

**STATEMENT OF INTENT 2012-2015**

# MINISTRY OF WOMEN'S AFFAIRS



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

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# Message from the Minister of Women's Affairs

## **The Government has set clear priorities for the next three years.**

Our priorities include managing the Government's finances, building a more competitive and productive economy, delivering better public services, and rebuilding Christchurch.

While many women now benefit from the leadership of previous generations, there are a number of key areas where work is still needed. I have confirmed three priorities for the Ministry of Women's Affairs. They are greater economic independence for women, more women in leadership and increased safety from violence.

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

While representation of women on state sector boards is high compared to other countries, the Government is committed to a step-change to achieve 45 percent by 2014. It will also be necessary to encourage more women in private sector leadership roles, at the most senior levels. In order to prepare women for participation at the highest levels of governance and management, their participation at all levels of responsibility will need to increase so that their skillsets can develop.

Improving women's safety from violence is a high priority for me. While legislative settings in relation to domestic violence have improved, the incidence is still worryingly high. The widespread nature of sexual violence against women is now apparent and is an issue that requires continued attention.

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

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

I will lead the above priorities, which in turn will contribute to the required delivery of better public services. The benefits will be shared by women, their families and New Zealand as a whole. This Statement of Intent begins a process that will combine the actions of men and women in government, business, communities and as individuals.



## **Ministerial Statement of Responsibility**

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

A handwritten signature in black ink, appearing to read 'Jo Goodhew'.

**Hon Jo Goodhew**  
Minister of Women's Affairs

# Chief Executive's introduction

## **This Statement of Intent reflects a much sharper focus on demonstrable results.**

While the Ministry of Women's Affairs continues to monitor and advise on policy developments that impact on women, a sharper focus on results for our three priorities means we are more proactive in influencing others to take positive action.

The actions needed to achieve positive change for New Zealand women, their families and communities are not directly in the Ministry's control. However, there is much we can do to influence the actions that others take.

A sharper focus on measurable results is also consistent with the Government's expectation of all public sector agencies, following the release of the Better Public Services programme in early 2012.

The Ministry's three priorities continue from 2011: greater economic independence, more women in leadership and increased safety from violence.

We have developed a work programme for each of these to achieve maximum impact for the resources we use and that enables progress to be measured. This includes our ongoing work in nominating women for state sector boards and committees.

The Ministry will continue to focus on the analytical rigour of our core policy advice role and on our ability to generate practical solutions that government agencies and others can act on. While in 2011 the Ministry was ranked first amongst government policy agencies by an external assessor for the quality of our advice, we will continue to strengthen the approaches we use to achieve real change for women.

One aspect of our approach is in providing policy advice on the opportunities, challenges and outcomes faced by different groups of women. These vary across generations, ethnicities, regions and women with disabilities. New Zealand women are increasingly diverse, as are their experiences and outcomes.

External input is critical in ensuring the Ministry's work is relevant and grounded in women's real life experiences, as well as the realities faced by private sector employers and other decision makers. We have always worked alongside relevant government agencies. We are now increasingly working with key women's organisations in a more purposeful way and with private sector business leaders.

The Ministry is well positioned for the medium term. Over the last 12 months we rebalanced our budget and structure to achieve increased policy capability and to ensure we are financially sustainable for the medium term.



## **Chief Executive Statement of Responsibility**

In signing this statement, I acknowledge that I am responsible for the information contained in the Statement of Intent for the Ministry of Women's Affairs. This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriations (2012/13 Estimates) Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.

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

**Rowena Phair**  
Chief Executive

A handwritten signature in black ink, appearing to read 'Gerald Scanlan'.

**Gerald Scanlan**  
Manager, Business Support

# Role, purpose and contribution

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## **The Ministry of Women's Affairs is a policy agency. It is the Government's principal advisor on achieving better outcomes for women, which in turn will have positive benefits for New Zealand**

The Ministry has three outputs: to provide policy advice on issues that impact on women, to provide women nominees for state sector boards and committees, and to manage New Zealand's international obligations with respect to the status of women.

The Ministry recommends actions that government agencies and others can take to bring about positive change for women, their families and communities, and for New Zealand. By continuing the advancement and improvement in the wellbeing of women, New Zealand can achieve widespread economic and social benefits.

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

The Ministry works alongside other government agencies, non-government agencies and the private sector to understand issues, develop solutions, and encourage others to take appropriate action. By influencing and helping others to take action, the Ministry has a greater impact and can achieve more.

New Zealand's reputation on gender equality is strong internationally. International organisations and countries continue to seek New Zealand's advice on improving gender equality. The Ministry continues to have a leadership role in helping other countries achieve greater progress on the role and status of women within their own jurisdictions. This enhances New Zealand's overall reputation, as a progressive, modern economy.

To ensure its outputs are effective, the Ministry monitors progress for women, particularly across its three priorities. This provides a foundation for gauging the effectiveness of existing policies and other interventions, and identifying emerging trends. It also provides useful information for the Ministry's stakeholders and the wider public on the progress towards better outcomes for women.

# Outcomes, strategy and impacts

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**The Government has set ten results for the public sector to achieve over the next three to five years. The results cluster into five themes, four of which relate to the Ministry's priorities:**

- reducing long-term welfare dependency
- supporting vulnerable children
- boosting skills and employment
- reducing crime.

The Ministry's work is focused on three priority outcomes, agreed with the Minister of Women's Affairs:

- greater economic independence
- more women in leadership
- increased safety from violence.

The Ministry's strategy is one of focus and influence. By focusing on a select few indicators of progress within each outcome area, the Ministry is able to harness its own and other resources in a targeted and purposeful way, to achieve the greatest impact. The Ministry pays close attention to the factors that will create change and what is needed to achieve this change. The Ministry is agile in responding to emerging issues and opportunities and has strong cross-sectoral relationships. These factors mean it is able to leverage its unique gendered policy capability to achieve positive change for New Zealand women, families and communities.

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

# Greater economic independence



## INDICATORS

### WOMEN'S INCOME

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

### WOMEN'S QUALIFICATIONS

The percentage of industry trainees who are women, including Māori and Pacific women, will increase from 29 percent.<sup>2</sup>

The percentage of graduates at bachelor level or higher in information technology and engineering and related fields who are women will increase from the range of 21-23 percent.<sup>3</sup>

## RATIONALE

Women can achieve greater economic independence through improved lifetime incomes and a better return on the investment in their skills. Young women, in particular, can make career choices that strengthen their ability to be economically independent over their lifetimes.

Achieving economic independence presents the greatest challenge for women who are dependent on welfare; women who want to move from low skilled, low-paid employment (but lack opportunities to do so); and women who experience violence.

The Ministry's work is focused on enabling women to make informed choices that will lead to better lifetime incomes. Equally important is removing barriers to women's participation in work, such as access to childcare and flexible work arrangements.

## IMPACTS

- Take up by decision makers and opinion leaders of our evidence, analysis and solutions – with a focus on encouraging women to qualify for, enter into and progress in higher skilled and higher paid occupations.
- Identification of practical ways that the skills of young women can be translated into better earnings.
- Improved measures of progress (with a particular focus on developing a robust measure of women's lifetime incomes).

<sup>1</sup> New Zealand Income Survey, June 2011 Quarter

<sup>2</sup> Ministry of Education, Education Counts 2010

<sup>3</sup> Ministry of Education, Education Counts 2010

# More women in leadership

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OUTCOME

## INDICATORS

### WOMEN IN GOVERNANCE ROLES

The percentage of appointees to state sector boards who are women will increase from 41 percent<sup>4</sup> to 45 percent by 2015.

The percentage of appointees to boards of the top 100 companies on the NZSX who are women will climb from 9 percent<sup>5</sup> to at least 10 percent by 2015.

## RATIONALE

There is compelling evidence that greater gender diversity in governance correlates with better decision making and organisation performance, providing economic and other benefits. Having more women in leadership roles ensures a wider range of views for key decisions, and brings stronger connections with customers, stakeholders and investors. There is a need for a dual focus on demand for and supply of women board members.

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

The Ministry also assists women to know about the type of governance roles that align with their skills and interests and how to pursue those roles. The Ministry provides women candidates for vacancies on state sector boards and, on request, for other entities.

## IMPACTS

- Forty-seven percent of appointments to state sector boards over the term of this Statement of Intent are women (to achieve the 2015 target).
- Ownership of and engagement with the case for change by decision makers and opinion leaders, with evidence of action to promote and enable more women in leadership roles.
- Take up by women of the Ministry's information and advice, to be measured by an annual survey of women on the nominations database.

<sup>4</sup> Ministry of Women's Affairs, December 2011

<sup>5</sup> Human Rights Commission, May 2010

# Increased safety from violence



## INDICATORS

### INTIMATE PARTNER VIOLENCE

The percentage of women who experience intimate partner violence at some time in their lifetime will decrease from 25 percent.<sup>6</sup>

### SEXUAL VIOLENCE

The percentage of women who experience sexual violence at some time in their lifetime will decrease from 29 percent.<sup>7</sup>

## RATIONALE

Intimate partner violence and sexual violence are the most common forms of violence against women in New Zealand, and are of great cost to individuals, their families and the economy. The consequences of this violence are widespread and can be long-lasting, with adverse effects on health, relationships, children's welfare and education, employment, productivity, earnings and quality of life.

Some groups of women are at higher risk of violence than others. The fact that many women experience repeated violence is of particular concern.

There are opportunities across government to improve responses to intimate partner and sexual violence.

The Ministry's work is focused on ensuring that a gendered and victim-centred perspective is brought to bear on issues of intimate partner and sexual violence across government, with particular attention to minimising the incidence of revictimisation, and an increasing focus on prevention.

## IMPACTS

- The Taskforce for Action on Violence within Families will include a focus on the gendered nature of intimate partner violence.
- The Ministry's evidence, analysis and advice on preventing and responding to sexual revictimisation of women is incorporated by relevant agencies in their policy and programme development.
- The Ministry's gendered analysis is taken up by decision makers and thought leaders across government, particularly in the justice sector.

<sup>6</sup> New Zealand Crime and Safety Survey, 2009

<sup>7</sup> New Zealand Crime and Safety Survey, 2006

# Measuring performance

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

The Government expects the programme to lead to much closer and more effective working relationships between its agencies, including better coordination and use of performance information.

In this Statement of Intent, the Ministry has selected performance indicators at outcome level for each priority. None of the indicators is completely within the Ministry's control, but each offers an indication of progress on the priorities that we seek to achieve.

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

In the year ahead, we will work closely with these and other agencies that have a common interest in our outcomes, especially greater economic independence and increased safety from violence, to develop more robust measures of progress and ensure that both our work and our measurement is sufficiently aligned to deliver the results that the Government is seeking. The Ministry will focus on both the mechanisms for gathering relevant information, and the quality of that information, to ensure that we are able to identify and report gender-specific impacts.

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

# Operating context

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

That will require closer collaboration, a greater willingness to innovate, smarter use of resources and clarity about the results that constitute success, and how to achieve them.

As a specialist policy agency with a wide brief, the Ministry is well placed to operate effectively in this challenging environment. The Ministry will continue recent changes to its operating model designed to lift both its effectiveness and efficiency. These include a stronger emphasis on the critical few issues within our policy priorities where we can have the greatest influence and add the greatest value, an intentional shift of resources to support this policy engagement, and a more active approach to engaging with partner agencies, within and beyond the public sector, whose collaboration is essential to our success.

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

# Organisational capability

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

The Ministry has been through both internal and external reviews to ensure it has the right strategy, structure and business model to enable cost-effective policy delivery. The Ministry has lifted the quality of its policy advice, independently confirmed by its latest rating from the New Zealand Institute of Economic Research (NZIER), ranking first out of the 22 policy agencies assessed.

The Ministry has clear policy priorities, where it will ensure it can add the greatest value. This Statement of Intent contains new indicators relating to these priorities. The Ministry will implement a monitoring and reporting framework to monitor progress, review at quarterly intervals, and report annually on these measures in its Annual Report.

In 2011 the Ministry was included in the central agencies' Performance Improvement Framework and this has highlighted strengths and areas for improvements. The Ministry has a clear plan to address the areas where improvements are needed and an example is the strong emphasis on results and measurement included in this Statement of Intent.

### **External engagement**

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

A key initiative is the establishment of a formal relationship with the non-government agencies that represent key population groups for women. The NGO Reference Group will provide feedback on the Ministry's direction and strategies, and identify opportunities to work together for mutual interest.

The Ministry will also be examining its communications tools to ensure they are fit for purpose and relevant to the Ministry's audiences. The planned development of the Ministry's website will position the website as an essential platform for communicating with and informing stakeholders on the key priorities.

# Organisational capability (cont...)

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## **Staffing**

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

The Ministry recognises the benefits of diversity in its workforce and leadership, and is fully committed to equal employment opportunities and pay equity. Flexible working arrangements are a common feature among the Ministry's staff.

## **Continual improvement**

Even though the Ministry's efficiency indicators match those of much larger departments, it is committed to ongoing business improvement and identifying smarter and more productive ways of working. The Ministry has a strong focus on reducing large costs such as ICT and accommodation and taking advantage of wider public sector business improvement and procurement initiatives.

## **Capital expenditure**

The forecast capital expenditure for the next three years is primarily for the routine replacement and upgrade of the Ministry's information technology and office equipment, to maintain efficient delivery of services.

The Ministry's planned capital expenditure for 2012/13 is set out in the information supporting the Estimates of Appropriations for Vote Women's Affairs.



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