partly met requirements' in the first quarter of the year they 'met requirements' throughout the rest of the year.

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

PART 3

Measuring our performance

Financial performance

2015 Actual \$000		2016 Unaudited Budget \$000	2016 Actual \$000	2017 Unaudited Forecast \$000
	Multi-Category Appropriation <i>Ministerial services</i>			
355	Revenue Crown	355	355	355
-	Departmental revenue	-	-	-
-	Other revenue	-	-	-
355	Total revenue	355	355	355
350	Total expenses	355	355	355
5	Net surplus/(deficit)	-	-	-

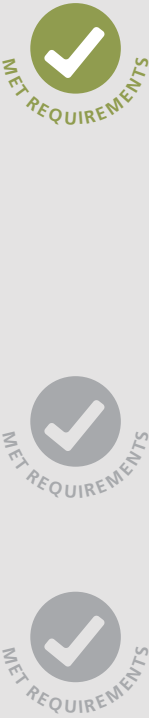
National Advisory Council on the Employment of Women

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

What we intended to achieve

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

Measuring our performance against our targets

Key performance measure		Actual performance
<p>Council member satisfaction with the services provided by the Ministry.</p> <p>Target of 'met requirements' or better as measured in an annual survey.</p>		<p>In March 2015 the Minister for Women initiated a review of the purpose and function of the National Advisory Council on the Employment of Women. The Council has been in abeyance since then pending confirmation of its new purpose and function.</p> <p>Both Council members interviewed rated the Ministry's advice and support for NACEW during the transition process as 'meeting requirements' or better.⁵³</p> <p>(2014/15: Of the six Council members interviewed, four rated the Ministry's administrative services as 'meeting requirements' or better, and all six rated the Ministry's advisory and research support services as 'meeting requirements' or better.⁵⁴)</p> <p>(2013/14: All Council 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>(2016/17 target: * Rating of 'met requirements' or better.)</p>

* The forecast performance targets are not audited.

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

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

Commentary on our performance

In March 2015 the Minister for Women initiated a review of the purpose and function of the National Advisory Council on the Employment of Women. The Council has been in abeyance since then pending confirmation of its new purpose and function.

We successfully supported the Chair and Deputy Chair during the transition process with both Council members satisfied with the advice and support we provided.

Financial performance

2015 Actual \$000		2016 Unaudited Budget \$000	2016 Actual \$000	2017 Unaudited Forecast \$000
	Multi-Category Appropriation <i>National Advisory Council on the Employment of Women</i>			
200	Revenue Crown	200	200	200
-	Departmental revenue	-	-	-
-	Other revenue	-	-	-
200	Total revenue	200	200	200
157	Total expenses	200	120	200
43	Net surplus/(deficit)	-	80	-


Capital Expenditure Appropriation (Permanent Legislative Authority)

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

What we intended to achieve

This appropriation is intended to achieve the routine replacement and upgrade of office equipment and information technology to support the delivery of Ministry services.

Measuring our performance against our targets

Key performance measure		Actual performance
<p>Expenditure is in accordance with the Ministry's annual capital plan.</p> <p><i>Target of 100 percent of expenditure in accordance with the Ministry's annual capital plan.</i></p>		<p>Achieved.</p> <p>(2014/15: Achieved. 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.)</p> <p>(2013/14: Achieved.)</p> <p>(2016/17 target: * 100 percent of expenditure in accordance with the Ministry's annual capital plan.)</p>

* The forecast performance targets are not audited.

Commentary on our performance

This year we successfully upgraded our document management system to improve its efficiency and ability to maintain and share information. We also began work implementing a new centralised contact relationship management system to support better stakeholder engagement.

PART 3

Measuring our performance

Financial performance

2015 Actual \$000		2016 Unaudited Budget \$000	2016 Actual \$000	2017 Unaudited Forecast \$000
	<i>Capital Expenditure Appropriation</i>			
635	Property, plant and equipment	42	4	30
-	Intangibles	5	51	10
635	Total capital expenditure	47	55	40

PART 4

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 and 'one Ministry' culture will enable us to have the maximum possible impact. It is important that our people connect with our priorities and support each other in achieving results.

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

We revised our People Plan to align with the capability changes necessary following 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 team of Principal Policy Analysts continued as thought leaders to lead our core projects.

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

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

PART 4 Organisational health and capability

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 and the private sector.

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

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

Better serving Māori and Pacific women

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

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

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.

Ministry for Women

We completed the final statutory processes with the State Services Commission to formally change the name from the Ministry of Women's Affairs to the Ministry for Women as at 1 December 2015.

PART 4 Organisational health and capability

Our publications

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

- *2015 Gender Stocktake of State Sector Boards and Committees*
- *Annual Report* for the year ended 30 June 2015
- *Getting it done: Utilising women's skills in the workforce (2015)*
- *A malu i 'āiga, e malu fo'i i fafo: Protection for the family, protection for all (2015)*
- *CEDAW – Draft Eighth Periodic Report (2015)*
- *Making it work with women (2016)*
- *CEDAW – Final Eighth Periodic Report (2016)*
- *Pānui* newsletter in August, October, December and April.

PART 5

Financial Statements

Ministry for Women Statement of responsibility

For the year ended 30 June 2016

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

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

In my opinion:

- the financial statements fairly reflect the financial position and operations of the Ministry as at 30 June 2016 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

23 September 2016

Independent Auditor's Report

AUDIT NEW ZEALAND

Mana Arotake Aotearoa

To the readers of the Ministry for Women's annual report for the year ended 30 June 2016

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

- the financial statements of the Ministry on pages 63 to 82, that comprise the statement of financial position, statement of commitments, statement of contingent liabilities and contingent assets as at 30 June 2016, 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 2016 on pages 23 to 56; and
 - the statements of expenses and capital expenditure of the Ministry for the year ended 30 June 2016 on page 81 to 82.
- the performance information of the Ministry:
 - presents fairly, in all material respects, for the year ended 30 June 2016:
 - 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 23 September 2016. 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

Opinion

In our opinion:

- the financial statements of the Ministry:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2016; 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 Tier 2 Public Benefit Entity Standards with reduced disclosure regime;

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;
- 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

Statement of comprehensive revenue and expenses

For the year ended 30 June 2016

2015 Actual \$000		Note	2016 Budget* \$000	2016 Actual \$000	2017 Forecast* \$000
	Revenue				
4,731	Revenue Crown		4,616	4,607	4,977
43	Other revenue	1	-	273	-
4,774	Total revenue		4,616	4,880	4,977
	Expenses				
3,230	Personnel costs	2	3,208	3,285	3,578
1,394	Operating costs	3	1,294	1,271	1,262
27	Capital charge	4	27	27	27
78	Depreciation/amortisation expense	7,8	87	105	110
4,729	Total expenses		4,616	4,688	4,977
45	Net surplus/(deficit)	5	-	192	-
-	Other comprehensive income		-	-	-
45	Total comprehensive income		-	192	-

Explanations of major variances against budget figures are provided in note 16.

The accompanying notes form part of these financial statements.

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

Statement of financial position

As at 30 June 2016

2015 Actual \$000		Note	2016 Budget* \$000	2016 Actual \$000	2017 Forecast* \$000
	Assets				
	Current assets				
405	Cash and cash equivalents		342	585	491
15	Debtors and other receivables	6	-	8	-
9	Prepayments		-	-	-
429	Total current assets		342	593	491
	Non-current assets				
602	Property, plant and equipment	7	538	504	442
-	Intangible assets	8	11	48	50
602	Total non-current assets		549	552	492
1,031	Total assets		891	1,145	983
	Liabilities				
	Current liabilities				
389	Creditors and other payables	9	325	354	325
45	Provision for repayment of surplus		-	192	-
153	Employee entitlements	10	215	163	215
587	Total current liabilities		540	709	540
	Non-current liabilities				
6	Employee entitlements	10	15	12	15
102	Lease incentive liability	11	-	88	92
108	Total non-current liabilities		15	100	107
695	Total liabilities		555	809	647
336	Net assets		336	336	336
	Equity				
336	General funds		336	336	336
336	Total equity		336	336	336

Explanations of major variances against budget figures are provided in note 16.

The accompanying notes form part of these financial statements.

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

Statement of changes in equity

For the year ended 30 June 2016

2015			2016	2016	2017
Actual \$000		Note	Budget* \$000	Actual \$000	Forecast* \$000
	General funds				
336	Balance at 1 July		336	336	336
45	Total comprehensive income		-	192	-
(45)	Repayment of surplus to the Crown		-	(192)	-
336	Balance at 30 June		336	336	336

Explanations of major variances against budget figures are provided in note 16.

The accompanying notes form part of these financial statements.

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

PART 5 Financial statements

Statement of cash flows

For the year ended 30 June 2016

2015 Actual \$000		Note	2016 Budget* \$000	2016 Actual \$000	2017 Forecast* \$000
	Cash flow from operating activities				
4,731	Receipts from Crown		4,616	4,607	4,977
45	Receipts from departmental revenue		-	289	-
7	Receipts from other revenue		-	-	-
(1,507)	Payments to suppliers		(1,347)	(1,333)	(1,327)
(3,275)	Payments to employees		(3,155)	(3,270)	(3,525)
(27)	Payments for capital charge		(27)	(27)	(27)
14	Goods and Services Tax (net)		-	14	-
(12)	Net cash from operating activities		87	280	98
	Cash flows from investing activities				
(510)	Purchase of property, plant and equipment		(42)	(4)	(30)
-	Purchase of intangible assets		(5)	(51)	(10)
(510)	Net cash from investing activities		(47)	(55)	(40)
	Cash flows from financing activities				
(122)	Repayment of surplus to Crown		-	(45)	-
(122)	Net cash from financing activities		-	(45)	-
(644)	Net increase/(decrease) in cash		40	180	58
1,049	Cash at the beginning of the year		302	405	433
405	Cash at the end of the year		342	585	491

Explanations of major variances against budget figures are provided in note 16.

The accompanying notes form part of these financial statements.

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

Statement of commitments

As at 30 June 2016

Capital commitments

The Ministry has a capital commitment relating to the development of a new centralised contact relationship management system that has not been paid for or recognised as a liability at balance date.

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:

2015 Actual \$000		2016 Actual \$000
	Capital commitments	
–	Intangible asset	47
–	Total capital commitments	47
	Non-cancellable operating lease	
179	Not later than one year	178
715	Later than one year and not later than five years	715
566	Later than five years	387
1,460	Total non-cancellable operating lease	1,280
1,460	Total commitments	1,327

The accompanying notes form part of these financial statements.

Statement of contingent liabilities and contingent assets

As at 30 June 2016

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 2016 (2015: Nil).

Contingent assets

The Ministry had no contingent assets at 30 June 2016 (2015: Nil).

The accompanying notes form part of these financial statements.

Statement of accounting policies

For the year ended 30 June 2016

Reporting entity

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

The Ministry completed the final statutory processes with the State Services Commission to formally change its name from the Ministry of Women's Affairs to the Ministry for Women on 1 December 2015.

Reporting period

The financial statements of the Ministry are for the year ended 30 June 2016, and were approved for issue by the Chief Executive on 23 September 2016.

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.

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 2016 budget figures are for the year ended 30 June 2016 and were published in the Ministry's *2014/15 Annual Report*. They are consistent with the Ministry's best estimate financial forecast information submitted to the Treasury for the *2016 Budget Economic and Fiscal Update* (BEFU).

The 2017 forecast figures are for the year ending 30 June 2017, which are consistent with the best estimate financial forecast information submitted to the Treasury for the 2017 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 2017 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 1 April 2016. 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 2017 will not be published.

PART 5 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 2016/17 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 1 April 2016, 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 2015/16 was used as the opening position for the 2016/17 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.

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.

PART 5 Financial statements

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.

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, 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.

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.

Notes to the financial statements

For the year ended 30 June 2016

Note 1 Other revenue

2015		2016
Actual \$000		Actual \$000
36	Department contributions for staff secondment	273
7	Recovery of carpark rental	-
43	Total other revenue	273

Note 2 Personnel costs

2015		2016
Actual \$000		Actual \$000
3,004	Salaries and wages	3,155
92	Employee contributions to defined contribution plans	95
2	Increase/(decrease) in employee entitlements	2
132	Other expenses	33
3,230	Total personnel costs	3,285

Employee contributions to defined contribution plans include contributions to the State Sector Retirement Savings Scheme, KiwiSaver and the Government Superannuation Fund.

Note 3 Operating costs

2015		2016	2017
Actual \$000		Actual \$000	Forecast* \$000
196	Operating lease expenses	169	200
76	Recruitment expenses	18	20
99	Training and conference costs	85	90
97	Travel expenses	96	60
454	Consultants and contractors	386	250
83	Publications	87	85
394	Other expenses	430	557
(33)	Impairment of artwork, office equipment, furniture, fitout and leasehold improvements	-	-
28	Loss on disposal of artwork, office equipment, furniture, fitout	-	-
1,394	Total operating costs	1,271	1,262

**The forecast financial figures are not audited.*

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 2016 was 8.0% (2015: 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 \$192,000 (2015: \$45,000).

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 (2015: \$0).

All debtors of \$8,000 are receivable under exchange transactions (2015: \$15,000).

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Note 7 Property, plant and equipment

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

Balance 1 July 2014 \$000		Balance 1 July 2015 \$000	Additions	Disposals	Balance 30 June 2016 \$000
	Cost				
51	Computer equipment	44	-	-	44
115	Office equipment	36	-	-	36
390	Furniture, fitout and leasehold improvements	602	4	-	606
16	Artwork	2	-	-	2
572	Total cost	684	4	-	688

Balance 1 July 2014 \$000		Balance 1 July 2015 \$000	Depreciation expense \$000	Elimination on disposal \$000	Balance 30 June 2016 \$000
	Accumulated depreciation and impairment losses				
22	Computer equipment	31	13	-	44
111	Office equipment	4	7	-	11
370	Furniture, fitout and leasehold improvements	47	82	-	129
-	Artwork	-	-	-	-
503	Total accumulated depreciation	82	102	-	184
-33	Provision for impairment loss	-			-
36	Net carrying amount	602			504

PART 5

Financial statements

Note 8 Intangible assets

Balance 1 July 2014 \$000		Balance 1 July 2015 \$000	Additions	Disposals	Balance 30 June 2016 \$000
	Cost				
462	Computer software	205	51	-	256
462	Total cost	205	51	-	256

Balance 1 July 2014 \$000		Balance 1 July 2015 \$000	Amortisation expense \$000	Elimination on disposal \$000	Balance 30 June 2016 \$000
	Accumulated amortisation				
457	Computer software	205	3	-	208
457	Total accumulated amortisation	205	3	-	208
5	Net carrying amount	-			48

The additions include \$19,000 of work in progress relating to the development of a new centralised contact relationship management system (2014/15: Nil).

Note 9 Creditors and other payables

2015 Actual		2016 Actual
\$000		\$000
264	Creditors	250
57	Accrued expenses	22
54	GST payable	68
14	Current portion of lease incentive liability	14
389	Total creditors and other payables	354

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.

Note 10 Employee entitlements

2015 Actual		2016 Actual
\$000		\$000
	Current employee entitlements are represented by:	
116	Annual leave	111
13	Sick leave	10
5	Long service leave	1
19	Accrued salaries and wages	34
-	Provision for redundancy payments	7
153	Total current portion	163
	Non-current employee entitlements are represented by:	
6	Long service leave	12
159	Total employee entitlements	175

Note 11 Lease incentive liability

2015 Actual		2016 Actual
\$000		\$000
14	Lease incentive liability (current portion)	14
102	Lease incentive liability (non-current portion)	88
116	Total lease incentive liability	102

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 12 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 conditions for such transactions.

Note 13 Key management personnel compensation

2015 Actual		2016 Actual
\$000		\$000
741	Total remuneration paid	634

Key management personnel include the Chief Executive and the two managerial positions that form the leadership team (three full-time equivalent staff) (2015: four full-time equivalent staff).

Note 14 Events after balance date

There have been no significant events after balance date.

Note 15 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 \$593,000 (2015: \$420,000).

Financial instrument liabilities held at fair value through surplus or deficit comprise creditors and other payables. The total value of financial instrument liabilities is \$354,000 (2015: \$389,000).

PART 5 Financial statements

Note 16 Explanation of major variances against budget

Explanations for major variances from the Ministry's original 2015/16 budget figures are as follows:

Other revenue

Other revenue increased due to departmental contributions received for staff on secondment to other agencies during the year.

Cash and cash equivalents

Cash increased as a result of the Ministry's underspend this year.

Current liabilities

Current liabilities increased due to the Ministry's provision for repayment of the operating surplus to the Crown in October 2016.

Lease incentive liability

Last year 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 17 Change in accounting policies

There has been no change in accounting policies during the year ended 30 June 2016.

Statement of budgeted and actual expenses and capital expenditure against appropriations

For the year ended 30 June 2016

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

End-of-year performance information for each appropriation can be found on pages 42 to 56.

2015 Actual \$000		2016 Approved appropriation \$000	2016 Actual \$000	2017 Forecast* \$000
	VOTE WOMEN			
	Appropriation for departmental output expenses			
	Multi-Category Appropriation			
3,776	Policy advice	4,070	3,914	4,122
446	Nomination services	300	299	300
350	Ministerial services	355	355	355
157	National Advisory Council on the Employment of Women	200	120	200
4,729	Total appropriations for output expenses	4,925	4,688	4,977
	Appropriation for capital expenditure			
635	Ministry for Women permanent legislative authority	70	55	40
5,364	Total appropriations	4,995	4,743	5,017

* The forecast financial figures are not audited.

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

For the year ended 30 June 2016

Expenses and capital expenditure incurred in excess of appropriation

No expenses or capital expenditure were incurred in excess of appropriation during the year (2015: 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 (2015: Nil).

Statement of capital injections

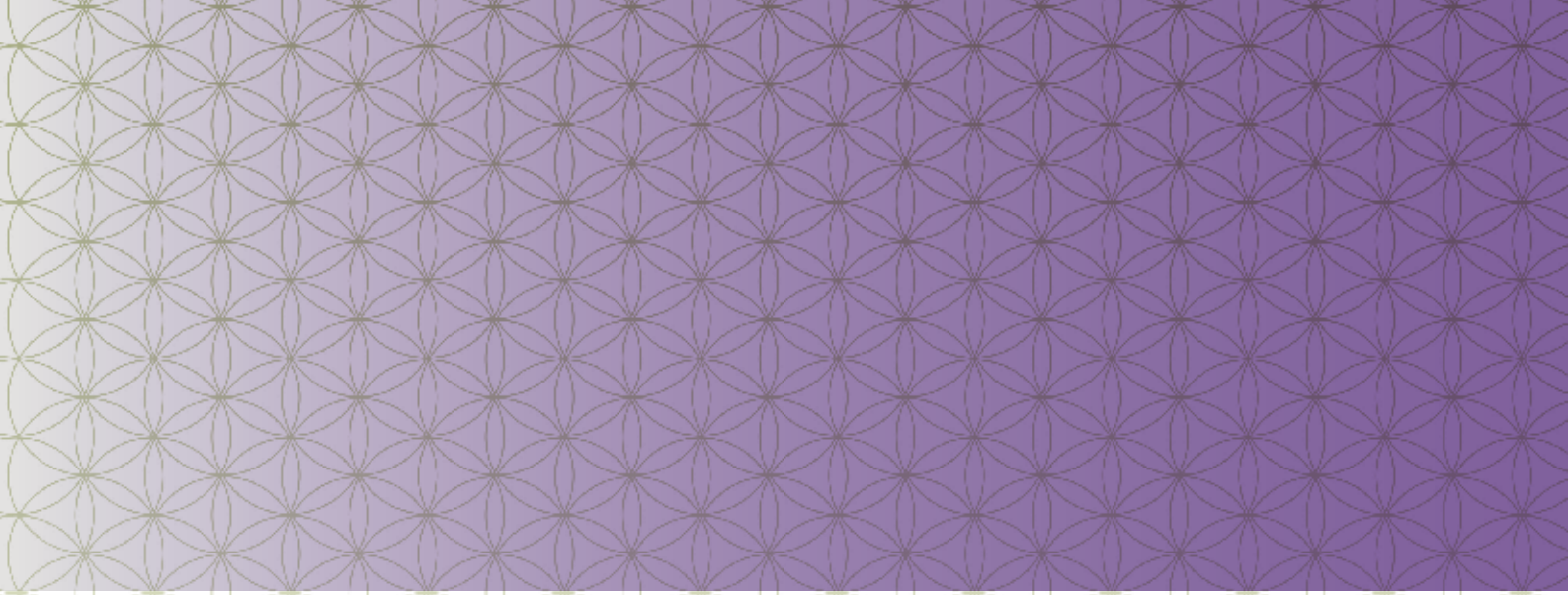
For the year ended 30 June 2016

Capital injections

No capital injections were received during the year (2015: Nil).

Capital injections without, or in excess of, authority

No capital injections were received during the year, without, or in excess of, authority (2015: Nil).



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