

The background features abstract, overlapping geometric shapes in various shades of blue, ranging from light sky blue to deep navy blue. These shapes are primarily located on the left and right sides of the frame, creating a modern, dynamic feel. The central area is white, providing a clean space for the text.

Working Together for Better Outcomes

The New Zealand Experience

Some Context about New Zealand

- ▶ Population: 4.79 million
- ▶ OECD Better Life Index: 11th
- ▶ TI Corruption Perception Index: 1st=
- ▶ International Civil Service Effectiveness Index: 2nd
- ▶ Proportional Electoral System
- ▶ Central Govt dominant level of government



Impetus for Public Sector Reform

- ▶ Unsuccessful previous approaches to results-based management.
- ▶ Persistent areas of poor outcomes:
 - ▶ Infant mortality above OECD average;
 - ▶ Burglary and assaults at least 40% above OECD average;
 - ▶ Poor education outcomes for significant minority of school students.
- ▶ Global Financial Crisis put public finances under pressure.
- ▶ Increasing political and bureaucratic appetite for change.
- ▶ Better Public Services Advisory Group Report 2011

Design Principles Used for 2012 Results

- ▶ Results to be important to the government and community.
- ▶ Ministers and public servants to work in partnership.
- ▶ Limited number of results to create focus.
- ▶ Government to be able to influence results.
- ▶ Groups of ministers and agencies to drive results delivery.
- ▶ Results to be able to be easily communicated.
- ▶ Progress to be regularly reported to the Cabinet and public.

Choice of Results

- ▶ Extensive Cabinet involvement and discussion.
- ▶ Decision to select 10 results across five portfolio areas:
 - ▶ Reducing long-term welfare dependence;
 - ▶ Boosting skills and employment;
 - ▶ Reducing crime;
 - ▶ Supporting vulnerable children;
 - ▶ Improving interaction with government.
- ▶ Each result had one or more “targets” - indicators of progress.
- ▶ Ambition levels varied across results but overall very ambitious.
- ▶ Lead Minister and lead Chief Executive assigned to each result.

2012 Results List

1. Reduce the number receiving Jobseeker Support benefits for more than 12 months.
2. Increase participation in early childhood education.
3. Increase infant immunisation rates and reduce the incidence of rheumatic fever.
4. Reduce the number of assaults on children.
5. Increase the proportion of 18 year-olds with high school diploma.
6. Increase the proportion of 25-34 year olds with advanced qualifications.
7. Reduce the rates of total crime, violent crime and youth crime.
8. Reduce the criminal reoffending rate.
9. NZ businesses have a one-stop online shop for all government advice and support.
10. NZers can complete their transactions with government easily in a digital environment.

Example of Result and Target

- ▶ **Result 10:**
- ▶ NZers can complete their transactions with the Government easily in a digital environment.

- ▶ **Target for Result 10:**
- ▶ By 2017, an average of 70 per cent of New Zealanders' most common transactions with government will be completed in a digital environment - up from 24 per cent currently.

Making it Happen

- ▶ Result Action Plans (RAPs) were delivered for each result.
- ▶ They included:
 - ▶ Leadership and governance;
 - ▶ Strategy to improve performance;
 - ▶ Key actions and responsible agencies to improve performance;
 - ▶ Resourcing;
 - ▶ Performance indicators.
- ▶ Ministers and officials regularly reviewed progress and need for further action.
- ▶ Progress assessed at national level and also regional level where necessary.

Innovation Examples

- ▶ Empowering staff in regional areas to develop new partnerships with community and business.
- ▶ Connecting administrative data sets to understand and reach target groups.
- ▶ Piloting different place-based delivery models to support vulnerable children - “Children’s Teams”.
- ▶ Agencies putting aside a portion of their budgets to create start-up funding for new solutions to collective problems.
- ▶ Redesigning interface with government around critical life events (e.g. birth of a child).

Accountability for Performance

- ▶ Six-monthly public reporting important accountability requirement.
- ▶ Results that mattered to New Zealand provided strong motivation for officials.
- ▶ Chief executive performance assessment evolved from individual to collective responsibility for outcomes.

Problems that Emerged

- ▶ Strong incentives for ministers and officials not to act in collective interest.
- ▶ Some results and targets poorly specified.
- ▶ Leaders struggled to lead through influence rather than “command”.
- ▶ Reconciling agency and collective reform agendas.
- ▶ Variable effectiveness of agency clusters.

Refreshing Results and Targets

- ▶ Refreshing targets important to reduce risks of results-based management.
- ▶ Partial refresh of some targets agreed in November 2014.
- ▶ Full refresh of results and targets published in March 2017.
- ▶ Continued with a small set of Results (10).
- ▶ Results near achievement moved out - remained as performance measures for relevant agencies.
- ▶ New results added to address new challenges (e.g. access to housing).
- ▶ Some targets were no longer driving the best actions and needed to be reset.
- ▶ More time needed to achieve results with longer-term targets.

What Progress was Made?

- ▶ Progress was made across all results - three results achieved by 2014.
- ▶ Examples of progress made:
 - ▶ Numbers of infants not receiving vaccinations fell by two-thirds;
 - ▶ Numbers of children not enrolled in early childhood education fell by 50%;
 - ▶ Business effort in dealing with public sector remained higher than private sector but gap almost halved.
- ▶ Not all results were achieved - criminal reoffending rate fell 4.4%, not 25% target.

Trust in Public Services

- ▶ New Zealanders' satisfaction with public services surveyed since 2007.
- ▶ Trust has risen and dissatisfaction has fallen significantly.
- ▶ Trust in public sector brand higher than in private sector.

Year	2007	2016
Trust based on personal experience	67%	79%
Trust in public sector brand	29%	45%

Key learnings

- ▶ Results focus is about culture change.
- ▶ Technical aspects of design and implementation are critical.
- ▶ Created urgency and accelerated learning.
- ▶ Requires strong partnership between Ministers and officials.
- ▶ Ability to innovate has been key to success.
- ▶ Success supported by wider public sector reform agenda.
- ▶ Transparent reporting important for accountability.
- ▶ Refresh regularly to maintain momentum and to correct errors.

Future Challenges

- ▶ Sustaining approach across changes of government.
- ▶ Engaging communities and public sector workforce in setting results.
- ▶ Increasing devolution of public sector decision making to regions.
- ▶ Broadening focus of results-based management.
- ▶ Reform of budget system to support results-based management.
- ▶ Reviewing public sector values to foster a focus on outcomes.

Further Reading and Contacts

- ▶ State Services Commission, *"Better Public Services Advisory Group Report,"* 2011. Accessed at <http://www.ssc.govt.nz/bps-background-material>.
- ▶ State Services Commission, *"Kiwis Count: New Zealanders' Satisfaction with Public Services, December 2016 Annual Report, 2017.* Accessed at <http://www.ssc.govt.nz/kiwis-count>.
- ▶ State Services Commission website <http://www.ssc.govt.nz/better-public-services-next-steps> includes current and previous results, Cabinet papers and minutes, case studies and videos.
- ▶ Scott, R. and Boyd, R., *"Interagency Performance Targets: A Case Study of New Zealand's Results Programme"*, IBM Center for the Business of Government, 2017.
- ▶ Contact Iain Rennie - iainrennie@icloud.com.