



Ministry of Women's Affairs
Annual Report
For the year ended 30 June 2009



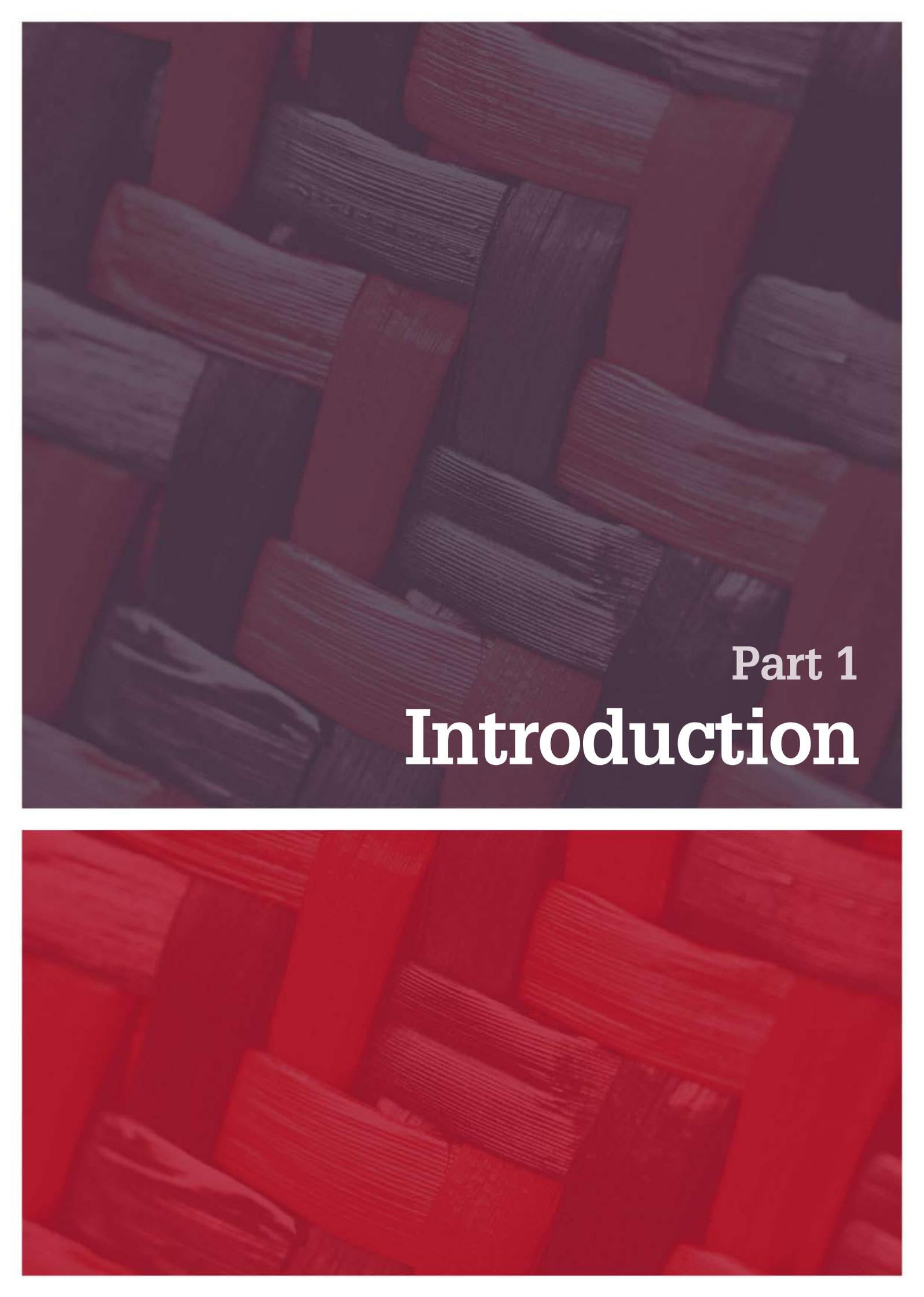
Ministry of Women's Affairs
Annual Report
For the year ended 30 June 2009

Te Minitatanga mō ngā Wāhine
Te Pūrongo-ā-Tau

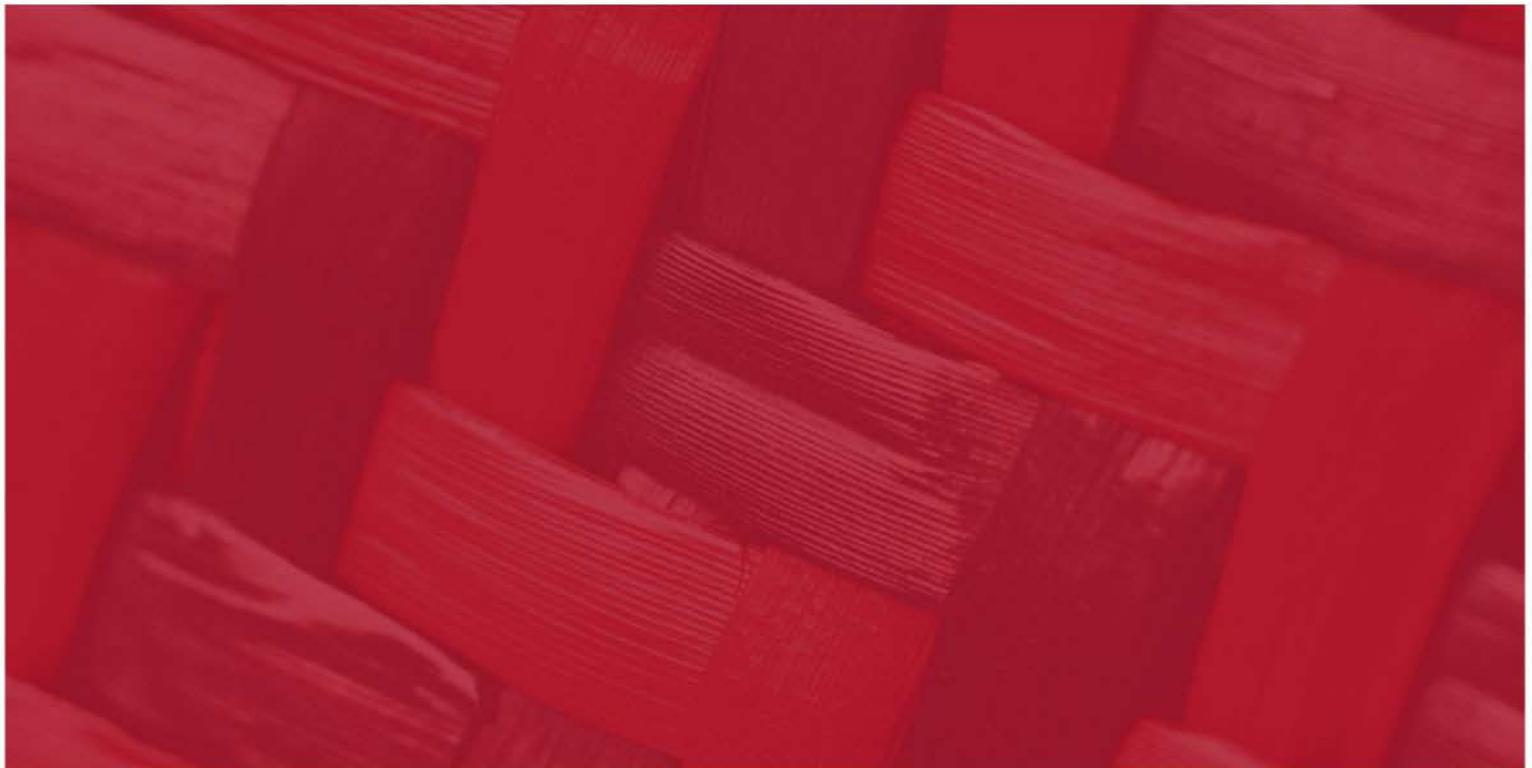
Mō te tau i mutu i te 30 o ngā rā o Pipiri 2009

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The image shows a close-up of a woven basket, likely made of wood or bamboo, with a complex interlocking pattern. The basket is set against a dark red, semi-transparent background that covers the entire top half of the page. The lighting is soft, highlighting the texture of the woven strips.

Part 1
Introduction





External assessment of our processes has again shown our systems and processes to be strong: our policy briefings are assessed as high quality, and we have good performance review systems and excellent staff engagement.’

Shenagh Gleisner
Chief Executive

Foreword

This year all public sector agencies have faced significant change. The combination of a new government and the economic crisis has accentuated the need for clear priorities. To achieve good results for New Zealanders we must all scrutinise efficiency and value for money.

One of the signs of a robust organisation is its ability to adapt to change and to respond rapidly to a new environment. Being small enhances agility. While there is always room for further improvement, I believe the Ministry has risen to the demands it faces.

As for clear priorities, we focus our work on three areas where the outcomes for women are clearly unacceptable, to the detriment of women and to New Zealand as a whole. We are working towards eliminating sexual violence, increasing the participation of women in governance positions and reducing the gender pay gap. Our work on measuring key indicators for women (*Indicators for Change*) has provided a strong evidential base upon which to focus our priorities. Our *Statement of Intent* contains an outcome framework and a proactive set of interventions aimed at addressing these stubborn problems.

When it comes to efficiency and value for money, this year has seen a continual refining of our processes, analysis of the use of our time (to be more productive), and cutting out unnecessary internal processes. Our new Minister, Hon Pansy Wong, sets high expectations for cost-effective delivery – we welcome this.

External assessment of our processes has again shown our systems and processes to be strong: our policy briefings are assessed as high quality, and we have good performance review systems and excellent staff engagement. These are firmly in place and have been sustained over many years – thanks to the management and staff.

From this strong base, we are now extending our reach. For instance, we are offering more leadership, with partners from business, to improve the participation of women on private sector boards. We have completed our sexual violence research, the findings of which could have a big impact upon women. And we have developed a proactive work programme to influence the gender pay gap, using some additional resources allocated to the Ministry for this purpose. We also play a very strong role, behind and alongside many other agencies, as part of the state sector and NGO team leading the work on family and sexual violence. Through these taskforces, real progress is being made for women, children and families.

In a small way we also provide support for our neighbours in the Pacific. This year I was privileged to be able to lead the delegation to the Commission on the Status of Women (CSW) at the United Nations in New York.

Finally I wish to thank ordinary New Zealand women for their support and suggestions. This year the Ministry's Kaihautū Sonya Rimene and I had the pleasure of meeting with women from many regions, and with varied lives and experiences. It means a great deal for a small Wellington agency to hear directly from women living and working in communities – after all, ultimately we exist only to make our contribution to improving their day-to-day lives.

The year in review

HIGHLIGHTS

- Completion of two-year research project on sexual violence (results to be published late 2009).
- Launch of the business case for women on boards in association with Business New Zealand and the Institute of Directors in New Zealand (Inc).
- The announcement in Budget 2009 of an additional \$2 million over four years to do work on reducing the gender pay gap.
- Publication of *Trading Choices* – research into young women's career choices and occupational segregation.
- Our work on the Taskforce for Action on Sexual Violence which will help improve the responsiveness of the criminal justice system to victims of sexual violence.
- Publication of *Indicators for Change* – a set of indicators that will help the Ministry to track progress for women over time.
- Connecting with women around New Zealand through a series of regional meetings.

SUSTAINING PERFORMANCE WHILE RESPONDING TO CHANGE

The year to 30 June 2009 was one of significant change in the Ministry's operating environment. In the second half of 2008 the economic recession began to be felt and in November 2008 a National-led government was elected after nine years of Labour-led governments. The Ministry also demonstrated its underlying strength by sustaining performance through leadership changes in both Policy and the Nominations Service.

These changes, together with the fact that the five-year *Action Plan for New Zealand Women* (launched in February 2004) was coming to an end, led to a reassessment of the Ministry's priorities. The Ministry continues to work on the full range of issues that it has in recent years, but has focused its efforts more strongly in three critical areas: increasing the numbers of women on boards (and in leadership generally); reducing the gender pay gap; and reducing the impact of violence against women.

Despite these changes, the Ministry was able to maintain both the quantity and quality of its outputs. The Ministry independently assesses its performance in a number of areas, including the quality of its policy papers and employee engagement, and has a culture that welcomes innovation and improvement. As a result, the Ministry was able to sustain a high level of performance and quality, while responding to the needs of a new government and new Minister.

WOMEN IN LEADERSHIP

Increasing the number of women in leadership has always been a focus for the Ministry, but this year saw a significant lift in the reach and profile of its work. The Nominations Service maintains a comprehensive database of board-ready women from which it nominates women to serve on state sector boards and committees. This work continues to be an important part of the Ministry's programme efforts to achieve better use of women's leadership skills.

In the past year, however, the Ministry has also sought to work in partnership with the private sector to increase the numbers of women on the boards of listed companies. The result was the *Women on Boards* initiative, which is a joint venture between the Ministry, Business New Zealand and the Institute of Directors in New Zealand (Inc). The initiative was launched by the Prime Minister, Hon John Key, in May 2009 with the release of a publication that sets out the business case for companies to appoint more women directors. There is a fair amount of overseas research on the benefits of diversity on boards, some of which indicates that companies that have more women directors make better decisions and are likely to be more profitable than companies with few or no women directors.

In the wider context, the failure to fully use women's leadership skills represents a loss of competitive advantage that New Zealand cannot afford.

The launch of the *Women on Boards* publication was the first step in an ongoing programme designed to work with business to help companies see the advantages of promoting women into leadership positions. The Women's Affairs Minister, Hon Pansy Wong, has shown a strong and ongoing commitment to the programme and has made it one of her priorities for the portfolio.

ELIMINATION OF VIOLENCE AGAINST WOMEN

The long-term aim of Ministry work in this area is to eliminate all forms of violence against women. In the medium term, our work aims to reduce the incidence and impact of sexual violence and family violence and to improve the support that victims of such violence receive.

The main focus of the Ministry's work in this area has been a two-year Ministry-led research project which aims to provide better information on how sexual violence cases are dealt with by the criminal justice system and how well the victims of such violence are supported. The project, which is being undertaken with the support of other government agencies, including the Ministry of Justice and the Police, is nearing completion; the main research was finished in the year under review and publication of the results will occur late 2009.

The Ministry also contributed significantly during the year to the Taskforce for Action on Sexual Violence and the Taskforce for Action on Violence within Families.

GENDER PAY GAP

In the May 2009 Budget, the Ministry of Women's Affairs received an additional \$2 million over four years to do more research and policy work on the gender pay gap.

Announcing the decision, the Women's Affairs Minister, Hon Pansy Wong, said the extra funding would be spent taking a fresh look at the causes of the gender pay gap and taking effective measures to reduce it.

The gender pay gap has sat at around 12 percent for the past decade, and has complex and diverse causes, including differences in men's and women's working habits, occupational segregation (the way that some occupations are dominated by men or women) and conscious and unconscious prejudice. There is also evidence that societal changes that may have been expected to reduce the pay gap have failed to do so. For instance, more women are now out-performing men in tertiary education, but women university graduates are still paid less than male graduates with similar degrees and the pay gap increases quickly over the first few years of work in similar jobs.

The Ministry will use the money to do targeted research to better understand the drivers of the pay gap and to develop policies that will help to reduce it.

This will include work on related issues, such as the adequacy of women's retirement income. As in other areas, much of this work will be undertaken in association with other agencies. In this case, the Retirement Commissioner is the lead agency, but the Ministry brings its specialist gender analysis and knowledge. The Ministry will also seek to engage more strongly with men, because the pay gap cannot be closed unless both men and women are involved.

INTERNATIONAL

In March the Chief Executive represented New Zealand at the Commission on the Status of Women (CSW) in New York. This meeting was characterised by positive engagement with Pacific nations, which have a strong and growing voice at CSW. The Ministry acknowledges the ongoing contribution of its International Caucus of NGO representatives to supporting New Zealand's efforts to promote the rights of women in international forums.

ENGAGING WITH A DIVERSE RANGE OF WOMEN

This year saw an increased commitment by the Ministry to engage widely with women around New Zealand. A series of 52 meetings were held over a number of months throughout the country to talk directly with women and men about the Ministry's programmes and priorities. These ranged from meetings of 50 or more people to focus groups, hui, and small meetings of women with specific interests or needs, such as women with disabilities. One reason for the meetings was to report back on the success of the *Action Plan for New Zealand Women*, which is coming to the end of its five-year life, and to discuss the Ministry's priorities for the coming 3–5 years.

Another example of engagement was a workshop for Māori women directors.

CREATING THE FUTURE

While good progress was achieved in 2008/09, much remains to be done. Our priorities are all areas where women are not getting a fair deal. If we can increase the number of women in leadership, reduce the gender pay gap, and reduce the levels and impact of violence, then not only women will benefit – New Zealand as a whole will be better off.

Achieving this change will require more engagement with and from men. Overcoming the barriers that are now faced by women will need more men wanting to work part-time or flexibly, more men inviting women onto boards, more men working in the traditionally female-dominated industries, and more sharing of parenting, with women encouraging their partners to play their part.

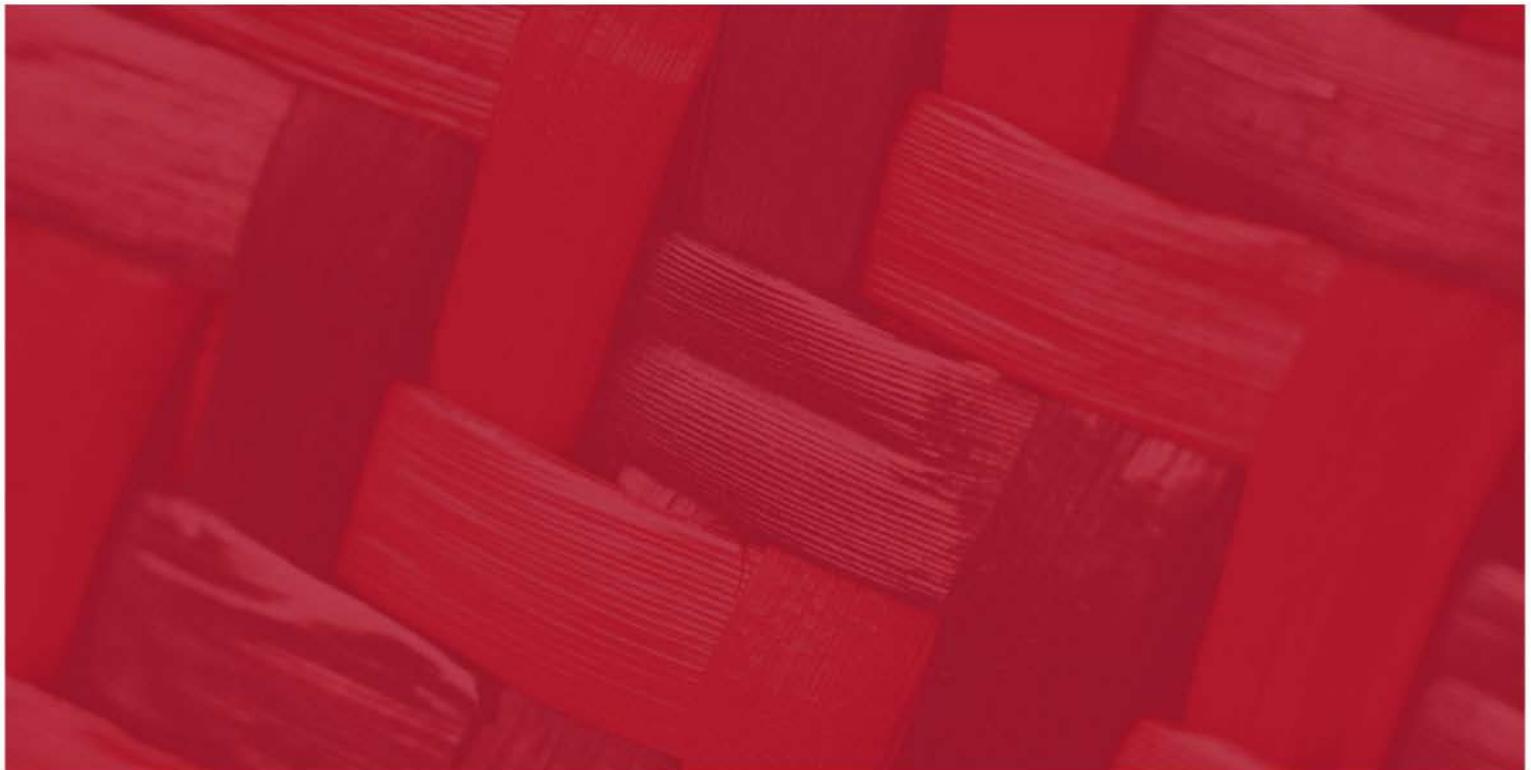
It will also require the Ministry to achieve even more from its very small budget. New Zealanders expect government to do more with less, especially in times of recession, and the Ministry will continue to place very strong emphasis on cost effectiveness.

We will also continue to take a long-term view. The barriers that women still face are often ones of attitude: the attitudes that tolerate family violence; the unconscious prejudice that leads to paying a female university graduate less than a male graduate; the undervaluing of women's leadership skills. Changing attitudes requires evidence and takes time, but the rewards are big. Realising the full potential of women is one of the keys to a healthy, prosperous future. It is a future the Ministry is working towards.



Part 2

Performance



Statement of responsibility

For the year ended 30 June 2009

In terms of the Public Finance Act 1989, I am responsible, as Chief Executive of the Ministry of Women's Affairs, for the preparation of the Ministry's financial statements and statement of service performance, and for the judgements made in them.

I have the responsibility for establishing and maintaining, and I have established and maintained, a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

In my opinion, these financial statements and statement of service performance fairly reflect the financial position and operations of the Ministry for the year ended 30 June 2009.



Shenagh Gleisner
Chief Executive
30 September 2009



Martin Sebire
General Manager Corporate
30 September 2009

Statement of objectives

For the year ended 30 June 2009

The Ministry of Women's Affairs agreed to provide output services in 2008/09 that meet the requirements of its Vote Minister in terms of their nature, timeliness, quality and quantity specifications, and cost.

OUTPUT EXPENSE

The Ministry has one output expense – policy advice and nominations service:

- Gender-specific advice on improving the status of women, nominations advice, and the management of New Zealand's international obligations regarding women.

Statement of service performance

For the year ended 30 June 2009

OUTPUT EXPENSE: POLICY ADVICE AND NOMINATIONS SERVICE

The Ministry provided policy advice on improving the status of New Zealand women. This included:

- providing policy advice on improving outcomes for women in New Zealand
- providing suitable women nominees for appointment to state sector boards and committees
- providing support services to the Minister
- managing New Zealand's international obligations in relation to the status of women.

The following tables show actual performance in 2008/09 against the targets specified in the 2008/09 Performance Information for Appropriations in Vote Women's Affairs.

QUANTITY:

Performance measure and target	Actual
Written briefings will be provided on all policy issues requested by the Minister and other policy issues as appropriate. (Estimated 150)	98 written policy briefings requested by the Minister were provided. (2008: 80 written policy briefings requested) 46 additional written policy briefings were provided. (2008: 61 additional written policy briefings)
Briefings or responses will be provided on all requests for nominations for state sector boards and committees. (Estimated 200)	153 nominations briefings were provided. (2008: 204 nominations briefings) 10 further requests were responded to. (2008: 32 further requests)

QUALITY:

The Ministry provided policy advice and nomination services, and related ministerial servicing, in accordance with the following quality standards.

Performance measure and target	Actual
<p>A comprehensive service will include:</p> <ul style="list-style-type: none"> • the capacity to respond urgently • written and oral briefings on significant issues that are timely, relevant, clear and succinct • support for the Minister as required in Cabinet Committees and in the House. <p>(Rated as 'meets requirements' in all the Minister's quarterly questionnaires.)</p>	<p>The Minister's quarterly feedback rated her satisfaction as 'partly met requirements' in the first quarter, 'more than met requirements' in the second and fourth quarters, and 'met requirements' in the third quarter.</p> <p>(2008: The Minister's quarterly feedback rated her satisfaction as 'excellent' in the first quarter, and 'more than met requirements' in the second, third and fourth quarters.)</p>
<p>The quality of written policy papers to the Minister, as assessed by an external reviewer on an annual basis.</p> <p>(Mean score of 8 or better.)</p>	<p>The New Zealand Institute of Economic Research (NZIER) completed a review of the quality of the Ministry's written policy advice. The review found that the written policy advice provided by the Ministry continued to be of good quality. The mean score of the papers assessed was 7.7 out of 10.</p> <p>(2008: NZIER completed a review of the quality of the Ministry's written policy advice. The mean score of the papers assessed was 7.8 out of 10.)</p>
<p>Nominations for appointment to state sector boards and committees will be:</p> <ul style="list-style-type: none"> • targeted to the vacancy (i.e. all nominees will broadly meet the criteria required for membership of that particular board or committee) • provided within the agreed timeframe • accompanied by relevant information to assist the appointment decision (e.g. a profile summary and recent curriculum vitae). <p>(Rated as 'meets requirements' in all the key appointing agencies' annual questionnaires.)</p>	<p>100 percent of key appointing agencies rated their satisfaction with the Nominations Service higher than 'met requirements'.</p> <p>(2008: 100 percent of key appointing agencies rated their satisfaction with the Nominations Service higher than 'met requirements'.)</p>

COST:

Outputs in this class were provided at an appropriation cost of \$4,631,030 excluding GST compared with the appropriated sum of \$4,677,000 excluding GST.

Revenue and costs are shown below.

2008 Actual \$000		2009 Actual \$000	Supp Estimates \$000
REVENUE			
4,415	Revenue Crown	4,589	4,589
144	Departmental revenue	79	88
36	Other revenue	-	-
4,595	Total revenue	4,668	4,677
4,511	Expenses	4,631	4,677
84	Surplus/(deficit)	37	-

Statement of financial performance

For the year ended 30 June 2009

2008 Actual \$000		Note	2009 Actual \$000	Main Estimates \$000	Supp Estimates \$000
REVENUE					
4,415	Revenue Crown		4,589	4,650	4,589
144	Departmental revenue	1	79	87	88
36	Other revenue	2	–	–	–
4,595	Total revenue		4,668	4,737	4,677
EXPENSES					
2,900	Personnel costs	3	3,024	3,069	3,034
301	Rent and outgoings	4	327	232	281
36	Audit fees	5	31	35	26
1,163	Operating costs	6	1,137	1,246	1,223
28	Capital charge	7	25	25	25
62	Depreciation expense	8	53	90	54
21	Amortisation expense	9	34	40	34
4,511	Total expenses		4,631	4,737	4,677
84	Net surplus/(deficit)	10	37	–	–

The accompanying notes form part of these financial statements.

Statement of financial position

As at 30 June 2009

2008 Actual \$000		Note	2009 Actual \$000	Main Estimates \$000	Supp Estimates \$000
ASSETS					
Current assets					
809	Cash and cash equivalents		657	350	534
19	Debtors and other receivables	11	19	24	22
7	Prepayments		4	–	–
835	Total current assets		680	374	556
Non-current assets					
183	Property, plant and equipment	12	190	325	194
25	Intangible assets	13	159	214	166
208	Total non-current assets		349	539	360
1,043	Total assets		1,029	913	916
LIABILITIES					
Current liabilities					
458	Creditors and other payables	14	407	396	383
84	Provision for repayment of surplus	10	37	–	–
–	Provisions	15	40	–	–
165	Employee entitlements	16	199	181	197
707	Total current liabilities		683	577	580
Non-current liabilities					
–	Employee entitlements	16	10	–	–
–	Total non-current liabilities		10	–	–
707	Total liabilities		693	577	580
336	Net assets		336	336	336
TAXPAYERS' FUNDS					
336	General funds		336	336	336
336	Total taxpayers' funds		336	336	336

The accompanying notes form part of these financial statements.

Statement of movements in taxpayers' funds

For the year ended 30 June 2009

2008 Actual \$000		2009 Actual \$000	Main Estimates \$000	Supp Estimates \$000
GENERAL FUNDS				
336	Balance at 1 July	336	336	336
84	Surplus/(deficit) for the year	37	-	-
84	Total recognised revenue and expenses for the year	37	-	-
(84)	Repayment of surplus to the Crown	(37)	-	-
336	Balance at 30 June	336	336	336

The accompanying notes form part of these financial statements.

Statement of cash flows

For the year ended 30 June 2009

2008 Actual \$000		2009 Actual \$000	Main Estimates \$000	Supp Estimates \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
4,415	Receipts from Crown	4,589	4,650	4,589
167	Receipts from departmental revenue	79	87	85
35	Receipts from other revenue	–	–	–
(1,437)	Payments to suppliers	(1,502)	(1,529)	(1,610)
(2,930)	Payments to employees	(2,964)	(3,053)	(2,990)
(28)	Payments for capital charge	(25)	(25)	(25)
(5)	Goods and Services Tax (net)	(17)	–	–
217	Net cash from operating activities	160	130	49
CASH FLOWS FROM INVESTING ACTIVITIES				
(23)	Purchase of property, plant and equipment	(60)	(212)	(65)
(20)	Purchase of intangible assets	(168)	(165)	(175)
6	Sale of property, plant and equipment	–	–	–
(37)	Net cash from investing activities	(228)	(377)	(240)
CASH FLOWS FROM FINANCING ACTIVITIES				
(166)	Repayment of surplus to Crown	(84)	(119)	(84)
(166)	Net cash from financing activities	(84)	(119)	(84)
14	Net increase/(decrease) in cash	(152)	(366)	(275)
795	Cash at the beginning of the year	809	716	809
809	Cash at the end of the year	657	350	534

The Goods and Services Tax (GST) component of operating activities reflects the net GST paid to the Inland Revenue Department. The GST component has been presented on a net basis, as the gross amounts do not provide meaningful information for financial statement purposes.

The accompanying notes form part of these financial statements.

Reconciliation of net surplus/(deficit) to net cash from operating activities

For the year ended 30 June 2009

2008 Actual \$000		2009 Actual \$000	Main Estimates \$000	Supp Estimates \$000
84	Net surplus/(deficit)	37	–	–
	ADD NON-CASH EXPENSES			
62	Depreciation expense	53	40	54
21	Amortisation expense	34	90	34
83	Total non-cash items	87	130	88
	ADD/(DEDUCT) MOVEMENTS IN WORKING CAPITAL ITEMS			
33	(Increase)/decrease in debtors, other receivables and prepayments	3	–	4
17	Increase/(decrease) in creditors and other payables	33	–	(43)
50	Net movements in working capital items	36	–	(39)
217	Net cash from operating activities	160	130	49

The accompanying notes form part of these financial statements.

Statement of commitments

As at 30 June 2009

2008 Actual \$000		2009 Actual \$000
NON-CANCELLABLE OPERATING LEASE COMMITMENTS		
241	Less than one year	286
956	Later than one year and not later than five years	1,127
267	More than five years	46
1,464	Total non-cancellable operating lease commitments	1,459
1,464	Total commitments	1,459

NON-CANCELLABLE OPERATING LEASE COMMITMENTS

The Ministry leases property, plant and equipment in the normal course of its business. These leases are for premises and photocopiers, which have a non-cancellable leasing period ranging from four to six years.

Statement of contingent liabilities and contingent assets

As at 30 June 2009

CONTINGENT LIABILITIES

There were no contingent liabilities or guarantees given under the Public Finance Act in relation to the activities of the Ministry at 30 June 2009 (2008: Nil).

CONTINGENT ASSETS

The Ministry had no contingent assets at 30 June 2009 (2008: Nil).

Statement of departmental expenses and capital expenditure against appropriations

For the year ended 30 June 2009

2008 Actual Expenditure \$000		2009 Actual Expenditure \$000	2009 Voted Appropriation \$000
VOTE WOMEN'S AFFAIRS			
Appropriations for departmental output expenses			
4,511	This appropriation is limited to the provision of policy advice and nominations service	4,631	4,677
Appropriations for capital expenditure (PLA)			
43	This appropriation is limited to the acquisition or development of assets by and for the use of the Ministry, as authorised by section 24(1) of the Public Finance Act 1989	228	240
4,554	Total appropriations	4,859	4,917

VOTED APPROPRIATION

The Voted Appropriation includes adjustments made in the Supplementary Estimates.

The accompanying notes form part of these financial statements.

Statement of departmental unappropriated expenditure and capital expenditure

For the year ended 30 June 2009

EXPENSES AND CAPITAL EXPENDITURE INCURRED IN EXCESS OF APPROPRIATION

No expenses or capital expenditure were incurred in excess of appropriation during the year (2008: Nil).

EXPENSES AND CAPITAL EXPENDITURE INCURRED WITHOUT APPROPRIATION OR OTHER AUTHORITY

No expenses or capital expenditure were incurred without appropriation or other authority during the year (2008: Nil).

BREACHES OF PROJECTED DEPARTMENTAL NET ASSET SCHEDULES

No breaches of projected departmental net asset schedules occurred during the year (2008: Nil).

Statement of accounting policies

For the year ended 30 June 2009

REPORTING ENTITY

The Ministry of Women's Affairs (the Ministry) is a government department as defined by section 2 of the Public Finance Act 1989 and is domiciled in New Zealand.

The primary objective of the Ministry is to provide services to the public rather than making a financial return. Accordingly, the Ministry has designated itself as a public benefit entity for the purposes of New Zealand equivalents to International Financial Reporting Standards (NZ IFRS).

REPORTING PERIOD

The reporting period for these financial statements is the year ended 30 June 2009. These financial statements were authorised for issue by the Chief Executive of the Ministry on 30 September 2009.

BASIS OF PREPARATION

The financial statements of the Ministry have been prepared in accordance with the requirements of the Public Finance Act 1989, which includes the requirement to comply with New Zealand generally accepted accounting practices (NZ GAAP).

These financial statements have been prepared in accordance with, and comply with, NZ IFRS as appropriate for public benefit entities.

ACCOUNTING POLICIES

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

The financial statements have been prepared on a historical cost basis unless otherwise stated.

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand (\$000). The functional currency of the Ministry is New Zealand dollars.

Standards, amendments and interpretations issued that are not yet effective and have not been early adopted, and which are relevant to the Ministry, include:

- NZ IAS 1 *Presentation of Financial Statements (2007)* and is effective for reporting periods on or after 1 January 2009. The Ministry intends to adopt this standard in the period ending 30 June 2010, and is yet to decide whether it will prepare a single statement of comprehensive income or a separate income statement followed by a statement of comprehensive income.

REVENUE

The Ministry derives revenue through the provision of outputs to the Crown and for services to third parties. All revenue is recognised when earned and is measured at the fair value of consideration received.

CAPITAL CHARGE

The capital charge is recognised as an expense in the period to which the charge relates.

OPERATING LEASES

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

FINANCIAL INSTRUMENTS

Financial assets and financial liabilities are initially measured at fair value plus transaction costs unless they are carried at fair value through profit or loss, in which case the transaction costs are recognised in the statement of financial performance.

LOANS AND RECEIVABLES

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets. The Ministry's loans and receivables comprise cash and cash equivalents and debtors and other receivables.

CASH AND CASH EQUIVALENTS

Cash includes cash on hand and funds on deposit with banks.

DEBTORS AND OTHER RECEIVABLES

Debtors and other receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest rate, less any provision for impairment.

Impairment of a receivable is established when there is objective evidence that the Ministry will not be able to collect amounts due according to the original terms of the receivable. The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the original effective interest rate. The carrying amount of the loss is recognised in the statement of financial performance. Overdue receivables that are renegotiated are reclassified as current.

FOREIGN CURRENCY TRANSACTIONS

Foreign currency transactions are translated into New Zealand dollars using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions, and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies, are recognised in the statement of financial performance.

PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment consists of computer equipment, office equipment and furniture, fitout and leasehold improvements, library books, and artwork.

Property, plant and equipment is shown at cost less accumulated depreciation and impairment losses. Artwork is stated at cost.

ADDITIONS

The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to the Ministry and the cost of the item can be measured reliably.

In most instances, an item of property, plant and equipment is recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value as at the date of acquisition.

DISPOSALS

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are included in the statement of financial performance.

SUBSEQUENT COSTS

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to the Ministry and the cost of the item can be measured reliably.

DEPRECIATION

Depreciation is provided on a straight-line basis on all property, plant and equipment, except artwork, at rates that will write off the cost of the asset over its useful life.

The useful life and associated depreciation rates of the various classes of assets are estimated as follows:

Asset class	Years	Depreciation rate
Computer equipment	3	33%
Office equipment	5	20%
Furniture	5–10	10%–20%
Fitout and leasehold improvements	the term of the lease	the term of the lease
Library – legal reference	2–10	10%–50%
– non-fiction and reference	10	10%

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial year-end.

INTANGIBLE ASSETS

SOFTWARE ACQUISITION

Acquired computer software licences are capitalised on the basis of the costs to acquire and bring to use the specific software.

Costs associated with maintaining computer software are recognised as an expense when incurred. Costs that are directly associated with the development of software for internal use by the Ministry are recognised as an intangible asset.

Staff training costs are recognised as an expense when incurred.

AMORTISATION

Intangible assets with finite lives are amortised on a straight-line basis over their estimated useful life.

Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each period is recognised in the statement of financial performance.

The useful life and associated amortisation rates of the classes of intangible assets are estimated as follows:

Asset class	Years	Amortisation rate
Acquired computer software	3	33%

IMPAIRMENT OF NON-FINANCIAL ASSETS

Property, plant and equipment, and intangible assets that have a finite life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. Losses resulting from impairment are recognised in the statement of financial performance. Any reversal of an impairment loss is also recognised in the statement of financial performance.

CREDITORS AND OTHER PAYABLES

Creditors and other payables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method.

EMPLOYEE ENTITLEMENTS

SHORT-TERM EMPLOYEE ENTITLEMENTS

Employee benefits that the Ministry expects to be settled within 12 months of balance date are measured at nominal values based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, annual leave earned but not yet taken at balance date, long service leave entitlements expected to be settled within 12 months, and sick leave.

The Ministry recognises a liability for sick leave to the extent that absences in the coming year are expected to be greater than the sick leave entitlements earned in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date, to the extent that the Ministry anticipates it will be used by staff to cover those future absences.

The Ministry recognises a liability and an expense for bonuses where it is contractually obliged to pay them, or where there is a past practice that has created a constructive obligation.

LONG-TERM EMPLOYEE ENTITLEMENTS

Entitlements that are payable beyond 12 months, such as long service leave, have been calculated on an actuarial basis using a Treasury-issued spreadsheet. The calculations are based on:

- likely future entitlements based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement, and contractual entitlement information; and
- the present value of the estimated future cash flows using a discount rate of 3.01% and a salary inflation factor of 3.50% (as per Treasury instructions).

PROVISIONS

The Ministry recognises a provision for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that an outflow of future economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

TAXPAYERS' FUNDS

Taxpayers' funds are the Crown's investment in the Ministry and are measured as the difference between total assets and total liabilities.

COMMITMENTS

Expenses yet to be incurred on non-cancellable contracts that have been entered into on or before balance date are disclosed as commitments to the extent that there are equally unperformed obligations.

Cancellable commitments that have penalty or exit costs explicit in the agreement on exercising the option to cancel are included in the statement of commitments at the value of that penalty or exit costs.

GOODS AND SERVICES TAX (GST)

All items in the financial statements, including appropriation statements, are stated exclusive of GST, except for payables and receivables, which are stated on a GST-inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of receivables or payables in the statement of financial position.

Commitments and contingencies are stated on a GST-exclusive basis.

The net GST paid to, or received from, the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the statement of cash flows.

INCOME TAX

Government departments are exempt from income tax as public authorities in terms of the Income Tax Act 2004. Accordingly, no charge for income tax has been provided for.

BUDGET FIGURES

The budget figures are those presented in the 2008 Budget (Main Estimates). In addition, the financial statements also present the updated budget information from the Supplementary Estimates.

STATEMENT OF COST ACCOUNTING POLICIES

The Ministry has determined the cost of outputs using the cost allocation system outlined below.

Direct costs are those costs directly attributed to an output. Indirect costs are those that cannot be identified in an economically feasible manner, with a specific output.

Direct costs are allocated directly to outputs. Indirect costs are allocated to outputs based on each output's direct salary costs.

There have been no changes in cost accounting policies, since the date of the last audited financial statements.

CRITICAL ACCOUNTING ESTIMATES AND ASSUMPTIONS

In preparing these financial statements the Ministry has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are no estimates and assumptions that have significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Notes to the financial statements

For the year ended 30 June 2009

NOTE 1 DEPARTMENTAL REVENUE

2008 Actual \$000		2009 Actual \$000
81	State Services Commission contribution for the State Sector Retirement Savings Scheme	66
–	State Services Commission contribution for the KiwiSaver Savings Scheme	2
–	Tax Credits for the KiwiSaver Savings Scheme	2
–	Departmental contribution for the implementation of a Job Evaluation project	9
23	Recovery of salaries for staff secondments to other departments	–
40	Departmental contributions for the Sexual Violence Research project	–
144	Total departmental revenue	79

NOTE 2 OTHER REVENUE

2008 Actual \$000		2009 Actual \$000
25	Contributions for the Occupational Segregation project	–
10	Other Agency contributions for the Sexual Violence Research project	–
1	Sundry	–
36	Total other revenue	–

NOTE 3 PERSONNEL COSTS

2008 Actual \$000		2009 Actual \$000
2,758	Salaries and wages	2,828
87	Employer contributions to defined contribution plans	85
(38)	Increase/(decrease) in employee entitlements	31
80	Temporary staff	64
13	ACC levy	16
2,900	Total personnel costs	3,024

Employer contributions to defined contributions plans include contributions to the State Sector Retirement Savings Scheme, KiwiSaver and the Government Superannuation Fund.

NOTE 4 RENT AND OUTGOINGS

2008 Actual \$000		2009 Actual \$000
233	Rent and building operating expenses	270
5	Archive security	10
14	Cleaning	15
11	Energy	10
22	Repairs and maintenance – premises	8
8	Repairs and maintenance – furniture and equipment	6
8	Insurance	8
301	Total rent and outgoings	327

NOTE 5 AUDIT FEES

2008 Actual \$000		2009 Actual \$000
29	Annual audit of financial statements	31
7	Audit of NZ IFRS transition	–
36	Total audit costs	31

NOTE 6 OPERATING COSTS

2008 Actual \$000		2009 Actual \$000
95	Recruitment expenses	43
180	Training and conference costs	246
159	Travel expenses	79
16	Library	17
434	Consultants and contractors	438
68	Publications	79
1	Operating lease payments	12
210	Other output expenses	223
1,163	Total operating costs	1,137

NOTE 7 CAPITAL CHARGE

The Ministry pays a capital charge to the Crown on its taxpayers' funds as at 30 June and 31 December each year.

The capital charge rate for the year ended 30 June 2009 was 7.5 percent (2008: 7.5 percent).

NOTE 8 DEPRECIATION EXPENSE

2008 Actual \$000	2009 Actual \$000
14 Computer equipment	22
9 Office equipment	2
25 Furniture, fitout and leasehold improvements	22
14 Library	7
62 Total depreciation expense	53

NOTE 9 AMORTISATION EXPENSE

2008 Actual \$000	2009 Actual \$000
21 Computer software	34
21 Total amortisation expense	34

NOTE 10 REPAYMENT OF SURPLUS

Pursuant to section 22 of the Public Finance Act, any operating surplus is returned to the Crown. The repayment of surplus is to be paid by 31 October of each year.

The Ministry has a provision for repayment of the operating surplus to the Crown of \$37,000 (2008: \$84,000).

NOTE 11 DEBTORS AND OTHER RECEIVABLES

Debtors and other receivables are non-interest bearing and are normally settled on 30-day terms; therefore the carrying value of debtors and other receivables approximates their fair value.

NOTE 12 PROPERTY, PLANT AND EQUIPMENT

	Balance 1 July 2008 \$000	Additions \$000	Disposals \$000	Balance 30 June 2009 \$000
COST				
Computer equipment	310	49	–	359
Office equipment	142	2	(16)	128
Furniture, fitout and leasehold improvements	416	6	(8)	414
Library	202	3	–	205
Artwork	17	–	–	17
Total cost	1,087	60	(24)	1,123

	Balance 1 July 2008 \$000	Depreciation Expense \$000	Elimination on Disposal \$000	Balance 30 June 2009 \$000
ACCUMULATED DEPRECIATION				
Computer equipment	296	22	–	318
Office equipment	137	2	(16)	123
Furniture, fitout and leasehold improvements	288	22	(8)	302
Library	183	7	–	190
Artwork	–	–	–	–
Total accumulated depreciation	904	53	(24)	933
Net carrying amount	183			190

NOTE 13 INTANGIBLE ASSETS

	Balance 1 July 2008 \$000	Additions \$000	Disposals \$000	Balance 30 June 2009 \$000
COST				
Computer software	189	168	–	357

	Balance 1 July 2008 \$000	Amortisation Expense \$000	Elimination on Disposal \$000	Balance 30 June 2009 \$000
ACCUMULATED AMORTISATION				
Computer software	164	34	–	198
Net carrying amount	25			159

NOTE 14 CREDITORS AND OTHER PAYABLES

2008 Actual \$000		2009 Actual \$000
204	Creditors	289
9	Income received in advance	–
212	Accrued expenses	102
33	GST payable	16
458	Total creditors and other payables	407

Creditors and other payables are non-interest bearing and are normally settled on 30-day terms, and therefore the carrying value of creditors and other payables approximates their fair value.

NOTE 15 PROVISIONS

2008 Actual \$000		2009 Actual \$000
–	Provision for Chief Executive development fund	40
–	Total provisions	40

NOTE 16 EMPLOYEE ENTITLEMENTS

2008 Actual \$000		2009 Actual \$000
CURRENT EMPLOYEE ENTITLEMENTS ARE REPRESENTED BY:		
89	Annual leave	104
6	Sick leave	6
–	Long service leave	6
70	Accrued salaries and wages	83
165	Total current portion	199
NON-CURRENT EMPLOYEE ENTITLEMENTS ARE REPRESENTED BY:		
–	Long service leave	10
165	Total employee entitlements	209

NOTE 17 RELATED PARTY TRANSACTIONS

The Ministry is a wholly-owned entity of the Crown. The Government significantly influences the role of the Ministry as well as being its major source of revenue.

The Ministry enters into transactions with other government departments, Crown entities and state-owned enterprises on an arm's length basis. Those transactions that occur within a normal supplier or client relationship on terms and conditions no more or less favourable than those which it is reasonable to expect the Ministry would have adopted if dealing with that entity at arm's length in the same circumstances are not disclosed.

NOTE 18 KEY MANAGEMENT PERSONNEL COMPENSATION

2008 Actual \$000		2009 Actual \$000
716	Salaries and other short-term employee benefits	742
–	Post-employment benefits	–
–	Other long-term benefits	–
–	Termination benefits	–
716	Total key management personnel compensation	742

Key management personnel include the Chief Executive and the three members of the Executive Management team.

NOTE 19 EVENTS AFTER BALANCE DATE

There have been no events after balance date that materially affect the financial statements.

NOTE 20 FINANCIAL INSTRUMENT RISKS

The Ministry's activities expose it to a variety of financial instrument risks, including currency risk, interest rate risk, credit risk and liquidity risk. The Ministry has a series of policies to manage the risks associated with financial instruments and seeks to minimise exposure from financial instruments. These policies do not allow any transactions that are speculative in nature to be entered into.

Currency risk

Currency risk is the risk that the fair value or future cash flows from a financial instrument will fluctuate because of changes in foreign exchange rates.

The Ministry does not have significant concentrations of currency risk for its financial instruments.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows from a financial instrument will fluctuate because of changes in market interest rates.

The Ministry has no interest-bearing financial instruments and therefore has no exposure to interest rate risk.

Credit risk

Credit risk is the risk that a third party will default on its obligations to the Ministry, causing the Ministry to incur a loss.

In the normal course of its business, credit risk arises from debtors and bank deposits.

The Ministry is only permitted to deposit funds with Westpac, a registered bank. This entity has a high credit rating. For its other financial instruments, the Ministry does not have significant concentrations of credit risk.

The Ministry's maximum credit exposure for each class of financial instrument is represented by the carrying amount of cash and cash equivalents, and debtors and other receivables. There is no collateral held as security against these financial instruments.

Liquidity risk

Liquidity risk is the risk that the Ministry will encounter difficulty raising liquid funds to meet commitments as they fall due.

In meeting its liquidity requirements, the Ministry closely monitors its forecast cash requirements with expected cash drawdowns from the New Zealand Debt Management Office. The Ministry maintains a target level of available cash to meet its liquidity requirements.

The Ministry's creditors and other payables (note 14) will be settled in less than six months after balance date.

NOTE 21 CAPITAL MANAGEMENT

The Ministry's capital is its equity (or taxpayers' funds), which is represented by net assets.

The Ministry manages its revenues, expenses, assets, liabilities, and general financial dealings prudently. The Ministry's equity is largely managed as a by-product of managing income, expenses, assets, and liabilities, and compliance with the Government Budget processes and Treasury Instructions.

The objective of managing the Ministry's equity is to ensure the Ministry effectively achieves its goals and objectives for which it has been established, whilst remaining a going concern.

NOTE 22 EXPLANATION OF MAJOR VARIANCES AGAINST BUDGET

Explanations for major variances from the Ministry's estimated figures in the 2008 Budget are as follows:

Statement of financial performance

Rent and outgoings

The budget for rent and outgoings only includes rental and leasing costs. Actual rent and outgoings expenditure includes other costs relating to the premises (refer to note 4 for a breakdown of rent and outgoing costs).

Operating costs

Operating expenditure was reduced to offset the higher than expected levels of spending on rent and outgoings.

Statement of financial position

Cash and cash equivalents

Cash and cash equivalent balances are greater than budgeted because capital project payments were lower than forecast.

Property, plant and equipment

Property, plant and equipment are below budget due to a lower than forecast spend on office equipment and the information technology replacement programme.

Statement of cash flows

Purchase of property, plant and equipment

Cash outflows for capital purchases are below budget due to a lower than forecast spend on office equipment and information technology.

Audit Report

To the readers of the Ministry of Women's Affairs' financial statements and statement of service performance for the year ended 30 June 2009

The Auditor-General is the auditor of the Ministry of Women's Affairs (the Department). The Auditor-General has appointed me, Phil Kennerley, using the staff and resources of Audit New Zealand, to carry out the audit. The audit covers the financial statements and statement of service performance included in the annual report of the Department for the year ended 30 June 2009.

UNQUALIFIED OPINION

In our opinion:

- The financial statements of the Department on pages 15 to 34:
 - comply with generally accepted accounting practice in New Zealand; and
 - fairly reflect:
 - the Department's financial position as at 30 June 2009;
 - the results of its operations and cash flows for the year ended on that date;
 - its expenses and capital expenditure incurred against each appropriation administered by the Department and each class of outputs included in each output expense appropriation for the year ended 30 June 2009; and
 - its unappropriated expenses and capital expenditure for the year ended 30 June 2009.
- The statement of service performance of the Department on pages 11 to 14:
 - complies with generally accepted accounting practice in New Zealand; and
 - fairly reflects for each class of outputs:
 - its standards of delivery performance achieved, as compared with the forecast standards included in the statement of forecast service performance adopted at the start of the financial year; and
 - its actual revenue earned and output expenses incurred, as compared with the forecast revenues and output expenses included in the statement of forecast service performance adopted at the start of the financial year.

The audit was completed on 30 September 2009, and our opinion is expressed as at that date.

The basis of our opinion is explained below. In addition, we outline the responsibilities of the Chief Executive and the Auditor, and explain our independence.

BASIS OF OPINION

We carried out the audit in accordance with the Auditor-General's Auditing Standards, which incorporate the New Zealand Auditing Standards.

We planned and performed the audit to obtain all the information and explanations we considered necessary in order to obtain reasonable assurance that the financial statements and statement of service performance did not have material misstatements, whether caused by fraud or error.

Material misstatements are differences or omissions of amounts and disclosures that would affect a reader's overall understanding of the financial statements and statement of service performance. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.

Matters Relating to the Electronic Presentation of the Audited Financial Statements and Statement of Service Performance

This audit report relates to the financial statements and statement of service performance of the Ministry of Women's Affairs for the year ended 30 June 2009 included on the website of the Ministry of Women's Affairs. The Chief Executive is responsible for the maintenance and integrity of the Ministry of Women's Affairs' website. We have not been engaged to report on the integrity of the Ministry of Women's Affairs' website. We accept no responsibility for any changes that may have occurred to the financial statements and statement of service performance since they were initially presented on the website.

The audit report refers only to the financial statements and statement of service performance named above. It does not provide an opinion on any other information which may have been hyperlinked to or from the financial statements and statement of service performance. If readers of this report are concerned with the inherent risks arising from electronic data communication they should refer to the published hard copy of the audited financial statements and statement of service performance and related audit report dated 30 September 2009 to confirm the information included in the audited financial statements and statement of service performance presented on this website.

Legislation in New Zealand governing the preparation and dissemination of financial information may differ from legislation in other jurisdictions.

The audit involved performing procedures to test the information presented in the financial statements and statement of service performance. We assessed the results of those procedures in forming our opinion.

Audit procedures generally include:

- determining whether significant financial and management controls are working and can be relied on to produce complete and accurate data;
- verifying samples of transactions and account balances;
- performing analyses to identify anomalies in the reported data;
- reviewing significant estimates and judgements made by the Chief Executive;
- confirming year-end balances;
- determining whether accounting policies are appropriate and consistently applied; and
- determining whether all financial statement and statement of service performance disclosures are adequate.

We did not examine every transaction, nor do we guarantee complete accuracy of the financial statements and statement of service performance.

We evaluated the overall adequacy of the presentation of information in the financial statements and statement of service performance. We obtained all the information and explanations we required to support our opinion above.

RESPONSIBILITIES OF THE CHIEF EXECUTIVE AND THE AUDITOR

The Chief Executive is responsible for preparing the financial statements and statement of service performance in accordance with generally accepted accounting practice in New Zealand. The financial statements must fairly reflect the financial position of the Department as at 30 June 2009 and the results of its operations and cash flows for the year ended on that date.

The financial statements must also fairly reflect the expenses and capital expenditure incurred against each appropriation administered by the Department and each class of outputs included in each output expense appropriation for the year ended 30 June 2009. The financial statements must also fairly reflect the Department's unappropriated expenses and capital expenditure for the year ended on that date.

The statement of service performance must fairly reflect, for each class of outputs, the Department's standards of delivery performance achieved and revenue earned and expenses incurred, as compared with the forecast standards, revenue and expenses adopted at the start of the financial year.

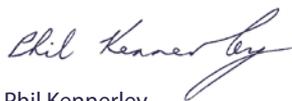
The Chief Executive's responsibilities arise from sections 45A and 45B of the Public Finance Act 1989.

We are responsible for expressing an independent opinion on the financial statements and statement of service performance and reporting that opinion to you. This responsibility arises from section 15 of the Public Audit Act 2001 and section 45D(2) of the Public Finance Act 1989.

INDEPENDENCE

When carrying out the audit we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the Institute of Chartered Accountants of New Zealand.

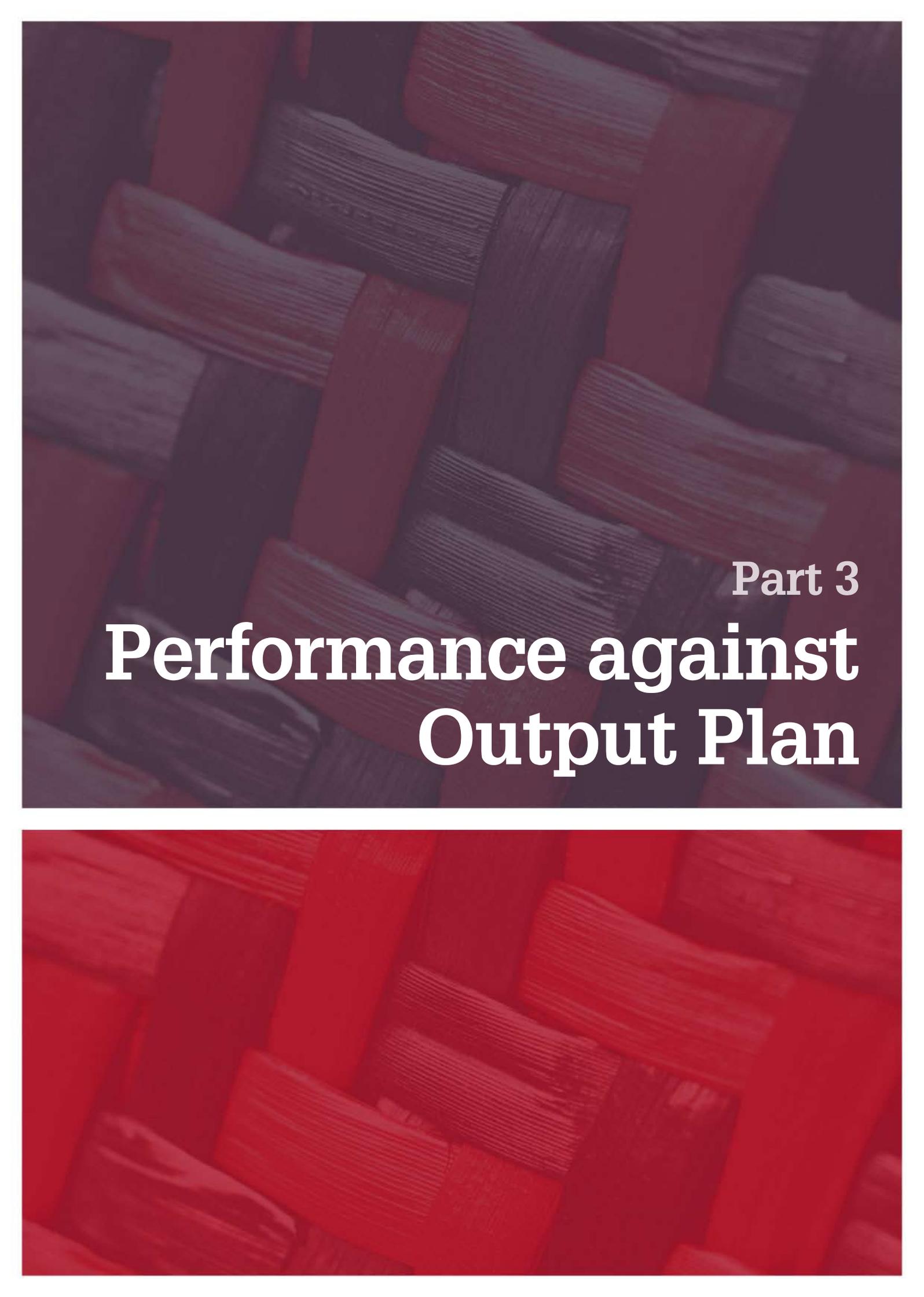
Other than the audit, we have no relationship with or interests in the Department.



Phil Kennerley

Audit New Zealand

On behalf of the Auditor-General, Wellington, New Zealand

The image features a background of a woven basket, likely made of bamboo or a similar natural material. The basket's texture is visible, showing a complex interlaced pattern. A semi-transparent dark red overlay covers the entire image, creating a moody and textured appearance. The text is positioned in the lower right quadrant of the image.

Part 3

Performance against Output Plan

Performance against Output Plan

For the year ended 30 June 2009

At the beginning of the financial year, the Minister and the Chief Executive agreed an Output Plan. It comprised the detailed outputs to be delivered, the link to the outcomes in the Statement of Intent, and the performance measures and standards.

Outputs for 2008/09 covered:

- Policy advice – well-being
- Policy advice – economic sustainability
- Policy advice – work-life balance
- *Action Plan for New Zealand Women* overview
- Management of international obligations
- Nominations service
- Ministerial servicing.

The highlights and achievements against targets for each output are described in Outputs 1 to 7 following.

Output 1: Policy advice – well-being

For the year ended 30 June 2009

HIGH-LEVEL OUTPUT

To provide analysis and advice on issues and policies relating to women's health, safety and freedom, and legal rights.

OUTCOME SOUGHT

Improved health outcomes for women, reduced incidence and impact of violence on women and their children, and improved access to services.

FINAL GOAL

The impacts of preventable health issues are minimised, and domestic and other forms of violence targeted at women are eliminated.

INDICATIVE TIMELINE FOR ACHIEVEMENT OF OUTCOME

Long-term.

2008/09 Output Objectives	2008/09 Achievements
Substantially complete the research project to review government and other agencies' responsiveness to adult victims of sexual violence, and what works.	<p>Work was substantially completed on the research project Strong and Safe Communities – Effective Interventions for Adult Victims/Survivors of Sexual Violence, which was overseen by the Ministry's Sexual Violence Research Unit.</p> <p>Researchers from the Crime and Justice Research Centre at Victoria University of Wellington, contracted to carry out the research, completed work on the four work streams. The research findings will be published in a collection of reports in 2009/10.</p>
Provide policy advice on resilient transitions, with a focus on youth to adulthood, the impact of teen pregnancy on outcomes for women, and how to mitigate the impact.	The Ministry contributed to work led by the Ministry of Health on teen pregnancy and parenting undertaken in 2008.
Provide policy advice on how changing demographics might impact on women, and what, if anything, the government needs to consider that isn't covered elsewhere.	This was a priority area for the previous Minister of Women's Affairs, and work was completed during the first quarter of the year.
Provide policy advice on strategies to reduce the incidence and impact of domestic violence against women, including possible legislative amendments.	The Ministry continued to provide high-quality advice and contribute to policy development on domestic violence including the review of the Domestic Violence Act 1995 and related legislation, and the proposed introduction of Police-issued Safety Orders.
Contribute to the advice provided by the Taskforce for Action on Violence within Families and the Taskforce for Action on Sexual Violence.	<p>The Ministry continued to contribute to the work of the cross-agency Taskforce for Action on Violence within Families and Taskforce for Action on Sexual Violence.</p> <p>The key work undertaken by the Ministry in 2008/09 related to the work of the Taskforce for Action on Sexual Violence. This included working with the Ministry of Health on a prevention plan for sexual violence, and the Ministry of Justice on improving responses to the criminal justice system.</p>
Deputy Chair of the Taskforce for Action on Violence within Families and the Taskforce for Action on Sexual Violence.	The Chief Executive continued to take a strong role on both Taskforces, by leading workshops and meetings, and supporting the respective Taskforce Secretariats.

Highlights for 2008/09

- Completing research on the project 'Strong and Safe Communities – Effective Interventions for Adult Victims/Survivors of Sexual Violence'.
- Continuing to provide high-quality advice to, and support for, the Taskforce for Action on Sexual Violence.

Output 2: Policy advice – economic sustainability

For the year ended 30 June 2009

HIGH-LEVEL OUTPUT

To provide analysis and advice on issues and policies impacting on women's labour market participation, incomes and contribution to economic growth.

OUTCOME SOUGHT

Increased contribution to economic growth and relative earnings, and greater support for women on low incomes, including those with family responsibilities.

FINAL GOAL

Women's earnings are significantly improved, including the elimination of gender disparities.

INDICATIVE TIMELINE FOR ACHIEVEMENT OF OUTCOME

Long-term.

2008/09 Output Objectives	2008/09 Achievements
Commission research on the economic impacts of occupational segregation in order to provide advice on the possible impacts.	A Ministry-commissioned report on the economic impacts of occupational segregation by the New Zealand Institute of Economic Research was completed. This report contributed to the Ministry's ongoing work on addressing occupational segregation.
Explore areas for policy development arising from completed research on gender and young people's career decision-making in trade-related occupations.	The research report <i>Trading Choices: Young people's career decisions and gender segregation in the trades</i> (Trading Choices research), commissioned by the Ministry, was released in September 2008. In October 2008, the Ministry held a forum with representatives from industry training organisations, employer groups, unions and government agencies to present the research.
Provide advice on women's representation in trade occupations.	The Trading Choices research findings contributed to the development of advice to the Minister of Women's Affairs on increasing women's representation in trade-related occupations. The Ministry continued to work with key agencies such as the Ministries of Education and Social Development on these issues.
Contribute to ongoing policy advice on improving pay and employment equity for women.	The Ministry gained additional funding of \$500,000 per annum over four years from 1 July 2009 in Budget 2009, to undertake in-depth work relating to the gender pay gap and contributing issues. Quarterly updates were provided to the Minister on employment outcomes, including labour force participation and unemployment rates.

Continued over »

2008/09 Output Objectives	2008/09 Achievements
<p>Contribute to ongoing policy advice regarding the implications of retirement income policies for women, in conjunction with the Ministry of Social Development, the Treasury and the Retirement Commissioner.</p>	<p>The Ministry participated in an inter-agency work programme to assess the future sustainability and adequacy of current retirement income and related policies in the context of population ageing.</p> <p>The Ministry also worked with the Retirement Commission on gender differences in retirement income in New Zealand. This included research that will contribute to the Retirement Commissioner's report in 2010 on a review of retirement income policies implemented by government, as required under the New Zealand Superannuation and Retirement Act 2001.</p>
<p>Contribute to initiatives that enhance opportunities for women to participate in decision-making and leadership roles.</p>	<p>The Ministry's Chief Executive, Kaihautū, and Director, Nominations Service continued to participate in public sector leadership forums aimed at increasing women's participation in leadership in the public sector.</p> <p>The Ministry produced the report <i>Women on Boards: Why women on company boards are good for business</i>, in partnership with Business New Zealand and the Institute of Directors in New Zealand. The report presented international research showing a positive correlation between the presence of women on boards and company performance. It was launched at an event for business leaders featuring the Prime Minister, Hon John Key.</p> <p>The Ministry disseminated the report to the chairmen and chief executives of NZX top 100 companies.</p> <p>The Ministry also worked with established and emerging Māori women directors to increase their leadership opportunities.</p>
<p>Explore whether changing patterns of work in the future could potentially impact on women as a group, and what policy issues will need to be considered.</p>	<p>This work was undertaken during the first quarter of the year.</p>

Highlights for 2008/09

- Securing additional funding to undertake work on the gender pay gap over the next four years.
- Releasing the Ministry-commissioned research report *Trading Choices: Young people's career decisions and gender segregation in the trades*.
- Releasing the document *Women on Boards: Why women on company boards are good for business*, in partnership with Business New Zealand and the Institute of Directors in New Zealand.

Output 3: Policy advice – work-life balance

For the year ended 30 June 2009

HIGH-LEVEL OUTPUT

To provide analysis and advice on issues and policies impacting on women's work-life balance, including access to affordable, high-quality childcare.

OUTCOME SOUGHT

Women are easily able to participate in, and contribute to, a range of spheres within their lives, including paid work, their families and communities, voluntary work, and cultural activities.

FINAL GOAL

Women are satisfied with their ability to balance their participation in, and contribution to, the range of spheres within their lives.

INDICATIVE TIMELINE FOR ACHIEVEMENT OF OUTCOME

Long-term.

2008/09 Output Objectives	2008/09 Achievements
Contribute to policy advice on measures to enhance work choices for parents and other carers.	The Ministry contributed to cross-agency work in this area up until the discontinuation of the Choices for Living, Caring and Working inter-sectoral programme of work in the second quarter of the year.
Contribute to the Work-Life Balance project undertaken by the Department of Labour, including jointly leading work examining ways to balance the caring responsibilities between men and women.	The report <i>Men's Participation in Unpaid Care: A review of the literature</i> was released on 30 June 2009. The report was commissioned by the Ministry and the Department of Labour and summarises the findings of a comprehensive review of international and New Zealand-based literature on the supports and barriers to men's participation in caring roles.
Provide policy advice on women and caring, with a particular focus on options to improve access to high-quality affordable childcare, including out of school services and early childhood education.	The Ministry provided advice to other agencies from time to time as required on these issues. The level of work undertaken by the Ministry decreased in this area because of the discontinuation of the Choices for Living, Caring and Working inter-sectoral programme of work.

Highlights for 2008/09

- Releasing the joint Ministry of Women's Affairs/Department of Labour-commissioned report *Men's Participation in Unpaid Care: A review of the literature*.

Output 4: *Action Plan for New Zealand Women* overview

For the year ended 30 June 2009

HIGH-LEVEL OUTPUT

To oversee the implementation and monitor progress on the *Action Plan for New Zealand Women* (the *Action Plan*).

OUTCOME SOUGHT

The *Action Plan* is implemented. Monitoring shows change in indicators including those measuring change in the *Social Report* and to reduce inequalities.

FINAL GOAL

The *Action Plan* is implemented on schedule. Measurable improvement can be seen in key indicators (detailed in the *Action Plan*) demonstrating improved outcomes for women.

INDICATIVE TIMELINE FOR ACHIEVEMENT OF OUTCOME

Five years.

2008/09 Output Objectives	2008/09 Achievements
Chair and co-ordinate the Chief Executive Steering Group.	The Chief Executive Steering Group met with input from the agencies represented. Members were updated on progress against the <i>Action Plan</i> .
In conjunction with relevant agencies, finalise and maintain the monitoring framework and further develop indicators for the <i>Action Plan</i> , and track progress across the <i>Action Plan</i> outcomes, including web-based publication on the Ministry website of monitoring indicators.	The <i>Indicators for Change: Tracking the progress of New Zealand women</i> report that shows progress on the high-level outcomes in the <i>Action Plan</i> was published in October 2008.
Work within the public sector to support programmes that progress the outcomes set out in the <i>Action Plan</i> .	Achieved.
Plan for a review of the <i>Action Plan</i> .	The Ministry's Chief Executive and Kaihautū undertook a series of regional meetings to communicate and gather feedback on the Ministry's new priorities and goals and to inform communities about the expiry of the <i>Action Plan</i> in late 2009.

Highlights for 2008/09

- Publishing the first annual *Indicators for Change: Tracking the progress of New Zealand women* report that shows progress on the high-level outcomes in the *Action Plan*.

Output 5: Management of international obligations

For the year ended 30 June 2009

HIGH-LEVEL OUTPUT

To provide analysis and advice on integrating New Zealand's international obligations in relation to women into domestic policy and to support New Zealand's contribution to international forums on issues relevant to the interests and well-being of women.

OUTCOME SOUGHT

Domestic policy that reflects New Zealand's obligations in relation to women, and New Zealand contributes effectively to developing and implementing international instruments that promote and protect the interests and rights of women.

FINAL GOAL

New Zealand is fully compliant with its international obligations in relation to women and contributes to international forums to promote and advance the interests and rights of women globally.

INDICATIVE TIMELINE FOR ACHIEVEMENT OF OUTCOME

Long-term.

2008/09 Output Objectives	2008/09 Achievements
Attend and contribute to the annual Commonwealth, State, Territory and New Zealand Ministers' Conference on the Status of Women (MINCO).	The Ministry participated in the annual MINCO meeting, held in October 2008.
Attend and contribute to the National Women's Safety Taskforce and the Women's Advisors' Meetings.	The Ministry participated in regular National Women's Safety Taskforce and the Women's Advisors' Meetings that were convened during the year.
Attend and contribute to the Commission on the Status of Women (CSW).	The Ministry participated in the annual meeting of CSW, held in March 2009.
Provide advice regarding recommendations from the 6th report on the United Nations Convention on the Elimination of All Forms of Discrimination against Women.	The Minister was provided with advice on recommendations from the 6th report.

Highlights for 2008/09

- Attending CSW in March 2009, the main theme of which was equal sharing of responsibilities between men and women.
- Continuing to convene the Caucus on International Women's Issues.

Output 6: Nominations service

For the year ended 30 June 2009

HIGH-LEVEL OUTPUT

To provide a nominations service that contributes to increasing the number of women appointed to state sector boards and committees.

OUTCOME SOUGHT

Greater gender balance in leadership and decision-making roles in the economic, health and social sectors through an annual increase in the number of women appointed to state sector boards and committees.

FINAL GOAL

The membership of state sector boards and committees will broadly reflect New Zealand's gender demographics; that is, of the total board and committee membership, women will represent around 50 percent.

INDICATIVE TIMELINE FOR ACHIEVEMENT OF OUTCOME

2010.

2008/09 Output Objectives	2008/09 Achievements
Provide suitable women nominees for appointment to state sector boards and committees.	<p>The Ministry responded to all nominations requests from government departments, and provided suitable women nominees where appropriate. The nominations were targeted to the particular vacancy and provided within the agreed timeframe.</p> <p>The Ministry tailored its nomination services to meet the specific requirements of requesting departments.</p>
Collect and report on whole-of-government statistics on women's representation on state sector boards and committees for the 2007 calendar year, to track progress toward the 50 percent representation objective.	<p>The Ministry completed the gender stocktake for the 2007 calendar year, which showed that women held 41.5 percent of state sector board and committee roles.</p> <p>The stocktake results were disseminated to Ministers and officials by letter, and were widely quoted in ministerial speeches and Ministry publications.</p> <p>The stocktake results were also reported on in a Cabinet paper entitled 'Achieving the 50 percent goal of women on government boards and committees'.</p>

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2008/09 Output Objectives	2008/09 Achievements
Collect and analyse individual departments' board and committee gender statistics in order to identify those where the representation is below 40 percent, so that additional assistance can be offered if required.	<p>The board and committee membership data for the 2007 calendar year was analysed; 21 departments had ratios below 40 percent.</p> <p>The Ministry met with officials from the departments that were below 40 percent and that made significant numbers of appointments. As part of this process, the Ministry's Chief Executive (CE) met with the CEs of four major departments.</p> <p>The Ministry provided targeted assistance to these departments, depending on their needs and requirements regarding the appointment of women.</p>
Add new women to the database as they are identified; women with governance experience, working at executive and senior levels in the corporate sector, management, the professions and community service including Māori, Pacific and disabled women.	<p>The number of women registered on the Ministry's database increased from 2,705 to 2,816. Many of the newly recruited women are from the corporate sector.</p> <p>The database now includes:</p> <ul style="list-style-type: none"> • 493 Māori women (18 percent) • 101 Pacific women (4 percent) • 70 Ethnic women (2 percent) • 32 self-identified women with disabilities (1 percent).
Publish the Nominations Service four-monthly email <i>On Board</i> , to inform all stakeholders of progress toward the 50 percent target.	Three issues of <i>On Board</i> were distributed to stakeholders. <i>On Board</i> contained information about new appointments of women, the results of the 2007 gender stocktake of state sector boards and committees, and governance issues of interest to women on the database.
Contribute information about the Nominations Service to national and international forums as required.	The Ministry contributed information about the Nominations Service and women's participation in governance to the public and private sectors, and international forums as required.

Highlights for 2008/09

- Tailoring nomination services to meet the specific needs of requesting departments.
- Receiving ratings of 4 (more than met requirements) or higher on a survey of officials to whom the service regularly provides nominations.
- Completing, analysing and disseminating the results of the 2007 gender stocktake of state sector boards and committees, and using the results to prioritise follow-up meetings with Chief Executives and governance officials.
- Promoting the participation of Māori women on state sector boards through a governance workshop and networking event for established and emerging Māori women directors.

Output 7: Ministerial servicing

For the year ended 30 June 2009

HIGH-LEVEL OUTPUT

To provide high-quality, timely advice as requested by the Vote Minister.

OUTCOME SOUGHT

Briefings, reports and ministerial support responses are provided on all issues requested by the Vote Minister.

FINAL GOAL

A comprehensive service is provided to the Vote Minister. The service will have the capacity to: respond urgently; provide written and oral briefings on significant issues that are timely, relevant, clear and succinct; and provide support for the Vote Minister as required in Cabinet Committees and in the House.

INDICATIVE TIMELINE FOR ACHIEVEMENT OF OUTCOME

Ongoing.

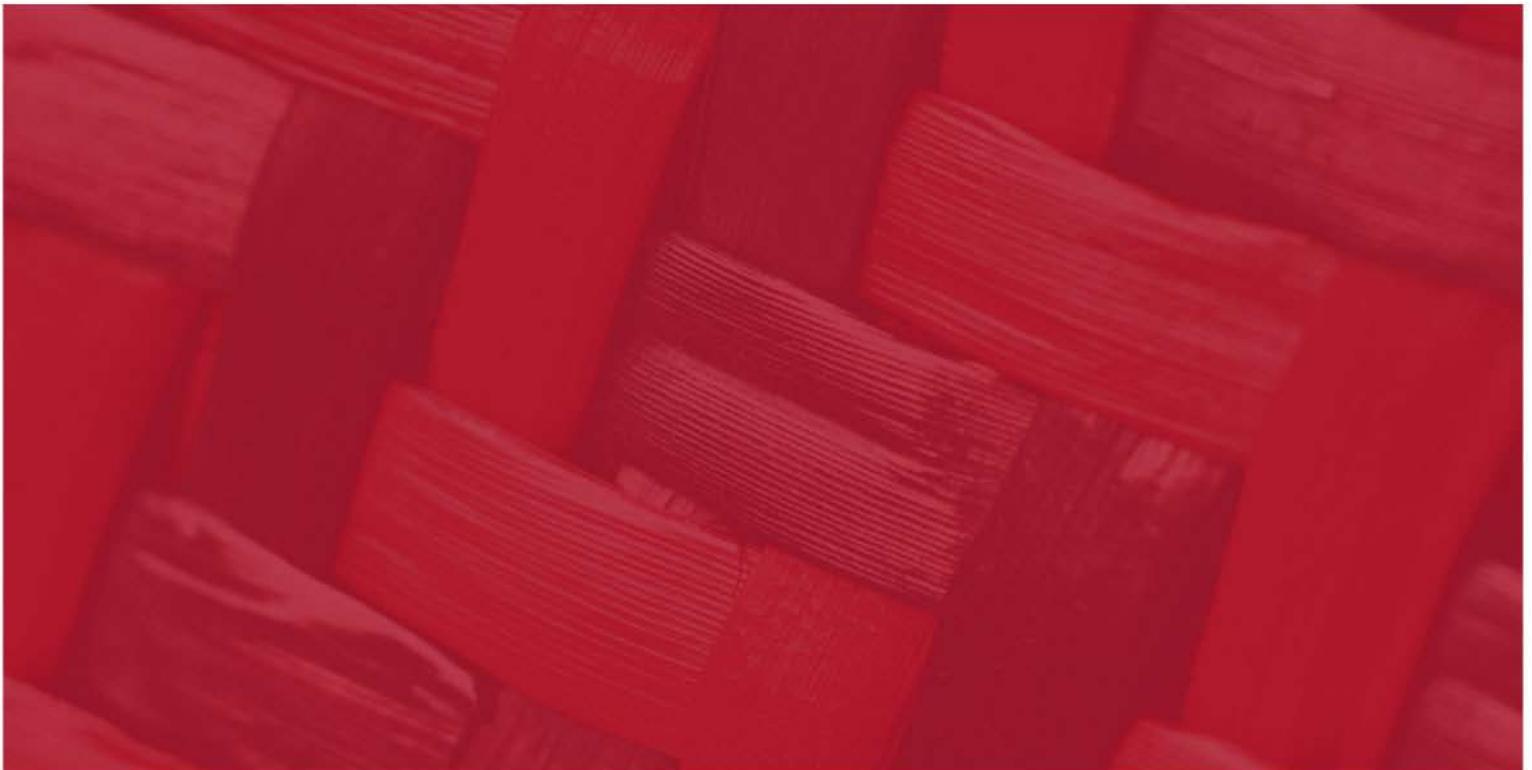
2008/09 Output Objectives	2008/09 Achievements
Ministerial support services will be provided as required: <ul style="list-style-type: none"> • draft replies to ministerial correspondence (Estimated 70) • draft responses to parliamentary questions (Estimated 35) • speech notes and background material. (Estimated 40) 	63 draft replies were provided. (2008: 47 draft replies) 86 draft responses were provided. (2008: 53 draft responses) 53 speech notes and background material were provided. (2008: 52 speech notes and background material)
Responses will be provided to requests under the Official Information Act 1982. (Estimated 10)	8 responses were provided. (2008: 15 responses)
Responses will be provided to information requests including email, telephone and written correspondence. (Estimated 500)	617 responses were provided. (2008: 582 responses)
Reports on upcoming Cabinet papers will be completed each week. (Estimated 40)	22 upcoming Cabinet paper reports were completed. (2008: 49 upcoming Cabinet paper reports)

Continued over »

2008/09 Output Objectives	2008/09 Achievements
<p>Status reports on progress and emerging issues will be completed each fortnight. (Estimated 20)</p>	<p>28 status reports on progress and emerging issues were completed. (2008: 21 status reports)</p>
<p>Ministerial support services will be consistent with the Minister's requirements, up to date, and presented having regard to the audience(s) identified in each case, with:</p> <ul style="list-style-type: none"> • 100 percent of the first drafts of responses to ministerial correspondence free of grammatical and factual errors • 100 percent of the first drafts of parliamentary questions free of grammatical and factual errors • speech notes and background material rated as 'meet requirements' in all the Minister's quarterly questionnaires. 	<p>100 percent of the first drafts of responses to ministerial correspondence were free of grammatical and factual errors. (2008: 96 percent)</p> <p>100 percent of the first drafts of responses to parliamentary questions were free of grammatical and factual errors. (2008: 100 percent)</p> <p>The Minister's quarterly feedback rated her satisfaction with speech notes as 'more than met requirements' in the first and fourth quarters and 'met requirements' in the third quarter. No specific feedback was provided in the second quarter.</p> <p>(2008: The Minister's quarterly feedback rated her satisfaction with speech notes as 'excellent' in the first, second and fourth quarters and 'more than met requirements' in the third quarter.)</p>
<p>Specified reporting deadlines as agreed between the Minister and the Chief Executive will be met. Any variances will be agreed and recorded at quarterly intervals. (100 percent)</p>	<p>Specified reporting deadlines, as agreed between the Minister and the Chief Executive, were either met or explicit variations were agreed with the Minister through the quarterly reporting process. (2008: reporting deadlines met or explicit variations agreed)</p>
<p>Nominations will meet the deadlines agreed at the time of request with the originating agency or Minister. (100 percent)</p>	<p>100 percent within the deadline of the originating agency or Minister. (2008: 100 percent within the deadline)</p>
<p>Draft responses to ministerial correspondence will be provided within 20 working days of receipt of the correspondence. (100 percent)</p>	<p>100 percent within 20 working days of the receipt of the correspondence. (2008: 94 percent within 20 working days)</p>
<p>Draft responses to parliamentary questions will be provided within specified reporting deadlines. (100 percent)</p>	<p>100 percent within 20 working days of the receipt of the correspondence. (2008: 98 percent within 20 working days)</p>
<p>Speech notes and background material will be provided within specified reporting deadlines. (100 percent)</p>	<p>100 percent within the specified reporting deadlines. (2008: 100 percent within the deadline)</p>



Part 4
Capability



Leadership of the Ministry

Under the State Sector Act 1988, the Chief Executive has overall responsibility for the management of the Ministry. The Executive Management Team has responsibility for strategic management of the Ministry. The team comprises the Chief Executive, General Manager Policy, Kaihautū, and General Manager Corporate. Day-to-day management of these functions is delegated to individual managers.



SHENAGH GLEISNER

Chief Executive

The Chief Executive's office includes the Nominations Service and executive support.



SARAH TURNER

General Manager Policy

The Policy Group covers the core functions of the Ministry: research and development of policy advice to government and management of New Zealand's international obligations in relation to the status of women.



SONYA RIMENE

Kaihautū

The Kaihautū assists the implementation of initiatives to improve responsiveness to Māori and helps identify, establish and maintain key relationships with iwi, Māori groups and Māori individuals to provide input into key policy areas.



MARTIN SEBIRE

General Manager Corporate

The Corporate Group includes the communications, finance, administration, information management, and human resources functions.

Information on the Ministry

STAFFING

At 30 June 2009, there were 30 full-time staff and five part-time staff employed at the Ministry. There were five vacancies. This was a total of 31.5 full-time equivalents (cap: 36.5 FTE; 2008 actual: 31.5 FTE). The collective agreement covered 51 percent of staff.

The Ministry's unplanned turnover rate was 24 percent for the year (target: below 25 percent; 2008 actual: 24 percent).

Specialist skills are purchased for periodic or one-off tasks or corporate projects. It remains cost-effective for the Ministry to use external consultants or contractors to complement and develop in-house capability. During 2008/09, these included consultants for expert policy work, and design and production of publications, and specialists to assist with project management.

In early 2008/09, an employee survey was run (Gallup Q¹²) and work groups prepared action plans based on discussion of the results. The survey had a 100 percent response rate, which is very unusual. Our target for the overall employee engagement measure (the 'Grand Mean') was to exceed the 50th percentile of Gallup's worldwide database.

Engagement was measured at a Grand Mean of 4.17, the 70th percentile of Gallup's worldwide database, and just above the New Zealand state sector benchmark. This is an excellent first-time result. Overall satisfaction with the Ministry as a place to work was also very high – at the 80th percentile.

From the survey, employees at the Ministry feel well supported, are strongly connected to the organisation, and experience many opportunities to learn and grow. They feel valued and appreciated and have a high level of respect for their fellow employees.

EQUAL EMPLOYMENT OPPORTUNITIES

During 2008/09, the Ministry's internal focus for achievement of equal employment opportunities (EEO) matters was on ensuring that these goals remained embedded in the Ministry's existing processes.

Throughout 2008/09, the Ministry continued to:

- operate work-life balance and flexible work policies
- assess and respond to individual staff needs in a positive and supportive manner
- foster non-discriminatory practices within its recruitment procedures
- encourage a culture of high achievement and ongoing development that recognises and rewards high performance
- participate in an Employee Assistance Programme for all employees who choose to access the programme for advice and assistance
- be a member of the EEO Trust.

PROCESSES AND SYSTEMS

A range of policies and practices were reassessed and opportunities taken for improvement. Aggregate information from post-appointment and exit interviews was also analysed to identify further improvements in processes.

There was continued focus on the controls environment, with new procurement policies operating, changes following the review of sensitive expenditure policies, and new risk management processes.

The performance review and development system continues to be the key system for managing people, with all staff having performance agreements and individualised personal development plans. Priorities in the development programme in 2008/09 were policy analysis, coaching and mentoring, process efficiency, systems thinking and diversity.

The most significant system improvement for the year was the implementation of an electronic document and records management system (TRIM). Changes in processes around TRIM, and embedding behavioural changes for knowledge management and record-keeping have prepared the Ministry for a Public Records Act pilot audit in early 2010.

A preferred solution for a replacement contacts database has been identified, but implementation was deferred to 2009/10 as funding allows.

EFFECTIVENESS

This year, there was considerable investment in progressing an understanding of the Ministry's effectiveness. As part of the planning for 2009/10 and the preparation of the Statement of Intent for 2009–2012, the intervention logic was further enhanced. Intervention logic shows the links from the Ministry's outputs (the policy and nominations services) to the outcomes sought by the government.

The SOI sets out the impacts expected from the Ministry's outputs and how they will be measured. Implementing these measures is a key development for 2009/10.

PUBLICATIONS AND OTHER COMMUNICATIONS

The following reports were published by the Ministry during the year ended 30 June 2009:

- *Women in Enterprise: A report on women in small and medium enterprises in New Zealand*
- *Trading Choices: Young people's career decisions and gender segregation in the trades*
- *Indicators for Change: Tracking the progress of New Zealand women*
- *Annual Report for the year ended 30 June 2008*
- September 2008 *Pānui*
- December 2008 *Pānui*
- March 2009 *Pānui*
- June 2009 *Pānui*
- Briefing to the Incoming Minister
- August 2008 *On Board*, the Nominations Service newsletter
- December 2008 *On Board*
- April 2009 *On Board*
- *Statement of Intent 2009–2012*
- *Women on Boards: Why women on company boards are good for business*
- *Men's Participation in Unpaid Care: A review of the literature* (with the Department of Labour).

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