

Ministry of Women's Affairs
Annual Report
For the year ended 30 June 2010





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For the year ended 30 June 2010

Te Minitatanga mō ngā Wāhine
Te Pūrongo-ā-Tau

Mō te tau i mutu i te 30 o ngā rā o Pipiri 2010

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Part 1

Introduction

Foreword

As we enter the second decade of the 21st century the pressure on New Zealand to adapt and innovate continues. That pressure can be seen everywhere: in the need to lift productivity; to make better use of our human resources; and to have more effective and value-for-money public services.

Similarly, the Ministry needs to continue to adapt and innovate if we are to be effective. Our priority areas have not changed: getting more women into leadership; reducing barriers for women in work (including reducing the pay gap); and reducing violence against women.

What is changing is the way we work. We are increasingly working with and through a wider range of stakeholders, including the private sector. We often act as a catalyst for initial action and change. We are also more active in providing accessible evidence-based information to inform and assist others.

The Ministry remains a well-performing agency that is able to attract the talent it needs. Much of the credit for this goes to Shenagh Gleisner, chief executive for the last six years, who left the Ministry in June 2010. I would like to thank Shenagh for her leadership, and for the way she helped to build the Ministry's reputation. I would also like to acknowledge the huge contribution of Sonya Rimene, our Kaihautū of seven years, who left the Ministry around the same time.

They have handed the baton on to me and to a refreshed senior management team. Our task is to reinvigorate the Ministry's performance and effectiveness. Our organisation needs to make a tangible contribution to addressing the challenging issues New Zealand faces in relation to gender equality. While internationally we still rate well on most indicators of gender equality, we should be impatient for greater progress. Our challenge is to ensure that such progress occurs.



'...the Ministry needs to continue to adapt and innovate if we are to be effective.'

A handwritten signature in black ink, appearing to read 'Rowena Phair'.

Rowena Phair
Chief Executive

THE YEAR IN REVIEW

WOMEN IN LEADERSHIP

Women have low levels of participation in significant governance roles, particularly on private sector boards. For example, less than nine percent of the directors on the top 100 companies listed on the New Zealand Stock Exchange are women, and approximately 63 of these companies have no women directors. In 2009/10 the Ministry focused its effort on addressing this waste of women's talent. Much of our work has been behind the scenes, seeking to influence the decision-makers and help women become board-ready. Examples include:

- promoting the business case for greater participation by women on company boards, in partnership with the New Zealand Shareholders' Association and the Institute of Directors in New Zealand
- holding discussions with company chairs to encourage greater consideration of women candidates
- working with recruitment agencies that are involved in board-level recruitment to identify and overcome barriers to women being successfully considered for board roles

- identifying and promoting a pool of experienced women directors as potential candidates for company boards
- developing of new web-based resources for women interested in preparing for or finding governance roles (for launch in late 2010).

The Ministry's Nominations Service also continued to successfully put forward women for state sector boards and committees and to monitor the number of women on different kinds of state sector boards. With women's participation on these boards remaining stable at just above 40 percent, the Nominations Service concentrated its efforts on important statutory boards where women are under-represented, such as state-owned enterprises, Crown financial institutions and Crown entities. Recruiting Māori women directors for state sector board roles was also a priority.

ELIMINATION OF VIOLENCE AGAINST WOMEN

Late 2009 saw the publication of five reports on sexual violence – the culmination of a two-year Ministry-led research project looking at effective interventions for adult victim/survivors of sexual violence. The project generated a strong evidence base to help identify ways of improving the safety and longer-term well-being of adult victim/survivors of sexual violence. The research findings were widely welcomed by organisations that support rape survivors and by the wider justice sector, particularly as an input into the government response to the recommendations of the Taskforce for Action on Sexual Violence (TASV). The New Zealand Court of Appeal has used the research already in revising sentencing guidelines for sexual violation offences.

The research included an analysis of almost 2,000 sexual violation cases recorded by the police over a 30-month period. It found that only around 16 percent of cases proceeded to trial and only 13 percent ended in a conviction.

The Ministry also continued to take an active role in the Taskforce for Action on Violence within Families (TAVF) and supported other anti-violence initiatives, such as White Ribbon.

THE YEAR **IN REVIEW** continued

‘Workplace flexibility is a tool that, if used strategically, improves both business and profitability.’

Hon Pansy Wong
Minister of Women's Affairs

WOMEN AND EMPLOYMENT

Reducing the remaining gender pay gap remains a core focus of the Ministry, but the work effort has shifted to stronger analysis of the factors that underpin the gap (such as occupational segregation and the lack of workplace flexibility) and to work designed to influence positive change.

Occupational segregation (the tendency for occupations to be dominated by one gender) and rigid workplace practices both contribute significantly to the current pay gap of around 11–12 percent. And both occur, despite good evidence that such practices are actually bad for business as well as bad for women.

The Ministry is undertaking analysis and working with industry to identify the benefits of change and to develop practical ways to support that change. For example:

- undertaking case-study research with the accountancy sector to identify the benefits of good flexible work practices. The study showed that benefits include greater productivity, higher profits, improved customer satisfaction, cost savings and increased efficiency, and the ability to recruit and retain top staff
- working to get more women into traditional trades and to keep them there by developing women in trade networks and working with industry training organisations (ITOs) to promote and support their initiatives
- undertaking analysis of graduate income data (2002–2007), which showed that one year after entering employment the average income gap between men and women with a bachelor's qualification or above was around 6 percent, and after five years the average income gap had increased to 17 percent.

This information comes as a surprise to many women, who assume their degree will earn them the same opportunities and income as their male colleagues' equivalent degree

- completing analysis of women's labour market participation, with a focus on mothers. Analysis of comparative data from both the 2001 and 2006 Census of Population and Dwellings showed that, while the labour force participation rate of women with dependent children increased more than that of men and of women without dependent children, their participation rate remained lower.

CEDAW AND OUR INTERNATIONAL ROLE

New Zealand is committed to promoting women's rights at an international level. In March 2010 the Minister of Women's Affairs, Hon Pansy Wong, attended the United Nations (UN) Commission on the Status of Women and took the opportunity to strongly state New Zealand's support for the creation of a new gender agency to bring together all the different UN agencies that currently work for gender equality. New Zealand sees the subsequent decision to create UN Women as a major step in efforts by the Secretary-General to reform the UN system to make it more coherent and effective.

The other major focus of the Ministry's international work during the year was beginning work on preparation of New Zealand's Seventh Periodic Report on its implementation of the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). The CEDAW report is a four-yearly report card to the UN on how well New Zealand women are doing. The seventh report covers the period March 2006 to March 2010, and will be delivered in late 2010. The report will focus on the areas where more progress is needed, but will not lose sight of the fact that, by international standards, New Zealand has a good record for gender equality. In international surveys we are regularly rated in the top half dozen countries in the world for equality between men and women, usually just behind the Scandinavian countries.

THE YEAR **IN REVIEW** continued

LOOKING FORWARD

In the coming year the Ministry will remain strongly focused on its three core work areas: increasing the proportion of women in leadership across the economy; reducing the damaging impacts of violence against women; and ensuring all women can be fully engaged in the economy.

The work programme will continue to be refined to ensure our resources are used to greatest benefit, and there will be a renewed effort to ensure that the disparities between different groups of women are addressed, as well as those between men and women.

'...it has been such a privilege to meet with, and know, so many people who are working to improve the lives of women in New Zealand.'

Shenagh Gleisner

Chief Executive of the Ministry of Women's Affairs, 2004–2010



Part 2

Performance



STATEMENT OF **RESPONSIBILITY**

For the year ended 30 June 2010

In terms of the Public Finance Act 1989, I am responsible, as Chief Executive of the Ministry of Women's Affairs, for the preparation of the Ministry's financial statements and statement of service performance, and for the judgements made in them.

I have the responsibility for establishing and maintaining, and I have established and maintained, a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

In my opinion, these financial statements and statement of service performance fairly reflect the financial position and operations of the Ministry for the year ended 30 June 2010.



Rowena Phair
Chief Executive
30 September 2010



Martin Sebire
General Manager Corporate
30 September 2010

STATEMENT OF OBJECTIVES

For the year ended 30 June 2010

The Ministry of Women's Affairs agreed to provide output services in 2009/10 that meet the requirements of its Vote Minister in terms of their nature, timeliness, quality and quantity specifications, and cost.

The Ministry has one output expense – policy advice and nomination services:

- Policy advice on improving outcomes for women in New Zealand, nomination services, the management of New Zealand's international obligations related to the status of women, and associated ministerial support.

STATEMENT OF **SERVICE PERFORMANCE**

For the year ended 30 June 2010

OUTPUT EXPENSE: POLICY ADVICE AND NOMINATION SERVICES

The Ministry provided advice to enable government to ensure women have real choices and use their strengths to maximise social and economic success. This included:

- providing policy advice on improving outcomes for women in New Zealand
- providing suitable women nominees for appointment to state sector boards and committees
- providing support services to the Minister
- managing New Zealand's international obligations in relation to the status of women.

The following tables show actual performance in 2009/10 against the targets specified in the 2009/10 Performance Information for Appropriations in Vote Women's Affairs.

QUANTITY:

Performance measure and target	Actual
Written briefings will be provided on all policy issues requested by the Minister and other policy issues as appropriate. (Estimated 180)	73 written policy briefings and responses to information requests by the Minister were provided. (2009: 98 written policy briefings and responses to information requests) 67 additional written policy briefings were provided. (2009: 46 additional written policy briefings)
Briefings or responses will be provided on all requests for nominations to state sector boards and committees. (Estimated 200)	245 briefings or responses were provided for nomination requests. (2009: 163 nominations briefings or responses)

QUALITY:

The Ministry provided policy advice and nomination services, and related ministerial servicing, in accordance with the following quality standards.

Performance measure and target	Actual
<p>Provision of a comprehensive policy service, as assessed by the Minister on a quarterly basis.</p> <p>A comprehensive policy service includes:</p> <ul style="list-style-type: none"> • the capacity to respond urgently • written and oral briefings on significant issues that are timely, relevant, clear and succinct • support for the Minister as required in Cabinet Committees and in the House. <p>(Rated as 'meets requirements' or better in all the Minister's quarterly feedback questionnaires.)</p>	<p>The Minister's quarterly feedback questionnaires rated her satisfaction as 'more than met requirements' in the first, third and fourth quarters, and between 'met requirements' and 'more than met requirements' in the second quarter.</p> <p>(2009: The Minister's quarterly feedback rated her satisfaction as 'partly met requirements' in the first quarter, 'more than met requirements' in the second and fourth quarters, and 'met requirements' in the third quarter.)</p>
<p>The quality of written policy papers to the Minister, as assessed by an external reviewer on an annual basis.</p> <p>(Mean score of 8 or better.)</p>	<p>The New Zealand Institute of Economic Research (NZIER) completed a review of the quality of the Ministry's written policy advice. The mean score of the papers assessed was 7.5 out of 10.</p> <p>(2009: NZIER completed a review of the quality of the Ministry's written policy advice. The mean score of the papers assessed was 7.7 out of 10.)</p>
<p>Provision of effective nomination services, as assessed by key appointing agencies on an annual basis.</p> <p>Effective nomination services ensure that all nominations for appointment to state sector boards and committees are:</p> <ul style="list-style-type: none"> • targeted to the vacancy (i.e. all nominees will broadly meet the criteria required for membership of that particular board or committee) • provided within the agreed timeframe • accompanied by relevant information to assist the appointment decision (e.g. a profile summary and recent curriculum vitae). <p>(Rated as 'meets requirements' or better in all the key appointing agencies' annual questionnaire.)</p>	<p>100 percent of key appointing agencies rated their satisfaction with the Nominations Service as 'met requirements' or higher.</p> <p>(2009: 100 percent of key appointing agencies rated their satisfaction with the Nominations Service higher than 'met requirements'.)</p>

COST:

Outputs in this class were provided at an appropriation cost of \$4,787,000 excluding GST compared with the appropriated sum of \$4,864,000 excluding GST.

Revenue and costs are shown below.

2009 Actual \$000		2010 Actual \$000	Main Estimates \$000	Supp Estimates \$000
REVENUE				
4,589	Revenue Crown	4,603	4,620	4,603
79	Departmental revenue	102	86	108
–	Other revenue	153	25	153
4,668	Total revenue	4,858	4,731	4,864
4,631	Expenses	4,787	4,731	4,864
37	Surplus/(deficit)	71	–	–

STATEMENT OF COMPREHENSIVE INCOME

For the year ended 30 June 2010

2009 Actual \$000		Note	2010 Actual \$000	Main Estimates \$000	Supp Estimates \$000
REVENUE					
4,589	Revenue Crown		4,603	4,620	4,603
79	Departmental revenue	1	102	86	108
–	Other revenue	2	153	25	153
4,668	Total revenue		4,858	4,731	4,864
EXPENSES					
3,024	Personnel costs	3	2,981	2,999	3,016
327	Rent and outgoings	4	345	300	301
31	Audit fees		31	32	32
1,137	Operating costs	5	1,289	1,258	1,368
25	Capital charge	6	25	25	25
53	Depreciation expense	7	49	52	50
34	Amortisation expense	8	67	65	72
4,631	Total expenses		4,787	4,731	4,864
37	Net surplus/(deficit)	9	71	–	–
–	Other comprehensive income		–	–	–
37	Total comprehensive income		71	–	–

The accompanying notes form part of these financial statements.

STATEMENT OF FINANCIAL POSITION

As at 30 June 2010

2009 Actual \$000		Note	2010 Actual \$000	Main Estimates \$000	Supp Estimates \$000
ASSETS					
Current assets					
657	Cash and cash equivalents		747	583	623
19	Debtors and other receivables	10	24	24	22
4	Prepayments		15	–	–
680	Total current assets		786	607	645
Non-current assets					
190	Property, plant and equipment	11	171	188	176
159	Intangible assets	12	179	121	182
349	Total non-current assets		350	309	358
1,029	Total assets		1,136	916	1,003
LIABILITIES					
Current liabilities					
407	Creditors and other payables	13	441	383	404
37	Provision for repayment of surplus	9	71	–	–
40	Provisions	14	55	–	40
199	Employee entitlements	15	217	197	213
683	Total current liabilities		784	580	657
Non-current liabilities					
10	Employee entitlements	15	16	–	10
10	Total non-current liabilities		16	–	10
693	Total liabilities		800	580	667
336	Net assets		336	336	336
TAXPAYERS' FUNDS					
336	General funds		336	336	336
336	Total taxpayers' funds		336	336	336

The accompanying notes form part of these financial statements.

STATEMENT OF MOVEMENTS IN TAXPAYERS' FUNDS

For the year ended 30 June 2010

	2009 Actual \$000	2010 Actual \$000	Main Estimates \$000	Supp Estimates \$000
GENERAL FUNDS				
336	Balance at 1 July	336	336	336
37	Total comprehensive income	71	–	–
(37)	Repayment of surplus to the Crown	(71)	–	–
336	Balance at 30 June	336	336	336

The accompanying notes form part of these financial statements.

STATEMENT OF CASH FLOWS

For the year ended 30 June 2010

2009 Actual \$000		2010 Actual \$000	Main Estimates \$000	Supp Estimates \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
4,589	Receipts from Crown	4,603	4,620	4,603
79	Receipts from departmental revenue	97	84	105
-	Receipts from other revenue	153	25	153
(1,502)	Payments to suppliers	(1,658)	(1,618)	(1,718)
(2,964)	Payments to employees	(2,935)	(2,971)	(2,982)
(25)	Payments for capital charge	(25)	(25)	(25)
(17)	Goods and Services Tax (net)	9	-	(2)
160	Net cash from operating activities	244	115	134
CASH FLOWS FROM INVESTING ACTIVITIES				
(60)	Purchase of property, plant and equipment	(30)	(46)	(36)
(168)	Purchase of intangible assets	(87)	(20)	(95)
(228)	Net cash from investing activities	(117)	(66)	(131)
CASH FLOWS FROM FINANCING ACTIVITIES				
(84)	Repayment of surplus to Crown	(37)	(61)	(37)
(84)	Net cash from financing activities	(37)	(61)	(37)
(152)	Net increase / (decrease) in cash	90	(12)	(34)
809	Cash at the beginning of the year	657	595	657
657	Cash at the end of the year	747	583	623

The Goods and Services Tax (GST) component of operating activities reflects the net GST paid to the Inland Revenue Department. The GST component has been presented on a net basis, as the gross amounts do not provide meaningful information for financial statement purposes.

The accompanying notes form part of these financial statements.

RECONCILIATION OF NET SURPLUS/(DEFICIT) TO NET CASH FROM OPERATING ACTIVITIES

For the year ended 30 June 2010

2009 Actual \$000		2010 Actual \$000	Main Estimates \$000	Supp Estimates \$000
37	Total comprehensive income	71	-	-
	ADD NON-CASH EXPENSES			
53	Depreciation expense	49	52	50
34	Amortisation expense	67	65	72
87	Total non-cash items	116	117	122
	ADD/(DEDUCT) MOVEMENTS IN WORKING CAPITAL ITEMS			
3	(Increase)/decrease in debtors, other receivables and prepayments	(16)	(2)	1
33	Increase/(decrease) in creditors and other payables	73	-	11
36	Net movements in working capital items	57	-	12
160	Net cash from operating activities	244	115	134

The accompanying notes form part of these financial statements.

STATEMENT OF COMMITMENTS

As at 30 June 2010

2009 Actual \$000		2010 Actual \$000
NON-CANCELLABLE OPERATING LEASE COMMITMENTS		
286	Less than one year	286
1,127	Later than one year and not later than five years	886
46	More than five years	–
1,459	Total non-cancellable operating lease commitments	1,172
1,459	Total commitments	1,172

NON-CANCELLABLE OPERATING LEASE COMMITMENTS

The Ministry leases property, plant and equipment in the normal course of its business. These leases are for premises and photocopiers, which have a non-cancellable leasing period ranging from four to five years.

The Ministry's non-cancellable operating leases have varying terms and renewal rights. There are no restrictions placed on the Ministry by any of its leasing arrangements.

STATEMENT OF CONTINGENT LIABILITIES AND CONTINGENT ASSETS

As at 30 June 2010

CONTINGENT LIABILITIES

There were no contingent liabilities or guarantees given under the Public Finance Act in relation to the activities of the Ministry at 30 June 2010 (2009: Nil).

CONTINGENT ASSETS

The Ministry had no contingent assets at 30 June 2010 (2009: Nil).

STATEMENT OF DEPARTMENTAL EXPENSES AND CAPITAL EXPENDITURE AGAINST APPROPRIATIONS

For the year ended 30 June 2010

2009 Actual Expenditure \$000		2010 Actual Expenditure \$000	2010 Voted Appropriation \$000
VOTE WOMEN'S AFFAIRS			
Appropriations for departmental output expenses			
4,631	This appropriation is limited to policy advice on improving outcomes for women in New Zealand, nomination services, the management of New Zealand's international obligations related to the status of women, and associated ministerial support	4,787	4,864
Appropriations for capital expenditure (PLA)			
228	This appropriation is limited to the acquisition or development of assets by and for the use of the Ministry, as authorised by section 24(1) of the Public Finance Act 1989	117	131
4,859	Total appropriations	4,904	4,995

VOTED APPROPRIATION

The Voted Appropriation includes adjustments made in the Supplementary Estimates.

The accompanying notes form part of these financial statements.

STATEMENT OF **DEPARTMENTAL UNAPPROPRIATED EXPENDITURE AND CAPITAL EXPENDITURE**

For the year ended 30 June 2010

EXPENSES AND CAPITAL EXPENDITURE INCURRED IN EXCESS OF APPROPRIATION

No expenses or capital expenditure were incurred in excess of appropriation during the year (2009: 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 (2009: Nil).

BREACHES OF PROJECTED DEPARTMENTAL NET ASSET SCHEDULES

No breaches of projected departmental net asset schedules occurred during the year (2009: Nil).

STATEMENT OF ACCOUNTING POLICIES

For the year ended 30 June 2010

REPORTING ENTITY

The Ministry of Women's Affairs (the Ministry) is a government department as defined by section 2 of the Public Finance Act 1989 and is domiciled in New Zealand.

The primary objective of the Ministry is to provide services to the public rather than making a financial return. Accordingly, the Ministry has designated itself as a public benefit entity for the purposes of New Zealand equivalents to International Financial Reporting Standards (NZ IFRS).

REPORTING PERIOD

The reporting period for these financial statements is the year ended 30 June 2010. These financial statements were authorised for issue by the Chief Executive of the Ministry on 30 September 2010.

BASIS OF PREPARATION

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).

These financial statements have been prepared in accordance with, and comply with, NZ IFRS as appropriate for public benefit entities.

ACCOUNTING POLICIES

The financial statements have been prepared on a historical cost basis unless otherwise stated.

The accounting policies set out below have been applied consistently to all periods presented in these financial statements. There have been no changes in accounting policies during the financial year.

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

The Ministry has adopted the following revision to accounting standards during the financial year, which only had a presentational effect:

- NZ IAS 1 *Presentation of Financial Statements (revised 2007)* replaces NZ IAS 1 *Presentation of Financial Statements* (issued 2004). The revised standard requires information in financial statements to be aggregated on the basis of shared characteristics and introduces a statement of comprehensive income. The Ministry decided to prepare a single statement of comprehensive income for the year ended 30 June 2010 under the revised standard. Financial statement information for the year ended 30 June 2009 has been restated accordingly.

REVENUE

The Ministry derives revenue through the provision of outputs to the Crown and for services to third parties. All revenue is recognised when earned and is measured at the fair value of consideration received.

CAPITAL CHARGE

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

OPERATING LEASES

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

FINANCIAL INSTRUMENTS

Financial assets and financial liabilities are initially measured at fair value plus transaction costs unless they are carried at fair value through profit or loss, in which case the transaction costs are recognised in the statement of comprehensive income.

LOANS AND RECEIVABLES

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets. The Ministry's loans and receivables comprise cash and cash equivalents and debtors and other receivables.

CASH AND CASH EQUIVALENTS

Cash includes cash on hand and funds on deposit with banks.

DEBTORS AND OTHER RECEIVABLES

Debtors and other receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest rate, less any provision for impairment.

Impairment of a receivable is established when there is objective evidence that the Ministry will not be able to collect amounts due according to the original terms of the receivable. The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the original effective interest rate. The carrying amount of the loss is recognised in the statement of comprehensive income. Overdue receivables that are renegotiated are reclassified as current.

FOREIGN CURRENCY TRANSACTIONS

Foreign currency transactions are translated into New Zealand dollars using the exchange rates prevailing 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 statement of comprehensive income.

PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment consists of computer equipment, office equipment and furniture, fitout and leasehold improvements, library books, and artwork.

Property, plant and equipment is shown at cost less accumulated depreciation and impairment losses. Artwork is stated at cost.

ADDITIONS

The cost of an item of property, plant and equipment is recognised as an asset if, and only if, 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.

In most instances, an item of property, plant and equipment is recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at 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 included in the statement of comprehensive income.

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.

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 asset over its useful life.

The useful life and associated depreciation rates of the various classes of assets are 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	the term of the lease	the term of the lease
Library – legal reference	2–10	10%–50%
– non-fiction and reference	10	10%

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 to acquire and bring to use the specific software.

Costs associated with maintaining computer software are recognised as an expense when incurred. Costs that are directly associated with the development of software for internal use by the Ministry are recognised as an intangible asset.

AMORTISATION

Intangible assets with finite lives are amortised on a straight-line basis over their estimated 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 period is recognised in the statement of comprehensive income.

The useful life and associated amortisation rates of the classes of intangible assets are estimated as follows:

Asset class	Years	Amortisation rate
Acquired computer software	3	33%

IMPAIRMENT OF NON-FINANCIAL ASSETS

Property, plant and equipment, and intangible assets 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 amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. Losses resulting from impairment are recognised in the statement of comprehensive income. Any reversal of an impairment loss is also recognised in the statement of comprehensive income.

CREDITORS AND OTHER PAYABLES

Creditors and other payables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method.

EMPLOYEE ENTITLEMENTS

SHORT-TERM EMPLOYEE ENTITLEMENTS

Employee benefits that the Ministry expects to be settled within 12 months of balance date are measured at nominal values 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.

LONG-TERM EMPLOYEE ENTITLEMENTS

Entitlements that are payable beyond 12 months, such as long service leave, have been calculated on an actuarial basis using a Treasury-issued spreadsheet. The calculations are based on:

- likely future entitlements based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement, and contractual entitlement information
- the present value of the estimated future cash flows using a discount rate of 3.48% and a salary inflation factor of 3.50% (as per Treasury Instructions).

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.

Commitments and contingencies are stated on a GST-exclusive basis.

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

INCOME TAX

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

BUDGET FIGURES

The budget figures are those presented in the 2009 Budget (Main Estimates). In addition, the financial statements also present the updated budget information from the Supplementary Estimates.

STATEMENT OF COST ACCOUNTING POLICIES

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

Direct costs are those costs directly attributed to an output. Indirect costs are those 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 in cost accounting policies, 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 2010

NOTE 1 DEPARTMENTAL REVENUE

2009 Actual \$000		2010 Actual \$000
66	State Services Commission contribution for the State Sector Retirement Savings Scheme	61
2	State Services Commission contribution for the KiwiSaver Savings Scheme	12
2	Tax Credits for the KiwiSaver Savings Scheme	–
–	Departmental contributions for staff secondment	29
9	Departmental contribution for the implementation of a Job Evaluation project	–
79	Total departmental revenue	102

NOTE 2 OTHER REVENUE

2009 Actual \$000		2010 Actual \$000
–	Funding for the pilot Sexual Violence Research project	133
–	Other Agency contributions for the pilot Sexual Violence Research project	20
–	Total other revenue	153

NOTE 3 PERSONNEL COSTS

2009 Actual \$000		2010 Actual \$000
2,828	Salaries and wages	2,838
85	Employer contributions to defined contribution plans	87
31	Increase in employee entitlements	13
64	Temporary staff	22
16	ACC levy	21
3,024	Total personnel costs	2,981

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

NOTE 4 RENT AND OUTGOINGS

2009 Actual \$000		2010 Actual \$000
270	Rent and building operating expenses	279
10	Archive security	9
15	Cleaning	16
10	Energy	10
8	Repairs and maintenance – premises	3
6	Repairs and maintenance – furniture and equipment	20
8	Insurance	8
327	Total rent and outgoings	345

NOTE 5 OPERATING COSTS

2009 Actual \$000		2010 Actual \$000
43	Recruitment expenses	74
246	Training and conference costs	149
79	Travel expenses	100
17	Library	17
438	Consultants and contractors	609
79	Publications	104
12	Operating lease payments	12
223	Other output expenses	224
1,137	Total operating costs	1,289

NOTE 6 CAPITAL CHARGE

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

The capital charge rate for the year ended 30 June 2010 was 7.5% (2009: 7.5%).

NOTE 7 DEPRECIATION EXPENSE

2009 Actual \$000		2010 Actual \$000
22	Computer equipment	23
2	Office equipment	2
22	Furniture, fitout and leasehold improvements	22
7	Library	2
53	Total depreciation expense	49

NOTE 8 AMORTISATION EXPENSE

2009 Actual \$000		2010 Actual \$000
34	Computer software	67
34	Total amortisation expense	67

NOTE 9 REPAYMENT OF SURPLUS

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

The Ministry has a provision for repayment of the operating surplus to the Crown of \$71,000 (2009: \$37,000).

NOTE 10 DEBTORS AND 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.

NOTE 11 PROPERTY, PLANT AND EQUIPMENT

	Balance 1 July 2009 \$000	Additions \$000	Disposals \$000	Balance 30 June 2010 \$000
COST				
Computer equipment	359	20	–	379
Office equipment	128	4	(13)	119
Furniture, fitout and leasehold improvements	414	4	–	418
Library	205	2	–	207
Artwork	17	–	–	17
Total cost	1,123	30	(13)	1,140

	Balance 1 July 2009 \$000	Depreciation Expense \$000	Elimination on Disposal \$000	Balance 30 June 2010 \$000
ACCUMULATED DEPRECIATION				
Computer equipment	318	23	–	341
Office equipment	123	2	(13)	112
Furniture, fitout and leasehold improvements	302	22	–	324
Library	190	2	–	192
Artwork	–	–	–	–
Total accumulated depreciation	933	49	(13)	969
Net carrying amount	190			171

NOTE 12 INTANGIBLE ASSETS

	Balance 1 July 2009 \$000	Additions \$000	Disposals \$000	Balance 30 June 2010 \$000
COST				
Computer software	357	87	–	444

	Balance 1 July 2009 \$000	Amortisation Expense \$000	Elimination on Disposal \$000	Balance 30 June 2010 \$000
ACCUMULATED AMORTISATION				
Computer software	198	67	–	265
Net carrying amount	159			179

NOTE 13 CREDITORS AND OTHER PAYABLES

2009 Actual \$000		2010 Actual \$000
289	Creditors	362
102	Accrued expenses	54
16	GST payable	25
407	Total creditors and other payables	441

Creditors and other payables 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.

NOTE 14 PROVISIONS

2009 Actual \$000		2010 Actual \$000
40	Provision for Chief Executive development fund	55
40	Total provisions	55

NOTE 15 EMPLOYEE ENTITLEMENTS

2009 Actual \$000		2010 Actual \$000
CURRENT EMPLOYEE ENTITLEMENTS ARE REPRESENTED BY:		
104	Annual leave	108
6	Sick leave	11
6	Long service leave	4
83	Accrued salaries and wages	94
199	Total current portion	217
NON-CURRENT EMPLOYEE ENTITLEMENTS ARE REPRESENTED BY:		
10	Long service leave	16
209	Total employee entitlements	233

NOTE 16 RELATED PARTY TRANSACTIONS

The Ministry is a wholly-owned entity of the Crown. The Government significantly influences the role of the Ministry as well as being its major source of revenue.

The Ministry enters into transactions with other government departments, Crown entities and state-owned enterprises on an arm's length basis. Those transactions that occur within a normal supplier or client relationship on terms and conditions no more or less favourable than those which it is reasonable to expect the Ministry would have adopted if dealing with that entity at arm's length in the same circumstances are not disclosed.

From May 2010, Kowhai Consulting Limited provided services as a member of the management team. There were no other transactions with Kowhai Consulting Limited during this period, closing balances, or commitments.

NOTE 17 KEY MANAGEMENT PERSONNEL COMPENSATION

2009 Actual \$000		2010 Actual \$000
735	Salaries and other short-term employee benefits	726
–	Post-employment benefits	–
–	Other long-term benefits	–
–	Termination benefits	–
735	Total key management personnel compensation	726

Key management personnel include the Chief Executive and the three members of the Executive Management team.

The comparative figures for last year have been restated from \$742,000 to \$735,000 to make them consistent with this year's methodology.

NOTE 18 EVENTS AFTER BALANCE DATE

There have been no events after balance date that materially affect the financial statements.

NOTE 19 FINANCIAL INSTRUMENT RISKS

The Ministry's activities expose it to a variety of financial instrument risks, including currency risk, interest rate risk, credit risk and liquidity risk. The Ministry has a series of policies to manage the risks associated with financial instruments and seeks to minimise exposure from financial instruments. These policies do not allow any transactions that are speculative in nature to be entered into.

Currency risk

Currency risk is the risk that the fair value or future cash flows from a financial instrument will fluctuate because of changes in foreign exchange rates.

The Ministry does not have significant concentrations of currency risk for its financial instruments.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows from a financial instrument will fluctuate because of changes in market interest rates.

The Ministry has no interest-bearing financial instruments and therefore has no exposure to interest rate risk.

Credit risk

Credit risk is the risk that a third party will default on its obligations to the Ministry, causing the Ministry to incur a loss.

In the normal course of its business, credit risk arises from debtors and bank deposits.

The Ministry is only permitted to deposit funds with Westpac, a registered bank. This entity has a high credit rating. For its other financial instruments, the Ministry does not have significant concentrations of credit risk.

The Ministry's maximum credit exposure for each class of financial instrument is represented by the carrying amount of cash and cash equivalents, and debtors and other receivables. There is no collateral held as security against these financial instruments.

Liquidity risk

Liquidity risk is the risk that the Ministry will encounter difficulty raising liquid funds to meet commitments as they fall due.

In meeting its liquidity requirements, the Ministry closely monitors its forecast cash requirements with expected cash drawdowns from the New Zealand Debt Management Office. The Ministry maintains a target level of available cash to meet its liquidity requirements.

The Ministry's creditors and other payables (note 13) will be settled in less than six months after balance date.

NOTE 20 CAPITAL MANAGEMENT

The Ministry's capital is its equity (or taxpayers' funds), which is represented by net assets.

The Ministry manages its revenues, expenses, assets, liabilities, and general financial dealings prudently. The Ministry's equity is largely managed as a by-product of managing income, expenses, assets and liabilities, and compliance with the Government Budget processes and Treasury Instructions.

The objective of managing the Ministry's equity is to ensure the Ministry effectively achieves its goals and objectives for which it has been established, whilst remaining a going concern.

AUDIT NEW ZEALAND

Mana Arotake Aotearoa

AUDIT REPORT

To the readers of the Ministry of Women's Affairs' financial statements and statement of service performance for the year ended 30 June 2010

The Auditor General is the auditor of the Ministry of Women's Affairs (the Ministry). The Auditor General has appointed me, Phil Kennerley, using the staff and resources of Audit New Zealand, to carry out the audit on her behalf. The audit covers the financial statements and statement of service performance included in the annual report of the Ministry for the year ended 30 June 2010.

UNQUALIFIED OPINION

In our opinion:

- The financial statements of the Ministry on pages 15 to 34:
 - comply with generally accepted accounting practice in New Zealand; and
 - fairly reflect:
 - the Ministry's financial position as at 30 June 2010;
 - the results of its operations and cash flows for the year ended on that date;
 - its expenses and capital expenditure incurred against each appropriation administered by the Ministry and each class of outputs included in each output expense appropriation for the year ended 30 June 2010; and
 - its unappropriated expenses and capital expenditure for the year ended 30 June 2010.
- The statement of service performance of the Ministry on pages 11 to 14:
 - complies with generally accepted accounting practice in New Zealand; and
 - fairly reflects for each class of outputs:
 - its standards of delivery performance achieved, as compared with the forecast standards included in the statement of forecast service performance adopted at the start of the financial year; and
 - its actual revenue earned and output expenses incurred, as compared with the forecast revenues and output expenses included in the statement of forecast service performance adopted at the start of the financial year.

The audit was completed on 30 September 2010, and 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 the Auditor, and explain our independence.

BASIS OF OPINION

We carried out the audit in accordance with the Auditor General's Auditing Standards, which incorporate the New Zealand Auditing Standards.

We planned and performed the audit to obtain all the information and explanations we considered necessary in order to obtain reasonable assurance that the financial statements and statement of service performance did not have material misstatements, whether caused by fraud or error.

Material misstatements are differences or omissions of amounts and disclosures that would affect a reader's overall understanding of the financial statements and statement of service performance. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.

Matters relating to the electronic presentation of the audited financial statements and statement of service performance

This audit report relates to the financial statements and statement of service performance of The Ministry of Women's Affairs for the year ended 30 June 2010 included on the Ministry of Women's Affairs website. The Ministry of Women's Affairs Chief Executive is responsible for the maintenance and integrity of the Ministry of Women's Affairs website. We have not been engaged to report on the integrity of the Ministry of Women's Affairs website. We accept no responsibility for any changes that may have occurred to the financial statements and statement of service performance since they were initially presented on the website.

The audit report refers only to the financial statements and statement of service performance named above. It does not provide an opinion on any other information which may have been hyperlinked to or from the financial statements and statement of service performance. If readers of this report are concerned with the inherent risks arising from electronic data communication they should refer to the published hard copy of the audited financial statements and statement of service performance and related audit report dated 30 September 2010 to confirm the information included in the audited financial statements and statement of service performance presented on this website.

Legislation in New Zealand governing the preparation and dissemination of financial information may differ from legislation in other jurisdictions.

The audit involved performing procedures to test the information presented in the financial statements and statement of service performance. We assessed the results of those procedures in forming our opinion.

Audit procedures generally include:

- determining whether significant financial and management controls are working and can be relied on to produce complete and accurate data;
- verifying samples of transactions and account balances;
- performing analyses to identify anomalies in the reported data;
- reviewing significant estimates and judgements made by the Chief Executive;
- confirming year-end balances;
- determining whether accounting policies are appropriate and consistently applied; and
- determining whether all financial statement and statement of service performance disclosures are adequate.

We did not examine every transaction, nor do we guarantee complete accuracy of the financial statements and statement of service performance.

We evaluated the overall adequacy of the presentation of information in the financial statements and statement of service performance. We obtained all the information and explanations we required to support our opinion above.

RESPONSIBILITIES OF THE CHIEF EXECUTIVE AND THE AUDITOR

The Chief Executive is responsible for preparing the financial statements and statement of service performance in accordance with generally accepted accounting practice in New Zealand. The financial statements must fairly reflect the financial position of the Ministry as at 30 June 2010 and the results of its operations and cash flows for the year ended on that date.

The financial statements must also fairly reflect the expenses and capital expenditure incurred against each appropriation administered by the Ministry and each class of outputs included in each output expense appropriation for the year ended 30 June 2010. The financial statements must also fairly reflect the Ministry's unappropriated expenses and capital expenditure for the year ended on that date.

The statement of service performance must fairly reflect, for each class of outputs, the Ministry's standards of delivery performance achieved and revenue earned and expenses incurred, as compared with the forecast standards, revenue and expenses adopted at the start of the financial year.

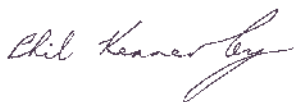
The Chief Executive's responsibilities arise from sections 45A and 45B of the Public Finance Act 1989.

We are responsible for expressing an independent opinion on the financial statements and statement of service performance and reporting that opinion to you. This responsibility arises from section 15 of the Public Audit Act 2001 and section 45D(2) of the Public Finance Act 1989.

INDEPENDENCE

When carrying out the audit we followed the independence requirements of the Auditor General, which incorporate the independence requirements of the New Zealand Institute of Chartered Accountants.

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



Phil Kennerley

Audit New Zealand

On behalf of the Auditor-General, Wellington, New Zealand

Part 3

Performance against Output Plan



PERFORMANCE AGAINST OUTPUT PLAN

For the year ended 30 June 2010

At the beginning of the financial year, the Minister and the Chief Executive agreed an Output Plan. It comprised the detailed outputs to be delivered, the link to the outcomes in the Statement of Intent, and the performance measures and standards.

Outputs for 2009/10 covered:

- Nomination Services
- Policy Advice – Women in Leadership
- Policy Advice – Women and Employment
- Policy Advice – Violence against Women
- Ministerial Servicing
- Management of International Obligations.

The highlights and achievements against targets for each output are described in Outputs 1 to 6 following.

OUTPUT 1: NOMINATION SERVICES

For the year ended 30 June 2010

HIGH-LEVEL OUTPUT

Nomination services that contribute to increasing the number of women appointed to state sector boards and committees.

OUTCOME SOUGHT

Women contributing their skills on state sector boards and committees.

FINAL GOAL

More women appointed to state sector boards and committees.

2009/10 Output Objectives	2009/10 Achievements
Provide suitable women nominees for appointment to state sector boards and committees.	<p>The Ministry responded to all nomination requests from government departments, and provided suitable women nominees where appropriate. The nominations were targeted to the particular vacancy and provided within the agreed timeframe.</p> <p>The Ministry tailored its nomination services to meet the specific requirements of requesting departments.</p>
Collect and report on whole-of-government statistics on women's representation on state sector boards and committees for the 2008 calendar year.	<p>The Ministry completed the gender stocktake of state sector boards and committees for the 2008 calendar year, which showed that women held 42.3 percent of state sector board and committee roles.</p> <p>The stocktake results were analysed and disseminated to Ministers by letter, and were quoted in ministerial speeches and Ministry publications.</p>
Recruit new women to the database, in particular women with senior governance, commercial and professional experience.	<p>The number of women registered on the Ministry's database increased from 2,816 to 2,971. More than 20 percent of the newly recruited women are from the corporate sector.</p> <p>The Ministry identified new Māori women candidates in the accountancy, business and science sectors, and shared their names with relevant Ministers and officials.</p>

2009/10 Output Objectives	2009/10 Achievements
Support target groups of women to develop their governance careers by providing relevant information, advice and feedback.	<p>Governance information and advice was provided to groups of women engineers, lawyers and aspiring directors via speeches and newsletters.</p> <p>Three issues of the electronic newsletter <i>On Board</i> were distributed to stakeholders. <i>On Board</i> contained information and governance career advice of interest to women on the database.</p> <p>The Ministry provided individualised governance career advice to 75 women directors.</p>
Disseminate information about the Nominations Service nationally and internationally.	<p>The Ministry contributed information about the Nominations Service and women's participation in governance to the public and private sectors, and international forums as required.</p> <p>This included four presentations at Institute of Directors (IOD) regional events, the Ministry's series of regional meetings and a women on boards conference in Australia.</p>

Highlights for 2009/10

- Receiving an average satisfaction rating of 4.45 out of 5 from a survey of officials to whom the service regularly provides nominations.
- Completing, analysing and disseminating the results of the 2008 gender stocktake of state sector boards and committees.
- Providing governance career information and advice to targeted groups of women as well as individual women directors.
- Promoting the participation of Māori women on state sector boards through targeted identification and recruitment of established and emerging Māori women directors.

OUTPUT 2: POLICY ADVICE – WOMEN IN LEADERSHIP

For the year ended 30 June 2010

HIGH-LEVEL OUTPUT

Influencing private sector practices and broader leadership opportunities in the private sector.

OUTCOME SOUGHT

Women contributing their skills in the full range of leadership positions.

FINAL GOAL

More women in leadership roles across the economy, in particular increased participation of women on private sector company boards.

2009/10 Output Objectives	2009/10 Achievements
Develop new tools to enhance women's participation on boards.	<p>The creation of an online governance self-assessment and development tool for women was substantially advanced. Completed work includes a targeted review of literature on the competencies needed for governance roles in New Zealand across all sectors and a map showing the main types of governance roles in New Zealand by sector. The tool is scheduled for completion in the second quarter of 2010/11.</p> <p>Most of the work on an upgraded governance section of the Ministry's website was completed. The revamped site will offer information and advice for current and prospective women directors. This work will be completed in the first quarter of 2010/11.</p>
Provide research and policy advice on gaps in women's participation in leadership roles.	<p>The Ministry presented briefings on the key drivers of women's under-representation on boards, and on women's participation on the New Zealand Stock Exchange's top 100 company boards.</p> <p>The Ministry developed strategies and priority actions for increasing the number of women on boards in the private sector.</p>
Stimulate and support initiatives by private sector partners that enable women to contribute their leadership skills.	<p>The Ministry continued to work with private sector partners to promote women's participation on private sector boards. Activity focused on establishing the availability of suitably qualified women directors for company boards, and stimulating demand for women directors among business leaders.</p> <p>Partners included the Institute of Directors in New Zealand, the Wellington Regional Chamber of Commerce, the New Zealand Shareholders' Association, and leading women directors.</p>

Highlights for 2009/10

- Substantially advancing work on new tools to encourage and assist women to take on governance roles.
- Developing a strategy for increasing the number of women on boards in the private sector and carrying out priority actions.
- Working with the Institute of Directors in New Zealand and other private sector partners to identify women directors for company boards and stimulate demand among business leaders.

OUTPUT 3: POLICY ADVICE – WOMEN AND EMPLOYMENT

For the year ended 30 June 2010

HIGH-LEVEL OUTPUT

Analysis and advice on issues and policies impacting on:

- women's labour market participation, and contribution to economic growth and social success
- the recognition of caring within society.

OUTCOMES SOUGHT

Women have the opportunity to develop and use their skills and talents.

Society recognises caring as integral to economic and social success.

FINAL GOALS

Women fully participating in work, family and community across the life course.

Removal of institutional (educational and workplace) barriers that limit girls' and women's opportunities and lead to occupational segregation.

Increased choice for families in balancing work and caring responsibilities.

Improved integration of women's dual roles in parenting and the workforce.

2009/10 Output Objectives	2009/10 Achievements
<p>Provide policy advice and build evidence in relation to professional women and the factors that contribute to the pay gap for them (e.g. analysing the incomes of men and women after completing tertiary study; examination of women in a particular professional group such as law or accounting; and examining barriers such as workplace and work hours flexibility).</p>	<p>The Ministry completed analysis of female and male graduate incomes and released the working paper <i>Analysis of Graduate Income Data 2002–2007 by Broad Field of Study</i>, highlighting a growing differential in incomes between graduate men and women beginning one year after graduation.</p> <p>The Ministry produced the report <i>Workplace Flexibility in the Accounting Sector</i> in partnership with the New Zealand Institute of Chartered Accountants, which examined the benefits of flexible work arrangements.</p> <p>The Ministry published a report on women's labour market participation, with a focus on mothers' participation.</p>

2009/10 Output Objectives	2009/10 Achievements
<p>Continue work on increasing the number of women in trades and emerging industries by building on the Trading Choices work.</p>	<p>The Ministry established networks for women working in trades, with the Minister launching two networks in Auckland and Wellington. The Ministry also worked with industry training organisations to support new initiatives targeted at women.</p>
<p>Use a low paid, female-dominated occupation as a case study for how to better define 'women-dominated' roles and how women might be able to move more quickly through, and out of, low-paid work with few obvious opportunities for progression.</p>	<p>The Ministry completed work to support the establishment of a pathway for support workers in home-based and residential care into enrolled nursing through working with the Nursing Council on its scope of practice for a new enrolled nurse qualification and with schools of nursing on a part work/part training pathway.</p>
<p>Provide policy advice in relation to broader employment and caring portfolio work, including reactive work and contributory policy advice to other agencies.</p>	<p>The Ministry provided policy advice on broader portfolio work in the employment and welfare areas, with a focus on education and improving skills for low-skilled women.</p>

Highlights for 2009/10

- Releasing the working paper *Analysis of Graduate Income Data 2002–2007 by Broad Field of Study* on the drivers of graduate income differences – analysis highlighted an average differential of 6 percent after one year, growing to an average differential of 17 percent after five years.
- Established Women in Trades networks in Auckland and Wellington. The Wellington network is now self-managing and numbers continue to grow.
- Releasing the Ministry report *Workplace Flexibility in the Accounting Sector*, which was launched by the Minister in conjunction with the New Zealand Institute of Chartered Accountants.

OUTPUT 4: POLICY ADVICE – VIOLENCE AGAINST WOMEN

For the year ended 30 June 2010

HIGH-LEVEL OUTPUT

Analysis and advice on issues and policies impacting on women's health, resilience, safety and freedom.

OUTCOME SOUGHT

Women are healthy, empowered, resilient and safe.

FINAL GOAL

Sexual violence and family violence are eliminated.

2009/10 Output Objectives	2009/10 Achievements
<p>Complete the research project on effective interventions for victims of sexual violence and disseminate the evidence as part of our positioning as the experts on sexual violence against women.</p>	<p>The research project Strong and Safe Communities – Effective Interventions for Adult Victims/Survivors of Sexual Violence, overseen by the Ministry's Sexual Violence Research Unit, was completed and released in October 2009.</p> <p>The Ministry widely disseminated the research findings, via a series of presentations and meetings, which were well received and have been used by government and non-government agencies in New Zealand and abroad.</p> <p>The findings of the report also provided evidence to support the work of the Taskforce for Action on Sexual Violence (TASV), and inform the draft government response to the TASV.</p>
<p>Provide policy advice on the prevention of sexual violence against women and oversee a research project funded by the Cross Departmental Research Pool on resilience in young people and how it can assist to keep young women safe (with a focus on young Māori).</p>	<p>The Ministry contracted researchers from the Whariki Research Group at Massey University to carry out research on resilience and young Māori, specifically in relation to sexual violence prevention. This will inform the Ministry's policy advice on what is likely to improve outcomes for this group.</p> <p>Work on the research project was completed in 2009/10. The research findings will be published and disseminated in 2010/11 once the draft research report is finalised.</p>

2009/10 Output Objectives	2009/10 Achievements
Provide policy advice on services and support for victims and their families – what the evidence says works, current gaps and issues, and opportunities for addressing them.	The Ministry contributed to the development of the government response to the TASV report, which includes a proposed review of sexual violence services.
Provide policy advice on offender accountability and the law (as it applies to victims) focusing on how the law works for women and what improvements could be made.	The Ministry provided advice to the TASV and to the Law Commission on the justice system and what works for women victims.
Provide leadership across government on reducing family violence, particularly violence against women.	The Ministry continued to contribute to the work of the cross-agency Taskforce for Action on Violence within Families (TAVF). The Ministry's Chief Executive also continued in her role as Deputy Chair of TAVF.
Provide policy advice in relation to broader portfolio work, including reactive work and contributory policy advice to other agencies.	The Ministry continued to provide policy advice on broader justice portfolio work, including the Domestic Violence (Enhancing Safety) Act, the Review of Victims' Rights, and addressing Drivers of Crime.
Undertake a project on ethnic women and violence.	The Ministry undertook a joint project with the Office of Ethnic Affairs (OEA) to consider the nature and prevalence of domestic violence in ethnic communities, including the publication of a literature review on culturally appropriate interventions and the development of the 'Speak up. Seek help. Safe home.' brochure.

Highlights for 2009/10

- Completing and releasing the Strong and Safe Communities – Effective Interventions for Adult Victims/Survivors of Sexual Violence research in October 2009. The research findings have been widely used both in New Zealand and abroad.
- Undertaking research on resilience, sexual coercion and young Māori.
- Working with ethnic communities to better understand issues relating to intimate partner violence.

OUTPUT 5: MINISTERIAL SERVICING

For the year ended 30 June 2010

HIGH-LEVEL OUTPUT

High-quality and timely advice as requested by the Vote Minister.

OUTCOME SOUGHT

Briefings, reports and ministerial support responses are provided on all issues requested by the Vote Minister.

FINAL GOAL

A comprehensive service is provided to the Vote Minister. The service will have the capacity to: respond urgently; provide written and oral briefings on significant issues that are timely, relevant, clear and succinct; and provide support for the Vote Minister as required in Cabinet Committees and in the House.

2009/10 Output Objectives	2009/10 Achievements
Ministerial support services will be provided as required:	
<ul style="list-style-type: none"> • draft replies to ministerial correspondence (Estimated 70) 	40 draft replies were provided. (2009: 63 draft replies)
<ul style="list-style-type: none"> • draft responses to parliamentary questions (Estimated 35) 	78 draft responses were provided. (2009: 86 draft responses)
<ul style="list-style-type: none"> • draft speech notes, speeches and media releases (Estimated 40) 	32 draft speeches, speech notes and media releases were provided. (2009: 53 speech notes and background material)
Responses will be provided to requests under the Official Information Act 1982. (Estimated 10)	16 responses were provided. (2009: 8 responses)
Responses will be provided to information requests including email, telephone and written correspondence. (Estimated 500)	482 responses were provided. (2009: 617 responses)
Status reports on progress, emerging issues and upcoming Cabinet papers will be completed each week. (Estimated 40)	23 status reports on progress and emerging issues were completed. (2009: 28 status reports on progress and emerging issues)
	24 upcoming Cabinet paper reports were completed. (2009: 22 upcoming Cabinet paper reports)

2009/10 Output Objectives	2009/10 Achievements
<p>Ministerial support services will be consistent with the Minister's requirements, up to date, and presented having regard to the audience(s) identified in each case, with:</p> <ul style="list-style-type: none"> • 100 percent of the first drafts of responses to ministerial correspondence free of grammatical and factual errors • 100 percent of the first drafts of parliamentary questions free of grammatical and factual errors • draft speeches and speech notes rated as 'meet requirements' or better in all the Minister's quarterly questionnaires. 	<p>100 percent of the first drafts of responses to ministerial correspondence were free of grammatical and factual errors. (2009: 100 percent)</p> <p>100 percent of the first drafts of responses to parliamentary questions were free of grammatical and factual errors. (2009: 100 percent)</p> <p>The Minister's quarterly feedback rated her satisfaction with speech notes as 'met requirements' in the first and third quarters, 'partly met requirements' in the second quarter and 'more than met requirements' in the fourth quarter. (2009: The Minister's quarterly feedback rated her satisfaction with speech notes as 'more than met requirements' in the first and fourth quarters and 'met requirements' in the third quarter. No specific feedback was provided in the second quarter.)</p>
<p>Specified reporting deadlines as agreed between the Minister and the Chief Executive will be met. Any variances will be agreed and recorded at quarterly intervals. (100 percent)</p>	<p>Specified reporting deadlines, as agreed between the Minister and the Chief Executive, were either met or explicit variations were agreed with the Minister through the quarterly reporting process. (2009: All reporting deadlines were met or explicit variations agreed.)</p>
<p>Nominations will meet the deadlines agreed at the time of request with the originating agency or Minister. (100 percent)</p>	<p>100 percent within the deadline of the originating agency or Minister. (2009: 100 percent within the deadline)</p>
<p>Draft responses to ministerial correspondence will be provided within 20 working days of receipt of the correspondence. (100 percent)</p>	<p>100 percent within 20 working days of the receipt of the correspondence. (2009: 100 percent within 20 working days)</p>
<p>Draft responses to parliamentary questions will be provided within specified reporting deadlines. (100 percent)</p>	<p>100 percent within specified reporting deadlines. (2009: 100 percent within 20 working days)</p>
<p>Draft speeches and speech notes will be provided within specified reporting deadlines. (100 percent)</p>	<p>96 percent within the specified reporting deadlines. (2009: 100 percent within the deadline)</p>

OUTPUT 6: MANAGEMENT OF INTERNATIONAL OBLIGATIONS

For the year ended 30 June 2010

HIGH-LEVEL OUTPUT

Management of New Zealand's international obligations on the status of women and the process of reporting on New Zealand's obligations under the United Nations Convention on the Elimination of All Forms of Discrimination against Women.

OUTCOME SOUGHT

Government policy that aligns with international obligations to improving the status of women.

FINAL GOAL

New Zealand is fully compliant with its international obligations to improving the status of women.

2009/10 Output Objectives	2009/10 Achievements
Advice on and preparation of the seventh report to the United Nations Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).	The Minister was briefed on the process for preparing and submitting New Zealand's seventh CEDAW report. The Ministry began preparation of the draft CEDAW report, which includes proposed responses to the recommendations made by the CEDAW Committee following consideration of New Zealand's sixth report.
Attend and contribute to the Commission on the Status of Women (CSW).	Ministry officials participated in and supported the Minister's leadership of the New Zealand delegation at the annual CSW meeting, held in March 2010.
Attend and contribute to the annual Commonwealth, States, Territories and New Zealand Ministerial Conference on the Status of Women (MINCO).	Ministry officials participated in the annual MINCO meeting, held in Perth in October 2009.

Highlights for 2009/10

- Supporting the Minister's successful participation in CSW in March 2010, the main theme of which was the 15-year review of the Beijing Declaration.



Part 4

Capability

INFORMATION ON THE MINISTRY

STAFFING

At 30 June 2010 there were 29 full-time staff and six part-time staff employed at the Ministry. There were five vacancies. This was a total of 31.5 full-time equivalents (cap: 36.5 FTE; 2009 actual: 31.5 FTE). The collective agreement covered 51 percent of staff.

The Ministry's unplanned turnover rate was 14 percent for the year (target: below 25 percent; 2009 actual: 24 percent).

Specialist skills are purchased for periodic or one-off tasks or corporate projects. It remains cost-effective for the Ministry to use external consultants or contractors to complement and develop in-house capability. During 2009/10, these included consultants for expert policy work, and design and production of publications, and specialists to assist with project management.

EMPLOYEE ENGAGEMENT

In late 2009/10 an employee engagement survey (Gallup Q¹²) was run for the second time (the first was run in early 2008/09). Work groups have started preparing action plans based on discussion of the results. Again, the survey had a 100 percent response rate. This is very unusual – Gallup's average response rate is only 84 percent.

Our overall employee engagement measure (the 'Grand Mean') was measured at 4.13, similar to the 2008 survey. This result was at the 64th percentile of Gallup's worldwide database and exceeded our target of 50th percentile. It also compared favourably against Gallup's New Zealand State Sector database, at the 84th percentile.

The survey also measures the percentage of employees who are 'engaged' (as opposed to 'not engaged' or 'disengaged'). In the Ministry, 56 percent of employees were 'engaged', which compares with 23 percent for Gallup's New Zealand working population database.

Overall satisfaction with the Ministry as a place to work was also very high – at the 92nd percentile of the New Zealand State Sector database.

From the survey, employees at the Ministry have a high level of respect for the work of their fellow employees, get feedback on their progress, feel valued and appreciated, and feel well supported.

EQUAL EMPLOYMENT OPPORTUNITIES

Equal employment opportunities (EEO) continues to be a strong part of the Ministry's employment culture and processes. In 2009/10 the Ministry continued to:

- maintain an Employee Assistance Programme that provides advice and assistance for all employees who wish to access it
- assess and respond to individual staff needs in a positive and supportive manner
- be a member of the EEO Trust
- encourage a culture of high achievement and ongoing development that recognises and rewards high performance
- operate work-life balance and flexible work policies
- foster non-discriminatory practices within its recruitment procedures.

EFFECTIVENESS

This year there was continued investment in refining the framework for measuring the Ministry's effectiveness. As part of the planning for 2010/11 and the preparation of the *Statement of Intent 2010–2013*, the intervention logic was further enhanced. Intervention logic shows the links from the Ministry's outputs (the policy and nomination services) to the outcomes sought by the government.

The key development in the SOI is in setting out the impacts expected from the Ministry's outputs and how they will be measured. These measures will be implemented during 2010/11.

BUSINESS STRATEGIES

Our human resources strategy has been reviewed and we have developed four key 'people aims'. We aim to:

- be a strong collaborator and influencer of policy and outcomes that impact on the ability of women to contribute positively to New Zealand's social and economic success
- produce high-quality policy and nominations outputs that command a widely held external reputation for excellence and being practicable
- be more creative about how we develop solutions to meet the diverse needs of women
- be a place where individuals' performance and careers are enhanced through stimulating, rewarding and enjoyable work.

We have also started preparing an information and communications technology (ICT) strategic plan, which will inform the development of our information systems and processes over the next three years.

The third key business strategy is our knowledge management strategy. This has been progressively implemented over the last five years. Over the last year, we have embedded our new electronic document and records management system (TRIM) and associated policies and procedures.

PROCESSES AND SYSTEMS

We are continually monitoring and reassessing our policies and practices. In order to identify further improvements in processes, we analyse a range of information including ministerial feedback on our performance, aggregate information from post-appointment and exit interviews, recruitment and retention data, and the independent assessment of our policy advice.

A replacement contacts database (SalesLogix) was implemented. This provides a more robust and accessible system for managing our contacts and has improved functionality around managing events, mass emails, and the distribution of publications.

An overarching policy for sensitive expenditure was completed. Subsidiary policies are in preparation.

INFORMATION ON THE MINISTRY continued

PUBLICATIONS AND OTHER COMMUNICATIONS

The Ministry published the following reports during the year ended 30 June 2010:

- *On Board* August 2009 (the Nominations Service newsletter)
- *On Board* December 2009
- *Pānui* September 2009 (the Ministry's quarterly newsletter)
- *Pānui* December 2009
- *Pānui* March 2010
- *Pānui* June 2010
- *Statement of Intent 2010–2013*
- *Annual Report for the year ended 30 June 2009*
- *Responding to Sexual Violence: Environmental scan of New Zealand agencies*
- *Responding to Sexual Violence: Attrition in the New Zealand criminal justice system*
- *Responding to Sexual Violence: Pathways to recovery*
- *Responding to Sexual Violence: A review of literature on good practice*
- *Restoring Soul: Effective interventions for adult victim/survivors of sexual violence*
- *Indicators for Change 2009: Tracking the progress of New Zealand women*
- *Summary of Regional Meetings: April–June 2009 for the Chief Executive*
- *Analysis of Graduate Income Data 2002–2007 by Broad Field of Study: working paper*
- *Mothers' Labour Force Participation: December 2009 – changes in mothers' labour force participation rates between 2001 and 2006*
- *Workplace Flexibility in the Accounting Sector – Case study research.*

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