

February 2011

# Paper 1: Redefining Public Services for the 21st Century

Principles for Change

# Redefining Public Services for the 21<sup>st</sup> Century

## Principles for change

This note sets out a possible way to frame the messages around redefining public services for the 21<sup>st</sup> Century. These messages are intended to form a shared, easy to communicate basis for action.

### Messages for public communication

<b>What we are trying to achieve</b> Any changes will be pragmatic, and undertaken if we are confident they will help us meet three tests	<b>Where we want to end up</b> Over time, change needs to drive towards a state sector with these characteristics
<b>Better priorities</b> We will focus our efforts on the things that matter most to New Zealanders (easy access to government, high quality services to those who need them). There are – and will be increasingly – constraints on what we can do. We can't afford to do everything, and so we will focus on the things that matter most. <i><b>Test One: decisions will first and foremost help focus our efforts on the things that matter most to New Zealanders</b></i>	In around 5 years' time, we will see: ...government running surpluses, in a faster timeframe than currently forecast Right now, this means: <ul style="list-style-type: none"> <li>- smaller Budgets; managing within baselines</li> <li>- changing the mix of assets the Crown owns: prioritising delivery of social services &amp; infrastructure and releasing capital from commercial assets via a mixed ownership model</li> <li>- more consolidation of back-office functions</li> </ul>
<b>Better public services</b> We will ensure that services are provided by those who will deliver the best quality at a competitive price. Getting high quality public services – health, education, social services – really matters to New Zealanders. We will work behind the scenes to ensure that those providing those services are best placed to do so, and that we are not asking Kiwis to pay more than is necessary, or for unnecessary bells and whistles. <i><b>Test Two: at each decision point we will ask ourselves what the government can best do ourselves, and what could be done better by others</b></i>	...more service delivery by those outside the public service – where they represent better value-for-money (NGOs, private providers, mixed models such as PPPs) Right now, this means: <ul style="list-style-type: none"> <li>- more PPPs (currently: corrections PPP is in the market; education PPP is at business case stage; <i>Withheld under s9(2)(f)(iv)</i>)</li> <li>- mixed ownership models for SOEs</li> </ul>
<b>Better run government</b> We will remove those parts of the bureaucracy that get in the way of delivering the services New Zealanders need, and which cost us time and money due to clutter, duplication and waste. We will ensure that government services can be accessed more easily by businesses and individuals. <i><b>Test Three: at each decision point, we will ask ourselves what will be different for New Zealanders, both visibly and behind the scenes</b></i>	<i>Withheld under s9(2)(g)(i)</i> ...fewer points of contact for the public (including numbers of websites etc) ...fewer FTEs (capping the size of core government administration at 38,859 FTEs) Right now, this means (pending Ministers' decisions): <ul style="list-style-type: none"> <li>- disestablishing some entities (e.g. the Health Sponsorship Council, Mental Health Commission)</li> <li>- merging some functions into departments (e.g. <i>Withheld under s9(2)(f)(iv)</i>)                              ...ALAC into Health)</li> <li>- bringing together similar roles/function...                              ...<i>Withheld under s9(2)(f)(iv)</i> ...MAF &amp; Fisheries)</li> <li>- keep going with the FTE cap (36,771 at June 2010)</li> </ul>

### **Principles for communication within the public sector**

At the meeting on 19 January, Ministers sought a set of principles and possible targets that would help communicate public sector reform. The principles and tests above are for communication with the public.

*Withheld under s9(2)(g)(i)*

