



# EX CEL LEN CE

**Deloitte.**

IPANZ PUBLIC SECTOR  
EXCELLENCE AWARDS 2017



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From the  
Prime Minister

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Event Sponsors

# TRUE LEADERS LIGHT THE WAY





# From the Prime Minister

Welcome to the 2017 Public  
Sector Excellence Awards,  
and congratulations to all the  
winners and nominees.

These awards celebrate outstanding  
performance and innovative thinking  
in New Zealand's public sector.  
New Zealand's public service  
is one of the best in the world  
as the work we are celebrating  
here tonight demonstrates.

The Government values the work  
public service professionals are  
doing to change the lives of those  
who most need it. This work enables  
individuals and our country as a  
whole to have a more positive future  
and I thank you for your efforts.

Have a wonderful evening.



Rt Hon Bill English  
*Prime Minister*

# Lead Sponsor

Deloitte is proud to be principal sponsor of the IPANZ Public Sector Excellence Awards. As a foundation partner of IPANZ, we are committed to supporting excellence in public policy, administration and management in the sector.

In the past decade, New Zealand has faced a number of major shocks, including the global financial crisis and devastating earthquakes in Canterbury and Kaikoura. While the country has survived the disruption, these events have undoubtedly chipped away at the resilience of many Kiwi households.

We know there will continue to be more shocks and disruption in the future and we believe building up household resilience is essential to ensuring our wellbeing as a country. The public sector plays an important leadership role in this effort. It sets policy and facilitates many of the underlying aspects of household resilience; including in social welfare, health, education, financial regulation, trade, infrastructure and macroeconomic policy – to name a few.

The pace of change will continue to challenge existing operating models in the public sector. In particular, shifting the way government provides client-centred services will continue to require a more multidisciplinary approach. More and more the initiatives featured in these awards reflect policy makers taking this broader perspective.

Deloitte will continue to team up with the public sector to try to address these important questions together, making an impact that matters for New Zealanders.

Publicly recognising and celebrating success along the way is an important part of this journey. We congratulate all finalists and winners of the 2017 Deloitte IPANZ Public Sector Excellence Awards.





CONNECTIONS  
MAKE UP  
OUR  
UNIVERSE

The background is a dark teal color, speckled with numerous small, bright white stars of varying sizes. A constellation of thin, light teal lines is drawn across the right side of the image, connecting several points to form a geometric shape. The text is centered on the left side of the image.

STARS  
CANNOT  
SHINE  
WITHOUT  
DARKNESS



# Event Organiser

**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 1934 and is one of the country's leading professional organisations for public servants. Its membership includes individuals and 159 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 158,000. 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.



# 2017 Awards Judging Panel

Thank you to the 2017  
judges, for your  
commitment to making  
the Awards a success.



**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. Helen served for 20 years in policy-focused public sector senior management roles, and is a former IPANZ Board member



**Deb Gilbertson**

Deb, Director, Te Kaihau Ltd, 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 93 countries.

**Sally Munro**

Sally Munro, Director, Munro Duignan Ltd 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.

**Sir Anand Satyanand**

Sir Anand Satyanand is a Wellington resident, now of some years, following completion of Governor-General office in 2011. He maintains three layers of activity; patronage of small number of community organisations the Wellington Jazz Club, Friends of Fiji Health and the New Zealand Youth Mentoring Network; giving advice of which two examples are being a judge in the Public Sector Excellence Awards and likewise in the annual Sir Peter Blake Awards; and in maintaining an exotic layer for example being a Visiting Fellow at the University of Auckland Law School and this year chairing the Commonwealth Observation Group of the National Elections in Papua New Guinea.

**Anne Hawker**

Anne is currently the Principal Disability advisor at the Ministry of Social Development, ensuring the voice of disabled people is included in all activity across the MSD. She is leading the work through the Lead Toolkit on increasing the employment of disabled people in the public sector and especially attracting young people to the public sector.

Anne has been involved in the disability sector for 40 years including the first woman president of Rehabilitation International.





### **Ashley Mudford**

Secretariat Lead, ICT Partnership Framework, working with Colin MacDonald, GCIO. Ashley supports the evolution of the ICT partnership framework which is a collaboration of 53 Chief Executives and senior public servants working together to transform the public service focused on the needs of the digital customer. His passion is enabling business transformation through the use of technology which he has undertaken through a number of environments and roles in both the public and private sector over many years. Roles have included CIO, senior manager, change manager and teacher. He has a Masters degree in Education, majoring in psychology, and a strong interest in cooking and restoring old houses.



### **Finoa Ross**

Fiona is Chief Operating Officer and Deputy Secretary Strategy, Performance and Engagement, The Treasury. Fiona re-joined the Treasury in 2011. She helps to raise living standards by ensuring the Treasury operates effectively as an organisation.

Fiona has over 20 years' experience in the public service, with particular expertise in state sector reform. After initial positions at the Ministry of Education and the Ministry of Women's Affairs, Fiona joined the Treasury as a senior policy analyst in 2000. In 2002 she moved to the UK where she held various roles in the civil service, including leading major change initiatives focused on efficiency gains and service improvements. Fiona returned to the Treasury to lead the Better Public Services Programme, the government's flagship programme to improve outcomes for New Zealanders.

Fiona holds an Honours degree in Arts and a Master's degree in Public Policy, both from Victoria University of Wellington. 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.



### **Michelle Hippolite**

Michelle Hippolite hails from Waikato, Rongowhakaata and Te Aitanga-a-Māhaki iwi. She has been Toihautū – Chief Executive of Te Puni Kōkiri since December 2012. During this time she has led the process to transform Te Puni Kōkiri to a new way of working to achieve the organisation's long term outcomes.

Michelle has held senior roles in the Public Service and wider State sector. A career highlight was providing leadership in government on the establishment of the Māori Television Service, and for strategies around te reo Māori.

Immediately prior to joining Te Puni Kōkiri she was Kaihautū at Te Papa Tongarewa for four years.

Michelle is currently the Public Sector Trustee on the EEO Trust and is Chair of Te Kura Māori o Porirua, a kura-a-iwi in Porirua.





### **Karen Thomas**

Karen has been Chief Executive at SOLGM for 6 years and has responsibility for fulfilling SOLGM's vision to promote and support professional excellence in local government. SOLGM provides guidance and practice advice to local government management and offers an extensive range of professional development and leadership programmes to managers of all levels throughout the country.

Karen's previous roles have included Chief Executive at the Royal New Zealand College of General Practitioners and Regional Assistant Commissioner at the State Services Commission where she led the development of the proposal to establish the Australia and New Zealand School of Government (ANZSOG), a world-leading educational institution.



### **Michael Macaulay**

Michael Macaulay is Associate Dean for Professional and Executive Education at the Victoria Business School (VUW). He is currently a Visiting Professor at the Universities of Sunderland (UK) and York St John (UK), and is a former VP at the University of Johannesburg (South Africa). He has published widely in the field of ethics and integrity. Michael is currently Associate Managing Editor for the Taylor & Francis journal, Public Integrity, and sits on the editorial boards of numerous international journals. He is the co-chair of the European Group of Public Administration (EGPA) permanent study group on integrity and quality of governance. Michael has worked with numerous government agencies and NGOs in New Zealand and internationally, including the NZ Police, the United Nations Office on Drugs and Crime (UNODC) the Council of Europe and Transparency International. He has represented New Zealand at the numerous international summits for the open Government Partnership.



### **Adele McLean**

Adele McLean is the Sector Manager for the State Sector at Skills, the largest Industry Training Organisation (ITO) in New Zealand. Skills has been operating for 25 years, working across a broad range of industries to improve the capabilities of the country's workforce. Adele works with State Sector business partners to support the delivery and management of workplace training programmes which build competencies. These include the Ministry of Social Development and the Department of Conservation, amongst others. Her passion for lifelong learning and professional development include previous roles as Engagement Manager at Careers New Zealand based in Wellington, and over 10 years' experience in the tertiary sector as Academic and Operations Manager at NorthTec - Tai Tokerau Wananga, based in Whangarei.







# FIN ALIS TS

# Building Trust and Confidence in Government

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

## **Reflections from our audits: Governance and Accountability – a guide for Parliament and the Public**

*Office of the Auditor-General*

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The Auditor-General (then Lyn Provost) used this report to provide clear guidance to public entities to improve their governance and accountability practices. It identifies eight essential elements of good public sector governance and highlights emerging trends, such as new reporting standards, that present challenges and opportunities. The report has been widely used and many in the public sector are using its lessons to improve their own governance arrangements, in turn strengthening their accountability to the public.

## **Security Response Programme**

*Ministry of Social Development*

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The tragic deaths of two Ministry of Social Development workers in its Ashburton office on 1 September 2014 changed the way MSD viewed safety and security. Two months later MSD set up the Security Response Programme to respond to the changing health, safety and security environment, including new legislation. A comprehensive programme including a new model for health, safety and security and targeted training for staff has helped restore public confidence and trust in MSD's safety systems to 90%.

## **Community Safety Patrols**

*New Zealand Police*

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Community Safety Patrols are made up of volunteer recent migrants who work alongside Police. In recent years the Police have worked innovatively to build trust and confidence with migrant communities, many of whom have negative perceptions of police. The Auckland patrol has 210 volunteers from 43 ethnicities, speaking 56 different languages; and the patrol programme has expanded to Wellington and Canterbury. Over 85 patrollers are now Police officers, increasing Police's diversity and ability to connect with ethnic communities.





1 Reflections from our audits: Governance and Accountability - a guide for Parliament and the Public

2 Security Response Programme

3 Community Safety Patrols

# Excellence in Crown-Māori Relationships

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

## **Te Urewera – DOC Tūhoe Partnership**

*Department of Conservation and  
Te Uru Taumatua*

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Working together, the Department of Conservation (DOC) and Tūhoe reached a unique Treaty Settlement which granted Te Urewera its own legal personhood. Te Urewera comprises over 2,000 square kilometres of native forest. A board was created, which speaks for the land and tangata whenua and manuhiri (visitors) must take responsibility for the lifestyle pressures placed upon Te Urewera. Tangible successes include: Tūhoe infrastructure development, growing leadership and innovative DOC practices.

## **He mātaītanga kotahi kia ora ai koe – one free scan to save your life. The Waitemata AAA Screening Pilot for Māori**

*Waitemata District Health Board*

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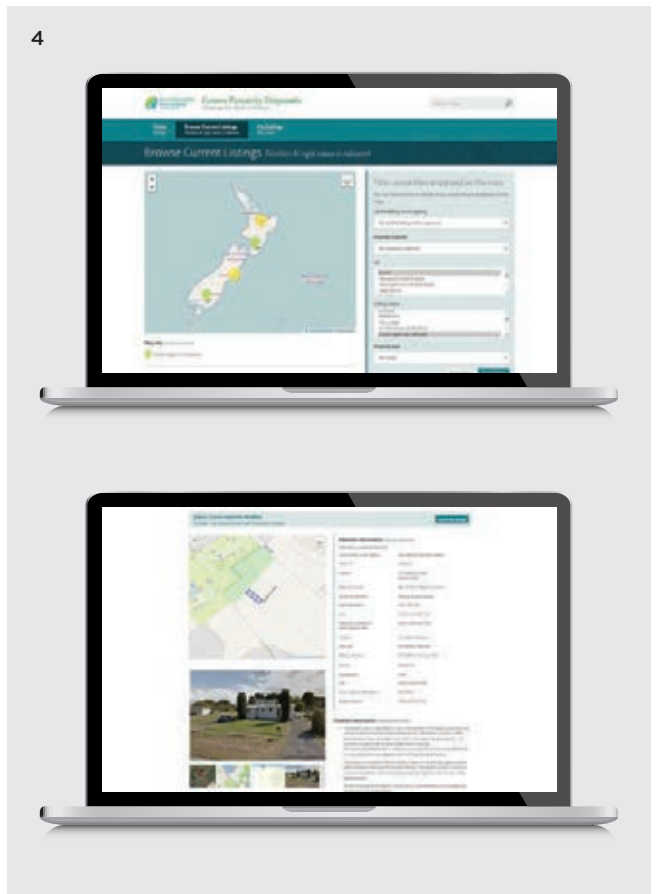
To improve health outcomes for Māori men and women, Waitemata DHB developed and implemented a free, pilot abdominal aortic aneurysm (AAA) screening programme. AAA is a disease in which the main artery in the abdomen bursts, usually with fatal consequences. Māori are at a significantly higher risk of dying from AAA than non-Māori. The pilot was highly successful and the results so convincing that Waitemata and Auckland DHBs now offer AAA screening to all Māori men (aged 60–74) and women (aged 65–74).

## **Crown Property Disposals Portal**

*Land Information New Zealand*

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LINZ developed a new, easy-to-use online system to improve the ability of iwi to register their interest in purchasing surplus Crown property offered to them under the Right of First Refusal process. Previously iwi received physical documents via post, which was slow and cumbersome. The Portal provides iwi with better information to make informed decisions on property purchases and feedback has been unanimously positive, with 13 major iwi groups signed up. Other government agencies now use the Portal to share their information.



1 Te Urewera – DOC  
Tūhoe Partnership

2/3 He mātaītanga kotahi kia ora ai koe – one free scan  
to save your life. The Waitemata AAA Screening Pilot  
for Māori

4 Crown Property  
Disposals Portal



# Excellence in Improving Public Value through Business Transformation

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

## **Redefining Radio – the Transformation of Radio New Zealand**

*Radio New Zealand*

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Radio New Zealand has transformed itself into a modern, innovative and successful multi-media organisation. The project involved an organisation-wide review of services, a realignment of the organisation’s vision and developing new platforms and services.

More than 600,200 people listen to RNZ radio networks each week; and its website has 1.5 million users. It has an unduplicated weekly audience of 750,000 across all RNZ platforms while operating costs have reduced.

## **Integrated Laboratory Programme**

*Capital & Coast District Health Board*

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In 2013, Capital & Coast, Hutt Valley and Wairarapa District Health Boards embarked on a project to integrate, modernise and improve laboratory services across the three regions. Two years later, the public-private project is a success – a new state-of-the-art laboratory, all staff moved to the new provider, and minimal disruption to the DHBs 500,000 patients. Moreover, turnaround times for test results have improved significantly and the DHBs saved \$7.4 million in the first year of operation.

## **Trade Targeting Rule refinement to increase Trade Facilitation and Community Protection**

*New Zealand Customs Service*

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As the volumes of trade coming into New Zealand increased, the New Zealand Customs Service had to decide how to manage the increased volumes and associated risks while maintaining legitimate trade. The Trade Targeting Team analysed historical data to refine its processes around risk identification. The results have been less freight searched (45% decrease) while more drugs (Methamphetamine and its precursors) were seized (56% increase), dramatically contributing to social harm prevention.

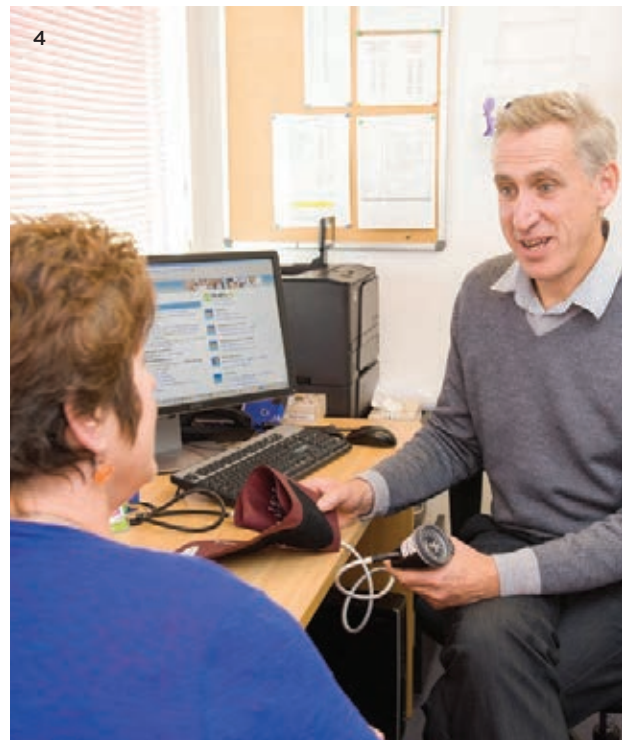
## **HealthPathways**

*Canterbury District Health Board*

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Ten years ago, hospital waiting times in Canterbury were increasing and GPs had no clear path for patient referral. Health professionals needed to redesign the interface between primary health care providers and hospital services. The result was HealthPathways, an online system used by GPs and other clinicians, to ensure the best treatment pathway for patients. Thanks in part to HealthPathways, 34,000 people in Canterbury were provided care in the community who would otherwise have gone to hospital.





1 Redefining Radio – the Transformation of Radio New Zealand

2 Integrated Laboratory Programme

3 Trade Targeting Rule refinement to increase Trade Facilitation and Community Protection

4 HealthPathways

# Excellence in Digital Government

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

## **Enterprise Bookings Solution**

*Auckland Council*

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Insights of customer frustration in booking council assets were used to inform the build of a new online system with the ability to search, view, book, pay, amend and cancel bookings. People can use this tool to book places, spaces and events across all of Auckland. The council expects a 70% digital uptake; and revenue is up by 10% compared to last year. The project has led to over 70 digital initiatives in the pipeline using the same approach.

## **MyMSD, a project within the Ministry of Social Development's Simplification programme**

*Ministry of Social Development*

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MyMSD is a mobile web service that lets clients manage their personal information at a time and place that suits them. It was co-designed with clients, uses their language and is simple to register and use, at low cost. Since September 2015, 300,000 clients are registered with 4 million log-ins. It has given clients trust and confidence in MSD and saves significant time and effort.

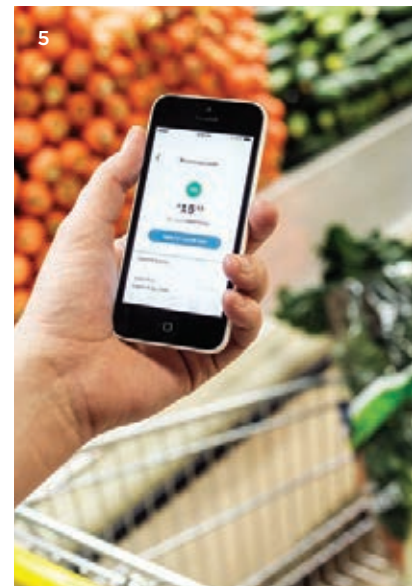
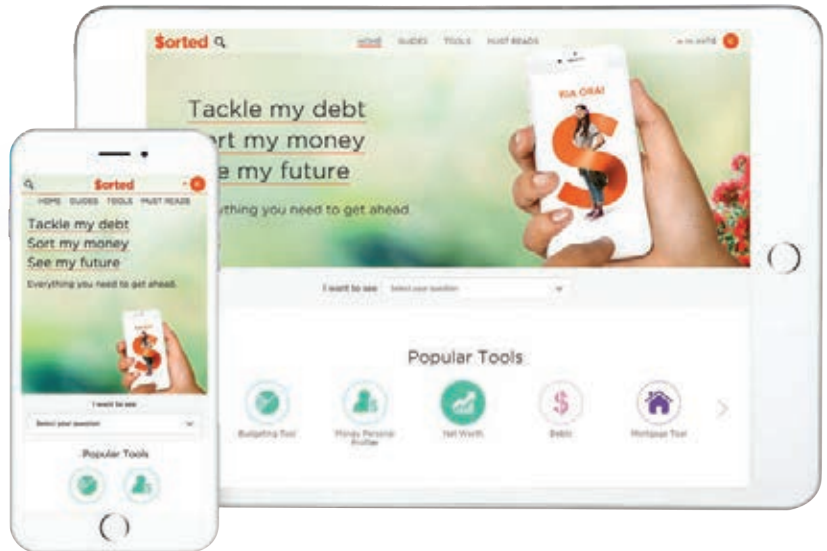
## **Sorted: Sorted!**

*Commission for Financial Capability*

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The rebooted Sorted website helps people see their future and sort their finances. The popular, but dated, mouse mascot was retired for a new brand design and personal finance dashboard. Graphic visuals replaced spreadsheets to quickly convey important messages. Users love the new, mobile-friendly site. The bounce rate has decreased from 39% to 12% and there's been an 18% growth of users per month. Sorted is open source and freely available to all; it's used by community, government and commercial organisations.





1/2 Enterprise Bookings Solution

3 Sorted: Sorted!

4/5 MyMSD, a project within the Ministry of Social Development's Simplification programme



# 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.

## **Joint Electronic Verification System**

*New Zealand Customs Service*

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The Joint Electronic Verification System (JEVS) was developed to increase assurance over exports to China (worth \$9.1 billion in the year to June 2016). The system allows Chinese officials to access and verify electronically that goods originate from New Zealand and what they are. JEVS ensures legitimate goods receive tariff preference under the China/New Zealand Free Trade Agreement. It also provides more certainty around border clearance times, and helps to avoid problems occurring under the previous paper-based system.

## **Harmful Digital Communications Programme**

*Ministry of Justice*

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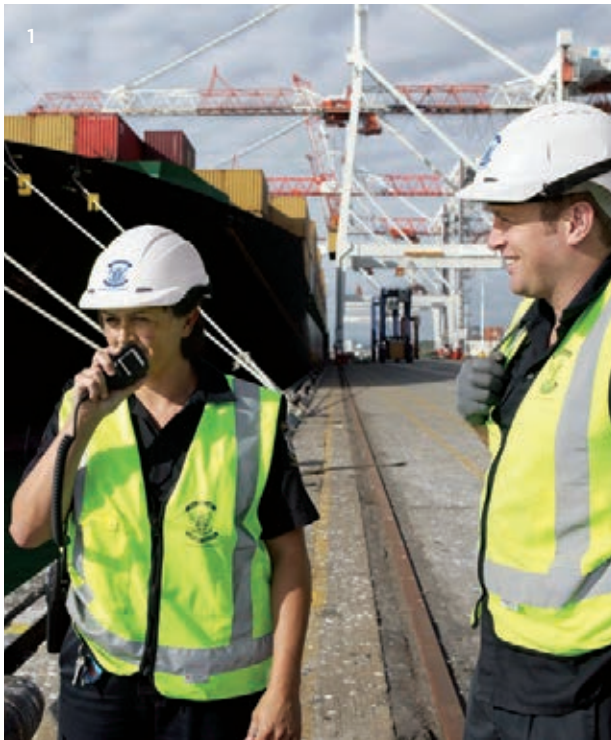
This innovative programme was developed as a regulatory response to the problem of online bullying and harassment. Cyber-bullying is a significant issue with 1 in 5 New Zealanders aged between 13 and 30 having experienced harmful communications via the internet. The outcomes have been promising, with the police successfully prosecuting offenders under the new criminal offence for the worst abuses. The programme provides greater protection against abusive online activity, and fast and effective options for redress when this does occur.

## **Development and Implementation of the Health and Safety at Work (Major Hazard Facilities) Regulations 2016**

*WorkSafe New Zealand and Ministry of Business Innovation and Employment*

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A new regulatory regime was developed to reduce the risk of catastrophic harm posed by major hazard facilities that use or store large quantities of dangerous substances. Prior to the 2010 Pike River tragedy, New Zealand had no specific regulations aimed at preventing major industrial events from occurring at such sites. The new regulations have led to changes in industry practice, including the reduction of inventories of hazardous substances to below dangerous thresholds and the redesign and movement of some buildings to safer areas.



1 Joint Electronic Verification System

2 Harmful Digital Communications Programme

3 Development and Implementation of the Health and Safety at Work (Major Hazard Facilities) Regulations 2016

# 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.

## **Manaaki Hauora – Supporting Wellness Campaign**

*Ko Awatea, Counties Manukau Health*

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The Manaaki Hauora – Supporting Wellness campaign aimed to provide self-management support for people living with long-term conditions. 16 collaborative teams helped improve and transform support for over 30,000 people (from May 2015 to December 2016). The interdisciplinary teams included: GPs, pharmacists, health coaches, occupational therapists, volunteers, nurses and the patients themselves. Successes included a significant reduction of HbA1c in diabetic patients, to 800 referrals to a smoking cessation programme.

## **Ara – Auckland Airport Jobs and Skills Hub**

*Ministry of Social Development*

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Ara connects employers at the expanding Auckland Airport with South Aucklanders looking for work. It also provides upskilling to meet industry needs and improves long-term employment options. The project is government driven but industry owned and involved collaboration between government agencies and with industry. 169 people have gained jobs and 1355 employees trained. Two further 'Ara-type' hubs have now been developed in other parts of Auckland.

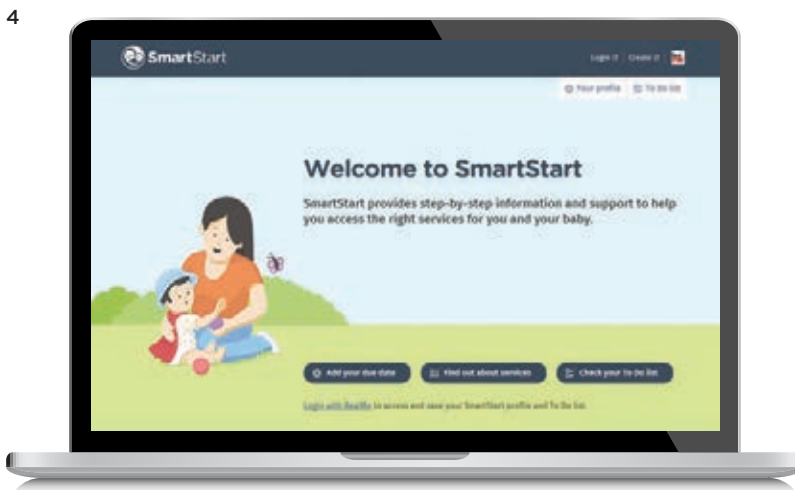
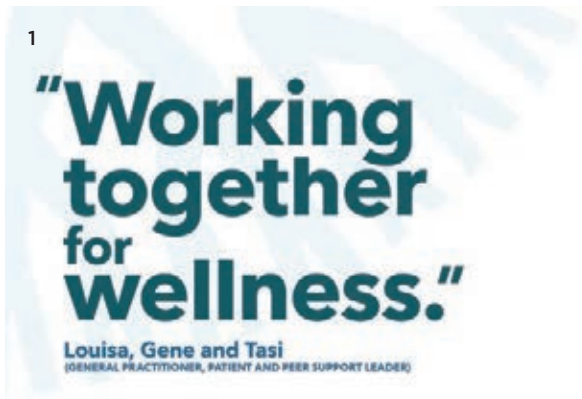
## **SmartStart**

*Department of Internal Affairs,  
Ministry of Social Development,  
Inland Revenue, Ministry of Health*

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SmartStart is a digital channel that makes it easier for new parents to access information and services around the birth of a child. The four government agencies worked collaboratively with other providers to allow parents to register the birth with DIA, access benefits through MSD, receive an IRD number and more. In the first two months of operation, SmartStart had 27,252 visitors (up to 25% of the total target audience).





1 Manaaki Hauora – Supporting Wellness Campaign

2/3 Ara – Auckland Airport Jobs and Skills Hub

4 SmartStart

# Improving Performance through Leadership Excellence

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

## **Emerging Leaders' programmes**

*Department of Corrections*

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The Emerging Leaders' programmes provides opportunities for potential leaders throughout New Zealand and varies each year to meet participant and organisational needs. The programmes are steeped in experiential learning with projects sponsored by their leadership teams. Participants are almost twice as likely to have career enhancing moves as those leaders who have not participated, including secondments and leadership roles. Deliberate efforts have been made to increase female participation (20% increase since 2014, now 59%) and on the participants working to succeed with Māori .

included: inducting new starts, creating five career pathways for all staff, maturing the use of career boards, and leadership assessment and development programmes. The results are clear – the percentage of engaged staff has more than doubled to 22%, MPI has the highest engagement index of large Public Sector agencies and up to 40% of all placements are filled internally.

## **Transforming MPI by Growing Exceptional Leaders**

*Ministry for Primary Industries*

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In 2012, when MPI was set up, it faced big challenges – staff engagement was the second lowest in the public service, staff had little confidence in leadership and turnover was at 21%. The Chief Executive led an integrated and comprehensive approach to growing the careers and capability of its people so as to become an exemplar public sector organisation. Initiatives



1 Emerging Leaders' programmes

2 Transforming MPI by Growing Exceptional Leaders



# Excellence in Public Sector Engagement

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

## **Review of Retirement Income Policies**

*Commission for Financial Capability*

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The public was engaged to an unprecedented level in a seven-month campaign to review Retirement Income Policies. It generated a national conversation about retirement and the impact of an ageing population.

The Commission used video, social media, activations, surveys and media articles, brought together in an interactive portal with 226 pieces of content underneath seven animated superhero videos. The campaign saw 40,000 unique visitors to its website, 11,200 surveys completed, and a much more informed Review.

## **Waitemata DHB bowel screening pilot**

*Waitemata District Health Board*

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Waitemata DHB was funded by the Ministry of Health to design and implement a bowel screening service, to help with the early detection and prevention of bowel cancer. Innovative communications and engagement strategies included: the use of a home-based self-administered test, a register that generated all communications with participants, and Māori and Pacific staff on the health promotion team.

The pilot achieved a high participation rate, and its success has led to the roll-out of a national bowel screening programme to begin in July 2017.

## **Auckland Council elections 2016**

*Auckland Council*

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Citizens were urged to 'show your love' for the city, in a campaign to encourage greater participation in the 2016 local body elections. Key elements included a branded website, a Love Bus which went out to communities and a Kids Voting programme (for future voters aged 11–15).

The campaign saw a 3% increase in overall voter turnout (from 35.5% in 2013 to 38.5% in 2016) and increased participation from younger and ethnically diverse groups. The campaign brand can be used across New Zealand for future elections.



1 Review of Retirement Income Policies

2/3 Auckland Council elections 2016

4/5 Waitemata DHB bowel screening pilot

# Excellence in Improving Diversity and Inclusiveness in the Public Sector

Recognising organisations that are leading the drive for a diverse public sector workforce that is representative of all New Zealanders.

## Opening our eyes through blind recruitment

*The Treasury*

To increase the diversity of its workforce, Treasury reformed its graduate recruitment process to reduce unconscious bias and to expand the skills, experiences and qualifications it valued. One of the measures it introduced was blind applications, which redact personal information such as name, gender, location and school attended. Treasury's graduate intake now has a majority from mixed ethnic backgrounds, there is 50/50 gender representation, and none have solely economics qualifications.

## Grow Our Own

*Counties Manukau Health*

The Grow our Own programme aims to double the number of Māori and Pasifika health professionals for South Auckland, in particular Counties Manukau Health by 2020. Three Health Science Academies across the region prepare young Māori and Pasifika students (15 to 17 years old) for tertiary health study with the expectation of work within the health sector. 2016 was the first year of implementation with an initial cohort of 25 students.

## ALLY Network

*Unitec Institute of Technology*

The ALLY Network was developed to ensure Unitec staff and students are working to create an inclusive and equitable environment for diverse sexualities and genders. It consists of an initial one day ALLY workshop, run four times a year, after which participants can choose to become an ALLY and commit to raise awareness of diverse sexuality and gender issues. 90% of participants choose to become ALLY members. Other tertiary providers and corporates have requested Unitec's support to build their own ALLY networks.





1 Opening our eyes through blind recruitment

2/3 Grow Our Own

4 ALLY Network

# Young Professional of the Year Award

Recognising excellent performance by a young professional within the New Zealand public sector.

## **Simon Sanders**

*Manager Official and Parliamentary Information, Ministry of Education*

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Simon has been in the public service since 2008, joining the Ministry of Education in 2015. He has led his team to dramatically increasing the response rate to Official Information Act requests. Simon developed a proactive release policy that sees every decision-making document from the Ministry to the Minister of Education published online.

He has enhanced the process and practice surrounding OIAs Ministry-wide, and initiated a group of practice leaders across the organisation.

## **Sam Thornton**

*Senior Analyst Employment Relations Policy, Ministry of Business, Innovation and Employment*

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Sam is a well-rounded analyst who can effortlessly move from economic analysis, to crafting legislation to influencing stakeholders. He's worked with MBIE in various policy roles since 2011.

Sam developed the KiwiSaver (Periodic Disclosure) Regulations 2013 to ensure KiwiSaver providers publish consistent and comparable information. He's been involved in the government's work in the pay equity project, co-ordinating the development of new legislation and building broad consensus. He lends his expertise to other MBIE policy staff.

## **Genevieve Rainey**

*Solicitor, Department of Conservation*

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Genevieve has been a Department of Conservation in-house solicitor since 2015. She provides exceptional client service, often under tight timeframes, with shifting resources, to achieve results for DOC.

Genevieve designed and implemented a new legal compliance audit system for DOC. She co-ordinates the DOC RMA legal practice group and is co-chair of the Wellington branch of the Resource Management Law Association, supporting young lawyers and planners.





1 Simon Sanders

2 Sam Thornton

3 Genevieve Rainey





# WIN NE RS





# Community Safety Patrols

NEW ZEALAND POLICE

**Community Safety Patrols in Auckland have added an extra 500 hours of crime prevention patrols each month alongside Police, while building the trust and confidence of ethnic communities in the Police.**

Community Patrols, made up of volunteer recent migrants, help communities feel safer, increase their confidence in reporting crime and their trust in Police. For example, community patrols were positively received at a Filipino festival in October 2016.

The Auckland patrol has 210 volunteers from 43 ethnicities,

speaking 56 different languages; and the patrol programme has expanded to Wellington and Canterbury. It has also contributed to greater ethnic diversity in the Police: over 85 patrollers are now Police officers. This has increased Police's ability to assist and build trust with ethnic communities.







EXCELLENCE IN CROWN-MĀORI RELATIONSHIPS

## Te Urewera – DOC Tūhoe Partnership

DEPARTMENT OF CONSERVATION AND TE URU TAUMATUA

The Department of Conservation (DOC) and Tūhoe reached and implemented ground-breaking new Treaty settlement legislation, which gave Te Urewera all the legal rights of a person, something never seen before in New Zealand.

The leadership of DOC and Tūhoe recognised the need to do something different and committed to working together, despite considerable resistance on each side. Both parties looked critically at how they engaged with one another, took deliberate steps to improve their working relationship, and to build stronger trust and confidence.

Recognition that both sides have something to learn from one another has resulted in a much more efficient sharing of ideas, knowledge, perspective and skills. The commitment both organisations have shown to better understanding one another, and building relationships at multiple levels, demonstrates how Crown and Māori can work together to deliver improved outcomes.



EXCELLENCE IN IMPROVING PUBLIC VALUE THROUGH BUSINESS TRANSFORMATION

# Redefining Radio – the Transformation of Radio New Zealand

RADIO NEW ZEALAND

Digital disruption in the media sector prompted Radio New Zealand (RNZ) to transform itself into a modern, innovative and successful multi-media organisation.

In 2014/15 RNZ managers and staff agreed to set the aspirational goal of doubling RNZ's unduplicated weekly audience from 500,000 to 1 million people across all platforms in five years. The project involved an organisation-wide review of services, a realignment of the organisation's vision and purpose and renewed commitment as a state-owned media organisation.

RNZ's strategy was to create the best mix of credible, independent content and develop new platforms and services to reach as many people as possible.

For example, Checkpoint with John Campbell is a visual radio show delivered on-air, streaming online, on Freeview, on-demand and via social media.

The plan is working: more than 600,200 people listen to RNZ radio networks each week; and its website has 1.5 million users. It has an unduplicated weekly audience of 750,000 across all RNZ platforms. Operating costs have been reduced by \$2.8million and RNZ is on track for a budgeted break-even result in 2016-17 and beyond.



# Sorted: Sorted!

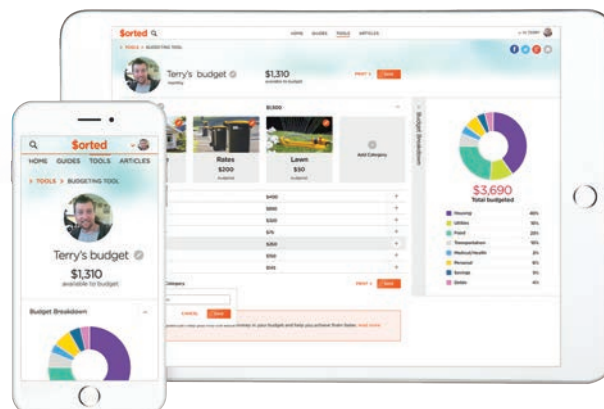
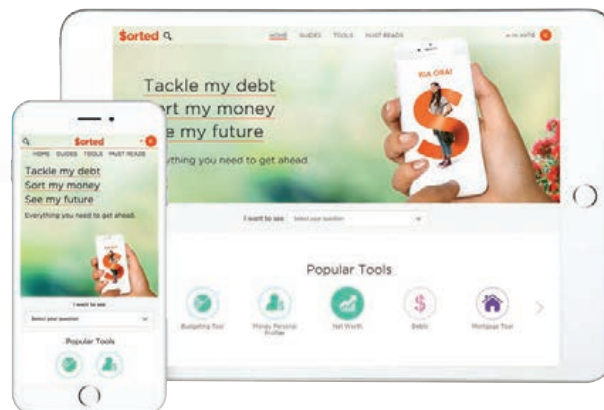
COMMISSION FOR FINANCIAL CAPABILITY

Individuals are placed at the centre of sorting their finances, in a reboot of the Sorted website.

The popular, but dated, mouse mascot was retired for a new brand design and personal finance dashboard. Graphic visuals quickly convey important messages, such as the image of a house, split by principal and interest, to show that a \$500,000 house could be costing them close to \$1m and how much they could save by changing their payments.

The bounce rate has decreased from 39% to 12% and there's been an 18% growth of users per month. Sorted is open source and freely available to all; it's used by community, government and commercial organisations. Sorted helps people see their future and sort their finances.

Over 80,000 people have signed up to Sorted, spending close to seven minutes on the site.





# Joint Electronic Verification System

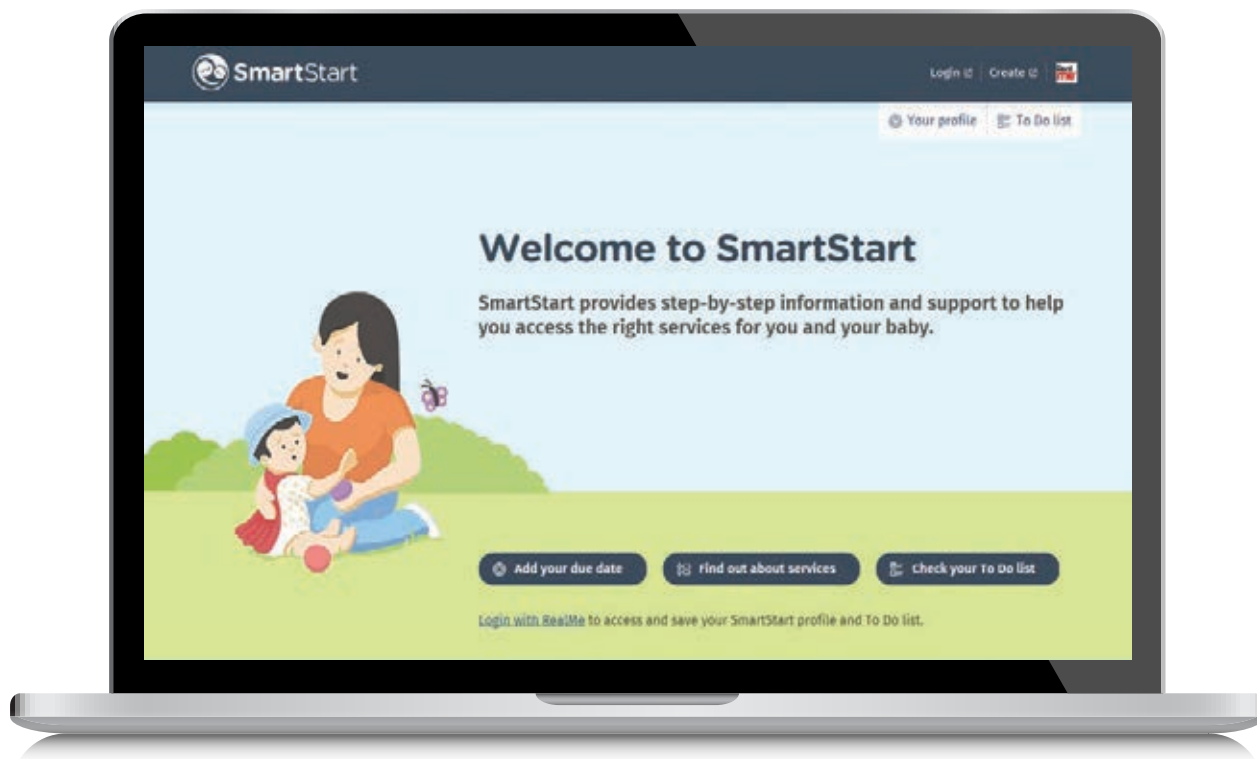
NEW ZEALAND CUSTOMS SERVICE

To provide further assurance over the origin of New Zealand goods exported to China the Joint Electronic Verification System (JEVS) was developed and implemented. New Zealand is only the second country in the world to introduce such a system with China.

The ability to verify and validate the origin of shipments immediately is saving customs officials, at both ends, time and effort, allowing them to focus more attention on other border risks. For importers and exporters alike, there is now more certainty around clearance times and assurance that legitimate goods receive tariff preference under the 2008 China / New Zealand Free Trade Agreement.

New Zealand Customs Service can also on-board other trading partners to this system, which would further increase assurance over exports to other markets





EXCELLENCE IN ACHIEVING COLLECTIVE IMPACT

## SmartStart

DEPARTMENT OF INTERNAL AFFAIRS, MINISTRY OF SOCIAL DEVELOPMENT,  
INLAND REVENUE, MINISTRY OF HEALTH

**SmartStart eliminates the need for new parents to navigate their own way around government services upon the birth of a child.**

They can access 51 services (a total of 34 different service providers) in one place. Through the SmartStart website parents can register the birth with DIA, access benefits through MSD, receive an IRD number and more.

SmartStart supports integration of services between three government agencies, for example MSD clients can consent to share birth information from DIA so they can access extra benefits. Over 90% of customers integrate at least two services.

Partnering between the four government agencies and other service providers, particularly

Plunket and the College of Midwives, has helped gain wide support for the service. SmartStart has broken public sector development norms in many ways, including engaging with customers in the design of the product. Social media posts show this has changed the way people think about how government serves the public. In the first two months of operation, SmartStart had 27,252 visitors (up to 25% of the total target audience).



IMPROVING PERFORMANCE THROUGH LEADERSHIP EXCELLENCE

# Transforming MPI by Growing Exceptional Leaders

MINISTRY FOR PRIMARY INDUSTRIES

The Ministry for Primary Industries is a place where staff are engaged and can grow their careers. This is due to a Chief Executive-led approach fuelled by the desire to become an exemplar public sector organisation.

The process started from a low-point in 2012 – staff engagement was the second lowest in the public service, staff had little confidence in leadership, and turnover was at 21%. Initiatives included: inducting new starts, creating five career pathways for all staff, maturing the use of career boards, and leadership assessment and development programmes.

The results are clear – the percentage of engaged staff has more than doubled to 22%, MPI has the highest engagement index of large Public Sector agencies, and up to 40% of all placements are filled internally. MPI is supporting and collaborating on leadership programmes with others in the Natural Resource Sector.



# Review of Retirement Income Policies

COMMISSION FOR FINANCIAL CAPABILITY

Toys talk retirement, seven short animated videos featuring superheroes, was part of a successful seven-month campaign to engage the public in a Review of Retirement Income Policies.

Rather than create a report with limited engagement, read by a few, the Commission sought a new approach to raise public awareness of an ageing population and what that means.

It used video, social media, activations, surveys and media articles, brought together in an interactive portal with 226 pieces of content underneath seven themes and the superhero videos. The campaign achieved great results: nearly

40,000 unique visitors to the website, and 11,200 completed surveys. It has sparked an ongoing conversation about our ageing population and workforce and has informed the recommendations of the review, currently being considered by government.

By presenting information in a way that is relevant, interesting, jargon-free and accessible, the media and the public engaged to an unprecedented level.



# Opening our eyes through blind recruitment

## THE TREASURY

To mitigate against unconscious bias in its graduate recruitment process, the Treasury adopted a new approach to appeal to, and attract, a wider range of potential applicants.

This included blind applications to avoid bias towards a candidate, asking broader questions, valuing people with a wider range of qualifications and experience and community connections.

Today, Treasury's graduate intake is far more diverse. A little over one third identified as solely NZ European, with a number having lived overseas and qualifications

ranging from Māori studies to languages. There was recognition that economic capability – the historic focus of its recruitment – does not always require an economics qualification.

This greater diversity of talent promises to make the Treasury a more robust, accessible and innovative government agency.







YOUNG PROFESSIONAL OF THE YEAR

## Genevieve Rainey

SOLICITOR, DEPARTMENT OF CONSERVATION

**Genevieve has made an outstanding contribution over the two years she's been a Department of Conservation (DOC) in-house solicitor.**

She has achieved enduring results for conservation in all Resource Management Act (RMA) litigation she's been involved in, winning all resource consent cases. These have included: ensuring the protection of dusky dolphin habitat in the Marlborough Sounds; securing RMA consents for the successful mouse eradication project on the sub-Antarctic inlands; and protecting significant values of the Mackenzie Basin.

Genevieve designed and implemented a new legal compliance audit system

for DOC, and encouraged managers' participation, thus providing a robust set of data for health and safety and general legal compliance. She co-ordinates the DOC RMA legal practice group and is co-chair of the Wellington branch of the Resource Management Law Association, supporting young lawyers and planners. Genevieve is also a musician, performing with choirs and orchestras and teaching music. As her entry states: "Genevieve is an absolute star."



# PRIME MINISTER'S AWARD FOR PUBLIC SECTOR EXCELLENCE

## Te Urewera – DOC Tūhoe Partnership

DEPARTMENT OF CONSERVATION AND TE URU TAUMATUA

**Working collaboratively, the Department of Conservation (DOC) and Tūhoe implemented ground-breaking new Treaty settlement legislation, which granted Te Urewera legal personhood.**

The former park, comprising over 2,000 square kilometres of native forest, has the same rights and powers as a citizen. This was a first for New Zealand and could set a new precedent for land rights and conservation around the world.

Recognising the need to change their approach, the leadership of both DOC and Tūhoe committed to working together, despite resistance on each side. Both parties looked critically at how they engaged with one another, took deliberate steps to improve their working relationship, and to build stronger trust and confidence. Recognition that both sides have something to learn from one another has

resulted in a much more efficient sharing of ideas, knowledge, perspective and skills.

Tangible successes have been seen in Tūhoe infrastructure development, growing leadership and innovative DOC practices.

The commitment both organisations have shown to better understanding one another, and building relationships at multiple levels, demonstrates how Crown and Māori can work together to deliver improved outcomes.



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



**MINISTRY OF SOCIAL DEVELOPMENT**  
TE MANATŪ WHAKAHIATO ORA



**Te Puni Kōkiri**  
REALISING MĀORI POTENTIAL



**MINISTRY OF BUSINESS, INNOVATION & EMPLOYMENT**  
HĪKINA WHAKATUTUKI



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