



**Deloitte.**

IPANZ EXCELLENCE  
PUBLIC  
SECTOR AWARDS 2018

**10 Years of Excellence**





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From the  
Prime Minister

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Event Sponsors

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**Celebrating a  
10-year journey  
of excellence  
in Aotearoa.**

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Welcome to the 2018  
Deloitte IPANZ Public  
Sector Excellence Awards.  
I'd like to extend my  
huge congratulations to  
all of tonight's winners  
and nominees.

It's fair to say that behind every  
Government sits an extraordinary  
team of public sector employees.  
In New Zealand, that is certainly the  
case. From the time we took office  
I have been encouraged and humbled  
by the diligence, professionalism and  
passion of our public sector. We have  
a lot to be proud of in Aotearoa.

Thank you for all of your hard work.

Enjoy the evening ahead!



Rt Hon Jacinda Ardern  
*Prime Minister*

As principal sponsor of the IPANZ Public Sector Excellence Awards, Deloitte is committed to supporting excellence in public policy, administration and management.

With a new Government, 2018 marked a shift in priorities, and associated new initiatives, for the public sector. Perhaps most notable is Government's intention to explicitly put the wellbeing of New Zealanders at the centre of policy development.

While the nation's economic success is still an important goal, attention is increasingly being focused on ensuring more holistic wellbeing for Kiwis. Social, natural and human capital are being elevated to balance the traditional dominance of the financial/physical capital view, forming a new set of measures to gauge outcomes for the country.

These changes, combined with the continued fast-paced technological and social changes brought about by the so-called Fourth Industrial Revolution, are challenging existing operating models in the public sector. How do policy, regulation and legislation need to adapt in a world where growth is not measured purely in terms of gross domestic product, but rather by enhancing wellbeing? And how should government agencies work together to make decisions on the programmes and services they offer, or investments they should make, if economic and commercial results don't now rule the roost, but need to be balanced with social, natural and human outcomes as well?

The 2018 Deloitte IPANZ Public Sector Excellence Awards showcase some of the most innovative and effective programmes and initiatives that are taking this broader perspective to navigate change and shift the way government provides services. Publicly recognising and celebrating this success is a vital part of this journey.

Deloitte will continue to team up with the public sector to address these fundamental shifts together, and make an impact that matters for all New Zealanders. We are delighted to congratulate all finalists and winners of this year's Public Sector Excellence Awards.

**Deloitte.**

**We enrich  
the fabric  
of society  
with all our  
colours.**

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**When minds  
meet, they don't  
just exchange  
facts, they  
transform them.**

- Theodore Zeldin

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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 around 160 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 approximately 165,000. 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.



# 2018 Awards Judging Panel

Thank you to the 2018 judges,  
for your commitment to making  
the Awards a success.



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**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.



x x x  
**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.



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**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 adviser 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.



× × ×  
**Anne Hawker**

Anne is currently the Principal Disability adviser at the Ministry of Social Development, ensuring the voice of disabled people is included in all activity across the MSD and 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.



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**Michelle Hippolite**

Michelle Hippolite (Waikato, Rongowhakaata and Te Aitanga-a-Māhaki) joined Te Puni Kōkiri as the Chief Executive in December 2012. She is the first Māori woman to lead Te Puni Kōkiri since its establishment 25 years ago.

Her 16 years in the public sector include senior leadership roles in the Department of the Prime Minister and Cabinet, as well as contract work to focus on Māori development issues.

Michelle is the Chair of Te Kura Māori o Porirua (although both of her children have long graduated from the kura). She also serves as a Public Sector Trustee on the Diversity Works Trust. She was previously a director on Mangatu Trust, Mangatu Investments and Te Wānanga o Raukawa.

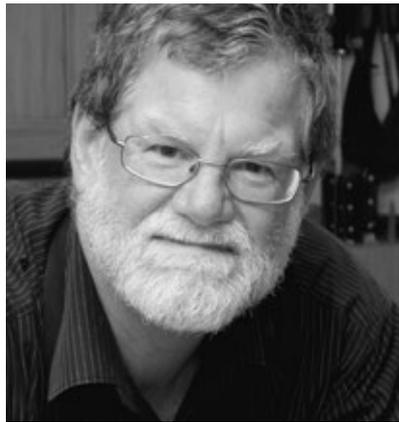


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**Karen Thomas**

Karen has been Chief Executive at SOLGM for 5 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.



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**Ashley Mudford**

Ashley works with Colin MacDonald, the Government Chief Digital Officer, on the transformation of the public service. He was previously responsible for the Partnership Framework which is a coalition of some 55 senior executives across the public service focussing on change.

He has undertaken a number of roles in both the public and private sector, including Chief Information Officer, Senior Business Manager, Change Manager and teacher. He has a Masters degree in Education (with distinction), majoring in psychology.



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**Eileen Oliver-Free**

Having been a senior leader across a range of industries globally, Eileen’s background spans the commercial, not for profit, retail, hospitality and education sectors.

Her current role focusses on supporting the learning and development strategies of both Private and State Sector clients in developing their workforce capability.



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**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.



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**Tracey Bridges**

Tracey Bridges is a Fellow of the Public Relations Institute of New Zealand, the Chair of the New Zealand Social Marketing Network and a member of the Board of the Australian Association for Social Marketing. She has had a long career in communications, public engagement and reputation management, working with the public and private sectors, and was a founder and Managing Partner of SenateSHJ, a trans-Tasman consultancy specialising in public sector communications. Tracey is now a director of the Wellington Regional Economic Development Agency, the Wellington Regional Stadium Trust, and the Digital Media Trust. She is a co-founder of The Good Registry, a social enterprise that is building a movement for good giving.



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**Debbie Power**

Debbie was appointed as the statutory Deputy State Services Commissioner and Chief Executive of the State Services Commission in 2015, moving from the Ministry of Social Development where she was Deputy Chief Executive Service Delivery.

As the Deputy Chief Executive, Debbie was in charge of 6,000 people and responsible for \$20 billion of government spending.

Prior to that, Debbie was in the role of Deputy Chief Executive and Director of the Office of the Chief Executive at the Ministry of Social Development.

Debbie's previous experience includes a one-year secondment to the United Kingdom and time as Northland's Regional Commissioner for the Ministry of Social Development. Debbie holds a Master in Public Administration.



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# Finalists

# Building Trust and Confidence in Government

Recognises efforts to build people's trust in New Zealand's public sector.

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## Project CORTEX

*Government Communications Security Bureau*

In 2014 the Government Communications Security Bureau (GCSB) established Project CORTEX to provide direct, advanced cyber protection services to vulnerable government agencies and critical national infrastructure. CORTEX capabilities were largely delivered, on time and within budget, in July 2017. There has been strong uptake, with nearly 100 percent of organisations offered CORTEX services signing up. CORTEX has already prevented millions of dollars' worth of economic harm, achieving its purpose of helping nationally significant organisations lift their cyber security profile and awareness.

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## Strengthening Digital Technologies and Hangarau Matihiko in the National Curriculum

*Ministry of Education*

To meet the demands of a fast changing economy, the Ministry of Education was tasked with designing digital technologies content for the National Curriculum, and also improve the ability of teachers and kaiako to deliver it. The National Curriculum had not changed markedly since it was published in 2007. Stakeholders were invited to contribute to each stage of the digital content development and public consultations held. The curriculum content was published in December 2017 and has been well received.



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01/02 Project CORTEX  
03/04 Strengthening Digital Technologies and Hangarau Matihiko in the National Curriculum

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# Excellence in Crown-Māori Relationships

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

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## He Tohu Exhibition

*Te Tari Taiwhenua/Department of Internal Affairs*

He Tohu (the signs) is a permanent, state-of-art exhibition of national importance, developed by Te Tari Taiwhenua in close partnership with Māori. The exhibition celebrates and protects New Zealand's precious constitutional documents: the 1835 He Whakaputanga o te Rangitiratanga o Nu Tireni - Declaration of Independence of the United Tribes of New Zealand; 1840 Te Tiriti o Waitangi, and the 1893 Women's Suffrage Petition - Te Petihana Whakamana Poti Wahine. For the first time, all three documents have been brought together and displayed in a purpose-built space at the National Library of New Zealand. He Tohu has been visited by over 30,000 people since opening in May 2017.

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## Waikato Expressway Rangiriri Section

*NZ Transport Agency*

NZ Transport Agency partnered with Waikato-Tainui to enable the construction of the Rangiriri section, a 4.8km-long part of the four-lane Waikato Expressway. The highway project was aimed at improving safety and efficiency but provided an opportunity to address a longstanding grievance (mamae) caused by damage to a culturally significant paa site in 1965. The project saw the re-routing of SH1 away from the original paa site and restoration of the land where the Rangiriri battle took place.

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## Te Ao Maruiti

*WorkSafe New Zealand and Accident Compensation Corporation (ACC)*

Recognising the need to change current health and safety education and engagement processes, WorkSafe, ACC and Te Rūnanganui o Ngāti Porou initiated a marae-based pilot programme to reduce risk to Māori workers. Currently, Māori workers are 44% more likely to be seriously injured in a workplace accident than the overall population. For the first time, WorkSafe and ACC trialled the use of a kaupapa Māori approach to reduce fatality, health and injury impacts, targeting the high-risk forestry sector in remote areas of Ngāti Porou. Marae-based wānanga attracted 80% attendance from workers, whānau and foremen and there is now experience in how to engage with Māori communities and marae.



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01 Waikato Expressway Rangiriri Section  
02/03 He Tohu Exhibition 04 Te Ao Maruiti

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# Excellence in Improving Public Value through Business Transformation

Recognises the call for “smarter,  
effective and better public services.”

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## **Taking it to the People - Transforming the General Election**

*Electoral Commission*

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Voters were put at the centre of the 2017 General Election by making voting more accessible and convenient. The Electoral Commission took advance voting to places like supermarkets, shopping malls and tertiary institutions. They were open longer hours and people could enrol and vote in one location. This resulted in the highest turnout of voters since 2005 (79.8%) while upholding the integrity of the electoral system.

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## **Fire and Emergency New Zealand (FENZ) Transition Project**

*Fire and Emergency New Zealand*

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40 existing fire services and 14,000 people were brought together to form Fire and Emergency New Zealand (FENZ) on 1 July 2017. The transition project team held a thousand meetings with the sector and incorporated their views to help inform the new organisation. Staff and volunteers were kept in the loop with a focus on health and safety, the ability to respond on Day 1, and clear reporting lines. The new organisation maintained services and the direction has been set for a fire and emergency service that is fit-for-purpose, flexible and efficient.

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## **Tāmaki Housing Association - Establishment and Initial Operation**

*Tāmaki Housing Association*

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The Tāmaki Housing Association became the tenancy agency for 2,800 state houses in Tāmaki on 1 April 2016. The project replaced a centrally-controlled tenancy management service with a locally-managed, responsive organisation. For example, tenants can contact the maintenance provider directly who can fix the vast majority of jobs without first getting approval. The service has cut costs by 25% compared to Housing New Zealand (an annual saving of around \$2.4million) and has achieved high levels of customer satisfaction.



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01 Tāmaki Housing Association 02 Fire and Emergency New Zealand (FENZ) Transition Project  
03/04 Taking it to the People - Transforming the General Election

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# Excellence in Digital Government

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

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## Establishment of CERT NZ

*Ministry of Business, Innovation and Employment*

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Computer Emergency Response Team for New Zealand (CERT NZ) was launched on time and on budget in April 2017, just 10 months after \$22 million was allocated in Budget 2016 for a new organisation to combat cyber-attacks. Prior to the creation of CERT NZ, there was no central go-to point for all New Zealanders to seek advice on cyber security issues. The establishment project was challenging, with varied stakeholders, complex subject matter and tight timeframes. Since its launch, CERT NZ has received over 1100 incident reports with reported losses of \$5.3 million.

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## Building a Digital District Plan

*New Plymouth District Council*

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New Plymouth District Council (NPDC) was the first New Zealand council to write and deliver a new leading-edge, digital district plan drafted directly into a property based e-plan. NPDC wanted to simplify planning information and make doing business with the council easier. Delivering an online platform that integrates GIS layers (planning maps), along with planning rules makes planning and property information more accessible to people and allows them to make more informed decisions around what they can do on their property.

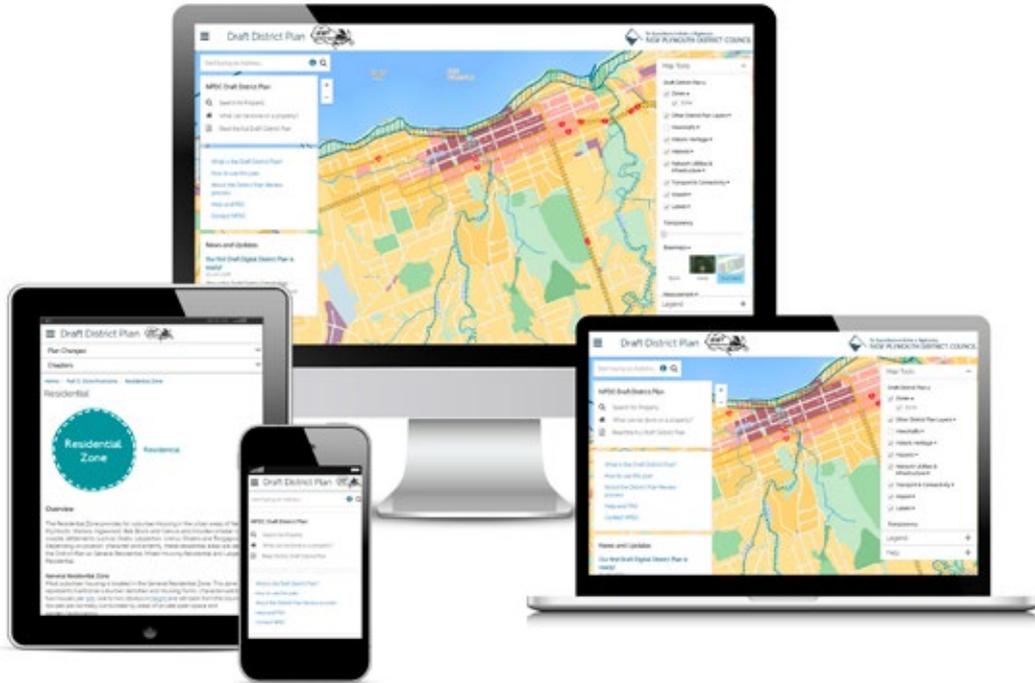
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## Ngā Kete

*Tertiary Education Commission*

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Ngā Kete provides a single place for those who do business with the Tertiary Education Commission (TEC) to access and safely share information, discover insights and make decisions. Ngā Kete draws on a range of internal and external sources and packages them so that they are easy to use and understand. Ngā Kete will help TEC transform from a funding agency into an effective investor, careers adviser and system steward; and enable education providers, employers, learners and communities to make better informed decisions about tertiary education.



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01 Building a Digital District Plan  
 02/03 Establishment of CERT NZ 04 Ngā Kete

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# Excellence in Regulatory Systems

Recognises a policy reform, review or design initiative (at either a strategic or operational policy level) which improves the effectiveness of a regulatory system in achieving its outcome.

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## Anti-Money Laundering and Countering Financing Terrorism

*Ministry of Justice, Department of Internal Affairs, Reserve Bank of New Zealand, Financial Markets Authority, New Zealand Customs and Inland Revenue*

New Zealand implemented the initial Anti-Money Laundering and Countering Financing Terrorism (AML/CFT) regulatory system in 2013. AML/CFT is one of the country's largest and most complex regulatory systems. The development and implementation of Phase 2 extends the obligations to approximately 6000 businesses in other sectors such as legal and accounting services and real estate agents. Extending and strengthening the system is necessary to ensure we have a complete and robust system to combat money laundering and terrorist financing in New Zealand.

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## Calf Animal Welfare Project

*Ministry for Primary Industries*

The Calf Animal Welfare Project was a joint effort between the Ministry for Primary Industries and industry organisations to improve the welfare of young calves transported off farms prior to slaughter. A voluntary programme running since 2008 was strengthened by further regulations introduced in 2016 and 2017. Many in the industry changed their attitudes and practices to promote the welfare of calves. This resulted in a drop in the national calf mortality rate from 0.68% in 2008 to 0.06% in 2017.

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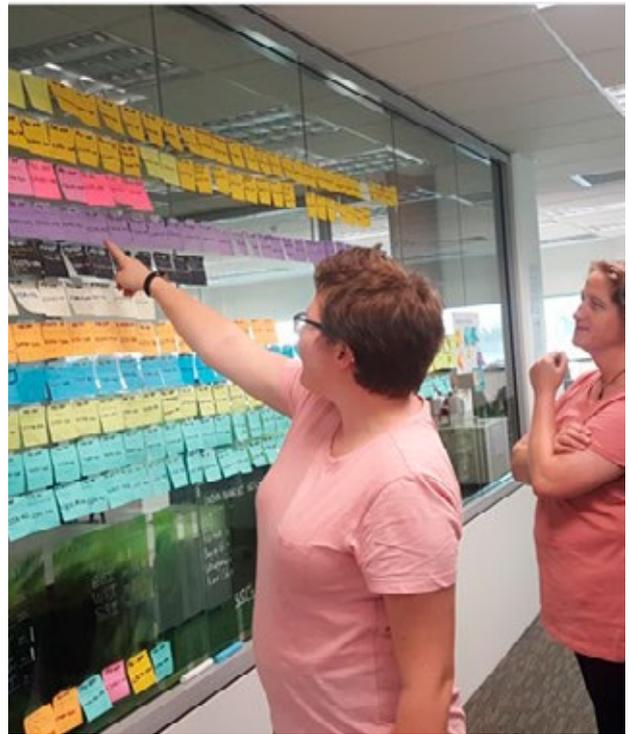
## Statutory Processes Implementation

*Department of Conservation*

This project brought in a new permissions system for managing the several thousand annual third-party applications for activities on public conservation land. It aimed to simplify the process including centralising the system; taking the time to understand the work for risk assessment, resourcing and assigning a staff member; and making the decision. It's been a success: all work is now visible and managed at the right level, while the application cycle time has dropped by 10%.



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**How money laundering works**

At least **\$1.35 billion** from illegal drugs and fraud is laundered every year in our country

The Anti-Money Laundering and Countering Financing of Terrorism (AML/CFT) Act puts measures in place to tackle that.

**CRIMINALS LAUNDER MONEY TO COVER THEIR TRACKS AND AVOID DETECTION. PEOPLE WHO FINANCE TERRORISM USE SIMILAR METHODS**

**5 from crime**

Money appears to be from a legitimate source

Criminals spend the money or use it to fund more crime

By moving funds around different parts of the financial system, they "obscure who paid whom & where from...making their illegally earned 'dirty' money appear legitimate or 'clean'."

**AML/CFT Act - Striving for excellence in regulatory systems**

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01/02 Statutory Processes Implementation  
 03 Calf Animal Welfare Project 04 Anti-Money Laundering and Countering Financing Terrorism

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# 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.

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## Delivering Fees-Free Tertiary Education for 2018

*Ministry of Education, Tertiary Education Commission, Ministry of Social Development and Inland Revenue*

The new Government, formed in October 2017, pledged to deliver a year of fees-free tertiary education for new students from 1 January 2018. This was a key part of its first 100 days agenda. Building on strong relationships and trust between the relevant four agencies, the Tertiary Education Commission, Ministry of Education, Ministry of Social Development and Inland Revenue took this complex new policy from concept to detailed design and implementation in just six weeks. As at April 2018, 33,500 students and trainees had taken up their new fees-free entitlement.

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## Moving Mountains to Reconnect Communities

*NZ Transport Agency, KiwiRail*

After the 7.8 magnitude Kaikōura Earthquake on 14 November 2016, the transport networks which connected communities across North Canterbury and to the rest of New Zealand were devastated. In response to this emergency, the NZ Transport Agency and KiwiRail formed a unique partnership to restore the transport networks, and keep traffic moving on alternative routes. In just 10 months the Main North Line railway opened to freight trains, Kaikōura Harbour was reopened after 11 months, and State Highway 1 (SH1) was open after only one year, one month, and one day.

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## National Wilding Conifer Control Programme

*Land Information New Zealand, Department of Conservation, Ministry for Primary Industries*

Hardy and prolific, wilding conifers are a serious pest in New Zealand. Uncontrolled, they could affect 20% of the country within 20 years. However, thanks to a highly effective partnership between central government agencies, councils and local communities, significant progress is being made in preventing the spread of wildings. In just its first year, the National Wilding Conifer Control Programme has stopped the spread of wildings across 1.2 million hectares of New Zealand. The early success of the programme suggests that the wilding threat can be brought under control.



Fees Free is significant for my family – for my parents and for me.

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01 Delivering Fees-Free Tertiary Education for 2018  
02 Moving Mountains to Reconnect Communities 03 National Wilding Conifer Control Programme



# Excellence in Public Sector Engagement

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

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## **WTF Tairāwhiti: Long Term Plan Early Engagement Campaign**

*Gisborne District Council*

WTF – What’s the Future Tairāwhiti was an innovative campaign that ignited community input to Gisborne District Council’s Long Term Plan. A purpose-built website, including a te reo Māori version, made it easy for people to submit ideas and interact with others. Councillors and staff went out to community events in a branded Kombi van – resulting in a huge increase in face to face engagement. The council was able to inform decision-making at a level that has previously never been achieved.

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## **Newsline – an online news channel connecting the people of Christchurch with the Council, their community and their city**

*Christchurch City Council*

In 2016, Christchurch City Council developed Newsline to deliver direct communications to residents. Stories are told using a friendly tone of voice and videos and photos help engage all areas of the community. By February 2018 there were 1.18 million hits on the Newsline webpages, and it’s the go-to source for media and the community during emergencies. Newsline facilitates collaboration with partner agencies and other councils in New Zealand and Australia want to adopt the model.

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## **#FFSVote, For Future’s Sake Campaign**

*Te Puni Kōkiri*

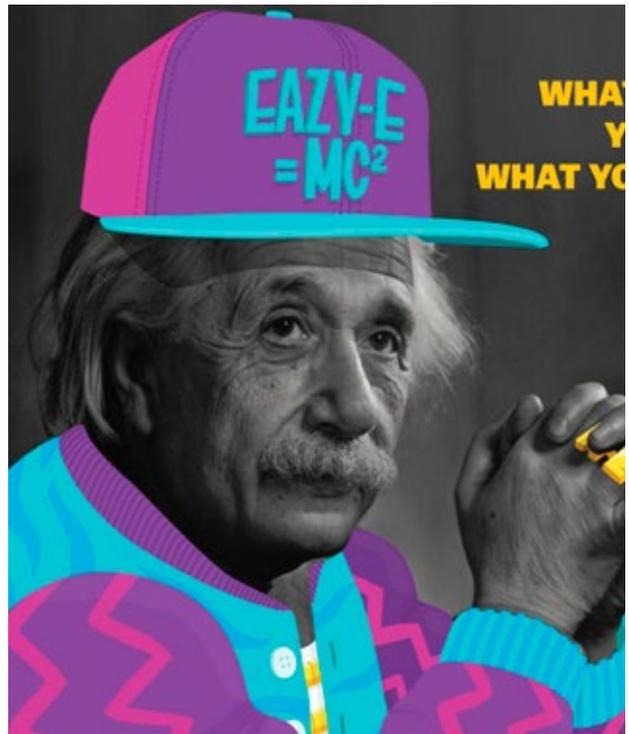
How could rangatahi Māori, which had the lowest voter turnout of all population demographics, be encouraged to enrol and vote in the 2017 General Election? Te Puni Kōkiri devised the #FFSVote, For Future’s Sake campaign to connect with rangatahi in a real and authentic way. A social media campaign used humorous videos featuring William Waiirua and a community engagement team interacted with rangatahi at events. The campaign contributed to a 6.6% increase in voter turnout among rangatahi and provides a model for the way public sector agencies might interact with young Māori.



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01 WTF Tairawhiti: Long Term Plan Early Engagement Campaign

02 Newsline – an online news channel connecting the people of Christchurch with the Council, their community and their city

03 #FFSVote, For Future's Sake Campaign

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# Excellence in Improving Diversity and Inclusiveness within the Public Sector

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

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## Transforming NZ Police Recruitment to Drive Diversity

*New Zealand Police*

‘The World’s Most Entertaining Police Recruitment Video’ helped New Zealand Police attract recruits from more diverse backgrounds. The campaign reflected Police as a great place to work where diversity is valued. The video had a huge and immediate impact upon launch – in 12 hours it had one million views. Recruit applicants in 2017 increased by 35% including more female, Māori, Asian and Pacific Island applicants.

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## Closing the Gender Pay Gap

*Government Communications Security Bureau*

The Government Communications Security Bureau (GCSB) identified it had a gender pay gap of 11.68% driven by an under-representation of women with science, technology, engineering and mathematics (STEM) backgrounds. It developed an evidence-based action plan including supporting women to progress to more senior technical roles; eliminating gender bias in recruitment, remuneration and promotion; and proactively attracting more women with STEM qualifications. In less than two years, GCSB has reduced its gender pay gap to 5.86% and tapped into hidden female STEM talent through the successful launch of its STEM tertiary scholarship programme.

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## Tupu Tai Pasifika Public Sector Internship Programme

*Ministry of Business, Innovation and Employment*

The Ministry of Business, Innovation and Employment initiated the Tupu Tai Pasifika Public Sector Internship Programme to help ‘turn the tide’ of low Pacific representation in policy roles in the public service (only 1.3% or 34 people). During the ten-week internship, Pasifika tertiary students gain experience of what policy is, and the role of government. From one placement three years ago, there were 18 across nine government agencies in 2017, and ten interns now have full-time jobs.



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01 Transforming NZ Police Recruitment to Drive Diversity  
 02 Closing the Gender Pay Gap 03 Tupu Tai Pasifika Public Sector Internship Programme

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# Young Professional of the Year Award

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

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**Dr Eleri Clissold**

*Waitemata District Health Board*

Eleri Clissold's work has shaped both educational and clinical practice and had a demonstrable impact on the healthcare system. She designed and implemented a two-year medical education training programme for junior doctors, recognised throughout New Zealand and internationally. Eleri is leading Auckland region's programme to support primary health care workers reduce preventable harm to patients. Piloting work with four urgent care clinics has already led to safer prescribing and medicine management.

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**Taylor Winter**

*Statistics New Zealand*

In the two years Taylor Winter has been a Statistical Analyst with Statistics New Zealand, he has completed several successful projects and made an impact as a leader. His collaborations with Ngāi Tahu and other agencies have contributed to positive outcomes for Māori, women, children and people with disabilities. Taylor has conducted research into important issues, created better ways to deliver valuable information and services, and shared his knowledge and skills with others.

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**Natasha Lewis**

*Ministry for Women/Te Minitatanga mō ngā Wāhine*

Natasha Lewis is an emerging leader dedicated to improving outcomes for women and girls in Aotearoa. With experience working internationally with the Ministry of Foreign Affairs and Trade and with United Nations Women, she is now helping to influence pay equity for women in female-dominated jobs. She co-wrote a guide, Closing the gender pay gap: actions for employers, and helped influence the NZ Rugby Union to introduce paid contracts for women rugby players.



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01 Taylor Winter 02 Natasha Lewis 03 Dr Eleri Clissold

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# Winners

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# Project CORTEX

## Government Communications Security Bureau

Faced with an increasing need to provide direct advanced cyber protection services to vulnerable government agencies and critical national infrastructure, the Government Communications Security Bureau (GCSB) established Project CORTEX in 2014.

The three-year CORTEX project led to the development of a set of unique, bespoke cyber security tools, which can detect and prevent advanced and persistent, often state-sponsored cyber threats, of the type that are typically beyond the capacity of commercially available products.

Tight project management ensured milestones were met on time and within budget. At a technical level, new complex solutions were pioneered. Given the potential privacy implications, supporting legal and accountability instruments were a vital part of the programme.

CORTEX provides much greater visibility and understanding of advanced cyber threats, while strengthening the resilience of the public and private sector organisations receiving CORTEX services directly. There has been an almost 100% uptake of CORTEX services from the organisations offered them.

In a typical month, through CORTEX, GCSB detects and disrupts between 15 and 20 cyber intrusions affecting one or more New Zealand organisations. CORTEX has already prevented millions of dollars' worth of economic harm, achieving its purpose of helping nationally significant organisations lift their cyber security profile and awareness.





EXCELLENCE IN CROWN-MĀORI RELATIONSHIPS

# Waikato Expressway Rangiriri Section

## NZ Transport Agency

The NZ Transport Agency worked in close partnership with Waikato-Tainui in the planning, design and delivery of the four-lane, 4.8km Rangiriri section of the Waikato Expressway. The project was aimed at improving safety and efficiency along the expressway but provided an opportunity to address a longstanding grievance (mamae), particularly the re-routing of SH1 through a culturally significant paa site in 1965.

The Rangiriri project provided NZ Transport Agency with the opportunity to re-route SH1 away from the original paa site and restore land where the Battle of Rangiriri took place. This battle was the pivotal point in the Māori King Movement against subsequent land

confiscations (raupatu) of the 1860s. Waikato-Tainui consider Rangiriri a site of significance that connects their past, present and future.

The Rangiriri battlefield and paa landscape have been interwoven with the highway requirements to create a new memorial landscape centred on the events of the New Zealand Wars, a positive outcome for both the NZ Transport Agency and Waikato-Tainui.

This unique approach, taking into account cultural heritage and environmental outcomes, is now reflected in other highway projects, for example MacKays to Pekepeka on the Kapiti Expressway.

## 6.5% increase of voters under the age of 30



EXCELLENCE IN IMPROVING PUBLIC VALUE THROUGH BUSINESS TRANSFORMATION

# Taking it to the People - Transforming the General Election

## Electoral Commission

The Electoral Commission could see significant challenges for the 2017 General Election – voter enrolment and turnout was static or declining, and people had to make an effort to vote. It set a goal to create a service that put the voter at the centre, making it easy for people to participate while maintaining the confidence of New Zealanders in the integrity of the vote.

The Commission decided to transform its business, operating within budget, by adapting its service to voters. It took advance voting to places like supermarkets, shopping malls and tertiary institutions, turning voting into an event that fitted into everyday lives. Voting places were open longer hours, including

evening and weekends, and people could enrol and vote in one location. Overseas voters could vote by an electronic upload service, rather than relying on post. The Commission created strong and collaborative public and private partnerships to use the right spaces and technology while guaranteeing the security of materials.

Participation in the 2017 General Election rose to the highest level since 2005 (79.8%). There were 1.2 million advance voters (47%, up from 17% in 2011) and a 315% increase in the number of overseas voters from 2011. The Commission delivered more services, at higher quality and reduced cost, setting the platform for future elections.

# Establishment of CERT NZ

## Ministry of Business, Innovation and Employment

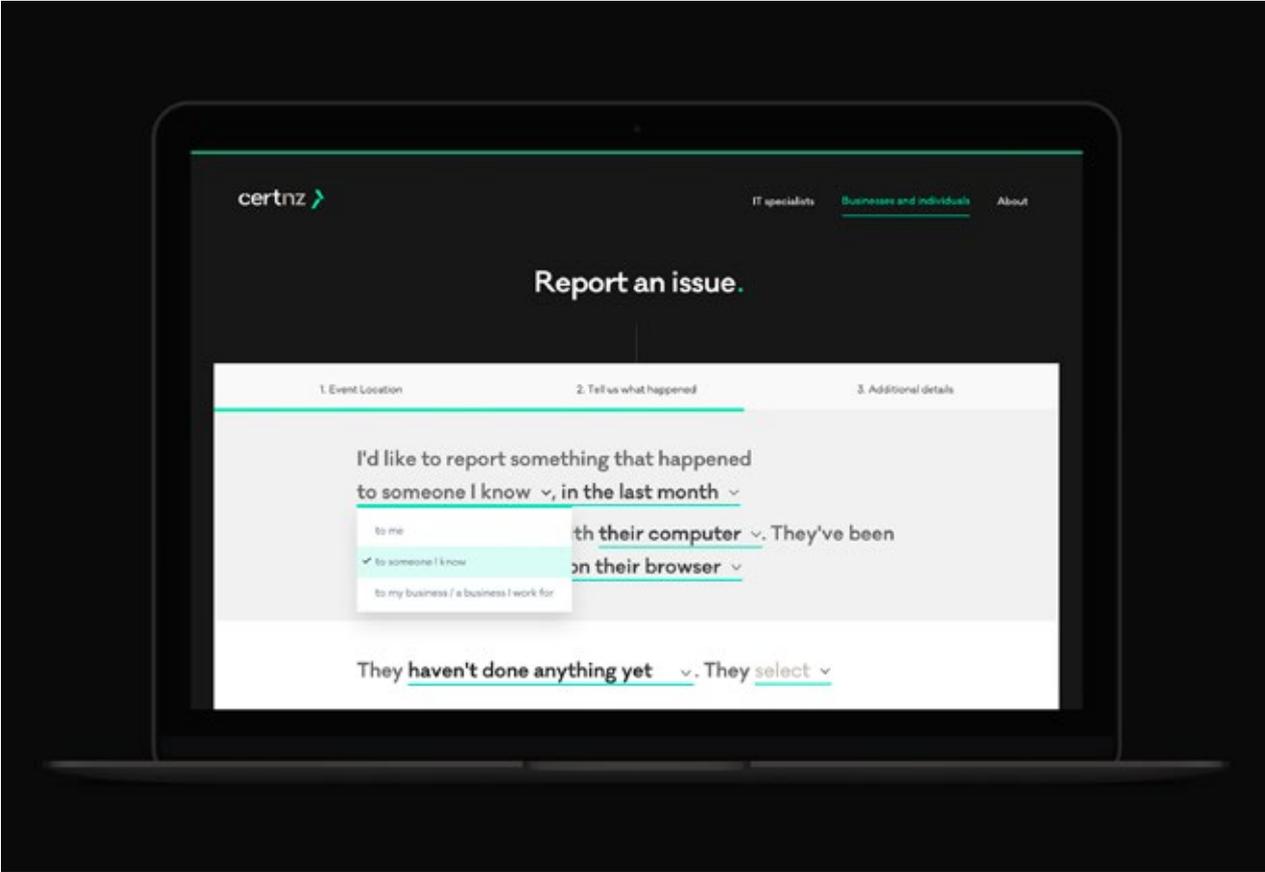
In 2016, the then Government announced an investment of \$22 million to set up a new national Computer Emergency Response Team for New Zealand (CERT NZ). Established in just 10 months, CERT NZ was launched in April 2017.

CERT NZ's primary role is to improve cyber security in New Zealand. It does this by raising awareness posed by cyber security threats, better avoidance of attacks and reducing the impact of incidents. It is the central place for businesses, organisations and individuals to go for help and information when they are affected (or may be affected) by cyber-attacks.

The establishment project was challenging, with varied stakeholders, complex subject matter and tight timeframes. However, strong leadership, commitment

and close collaboration between the five impacted government agencies and the technical community, saw the project delivered on time and on budget. CERT NZ and its staff have been recognised, both in New Zealand and overseas, for their work in setting up the agency.

Since its launch, CERT NZ has received over 1100 incident reports in the nine months of operation in 2017 with reported losses of \$5.3 million. CERT NZ has assisted affected individuals and businesses, helping protect them from future impacts.



# Anti-Money Laundering and Countering Financing Terrorism

Ministry of Justice, Department of Internal Affairs, Reserve Bank of New Zealand, Financial Markets Authority, New Zealand Customs and Inland Revenue

One of the country's largest and most complex regulatory systems, New Zealand's Anti-Money Laundering and Countering Financing Terrorism (AML/CFT) came into effect in 2013. The aim is to deter criminals laundering the proceeds of fraud, drugs, tax evasion and other crimes through legitimate New Zealand businesses.

Phase 1 applied initially to financial institutions and casinos. Phase 2 extends the obligations to approximately 6000 businesses in other sectors at risk of being used by criminals to launder money or finance terrorism. These include legal and accounting services, real estate agents, some dealers in high value goods and the New Zealand Racing Board.

The timeframe for implementing Phase 2 was extremely tight. Work started on the Amendment Act in June 2016, with the Bill introduced in March 2017 and receiving Royal Assent in August 2017. The first regulations were gazetted in December 2017 and the main regulatory elements of the system will be complete by the end of 2018.

Extending and strengthening AML/CFT is necessary to ensure a more comprehensive and robust regulatory system is in place to combat money laundering and terrorist financing in New Zealand. Over a ten-year period, the estimated benefits include disrupting about \$1.7 billion of illegal drugs and fraud crime and up to \$5 billion in broader criminal activity.







EXCELLENCE IN PUBLIC SECTOR ENGAGEMENT

# WTF Tairawhiti: Long Term Plan Early Engagement Campaign

## Gisborne District Council

Gisborne District Council had a problem: typical community engagement meetings weren't effective. It needed a new approach to hear the community's ideas for the future. The council's in-house communications team devised a catchy slogan with colourful branding, #WTF - What's the Future Tairawhiti, which got people talking.

The seven-week campaign kicked off with a launch to staff so they were fully informed ambassadors. A purpose-built, mobile-capable website was created as well as a te reo Māori version to engage with the district's 50% Māori community. Instead of just holding community meetings, staff and councillors went out

to community events, using a branded Kombi van. The campaign was supported by digital advertising and social media.

It worked! The WTF Tairawhiti website enabled shared conversations across the community - from school children to pensioners. 293 opinions were shared on the website with 518 recorded opinions across all topic areas. Face to face engagement increased by 700% compared with 2014.

The council says it will repeat the approach for future consultations and "we have learnt to do what the community wants, not what you think they need."

# Transforming NZ Police Recruitment to Drive Diversity

## New Zealand Police

In early 2017, the then Government announced 880 more police, requiring New Zealand Police to boost its recruitment drive. Police saw this as an opportunity to improve the diversity of the organisation; it has a goal to match its recruitment levels to the general population.

It wanted a recruitment campaign that reflected NZ Police as a great place to work where diversity is valued, to address barriers people from different backgrounds perceive as obstacles to joining the Police, and to appeal to a young diverse audience.

It created 'The World's Most Entertaining Police Recruitment video', starring 70 real NZ Police staff in a fun, fast-paced chase sequence. Posted on the

NZ Police Recruitment Facebook page, the video had a huge and immediate impact upon launch – in 12 hours it had one million views. Within 24 hours Police received a month's worth of potential recruit queries. In addition, valuing diversity was followed through in the recruitment process and recruit training.

The new approach resulted in an increase of recruit applicants by 35% in 2017, compared with 2016, with 17% making it through the selection process (previously 11%). The campaign drove increases in applications from female (35%), Māori (45%), Asian (63%) and Pacific Island (17%) applicants. The number of women recruited in 2017/18 is likely to be up to 40% higher than any previous year.





YOUNG PROFESSIONAL OF THE YEAR

## **Dr Eleri Clissold**

### **Waitemata District Health Board**

Eleri Clissold has made a significant contribution to improving patient safety, the healthcare system and the experience of doctors and others working in the system.

Joining Waitemata District Health Board in 2015, she designed and implemented a two-year medical education training programme for junior doctors, which has a 90% learner approval rating. She also designed an innovative solution, using virtual reality (VR), to better prepare junior doctors to resuscitate in medical emergencies in hospital. This could lead to greater use of VR technology in the healthcare industry.

Eleri is leading Auckland region's Safety in Practice Programme to support primary health care workers reduce preventable harm to patients. Piloting work with four urgent care clinics has already led to safer prescribing and medicine management.

She encourages other young doctors into broader careers within management and leadership and to engage with existing management structures. Her exceptional leadership skills are an inspiration to others and will help develop a network of people who can help shape the future of healthcare.

**I have been  
encouraged  
and humbled  
by the diligence,  
professionalism  
and passion of  
our public sector.**

Rt Hon Jacinda Ardern, *Prime Minister*

# PRIME MINISTER'S AWARD FOR PUBLIC SECTOR EXCELLENCE

## **Delivering Fees-Free Tertiary Education for 2018**

Ministry of Education, Tertiary  
Education Commission, Ministry  
of Social Development and  
Inland Revenue

The new Government, formed in October 2017, pledged to deliver one year of fees-free tertiary education for new students from 1 January 2018. This was a key part of its first 100 days agenda.

Building on strong relationships and trust between the Tertiary Education Commission, Ministry of Education, Ministry of Social Development and Inland Revenue, the agencies worked together to meet this challenge.

Tens of thousands of school leavers, tertiary students and industry trainees were already making decisions for 2018, enrolling and applying for student loans, or seeking jobs and apprenticeships. They needed to know how the new Government's fees-free policy would work. So did their parents and whānau, schools, tertiary institutions, employers, and the public. Who qualifies? What kinds of education and training are covered? What do people have to do to get fees-free support? Tertiary institutions also needed to plan for the practical and financial impacts of the new policy, while managing their enrolments for 2018.

In just six weeks, the agencies, collaborating fast and effectively, had designed, funded, built and launched a new system to give over 50,000 eligible people their first year of tertiary study, or two years of an apprenticeship, fees-free.



Launch day, 5 December, was just the beginning. Fees-free is reaching thousands.

Possible Policy Objectives for a "fees free" policy.

1. Boost PARTICIPATION, COMPLETIONS  
 By School Leavers 3.2% or more? (Index base...)  
 "NETS" (True/False...)  
 Lo-Qual Adults (10-15%)  
 Career Switchers (to 6.0...)
2. Reduces SLS Debt Levels  
 As an end in itself - for reasons other than cost participation!
3. Promote Lifelong Learning  
 Link to "future of work", digitalisation, career, need to...

Fees Free is significant for my family - for my parents and for me.



**Ministry of Education NZ**  
 Published by Rebecca Wilson (7) January 17 at 3:20pm

Did you know Fees Free isn't only for university study? Fees Free provides options for free training to suit lots of Kiwis, whether you want to be a mechanic, plumber, hairdresser or computer programmer. Make your move and check if you're eligible to learn fees-free at [www.feesfree.govt.nz](http://www.feesfree.govt.nz)

**60,089** people reached

**1,111** Reactions, Comments & Shares

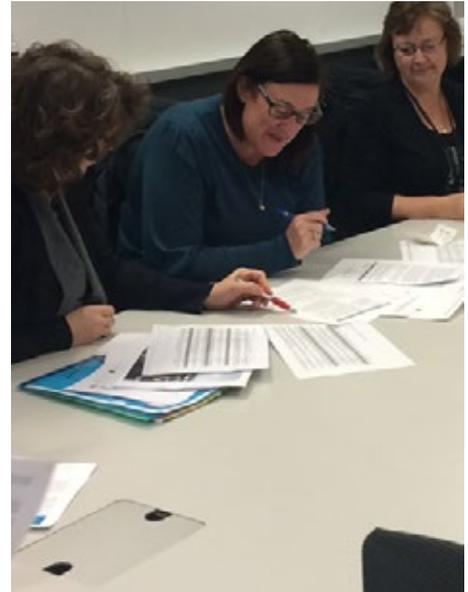
617 Likes	435 On Post	182 On Shares
16 Love	8 On Post	7 On Shares
1 Haha	0 On Post	1 On Shares
13 Wow	9 On Post	4 On Shares
1 Sad	1 On Post	0 On Shares
148 Comments	116 On Post	32 On Shares
316 Shares	351 On Post	5 On Shares

**3,493** Post Clicks

352 Photo Views	1,269 Link Clicks	1,872 Other Clicks
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**NEGATIVE FEEDBACK**

8 Hide Post	4 Hide All Posts
0 Report as Spam	0 Unlike Page



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# 2018 Award Sponsors

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Lead Sponsor



Category Sponsors

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



Other Sponsors

Thank you to SenateSHJ (media sponsor), Lion (beverage sponsor) and EightyOne (awards evening/booklet concept & design).







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**Deloitte.**

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