

He Takunetanga Rautaki

Strategic Intentions

2024/25 – 2027/28



Te Kawa Mataaho
Public Service Commission

Ngā Tauākī a te Tumu Whakarae me te Minita | Chief Executive and Minister's Statements

In signing this information, I acknowledge that I am responsible for the information on strategic intentions for Te Kawa Mataaho Public Service Commission. This information has been prepared in accordance with section 38 and section 40 of the Public Finance Act 1989.



Heather Baggott

Acting Public Service Commissioner

Dated: 21 July 2024

I am satisfied that the information on strategic intentions prepared by Te Kawa Mataaho Public Service Commission is consistent with the policies and performance expectations of the Government.



Hon Nicola Willis

Minister for the Public Service

Dated: 21 July 2024

Presented to the House of Representatives pursuant to Section 39 of the Public Finance Act 1989

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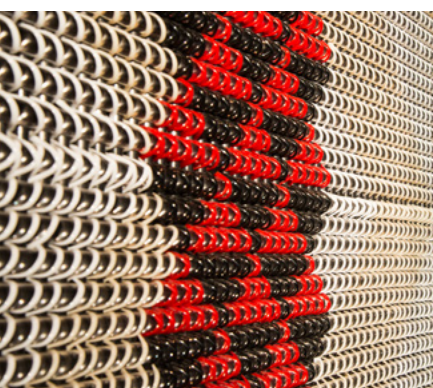
Te kupu whakataki | Introduction

Te Kawa Mataaho Public Service Commission (the Commission) leads the Public Service in setting ambitious goals and delivering improved outcomes and services for New Zealanders. The Commission helps build the Public Service so that it can achieve the Government's programme and provide improved public services.

New Zealanders have high expectations of their public services. They expect progress on the big issues facing the country, like reducing crime and delivering better health services. There is also a strong expectation that public services will be straightforward to access, convenient and effective. New Zealanders expect government and all its agencies to exercise power legitimately: upholding democracy and human rights, respecting the law and the Treaty of Waitangi, and contributing to an inclusive, cohesive society.

A robust approach to system leadership means that the Public Service is able to act as a unified system to make the changes that will make the most difference for New Zealand and New Zealanders.

The Commission reviews its strategic intentions every three years in accordance with section 38 and section 40 of the Public Finance Act 1989 and its information is consistent with the policies and performance expectations of the Government. This version takes effect from 1 July 2024.



Tō mātou ahunga rautaki | Our strategic direction

Our vision is for a leading edge, unified, trusted Public Service that serves Aotearoa New Zealand and its people.

Our strategic intentions to deliver on this vision can be summarised as leading the Public Service:

- **to achieve better outcomes and improved public services for New Zealanders.** A Public Service committed to bringing real tangible improvements in the lives of individuals, whānau, and communities – and public services organised around New Zealanders’ need rather than agency function.
- **to maintain and enhance the trust New Zealanders have in public services.** It is vital that New Zealanders see the Public Service as legitimate. A system that acts constitutionally and ethically will engender public trust. This ‘licence to operate’ requires strong connections between the Public Service and New Zealand’s communities, cultures, and traditions – including our democratic and constitutional heritage. It requires a very high standard of Public Service behaviour and operations. It also requires public servant conduct in day-to-day interactions with the public to be grounded in a common spirit of service to the community.

The Commission will build Public Service capability and lead the change process to ensure that the Public Service is unified around a common spirit of service, principles and values, and able to work as a single system in the service of New Zealand and New Zealanders.

Specifically, we will lead the Public Service to perform for New Zealand, by:

- Activating the Public Service around priorities.
- Driving efficiency and fiscal consolidation.
- Focusing on capability and performance.

Driving System Performance

Action across the three areas outlined above will increase the Commission’s role and impact in driving performance of the Public Service system. The three focus areas are mutually reinforcing and are designed to secure a sustainable lift in system performance into the future. The potential of the Public Service will be activated and focused by organising around the government’s targets and other expectations. Driving efficiency and fiscal consolidation will ensure that the resources of agencies are better and more productively focused. An ongoing focus on chief executive and agency performance, including through chief executive performance management and Performance Improvement Reviews, will ensure focused and effective leadership. The Commission’s levers for driving performance at the chief executive and agency level are discussed further below, under ‘Our Work’. The Commission will also continue to collect information and report on performance at the system level, including through key stewardship reports such as the three-yearly State of the Public Service briefing.

Activating the Public Service around priorities

New Zealanders expect the Government to take leadership on critical issues to deliver outcomes for customers, clients, citizens, whānau and communities. These issues are often complex and pressing, and span multiple areas.

Government has committed to setting clear priorities for public services, along with clear performance objectives and measures. The Public Service has expertise in ensuring that objectives are reliable and set the right incentives. The Commission’s job is to ensure that the Public Service brings that expertise to bear in support of achieving government priorities.

Government priorities will be reflected as clear and measurable objectives in chief executive performance expectations and in performance reviews.

It is vital that agencies' strategies align where necessary, and that agencies are organised around cross-cutting goals of government. To this end, use can be made of tools such as Interdepartmental Executive Boards to organise agencies around the big issues that government wants to address. The role of the Commission is to advise government on the use of these tools, and to ensure excellent implementation and oversight of their operation.

Driving efficiency and fiscal consolidation

Strong fiscal responsibility is crucial to maintaining public trust, and delivering better outcomes and services from the resources available to the Public Service. There is a need to improve workforce efficiency and to ensure that agencies are identifying opportunities to reprioritise resources to better effect. It is the role of the Commission, both singly and in conjunction with the Treasury and the Department of the Prime Minister and Cabinet (the central agencies), to support the Public Service to rise to the challenge. This includes supporting agencies to develop the necessary financial and planning capability.

Key supports for reprioritisation and greater efficiency include robust workforce data, and the development of upgraded financial and strategic capability in agencies.

There is also scope for greater efficiencies from coordination and alignment of common business functions across the Public Service.

Focusing on capability and performance

Chief executives of Public Service agencies, and the chairs, boards, and chief executives of Crown entities all need clear and meaningful performance objectives. More can be done to ensure that these reflect the priorities of government including through expectations tailored to individual chief executives, and expectations reflecting the general operation of government such as quality of financial management.

A single view of agency capability and performance is needed: to this end a common view among the three central agencies is needed, as is a programme of core agency reviews. Performance of the Crown entity sector can be enhanced by the same mechanisms and by upgrading systems for board appointments, expectation setting, and monitoring.



Ā mātou mahi | Our work

The strategic direction outlined above can only be achieved if all aspects of the system are performing well. The operating model for the Public Service can be grouped into four key elements:

- **System design:** the number, functions, and responsibilities of the various agencies together with the mechanisms and processes that link agencies together and bring them into alignment. This also includes the efficiency and effectiveness of change processes in the system and the arrangements for funding cross-system/agency activity.
- **System leadership:** using cross-agency leadership arrangements to drive alignment in common functions, in use of digital technologies, and regional coordination by the Regional Public Service Commissioners.
- **Workforce and employment relations:** ensuring that workforce numbers and skills are optimal, and optimally deployed, while ensuring that employment conditions and costs remain within financial parameters.
- **Culture:** ensuring that the Public Service has a forward-looking perspective on serving New Zealand into the future, fostering trust through openness, transparency and active citizenship, and promotion of integrity in behaviour and conduct.

In its overall system leadership role the Commission contributes to improvement across all these dimensions. The Commission's strongest lever for bringing about change is the work we do with Public Service chief executives. This includes appointing chief executives, and performance management of chief executives against expectations that include the achievement of government priorities, and working with the collective chief executives to steward the Public Service through the Public Service Leadership Team. The Commissioner also appoints some chief executives to wider-system leadership roles. These currently exist for the use of digital technology and data in the Public Service.

The detail of the Commission's work programme will continue to evolve over the four year period covered by this strategic intentions document. Much will be determined by the policies and expectations of government, and the development of these over time. Other specifics of the work programme will be necessitated by changes in the operating context – these may include sudden endogenous shocks such as the COVID-19 pandemic was in the past. Other parts of the work programme will emerge as the Commissioner proactively takes actions arising from their statutory responsibilities, or after securing agreement from Ministers as required.

The current areas of emphasis across the four elements of the operating model are set out below.

System Design

As the Government's lead advisor on machinery of government changes the Commission is responsible for advising on the design and change processes for the implementation of these policy decisions. In future there may be a general preference to reduce the number of separate agencies. The Commissioner's role is provide policy and implementation advice across this area.

Alongside the Treasury and the Department of the Prime Minister and Cabinet the Commission will advise the government on delivery arrangements for its policy priorities. This may include the establishment of further Interdepartmental Executive Board (IEBs) building on the successful application of this model to date. Cross-agency boards will continue to be a key element in organising Public Service and wider public sector agencies around the policy priorities of government.

The Commission will lead a rolling programme of agency reviews to ensure that agency capability and performance aligns with government expectations. This will assist agencies to re-prioritise resources to best deliver public services, and meet government expectations, in a period of budget reductions.

There is potential for efficiencies from managing common functions across the Public Service. This includes further efficiencies from existing system leadership in the areas of digital technology, procurement and property. The Commissioner may recommend the appointment of further system leads for key areas of activity across the Public Service.

Digital technology provides ways of simplifying and modernising the provision of services to the public. Good progress has been made and there are opportunities to progress further through planned investment, alignment across agencies, and improved capability.

With a longer term focus the Commission's work over the period may extend to consideration and advice on more efficient and effective approaches to system design issues, including the processes for machinery of government change.

System Leadership

A well-led system requires excellent leadership. This is true at the level of individual agencies and also at the level of the whole Public Service where all agency chief executives are expected to work with a system-wide view and where some have formal cross-system leadership responsibilities.

The Commission will discharge its statutory responsibility to Ministers to ensure the appointment of excellent candidates to chief executive roles in the Public Service. The Commission will further enhance its processes for chief executive performance review. The Commission will continue to refine its approach to chief executive remuneration and this may include the introduction of a performance element into the overall remuneration package. The Commission will continue to support chief executives through professional development and through the Commission's capability programme.

Also with the other central agencies the Commission will be closely involved in the process of establishing clear and precise performance objectives in line with government priorities, and in the systems for measuring and reporting on progress. These will be reflected in chief executive performance expectations and performance reviews, and will work with the other central agencies to generate a common view on the performance of core agencies as a basis for providing advice and/or assurance to Ministers.

The Commission will continue its statutory work in the area of leadership development with the implementation of the Commissioner's Leadership Strategy that is a requirement of the Public Service Act 2020.

Connecting the Public Service across the regions is supported by 12 senior public servants appointed as Regional Public Service Commissioners. Resilience, connections with communities and delivery of services may be enhanced by the further development of this new way of working. The Commission will continue to support the further development of the work of the Regional Public Service Commissioners in coordinating the work of the Public Service and public sector at regional level.

Workforce and Employment Relations

The Commission will oversee and monitor the reductions in workforce size that will be a consequence of changed budget settings. The Commission is responsible for gathering the data that shows workforce trends in the Public Service and will also collate data on the use of contractors and consultants. Data will be important for providing assurance to Ministers that the workforce is trending in the expected direction.

The Commission may provide advice to Ministers on new approaches to workforce planning, deployment and skills development – particularly in relation to common workforces. The performance of the system will be enhanced to the extent that the skills and competencies of its people are at the right level, and to the extent that people and their skills are able to move to where they will make the most contribution to public services.

We will continue to be responsible for advising the Minister for the Public Service on workforce policy, including the issuance of Government Workforce Policy Statements as appropriate. These documents form the basis of the Commission’s oversight of collective employment agreement negotiations in the Public Service.

The Commission will continue to carry out its statutory responsibilities in relation to pay equity bargaining in the Public Service.

We will continue to support chief executives and agencies to develop workforces that reflect the diversity of New Zealand society.

We will continue our focus on creating a digitally connected Public Service (Kotahitanga) to enable a modern, vibrant and collaborative working environment that helps public servants to do their best work.

Culture

The Commission will ensure a forward-looking focus on the challenges that will face the Public Service into the future through its Long Term Insights Briefing. It will also set out medium term directions for stewardship through the Commissioner’s State of the Public Service Report.

A culture of transparency, openness and active citizenship is fostered through the Commission’s work in relation to OIA compliance, and in supporting the Government’s policies regarding proactive release of information.

The Commission will continue to foster and uphold Public Service integrity through, as appropriate, further guidance and standards.

The Commission will investigate, and where appropriate, sanction breaches of ethical obligations by Public Servants.

The Commissioner will continue to operate the Awards and recognition programme that reinforces a spirit of service to community.

Tā Tātou Ratonga Tūmatanui The Public Service we are building together

A leading edge, unified,
trusted Public Service that
serves Aotearoa New Zealand
and its people

OUTCOMES AND SERVICES

Improving the provision of services to the public, and the support that the Public Service can provide towards the achievement of outcomes

TRUST AND LEGITIMACY

Strengthening the Public Service's licence to operate by securing the things that provide the basis of public legitimacy

IMPROVES OUTCOMES FOR NEW ZEALAND

MODERN, AGILE AND ADAPTIVE

HIGHLY SKILLED AND CAPABLE

DELIVERS BETTER SERVICES FOR NEW ZEALANDERS

PREPARED TO MEET FUTURE CHALLENGES

UNIFIED BY A COMMON MISSION AND ETHOS

SUPPORTS DEMOCRATIC GOVERNMENT & ACTIVE CITIZENSHIP

REFLECTIVE OF AND ENGAGED WITH COMMUNITIES WE SERVE

ACTS CONSTITUTIONALLY AND ETHICALLY

COMMITTED TO MĀORI AND THE TREATY

CLEAR ON & COMMITTED TO OUR CONSTITUTIONAL ROLE

ACTIVATING THE PUBLIC SERVICE AROUND PRIORITIES

- Measurable objectives at the portfolio and all of government level are emphasised in agency and chief executive performance expectations
- Individual agency strategies and actions are aligned with all of government priorities and portfolio priorities
- Agencies and public servants are organised around the cross-cutting priorities of the Government (using cross-agency governance models where appropriate)

DRIVING EFFICIENCY AND FISCAL CONSOLIDATION

- Data gathered by the Public Service is used for providing options to improve workforce efficiency and reduce the pressure on consultant spend
- There is greater scrutiny of baseline cost pressures and consideration of options for active re-prioritisation at key points in the budget cycle
- Agencies develop greater financial and planning capability to identify efficiencies and options for re-prioritisation, and central agencies supports CEs to address this
- Opportunities are identified for achieving efficiency across common functions (e.g. property, procurement, digital and data) and mechanisms are available to fund these effectively

FOCUSING ON CAPABILITY AND PERFORMANCE

- Departments and departmental agencies have clear performance measures that reflect the needs of customers, clients, citizens, families and communities
- Information and data on performance, both agency and system, is available to support expectations, decisions, and interventions, and to assist understanding by diverse stakeholders including the public and Parliament
- Central agencies (the Commission, the Treasury and the DPMC) are coordinated in their performance monitoring and provide a shared view of agency performance
- The Commission leads a rolling programme of core agency reviews, including potentially extending to Crown entities to drive alignment with government priorities

PUBLIC SERVICE OPERATING MODEL

SYSTEM DESIGN

- The organisational structure and the number of government departments is consolidated, rationalised and simplified over time
- Tools available under the Public Service Act such as Interdepartmental Executive Boards are used to bring CEs together to work on complex, cross-cutting priority issues
- Steps are taken to streamline change processes across the public sector, including establishments, disestablishments and transfers of functions
- Funding processes better support effective prioritisation of common investments across portfolios, and appropriate mechanisms exist for funding cross-agency/system activity

SYSTEM LEADERSHIP

- System leads are appointed to drive efficiency or alignment across common functions
- Digital service transformation is progressed, with a focus on integrating digital services around common clients and citizens
- Public services are provided in an interoperable way including reusable components that can be built into multiple services
- Regional Public Service Commissioners are leveraged for better connecting with communities, understanding their needs, improving alignment and reducing duplication of public services

WORKFORCE AND EMPLOYMENT RELATIONS

- Common workforces are coordinated and aligned across agencies, including recruitment development & employment
- Improved strategic workforce planning at agency and system level that addresses current/future skill needs and development
- A more structured mobility model that facilitates deployment and re-deployment to priority work areas
- Pay, terms and conditions across the Public Service are increasingly aligned to reducing agency competition for talent, skill shortages, and upward pressure on salaries
- Approaches to setting remuneration expectations are more deliberate and consistent, reducing conflation of existing processes (e.g. pay parity and pay equity)

CULTURE

- Chief executives continue to proactively promote the stewardship of the Public Service including long-term capability and people
- The public service's future focus is promoted by preparing long-term insights briefings, and these are effectively coordinated and aligned across agencies
- A culture of open government, transparency and active citizenship is promoted in agencies
- Integrity and conduct across the public service are actively promoted, and decisive action taken if breaches occur
- Resources are available to public servants to build understanding of public service principles and craft

FOUNDATIONS

Te Tiriti o Waitangi/Treaty of Waitangi

Is an integral part of New Zealand's constitutional framework. The Public Service supports the Crown in its relationship with Māori under the Treaty










Foundational Legislation







The **Public Service Act** underpins each of the key areas of our work programme








The Public Finance Act and Crown Entities Act complement the Public Service Act as the foundational legislation for our public service






Measuring progress

The below table contains a measures of the impact of the Commission’s work. These measures are drawn from a range of sources, including surveys of the public (through the Commission’s regular ‘Kiwis Count’ survey), public servants (through Te Taunaki – the Public Service Census) and ministers (through satisfaction surveys); as well as direct measures of public service agency performance. The table includes information about the relevant measures, the outcomes they are indicative of, and the trend we hope to see as a result of our efforts.

Outcome	Focus	Measure or action	Source / Lead	Frequency	Desired Trend
OUTCOMES AND SERVICES IMPROVES OUTCOMES FOR NEW ZEALAND DELIVERS BETTER SERVICES FOR NEW ZEALANDERS	Better services for customers, clients and citizens	Public perception that the public service understands and works with other government organisations to meet their needs; is there when needed; and does its best to help New Zealanders	Kiwis Count	Quarterly	
		Satisfaction with most recent service experience	Kiwis Count	Quarterly	
	Better services for business	Improve the business experience when dealing with government (the quantity and quality of overall customer experiences for businesses when dealing with government or complying with government requirements)	MBIE Annual Report	Annual	
	Better outcomes	Various domain-specific outcome measures collected and reported by agencies	Agency annual reports	Annual	
		Progress against Government targets and priorities	DPMC consolidated target reporting, quarterly plan reporting	Quarterly	
TRUST AND LEGITIMACY	Public trust and confidence	Public trust based on people’s most recent experience of the public service (80% goal in Commission Annual Report)	Kiwis Count	Quarterly	
		Degree of public trust in public services (Public Service Brand)	Kiwis Count	Quarterly	
	NZs performance in cross-jurisdictional studies	New Zealand maintains or improves its country ranking in key cross-jurisdictional studies, such as the Corruption Perception Index	Transparency International	Yearly	 or 

Outcome	Focus	Measure or action	Source / Lead	Frequency	Desired Trend
SUPPORTS DEMOCRATIC GOVT. AND ACTIVE CITIZENSHIP REFLECTIVE OF AND ENGAGED WITH THE COMMUNITIES WE SERVE	Sustained OIA performance	OIA reporting covering the number of requests completed by the number and proportion of these requests where legislative timeliness requirements were met, the number of responses proactively published on an agency's website, OIA complaints to the Ombudsman that were notified to the agency, final views issued by the Ombudsman where a deficiency was identified	Public Service Commission OIA and proactive release statistics	Six monthly	
	Proactive release	Proportion of Cabinet papers proactively released in line with Cabinet policy, and proportion of OIA responses proactively released	Public Service Commission OIA and proactive release statistics	Six monthly	 or 
	Reflect the communities we serve	Alignment between public service demographic statistics collected through Public Service Commission workforce data collections, Te Taunaki Public Service Census and population level demographics collected by Statistics NZ	Public Service Commission Workforce Data, Te Taunaki Public Service Census, Stats NZ Census data	Annual, three-yearly, four-yearly	N/A
ACTS CONSTITUTIONALLY AND ETHICALLY CLEAR ON & COMMITTED TO OUR CONSTITUTIONAL ROLE	Adherence to public service principles	Public servants have a good understanding of what it means to be a politically neutral public servant; are confident that in their organisations people get jobs based on merit; and are confident that their organisations are free and frank in their advice to ministers	Te Taunaki Public Service Census	Three-yearly	
	Ethical behaviour	Public perception that the public service is generally honest; treats people fairly and with respect; and admits responsibility when it makes mistakes	Kiwis Count	Quarterly	
	Positive and safe workplaces	Gather views on current experience of positive and safe workplaces from public servants to provide baseline information and to inform actions	Te Taunaki Public Service Census	Three-yearly	

Outcome	Focus	Measure or action	Source / Lead	Frequency	Desired Trend
MODERN, AGILE AND ADAPTIVE	Responsive services	Public perception that the public service changes services in response to feedback from the public	Kiwis Count	Quarterly	
	Workforce composition and deployment	Public Service workforce is deployed in a way that reflects government expectations, including appropriate use of external resource (contractors and consultants)	Public Service Commission workforce data	Quarterly	N/A
	Joining up around citizens/ outcomes	Use of arrangements introduced under the Public Service Act (where appropriate and agreed by Cabinet) such as Interdepartmental Executive Boards, Interdepartmental Ventures, Functional Chief Executives (as well as use of other informal arrangements)	Public Service Commission	Ad hoc	
HIGHLY SKILLED AND CAPABLE	Public servant perception of skills	Public servants consider that they have the skills necessary for the work that they do / more demanding work	Te Taunaki Public Service Census	Three-yearly	
	Policy quality	Ministerial satisfaction with quality of policy advice received from agencies	Agency annual reports	Annual	 or 
	Public service capability	Number of Public Service 'Academy' learning assets available on the Public Service Core Learning Hub, including Core Capability	Public Service Commission	2024/25	N/A
PREPARED TO MEET FUTURE CHALLENGES	Long-term insights briefings	Public service agencies complete long-term insights briefings as required by the Public Service Act, and progress long-term policy options identified in these briefings	DPMC Policy Project	Three-yearly	 or 
	Focus on long-term good	Public servants consider that their organisation is working for the long-term good of New Zealand	Te Taunaki Public Service Census	Three-yearly	N/A

Outcome	Focus	Measure or action	Source / Lead	Frequency	Desired Trend
UNIFIED BY A COMMON MISSION AND ETHOS	Spirit of service ethos and culture	Views on spirit of service expressed by public servants are maintained or increased (public servants joining to make a positive contribution to society or help community, being motivated by their work contributing to the common good)	Te Taunaki Public Service Census	Three-yearly	 or 
	Policies and systems	Guidance on public service principles is issued and promulgated throughout the Public Service	Public Service Commission	2024	N/A
	Spirit of service celebrated	Te Hāpai Hapori the Spirit of Service Awards recognise public servants and initiatives that exemplify the spirit of service and demonstrate an outstanding commitment to New Zealand	Public Service Commission	Annual	
COMMITTED TO MĀORI AND TE TIRITI	Understanding / knowledge	Public servants reporting the degree of confidence they have in their understanding of their agency's Treaty responsibilities	Te Taunaki Public Service Census	Three-yearly	
	Engagement and understanding of perspectives	Public servants reporting they are encouraged and supported to engage with Māori to ensure Māori views and perspectives are taken into account	Te Taunaki Public Service Census	Three-yearly	

Tā Te Kawa Mataaho Kawenga | Role of Te Kawa Mataaho Public Service Commission

Overview

The Commission's purpose is to lead the Public Service to perform for New Zealand. We will take a position when required, we back public servants, and we protect the integrity of the Public Service. We ensure that the system is focused on delivering the services that New Zealanders want, need and expect.

Leading the system

The Public Service Commissioner is the Head of Service, and leads the Public Service and wider public sector agencies to work as one system to deliver better services and better outcomes.

The Commissioner acts to protect and enhance the legitimacy and integrity of the Public Service, and the spirit of service that sits at the heart of the Service and everything it does.

The Commission provides leadership and oversight of the Public Service, ensuring that it carries out its purpose.

We will take a position when required.

We will back public servants.

We will protect the integrity of the Public Service.

*And we will refocus the system to deliver the services
New Zealanders want, need and expect.*



Our statutory role

The Public Service Act provides the overall mandate for system leadership and some specific powers and levers that assist the Commission in carrying out its wider role. Under the Act the Commissioner provides leadership and oversight of the Public Service.

The Commissioner's scope of influence is greatest within the Public Service where the Commissioner has employment responsibilities for chief executives. Aspects of the Commissioner's mandate, including the integrity mandate, extend to parts of the wider public sector.

Under the Public Service Act, the Commissioner's functions include:

- leading the Public Service to deliver better services and achieve better outcomes for the public
- promoting and reinforcing integrity, good conduct, and transparency and accountability in the Public Service, including through standards and guidance
- being responsible, in conjunction with departmental chief executives, for developing senior leadership and management capability in the Public Service
- promoting the development of workforce capability and capacity, including in the employment relations area, including oversight of pay equity bargaining
- appointing the leaders of the Public Service and acting as the employer of chief executives of departments and departmental agencies. This includes appointment, reappointment, and performance review
- advising on improvements to the design and operation of the system of government agencies
- reviewing the performance of departments and departmental agencies and assisting agencies to improve, as well as conducting investigations and inquiries in relation to public agencies.

A high performing and sustainable organisation

It is important that the Commission is prepared and organised to adapt in response to new priorities and meet fiscal expectations. This means helping each group and the Commission as a whole to operate at its best, with good organisational health and capability to deliver, as a high performing and sustainable organisation.

A deliberate organisational development plan is in place to achieve progress across key areas of our organisational capability and performance, including:

- maintaining strong fiscal responsibility, including ensuring that our resources are efficiently deployed within the organisation to priority areas of work for the Government.
- building a modern and flexible workplace that is a great place to work and be productive, based on an inclusive respectful and positive working environment, including providing trusted advice, tools and information.
- developing assurance and accountability, role modelling and keeping our organisation safe, resilient and sustainable.
- growing an agile, diverse and capable workforce, building cultural competency and eliminating the pay gaps (including our Diversity, Equity and Inclusion plan and implementing Te Angitū, our Māori capability strategy and action plan)
- Digitally enabling our work through the information systems strategic plan and improving the data we hold about the public service workforce and performance of the system, and ensuring that insights are available to support interventions and decision-making (including by the Commission, ministers, and other public service leaders).



Te Kāwanatanga o Aotearoa
New Zealand Government