



Public Service Commissioner

ANNUAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2018



KAVEINGA ARANGATU  
PUBLIC SERVICE EXCELLENCE



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Image: David Kirkland

**Honourable Henry Puna**  
**Prime Minister and Minister for the Public Service**

**Kia Orana Prime Minister**

**In accordance with Section 9 of the Public Service Act (2009), I hereby present my Annual Report for the year ended 30 June 2018.**

**My Annual Report contains a summary on:**

- **The performance of the Public Service**
- **Progress on the Public Sector Strategy**
- **The performance of my Office**

**I acknowledge responsibility for this report and provide my assurance with regards to the accuracy, completeness and reliability of the information contained within this report.**

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**Russell Thomas**  
**Public Service Commissioner**

## ACRONYMS & ABBREVIATIONS

BTIB	Business and Trade Investment Board
CIGOV	Cook Islands Government
CITTI	Cook Islands Tertiary Training Institute
FFA	Foreign Fisheries Agency
FMIS	Financial Management Information System
FTE	Full time equivalent
GSF	Government (NZ) Superannuation Fund
INTAFF	Ministry of Internal Affairs
HoMs	Head(s) of Ministries
HRM	Human Resource Management
HRMIS	Human Resource Management Information System
ICAO	International Council of Aviation Organisation
ICI	Ministry of Infrastructure Cook Islands
ICT	Information and Communication Technology
IMO	International Maritime Organisation
MoA	Ministry of Agriculture
MoCD	Ministry of Cultural Development
MoE	Ministry of Education
MFAI	Ministry of Foreign Affairs and Immigration
MFEM	Ministry of Finance and Economic Management
MMR	Ministry of Marine Resources
MoH	Ministry of Health
MoJ	Ministry of Justice
MoT	Ministry of Transport
NSDP	National Sustainable Development Plan
NZAid	New Zealand Aid programme
ODA	Official Development Assistance
OPM	Office of the Prime Minister
OPSC	Office of the Public Service Commissioner
PASO	Pacific Aviation Safety Office
PERCA	Public Expenditure Review Committee and Audit
PIFS	Pacific Islands Forum Secretariat
PNM	Punanga Nui Market
POBOC	Payments made on behalf of the Crown
ROBOC	Revenue received on behalf of the Crown
SOEs	State Owned Enterprises
SPC	Secretariat of the Pacific Community
SPRMO	South Pacific Regional Management Organisation
UNESCO	United Nations Educational, Scientific and Cultural Organisation
WCPFC	Western and Central Pacific Fisheries Commission

# Public Service Commissioner's Overview

This annual report presents results achieved by the Public Service Ministries<sup>1</sup> and progress on the Public Sector Strategy 2016-2025 for fiscal year ending 30 June 2018. It also presents the results of the Office of the Public Service Commissioner for the same period.

## PUBLIC SERVICE PERFORMANCE

I am pleased to report that significant milestones have been achieved in terms of national development through the good governance and leadership of the public service.

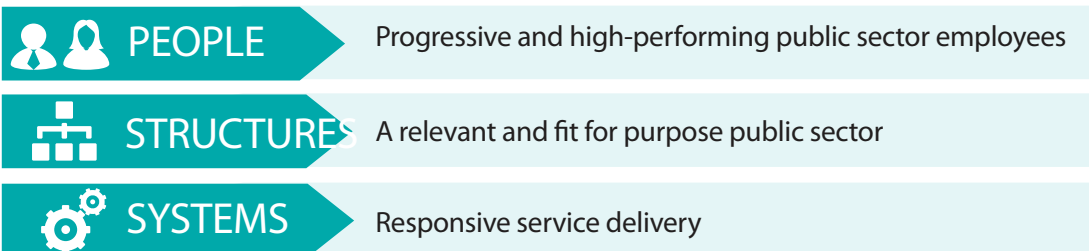
Sound progress was made on capital projects to develop the country's capacity for economic growth, social development and sustaining communities on the Pa Enua. In education, literacy and numeracy targets continue to be met especially in reviving the Cook Islands Maori language. In health, we have maintained very high immunisation rates to protect our population and addressing the growing burden of non-communicable diseases. A review of occupational safety and health policy and legislation commenced to establish a robust legislative framework for workers in the Cook Islands. The Family Support and Protection Act was enacted in July 2017 to protect children and support families. Sustainable fisheries management continued with the opening of the country's first Oceans Monitoring Surveillance Centre on Rarotonga to ensure hi-tech monitoring of fisheries activity within the country's large economic exclusive zone. The enactment of the Marae Moana Act in July 2017 provides the legal framework for Government and non government stakeholders to jointly protect the country's oceans and develop fisheries in a sustainable manner. We have maintained strategic partnerships with regional and international partners, and hosted Pacific regional meetings for Ministers of Health, Ministers of Marine Resources during this period. We have maintained law and order through a functioning judiciary system supported by reputable New Zealand judges. With support from the New Zealand Government, we have made significant progress in ensuring compliance with international civil aviation rules and working towards strengthening our capacity to meet international maritime obligations. In agriculture, we completed the Ministry of Agriculture three year Strategic Plan to complement the Agriculture Sector Plan that focuses on ensuring national food security and nutrition, creating an enabling legislative environment, improving market efficiency and trade, improving production through science, research and technology, developing human resources for the sector and strengthening biosecurity. We have strengthened our governance of public money through a sound public financial management framework, through progress made towards a single Financial Management Information System consolidating all Government agencies financial management and reporting. A complete Human Resource Management Policy Framework promotes workforce planning and ensures public servants have transparent career pathways and leadership development opportunities. A centralised information technology platform ensures better security of official information and enables effective communication across the public sector. Exponential growth in tourism has contributed to the country's higher income status and pending graduation away from the need for official development status. However, work is progressing to ensure the country's gross national income data accurately reflects this position. While this elevated status reflects the success of the country, its vulnerability in terms of being an small island developing state and exposure to the threats of climate change, remain prevalent.

Our achievements come without challenges as we move towards public service of excellence. The focus on various major capital projects has reduced the availability of funding for Ministry operations and pulled management and technical expertise from Central Agencies to oversee the implementation of these projects. Within Agencies, mindset changes are taking place with more focus on strategic outcomes through better planning, clear results and reporting against targets. Heads of Agencies were stretched to demonstrate leadership and foresight in building resilient people and organisations, to benefit future Cook Islanders.

<sup>1</sup> Public service ministries are part of the broader public sector, and report to the Public Service Commissioner (PSC), including Agriculture, Culture Development, Education, Finance and Economic Management, Foreign Affairs and Immigration, Health, Infrastructure, Internal Affairs, Justice, Marine Resources, Transport, Office of the Prime Minister and Office of the PSC

## PUBLIC SECTOR STRATEGY<sup>2</sup>

Efforts towards achieving our collective vision of '**PUBLIC SERVICE EXCELLENCE**' continued this year as we ended the preparatory phase of implementing the Strategy.



We continued to strengthen the leadership and management capability of public servants, Government structures and systems. The development of Ministry strategic and workforce plans and implementation of performance management across the public service will continue to strengthen the resilience of Ministries to ensure people with the right skills are recruited and retained in the right roles, to deliver results that matter. We completed capacity assessments on the Ministries of Cultural Development and Transport. Reviews of all public sector human resources policies were completed to ensure they remained relevant. A Political Neutrality Policy was introduced to ensure political neutrality pre-during and post general elections. A public sector Communications Plan was established to promote the profile of public /Crown servants and the work of the public service.

## FUTURE DIRECTION

In future, we will continue to embed a culture of performance excellence across the public service. I am committed to ensuring we have leaders who are passionate about delivering excellence with clear purpose, direction and determination to achieving better outcomes for the people of the Cook Islands.

My areas of focus for the next year will be to:

- Support leadership and talent development through targeted training and the Public Service Induction Programme
- Clarify the roles, responsibilities and accountabilities of all Agencies within the public sector
- Lift the capability of Agencies through capacity assessments and performance reviews
- Build public trust and confidence in the public service

## ACKNOWLEDGEMENTS

I extend my sincere appreciation to the Heads of Ministries and their teams for their commitment, professionalism and collaboration to our shared vision of Public Service Excellence. I also wish to thank key individuals and organisations who have supported my office lead our journey to excellence.

Meitaki atupaka to: John Herrmann, Cecilia Short, Rohan Ellis, Hazel Kirkham, Geoff Summers, John McGill and Strategic Pay, Bridget Dennis and Skills New Zealand, Mabel Shuma-Dalgaard and the Commonwealth Secretariat, Andy Duncan, and the State Services Commission of New Zealand.

I also thank my staff who have been committed to our journey to excellence: Lydia Framhein, Poko Rongo, Michelle Aisake, Dorothy Pokura, Ngarangi Tangaroa-Teio, Sharyn Paio, Owen Lewis, Bob Williams, Maeva-Leigh Iro, Jane Clarke, Rangi Tutai, Teresa Tararo and Daphne Ringi.

Meitaki atupaka kia kotou katoatoa.

Russell Thomas, Public Service Commissioner

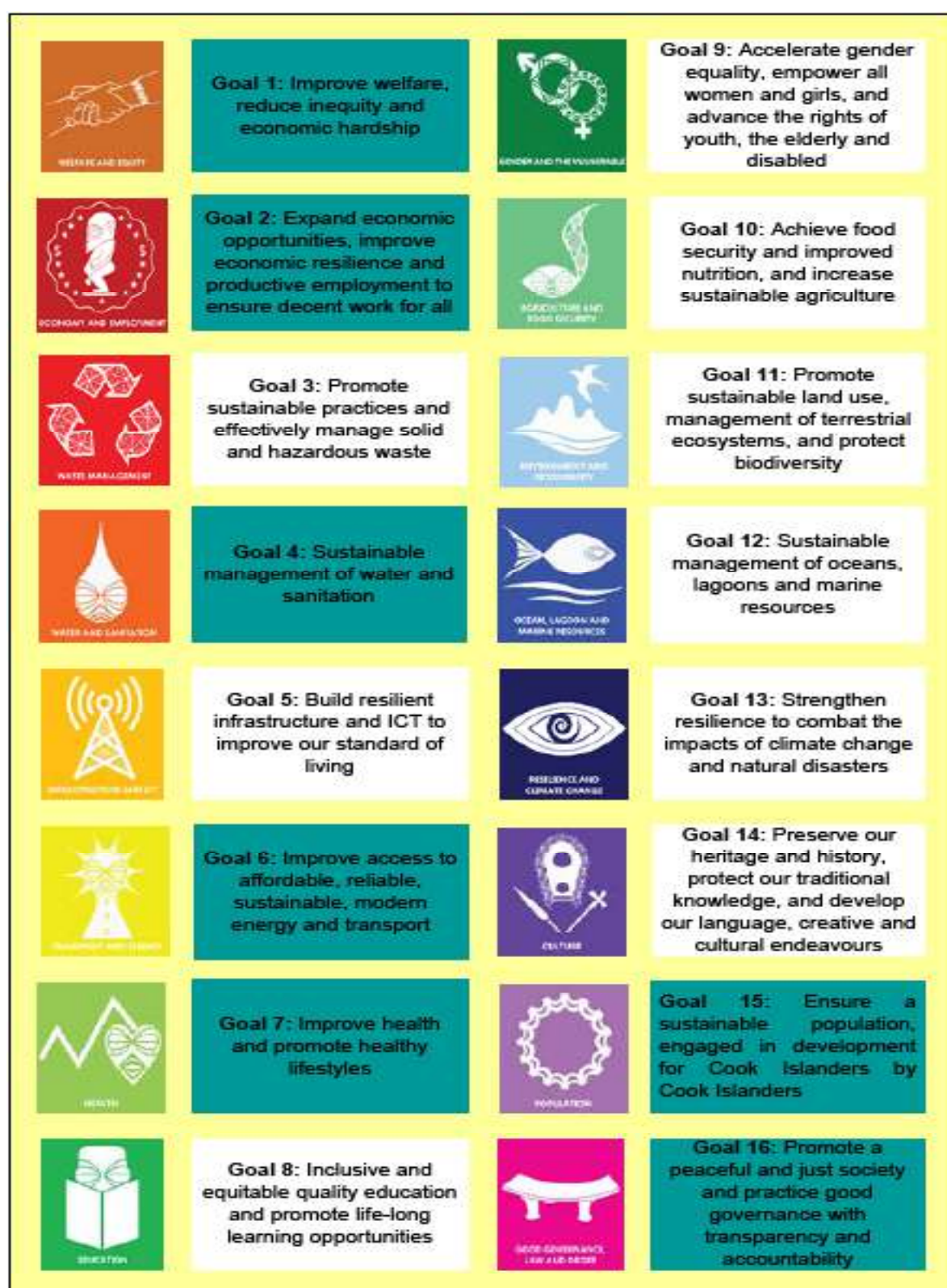
<sup>3</sup> HOMs includes all the Secretaries for the Ministries, and the Chief Executives for Office of Prime Minister and Office of Public Services Commissioner



# PART 1: PUBLIC SERVICE PERFORMANCE

The performance of the public service Ministries were assessed against the achievement of Te Kaveinga Nui (National Sustainable Development Plan - NSDP2016-20) goals, business plans and critical success factors. Seven goals were prioritised in the 2017-18 Budget Policy Statement - 1, 2, 4, 6, 7, 15, and 16.

Figure 02: NSDP 2016-2020 Goals



## 1.1 KEY ACHIEVEMENTS

I am pleased to report on the performance of the 13 public service Ministries that report directly to me to achieve the National Sustainable Development Plan (NSDP) goals of the country. I acknowledge the efforts of the Pa Enua Island Administrations and other Agencies working within the public sector. While they do not report to me, they are accountable to Statutory Boards, Ministers and Parliament for their utilisation of public funds and performance. The first annual NSDP indicator report was published during this year to measure our progress towards achieving our national vision:

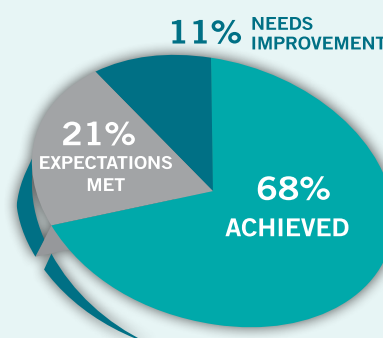
**"Te oraanga tu rangatira kia tau ki te anoano o te iti tangata, a kia tau ki ta tatou peu Maori e te aotini taporoporoia o te basileia."**

**"To enjoy the highest quality of life consistent with the aspirations of our people, and in harmony with our culture and environment."**

The performance of the public service had mixed results with seven Agencies meeting performance expectations while others required development. Overall performance ratings are based on results (70%) and organisational management (30%). Results are measured through the achievement of critical success factors and key deliverables in agency annual business plans. Organisational management measures focus on strategic leadership capability, organisational culture and values, workforce planning and development, financial, resources and risk management, and stakeholder management.

A total of 692 (563:2016/17) key deliverables were monitored across 62 Agency outputs or divisions, with 62 (68:2016/17) percent being achieved above performance expectations, 17 (21:2016/17) percent meeting performance expectations and 21 (11:2016/17) percent needing improvement. These achievements reflect an overall drop in the performance of Ministries, particularly in Education, Health and Internal Affairs, with delayed appointments of new secretaries made near the end of financial year.

**A total of 692 key deliverables were monitored across 62 agency outputs/or divisions, with 62% being achieved above expectations, 17% meeting expectations and 21% needing improvement.**



Key achievements for NSDP goals prioritised during 2017-18 included:

**Goal 1 Welfare:** A National Welfare Stocktake Sorkshop was held in 2017 and the Family Support and Protection Act was enacted in 2017. The National Childrens Policy 2017-2022 was approved and 33 non-government organisations received funding from the Social Impact Fund to implement community projects. A minimum wage review increased the hourly rate from \$7.00 to \$7.25 - from 01 July 2018. **Goal 2: Expanding economic opportunities:** The Employment Relations Act was reviewed against international labour conventions and 120 business site inspections were conducted. An occupational health and safety reform process commenced and is anticipated to conclude in the next fiscal year. **Goal 4 Water and Sanitation:** Phase one of the Te Mato Vai project was completed and preparatory work for the Mei Te Vai Ki Te Vai project continued. Galvanised pipe line replacements from Tupapa to Ngatangia-Tepuka community water tank liner replacement completed. Maintenance of the water network and timely repairs of intakes and tanks. **Goal 6 Modern energy and transport:** Renewable energy capital projects were completed on Mitiaro, Mauke, Atiu and Mangaia, and international civil aviation rules were drafted into national legislation (regulations).

Phase one of a road sealing project on Aitutaki was completed and 12 roads on Rarotonga were resurfaced and compacted. Goal 7 Health: Immunisation rates over 90% were maintained along with no maternal mortality and low infant mortality. A Sanitation Unit was established to enforce Sanitation Regulations, a Dental Therapist Training Programme commenced and a group of Cook Islands qualified senior nurses commenced two year- Bachelor of Nursing programme with the University of Adelaide in Australia. Goal 15

Development for Cook Islanders: Hosted the Pacific Ministers of Health meeting in August 2017, hosted the New Zealand Prime Minister Rt Hon Jacinda Adern's delegation in March 2018, held a Joint Ministerial Forum with New Zealand in April 2018 and hosted the Forum Fisheries Committee Officials Meeting in May 2018. A National Labour Shortage Survey was completed. The Cook Islands became a member of the International Organisation of Migration and a Memorandum of Understanding was signed with the Ministry of Business, Innovation and Enterprise to strengthen immigration systems. Amended the Entry, Residence and Departure Act to prevent entry by undesirables into the country. The Cook Islands established diplomatic relations with Malta, Iceland, Chile and Antigua, and Barbuda. Goal 16: Good governance, law and order: The first NSD P Summary Indicator Report was published in December 2017. Eight additional Land Court sittings were held for Aitutaki, Mauke and Atiu. All Court and Tribunal directions were issued - 75% of new land applications filed, were cleared - 50% of civil court applications filed, were cleared - 50% of the land records backlog was updated on the electronic Register of Titles. Birth, Deaths, Marriages and Companies Registers' were updated and the new Companies Act was passed in 2017. There were 105 Probation Reports submitted to the Courts and the Crimes Bill was tabled in Parliament. Progress on implementation of the Public Sector Strategy is reported in the next section.

Key achievements for NSDP goals NOT prioritised during 2017-18 include:

Goal 3 Waste management: Water reduction partnerships established and managed with proactive promotion of litter survey results, education and awareness. Goal 5 Resilient infrastructure and ICT: Apii Nikao and Tereora College rebuilds (managed by the Cook Islands Investment Corporation) were completed and machinery sheds on Manihiki, Pukapuka, Penrhyn, Rakahanga, and Mauke were built. A Public Infrastructure Policy and Bill was drafted to incorporate harbours, airports, roads and road drainage and streams. New Cook Islands Building Code and legislation was almost complete. The registration process for electricians was updated. Takuvaine to Avatiu roadsealing projects completed. Pokoinu to Arorangi road sealing projects were in progress. Tereora College and Apii Nikao chip sealed roads were completed. ICI's geoportal was completed with geospatial charts available to the maritime sector. A procurement and legislative framework for the Manatua cable was being developed with an ADB loan agreement signed in May 2018, and a Government company, Avaroa Cable Ltd being established. Goal 8 Education: Student achievement results for NCEA levels 1, 2 and 3 are tracking above targets. Professional development opportunities for teachers (15 teachers in Cook Islands pedagogy). Quality reviews of school programmes with a focus on student wellbeing, pastoral care and careers education. Four applications for Special Assessment Conditions were approved by NZQA for reader/writer assistance to students in external examinations. Returning Cook Islanders grant was made available to students who completed tertiary studies without a Government scholarship and 20 community education courses were offered through the Cook Islands Tertiary Training Institute. Primary (9) and secondary (4) schools participated in Tateni Atu Korero to strengthen learning in the Cook Islands Maori language and cultural identity.

“ Over 95 percent of children in the Cook Islands were immunised. Welfare goals were progressed with an increase in the national minimum wage to \$7 per hour along with a review and anticipated increase to the child benefit monthly allowance from \$66 to \$100 per month. a



Figure 01: Key achievements aligned to the eight NSDP goals prioritised in 2017-18



Figure 02: Key achievements aligned to other NSDP goals not prioritised in 2017-18





## 1.2 KEY CHALLENGES

The operating challenges identified by Ministries are listed along the three priority areas in the Public Sector Strategy; people, structures and systems. The people area identifies planning, recruitment and retention issues. Structural issues include ambiguous roles and accountabilities with regards to the roles and responsibilities of Ministries. System issues stem from resourcing and the absence of operational policies, procedures and processes. Some challenges identified this year were similar to those expressed in prior years. Common challenges stem from incomplete Ministry strategic and workforce plans to ensure core functions are managed sustainably.

Figure 03: Key challenges identified by public service ministries



Recruitment and retention challenges are caused by a number of factors which include the absence of planning and recruitment strategies in a labour market short of appropriately qualified and skilled people. This is exacerbated by inadequate resourcing in certain agencies to undertake their functions. There are a range of domestic and overseas training opportunities available to public servants. Short term training offers are available to Asian countries such as: China, Japan, Malaysia, Philippines, Singapore and Thailand. Short and long term training is available through the Cook Islands Tertiary Training Institute, University of the South Pacific and distance learning offered by Massey University in New Zealand and other online courses. While these training investments are valuable, the performance management of individuals, divisions and Agencies are essential to ensure learning outcomes are applied effectively in the workplace.

The lack of Ministry capability and capacity to deliver on national goals remains a common challenge across the public service. While under-resourcing is a predominant feature for most Ministries, the absence of operational policies, procedures and processes exacerbates issues and negatively impacts on productivity and service delivery. The support of the New Zealand Volunteer Service Abroad (VSA) organisation who fund volunteers to fill technical gaps across the public service.

Inadequate resourcing of Agencies remains a concern. Capacity assessments conducted for the Ministry of Cultural Development (MOCD) and Ministry of Transport (MOT) confirmed the need for Agency capability development with additional funding, human resources and better systems to effectively perform their legislated core functions. MOCD have six Acts to administer to preserve, promote and protect the country's cultural heritage and identity. These include the: Public Records Act (National Archives), Te Reo Maori Act, Cultural Development Act, Traditional Knowledge Act

and Copyright Act. MOT had 14 Acts and Regulations to administer to ensure secure and safe civil aviation and maritime sectors, including the provision of meteorological services. There was a policy vacuum for road transport which needed to be developed to address the significant number of motor vehicles being imported and impacting on roads planning and use, public transportation, and the disposal of expired vehicles. Similar resourcing challenges were found in assessments on the Ministry of Justice (MOJ) and Infrastructure Cook Islands (ICI) carried out in the 2016-17 financial year. An administered fund for \$600k was established to assist MOJ and ICI, with \$200k spent during the 2017-18 financial year.

Agencies have reported greater expectations to perform and deliver on ambitious national plans. It is pleasing to see most are rising to meet these expectations using existing budgets, with Managers who are leading the pace of change and committed to seeing their Agencies strive for better outcomes. The Ministry of Finance and Economic Management (MFEM) will be introducing a Fiscal Strategy with transparent parameters for resource allocations in future years (2019-20), to alleviate some of the resourcing pressures agencies face. Agencies have unique core functions and responsibilities, but common challenges include the need for planning, workforce and systems capability development. Addressing common problems requires a collaborative approach to addressing funding gaps, capacity building and process improvements. Structural issues continue to impede performance in some areas with role ambiguity. Ambitious national capital plans have steered central agencies (MFEM and OPM) away from their core functions to implement major capital projects (Te Mato Vai, Renewable Energy). This practice will continue unless ICI is better resourced to lead the outsourcing and management of capital projects within a well designed regulatory framework. ICI is currently developing a public infrastructure policy to underpin this framework in future.

“ Inadequate resourcing of agencies remains a concern. Capacity assessments conducted for the Ministry of Cultural Development and Ministry of Transport confirmed the need for agency capability development, with additional funding, human resources and better systems....

## 1.3 BUDGET

Budget appropriations to Public Service Ministries for the 2017-18 financial year are shown below. The Government is moving towards a single Financial Management Information System platform over the next two years. The system is expected to provide better control over expenditure, centralised cash flow management and timely reporting of financial performance against budget. During the 2017-18 fiscal year \$142 million (M) was appropriated to the public service, 80% (\$113M) was funded domestically and 20% (\$29M) was funded through official development assistance (ODA).

The majority of ODA was appropriated to infrastructure projects, particularly Te Mato Vai, Renewable Energy and the Sanitation Upgrade Programme (Mei Te Vai Ki Te Vai). Personnel and operating costs were budgeted at \$41M and capital expenditure (\$31M). Other funds administered by agencies of \$23M included operating costs, not directly managed by the Agency. Payment of behalf of the crown (POBOCs) totalled \$18M with welfare costs increasing to \$17M, international subscriptions totalled \$0.6M and the Apex Profit Guarantee (\$1.5M), Parliamentary Superannuation (\$0.18M) and Catastrophe Risk Insurance (\$0.12M) totalled \$1.8M.

Figure 04: Budget 2017-18 by Ministry

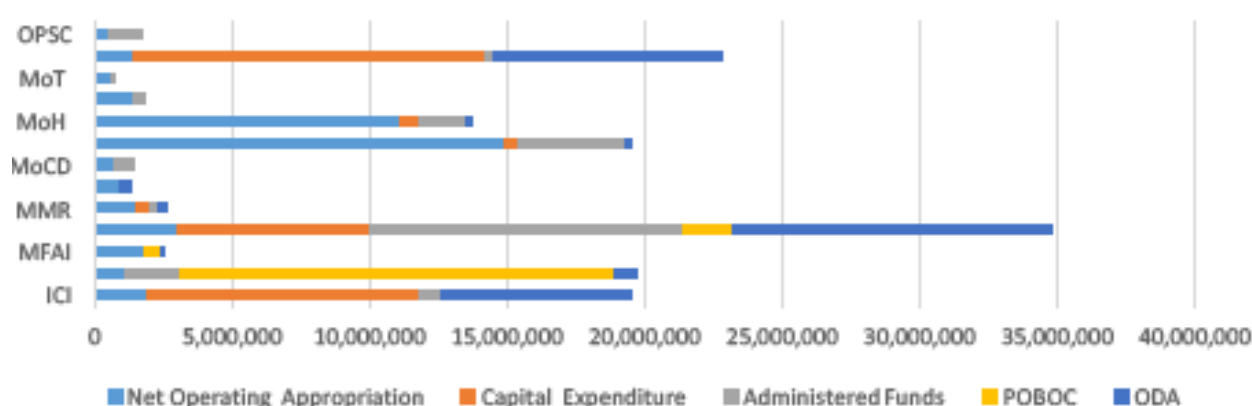


Table 01: Budget Appropriation 2017-18 by Agency (000's)

	Net Operating Appropriation	Capital Expenditure	Administered Funds	POBOCs	ODA	Total
MoA	948	100	-	-	-	
MoCD	737	-	738	-	-	
MoE	15,488	360	4,102	-	-	
MFAI	3,182	-	10	689	-	
MFEM	3,601	17,022	16,103	1,801	-	
MoH	12,121	1,066	2,343	-	-	
ICI	2,251	9,416	745	-	-	
IntAff	1,172	50	3,071	17,354	-	
MoJ	1,611	200	337	300	-	
MMR	1,630	-	350	-	-	
MoT	677	-	56	-	-	
OPM	1,538	25,690	978	-	-	
OPSC	565	-	1,230	-	-	
	45,523	53,904	30,063	20,144		

Source: MFEM Budget Estimates 2017-18



There were minor increases in operating budgets during the year for MFAI and MFEM passed by Executive Council. The Ministry of Health also received budget increases in Administered funds for patient referrals and pharmaceuticals for circumstances outside their control.

**Table 02: Unaudited Actuals for 2017-18 by Ministry**

	Net Operating Actuals	Capital Expenditure	Administered Funds	POBOC	ODA	Total
MoA	933,800	72,000	-	-	-	970,764
MoCD	798,425	-	569,000	-	57,406	1,424,797
MoE	14,991,408	341,000	3,468,000	-	46,537	18,530,569
MFAI	2,996,909	-	10,000	660,000	40,409	2,524,070
MFEM	3,478,899	5,526,000	10,020,000	1,402,000	11,664	15,594,986
MoH	12,093,649	592,000	2,258,000	-	380,849	15,088,041
ICI	1,967,478	3,625,000	647,000	-	115,912	9,836,570
IntAff	1,153,845	45,000	1,768,000	15,958,000	226,220	19,032,887
MoJ	1,431,838	200,000	248,000	-	-	1,700,326
MMR	1,532,749	-	300,000	-	334,265	2,080,849
MoT	664,096	-	56,000	-	-	757,177
OPM	1,406,529	8,018,000	286,000	-	-	10,297,766
OPSC	538,395	-	1,209,000	-	237,041	2,015,767
	<b>45,522,695</b>	<b>18,419,000</b>	<b>20,839,000</b>	<b>18,020,000</b>	<b>1,450,303</b>	<b>99,854,568</b>

Source: MFEM – Unaudited Annual Financial Statements

The unaudited finance results for the 13 Public Service Ministries highlight underspending in all categories of the budget. The underspending in total capital of 50 percent reflects the capacity constraints reported by Agencies in their Annual Reports. While capacity constraints are primarily due to the lack of skilled personnel, there are systematic constraints emanating from gaps between national planning, budgetary and performance accountability systems. National planning capability has improved since the inception of the first National Sustainable Development Planning in 2007, however implementing these Plans is impeded by limited resources and capacity to implement these Plans.

The Public Sector Strategy 2016-2025 was introduced to ensure strengthen leadership and good governance across the Public Sector, through transformed public servants, better structures and systems. The focus on people has been addressed through the establishment of a comprehensive human resources management policy framework with robust remuneration and performance management systems. Structural reforms focus on ensuring functions of Government are carried out effectively, with clear roles and accountabilities between agencies, and to Ministers and Parliament. The current design of the 'machinery of Government' reflects different reporting and accountability lines for the Public Service and State Services. While the Public Service Agencies report to the Public Service Commissioner, who provides a consolidated Report on their performance to Parliament, this does not happen for State Services. Despite an amendment to the Public Service Act in 2015-16 requiring State Service Agencies to provide an Annual Report to the Public Service Commissioner, this has not happened. Work will continue to clarify the reporting and accountability obligations of State Services to the Commissioner and Parliament in future. Systems capability focuses on ensuring Agencies have documented and transparent operational policies and procedures for the work they do. Service charters are encouraged to ensure service expectations are transparent and stakeholders are informed of the public value generated and delivered by Agencies.

## PART 2: PUBLIC SECTOR STRENGTHENING

The Cook Islands is a constitutional monarchy within the Realm of New Zealand, with Her Majesty Queen Elizabeth II as Head of State. The Cook Islands Constitution Act (1964) established the Westminster system of government in the Cook Islands and provides for various constitutional posts (Figure 05), which include: the Queen's Representative; Speaker of Parliament; Cabinet (Ministers of the Crown); Chief Justice; Members of Parliament; House of Ariki; Ombudsman; Public Expenditure Review Committee; and the Public Service Commissioner.

The public service is part of the broader 'public sector' identified as "State Services" in the Public Service Act 2009. The Public Service Amendment Act 2015-16 was enacted in Parliament in September 2016. While it requires public and State Services to provide an Annual Report to the Public Service Commissioner, only the 13 Public Service Ministries have provided Annual Reports to the Commissioner for the 2017-18 fiscal year. Future work will take place to clarify the roles, responsibilities and accountability of State Services in relation to the Public Service Act.

**Figure 05: The Public Sector – Public Service and State Services**

## 2.1 PUBLIC SECTOR STRATEGY

The Public Sector Strategy 2016-2025 aims to improve the performance of the public sector by strengthening the capability of people and agencies to deliver core functions of government, to achieve national sustainable development goals. The three priority areas of the strategy include:



The strategy will be implemented over three phases:

PHASE	PERIOD	STRATEGIC GOALS
1	2016 – 2018	Preparing for Change
2	2019 – 2025	Implementing Change
3	2025 onwards	Sustaining Change

Key objectives during phase one included the:

- Establishment of an effective human resources management (HRM) framework that supports public sector rationalisation and better performance; and
- Establishing governance mechanisms for implementation of the transformation programme, costing the programmes of change.

Key achievements for this period included:

### *People - HRM*

- The completion of a HRM Policy Framework that includes remuneration, performance management, training, Agency restructuring and redundancies
- Public sector wide training programmes in the areas of: Policy and planning, HRM, public service induction and public sector management
- Short term overseas training in various sectors
- Ministry specific training programmes

### *Structural and systems capability improvements*

- Capacity assessments and development plans completed for the Ministry of Justice and Infrastructure Cook Islands, Ministry of Cultural Development and Ministry of Transport
- An increasing number of agencies and users are on a Government-centralised ICT network
- All Pa Enua island administrations are on a Government-centralised email network
- Online lodgement of tax returns through an upgraded revenue management system
- Preparatory work for a centralised financial management information system (FMIS) continued
- Technical support provided for the civil aviation and maritime sectors to ensure compliance with international rules and standards

Figure 06: Public Sector Strategy progress 2017-18



Ten of the 13 (70%) ministries have strategic plans in place and three have workforce plans in place. These plans will ensure agencies are better managed in future with clarity in direction, workforce and resourcing requirements. A government wide performance management policy was introduced to ensure consistency in the performance ratings of employees across the public service. Training was provided to 79 senior officials on Rarotonga and 55 members of a public sector wide human resources taskforce. The policy has a performance improvement focus with emphasis on recognising and rewarding exemplary performance, while supporting those who need improvement. This policy is part of a human resources management framework established to ensure the public service is well led and managed to deliver better public services. The overall intention being to achieve our collective vision for a public service of excellence.

## 2.2 HUMAN RESOURCES MANAGEMENT

Government wide HRM policies and standards are set by the Public Service Commissioner. The establishment of a HRM policy framework completed over the last three years included remuneration, performance management, training and development, and redundancy policies. All policies and guides were reviewed during this period with the support of a strong 40+ member taskforce, to ensure they remained relevant for the public sector. A Political Neutrality Policy with Caretaker Government Conventions was introduced in April 2018 to ensure public servants were aware of their roles before, during and post general elections, especially when a Caretake Government was in place. Future efforts in HRM policy will focus on monitoring the effectiveness of these policies in improving employee engagement and performance. This work will be led by the Office of the Public Service Commissioner along with the HR taskforce.

HRM POLICY FRAMEWORK			
RECRUITMENT	RETENTION		RELEASE
	MANAGE AND REWARD	IMPROVE	
Recruitment Policy	Remuneration Policy	Training and Development Policy	Leaving the Service Policy
Internships Policy	Leave Policy	Talent and Leadership Strategy	Redundancy Policy
Secondment Policy	Job Evaluations Policy	Employee Engagement Surveys	Voluntary Retirement
Contracting for Services Policy	Performance Management Policy	Workforce and Succession Planning	
Public Service Induction programme	Code of Conduct Policy		
Private Employment and Enterprise Policy	Employment Disputes Policy		
Promotion of Graduate Recruitment	Occupational Health and Safety Policy		
	Political Neutrality Policy		
<b>Public administration policies:</b> Motor Vehicle, Official Duty Travel, Information Management, Communication, Disclosures (Whistle-Blower), Risk Management and Agency Restructuring. <b>Guides:</b> Machinery of Government, Agency Capacity Development, Investigations, Official Information Requests, New Zealand Government Superannuation and HRMIS			

Source: OPSC



## PUBLIC SERVICE INDUCTION PROGRAMME

**4**  
MODULES

### 1 OUR JOURNEY

The Cook Islands voyage to statehood

### 2 PUBLIC SERVICE AND YOU

The machinery of Government

### 3 IN THE SPOTLIGHT

Standards of integrity and conduct

### 4 FOR THE RECORD

Handling information in the public service

## 12 WORKSHOPS CONDUCTED

**361** Public Servants completed the programme during this financial year..

The total number of Public Servants trained is

**1100**

Induction workshops were held over two days, and were well attended. The highest attendance saw up to 40 people, with the lowest being 11 people.



## TEAM BUILDING



Participants found the group work and interaction with others made for fruitful discussion. They found the training valuable, educational and insightful. It provided them with a deeper understanding of their role in the Public Service and Government.

*"For me, this training exceeded my expectations. "*

*"Opportunity for us to know our rights and roles. "*

## GOOD DELIVERY

*"It's always good to be trained by people who know the content of what they are delivering."*

Delivery is a key to disseminating, understanding and discussing information. Participants were complimentary of the use of both Cook Island Maori and English to deliver training.



## OPPORTUNITY



The Public Service Induction programme creates an opportunity for Public Servants to engage reflectively. The programme received a variety of responses from participants. This feedback will facilitate honest exchanges between Public Servants, and keep them informed of the machinery of Government.

4. Central agencies include the Office of the Prime Minister, Office of the Public Service Commissioner, Ministry of Finance and Crown Law Officer

## TRAINING AND DEVELOPMENT

### PUBLIC SERVICE INDUCTION

The public service induction programme was launched in June 2016 to ensure employees understood their roles and responsibilities as Cook Islands public servants. The one day programme delivered over two days comprises four modules: Our Journey - the Cook Islands voyage to statehood; Public Service and You - the machinery of government; In the Spotlight - standards of integrity and conduct; and For the Record - handling information in the public service.

Over 1,100 public servants have completed the programme over the last two years, over 500 were from the Pa Enua. A remaining 700 public servants are still to complete the programme. Participant feedback has been extremely positive and included an additional participants (400) at a National Youth conference in Mauke in April 2018 - to raise awareness on the country's history and work of the public service.

### LEADERSHIP AND TALENT DEVELOPMENT

A Talent and Leadership Strategy was developed, outlining the public service leadership competency profile comprised of the public service and Cook Islands values, management skills and leadership attributes for 21st century public service leaders. The talent strategy identifies career development pathways for talent and the strategy promotes graduate recruitment.

Formal leadership training continued during the year with 19 senior public servants completing Post Graduate Diplomas in Commerce (Public Sector Management) and two Post Graduate Certificates in Public Administration, with funding from the Australian government received through the Pacific Islands Centre for Public Administration. Representing 11 agencies across the sector, the students will complete a post graduate diploma in public sector management next year, funded by the University of the South Pacific. As part of strengthening leadership capacity, three heads of ministries attended short courses on Strategic Foresight and Leadership in Singapore, and eight heads of ministries received mentoring through a pilot programme with the Chamber of Commerce. Management skills were developed as 56 public servants graduated with a National Certificate in Business (First line Management), delivered through the Cook Islands Tertiary Training Institute.

### IN-COUNTRY TRAINING

Various training workshops were held throughout the year. Strategic planning support was also provided by the Office of the Prime Minister to ensure the development of medium term plans were aligned to the national development plan. Central agencies<sup>4</sup> also provided business planning training and support for ministries and agencies. An HR taskforce comprised of public servants, SoE and private sector employees were provided training in job descriptions, job evaluations and performance management. The taskforce are HR managers and practitioners within ministries who provide feedback on HR policy development and practice.

### INTERNATIONAL TRAINING

The Office of the Public Service Commissioner and Foreign Affairs and Immigration continued to administer short term international training opportunities received through the Cook Islands embassy in Wellington, New Zealand. These opportunities strengthen workforce capability and expose participants to international systems and best practice. Most offers target government officials, with occasional offers extended to non-government participants.

From a total of 73 international training offers, there were 26 successful placements (Annex 01). It is not always possible to take advantage of the offers presented due to the inability to release staff for periods of up to one month, or due to planned work that cannot be delayed. While training priorities are determined by ministries, scheduled times for the training are determined by the training providers and sponsors.

## REMUNERATION

The government remuneration policy and pay structure was introduced and integrated the unique challenges of the

national labour market, job evaluation system and affordability. The policy permits the payment of market premiums for management and specialist roles above a certain job band. The policy requires job descriptions (JDs) to be written for each unique job identifying clear responsibilities, key result areas (KRAs) and key performance indicators (KPIs). JDs are evaluated by HR taskforce members against ten key job factors with a final score used to determine a job band and salary range. Evaluators must be trained every three years to maintain their accreditation to use the job evaluation system owned by a New Zealand company - Strategic Pay. Over 40 evaluators were trained this year and 106 JDs were evaluated. At 30 June 2018, 61% of public sector employees had base salaries of less than \$30,000 per annum with 43% receiving less than \$20,000 per annum. There were 135 (8%) of public servants with an annual salary in excess of \$50,000, ten of which (1%) earned \$100,000 or more (Figure 10 refers).

## PERFORMANCE MANAGEMENT SYSTEM

The performance management policy and system was approved and implemented during the year. Training was provided to 79 public service heads and their senior management teams, and the HR taskforce to ensure consistency in the understanding and application of the system across the sector. The key stages of performance management include: planning, measuring and managing performance. Formal performance appraisals take place twice a year with informal appraisals and feedback encouraged on a continuous basis. The overall performance rating is a combination of a numeric and alphabetical rating e.g. 4A. The numeric rating measures the achievement of targets (results). Alphabetical ratings measure behaviour (conduct) against the public service and ministry-specific values. There are 15 possible combinations, each with different management responses identified in the policy.

**Table 03: Results ratings**

5	4	3	2	1
Exceptional Performance	Above average performance	Performance meets expectations	In development or needs improvement	Unsatisfactory, poor performance

**Table 04: Integrity and conduct ratings**

A	B	C
You are a role model and living the values	You demonstrate the values	You do not demonstrate all the values

## VOLUNTARY RETIREMENT

A voluntary retirement policy introduced during the previous year continued during the 2016-17 year with a further five applications approved for voluntary retirement pay-outs, added to the 99 already paid out. A total of \$555k was spent from a budget of \$672k for this initiative, creating aggregate savings of \$2.5 million in personnel budgets. This initiative enabled heads of the public sector to restructure workforce needs as required.

## 2.3 RATIONALISATION

### HUMAN RESOURCES MANAGEMENT INFORMATION SYSTEM (HRMIS)

5. Civil list payees include the Queens Representative, Speaker of Parliament, Members of Parliament and the House of Ariki members



## PART 3: PUBLIC SECTOR PROFILE

### PUBLIC SECTOR PROFILE

The public sector had 2,040 (2016:2,185) full time employees as at 30 June 2017. This total includes 292 staff employed by state owned enterprises which represented a decrease from 320 at the same time last year. While the gender gap is closing to show more favourable employment of women as leaders (5 of 13), the disparities for women remain in state services. As at 30 June 2017, only 21% of managers (13 of 62) in the state services were women and 20% (1 of 5) held senior leadership roles in state owned enterprises (Annex 02).

At 30 June 2017, 53% of the public sector workforce were aged 40-59 years. Only 17% were under the age of 30 years and a further 11% were 60 years old and above with 2% (34 employees) over 70 years of age. (Figure 11)

### NON-COOK ISLANDS MAORI EMPLOYEES

As at 30 June 2017, 168 non Cook Islands Māori employees worked across the sector. This is a slight increase with the 154 recorded at 30 June 2016. Education and Health were the largest employers with 53 and 55 employees respectively. (Table 05)

### PUBLIC SERVICE ATTRITION

A total of 139 public servants left the service during the 2016-17 year compared to 172 in the previous period. Of these, 83 resigned, 41 completed their contracts, seven took retirement, two died, five terminated, and 1 was made redundant. The highest rate of attrition was understandably from the biggest employer (MoE) where a total of 61 staff left the service.

### OFFICIAL DUTY TRAVEL BY PUBLIC SERVICE HEADS OF MINISTRIES

Official duty travel by heads of the public service totalled 337 days (2016:426) during the year and incurred a total cost to the Cook Islands Government of \$48,822 (2016:\$95,669). This represented a significant decrease compared to the 2015-16 year. The majority of this travel was sponsored by development partners and/or regional and international organisations and governments. All official travel is approved by the Public Service Commissioner and respective Ministers, with travel reports due upon return to the office. (Annex 04)

## PART 4: Office of the Public Service Commissioner

The focus for the Office of the Public Service Commissioner this year was continuing to embed transformational corporate reforms across the public service. The Public Sector Strategy and OPSC strategic plan continued to guide the ongoing and developmental work of the office.

The OPSC team comprised of the Chief Executive Officer (CEO) and six staff provided advisory and administration support to the Public Service Commissioner. I attended a graduate dinner in recognition of Cook Islands tertiary graduates from universities across New Zealand. The 4th annual dinner was successfully coordinated by non-profit organisation Kia Rangatira, working to support linkages between the Cook Islands diaspora and career opportunities in the Cook Islands.

My staff worked collaboratively with the Ministry of Finance and Office of the Prime Minister staff coordinate a Public Sector Leaders conference in October 2017, where Executive Officers and Finance Officers from the Pa Enua joined Heads of Ministries on Rarotonga to discuss the NSDP goals, government priorities and budget in future years. My policy team completed a review of all public service policies issued by my Office since December 2014. The policy changes were informed by issues identified during implementation, requests from agencies, and continuous improvement to the language used in policies. My HRM team supported a second national remuneration survey commissioned by the Cook Islands Investment Corporation and the review of government pay structure to incorporate a minimum wage increase to \$7.25 per hour, effective from 01 July 2018. HR Advisor Teresa Tararo continued the successful delivery of the public service induction training with a further 380 public servants completing the programme. Raising the profile of the public service and the country's history was also extended to 400 participants at a National Youth Conference on Mauke in April 2018. Over 1,100 public servants have now completed the public service induction programme. My team collaborated with the Cook Islands Tertiary Training Institute to deliver leadership and HR training programmes targeting the government HR taskforce and senior public servants currently in or aspiring to be in management roles. Job evaluations were completed throughout the year with HR taskforce members meeting fortnightly to assess job descriptions across the public sector. Over 82 overseas training opportunities for the public sector were received through the Ministry of Foreign Affairs, 17 applications were successful.

With the support of national consultant Teresa Managrangi-Trott my team completed two capacity assessments on the Ministry of Cultural Development and Ministry of Transport.

The public sector-wide human resource management policy framework was fully established with the remuneration, performance management and training and development policies, introduced during this period. The framework supports the recruitment and retention of highly skilled and motivated employees. The Public Service Amendment Act was passed in Parliament during this period providing the legislative platform for further reforms across the sector.

A summary of achievements during this period included:

- Recruiting four capable employees to meet the full complement of the team
- Completing capacity assessments and development plans for two ministries
- Completing the leadership programme design
- Promoting the public service to Cook Islands graduates in New Zealand

- Training the HR taskforce and senior officials in performance management
- Delivering the public service induction training to 634 public servants

As a Central Agency it was a challenge to complete developmental work and maintaining continuity of service. Staff continued to manage work demands, with minimal time for the proper induction of new employees. This required staff to adapt and absorb additional responsibilities to deliver services. The launch of the leadership, talent and graduate programmes were delayed to the next financial year.

## 4.1 PEOPLE MANAGEMENT

Staff were provided with formal and informal training opportunities throughout the year. This included attending short term training in: ethics and accountability; policy analysis; job evaluations; and organisational performance. A senior advisor completed a Graduate Certificate in Public Administration through the University of the South Pacific. In-house coaching and training continued during the year to ensure service quality and succession planning. Performance appraisals were completed with two employees being rewarded for excellent performance.

A new human resources manager replaced the former manager who completed her contract in October 2016. A new human resources advisor and senior policy advisor replaced an outgoing human resources advisor and filled a vacant role. A returned Cook Islands graduate filled another vacant policy role. A Commonwealth Secretariat funded HR specialist position ended in May 2017 and a VSA policy advisor was transferred to the office of the prime minister. Despite the staff transitions during this period, the office was able to deliver its core functions with minimal disruption to services.

## 4.2 FINANCIAL MANAGEMENT

All financial reporting obligations for the year were met. Unfilled vacancies in the policy division during the first half of the year, along with personnel accrual adjustments produced overall net savings of \$30k.

The personnel budget includes the Public Service Commissioner and six staff. Personnel costs for the Chief Executive Officer is budgeted under an administered fund for salaries of 13 heads of the public service. Operating costs for the office are budgeted at \$52k per annum. During this period a carry-forward of \$110k was approved to deliver the public service induction training to the Pa Enua and to provide leadership development opportunities. The induction training was a success, while leadership training and support was provided through a combination of: a mentoring programme in partnership with the Chamber of Commerce; training in organisational performance in partnership with Strategic Pay; and training on strategic foresight and leadership in Singapore.

Limited staff capacity and staff movements shifted priorities away from developing the leadership, talent and graduate recruitment programmes to recruitment and training of a new team.

	Total Budget	Actuals	Variance
Personnel	341,931	341,335	597
Operating	144,125	115,787	28,338
Depreciation	79,293	79,500	-207
<b>Gross Appropriation</b>	<b>565,349</b>	<b>536,621</b>	<b>28,728</b>
Other Revenue	-	-	-
<b>Net Appropriation</b>	<b>565,349</b>	<b>536,621</b>	<b>28,728</b>

## NEW ZEALAND GOVERNMENT SUPERANNUATION FUND

My Office facilitates queries relating to the New Zealand Government Superannuation Fund (GSF) in-country with the Ministry of Finance, and the Fund's New Zealand Administrator - Datacom. Queries from members and recipients are received by office staff and referred to Datacom, where required. Annual survival forms are distributed to GSF recipients for completion as proof of life, before being returned to Datacom. During the year, government funded 15.1% of GSF contributions for each GSF member, while employees contributed between 6.0–6.5% of their salary. As at 30 June 2017, there were 222 members actively contributing to the fund and 528 GSF recipients. From 01 July 2018, government's GSF contributions will increase to 16.1%.

**Table 08: NZGSF Age analysis of active members and recipients at 30 June 2018**

MEMBERS			
Age	Female	Male	Total
> 70 yrs			
61-70 yrs	9	-	9
50-60 yrs	48	59	107
< 50 yrs	62	28	90
<b>Totals</b>	<b>119</b>	<b>87</b>	<b>206</b>

RECIPIENTS			
Retirees	Spouse	Child	Total
217	76		293
123	33		156
47	19		66
		13*	13
<b>387</b>	<b>128</b>	<b>13</b>	<b>528</b>

\*Child Allowances

# ANNEXES

## ANNEX 01: INTERNATIONAL TRAINING

Ministry	Training programme	Training Provider	Attendees
Marine Resources	Fishery Using Resource Management Approach	Japan	2
Health	Tropical Community Health Care and Research	Thailand	1
Health	Household Food Security for Nutrition well-being	Thailand	1
Te Aponga Uira	Renewable Energy Development	Korea	1
Tourism	Tourism Management and Destination Marketing	Singapore	1
Culture, Finance & Economic Management, Health, Justice	Young Leaders' Invitation Programme – 2016	China	5
Justice and Bank of the Cook Islands	Strategic Foresight and Leadership	Singapore	2
Office of the Public Service Commissioner	Enhancing Ethics and Accountability	Brunei	1
PS Commissioner and Crown Law Office	United Nations Convention against Corruption	Malaysia	2
Education	Excellence in Public Schools	Singapore	1
Education	Promotion of Non-Formal Education	Japan	1
Justice	Crime Prevention & Criminal Justice	Japan	2
Finance & Economic Management	Advanced Security Cooperation	Hawaii	1
Health	Disaster Risk Management & Community Resilience	Thailand	1
Culture, Justice, Office of the Prime Minister, Tourism	Young Leaders from Pacific Island Countries	China	4
			26

Figure 08: Successful training awards by sub-sector

## ANNEXES

### Annex 01: International Training

Attendees	Ministry	Training programme	Training Provider
2	Marine Resources	Fishery Using Resource Management Approach	Japan
1	Health	Tropical Community Health Care and Research	Thailand
1	Health	Household Food Security for Nutrition well-being	Thailand
1	Te Aponga Uira	Renewable Energy Development	Korea
1	Tourism	Tourism Management and Destination Marketing	Singapore
5	Culture, Finance & Economic Management, Health, Justice	Young Leaders' Invitation Programme – 2016	China
2	Justice and Bank of the Cook Islands	Strategic Foresight and Leadership	Singapore
1	Office of the Public Service Commissioner	Enhancing Ethics and Accountability	Brunei
2	PS Commissioner and Crown Law Office	United Nations Convention against Corruption	Malaysia
1	Education	Excellence in Public Schools	Singapore
1	Education	Promotion of Non-Formal Education	Japan
2	Justice	Crime Prevention & Criminal Justice	Japan
1	Finance & Economic Management	Advanced Security Cooperation	Hawaii
1	Health	Disaster Risk Management & Community Resilience	Thailand
4	Culture, Justice, Office of the Prime Minister, Tourism	Young Leaders from Pacific Island Countries	China
26			

Figure 09: Overseas training offers by MOP priority areas

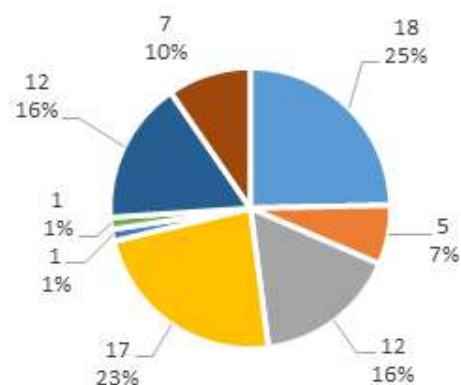
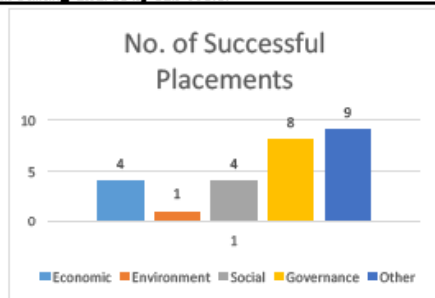


Figure 08: Successful training awards by sub-sector



Sector	Offers	Sector	Offers
Sector	Offers	Resilience	1
Economic	18	ICT	1
Infrastructure	5	Governance	12
Environment	12	Scholarships	7
Social	17		
Total		73	

## ANNEX 02: PUBLIC SECTOR PROFILE

Figure 10: Remuneration Profile

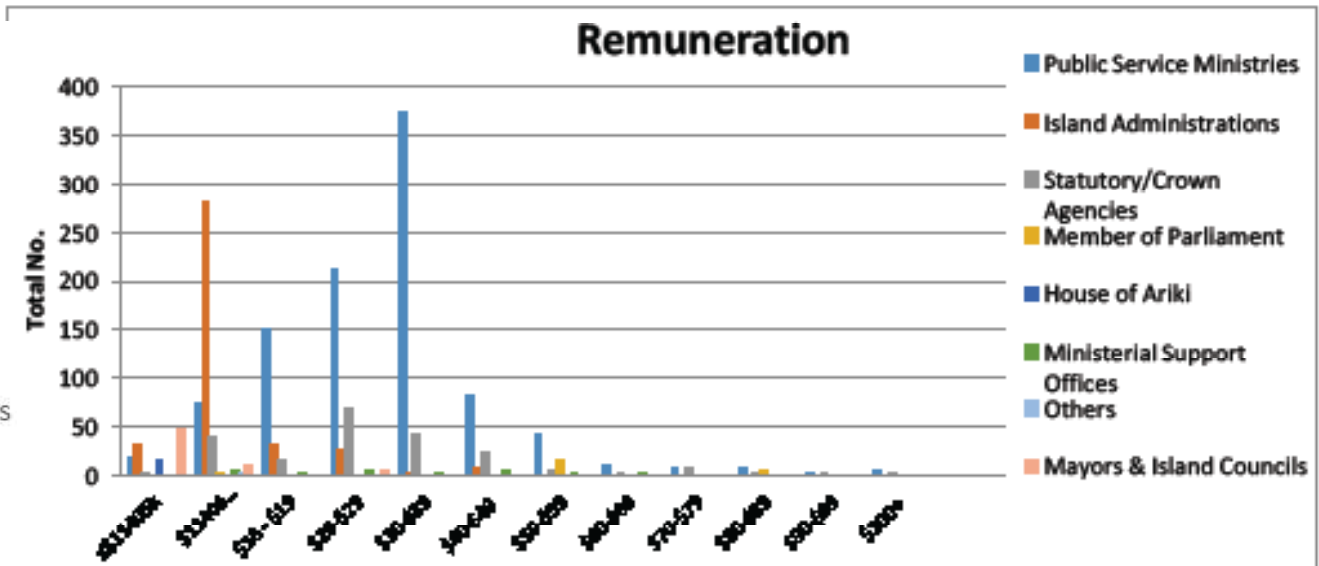
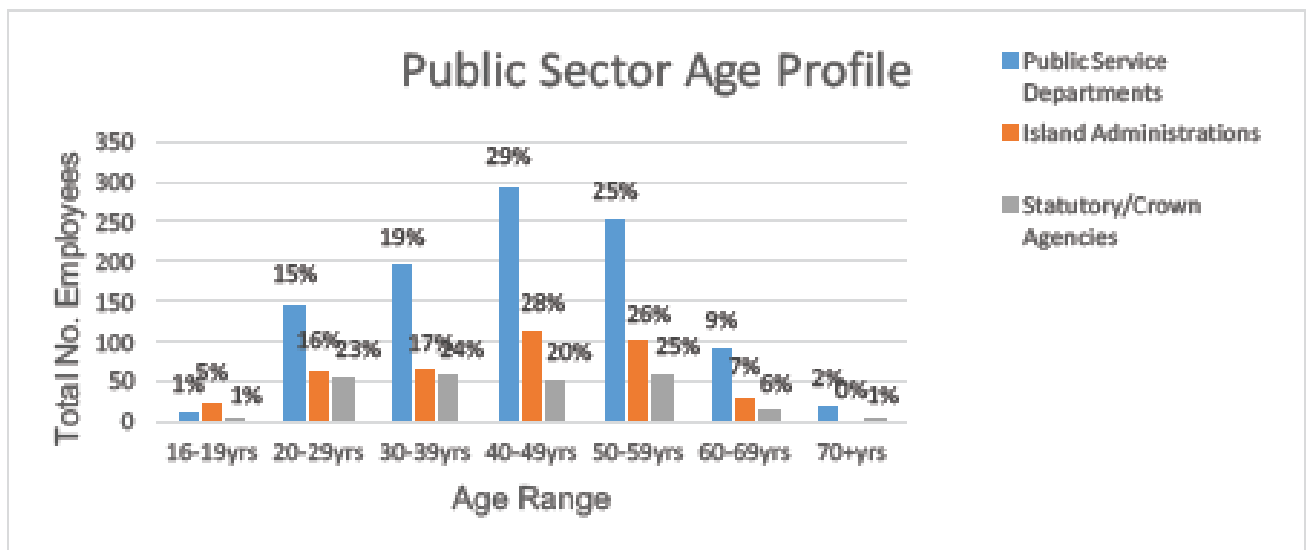


Figure 11: Age profile



**Table 05: Non Cook Islands Maori employees by Ministry or Agency**

PUBLIC SECTOR			
	Female	Male	Total
Agriculture	1		1
Business Trade and Investment Board		1	1
Cook Islands Audit Office	5	1	6
Cook Islands Tourism Corporation	3	2	5
Crown Law Office	1	1	2
Education	32	20	52
Finance and Economic Management	12	13	25
Foreign Affairs and Immigration		1	1
Health	34	20	54
Infrastructure Cook Islands		5	5
Internal Affairs	1		1
Justice	1		1
Manihiki Island Administration		1	1
Marine Resources	1	5	6
Mauke Island Administration		1	1
Natural Heritage		1	1
Office of the Public Service Commissioner	1	1	2
Public Expenditure Review Committee		1	1
Palmerston Island Administration	1		1
<b>Totals</b>	<b>87</b>	<b>81</b>	<b>168</b>

Source: HRMIS – includes 21 employees with permanent residence status

**Table 06: Public Service attrition**

MINISTRIES	RESIGNED	RETIRED	CONTRACT COMPLETED	DIED	DISMISSAL	REDUNDANCY	TOTAL
MoA	1			1			2
MoCD	2						2
MoE	42	2	17				61
MFEM	7		6		4		17
MoH	13	3	13	1			30
ICI	3	2					5
INTAFF			1			1	2
MoJ	4		1		1		6
MMR	3		2				5
MoT	2						2
OPM	6						6
OPSC			1				2
<b>Totals</b>	<b>83</b>	<b>7</b>	<b>41</b>	<b>2</b>	<b>5</b>	<b>1</b>	<b>139</b>

Source: HRMIS



## ANNEX 03: PUBLIC SECTOR PROFILE

PUBLIC SERVICE DEPARTMENTS (13)		30 JUNE 2018	
	Female	Male	Total
Ministry of Agriculture	8	20	28
Ministry of Cultural Development	12	7	19
Ministry of Education	241	73	314
Ministry of Finance and Economic Management	67	37	104
Ministry of Foreign Affairs and Immigration	18	6	24
Ministry of Health	181	95	276
Ministry of Infrastructure Cook Islands	10	49	59
Ministry of Internal Affairs	22	11	33
Ministry of Justice	38	40	78
Ministry of Marine Resources	13	31	44
Ministry of Transport	3	14	17
Office of the Prime Minister	19	26	45
Office of the Public Service Commissioner	5	1	6
<b>Totals</b>	<b>637</b>	<b>410</b>	<b>1,047</b>

ISLAND ADMINISTRATIONS (10)		30 JUNE 2018	
	Female	Male	Total
Aitutaki	7	49	56
Atiu	7	40	47
Mangaia	4	44	48
Manihiki	8	30	38
Mauke	6	34	40
Mitiaro	10	15	25
Palmerston	2	7	9
Penrhyn	3	24	27
Pukapuka/Nassau	14	24	38
Rakahanga	3	20	23
<b>Totals</b>	<b>64</b>	<b>287</b>	<b>351</b>

STATUTORY AGENCIES (8)		30 JUNE 2018	
	Female	Male	Total
Business Trade Investment Board	8	3	11
Cook Islands Pearl Authority	3	1	4
Cook Islands Seabed Minerals Authority	2	1	3
Cook Islands Tourism Corporation	20	6	26
Financial Services Development Authority	1	1	2
Financial Supervisory Commission	8	4	12
National Environment Service	10	16	26
Natural Heritage	-	1	1
<b>Totals</b>	<b>52</b>	<b>33</b>	<b>85</b>

CROWN AGENCIES (7)		30 JUNE 2018	
	Female	Male	Total
Cook Islands Audit Office & PERC	13	10	23
Cook Islands Parliamentary Services	7	3	10
Cook Islands Police	36	80	116
Crown Law Office	7	1	8
Head of State	1	2	3
Leader of the Opposition	2	3	5
Office of the Ombudsman	4	1	5
<b>Totals</b>	<b>64</b>	<b>89</b>	<b>153</b>

PARLIAMENT		30 JUNE 2018	
	Female	Male	Total
Queens Representative	-	1	1
Speaker of Parliament	1	-	1
Civil List (Members of Parliament)	4	20	24
Civil List (Others)	2	1	3
House of Ariki	4	10	14
<b>Totals</b>	<b>11</b>	<b>32</b>	<b>43</b>

Source: Parliament

MINISTERIAL SUPPORT OFFICES (6)		30 JUNE 2018	
	Female	Male	Total
Prime Minister Hon. Henry Puna	2	3	5
Deputy Prime Minister Hon. Teariki Heather	1	2	3
Minister Hon. Mark Brown	3	2	5
Minister Hon. Nandi Glassie	2	1	3
Minister Hon. Albert Nicholas	2	3	5
Minister Hon. Kiriau Turepu	1	2	3
<b>Totals</b>	<b>11</b>	<b>13</b>	<b>24</b>

ISLAND GOVERNMENT COUNCILLORS		30 JUNE 2018	
	Female	Male	Total
Aitutaki	2	9	11
Atiu	-	8	8
Mangaia	2	11	13
Manihiki	1	2	3
Mauke	4	5	9
Mitiaro	1	4	5
Palmerston	2	4	6
Penrhyn	-	4	4
Pukapuka/Nassau	1	9	10
Rakahanga	-	4	4
<b>Totals</b>	<b>13</b>	<b>60</b>	<b>73</b>

STATE OWNED ENTERPRISES* SOES (6)		30 JUNE 2018	
Cook Islands Investment Corporation	15	23	<b>38</b>
Airport Authority	31	83	<b>114</b>
Bank of the Cook Islands	59	20	<b>79</b>
Ports Authority	17	4	<b>21</b>
Te Aponga Uira	11	30	<b>41</b>
<b>Totals</b>	<b>133</b>	<b>160</b>	<b>293</b>

**Table 09: Public Sector Employees/Appointees by FTE and Gender**

MINISTRIES AND AGENCIES	FEMALE		MALE		TOTALS
	Number	%	Number	%	
Public Service (13)	637	61%	410	39%	1,047
Island Governments (10)	64	18%	287	82%	351
Island Councils (10)	13	18%	60	82%	73
Statutory Agencies (9)	88	44%	113	56%	201
Crown Agencies (7)	35	64%	20	36%	55
Parliament & House of Ariki (1)	11	26%	32	74%	43
Ministerial Support Offices (6)	10	48%	11	52%	21
State Owned Enterprises* (6)	133	45%	160	55%	293
<b>Totals</b>	<b>991</b>	<b>47%</b>	<b>1100</b>	<b>53%</b>	<b>2091</b>

Source: HRMIS - \*Provided by Agencies

**Table 10: Public Sector Leaders by group and gender**

PUBLIC SECTOR	DEPARTMENTS AND AGENCIES	FEMALE		MALE		TOTALS
		Number	%	Number	%	
Public Service	Public Service Heads	6	46%	7	54%	13
	Island Government Heads	2	22%	7	78%	9
	Statutory Agency Heads	1	11%	8	89%	9
State Services	Crown Agency Heads	-	0%	6	100%	6
	Parliament	11	28%	29	72%	40
	Ministerial Support Office Heads	-	0%	6	100%	6
	Island Council Mayors	1	10%	9	90%	10
	State Owned Enterprises	1	20%	4	80%	5
	<b>Totals</b>	<b>22</b>	<b>22%</b>	<b>76</b>	<b>78%</b>	<b>98</b>

\*Includes the Queens Representative, Speaker of Parliament, 24 Members of Parliament, Clerk of Parliament, Clerk for the House of Ariki and 15 House of Ariki representatives

**Table 09: Public Sector Leaders (Names)**

CONSTITUTIONAL POSTS		NAME
Crown	Queen's Representative	His Excellency Tom Masters
	Speaker of Parliament	Vacant
Parliament	Chairman of the Public Expenditure and Review Committee	Mr Geoff Stoddard
	Ombudsman	Mr Tearoa Tini
	Prime Minister	Honourable Henry Puna
	Deputy Prime Minister	Honourable Teariki Heather*
Executive	Minister of the Crown	Honourable Mark Brown
	Minister of the Crown	Honourable Nandi Glassie*
	Minister of the Crown	Honourable Kiriau Turepu*
	Minister of the Crown	Honourable Albert Nicholas
	Public Service Commissioner	Mr Russell Thomas
Judiciary	Chief Justice	Honourable Hugh Williams

\*Unsuccessful candidates in the 2018 General Elections -Gazette no.8 dated 28th June 2018. Replaced by Honourable Vainetutai Rose Brown, Hon. George Angene and Hon. Robert Tapaitau on the 9th July 2018.

HEADS OF THE PUBLIC SERVICE	30 JUNE 2018
Secretary of Agriculture	Mr Matairangi Porea
Secretary of Cultural Development	Mr Anthony Turua
Secretary of Education	Ms Danielle Cochrane
Secretary of Finance and Economic Management	Mr Garth Henderson
Secretary of Foreign Affairs and Immigration	Ms Tepaeru Herrmann
Secretary of Health	Ms Josephine Herman
Secretary of Infrastructure Cook Islands	Mr Ngametua Pokino
Secretary of Internal Affairs	Ms Anne Herman
Secretary of Justice	Mr Noopaii Tearea (Acting)
Secretary of Marine Resources	Mr George Matutu (Acting)
Secretary of Transport	Mr Ned Howard
Chief of Staff - Office of the Prime Minister	Ms Bredina Drollet (Acting)
Chief Executive Officer - Office of the Public Service Commissioner	Mrs Daphne Ringi

**ISLAND GOVERNMENT EXECUTIVE OFFICERS****30 JUNE 2017**

Aitutaki	Mr Tuaine George
Atiu	Mr Maaratupuna Tairi
Mangaia	Mr Anthony Whyte
Manihiki	Mrs Jane Kaina
Mauke	Mr Royston Jones
Mitiaro	Mr Tuakeu Tangatapoto
Palmerston	Mr Arthur Fred Neale
Penrhyn	Mr Tamu Tapaitau (Acting)
Pukapuka/Nassau	Mr Pio Ravarua
Rakahanga	Mr Nga Takai

**HEADS OF STATUTORY/CROWN AGENCIES****30 JUNE 2018**

Business Trade Investment Board	Mr Teariki Vakalalabure
Cook Islands Audit Office	Mr Allen Parker
Cook Islands Investment Corporation	Mr Petero Okotai
Cook Islands Parliamentary Services	Mr John Tangi
Cook Islands Pearl Authority	Mr George Ellis
Cook Islands Police	Mr Maara Tetava
Cook Islands Seabed Minerals Authority	Mr Paul Lynch
Cook Islands Tourism Corporation	Mr Halatoa Fua
Crown Law Office	Mr David James
Financial Services Development Authority	Mr Tamatoa Jonassen
Financial Supervisory Commission	Mrs Louise Wittwer
Head of State Official Secretary	Mr Anthony Brown
National Environment Service	Mr Joseph Brider
Natural Heritage Trust	Mr Gerald McCormack
Clerk of the House of Ariki	Mr Tupuna Rakanui

Source: HRMIS

**STATE OWNED ENTERPRISES****30 JUNE 2018**

Cook Islands Airport Authority	Mr Joseph Ngamata
Cook Islands Investment Corporation	Mr Tamari'i Tutangata
Cook Islands Ports Authority	Mr Nooroa Tou
Bank of the Cook Islands	Mrs Vaine Nooana-Arioka
Te Aponga Uira O Tumu Te Varovaro	Mr Tereapii Timoti

Source: SOEs

CHAIRPERSONS OF STATUTORY BOARDS	30 JUNE 2018
Business Trade Investment Board	Mr John Tumutoa
Cook Islands Audit Office	Mr Geoff Stoddard
Cook Islands Investment Corporation	Mr Michael Henry
Cook Islands Pearl Authority	Mr Kora Kora (Acting)
Cook Islands Seabed Minerals Authority	Mrs Teresa Manarangi-Trott
Cook Islands Tourism Corporation	Mr Ewan Smith
Financial Services Development Authority	Mr Brian Mason
Financial Supervisory Commission	Mr Raymond Newnham
National Environment Service	Mr Ian Karika
Cook Islands Airport Authority	Mr Harold JJ Browne
Cook Islands Ports Authority	Mr Sam Crocombe
Bank of the Cook Islands	Ms Jessie Sword
Te Aponga Uira O Tumu Te Varovaro	Mr Mata Nooroa

Source: Agencies

MEMBERS OF PARLIAMENT	ISLAND	CONSTITUENCY
Hon. George Angene	Rarotonga	Tupapa-Maraerenga
Hon. Mark Brown	Rarotonga	Takuvaine-Tutakimoo
Hon. Albert Nicholas Jnr	Rarotonga	Avatiu-Ruatonga, Palmerston
Hon. Vaine Mokoroa	Rarotonga	Nikao-Panama
Hon. William Heather	Rarotonga	Ruaau
Hon. Nooroa Baker	Rarotonga	Akhoa
Hon. Patrick Arioka	Rarotonga	Murienua
Hon. Selina Napa	Rarotonga	Titikaveka
Hon. Tamaiva Tuavera	Rarotonga	Ngatangia
Hon. Vaitoti Tupa	Rarotonga	Matavera
Hon. Terepai Maoate	Aitutaki	Amuri-Ureia
Hon. Terepiti Kavana	Aitutaki	Arutanga-Reureu-Nikaupara
Hon. Kitai Teinakore	Aitutaki	Vaipae-Tautu
Hon. Rose Toki-Brown	Atiu	Teenui-Mapumai
Hon. Te-Hani Brown	Atiu	Tengatangi-Areora-Ngatiarua
Hon. Wesley Kareroa	Mangaia	Oneroa
Hon. Anthony Armstrong	Mangaia	Ivirua
Hon. Tetangi Matapo	Mangaia	Tamarua
Hon. Tai Tura	Mauke	Mauke
Hon. Henry Puna	Manihiki	Manihiki
Hon. Tuakeu Tangatapoto	Mitiaro	Mitiaro
Hon. Toka Hagai	Rakahanga	Rakahanga
Hon. Robert Tapaitau	Penrhyn	Penrhyn
Hon. Tingika Elikana	Pukapuka-Nassau	Pukapuka-Nassau

Source: The Cook Islands Gazette 28th June 2018 - \*

HOUSE OF ARIKI REPRESENTATIVES	ISLAND
Makea Joseph Vakatini Ariki	Rarotonga
Pa Tapaeru Teariki Upokotini Marie Ariki, OBE	Rarotonga
Kainuku Kapiri-Te-Rangi-Ariki	Rarotonga
Tinomana Tokerau Ariki – (Kaumaiti-Iti)	Rarotonga
Manarangi Tutai O Pore Ariki	Aitutaki
Teurukura Makirau Haurua Ariki	Aitutaki
Nick Nicholls Rongomatane Ariki	Atiu
Ngamaru Henry Ariki	Atiu
Tamuera Owen Vaine Ariki	Mauke
Tararo Temaeva Ariki	Mauke
Teau Anthony Teau Ariki	Mauke
Tou Travel Ariki – (Kaumaiti-Nui)	Mitiaro
Temaue Teikamatanui Ariki, OBE	Mitiaro
Tetio Kaisara Pakitonga Ariki	Pukapuka

Source: Parliament \* Three Ariki's passed during this period - Poitirere Tetava Ariki (Aug 2017) Dame Margaret Makea Karika Ariki (Sep 2017) and Ada Rongomatane Ariki (Jan 2018). Tetava Ariki and Karika Ariki had not been replaced by 30 June 2018.

ISLAND GOVERNMENT MAYORS	30 JUNE 2018
Aitutaki	Mr Tekura (Po'o) Bishop
Atiu	Mr Ina Mokoroa
Mangaia	Mr Teremoana Ataariki
Manihiki	Mrs Ngamata Napara
Mauke	Mr Vaine Aberahama
Mitiaro	Mr Tuaine Patira Ngametua
Palmerston	Mr Taepae Marsters
Penrhyn	Mr Rio Teika
Pukapuka/Nassau	Mr Levi Walewaoa
Rakahanga	Mr Neti Tarau

MINISTERIAL SUPPORT OFFICE CEOS	30 JUNE 2018
Prime Minister Hon. Henry Puna	Mr Edwin Pittman
Deputy Prime Minister Hon. Teariki Heather	Mr Ben Mose
Minister Hon. Mark Brown	Mr Nooroa Roi
Minister Hon. Nandi Glassie	Mr Tuaine (Man) Unuia
Minister Hon. Albert Nicholas	Mr Teariki Anitonia
Minister Hon. Kiriau Turepu	Mr Charlie Rani

Source: HRMIS

## ANNEX 04: OFFICIAL DUTY TRAVEL BY HEADS OF PUBLIC SERVICE MINISTRIES

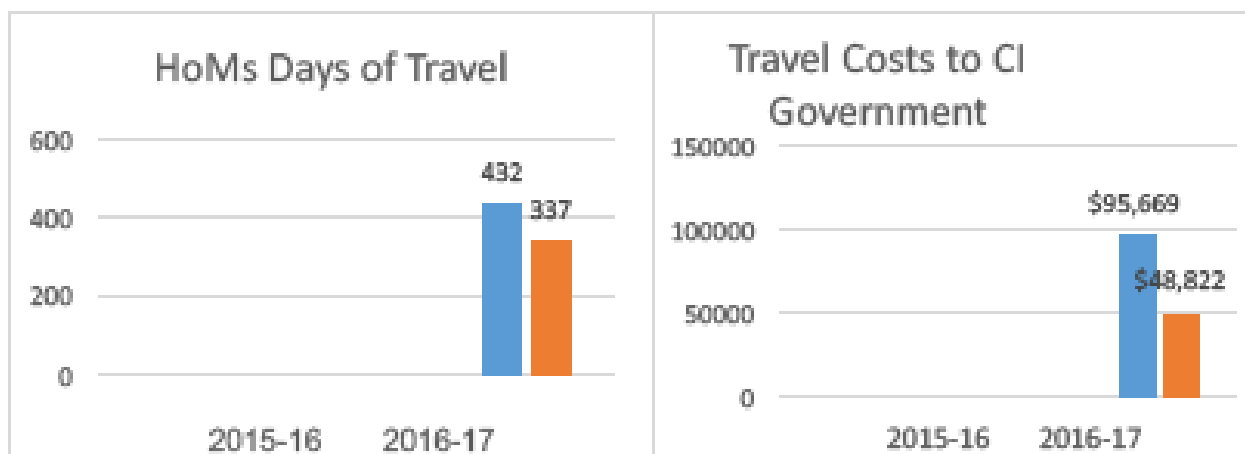
Days	Meetings	Funded by	Country
<b>Ministry of Agriculture: Dr Matairangi Porea</b>			
19	Biotechnologies in Sustainable Food Systems & Nutrition in Asia Pacific, Ministers & Heads of Agriculture, 34th Regional Conference for Asia Pacific	FAO FAO/SPC FAO	Malaysia Vanuatu Fiji
<b>Ministry of Cultural Development: Mr Anthony Turua</b>			
34	Country representation at the Pacific Cultural Centre in Hawaii Asia Pacific regional meeting for Heads of Copyright Offices 4th ACP Senior Officials and Ministers of Culture meeting Guangdong International Tourism and Cultural Festival Tonga Shipping for Te Maeva Nui 2018 28th meeting of Pacific Arts and Culture & 4th meeting of Pacific Ministers of Culture Friendship Gathering in Zhuhai	CIGOV \$3.5k WIPO EU CIGOV \$4.5k SPC/CIGOV \$0.5k China	Hawaii Japan Brussels China Tonga Fiji China
<b>Ministry of Education: Ms Gail Townsend</b>			
23	Ministerial meeting on Early Childhood Education Pacific Heads of Education Systems Small Working Group General conference of UNESCO	UNICEF SPC UNESCO	Fiji Fiji France
<b>Ministry of Education: Ms Danielle Cochrane</b>			
10	Pacific Heads of meeting 86th USP Council Meeting & Forum Education Ministers meeting	PIFS CIGOV \$5.7k	Fiji Nauru
<b>Ministry of Finance and Economic Management: Mr Garth Henderson</b>			
56	Annual Disaster Risk Financing & Insurance Workshop, 48th Pacific Islands Forum Leaders Meeting 5th Annual i3Global Investment Strategy Forum 2017 Level 1 Project, 2nd Asia Forum Underwrite discussion with Air NZ TMV Governance Group Meeting PFTAC 2018 Steering Committee meeting FEMM meeting ADB Annual Meeting Small Countries Financial Management Programme 2018	CIGOV \$5.5k CINSF ADB CIGOV \$1.3k CIGOV \$1k PFTAC CIGOV \$2.8k CIGOV \$4.6k SCFMP	Samoa Singapore Philippines New Zealand Fiji Fiji Palau Philippines United Kingdom
<b>Ministry of Foreign Affairs and Immigration: Ms Tapaeru Herrmann</b>			
37	47th meeting of the CRGA & 10th Conference of Pacific Community Forum Officials & Foreign Minister's meeting 48th Pacific Heritage Workshop 48th Pacific Islands Leaders Forum & Related meetings UNESCO General Conference & Executive Board Elections PALM8 Senior Officials Meeting FFA Leadership Strengthening	CIGOV.    Japan FFA	New Caledonia Fiji Palau Samoa France Japan Solomon Islands
<b>Ministry of Health: Mrs Elizabeth Iro</b>			
9	68th Session of the WHO Regional Meeting for Western Pacific WHO Executive Leadership meeting	CIGOV \$6.6k	Australia Switzerland
<b>Ministry of Health: Mrs Roana Mataitini</b>			
4	Climate Change And Health in Small Island Developing States (SIDS)	WHO	Fiji
<b>Ministry of Internal Affairs: Ms Bredina Drollet – July 2016-March 2017</b>			

















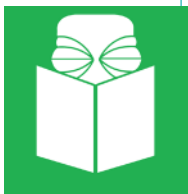

Days	Meetings	Funded by	Country
6	Asia-Pacific Ministers of Social Development and senior officials meeting	CIGOV Malaysia Govt	Malaysia
<b>Ministry of Internal Affairs: Mr Paul Allsworth – March-June 2017</b>			
10	Pacific Islands nations - national mechanisms for human rights Strengthening Central Agencies to support gender programmes	OHCHR SPC	Fiji
<b>Infrastructure Cook Islands: Mr Ngametua Pokino</b>			
14	PWWA Conference GEF Inception Workshop and 1st Regional workshop Ridge to Reef Pacific Water and Wastewater Conference	CIGOV. PWWA SPC AW	Tonga Fiji
<b>Ministry of Justice: Mr Tingika Elikana</b>			
7	Online Companies Registry	CIGOV	New Zealand
<b>Ministry of Marine Resources - Mr Ben Ponia</b>			
44	Te Vaka Moana Strategic Workshop China-Cook Islands WCPFC Dialogue 13th Regular Session of the Commission 5th SRFMO Commission Meeting Taniwha Dragon Economic Summit FFA Ministerial Meeting Effectively managed Coastal Fisheries areas in the Polynesian Region	TVM Govt of China WCPFC SPFFMO FFA EU SPC	New Zealand China Fiji Australia Solomon Islands Tahiti
<b>Ministry of Transport - Mr Ned Howard</b>			
48	Pacific Civil Aviation ministers meeting Dialogue Chief Executives of Civil Aviation ICAO and IMO Meeting Pacific Airspace Review meeting PASO meeting	CI Govt – Fiji Govt CAAS PASO	Fiji Singapore Canada New Zealand Australia Vanuatu
<b>Office of the Prime Minister: Ms Bredina Drollet</b>			
21	Green Climate Fund Regional Meeting Our Oceans conference	Green Climate Fund CIGOV - Oceans 5	New Zealand Switzerland Germany France Turkey

















**Table 12: Summary of official duty travel by Heads of the Public Service**

AGENCY	HOM	DAYS	TOTAL AGENCY DAYS	COST \$	TOTAL
Agriculture	M Porea	0	0	-	-
Culture	A Turua	21	21	850	850
Education	G Townsend	25	25	1,120	1,120
Finance & Economic Management	G Henderson	46	46	7,355	7,355
Foreign Affairs & Immigration	T Herrmann	28	28	1,130	1,130
Health	E Iro	42	42	21,737	21,737
Infrastructure	N Pokino	14	14	638	638
Internal Affairs	B Drollet	6	16	-	279
	P Allsworth	10		279	
Justice	T Elikana	7	7	-	-
Marine Resources	B Ponia	44	44	-	-
Transport	N Howard	48	48	7,867	7,867
Office of the Prime Minister	E Koteka	21	25	-	279
	B Drollet	4		5,137	
Office of the Public Service Commissioner	D Ringi	14	14	2,709	2,709
Public Service Commissioner	R Thomas	7	7	-	-
<b>Totals</b>		<b>337</b>	<b>337</b>	<b>\$48,822</b>	<b>\$48,822</b>



## ANNEX 05: NSDP GOALS 2016-2020 INDICATOR REPORT

NSDP GOALS 2016-2020		SUMMARY OF INDICATOR RESULTS	
	<b>Goal 1: Improve welfare, reduce inequity and economic hardship</b>		'On track' in reducing economic hardship, improving the distribution of wealth and economic equity. However the data has limitations and more comprehensive information is required.
	<b>Goal 2: Expand economic opportunities, improve economic resilience and productive employment to ensure decent work for all</b>		'On track' in increasing individual incomes, and growing and diversifying the national economy in a prudent manner. Employee wellbeing in the public sector is 'on track'. More comprehensive information is required on individual incomes.
	<b>Goal 3: Promote sustainable practices and effectively manage solid and hazardous waste</b>		'On track' with recycling for Rarotonga and Aitutaki but 'of concern' for other islands. Information lacking for hazardous waste management.
	<b>Goal 4: Sustainable management of water and sanitation</b>		Mix of 'on track' and 'of concern' for access to sufficient and safe water in homes. Information lacking about use of approved sanitation systems, though this is known to be 'of concern' for Rarotonga and Aitutaki.
	<b>Goal 5: Build resilient infrastructure and ICT to improve our standard of living</b>		'On track' for all information and communication technology measures except affordability which is 'of concern'. Information lacking for fitness of national infrastructure and buildings.
	<b>Goal 6: Improve access to affordable, reliable, sustainable, modern energy and transport</b>		'On track' for renewable energy projects and reduced import of petrol, diesel and LPG. More comprehensive information needed about affordability of electricity. 'On track' for domestic shipping and flights to southern group but 'of concern' for some of the northern group.
	<b>Goal 7: Improve health and promote healthy lifestyles</b>		'On track' for decline in sexually transmitted infections. 'Of concern' for health spending, physical activity among youth, life expectancy and mental health. 'Off track' for non-communicable diseases. More information needed on mental health.
	<b>Goal 8: Inclusive and equitable quality education and promote life-long learning opportunities</b>		'On track' for early childhood and secondary school education. 'Of concern' for vocational and tertiary qualifications, but based on 2011 data which needs updating. 'Of concern' for health spending.

	<b>Goal 9: Accelerate gender equality, empower all women and girls, and advance the rights of youth, the elderly and disabled</b>		'Of concern' for pay parity between men and women but likely to improve once Census 2016 information is included. 'Of concern' for disability access. 'Off track' for political representation of women. Information lacking for youth wellbeing.
	<b>Goal 10: Achieve food security and improved nutrition, and increase sustainable agriculture</b>		'On track' for reported biosecurity outbreaks. 'Of concern' for land used for agriculture. Purchase and production of local food is 'of concern' but information is lacking.
	<b>Goal 11: Promote sustainable land use, management of terrestrial ecosystems, and protect biodiversity</b>		'Of concern' for extent of protected land, and biodiversity loss. 'Off track' for extent and state of wetland areas.
	<b>Goal 12: Sustainable management of oceans, lagoons and marine resources</b>		'On track' for extent of marine protected areas, and tuna catch against maximum sustainable yields. 'Of concern' for coral coverage, lagoon water quality, and economic returns from marine resources.
	<b>Goal 13: Strengthen resilience to combat the impacts of climate change and natural disasters</b>		'On track' for access to protection from cyclones. Information lacking for overall resilience, and for cyclone readiness of public buildings and infrastructure.
	<b>Goal 14: Preserve our heritage and history, protect our traditional knowledge, and develop our language, creative and cultural endeavours</b>		'On track' for Cook Island Maori literacy rates. Lack of current information for involvement in cultural activities. Digitising of cultural resources at its beginning stages.
	<b>Goal 15: Ensure a sustainable population, engaged in development for Cook Islanders by Cook Islanders</b>		'On track' for voter turnout and research applications. 'Of concern' for overall population decline, but 'on track' for Rarotonga. Lack of information for local and foreign investment, and for overall quality of life.
	<b>Goal 16: Promote a peaceful and just society and practice good governance with transparency and accountability</b>		'On track' for public financial management and performance of government ministries. Lack of information for access to justice and rates of domestic violence but considered 'off track'. Low number of parliamentary sitting days is 'off track'. Lack of information for reoffending rates.

# Figures and Tables

## FIGURES:

Figure 01:Key achievements aligned to the eight NSDP goals prioritised in 2016-17

Figure 02:Key achievements aligned to other NSDP goals not prioritised in 2016-17

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Table 12: Summary of official duty travel by Heads of the Public Service



