

Country Reforms Matrix – New Zealand

<u>Country</u>	<u>Lab</u>	<u>Theme</u>	<u>Policy Name/Concept/Leading Institution</u>	<u>Policy Description</u>
New Zealand	Lab 1 - Voice	Engaging citizens		
		Establishing partnerships	Whanau Ora Navigators	Whanau Ora Navigators are practitioners that work with whanau and families to identify needs and aspirations, support their participation in education, primary health and employment, and coordinate access to specialist services. The navigators are employed by local service providers that formed collectives, many run by local iwi.
			"Better Every Day" Approach	The " Better Every Day " approach enables state agencies to design and manage services around the needs of citizens in a joined-up way so that consumer experience is 'better every day'. This practical approach engages staff in changing how they work and develops leadership and management capacity to continuously improve performance. Drawing on international best practices, the State Services Commission's (SSC) Improvement Centre of Expertise has developed the "better every day" program with six partner agencies. The SSC's Continuous Improvement Officers work alongside agencies to understand customer interactions, how work flows through their system and where waste occurs. This information is used to make improvements to the system. This process builds a culture of sustainable, system-wide continuous improvement using a common approach to assist agencies in delivering services.
Integrating groups	Request for Information	The Treasury's Request for Information (RFI) , a key part of the Social Investment Approach to Budget 15, asked about way to help at-risk children and their families, specifically on: effective ways of identifying and engaging the children and families most at risk of poor education, criminal justice, and employment outcomes; how existing services or support could be improved to support service delivery; issues not currently being addressed; and, new interventions, service or arrangements that could deliver better outcomes. 250 responses were received, with the majority coming from non-governmental organisations and some from frontline government workers, academics, businesses and individuals. The RFI served as a formal process for getting citizens' ideas in front of Ministers.		

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			Social Housing Reform Programme	The Social Housing Reform Programme commits to subsidising an additional 3,000 social housing tenancies by the end of 2018. To support programmes already underway, a Request for Information was published to enable potential providers and developers to submit ideas for the supply of new social housing or the transfer of existing social housing. Other programmes to increase the supply and quality of social housing are well underway, including large scale redevelopments (Tamaki in Auckland), the potential transfer of HNZN properties and tenancies in Tauranga and Invercargill, and the completion of a programme providing \$139m of capital subsidies to community housing organisations to build 890 new units.
		Using ICTs		
		Involving citizens	'Result 10' Blueprint	<p>The 'Result 10' Blueprint enables government agencies to align their digital initiatives and take a joined-up, citizen and customer-centred approach to service delivery in order to improve citizen's interactions with government. The Blueprint takes a citizen and consumer-centric research perspective in order to redesign services and better enable citizens and consumers to have voice by helping government understand their goals, wants and needs. Research has found that citizens and consumers would best be served by integrated services that are based on key life events.</p> <p>In response to research from the 'Result 10' Blueprint, government is developing a strategy that puts citizens and consumers at the centre of service integration by allowing them to take control of their information and allow it to be shared across agencies when needed in a consent-based, privacy-protected and transparent way. This initiative requires that government agencies work together to help, build trust, and provide efficient and secure services to citizens and consumers.</p>
	Lab 2 - Design	Utilizing a mix of policy instruments	Fiscal Management System	The Fiscal Management System differs from many comparable countries, as principles are legislated for and not mandatory targets. The Government produces an annual fiscal strategy, which includes long-term objectives. Since the Government develops these objectives, this allows for flexibility, especially in relation to contextual changes, is highly transparent and avoids gaming, as they are self-imposed rules. This system of flexible and transparent fiscal strategy creates a good base for public engagement and accountability on government set targets.
			Multi-Category Appropriations (MCAs)	Multi-Category Appropriations (MCAs) enable previously separate appropriations to be pooled together, as long as they contribute to a single overarching purpose. This allows resources to be flexibly allocated within the overarching appropriation.

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			Analysis and scrutiny of proposed initiatives	The Treasury has been developing an approach to the budget that ensures there is effective analysis and scrutiny over proposed initiatives . This includes assessing the initiatives across votes that have similar outcomes and making better use of data and analysis. The approach uses budget work streams, social investment, cost-benefit analysis, making the most of Integrated Data Infrastructure (IDI), and targeted population reviews. Budget work streams are based on broad sector groupings (i.e. Social, Capital, BGA, Other) so the Treasury can better articulate sector outcomes/priorities and expectations, as well as better identify early connections between agency proposals.
		Using joined-up government		
		Fostering a whole-of-government approach	Regulation management procedures	New Zealand expects each government agency to take a proactive, lifecycle approach to the monitoring and care of their respective regulatory regimes . In 2013, Cabinet agreed to a set of expectations for how the public sector manages regulations, outlining how agencies should design and implement regulation. The agency should not propose regulatory change without clearly identifying the policy or problem, undertaking impact analysis to be sure the proposed change is justified, and conducts careful implementation planning to inform the policy development and ensure the appropriate review arrangements are planned.
			Regulatory Impact Assessments	Regulatory Impact Assessments (RIAs) are applied to any proposal that considers options that involve creating, amending or repealing legislation and is expected to result in a Cabinet paper.
			Regulatory Impact Statements	If the Regulatory Impact Assessment (RIA) requirements apply, then a Regulatory Impact Statement (RIS) will need to be completed. The RIS is an agency document that provides an objective summary of its best advice on the problem, objectives, analysis on the full range of practical options, and implementation issues. All RISs have a department disclosure statement and are published on Treasury and departmental websites.
			Department Disclosure Statements	Department Disclosure Statements provide factual information about the policy background, development and key features of the proposed legislation. It discloses any key gaps, assumptions, dependencies or significant constraints, caveats or uncertainties in the analysis. For example, it would disclose if options have been constrained, the evidence-base is weak, or needs further work. The statement also indicates whether any options do not align with the commitments of the Government.

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			Integrated Data Infrastructure	The Integrated Data Infrastructure (IDI) is a world-leading data infrastructure that combines information from a range of organisations, such as health and education, to provide the insights government needs to improve social and economic outcomes for citizens. The Treasury performs analyses with the IDI to gather insights from the data to inform government's policy decision making.
		Engaging with innovative practices	Cost-Benefit Analysis Tool (CBAX)	In 2015, the Treasury publically released a cost-benefit analysis (CBA) tool called CBAX to help government and non-government organisations undertake CBA and impact analysis on a consistent basis to inform decisions, including ministerial budgetary decisions. CBAX contains a common database which helps agencies monetise impacts, do return on investment analysis, and allows agencies to look 50 years out in their analysis. The tool has been designed specifically with the social sector agencies in mind, but can be used for a variety of policy instruments and options. The goal of CBAX is to shift conversations away from the 'costs' of programs to a consideration of what differences the program will make and is it worth it. CBAX will be improved over time as data sources can be connected across government to provide better information for particular population segments.
	Lab 3 - Delivery	Strengthening the civil service	Performance Improvement Framework	The Performance Improvement Framework (PIF) is a review tool designed to help the public service agencies better understand their performance across multiple dimensions, including finance, leadership, stewardship, and service delivery. The framework examines the current state of an agency, then how well placed it is to deal with the issues that confront it in the medium-term future, and where agencies need to do the most work to make itself fit-for-purpose. Led by external reviewers, performance reviews are given to the Chief Executives and senior leaders to understand where, and how, the might lift their performance over a multi-year horizon. The PIF itself is routinely reviewed to ensure it reflects the changing environment that government operates within. The PIF will be reformed in 2015 to reflect the "Better Public Services" reform agenda that advocates for building and delivering public services around a clear understanding of customer's needs.
			Leadership Capability Development and Deployment programme	The Leadership Capability Development and Deployment programme (LCDD) provides all state services and agencies with access to talent management and leadership development services. The vision of LCDD is to have leaders across the system that can anticipate and exceed the needs of New Zealanders. The programme focuses on senior roles, seeing them as 'system assets' rather than 'agency assets' in order to promote collaborative working across the state services. A Career Board has been created to foster the development and deployment of senior leaders around the public service. Last, data analytics is used to identify trends and predict talent risks in the future.

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		Building a diverse & inclusive civil service		
		Building trust in government		
		Reaffirming the core values in the public service		
		Establishing gender balance in the civil service	Gender balance	New Zealand has the lowest gender pay gap in the OECD for full-time employment, more women than ever are in paid employment and women are achieving tertiary qualifications at a greater rate than men. However, women are over-represented in minimum wage jobs or in trained and skilled in areas that do not match where employment is growing.
			Training and skill development	New Zealand actively encourages girls to participate in education and training in high growth and high demand industries, training in math and sciences, and consider a wider range of career options like the construction or Information and Communication Technology sectors.
			Inspiring future leaders	Future women leaders are developed through mentoring and sharing stories of inspiring, successful women leaders to encourage women aged 25 to 45 to take the next steps in their careers. Evidence indicates that gender balance in governance and leadership correlates with better decision-making, organisational resilience and performance, and economic and productivity gains.
			Flexible work arrangements	Employers are encouraged to recognise and reduce unconscious bias, provide more flexible work arrangements and pathways to return to work after parental leave or career breaks. Paid parental leave has been increased to 16 weeks in 2015 and will be increased again to 18 weeks in 2016. As well, the government provides the right to all workers to request flexible working arrangements to assist men and women to remain in the workforce and care for children. New Zealand recognizes that it may need to mandate organisational changes to allow for flexible work schedules in order to retain more women, particular in senior roles.
			Violence against women	New Zealand is working with Maori and Samoan women to build knowledge about preventing violence against women.
		Developing a coordinated government-wide evaluation system	Social Policy Evaluation and Research Unit	New Zealand does not have a systematic or comprehensive approach to evaluation, but there have been three new practices: First, the Social Policy Evaluation and Research Unit (SuPERU) operates as an autonomous Crown agency that serves to increase the use of evidence by policy makers across the social sector so that they can make better decisions.

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			Social Investment Approach	Second, the actuarial valuation used in the Social Investment Approach may support more comparability between programmes by reducing complex social interventions to a single measure of benefit liability, with a goal of reducing government forward liability.
			Cost-Benefit Analysis Tool (CBAX)	Third, the Treasury-created Cost Benefit Analysis (CBA) tool, called CBAX , creates a common database which helps government and non-government organisations monetise impacts and do return on investment analysis. This aids organisations to undertake CBA and impact analysis on a consistent basis to inform decisions, including ministerial budgetary decisions. CBAX has been designed for the social sector, but can be used for any policy instrument or option and also provides decision makers the ability to project their analysis out 50 years. The goal of CBAX is to shift conversations away from the 'costs' of programs to a consideration of what differences the program will make and is it worth it.
		Strengthening performance management		
		Identifying what works		
		Utilising policy and programme experimentation/piloting		