
The Parliament of the Commonwealth of Australia

Report 455
Parliamentary Delegation to
New Zealand and Fiji by
Members of the JCPAA

February 2016
Canberra

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Membership of the Committee

Chair Dr Andrew Southcott MP (to 15 Oct 2015)

Chair Hon Ian Macfarlane MP (from 15 Oct 2015)

Deputy
Chair Mr Pat Conroy MP

Members Hon Anthony Albanese MP

Ms Gai Brodtmann MP

Mr Andrew Giles MP

Dr David Gillespie (from 19 Oct 2015)

Dr Peter Hendy MP

Mr Craig Laundry MP

Dr Peter Hendy (to 12 Oct 2015)

Mrs Jane Prentice MP

Mr Angus Taylor MP

Mr Ken Wyatt MP (to 12 Oct 2015)

Senator Cory Bernardi

Senator Katy Gallagher (until 12 Nov 15)

Senator Chris Ketter

Senator Jenny McAllister (from 12 Nov 15)

Senator Bridget McKenzie

Senator Dean Smith



Membership of the Delegation

Leader of the Delegation	Dr Andrew Southcott MP
Members	Senator Chris Ketter Senator Dean Smith (New Zealand only)
Delegation Secretary	Ms Susan Cardell



List of recommendations

2 The Delegation's discussions

Recommendation 1

The Committee recommends that the Department of Prime Minister and Cabinet and the Australian Public Service Commission examine the New Zealand Better Public Services initiative and the Performance Improvement Framework and report back to the JCPAA on whether these reforms could be adopted by the Australian Public Service.

Recommendation 2

The Committee recommends that the Australian Bureau of Statistics examine the use of data in New Zealand and report back to the JCPAA on whether this approach could be adopted in Australia.

JCPAA Delegation visit to New Zealand and Fiji

Background

- 1.1 Each year one Australian parliamentary committee visits New Zealand and one New Zealand parliamentary committee visits Australia. The purpose is to enable Australian and New Zealand parliamentarians working on committees to explore issues of common interest that are the subject of consideration by their committees. The annual visits aim to strengthen the parliamentary and bilateral links between Australia and New Zealand.
- 1.2 In 2014, the committee visit to New Zealand was adjusted to include a visit to one other Pacific region country. The Joint Committee of Public Accounts and Audit (JCPAA) was selected by the Presiding Officers to participate in the 2015 committee exchange program. The JCPAA nominated the Republic of Fiji as the Pacific country of its choice.

The Committee's visit

- 1.3 The main aims of the JCPAA in undertaking the visit were to investigate areas relevant to the Committee's work and responsibilities. Under the *Public Accounts and Audit Committee Act 1951* the JCPAA has the important statutory role to examine and report on any circumstances connected with the accounts of the receipts and expenditure of the Commonwealth and reports of the Auditor-General. The delegation enabled the JCPAA to gain insights into the roles of the different public account and audit bodies in each country, and explore the parallels between the JCPAA's inquiries and their New Zealand and Fijian counterparts.

- 1.4 Over the last two Parliaments, the JCPAA has conducted inquiries into the Public Management Reform Agenda, including the *Public Governance, Performance and Accountability Act 2013* and its Rules, and the Commonwealth Performance Framework. In this context the Committee was interested in visiting New Zealand to gain a better understanding of New Zealand's approach to public sector reform.
- 1.5 The visit also provided the JCPAA with an opportunity to build on linkages established at the April 2015 Australasian Council of Public Accounts Committees (ACPAC) Conference and continue its international engagement and capacity building role.
- 1.6 The Committee travelled to the Republic of Fiji on 20-21 September 2015 and New Zealand on 22-25 September 2015. Chapter 2 outlines the key issues of discussion during the delegation's visits. The following appendices provide further information on the program of visits:
 - Appendix A – Program of meetings, Suva, Fiji; and
 - Appendix B – Program of meetings, Wellington, New Zealand.

Acknowledgements

- 1.7 The program of visits were well-targeted and relevant to the JCPAA's aims, allowing delegates to gain a substantial insight into the current work of public accounts and audit bodies in Fiji and New Zealand, and a better understanding of public sector reforms in New Zealand.
- 1.8 The delegates felt very welcome in both nations, and were warmly received by parliamentarians, government officials, business representatives, statutory officials and academics. The delegation found good opportunities to build on the strong bilateral relationships between Australia and the two countries.
- 1.9 The delegation wishes to record its appreciation of the work that went into preparing for the visit, including the various arrangements made by the Australian Parliament's International and Parliamentary Relations Office, and the Office of the Clerk in the New Zealand Parliament. The delegation would also like to thank Australia's High Commissions in Fiji and New Zealand for their work in developing the programs and the excellent support and hospitality provided during the visit.

The Delegation's discussions

Public sector reform

- 2.1 The Joint Committee of Public Accounts and Audit (JCPAA) has an ongoing role and interest in the public sector reform and in scrutinising the reform initiative – the Public Management Reform Agenda (PMRA). The Committee has conducted inquiries into the operation of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and the first set of PGPA rules. The JCPAA has continued its focus in the broad PMRA initiative in 2015 by inquiring into the development of the Commonwealth Performance Framework (CPF), including key performance reporting documents such as annual reports, corporate plans, and portfolio budget statements.
- 2.2 Public sector reform is an important area of shared interest between Australia and New Zealand, with New Zealand undertaking a major overhaul of its public sector management and financial framework.
- 2.3 The visit enabled the delegation to explore changes to New Zealand's *Public Finance Act 1989*, *Crown Entities Act 2004* and the *State Sector Act 1988* with the New Zealand Treasury and the New Zealand State Services Commission.
- 2.4 Collectively, the changes were designed to strengthen collaboration throughout the public sector system, to improve financial flexibility, and to provide more meaningful performance information for scrutiny by Parliament.
- 2.5 The State Services Commission states on its website that 'the New Zealand State sector is undergoing its biggest transformation in a generation'.¹

1 SSC, *Transforming the State Sector*, <https://www.ssc.govt.nz/transforming-the-state-sector>

- 2.6 The 2013 amendments to the *Public Finance Act 1989* and the *Crown Entities Act 2004*:
- provide for more flexible funding to support results;
 - require more meaningful reporting on what is intended to be achieved and what has been achieved with expenditure from appropriations;
 - lift the strategic focus of statements of intent to drive a clearer focus on results and outcomes; and
 - clarify the financial responsibilities of the department (and departmental agency) chief executives.²
- 2.7 The New Zealand Treasury described the reforms as being principles-based, not rules-based, and discussed three outcomes that the reforms are working towards to raise living standards: improved economic performance, macroeconomic stability and a higher performing State sector.
- 2.8 The New Zealand Treasury is responsible for producing guidance on Strategic Intentions and Statements of Intent (corporate plans) and statements of performance and expenditure against appropriations (annual reports). New Zealand Treasury explained that each year government departments have to prepare four-year plans. The purpose of the plans is to set out a medium-term view of the sector the departments work with or are responsible for, and set out how the departments will move closer to achieving their longer-term vision.
- 2.9 The JCPAA has a statutory responsibility under the PGPA Act to approve the requirements for annual reports of Commonwealth agencies, and the delegation discussed this role with New Zealand Treasury.

Better Public Services

- 2.10 Of key interest to the delegation was the New Zealand government's Better Public Services program which was launched by the Prime Minister John Key on 15 March 2012. The New Zealand government set 10 challenging results and targets for its public services:
- Reducing long-term welfare dependence;
 - Increase participation in early childhood education;
 - Increase infant immunisation and reduce rheumatic fever;
 - Reduce assaults on children;

2 The Treasury, *2013 Amendments to the Public Finance Act 1989 and Crown Entities Act 2004* <http://www.treasury.govt.nz/statesector/2013reform/index.htm>

- Increase proportion of 18-year-olds with National Certificates of Education Achievement (NCEA) Level 2³;
 - Reduce assaults on children;
 - Reduce re-offending;
 - NZ businesses have a one-stop online shop for all government advice and support; and
 - New Zealanders can complete their transactions with government easily in a digital environment.
- 2.11 The delivery of better public services is focussed on getting the public sector to deliver better results and improved services for New Zealanders. Delivering these results requires groups of agencies and sectors to work together in different ways from how they were operating, as well as publicly reporting on their progress towards achieving the targets. The metrics for each target are regularly published, so everyone can view whether the outcomes are on track, making progress, or need attention.
- 2.12 A key goal of the legislative amendments in New Zealand is to empower bureaucrats to work together, and make agency chief executives jointly accountable with the relevant ministers for achieving the 10 results. The goal is a public service and State sector that provides better results and improved services with an ongoing focus on value-for-money and innovation. The State Services Commission states:
- The key to doing more with less lies in productivity, innovation, and increased agility to provide services. Agencies need to change, develop new business models, work more closely with others and harness new technologies in order to meet emerging challenges.⁴
- 2.13 The expectation is for public agencies to work together more effectively. Stewardship obligations mean that government department chief executives are expected to contribute to the collective leadership of state services and deliver results in the medium term, while making sure that entities are responding to New Zealanders' future needs.

Integrated Data Infrastructure

- 2.14 Ministers have also made clear that they expect the public sector to make better use of data and create greater value from data that the government holds. There has been a greater focus on analysis and insights available

3 There are three levels of NCEA certificate, depending on the difficulty of the standards achieved. <http://www.nzqa.govt.nz/qualifications-standards/qualifications/ncea/>

4 See States Services Commission website: <https://www.ssc.govt.nz/better-public-services>. The website provides further information on Better Public Services, including a snapshot of progress on the 10 results as at June 2015.

within cross-agency data and work to expand Statistics New Zealand's Integrated Data Infrastructure (IDI) have been part of the central agencies' work program.

- 2.15 Statistics New Zealand is working to integrate different data sources to form insights into improving social and economic outcomes. Data integration is when two or more unit record datasets, which were originally collected for different purposes, are linked together. Statistics NZ's integrated data includes information from a number of agencies that provide things such as health, education, and welfare services to the public. Along with tax, employment, and crime data, it also includes Statistics NZ survey data. The integrated data gives a view across government so agencies can deliver better services to the public and ensure investment is made where it's needed most. All personal information is removed and approval to access information in the IDI is granted by the Government Statistician when they are satisfied the information will only be used for research that is in the public interest.⁵
- 2.16 The delegation discussed IDI with the Finance and Economics Committee (FEC) and the State Services Commission. Members of the FEC referred to integrated data profiling as enabling governments to achieve good returns on early investment.
- 2.17 Ryan Orange, Deputy Commissioner, State Services Commission told the delegation that it is still early days but there are other hopeful signs, like agencies working together to develop efficient "wrap-around" services, which will make it simpler for citizens to interact with government at key points in their lives like childbirth or retirement.

Performance Improvement Framework

- 2.18 In New Zealand the State Services Commissioner is the employer of New Zealand Public Service chief executives. The Commissioner advises on or approves the proposed terms and conditions, including remuneration, of Crown entity chief executives. Amendments to the New Zealand *State Sector Act 1988*, which came into force on 18 July 2013, have established a new role for the State Services Commissioner, including in investigating and reporting on matters relating to departmental performance.⁶
- 2.19 The delegation learnt more about the Commission's recent development of a Performance Improvement Framework (PIF) for all public sector

5 Statistics New Zealand, *Integrated Data Infrastructure*, http://www.stats.govt.nz/browse_for_stats/snapshots-of-nz/integrated-data-infrastructure.aspx

6 SSC, *State Services Commissioner – Role and functions*, <https://www.ssc.govt.nz/sscer>

agencies. The PIF is a significant development in New Zealand public sector management and is based on the United Kingdom's Capability Review program.

- 2.20 The PIF is forward looking and involves continuous improvement. It is a review of an agency's fitness for purpose today and for the future, looking at how well-placed it is to deal with the issues that confront it in the medium-term future and how an agency can made improvements.
- 2.21 The State Services Commission uses PIF program to analyse performance challenges at an agency and system level. In 2014/15, it completed 12 full PIF reviews, compared with six full PIF reviews in the previous year.
- 2.22 The PIF process is seen as an opportunity for agencies and sectors to map out the strategic pathways and challenges ahead. The delegation found there was widespread support for the PIF review process from parliamentarians, government agency heads and public servants, and private sector firms involved in the PIF process.
- 2.23 Ms Souella Cumming, Lead Partner KPMG, remarked that PIFs brought a shift in thinking from compliance focus to a future strategic focus. Ms Julie Read, Director of the New Zealand Serious Fraud Office, found the PIF process to be of value to her organisation and commented that the quality of the reviewers involved a PIF process had been important: the reviewers had public sector backgrounds and were well-supported by the State Services Commission in their roles in the PIF process.
- 2.24 The delegation discussed public sector reform with senior officials from the School of Government at the Victoria University of Wellington. The School's research programmes contribute to the advancement and dissemination of knowledge in the broad fields of governance, public policy and public management. Representatives from the University described the PIF process as forward thinking, focusing on improvement, requiring leadership, and encouraging innovation.

International parliamentary engagement

- 2.25 The JCPAA has an important role in capacity building and international engagement; including through its participation in the Australasian Council of Public Accounts Committees (ACPAC) and its conduct of international engagement activities.
- 2.26 ACPAC holds biennial conferences for member and interested non-member committees from the region, providing a valuable opportunity to exchange views and experiences between the different jurisdictions. Full

membership of ACPAC is open to all Australasian parliamentary public accounts committees, including New Zealand and Fiji.

- 2.27 The JCPAA meets regularly with international delegations, including from Malaysia, Vietnam, Laos, and Papua New Guinea during this 44th Parliament. Delegations are interested in the Committee's government scrutiny and transparency role, and see the JCPAA as an example of international best practice.
- 2.28 Australia has funded capacity building projects in the Pacific region, which aim to build links between parliamentarians and parliamentary staff, share knowledge of parliamentary systems and processes, and contribute to the ongoing development of parliamentary democracy throughout the Pacific.
- 2.29 The Australian Parliament, in conjunction with the Victorian Parliament and the United Nations Development Programme (UNDP), is providing funding and support to strengthening projects with the Fijian Parliament. Since June 2014 capacity building support has been provided in the areas of mentoring for the Speaker and Secretary General, building capacity for ICT specialists, Hansard, community outreach and Legislative Service staff, and providing infrastructure and technical assistance.
- 2.30 The delegation met with representatives of the UNDP and Australia's High Commission to discuss some of the capacity development activities taking place under the parliamentary support program in Fiji. The Speaker, parliamentarians and parliamentary staff in Fiji were supportive of these activities and projects, commenting that the training and professional development programs were very useful in strengthening capacity.
- 2.31 The visit to New Zealand and Fiji provided the delegation with an opportunity to build on linkages established at the April 2015 ACPAC Conference in Adelaide and to continue its international capacity building role.

Parliament of New Zealand

- 2.32 The delegation met with the Speaker of the House of Representatives, Rt Hon David Carter, and discussed parliamentary matters such as Question Time, the parliamentary Committee System, and the parliamentary service departments. The delegation observed Question Time and was introduced to the House by the Speaker.
- 2.33 The JCPAA has the responsibility under the *Public Accounts and Audit Committee Act 1951* to approve or reject a proposed recommendation for appointment to the office of Auditor-General. In May 2015 the JCPAA

approved the appointment of Mr Grant Hehir as the new Auditor-General. The delegation discussed this role with the New Zealand Speaker, who is also the Chair of the Officers of the Parliament Committee (OPC), which recommends persons for appointment as officers of the Parliament, such as the Auditor-General and the Ombudsman, to the House. The OPC reported on its Inquiry into the appointment of the Deputy Controller and Auditor-General on 19 August 2015.

- 2.34 The JCPAA has developed a long-standing interest in improving Defence performance and accountability. Every year the JCPAA conducts a review of the ANAO/Defence Materiel Organisation (DMO) Major Projects Report (MPR). The 2013-14 MPR covered 30 projects with a combined approved budget of \$59.4 billion. The JCPAA, in conjunction with Defence and the ANAO, is now focussed on establishing a mechanism through which sustainment expenditure, at \$5 billion per annum, can be better scrutinised.⁷
- 2.35 The delegation had discussions on this area of Defence procurement and sustainment with New Zealand counterparts, including the Foreign Affairs, Defence and Trade Committee, and representatives from the Ministry of Defence and the New Zealand Defence Force.

Parliament of the Republic of Fiji

- 2.36 Following the development of a new constitution (*Constitution of the Republic of Fiji*), elections were held in September 2014 to select Members for a new Parliament. The new Parliament opened on 6 October 2014.
- 2.37 The Parliament of the Republic of Fiji is a unicameral legislature comprising 50 members elected by an open-list proportional representation in one multi-member nationwide constituency.
- 2.38 The delegation had the opportunity to meet with the Speaker of the Fiji Parliament, the Hon Dr. Jiko Luveni, who is the first woman to be elected to the office of Speaker in Fiji. The delegation attended a session of Fiji Parliament and had informal discussions with Fiji parliamentarians.
- 2.39 The delegation met with the Hon Aiyaz Sayed-Khaiyum, Attorney-General and Minister for Finance, Public Enterprises, Public Service and Communications. Issues discussed included the economic situation in Fiji, investment in infrastructure, and policies on climate change, housing, communications and education.

7 *Report 448: Review of the 2013-14 Defence Materiel Organisation Major Projects Report*, http://www.aph.gov.au/jcpaa/completed_inquiries

Figure 1 Delegation members, Dr Southcott MP and Senator Ketter, at the Fiji Parliament



- 2.40 As outlined under the Constitution of the Republic of Fiji and further elaborated under the Standing Orders of the Parliament of the Republic of Fiji, Parliament and its Standing Committees must be open to the public, including the media, unless in exceptional circumstances when the Speaker has ordered the exclusion of the public on grounds that are reasonable and justifiable. The delegation noted that the Fiji Parliament has an electronic voting system in the chamber.
- 2.41 Six standing committees have been established by the new Fiji Parliament:
- Standing Committee on Economic Affairs;
 - Standing Committee on Social Affairs;
 - Standing Committee on Natural Resources;
 - Standing Committee on Public Accounts;
 - Standing Committee on Foreign Affairs and Defence; and
 - Standing Committee on Justice, Law and Human Rights.
- 2.42 The delegation was told that the Public Service Commission is leading the recruitment and appointment of 21 Permanent Secretaries as part of the renewal of public service for the Government of Fiji. Permanent Secretaries are heads of Government Ministries, responsible for the leadership and management of their Ministries and for policy support and advice.

Public Account and Audit Bodies

Parliamentary Committees

- 2.43 In both Fiji and New Zealand the delegation met with parliamentary committees with similar roles as the Joint Committee of Public Accounts and Audit (JCPAA).
- 2.44 In Fiji, the delegation met with members of the Fiji Public Accounts Committee (PAC), which is examining Auditor-General's reports presented to the Parliament in 2014, including reports dating from 2007. This includes the Fiji government's audited accounts for the period the country was under military rule.
- 2.45 The delegation appreciated the opportunity to meet with Fiji's PAC to discuss each other's aims, roles and responsibilities and to share knowledge and experiences.

Figure 2 Delegation with Members of the Fiji Public Accounts Committee and representatives of Australian High Commission



- 2.46 In New Zealand, the delegation had productive discussions with the Finance and Expenditure Committee (FEC). Matters discussed included the roles and powers of the committees, government responses and implementation of recommendations. The FEC considers matters relating to the audit of the financial statements of the Government and departments, Government finance, revenue, and taxation.

- 2.47 Reports of the Auditor-General are referred to the FEC. The Auditor-General annually consults with select committees on her proposed work program, including themed performance audits and other work. This consultation is coordinated through the FEC, much like in Australia through the JCPAA.

Figure 3 Delegation with Members of the New Zealand Finance and Expenditure Committee



Audit Offices

- 2.48 One of the JCPAA's central functions is to oversee the Auditor-General and the Australian National Audit Office, and advise the Auditor-General of audit priorities of the Parliament. The JCPAA examines all reports of the Auditor-General on behalf of the Parliament and selects particular reports for detailed inquiry. Therefore, the delegation was interested to discuss the role and work of the audit offices in New Zealand and Fiji.
- 2.49 The Office of the Auditor-General (OAG) in Fiji was created under the 2013 Constitution of the Republic of Fiji. The Constitution requires the Auditor General to inspect, audit and report to Parliament once every year on the public accounts of the State, the control of public money and public property of the State and all transactions with or concerning the public money or public property of the State. The Auditor General provides independent assurance to Parliament and the public at large that public sector agencies have used public funds appropriately.

- 2.50 The delegation met with Fiji's Acting Auditor-General, Mr Alipate Nadakuitavuki and discussed his role. The OAG in Fiji continued to audit Fiji's public accounts throughout the period between the 2006 coup and the 2014 elections. A backlog of reports not previously made public during the years leading up to the 2014 elections have now been tabled in Parliament and are being scrutinised by Fiji's PAC.
- 2.51 The delegation was advised that the Department of Foreign Affairs and Trade (DFAT) is working to establish a twinning relationship between the Tasmanian Audit Office and the Auditor-General of Fiji. The Tasmanian Audit Office was drafting a program of future activities in collaboration with the Fijian Acting Auditor-General's office.
- 2.52 In New Zealand, the Controller and Auditor-General (usually referred to as 'Auditor-General') is an officer of the Parliament. The Auditor-General's mandate and responsibilities are set out in the *Public Audit Act 2001*. The Auditor-General employs staff in two business units: the New Zealand OAG and Audit New Zealand.
- 2.53 The New Zealand OAG is responsible for:
- planning the overall work programme for the organisation as a whole;
 - carrying out performance audits, special studies, and inquiries;
 - planning other audit work;
 - Parliamentary reporting and advice;
 - setting auditing standards (the Auditor-General's auditing standards);
 - allocating annual audits to appointed auditors;
 - monitoring audit fees to ensure that they are fair and reasonable;
 - overseeing auditors' performance; and
 - carrying out quality assurance reviews of all work done on behalf of the Auditor-General, including annual audits by appointed auditors.
- 2.54 Audit New Zealand is a stand-alone business unit and is responsible for:
- carrying out annual audits on the Auditor-General's behalf; and
 - providing other auditing and assurance services to public entities.
- 2.55 Key points of interest discussed with the Auditor-General, Ms Lyn Provost, and representatives of New Zealand OAG and Audit New Zealand were:
- The Auditor-General conducts annual audits of about 3800 public entities, including all schools and tertiary institutions, as required by law. The Auditor-General uses information from the audits to provide advice to select committees to help in their annual scrutiny of public entities' performance;

- The Auditor-General provides opinion on the presentation and reliability of performance information that public entities are required to report and also provides advice to entities on where improvements are needed, together with a grade for performance information. Representatives of the OAG told the delegation that many agencies' performance information was of 'poor' rating prior to the 2013 public sector reforms, however since then all ratings have been 'good' or 'very good' and there were no 'poor' ratings;
- The Auditor-General conducts performance audits into certain matters in more depth and examines potential ways to improve performance. The office applies an annual theme across the work and signals future themes. Previous themes were *Our future needs – is the public service ready?*, *Service delivery*, and *Governance and accountability*. The theme for 2015/16 is *Investment and asset management*, with a particular focus on water, roads, health assets, and schools; and
- Other work of the Auditor-General includes sector performance reports (ie. energy, health, central government, and local government sectors in 2015/16), an annual review of major defence projects, follow-up reports on the implementation of its recommendations from previous work (also part of the Performance Information Framework), and inquiries in response to specific requests.

2.56 The Auditor-General discussed with the delegation her role in the new ten-year strategy of the Pacific Association of Supreme Audit Institutions (PASAI), which is the official association of 28 Supreme Audit Institutions in the Pacific region. PASAI has an Auckland-based Secretariat and its work is funded by several development partners, including the Asian Development Bank, the Australian Department of Foreign Affairs and Trade, the New Zealand Ministry of Foreign Affairs and Trade, and the World Bank Group. PASAI intends to improve transparency and accountability in managing and using public resources in Pacific Island countries.⁸

Other central agencies and scrutiny bodies

2.57 The JCPAA conducts regular public hearings involving head of the key agencies responsible for public sector governance and administration, to discuss whole of government issues. Key agencies include the Department of Finance, Department of Prime Minister and Cabinet, the Australian Public Service Commission, and the Commonwealth Ombudsman. The

8 PASAI's Strategic Plan for 2014-15,
<http://www.pasai.org/About+Us/PASAI+Strategic+Plan+2014-24.html>

delegation met with equivalent central and scrutiny agencies in New Zealand and Fiji.

- 2.58 The delegation was interested to talk with Julie Read, Director of the New Zealand Serious Fraud Office (SFO) about fraud investigations in the public and private sector in New Zealand. The SFO is a small, highly specialised government department responsible for complex or serious fraud investigations and prosecutions. The Government minister responsible for the SFO is the Minister of Police. However, under the *Serious Fraud Office Act 1990*, the Director of the SFO has complete independence when it comes to operational decisions.
- 2.59 The delegation met with senior representatives of the Office of the Ombudsman in New Zealand and discussed the role of the office to investigate, review and inspect the administrative conduct of state sector agencies and provide advice and guidance, in order to ensure people are treated fairly.

Conclusion

- 2.60 Members of the delegation were very pleased to have the opportunity to visit Fiji and New Zealand as part of the Australian Parliament's annual committee delegation program. The program enabled the delegation to have meetings targeted at the JCPAA's interests.
- 2.61 The visits to Wellington, New Zealand and Suva, Fiji provided JCPAA Members with an opportunity to engage with related bodies in these countries, strengthen parliamentary links, and gain knowledge and expertise on areas of direct benefit to the Committee's current and future work. The delegation concluded the trip with a greater understanding of public sector performance, accountability and reform in both countries.
- 2.62 Strengthening leadership at the ministerial, sector and agency levels has been an important aspect of New Zealand's public sector reforms. The delegation gained a much greater appreciation of the challenges and opportunities associated with public sector reform, and discussions with representatives from key institutions in New Zealand was invaluable.
- 2.63 The JCPAA will continue to monitor further developments in the Australia's Public Management Reform Agenda. The Committee has an ongoing statutory role in approving guidelines on annual reports of Commonwealth entities and will also play a role, in consultation with the Finance Minister, in commissioning an independent review of the PGPA Act and its Rules in the year 2017 (three years following commencement of the Act).

- 2.64 The approach to public sector reform in New Zealand through programs such as Better Public Services, Integrated Data Infrastructure and Performance Improvement Framework were of particular interest to the delegation and areas in which the Australian Government, Parliament and public sector bodies could learn from.
- 2.65 The delegation was impressed with the Better Public Services initiative and the Performance Improvement Framework and believes that the Australian Government and the State and Territory Governments should learn and emulate the New Zealand approach to the delivery of public services.

Recommendation 1

- 2.66 **The Committee recommends that the Department of Prime Minister and Cabinet and the Australian Public Service Commission examine the New Zealand Better Public Services initiative and the Performance Improvement Framework and report back to the JCPAA on whether these reforms could be adopted by the Australian Public Service.**
- 2.67 The delegation was interested to learn about the use of data in New Zealand and believes the Australian Bureau of Statistics should examine ways to use the information collected by it to improve service delivery and outcomes.

Recommendation 2

- 2.68 **The Committee recommends that the Australian Bureau of Statistics examine the use of data in New Zealand and report back to the JCPAA on whether this approach could be adopted in Australia.**

Dr Andrew Southcott MP
Leader of the Delegation

Hon. Ian MacFarlane MP
Chair

4 February 2016



Appendix A - Program of meetings, Suva, Fiji

Monday 21 September	
0815-0845	Informal briefing with Australian High Commissioner, HE Margaret Twomey <i>Venue: Grand Pacific Hotel</i>
0900-0915	Meeting with Fijian Parliament Speaker, Hon. Dr Jiko Luveni, <i>Venue: Parliament House</i>
0930-1030	Attend Session of Fiji Parliament <i>Venue: Parliament House</i>
1030-1100	Parliament Morning Tea <i>Venue: Parliament House</i>
1100-1130	Meeting with Fijian Attorney-General and Minister for Finance, Hon. Aiyaz Sayed-Khaiyum <i>Venue: Parliament House</i>
1215-1345	Lunch with Australian-Funded Parliamentary Strengthening Program <ul style="list-style-type: none">■ James O'Brien, First Secretary - Development Cooperation, Australian High Commission■ Marcus Khan, First Secretary - Governance, Australian High Commission■ Dyfan Jones, Parliamentary Development Specialist, UNDP

	<ul style="list-style-type: none"> ■ Nanise Saune-Qaloewai, Project Manager, Fiji Parliament Support Project, UNDP <p><i>Venue: Governor's Cafe</i></p>
1400-1500	<p>Meeting with A/g Permanent Secretary Finance, Mr David Kolitagane</p> <p><i>Venue: Government Buildings</i></p>
1515-1615	<p>Meeting with Acting Auditor-General, Mr Alipate Nadakuitavuki</p> <p><i>Venue: Auditor-General's Office</i></p>
1800-2100	<p>Working Dinner at Australian High Commission with Fiji's Public Accounts Committee:</p> <ul style="list-style-type: none"> ■ Hon Dr Biman Prasad, Chairman ■ Hon Balmindar Singh, Deputy Chairman ■ Hon Aseri Radrodro ■ Hon Semi Koroilavesau <p><i>Venue: Australian High Commissioner's residence</i></p>



Appendix B - Program of meetings, Wellington, New Zealand

Tuesday 22 September	
1830-2100	Dinner meeting with Australian High Commissioner, HE Michael Potts <i>Venue: Whitebait Restaurant, Clyde Quay</i>

Wednesday 23 September	
0845-0930	Meeting with the Rt Hon David Carter, Speaker of the House of Representatives of New Zealand <i>Venue: Speaker's Office, Parliament House</i>
0945-1045	Meeting with Finance and Expenditure Committee <ul style="list-style-type: none">■ David Bennnett MP, Chairperson■ Chris Bishop MP, Deputy-Chairperson■ Andrew Bayley MP■ Clayton Cosgrove MP■ Julie Anne Genter MP■ Stuart Nash MP■ Winston Peters MP■ Grant Robertson MP■ Jami-Lee Ross MP■ Alastair Scott MP

	<ul style="list-style-type: none"> ■ David Seymour MP <p><i>Venue: Select Committee Room 1, Bowen House</i></p>
1100-1130	<p>Meeting with Government Administration Select Committee</p> <ul style="list-style-type: none"> ■ Ruth Dyson MP, Chairperson ■ Sarah Dowrie MP, Deputy-Chairperson ■ Mojo Mathers MP ■ Adrian Rurawhe MP ■ Hon Judith Collins MP <p><i>Venue: Select Committee Room 5, Bowen House</i></p>
1215-1345	<p>Lunch hosted by the Australia-New Zealand Parliamentary Friendship Group</p> <ul style="list-style-type: none"> ■ Denise Roche MP ■ Sarah Dowie MP ■ Phil Goff MP <p><i>Venue: Ministerial Dining Room, Parliament House</i></p>
1400-1450	<p>Introduction to the House and Observe Question Time</p> <p><i>Venue: Speaker's Gallery, Parliament House</i></p>
1500-1550	<p>Meeting with representative of Victoria University of Wellington</p> <ul style="list-style-type: none"> ■ Prof. Brad Jackson, Head of School of Government ■ Prof. Evan Berman, Professor of Public Management and Director of Internationalisation ■ Assoc. Prof. Graham Hassall, Director Pacific Island Programmes ■ Prof. Jonathan Boston, Professor of Public Policy ■ Dr Michael Macaulay, Director, Institute for Governance and Policy Studies <p><i>Venue: Pipitea Campus, Victoria University</i></p>
1600-1700	<p>Meeting with Serious Fraud Unit</p> <ul style="list-style-type: none"> ■ Julie Read, Chief Executive and Director <p><i>Venue: Executive Wing, Parliament Buildings</i></p>

1900-2100	<p>Official dinner hosted by Rt Hon David Carter, Speaker of the the House of Representatives</p> <p><i>Venue: Speaker's Dining Room, Parliament House</i></p>
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Thursday 24 September	
0900-0945	<p>Meeting with KPMG</p> <ul style="list-style-type: none"> ■ Souella Cumming, Partner, KPMG New Zealand <p><i>Venue: KPMG, Custom House Quay</i></p>
1000-1130	<p>Meeting with representatives from Treasury</p> <ul style="list-style-type: none"> ■ Warwick White, Principal Advisor ■ Peter Lorimer, Principal Advisor <p><i>Venue: The Treasury, The Terrace, Level 5</i></p>
1145-1300	<p>Working lunch hosted by Foreign Affairs Defence and Trade Committee</p> <ul style="list-style-type: none"> ■ Mark Mitchell MP, Chairperson ■ Shane Reti MP, Deputy-Chairperson ■ David Bennett MP ■ Phil Goff MP ■ Dr Kennedy Graham MP ■ David Shearer MP ■ Todd Barclay MP <p><i>Venue: Select Committee Room 2, Bowen House</i></p>
1300-1400	<p>Meeting with Ministry of Defence</p> <ul style="list-style-type: none"> ■ Jo Devine, Chief Financial Officer, NZ Defence Force ■ Dr Huntley Wright, Director, Development Branch ■ Andrew Wierzbicki, Director, Acquisition Policy Support ■ Jenni Norton, Director, Defence Capability Action Plan <p><i>Venue: Select Committee Room 5, Parliament Buildings</i></p>
1430-1530	<p>Meeting with representatives of State Services Commission</p> <ul style="list-style-type: none"> ■ Al Morrison, Deputy Commissioner

	<ul style="list-style-type: none"> ■ Ryan Orange, Deputy Commissioner, State Sector Results <i>Venue: Reserve Bank Building, The Terrace</i>
1545-1645	<p>Tour of Te Papa's Gallipoli Exhibition</p> <i>Venue: Te Papa, Cable Street</i>

Friday 25 September	
0915-1015	<p>Meeting with representatives from the Office of the Ombudsman</p> <ul style="list-style-type: none"> ■ Meaw-Fong Phang, Finance and Business Services Manager ■ John W. Pohl, General Counsel <i>Venue: Office of the Ombudsman, The Terrace</i>
1000-1130	<p>Meeting with representatives from Office of the Auditor General and Audit New Zealand</p> <ul style="list-style-type: none"> ■ Lyn Provost, Controller and Auditor General ■ Greg Schollum, Deputy Controller and Auditor General ■ Gareth Ellis, Assistant Auditor-General, Parliamentary Group ■ Mike Scott, Assistant Auditor-General, Performance Audit Group ■ Bill Robertson, Sector Manager, Parliamentary Group ■ Stephen Walker, Executive Director, Audit New Zealand <i>Venue: Office of the Auditor General, Rugby House, Molesworth St</i>