




IPANZ Gen-i Public Sector
**Excellence
Awards
2014**

2014 Award Winners

www.ipanz.org.nz





Welcome from the Prime Minister

*It is my great pleasure
to welcome you to the
2014 Public Sector
Excellence Awards.*

*These awards recognise outstanding public sector
performance, and acknowledge the contribution that
public sector professionals make to our country.*

*Congratulations to all of this year's award winners and
nominees. These awards are an opportunity to celebrate
and reward excellence in New Zealand's public sector.
By celebrating your success we can inspire others.*

*A strong, resilient, and innovative public sector is vital
for New Zealand's future. Delivering better public services
is one of this Government's four priorities, and we are
committed to ensuring you have the tools and support
you need to make a difference.*

*Let me also thank IPANZ and Gen-i for organising the
Excellence Awards, along with the sponsors who make
the event happen.*

*I hope you have an enjoyable evening, and congratulations
once again to tonight's winners.*

Best wishes,



*Rt Hon John Key
Prime Minister*

Introducing IPANZ and our key sponsors

These Awards play an important role in celebrating and inspiring public sector successes. Thanks to IPANZ and these key sponsors who help make it happen.

Organiser – IPANZ

IPANZ is a not-for-profit, membership organisation promoting improvements in public policy and in administration and management across New Zealand's public sector. It has been in existence since 1936 and is one of the country's leading professional organisations for public servants.

Its membership includes individuals and over 100 organisations from across the public sector, representing central and local government agencies, Crown entities, universities and other academic institutions, and those in the private sector with an interest in building and maintaining a strong public sector in New Zealand. The total number of staff in these member organisations is over 105,000.

IPANZ arranges a variety of events and activities, including seminars, discussions, lectures and training sessions. Through these activities IPANZ provides: a platform for vibrant debate on emerging and controversial issues; and a forum for networking, ideas, learning and development. It also celebrates excellence in public administration and management in New Zealand.

IPANZ's points of difference are the willingness of its members to share their vast knowledge and experience with others in the public sector, bringing a practitioner's view of the issues today and tomorrow.



Lead Sponsor – Gen-i

Gen-i (soon to become Spark Digital) is the lead sponsor for the 2014 IPANZ Gen-i Public Sector Excellence Awards. Given our close partnerships with a wide range of public sector entities throughout New Zealand, we are thrilled to work with IPANZ on these Public Sector Excellence Awards once again. We are passionate about unleashing the potential of all New Zealanders and we look forward to our continued association with IPANZ in making these Awards another huge success.

Advances in technology are creating opportunities for New Zealand Government organisations of all sizes to improve the way they operate. At Gen-i we provide fit-for-purpose ICT solutions to 78% of Government agencies. Gen-i is at the forefront of helping government agencies take advantage of the convergence of IT and telecommunications, and the new opportunities this makes possible.

As we move toward our brand change in August, we are working hard to deliver our customers an incredible future of digital services focussed around Cloud infrastructure, mobility, managed ICT and Platform as a Service. www.gen-i.co.nz



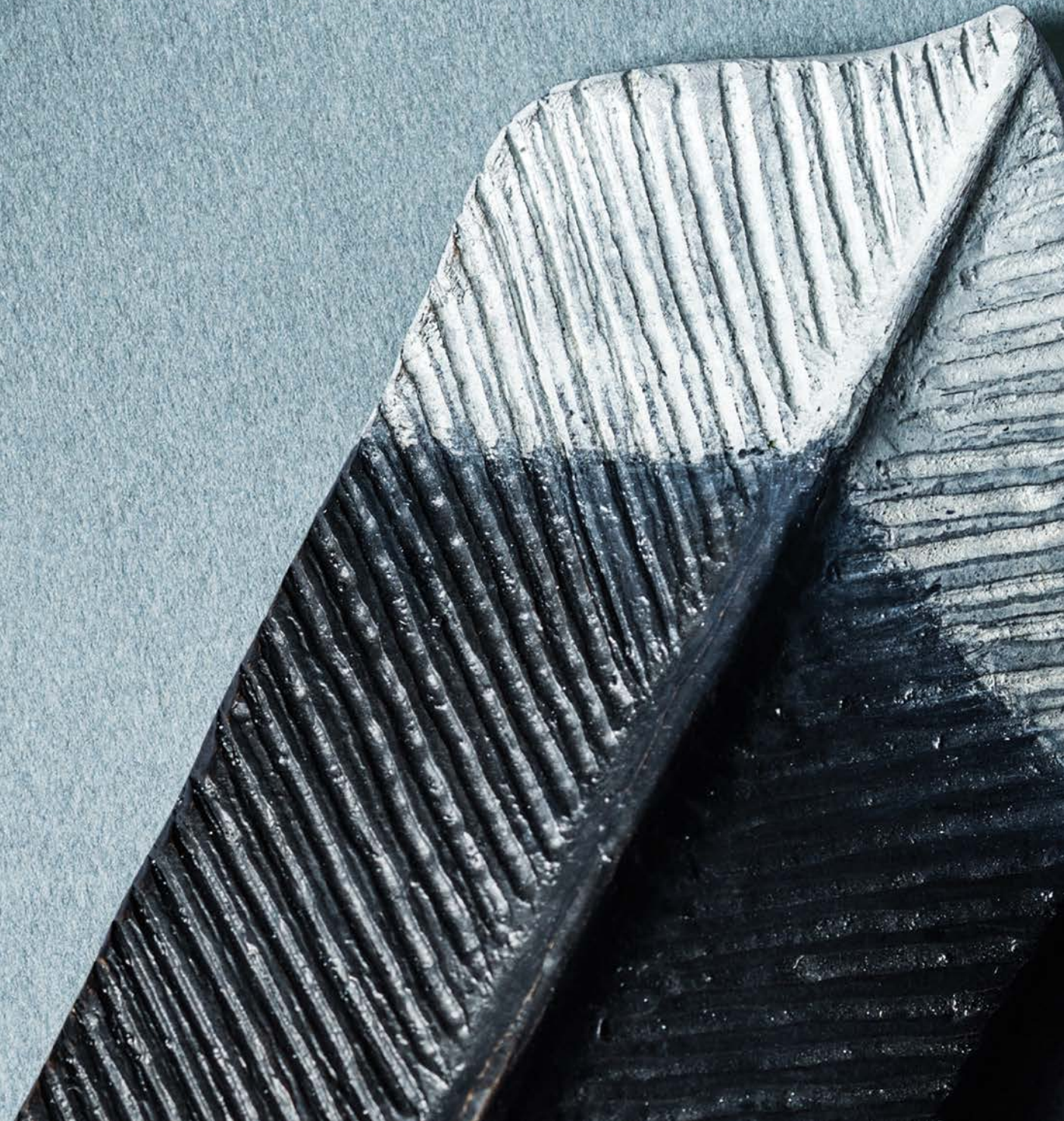
Event Sponsor – PwC

PwC provides change management, assurance, risk and analytical support to public sector agencies. Our work brings us into daily contact with the intelligence and passion for results of those who work in our public service. We are proud to sponsor these Awards and help to recognise the talent and contributions of those of you who work tirelessly to make New Zealand a better place.



*Ma te huruhuru,
ka rere te manu*

Adorn the bird with feathers so it may fly



Thank you to our judges



Top row: (from left): Helen Algar, Mike O'Donnell, Stuart Douglas, Fiona Ross.
Bottom row (from left): Sally Munro, The Right Honourable Sir Anand Satyanand, Deb Gilbertson, and Dr Pauline Kingi

Helen Algar

Convener of the Judging Panel, Independent Consultant and Director. Helen works with public sector entities in relation to governance, accountability and funding arrangements. She has served on various boards, is a member of the IOD and a Trustee of Refugee Trauma Recovery. During 20 years of public sector management, Helen was awarded a Public Sector Senior Management Fellowship and attended executive programmes at Darden Business School, the Aspen Institute and INSEAD. Helen is a former IPANZ Board member.

Mike O'Donnell

Chief Operating Officer – Trade Me, Professional director and newspaper columnist. Mike “MOD” O'Donnell has been involved in a range of digital businesses over the last 10 years and has also worked in investment, communications and marketing.

Stuart Douglas

Sector Improvement Manager, New Zealand Society of Local Government Managers. Stuart has over 30 years experience in the public service, in three different countries, covering operations, strategy, policy and project management. He has worked across the leisure, community, child and youth, arts, sports, education and environment sectors.

Fiona Ross

Deputy Secretary, Budget & Public Services. Fiona leads the Treasury’s work to raise living standards by helping to ensure the government’s finances are well managed, and overseeing advice in the areas of justice and security, health, earthquake coordination, and the performance of the public sector as a whole. She has been actively involved with a number of not-for-profit groups focused on the issues of sexual abuse and women’s sport and fitness.

Sally Munro

Director, Munro Duignan Ltd. Sally Munro is a consultant specialising in public policy and public management with a strong background in strategic policy advice. Sally has previously held general manager positions in government policy and operations, and was also a policy advisor in the Department of Prime Minister and Cabinet. In her current role Sally works with a wide range of public agencies, with a strong focus on supporting cross-agency initiatives.

The Right Honourable Sir Anand Satyanand

GNZM QSO, KSLJ. Sir Anand completed office as New Zealand’s 19th Governor-General in August 2011 and has resumed a modest amount of association with projects in the public sector and the general community. He is able to draw on membership of a considerable number of community organisations, and experience as a lawyer, Judge and Ombudsman. He currently chairs the Commonwealth Foundation and is Patron of Transparency International.

Deb Gilbertson

Director, Te Kaihau Ltd. Deb is a consultant specialising in fostering innovation in the public sector – the process of making new ideas happen. She is a teaching fellow at Victoria University of Wellington in management, marketing and innovation, and leads a global leadership programme engaging participants from 83 countries.

Dr Pauline Kingi CNZM.

Dr Pauline Kingi joined the Department of Māori Affairs in 1981 as the District Solicitor for the Auckland Office. She completed a Harvard Masterate of Laws in 1984 and following graduation, was a United Nations Fellow with the Security Council Division of the UN, based in New York. In 2013 she received an Honorary Doctorate from the Auckland University of Technology in recognition of her outstanding and sustained contribution to Education and Māori Advancement and her long service to the Auckland University of Technology.



Kaua e rangiruatia
te hāpai o te hoe;
e kore tō tātou
waka e ū ki uta.
Don’t paddle out of unison;
our canoe will never reach the shore.



Finalists

The standard of entries into this year's Awards was very high indeed – all of our Finalists can be exceptionally proud of their achievements.

2014 finalists

The Justice Sector Award for Integrity and Trust

Recognising the importance of integrity and trust in our public sector.

Leading by backing others to win – Ministry of Education

To improve trust in the education sector, the Ministry of Education redefined its role – rather than being seen as the leader, it would back those leading education in New Zealand – school principals. At the same time the project ensured more input from the education sector and the community into the education system.

Information Sharing between Inland Revenue and Ministry of Social Development – Inland Revenue and Ministry of Social Development

This cross-agency initiative enables the two agencies to share information to help ensure that beneficiaries receive the right amount and incur less debt. It also means there are fewer opportunities for fraud. Statistics reflect the success of the project and as a result New Zealanders can have greater confidence in the integrity of the tax and welfare systems.

Enterprise Risk Management at RBNZ – Reserve Bank of New Zealand

In the wake of the Global Financial Crisis, the Reserve Bank recognised the need for an Enterprise Risk Management Model to manage the risks associated with the Bank's wide range of policy and operational functions. The leading edge model underpins the integrity of the Bank's operations and provides stakeholders with confidence in its ability to deliver its services.

The Te Puni Kōkiri Award for Excellence in Crown- Māori Relationships

Recognising the complex and diverse range of relationships that exist between Māori and Government.

Tuia – Environment Canterbury

Tuia – which means joined together, arm in arm, is a partnership between Environment Canterbury and Ngai Tahu. Together they have develop innovative practical solutions to build a trusting working partnership where they can address unresolved historic issues, and ensure an environment where these issues won't happen again.

Ngāti Hauā Settlement of Non-Raupatu Historical Claims – Ministry of Justice

The Ministry worked with Ngāti Hauā to successfully meet their request for a much more rapid Treaty settlement process than usual. The deadline was met through a high level of trust between the parties and a commitment to open and constructive negotiations. With their settlement finalised, Ngāti Hauā can now focus on post-settlement development.

The Turning of the Tide: A Whanau Ora Crime and Crash Prevention Strategy 2012/13 to 2017/18 – New Zealand Police

Having supported iwi with a number of local crime and crash prevention plans, New Zealand Police set out to work with Māori to develop a joint national strategy: The Turning of the Tide. The suite of initiatives to reduce the numbers of Māori being victimised, entering and re-entering the justice system, and dying on our roads is on track to meet the series of outcomes identified.

2014 finalists continued

The Treasury Award for Excellence in Improving Public Value through Business Transformation

Acknowledging those who have responded to the call for “smarter, better public services for less”.

Canterbury Health System Integration – Canterbury District Health Board

Canterbury District Health Board recognised the need for a more integrated health system with less reliance on the hospital as the first port of call, including better use of general practice services where appropriate, and more services provided in the home. This more integrated way of working means people are receiving the right care in the right place at the right time, from the right person.

World Leading Online Passport Renewal Service – Department of Internal Affairs

With the introduction of a new IT system to deliver the world’s first entirely online adult passport renewal service, the DIA has made it faster and cheaper for New Zealanders to renew their passports. Not only is the new process much simpler and more convenient for customers, there are also substantial cost and time efficiencies allowing staff to focus on assisting customers and saving an estimated \$52 million over 10 years.

The LINZ Data Service – transforming the release of valuable data – Land Information New Zealand

With the New Zealand Geospatial Strategy highlighting the substantial value to New Zealand of improving access to the public sector’s geospatial resources, LINZ established the first standards-compliant service in New Zealand to provide free access to government-held data. The service delivered on its objectives of improving access to LINZ data, stimulating growth and innovation, and being fully compliant with the standards.

Welfare Reform Programme – Ministry of Social Development

The Ministry was responsible for implementing the Government’s welfare reforms aimed at making the system more modern and work-focused, and helping reduce long-term welfare dependency. The major reforms transformed nearly every part of the Ministry. They included moving 370,000 clients to a new benefit, working under a new operating model, and a new way of conversing with clients and employers.

Police Model – Prevention First: paving the way for Police to reinvest time freed from Policing Excellence initiatives into preventative activity – New Zealand Police

Prevention was brought to the forefront of everything Police do. All staff were encouraged to look at ways to include prevention activities as part of their everyday work. With a significant increase in prevention measures has come real benefits for New Zealanders – not only are we seeing a reduction in crime, there is also an increase in Police visibility in our communities.

The Microsoft Award for Excellence in Digital Government

Recognising outstanding performance and achievement in the use of information and communications technologies in the daily business of government.

Infrastructure as a Service – Department of Internal Affairs

Infrastructure as a Service aimed to get more value out of the Government’s ICT services by rationalising assets across agencies, leveraging economies of scale, and looking at a range of ways to make the Government’s ICT systems more cost-efficient. The direct savings are a testimony to the success of this project – they have reached \$16.6 million against a project cost of \$3 million.

NZAUCONNECT Mobile App – Ministry of Business, Innovation and Employment

The Companies Office at the Ministry worked with its Australian counterpart, ASIC, towards developing a single mobile search tool that would allow searches of the companies registers of both countries. As well as offering mobility and convenience to customers, this project leveraged the economies of scale of both countries working together and sets a platform for more ambitious future collaboration.

Literacy and Numeracy for Adults Assessment Tool – Tertiary Education Commission

New Zealand’s low levels of literacy and numeracy are a real barrier to building a competitive, skilled and productive workforce. The TEC developed an online Assessment Tool that can be used wherever adults learn. For the first time, learners, educators, tertiary institutions and government have reliable evidence of progress in developing literacy and numeracy skills.

The State Services Commission Award for Excellence in Achieving Collective Impact

Recognising outstanding collaborative effort and performance, shared accountabilities and achievement of joint results for New Zealand and New Zealanders across clusters of agencies.

Rolleston Construction Yard – Department of Corrections and Housing New Zealand Corporation

Houses from Christchurch’s residential red zone are being trucked to Rolleston Prison for refurbishment by prisoners and community-based offenders. This collaboration has great community benefits with the refurbished houses contributing to the Canterbury rebuild, while the skills the prisoners are learning will help them to gain sustainable employment after their sentencing – an important factor in reducing re-offending.

Hutt Valley Justice Sector Innovation Project – Ministry of Justice, New Zealand Police and the Department of Corrections

The three agencies involved in this project set out to tackle crime in the Hutt Valley by working together to streamline services and share their local knowledge to develop solutions to local problems. Statistics demonstrate this close collaborative relationship has been highly successful with substantial reductions in crime – the Hutt Valley is now a safer place to be.

IRIS Development Project – Waikato Regional Council

Six regional councils worked with Datacom Systems Limited to develop a software package designed specifically for regional council use – IRIS (Integrated Regional Information System). All six councils were highly committed to the project, which they would have not been able to afford to achieve individually. With emphasis on trust and collaboration, it has been highly successful and the software is already in use in four of the councils.

2014 finalists continued

The State Services Commission and the Leadership Development Centre Award for Improving Performance through Leadership Excellence

Recognising excellence in identifying, developing and supporting high-potential individuals.

Our Values, your Values – Waitemata District Health Board

In response to poor organisational performance compared to other large DHBs, Waitemata developed a new organisational purpose and values, working across the organisation on how staff could reflect those values in their everyday work. The project also incorporated the perspectives of patients, whānau and the community. Organisational performance has improved dramatically with the DHB in surplus for the last 3 years and health targets also improving significantly.

Transition – A Cross-Agency Leadership Development Programme – New Zealand Police, Ministry of Social Development, New Zealand Defence Force and Inland Revenue

Having identified a gap in leadership development offerings, in particular for large agencies, a working group was set up to develop a leadership programme. TRANSITION participants have the opportunity to gain an understanding of the wider public service. Benchmarking, participant feedback and evaluations have highlighted the success of this programme.

Management Development Programme – Western Bay of Plenty District Council

The leadership team at the Council identified a need for a development programme for middle managers to become effective leaders for the business, and inspire and lead staff. Training opportunities have seen a significant increase in workplace engagement by managers and related improvements in the overall performance of the business and satisfaction of customers. The programme has also allowed the Council to act as a mentor to other local authorities and organisations.

The Victoria University of Wellington School of Government Award for Excellence in Public Sector Communications

Recognising the design and delivery of innovative public sector communications strategies that have significantly increased public awareness of a Government objective.

2013 Long-Term Fiscal Project – The Treasury

In advance of its 2013 Statement on the Long-Term Fiscal Position, the Treasury launched a public engagement strategy with initiatives to target new audiences and encourage discussion and debate around the long-term fiscal challenges facing New Zealand. There is now a national debate on how to manage these long-term challenges and recognition that the Treasury doesn't have all the answers – this is an issue for all New Zealanders.

All Right? – Canterbury District Health Board

Canterbury District Health Board launched a series of mini campaigns designed to help support people's mental health and wellbeing in the aftermath of the Canterbury earthquakes. Simple messages that encourage people to take care of themselves and others have had a big impact – 51 percent of people surveyed were aware of the campaign and of those, 41 percent said it made a difference to how they felt and what they chose to do.

Safer Summer – Speed Enforcement Campaign – New Zealand Police

Police set out to cut the number of accidents last summer by enforcing a reduced speed enforcement threshold of 4 km over the speed limit. A wide range of communications tools were used to promote the message to New Zealanders and the reduction in numbers of people speeding and, more importantly, deaths on our roads over that period tells us just how effectively the message was communicated.

The Ministry of Business, Innovation and Employment and The Treasury Award for Excellence in Regulatory Systems

Recognising an agency that has applied regulatory systems thinking to ensure that the outcomes of a regulatory system are achieved effectively.

‘Keeping the lights on’ – ensuring the security of New Zealand’s electricity – Electricity Authority

In the past, when our hydro lakes were low, the onus was on the consumer to save electricity to avoid blackouts. However, a series of regulatory initiatives has seen the onus shift back towards suppliers, including a customer compensation scheme and financial stress testing regime. The initiatives have been highly successful – during dry periods over the past two years there was no call for consumer savings and no costly media campaign.

Digital Child Exploitation Filtering System (DCEFS) – Department of Internal Affairs

The Department worked with private sector providers to make it more difficult to access child sex abuse material through a filtering system developed in partnership with ISP providers. By reducing the market for such material, fewer children suffer from abuse. At the same time, this is a tool to educate the public about this type of offending and the harm it causes.

Alternative Environmental Justice – Environment Canterbury

Environment Canterbury has come up with an innovative approach to dealing with environmental offences within its catchment. Offenders and victims are brought together to discuss the offence and how it might be remedied. Offenders have a greater understanding of the impacts of their actions, and remediation requirements are designed to benefit the community rather than simply to punish the offender.



Winners

“Participating as a judge in the IPANZ Awards competitions, is time consuming and exacting as the intensity and quality improves year on year, but once finished, the tasks involved enable satisfaction at seeing the Public Sector performing well in the interests of New Zealand society. Best of all it enables a pulse taking of a vital part of New Zealand life.”
The Right Honourable Sir Anand Satyanand

2014 winners



The Justice Sector Award for Integrity and Trust

**Leading by backing others to win.
Ministry of Education**

Solving the complex education challenges faced by New Zealand was becoming increasingly difficult in an environment of ill will and mistrust between the Ministry and various education sector groups. Principals would be recognised as the leaders in the sector, the Ministry's role would be redefined to support them and back them to win, and the community and the sector would have more input into education. Several examples of this new approach in action have demonstrated improved trust and resulted in increased public confidence in the Ministry.



The Te Puni Kōkiri Award for Excellence in Crown- Māori Relationships

**Ngāti Hauā Settlement of Non-Raupatu
Historical Claims. Ministry of Justice**

Ngāti Hauā's request for a Treaty settlement within seven months was a tall order given that the full Treaty negotiation and settlement process generally takes 3–4 years. To achieve such a tight timeframe required a high level of trust between the Ministry and Ngāti Hauā and a commitment to open and constructive negotiations. Streamlined processes, a specialised negotiation team and an innovative approach all contributed to meeting the deadline. Ngāti Hauā can now focus on post-settlement development, while a strong platform has been set for more rapid resolution of all Treaty claims.



The Treasury Award for Excellence in Improving Public Value through Business Transformation

Police Model – Prevention First: paving the way for Police to reinvest time freed from Policing Excellence initiatives into preventative activity. New Zealand Police

The goal of 'Prevention First' is to redirect Police resources so that crime and crash prevention is at the forefront of everything Police do, ultimately enabling them to provide a better service to their communities. At the heart of this is encouraging all staff to look at prevention opportunities as part of their everyday work. As a result, crime prevention activities have increased by more than 5% – this in turn has led to an increase in visibility of Police within communities and a reduction in crime.



The Microsoft Award for Excellence in Digital Government

Infrastructure as a Service. Department of Internal Affairs

This project aimed to rationalise government ICT assets and make ICT services for government agencies more effective and cost-efficient. A 'pay-as-you-use' system, was introduced, and volume discounts were leveraged by combining the demand from multiple agencies. In addition, setting a platform for moving to a cloud computing model provided the foundation for further cost and service benefits. This highly innovative and collaborative project now has 52 agencies signed up, and direct savings have reached \$16.6 million against a project cost of \$3 million.



The State Services Commission Award for Excellence in Achieving Collective Impact

Hutt Valley Justice Sector Innovation Project. Ministry of Justice, New Zealand Police and the Department of Corrections

A project between multiple justice sector agencies set out to reduce and prevent crime in the Hutt Valley through frontline cooperation. A range of initiatives was developed to deal with people with complex and interrelated needs, and local knowledge was used to solve local problems. Results are impressive – 2013 saw a 10% reduction in violent crime against a national figure of 3%. There were also substantial reductions in the numbers of people charged and imprisoned, and in the number of people reoffending.



The State Services Commission and the Leadership Development Centre Award for Improving Performance through Leadership Excellence

Joint winners:

Transition – A Cross-Agency Leadership Development Programme. New Zealand Police, Ministry of Social Development, New Zealand Defence Force and Inland Revenue

Project participants build leadership capability by gaining an understanding of the wider public service, building relationships, and developing strategic insight and innovation.

Management Development Programme. Western Bay of Plenty District Council

This innovative leadership development programme has seen a significant increase in workplace engagement by middle managers, and improvements in customer satisfaction and the overall performance of the business.



*Victoria University of
Wellington School of
Government Award for
Excellence in Public
Sector Communications*

***Safer Summer – Speed Enforcement Campaign.
New Zealand Police***

Determined to reduce the carnage on our roads, Police enforced a reduced speed enforcement threshold of 4 km from 1 December 2013 to 1 January 2014. An advertising campaign, a PR campaign to generate media presence, social media activity and even a board game for children were all part of a communications campaign to get the message out. The result: our safest summer ever, with significant reductions in the numbers of people speeding and, most importantly, 26% fewer deaths on our roads compared to the corresponding period the previous year.



*The Ministry of
Business, Innovation
and Employment and
The Treasury Award for
Excellence in
Regulatory Systems*

***Alternative Environmental Justice.
Environment Canterbury***

This new scheme unique in New Zealand offers an innovative means of dealing with environment offences. At its heart is a desire to ensure any good from actions taken against offenders makes its way back into the community. Offenders and victims are brought together to discuss the offence, its impacts and possible remedies. The results to date include greater levels of remorse on the part of offenders, enhanced community engagement and reductions in fines and convictions.

*Prime
Minister's
Award*





Prime Minister's Award For Public Sector Excellence Police Model – Prevention First, New Zealand Police

Congratulations to New Zealand Police's Prevention First programme in winning the Prime Minister's Award for Public Sector Excellence for 2014.

The Judges noted in particular that the project demonstrated strong leadership and a systematic approach to culture change to focus on prevention first. It featured a very effective combination of frontline innovation and a strong performance management framework. An excellent and clear vision and good use of innovative practices ensured results were put first and foremost.

Tangible results from Prevention First include a 17.5% reduction in crime equating to 77,355 fewer offences. These statistics mean fewer victims of crime, and a significant reduction in the costs of crime on society.

A true demonstration of excellence in both what was achieved and how it was achieved, Prevention First is a thoroughly deserving winner of the Prime Minister's Award.

A graphic for the New Zealand Police's 'Prevention First' National Operating Strategy. The top half features a police officer in a high-visibility vest and cap looking at a mobile device. The bottom half contains three smaller images: a police officer talking to two children, a police officer in uniform, and two men sitting on a bench. Text overlays include the title 'Prevention First NATIONAL OPERATING STRATEGY', the New Zealand Police logo, the tagline 'Safer Communities Together', and two quotes from Commissioner Mike Bush.

Prevention First

NATIONAL OPERATING STRATEGY

 **New Zealand
POLICE**
Nga Pirihimana O Aotearoa

Safer Communities Together

"We're now a Police service with a clear focus on crime prevention – driving down crime through a purposeful focus on repeat victims, offenders and locations."
Commissioner Mike Bush

"Prevention First works best when partner agencies and iwi are involved. Having a good working relationship with other agencies is critical."

Thanking our sponsors

Category sponsors

Thank you to Microsoft, The Treasury, Te Puni Kōkiri, State Services Commission, Justice Sector, Ministry of Business, Innovation and Employment, Leadership Development Centre and Victoria University of Wellington School of Government



Justice Sector



SCHOOL OF GOVERNMENT
Te Kura Kāwanatanga

Other sponsors

Thank you to SOLGM – our judging sponsor, Lion – our beverage sponsor and Scenario – our design sponsor.



SCENARIO

The story behind the huia

The design for the 2014 IPANZ Gen-i Public Sector Excellence Awards is based on a huia feather. Huia feathers were worn by Māori Chiefs and later given as a token of respect. The shape also represents a waka hoe – an oar – a symbol of teamwork and leadership.

The concept and design was by Scenario (scenario.co.nz) who collaborated with Auckland artist and jeweller, Lisa West to create the trophy for the winner of the Prime Minister’s Award.



