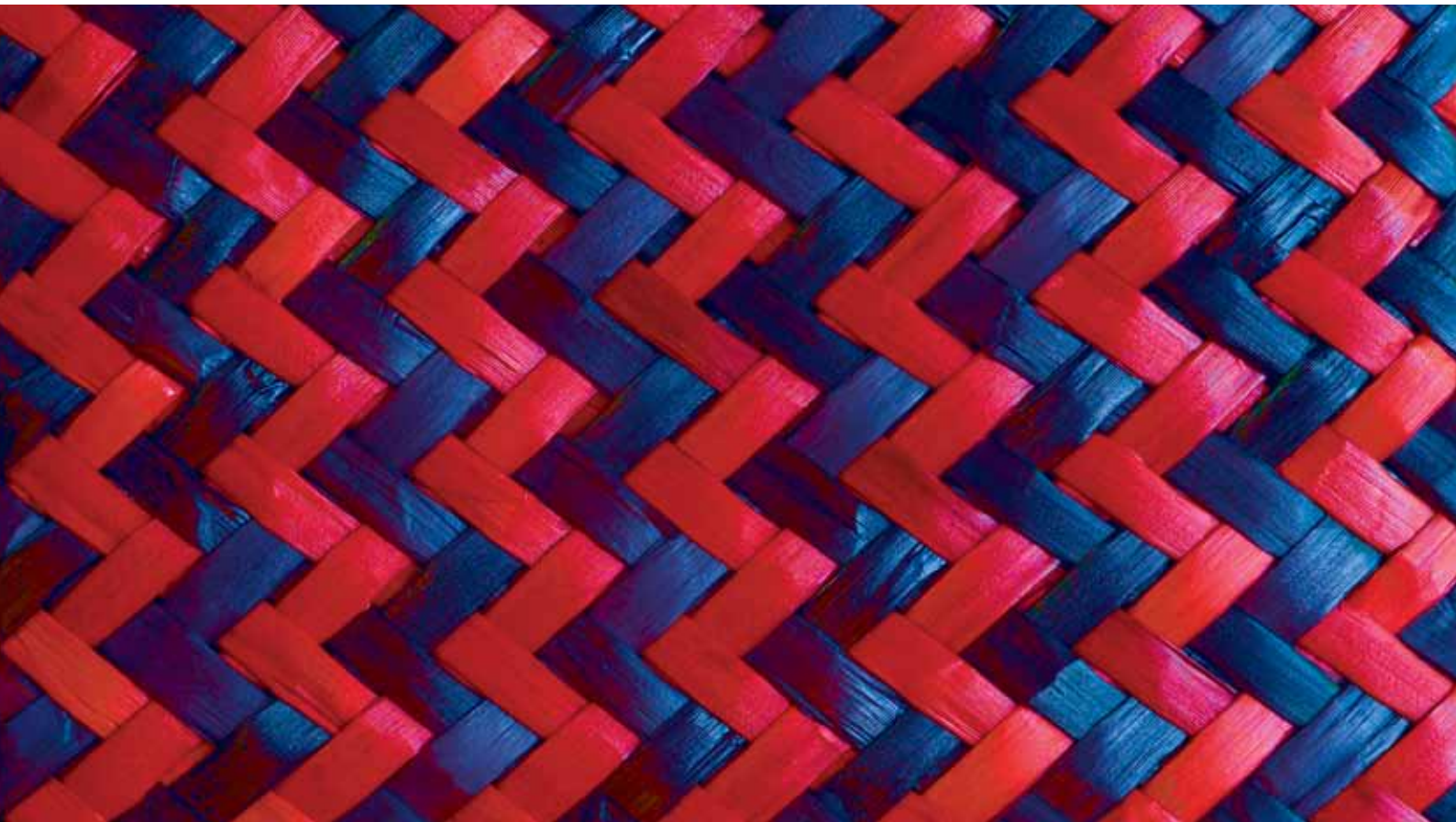


**STATEMENT OF INTENT 2013-2016**

# MINISTRY OF WOMEN'S AFFAIRS

**TE PŪRONGO MATAPAETANGA A TE MINITATANGA MŌ NGĀ WĀHINE**

Presented to the House of Representatives pursuant to section 39 of the Public Finance Act 1989 – ISSN 1175-3056,  
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# Message from the Minister of Women's Affairs

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**While New Zealand women now benefit from the gains made through the leadership of previous generations, there are a number of key areas where work is still needed.**

The Government has set a clear plan to return the Government's books to surplus, to build a more competitive and productive economy, to deliver better public services, and to rebuild Christchurch. The Ministry's work makes important contributions to achieving these goals.

The three priorities for the Ministry of Women's Affairs continue to be the areas which can provide the greatest benefits for women and consequential benefits for New Zealand. These areas are achieving greater economic independence, increasing the number of women in leadership roles and achieving increased safety from violence for women.

Greater economic independence is possible when women are able to make the best use of their skills to enable choice in education, training and work that will result in benefit to them and their families over their lifetime.

Representation of women on state sector boards is high compared to other countries and there has been recent progress in the numbers of women on private sector boards. But there is still much more to be done to encourage more women to take up leadership roles. In order to prepare women for participation at the highest levels of governance and management, their participation at all levels of responsibility will need to increase so that their skillsets can develop.

Improving women's safety from violence remains a high priority. The Government continues to investigate legislative and policy initiatives to increase safety for women. The Ministry's work on revictimisation has informed work within the wider justice agencies and I will continue to focus on any solutions that can prevent, mitigate or reduce the impacts of this widespread issue.

I also look forward to the benefits of having the work of the National Advisory Council on the Employment of Women (NACEW) aligned with the Ministry's priorities.

I believe the Ministry of Women's Affairs, as an agency with a strong focus on policy advice, is ideally positioned to add valuable input into initiatives that address economic independence and safety from violence.

I expect the Ministry will continue to provide the Government with suitable nominees for state sector boards, to increase the number of women on the Ministry's nominations database and to ensure the details of women already in the database are up to date.

I will lead the above priorities, which will contribute to the achievement of the Government's overarching goals. The benefits of achieving those goals will be shared by women, their families and New Zealand as a whole.



## Ministerial Statement of Responsibility

I am satisfied that the information on future operating intentions provided by my Ministry in this Statement of Intent and the Information Supporting the Estimates is in accordance with sections 38, 40 and 41 of the Public Finance Act 1989 and is consistent with the policies and performance expectations of the Government.

A handwritten signature in black ink, which appears to read 'Jo Goodhew'. The signature is stylized and written in a cursive-like font.

Hon Jo Goodhew  
Minister of Women's Affairs

# Chief Executive's introduction

## **This is my first Statement of Intent as the Chief Executive of the Ministry of Women's Affairs.**

I am excited to lead a Ministry with a clear focus on its three priorities: greater economic independence for women, more women in leadership and increased safety from violence for women. Our three priorities continue from 2012, reflecting the long-term nature of the change needed in these areas.

Each priority contributes to a Government goal: the Better Public Services results, the rebuild of Canterbury, the Business Growth agenda and achieving the 45 percent target of women on state sector boards.

We have developed a work programme for each of these priorities to achieve maximum impact for the resources we use and that enables progress to be measured.

In order to achieve progress, we continue to focus on the analytical rigour of our core policy advice role and our ability to influence others to make changes required to improve outcomes for women. Critical to our work is ensuring it is relevant, grounded in women's real life experiences, and reflective of the realities faced by employers and decision makers.

A specific area of focus for 2013/14 will be working with policy makers and employers to help improve the utilisation of women's skills. This includes increasing opportunities for women in leadership roles and focusing on low skill, low income women. We will also work with women and employers in Canterbury to maximise opportunities for women's employment with the rebuild activities.

We will continue to work with government agencies to develop more effective practices to increase the safety of women. With one in four women experiencing violence in their lifetime, we have much work to do. We will also continue our ongoing work in nominating women to state sector boards.

In providing policy advice we will consider the opportunities, challenges and outcomes faced by different groups of women. These vary across generations, ethnicities, regions and women with disabilities. We acknowledge that New Zealand women are increasingly diverse, as are their experiences and outcomes.

While we seek gains on women's overall outcomes, we will also concentrate on improving outcomes for certain groups of women. With our work to increase women's safety from violence we will work to increase safety for all women, and specifically to increase safety outcomes for Māori and Pacific women.

We welcome our new role of providing support to the National Advisory Council on the Employment of Women (NACEW). This role enables NACEW's work to align more closely with the portfolio of Women's Affairs, particularly the priority to improve women's economic independence, and enables NACEW to benefit from our knowledge and expertise on women's employment.

I look forward to a productive three years.



## **Chief Executive Statement of Responsibility**

In signing this statement, I acknowledge that I am responsible for the information contained in the Statement of Intent for the Ministry of Women's Affairs. This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriations (2013/14 Estimates) Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.

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

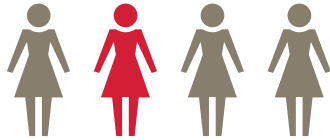
Jo Cribb  
Chief Executive

A handwritten signature in black ink, appearing to read 'Jenny Coleman-Walker', written in a cursive style.

Jenny Coleman-Walker  
Chief Financial Officer

# A snapshot of New Zealand women

Women are  
**51%**  
of the New Zealand population



**ONE of FOUR women**

has experienced sexual violence some time in their lifetime

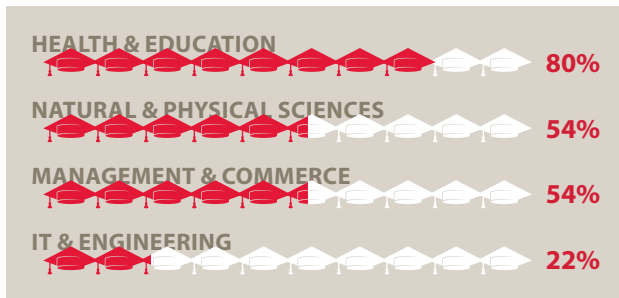
**GOVERNANCE:** percentage of women in private and state sectors



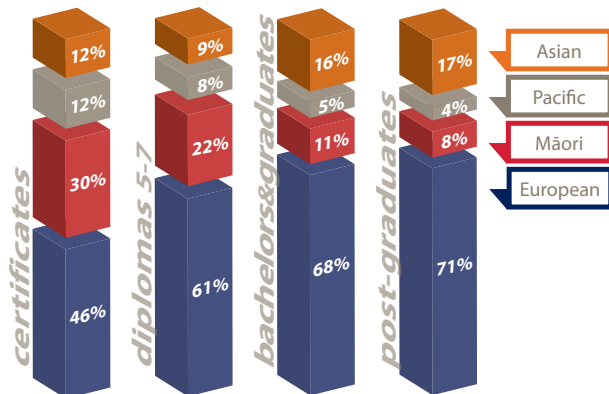
in 2012 **46%** of women earned under **\$410/week** compared to **34%** of men

In 2012, women made up **58%** of those who received a main benefit

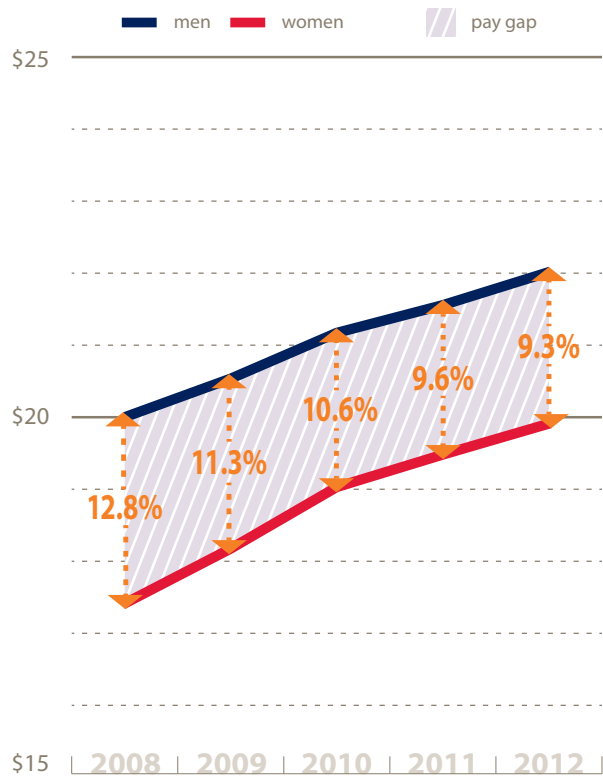
**EDUCATION:** percentage of women completed university courses in 2011



**EDUCATION:** females completing qualifications in 2011 by ethnicity



**INCOME:** median hourly earnings by gender, 2008-2012





# Role, purpose and contribution

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**The Ministry of Women's Affairs is the Government's principal advisor on achieving better outcomes for women, which, when achieved, will have positive benefits for New Zealand.**

The Ministry's work contributes to the Better Public Services programme, particularly the result areas to reduce long-term welfare dependency, boost skills and employment, and reduce crime and re-offending.

The Ministry's strategy is one of focus and influence. The Ministry works to influence other government agencies, non-government agencies and the private sector to understand issues, develop solutions, and encourage others to take appropriate action.

By focusing on a select few indicators of progress within each outcome area, the Ministry is able to work with other organisations in a targeted and purposeful way, to achieve the greatest impact.

The Ministry is responsive to emerging issues and opportunities and has strong cross-sectoral relationships. These factors mean we are able to leverage our unique gendered policy capability to achieve positive change for New Zealand women, families and communities.

The Ministry's policy advice is evidence-based, solutions-focused and practical. The Ministry recognises that women are diverse: their experiences, needs and priorities are not all the same. Some groups of women continue to have poorer outcomes relative to other groups. The Ministry seeks to recognise this inequality in developing its advice and identifying appropriate solutions.

The Ministry has four outputs:

- to provide effective policy advice on issues that impact on women (including managing New Zealand's international obligations with respect to the status of women)
- to provide suitable women nominees for state sector boards and committees
- to provide support services to the Minister
- to provide administrative, advisory and research support for the National Advisory Council on the Employment of Women.

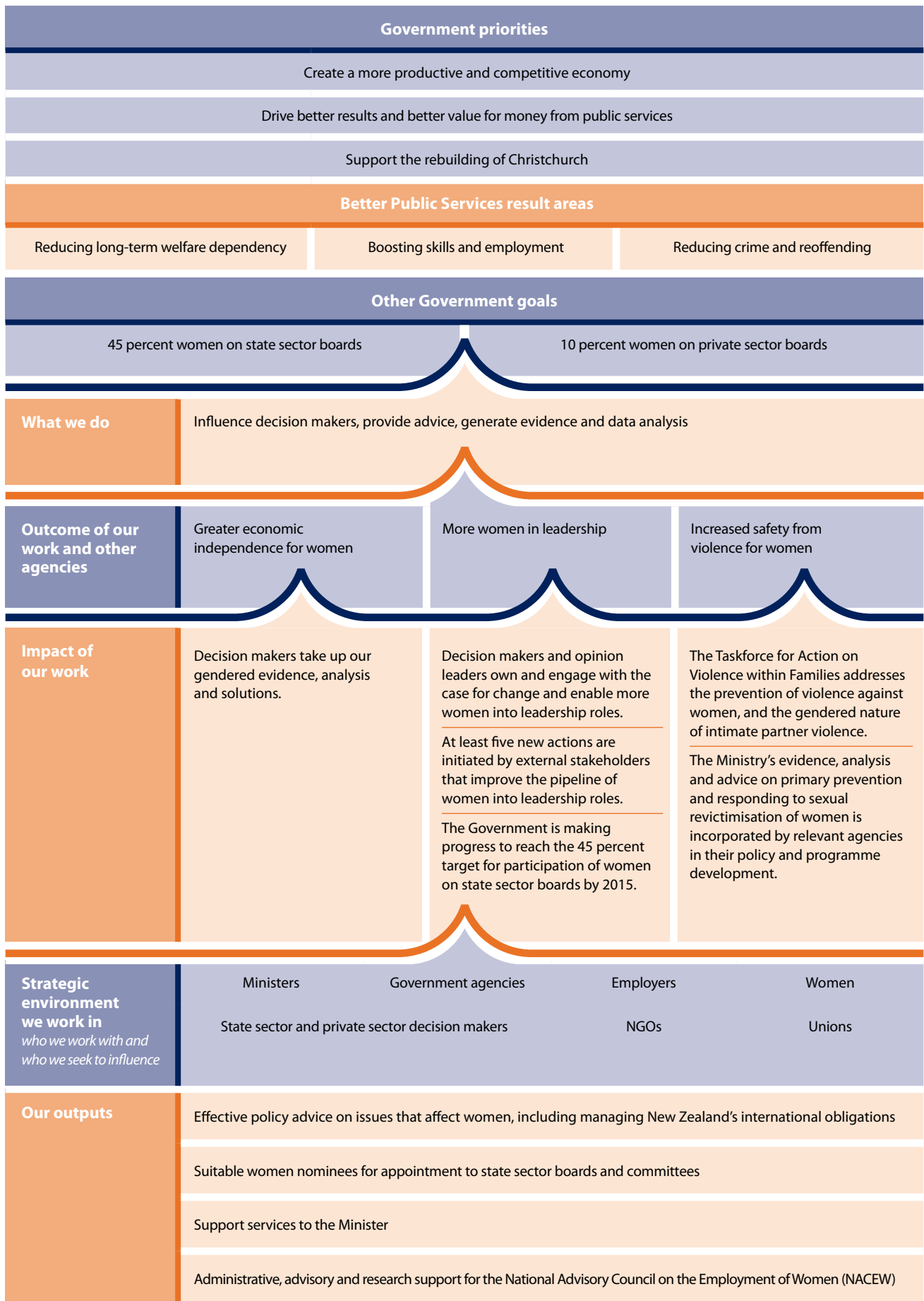
To ensure its outputs are effective, the Ministry monitors progress for women, particularly across its three outcomes of greater economic independence, more women in leadership and increased safety from violence.

The following sections present the selected indicators for each outcome and explain why the Ministry has selected them. The sections describe how each indicator shapes the Ministry's focus and how the Ministry will gauge the impact of its work.

This provides a foundation for evaluating the effectiveness of existing policies and other interventions, identifying emerging trends and it provides useful information on the progress towards better outcomes for women.

New Zealand's reputation on gender equality is strong internationally. International organisations and countries continue to seek New Zealand's advice on improving gender equality. The Ministry continues to have a leadership role in managing New Zealand's international obligations relating to women.

The following diagram shows how 'what we do' is directed towards achieving the outcomes and priorities of the Government.



# Greater economic independence

**WHY IS THIS IMPORTANT?**

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

Increasing women's participation in paid employment improves outcomes for themselves, their families, decreases benefit dependence, and increases productivity.

Women are gaining qualifications at a greater rate than men but their skills are not being translated into progress in the workplace. Women lag behind men in the degree to which they are economically independent.

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

**WHAT ARE THE GOVERNMENT GOALS?**

Achieving greater economic independence contributes to the Better Public Services result areas of reducing long-term welfare dependence, supporting vulnerable children (increasing participation in early childhood education) and increasing advanced trades qualifications.

Achieving greater economic independence also contributes to the Government's Business Growth Agenda and the Government's support for the rebuilding of Christchurch.

The Better Public Services programme includes the following results:

- to reduce the number of people continuously receiving the new work-focused benefit category called Job Seeker Support, for more than 12 months by 30 percent, from 78,000 in April 2012 to 55,000 by 2017
- 55 percent of 25 to 34-year-olds will have a qualification at Level 4 or above in 2017
- 85 percent of 18-year-olds will have a NCEA Level 2 or an equivalent qualification in 2017.

**WHAT DOES SUCCESS LOOK LIKE FOR NEW ZEALAND WOMEN?**

The percentage in the lowest two income quintiles who are women will reduce from 59 percent by 2016.<sup>1</sup>

The percentage of graduates at bachelor level or higher in information technology and engineering and related fields who are women will increase from 25 percent by 2016.<sup>2</sup>

An increase in the number of employers offering flexible working arrangements by 2016.<sup>3</sup>

1. Statistics New Zealand, New Zealand Income Survey, June 2012.  
 2. Ministry of Education, Education Counts 2012.  
 3. The Ministry will work with the Ministry of Business, Innovation and Employment on appropriate measures.



## HAVE THINGS BEEN CHANGING?

Women continue to be over-represented in the bottom two income quintiles and under-represented as students completing degree level and higher qualifications in Information Technology and Engineering and Relating Technologies.

Personal Income Distribution – Proportion of women in the bottom two quintiles<sup>4</sup>

2008	2009	2010	2011	2012
61.03%	59.69%	58.49%	58.56%	58.97%

Percentage of women completing degree level and higher qualifications in Information Technology and Engineering and Related Technologies<sup>5</sup>

2008	2009	2010	2011
25.60%	24.48%	23.63%	24.93%

## WHAT IS OUR CONTRIBUTION?

The Ministry influences decision makers by the provision of evidence, advice and solutions that enable women to progress in higher skilled and higher paid occupations, experience more sustainable employment, be ready to help address areas of current skill shortages in New Zealand and, in particular, contribute to the Canterbury rebuild.

The Ministry provides advice to influence the policy settings of government agencies, influence employers towards creating opportunities for women and to encourage women to broaden their career and employment options.

The Ministry will continue to explore ways to position women to participate fully in the growth of the innovation and knowledge economy with the skills and training to meet the employment challenges of the future workforce.

This work will contribute to the skilled and safe workplaces workstream of the Business Growth Agenda which aims to improve the safety of the workforce and build sustained economic growth through a skilled and responsive labour market.

## HOW WILL WE KNOW WE HAVE SUCCEEDED?

Decision makers take up the Ministry's gendered evidence, analysis and solutions – with a focus on encouraging women to qualify for, enter into and progress in higher skilled and higher paid occupations, as measured by an annual stakeholder survey.

4. Statistics New Zealand, New Zealand Income Survey, June quarters.

5. Ministry of Education 2011, 2012 data not available.

# More women in leadership

## WHY IS THIS IMPORTANT?

There is compelling evidence that greater gender diversity in governance and leadership roles correlates with better decision making and organisational performance, thus providing economic and productivity gains.

More women in leadership roles brings more diverse views and experiences to the decision making table. It also brings stronger connections with customers, stakeholders and investors, as women underpin the greatest sectors of economic growth.

## WHAT ARE THE GOVERNMENT GOALS?

The Government is making progress towards the targets of 45 percent of women on state sector boards and ten percent of women on the top 100 companies listed on the New Zealand Stock Exchange (NZSX).

Achieving more women in leadership contributes to the Government targets for increasing the participation of women on state and private sector boards.

It also contributes to the Business Growth Agenda's programme to support New Zealand businesses to grow, in order to create jobs and improve New Zealanders' standard of living. The skilled and safe workplaces work stream of the Business Growth Agenda aims to improve the safety of the workforce and build sustained economic growth through a skilled and responsive labour market.

## WHAT DOES SUCCESS LOOK LIKE FOR NEW ZEALAND WOMEN?

The percentage of appointees to state sector boards who are women will continue to increase from 41 percent<sup>6</sup> by 2015.

The percentage of appointees to boards of the top 100 companies on the New Zealand Stock Exchange (NZSX) who are women will continue to increase from 14.75 percent<sup>7</sup> by 2016.

The percentage of appointees to senior executive and leadership team roles within the public sector who are women will continue to increase from 42.1 percent<sup>8</sup> by 2016.

The percentage of appointees to senior executive and leadership team roles in the top 100 companies on the NZSX who are women will increase.<sup>9</sup>

6. Ministry of Women's Affairs' stocktake as at December 2011, published July 2012.

7. Human Rights Commission, New Zealand Census of Women's Participation, as at May 2012, published October 2012.

8. State Services Commission, Human Resource Capability Survey of Public Service Departments, as at 30 June 2012, published October 2012.

9. There is no data available currently in this area. The Ministry will investigate relevant measures for this area following the implementation of the NZX Diversity Listing Ruling.

**HAVE THINGS  
BEEN CHANGING?**

Percentage of appointees to state sector boards who are women<sup>10</sup>

2009	2010	2011
41.5%	40.7%	41.1%

Percentage of appointees to boards of top 100 companies on the NZSX who are women<sup>11</sup>

2006	2008	2010	2012
7.13%	8.65%	9.32%	14.75%

Diversity in senior leadership in the public sector<sup>12</sup>

2009	2010	2011	2012
37.8%	39.8%	39.6%	42.1%

**WHAT IS OUR  
CONTRIBUTION?**

The Ministry assists decision makers to achieve greater gender diversity in governance and leadership roles, in both the public and private sectors, by making the case for change and advising on effective strategies to realise change.

The Ministry focuses on both the demand and supply side of women for boards and executive leadership roles.

The Ministry assists women to identify the type of governance roles in the state sector that align with their skills and interests, and ways to pursue those roles and identifies women candidates for vacancies on state sector boards and, when requested, other entities.

The Ministry is also identifying how to improve women's career pathways into leadership through the provision of governance information in one-on-one meetings with individual women, through presentations to stakeholder groups and via the Ministry's website.

**HOW WILL WE  
KNOW WE HAVE  
SUCCEEDED?**

Decision makers and opinion leaders own and engage with the case for change and enable more women into leadership roles, as measured by an annual survey.

Through the Ministry's partnerships, it will be able to identify at least five new actions each year that are initiated to improve the pipeline of women into leadership roles.<sup>13</sup>

The Government is making progress to reach the 45 percent target for participation of women on state sector boards by 2015.

10. Ministry of Women's Affairs' stocktake as at December 2011, published July 2012.

11. Human Rights Commission, as at May 2012, published October 2012.

12. State Services Commission's Human Resource Capability Survey of Public Service Departments as at 30 June 2012, published October 2012.

13. Examples will be collected throughout each year.

# Increased safety from violence

**WHY IS THIS IMPORTANT?**

One in four women experience intimate partner or sexual violence in their lives. In 2008, five percent of women who had a partner experienced violence and three percent of women experienced one or more incidents of sexual violence.

Some women are at greater risk of violence. Māori women are twice as likely to experience violence as other women<sup>14</sup> and at least 50 percent of girls and women who are sexually assaulted are likely to be sexually revictimised.<sup>15</sup>

Reducing the burden of violence on women will increase women’s safety and reduce the social and economic cost of violence.

**WHAT ARE THE GOVERNMENT GOALS?**

Increasing safety from violence contributes to the Better Public Services results of reducing crime and reducing re-offending.

The Better Public Service programme includes results to reduce the recorded violent crime rate by 20 percent by 2017. Reducing violence against women and girls will contribute to meeting this result as over 50 percent of violent crime is related to family violence.

**WHAT DOES SUCCESS LOOK LIKE FOR NEW ZEALAND WOMEN?**

By 2016 the percentage of women who experience intimate partner violence within a year will decrease from five percent, and of these women the percentage of those who experienced violence on two or more occasions in the year will reduce from 58 percent.<sup>16</sup>

By 2016 the percentage of women who experience intimate partner violence at some time in their lifetime will decrease from 25 percent.<sup>17</sup>

By 2016 the percentage of women who experience sexual violence within a year will decrease from three percent.<sup>18</sup>

By 2016 the percentage of women who experience sexual violence at some time in their lifetime will decrease from 25 percent.<sup>19</sup>

14. New Zealand Crime and Safety Survey, 2006.  
 15. Lightning does strike twice: preventing sexual revictimisation. Ministry of Women’s Affairs, 2012.  
 16. Ministry of Women’s Affairs analysis of 2011 Police statistics.  
 17-19. New Zealand Crime and Safety Survey, 2009. The next survey is scheduled for release in 2014.

**HAVE THINGS BEEN CHANGING?**

The New Zealand Crime and Safety Survey suggests that the percentage of women who experience intimate partner violence or sexual violence at some time in their lifetime has reduced over the last few years.

	Annual prevalence of intimate partner violence	Annual prevalence of sexual violence
<b>2008</b>	5%	3%
<b>2005</b>	7%	4%
	Lifetime prevalence of intimate partner violence	Lifetime prevalence of sexual violence
<b>2008</b>	25%	25%
<b>2005</b>	30%	29%

**WHAT IS OUR CONTRIBUTION?**

The Ministry influences decision makers across government by providing evidence and advice on effective prevention of, and response to intimate partner and sexual violence.

The Ministry is focused on building an evidence base about primary prevention and as such, what is required to reduce the number of new cases of violence occurring. A focus of this work will be reducing violence against Māori women.

The Ministry will also continue to work with agencies to improve responses to prevent revictimisation.

**HOW WILL WE KNOW WE HAVE SUCCEEDED?**

The Taskforce for Action on Violence within Families addresses the prevention of violence against women and girls through implementation of its Programme of Action.

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



# Measuring our performance

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## **The Government has set a clear focus on results for its agencies through the Better Public Services programme.**

The programme has led to much closer and more effective working relationships between its agencies, including better coordination and use of performance information.

The Ministry has selected performance indicators at outcome level for each priority area. The Ministry works with other agencies on progress on these outcomes.

The indicators draw on data produced by Statistics New Zealand, the Ministry of Justice, the Ministry of Education and the Tertiary Education Commission, as well as the Ministry's own statistical analysis.

We will work closely with these and other agencies that have a common interest in our outcomes to ensure that our work and our measurement contribute to the results that the Government is seeking. The Ministry's focus is on gathering relevant information, including the quality of that information, to identify and report gender-specific impacts.

We will monitor and report quarterly to the Minister of Women's Affairs on the impacts of the Ministry's contribution to each outcome.

We will also measure the quality of our outputs against targets as detailed on the next page.

AREA	PERFORMANCE MEASURE	BASIS OF MEASUREMENT	TARGET	2011/12 ACTUAL
<b>Policy advice</b>	Assessment of the technical quality of the Ministry's policy advice	Annual assessment by the New Zealand Institute of Economic Research (NZIER) with a methodical robustness score of 82.5 percent <sup>20</sup>	80 percent <sup>21</sup>	Mean score of 7.95 on a scale of 5 to 9
	Ministerial satisfaction with the quality of the Ministry's policy advice	Quarterly survey <sup>22</sup>	80 percent <sup>23</sup>	Average rating of 'met requirements' or better
	Stakeholder satisfaction with the quality of the Ministry's policy advice	Annual survey	Rating of 'met requirements' or better	New measure
<b>Nomination services</b>	Key appointing agencies' satisfaction with the quality of the Ministry's nominations service	Annual survey	Rating of 'met requirements' or better	Rating of 'met requirements' or better
	Number of responses to nomination requests	Quantity of responses	200 <sup>24</sup>	217
	Number of responses to nomination requests provided by the due date	Percentage of requests	100 percent	100 percent
<b>Ministerial support services</b>	Ministerial satisfaction with the quality of the Ministry's support services	Quarterly survey	Rating of 'met requirements' or better	New measure
<b>National Advisory Council on the Employment of Women (NACEW)</b>	NACEW members' satisfaction with the quality of the Ministry's administrative, advisory and research support services	Annual survey	Rating of 'met requirements' or better	New measure

20. 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.

21, 23. From 2013/14 these measurement targets will change from ratings to percentage scores to align with the common performance measures for policy advice.

22. From 2013/14 all Ministers responsible for policy appropriations will be 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.

24. The number of requests for nominations for state sector boards and committees can change each year.

# Operating context

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## **The Government expects all public sector agencies to deliver better results and improved services for New Zealanders, and with greater efficiency.**

The Ministry has a strong strategic focus and its influence strategy is to work with and through others to achieve outcomes for New Zealand women. This requires closer collaboration, a greater willingness to innovate, smarter use of resources and clarity about the results that constitute success, and how to achieve them.

As a specialist policy agency, the Ministry is well placed to operate effectively in this challenging environment. The Ministry continues to have a strategic focus on lifting its effectiveness and efficiency. This focus includes a stronger emphasis on the critical issues within its policy priorities where it can have the greatest influence and add the greatest value.

The Ministry will ensure resources are focused on these major issues and will continue a more active approach to engaging with partner agencies, within and beyond the public sector, whose input is essential to its success.

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

The Ministry's leadership team continues to identify, monitor and mitigate strategic and operational risks for the Ministry. These risks may relate to policy initiatives, personnel changes, resource constraints, changes in stakeholder demands or expectations, or specific risk events.

# Organisational capability

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**The Ministry's capability derives from the quality of its direction and strategy, leadership, knowledge and skills, relationships, and its systems and processes.**

The Ministry has been through both internal and external reviews to ensure it has the right strategy, structure and business model to enable cost-effective policy delivery.

The Ministry has a clear focus to build staff capability, work towards strategic goals, prioritise resources on focus areas, and continually review its systems and processes towards further improvements. The Ministry has lifted the quality of its policy advice, independently confirmed by successive ratings from the New Zealand Institute of Economic Research (NZIER), ranking the Ministry first out of the 22 policy agencies assessed, for 2011 and 2012.

The Ministry has clear policy priorities, where it can add the greatest value. This Statement of Intent contains indicators relating to these priorities. The Ministry monitors progress, reports this to the Minister at quarterly intervals, and reports annually on these measures in its Annual Report.

The Ministry will have a follow up review of the Performance Improvement Framework (PIF) in 2013. The review will consider improvements made by the Ministry in response to the original PIF review and consider the Ministry's performance challenge and Four-Year 'Excellence' Horizon. The Ministry continues to build on its strengths and work on areas for improvement.

## Measurement

The Ministry will measure the quality of its policy advice through the NZIER policy advice review process.

The Ministry will measure its organisational capability through overall satisfaction from a staff engagement survey. The Ministry's current measure is 41 percent (2008) and it will aim for a score equal or better than the Public Service mean percentage.

The Ministry will also use the ESCO<sup>25</sup> ratings from the auditors to measure organisational performance. The Ministry's current ratings are:

- control environment – good
- financial management – very good
- non-financial performance – good.

The Ministry will aim to maintain the same ratings or improve on each of these ratings.

## External engagement

The Ministry's strategic objective is to strengthen its external relationships and extend the influence of its policy analysis. The Ministry engages with a large number of stakeholders to inform policy development and influence positive outcomes for women.

The Ministry has an active programme of engagement with state sector agencies, the private sector and non-government agencies. In particular, the Ministry works closely with National Council of Women of New Zealand, Māori Women's Welfare League, P.A.C.I.F.I.C.A. and YWCA Aotearoa New Zealand. This engagement provides feedback on the Ministry's direction and strategies and identifies opportunities to work together for mutual interest.

Following an upgrade of its website in 2012, the Ministry will continue to examine its communication tools to ensure they are fit-for-purpose, relevant to the Ministry's audiences, and effective for communicating with stakeholders on the Ministry's key priorities.

## National Advisory Council on the Employment of Women

The Ministry provides secretariat and policy support to the National Advisory Council on the Employment of Women (NACEW), an independent advisory body to the Minister of Women's Affairs on matters related to women's employment.

## Staffing

The Ministry is committed to staff engagement and staff are fully involved in the development and implementation of its work programme. The Ministry has an active programme of learning and development for staff. It also monitors staff turnover and has exit interviews to review and continually improve its processes.

The Ministry recognises the benefits of diversity in its workforce and leadership. Flexible working arrangements are a common feature among the Ministry's staff.

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25. ESCO is 'Environment, systems and controls'.

# Organisational capability (cont...)

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## **Continual improvement**

The Ministry is committed to ongoing business improvement and identifying smarter and more productive ways of working. The Ministry has a strong focus on reducing larger costs such as accommodation, looking for efficiency savings across its procurement, and taking advantage of shared services where these are available.

## **Capital expenditure**

The Ministry is not a capital intensive agency. The forecast capital expenditure for the next three years is primarily for the routine replacement and upgrade of the Ministry's information technology and office equipment, to maintain efficient delivery of services.

The Ministry's planned capital expenditure for 2013/14 is set out in the information supporting the Estimates of Appropriations for Vote Women's Affairs.





Level 2, Revera Building  
48 Mulgrave Street, Thorndon, Wellington

PO Box 10 049  
Wellington 6143, New Zealand

Tel: (04) 915 7112 | Fax: (04) 916 1604 | [www.mwa.govt.nz](http://www.mwa.govt.nz)

[newzealand.govt.nz](http://newzealand.govt.nz)