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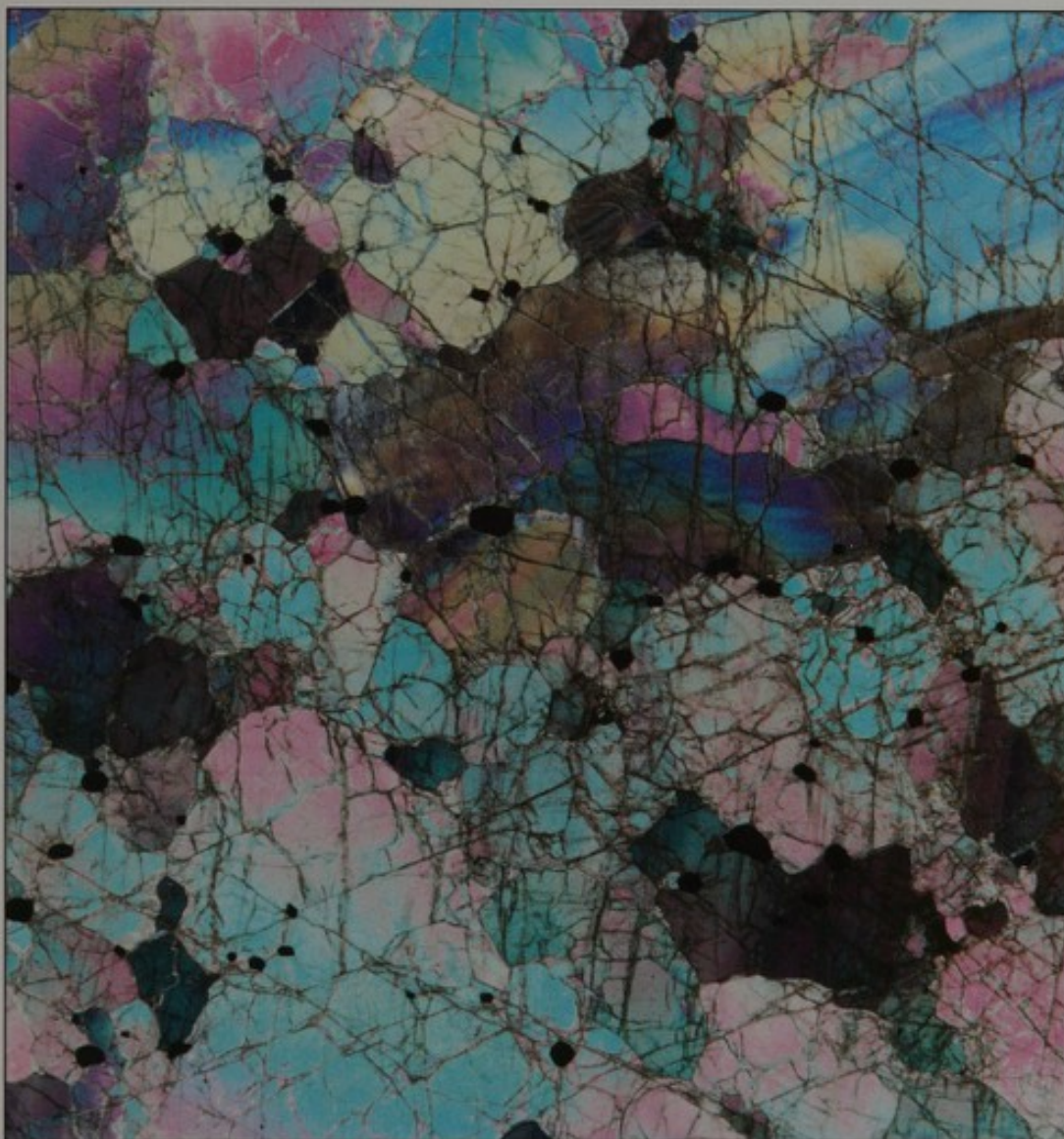
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Corporate Plan 1994/95



Ministry of Research,
Science and Technology

Te Manatu Putaiao

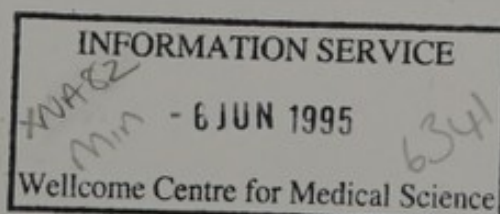
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Cover: Photomicrograph of thin section of a dunite rock (Dun Mountain, Nelson).
Photograph courtesy of the Institute of Geological and Nuclear Sciences, New Zealand.

Corporate Plan 1994/95

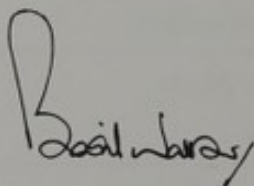
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Approved for general release.

A handwritten signature in black ink, appearing to read 'Basil Walker', with a stylized flourish at the end.

Basil Walker
Chief Executive

INTRODUCTION BY THE MINISTER OF RESEARCH, SCIENCE AND TECHNOLOGY



I am pleased to endorse this Corporate Plan for the Ministry of Research, Science and Technology for the 1994/95 financial year. The Corporate Plan includes a summary of those outputs which I have contracted to purchase from the Ministry for the 1994/95 year. It also includes commitments which have been made by the Ministry itself in regard to management, external relations and measures to ensure that the collective and ownership interests of the Government are recognised and met.

Over the past year the Government has progressively introduced a more strategic approach in relation to the overview of departmental activities. That approach began with "Path to 2010", has been carried through in the pre-Budget publication "the Next Three Years" and will very soon result in a strategic document more explicitly covering the Government's involvement in science, research and technology. For departments, the Government's strategic goals have been set out in the form of Strategic Result Areas (SRAs). The SRA for which the Ministry has most specific implementational responsibility is that for the implementation and management of the increase in public sector investment in science. This responsibility is strongly reflected in the strategic directions set out in the Corporate Plan and in the details of my Purchase Agreement with the Ministry.

I expect the work of the Ministry in 1994/95 to increasingly reflect the fact that the major reforms of the science system are now complete. In the period ahead the task is to consolidate and cement in the new structures, and provide for the effective and strategically coherent expansion and development of science from that base. The Ministry's Corporate Plan appropriately reflects this new focus. I look forward to working with the Chief Executive and staff of the Ministry to see that the objectives set out in the plan are achieved.

A handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke.

Simon Upton
Minister of Research, Science and Technology

STATEMENT OF STRATEGIC RESULT AREAS (SRAs) FOR ALL GOVERNMENT ACTIVITY AND OF GOVERNMENT OUTCOMES FOR RESEARCH, SCIENCE AND TECHNOLOGY

STRATEGIC RESULT AREAS (SRAS)

The Government has established a set of Strategic Result Areas (SRAs) which are intended to guide the activities of departments over the three year period beginning in 1994/95.

An analysis of those SRAs relevant to the Ministry of Research, Science and Technology is set out in the section under the heading Strategic Directions. There is one SRA which has been developed specifically for the Research, Science and Technology portfolio and in which the Ministry is expected to take the lead role. This is to:

Ensure that public investment in science and research is well targeted, and that policies are in place for associated human resource development and uptake of technology.

OUTCOMES

There are three broad Outcomes to which all Output Classes contribute either in part or as a whole. The three Outcomes are:

- To ensure investment in science as a component in national life which has cultural value in its own right.
- To foster in our society values and attitudes supportive of science and technology as critical to future prosperity.
- To maximise the direct contribution of science and technology to wider social, economic and environmental goals.



This 1994/95 Corporate Plan positions the Ministry very clearly into the "post-reform" era for science in New Zealand. Although issues arising from the reforms will continue to surface and will be promptly advised on by the Ministry when they do, the focus of attention is now clearly on realising the benefits of the reforms, i.e. assisting the new system to work.

The backdrop to this phase of the Ministry's life is exemplified by the events leading up to the 1994 Budget. The directions pointed in "Path to 2010", reinforced by the document "The Next Three Years" and given practical funding expression in the Budget are a dominant factor in the Ministry's forward work programme. The evidence is that the reforms of the past four years have provided a platform for a consistent and positive funding pattern for the future.

There are two broad challenges arising from this for the Ministry in 1994/95.

The first broad challenge is that of strengthening our own direct contribution to the process of implementation. This challenge has several dimensions. Supporting activities such as those in international science and in ensuring that government decision-making benefits from science sector expertise, must progress from development to ongoing management for the consistent production of tangible results. Background policy work including the development of indicators in our science and technology information base, must refine its ability to both track successes and identify and rectify ongoing problem areas. In more general terms the Ministry needs to not only strengthen liaison links into the science provider and user communities but ensure that they are productive.

The second broad challenge is that of ensuring that the Government's commitment to science can be maintained, and that means principally helping to ensure that the science system delivers results that justify the commitment. A key component in this in 1994/95 will be the successful conclusion of the 1995 science priorities review. While the Ministry on its own cannot ensure the success of this exercise, we can ensure that our contribution is proactive and of the highest quality.

Work to provide a better evaluation framework for public investment in science, and to background and define a possible further round of investment decisions in the 1995 Budget, will be equally important. I would also rate very highly, even though it forms a very minor part of the Ministry's activities and of the Government's investment, the need to make effective use of the new funds committed to science and technology promotion.

The year ahead promises to be yet another busy one with a fresh set of challenges to be met. Together with my staff, I look forward to working with the Minister, the science community and other interest groups to achieve the targets that have been set for the year in this Corporate Plan.

A handwritten signature in dark ink, appearing to read "Basil Walker". The signature is fluid and cursive, with a large initial "B".

Basil Walker
Chief Executive

OVERVIEW OF THE SCIENCE AND TECHNOLOGY SYSTEM IN NEW ZEALAND AND THE ROLE OF THE MINISTRY OF RESEARCH, SCIENCE AND TECHNOLOGY

The science and technology system in New Zealand is now structured so as to create clear objectives and a clear separation of functions between organisations. So far as direct Government involvement is concerned, there are three tiers of organisation and they can be categorised as follows:

Principal Function	Organisation(s)
Policy and coordination advice, and governmental functions.	Ministry of Research, Science and Technology.
Monitoring of Crown owned science entities i.e. administration of the ownership function.	Crown Company Monitoring Advisory Unit (CCMAU)
Allocation of science and technology funding i.e. administration of the purchase function.	Foundation for Research, Science and Technology.
Science and technology operations (research and development, and scientific services).	Crown Research Institutes (CRIs) Universities. Departments

There are a range of other operational organisations involved in science but they are essentially non-governmental. These other organisations include especially the polytechnics, the 10 Research Associations and other science organisations such as the Cawthron Institute.

A non-governmental organisation with a special role in the new structure is The Royal Society of New Zealand (RSNZ). The RSNZ has its own governing statute and is the body with special responsibility for recognising and motivating the role of individual scientists and technologists.

The special role of the Ministry is to provide advice to the Government on science and technology policy and on the overall coordination of science and technology activities. As support for this advisory function and for other Ministry activities, a national science and technology information base is maintained. The Ministry has no operational responsibilities in science, both to avoid conflict of interest with its advisory function and to reflect the general policy of restricting core departments to activities which are best handled at governmental level.

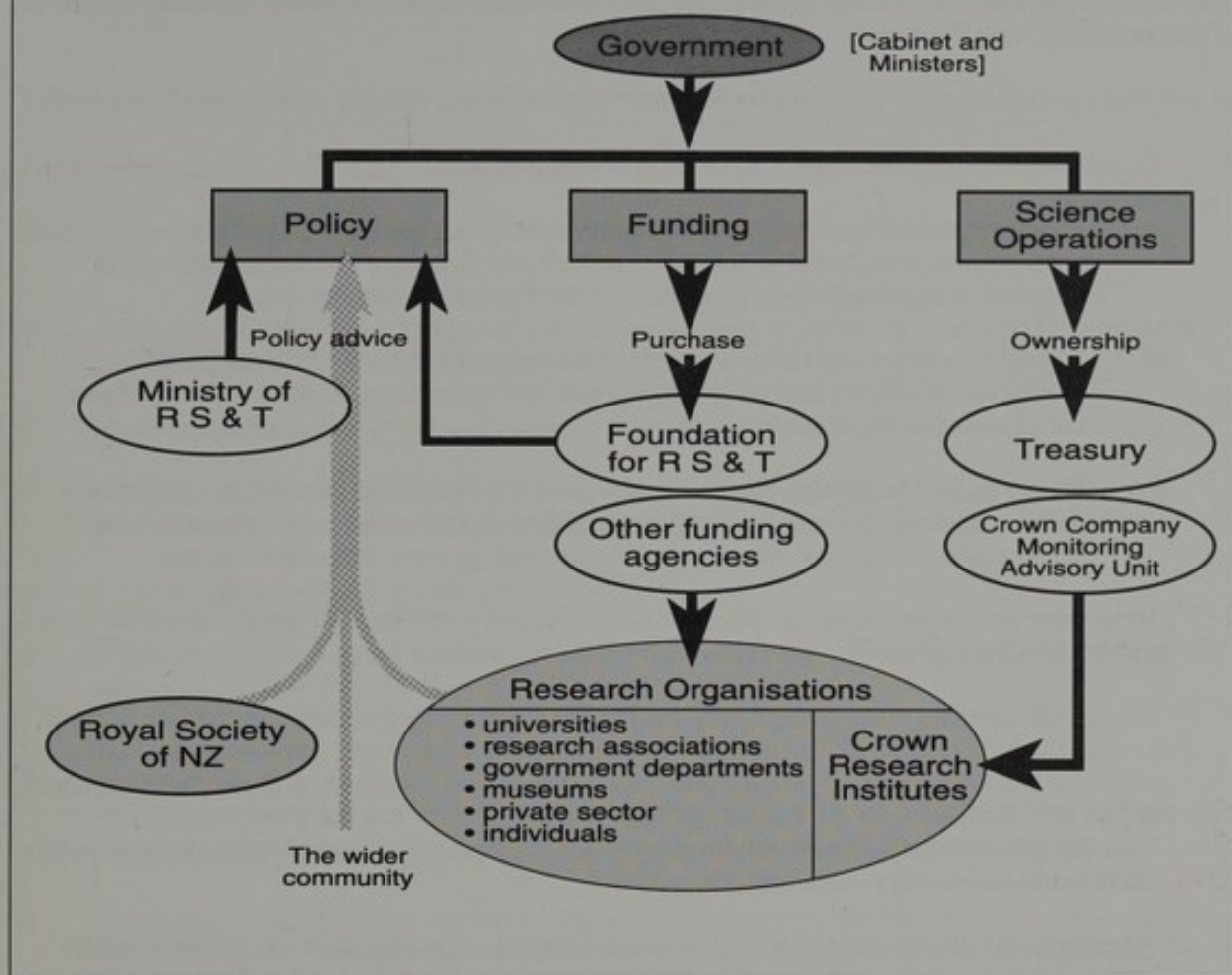
It is stressed that the Ministry's policy role is advisory. It has no executive authority on its own account. All executive actions must be taken by or through the Minister of Research, Science and Technology.

The Ministry also has the role of administering activities which are most appropriately handled at governmental level or which are not appropriate to other agencies in the science system. This includes especially international science relations at inter-governmental level, and contract services and monitoring for non departmental outputs purchased and grants distributed through Vote: Research, Science and Technology.

The role of the Ministry in the overall structure is illustrated in the diagram on page 5.

OVERALL STRUCTURE OF RESEARCH, SCIENCE AND TECHNOLOGY IN NEW ZEALAND

The overall organisational structure of the science system



PURPOSE STATEMENT

The Ministry of Research, Science and Technology has the following mission and goals:

The mission of the Ministry is to promote, through the provision of advice to the Minister and the provision of governmental level services to science providers and users, the effective and continuing contribution of science, research and technology to the quality of life and prosperity of the people of New Zealand.

In carrying out this mission, the Ministry will have the following specific goals:

- 1 To provide effective and timely advice to the Minister, that:
 - Promotes cohesive and comprehensive research, science and technology policies and programmes which enable science, research and development and technological innovation to achieve their potential in contributing to national success.
 - Identifies science and technology priorities and overall levels of funding for Government's direct investment in science and technology so as to best contribute to the Government's strategic goals.
 - Develops and maintains, in conjunction with the Foundation for Research, Science and Technology, an outcome and classification framework for government funded science and technology which is consistent with government requirements.
- 2 To arrange for the provision of specialist scientific and technological advice on public issues and policy development in general.
- 3 To provide contract management services for the disbursement of funds to the Foundation for Research, Science and Technology for public good science and technology and other scientific and technological programmes, and for the administration of the Foundation itself; to The Royal Society for the advancement of science and for science publications; for National Measurement Standards; for international subscriptions; and for the promotion of science and technology including education.
- 4 To arrange for the regular collection and dissemination of information on inputs into and outputs from research, science and technology uptake in New Zealand, human resources for science and technology, and other science and technology related activities; and to fulfil international obligations to provide data on science and technology in New Zealand.
- 5 To maintain government-to-government research, science and technology arrangements and national membership of international agencies; to administer the disbursement of grants for international science cooperation; and to facilitate international linkages in science by action at governmental level.
- 6 To facilitate and promote public awareness of the role of science, science education, retraining for new technical skills in the workforce and industrial innovation to the achievement of social progress and economic growth.
- 7 To provide ministerial services to the Minister of Research, Science and Technology.

The Ministry as a Part of the Public Service

The Ministry is a department within the Public Service and accordingly recognises and applies the statement of vision, purpose and principles and values for the New Zealand Public Service.

Values and Attributes

The Ministry has the following values and attributes:

- a firm sense of the important role of science and technology in contributing to New Zealand's future;
- a striving for excellence and continuing improvement in our work, and a pride in achieving high quality, timely and effective results;
- responsiveness to the needs and views of those we work and interact with;
- a professional approach based on informed and competent analysis, wide and objective inquiry, and maintenance of high standards of professional and intellectual integrity;
- a commitment to looking forward;
- a commitment to making the best use of the total human resources of the Ministry in all that we do.

Principles of Operation

The Ministry will in particular operate in accordance with the following key principles:

- While maintaining our pre-eminent commitment to serving the Minister and the needs of the Government, we will also incorporate in our work knowledge of and sensitivity to the processes of research, science and technological innovation, the professional concerns of scientists and technologists and the interests of science users.
- Particular emphasis will be placed on consultation with the science and technology community, users of science and technology including Maori, and the wider community.

The science reform process of the last four years has repositioned the science and technology system to ensure that science and technology are able to contribute effectively to meeting New Zealand's future needs. With the restructuring now complete, there is now a greater emphasis on ensuring the smooth implementation of the reforms and the realisation of the potential benefits.

There is also a growing willingness on all sides to forge stable long-term relationships which look forward. The challenge for the Ministry is to use the "window of opportunity" thus created to mutual benefit.

Client Relationships

The Ministry is a department in the public service and thus its principal client is the Government, and in particular, the Minister of Research, Science and Technology. The Ministry's long-term objective for this client relationship is accordingly to:

- As a first priority, ensure the continuing confidence of the Minister in the integrity, competence and support of the Ministry.

The Minister is not the sole "constitutional" client of the Ministry. Other key constitutional clients are the Government as a whole and Parliament. The first is of particular importance because of the need for the Ministry to recognise and positively implement the concept of collective interest. Parliament is a client of a different sort as it encapsulates views and directions which may be in opposition to those of the Government and the Minister. The significance of this is bound to grow under MMP (mixed member proportional electoral system) and will pose a particular challenge to all Government departments over the next few years. The Ministry's long-term objectives are accordingly to:

- Ensure that issues of collective interest are treated by the Ministry to the satisfaction of the Government, and that the Ministry is seen as acting with integrity and foresight in dealing with the interaction between collective and portfolio interests; and
- Ensure that the Ministry continues to meet its constitutional obligations to Parliament (especially Select Committees) in as open and positive a manner as possible, and contributes constructively to the ongoing development of relationships between departments, the Government and Parliament as the implications of MMP evolve.

The Ministry provides simultaneous services to a number of other clients and these include the science community, science and technology users, the Maori community and the community at large.

All these client groups are important to the Ministry and its long-term objective is to ensure that all receive attention. However in view of the small size of the Ministry, it has to be selective in this process. Choices will have to be made and these will be based on ensuring the maximum degree of effectiveness of the Ministry's work programme in supporting the strategic goals of the Government; and enhancing the role of the Ministry itself as an effective organisation in achieving its broader mission.

The Ministry's long-term objectives in relation to the wider client base are to:

- Ensure that the science sector is adequately involved in Government issues that have a science content and is consulted on science policy.
- Ensure that Governmental level support to the science sector, provided through Ministry services, is adding value to the performance of the science system.
- Ensure that the other clients; including businesses and the Maori community, students and educators, and the community at large; are explicitly recognised by the Ministry, and that their interests are reflected in the work of the Ministry to the extent possible.

LONG-TERM OBJECTIVES FOR THE MINISTRY'S WORK PROGRAMME

Overall Strategy

To ensure that the Ministry's objectives are properly aligned with those of the Government, it is important that the SRAs developed by the Government are further developed in a more explicit strategy for the RS&T portfolio. This strategy (currently called RS&T: 2010) is being progressed with the Minister. A key objective for the Ministry is accordingly to:

- Assist with the completion and dissemination of the Government's strategy for RS&T in New Zealand, and then ensure that implementation of the strategy is comprehensively supported through the Ministry's own long-term work programme.

The past few years have been dominated by the structural reform of science organisations and funding. The long-term aim is to stabilise the underlying fundamentals and ensure that the reformed system delivers the benefits expected of it. It is also important that the Ministry supports the reformed system in a more operational sense, reflecting the shift from restructuring to implementation. Specific objectives are to:

- Ensure that effective and targeted policy advice is provided on measures which will assist the reformed science and technology system to contribute effectively to New Zealand's benefit.
- Ensure that working support at Government level is given to science providers and users in enhancing the performance of the reformed science system. This operational support will in particular include the facilitation of technical activities and coordination through the Office of the Chief Scientist, assistance with international science linkages and the provision of informational support.

Public Investment in Science

The science reforms have created a platform for enhancing New Zealand's science investment. A strategic commitment to this was given in "Path to 2010" and the first practical steps announced in the 1994 Budget. The commitment is to a substantial and sustained increase in public investment in science. The Ministry must aim to support the realisation of this commitment, and to ensure that it forms part of an effective portfolio encompassing those elements set out in the SRA for science. Key long-term objectives are thus to:

- Ensure the effective management of public investment in science and technology (especially but not exclusively through the Public Good Science Fund or PGSF); so that the investment reflects the Government's strategic goals, is cost effective, is subject to evaluation for its continuing improvement and provides tangible economic, social and environmental benefits;
- Ensure that advice is provided so that the increase in public investment to occur is applied to a portfolio of new and existing programmes, enabling the SRA set by the Government to be achieved and the benefit to the economy and society to be maximised.
- Provide policy advice and information which are aimed at ensuring that the human resource development needed to underpin the Government's science investment, and underpin technology uptake and innovation in the private sector is achieved.
- Provide policy advice and information which are aimed at promoting an enterprise sector which is internationally competitive in its approach to research, innovation and the uptake of technology, and which is able to benefit and take benefit from the public investment in science.

Promoting a positive RS&T culture

An underlying imperative for the effective contribution of science and technology to national life is the engendering of a positive science and technology culture. A positive culture will improve the quality of science and technology input to decision making in the public and private sectors, and will underpin necessary improvements in the level of science and technology education achieved by young New Zealanders especially. The immediate strategic thrust is to encourage a more coordinated approach to the promotion of science and science education on a wide variety of fronts, building on and supplementing existing initiatives. Key objectives for the Ministry are to:

- Contribute directly to the achievement of a positive science and technology culture through the collation and dissemination of information on all aspects of science and technology; and
- Ensure the provision of advice on policy initiatives and programmes which will more effectively promote a science and technology culture, and promote science and technology information.

International science linkages

One of the goals set by the Government for the present 3-year period is that of enhancing New Zealand's trading and other relationships in the Asia-Pacific region. International links in science contribute to this goal and the Ministry has the capacity to promote this contribution through its responsibilities for administering science linkages at governmental level. The Ministry will aim to:

- Ensure that science linkages contribute to the enhancement of New Zealand's trading and other linkages in the Asia-Pacific region, through the enhancement and proactive extension of Governmental arrangements in science and the support of initiatives by research and professional bodies.

Intellectual Property Rights

The Government also wants to ensure that New Zealand benefits from the more open international trading system resulting from the Uruguay Round. In the area of science and technology, this will mean addressing some rather complex issues to do with intellectual property rights. Information (and related property rights) is rapidly becoming a key element, not just in trade generally, but in being internationally competitive. An objective for the Ministry is thus to:

- Provide advice on issues to do with intellectual property rights to the Government to ensure that New Zealand's international competitiveness can benefit from the development of and access to technology.

Environmental goals

The Government has also set itself two key goals in the environmental area. They relate to promoting more effective management of the environmental effects of energy production and use, including the impact of carbon emissions and the achievement of high standards of environmental quality more generally. These areas of work have a high technical content and should have substantial input from the science community. Other areas of Government policy development which are identified through the SRA process, also have a strong technical element and should equally be informed by scientific and technological advice from the science community. An objective for the Ministry is to:

- Ensure that scientific and technological advice on a range of policy issues but especially on the environmental impacts and amelioration of energy production and use, improvements in public health and accident and regulatory frameworks, and mechanisms for achieving high standards of environmental quality; is of a high quality and reflects the expertise, knowledge and research capacity available through New Zealand's science community.

Treaty issues

The Government has set itself the goal of ensuring that equitable processes are implemented for the settlement of outstanding claims under the Treaty of Waitangi. Although, the Ministry has no direct involvement with these processes, a particular objective for the Ministry is to:

- Ensure that Treaty issues directly related to science and technology are identified, that related background investigations are facilitated and the Maori community consulted, so that appropriate advice can be provided.

STRATEGIC DIRECTIONS FOR THE MINISTRY AS AN ORGANISATION

In the longer term the Ministry's ability to succeed in implementing its work programmes will depend on the sound and farsighted development of the Ministry as an organisation. Several long term objectives have been set for the Ministry which are consistent with and supportive of the strategic directions for the Ministry's work programme.

The first set of objectives relate to the Ministry's human resource base. People are the Ministry's principle resource and the quality and productivity of this resource base directly influence the quality and quantity of the work the Ministry produces and the impact of the Ministry on its client base. Key objectives for the Ministry are to:

- Create a positive work environment which recognises the value of people as our principle resource and which encourages and recognises achievement. Elements in this approach include the application of an explicit human resources policy, maintaining arrangements for effective internal consultation, reaffirming the Ministry as a "good employer" and ensuring that performance appraisal and reward systems operate positively and to mutual advantage.
- Ensure that the Ministry has staff of the highest quality, and that they become recognised by our clients for the quality and excellence of their work.
- Ensure that core competencies are identified, maintained and enhanced both through the training and development of existing staff and through the appropriate appointment of new staff. These competencies will focus on the Ministry's core business of providing policy advice but need to recognise the relative shift toward support activities as well.

A second objective of importance to the Ministry is related to human resource development but has a wider character, and that is the issue of sustaining "intellectual capital". The objective is accordingly to:

- Ensure that the Ministry's "intellectual capital" is adequately sustained and where possible improved, so that the Ministry can continue to demonstrate leadership in the development of research, science and technology policy and in its other activities.
- Ensure that there is a strong and effective strategic focus in the leadership and management of the Ministry, so that the Ministry is positioned to maximise the use of available resources.
- Ensure that systems and structures are in place and operating effectively to enable the Ministry to achieve the efficient and effective management of resources.

Finally, the Ministry recognises and positively embraces the fact that it is operating in an environment which is increasingly valuing consultation and participation as a way of doing business. A key objective for the Ministry is accordingly to:

- Ensure that the Ministry's relationship with the whole community with which it interacts is both positive and constructive and that the Ministry develops a reputation for consultation which is open and has integrity. To this end a significant commitment will be made to a corporate communications programme, and consultation will be an explicit consideration in every significant project undertaken.

MANAGEMENT OF THE MINISTRY INCORPORATING THE GOVERNMENT'S OWNERSHIP INTERESTS

Corporate Management

Corporate management comprises the overall management, direction and leadership of the Ministry. Activity in this area is the direct responsibility of the Chief Executive working in conjunction with managers. The specific objectives are:

- To lead the Ministry and provide support and assistance to managers and staff so that the Ministry has clearly articulated objectives, which are consistent with the requirements of the Minister and of the Government, and to ensure that those objectives are understood and achieved.
- To oversee organisational and management systems and structures and ensure that they operate effectively.
- To ensure that high standards of quality are achieved in all facets of the Ministry's work.

Self Review

Departments are required to have a programme of self-review in place which is able to both provide assurance that systems and procedures are operating effectively, and that in a wider sense the Ministry is producing its outputs cost-effectively. Underlying self-review activity is the need to carefully manage risk to the Crown in departmental management and operations. The specific objectives are:

- To establish and implement an internal audit programme designed to provide regular assurance of systems and procedures.
- To complete a review of areas of risk to the Crown in the management and operations of the Ministry.
- To carry out a substantial external review of one organisational unit of the Ministry and/or an area of activity.

Coordination of Interaction with the Minister of Research, Science and Technology

Specific outputs required by the Minister, including the provision of Ministerial services, are covered in the Purchase Agreement. Interactions with the Minister's office are coordinated directly by the Office of the Chief Executive. Internal objectives are:

- To ensure that procedures are in place and operating for the effective management and coordination of services and outputs required by the Minister.

Implementation of the Collective Interests of Government

As well as managing its own affairs, the Ministry is responsible for ensuring that the collective interests of the Government are recognised and applied. These collective interests are partly "codified" in policy instructions from Cabinet, but exist implicitly as well. Objectives are:

- To ensure that those elements of the collective interest existing in codified forms are effectively implemented, and that appropriate staff are kept informed.
- To ensure that staff (and managers in particular) are conscious of implicit collective interest considerations in their work.

Management of the Government's Financial Investment in and Funding for the Ministry

As part of its ownership role the Government has a capital investment in the Ministry. The Ministry has a responsibility to ensure that this investment is wisely managed and maintained, and that it is appropriate to the effective delivery of Ministry outputs. There is equally a need for the

Ministry to effectively manage its operational funding. Objectives applying are as follows:

- To ensure that capital assets are maintained effectively and replaced when this is appropriate.
- To ensure that operating expenditure is effectively controlled, and efficiently applied to the production of outputs.

Electronic Information System

The Ministry's electronic information system is both its single largest physical asset and an integral part of Ministry operations. It provides intra-office and inter-organisational communications, word processing, and information storage and manipulation facilities. The majority of the computers being used by staff are nearing the end of their useful life. Also, expanding requirements for more sophisticated software programmes are exceeding the capabilities of the current computers. Consequently, a major effort will be made this year to upgrade the Ministry's computer system. The objective is:

- To achieve the implementation of the Strategic Plan for the upgrade of the Ministry's computer system including upgrades to the network and communications capability, replacement of the older computers currently in use by staff and software upgrade.

Accommodation

The leasing of accommodation remains a significant cost for the Ministry. The Ministry has set up an accommodation database which provides the Government Office Accommodation Task Force with information on the area it leases. For 1994/95 the following objectives apply:

- To monitor the effectiveness of office space utilisation and implement any changes required.
- To meet the Government's requirements for property performance information including space allocation per employee, cost of space per employee and cost of vacant space.

Energy Management

Energy continues to be a significant cost for Government agencies and the correct management of energy usage has been specified as a component of the Government's ownership interest in the Ministry. The following objectives apply:

- To review results of the 1993/94 Energy Audit and formulate a strategic plan to enable the Ministry to make more effective and efficient use of its energy requirements.
- To collect data for reporting requirements to the State Services Commission on energy consumption for comparison against baselines previously set.

Corporate Communications

Because of the advisory role of the Ministry and its implicit role as a coordinating influence on the Government's involvement in science and technology, communications are of enormous importance to the Ministry's operation. Effective communications need to occur through all available channels and the following objective applies accordingly:

- To develop and implement a formal corporate communications and publications strategy for the 1994/95 year. In particular, to publish 5 issues of the Ministry's external newsletter, Sci-Tech, for the year.

External Reporting

External reporting requirements are set for all departments through the Public Finance Act in particular. The following objective applies accordingly:

- To provide external financial reports to Treasury, Ministers and Parliament in accordance with statutory and Government requirements, and on time.

Human Resource Management and Development

The Ministry recognises that skilled and motivated people are its key long term resource. The Ministry is accordingly committed to developing explicit and comprehensive human resource policies which ensure that this resource is both maintained and enhanced. Objectives applying are:

- To develop and implement a Human Resources Management (HRM) Plan for 1994/95 based on the overarching HRM policy adopted in early 1994, and incorporating an EEO plan.
- To ensure that the Ministry has an adequate skill base for its work, with particular emphasis in 1994/95 on skills in the area of economic analysis.

Intellectual Capital

The concept of "intellectual capital" is closely linked with that of human resource development. For a policy advisory agency it is however of sufficient importance to warrant separate consideration. Intellectual capital can be defined as the ability of an organisation to understand and analyse the business it is in; and then develop creative, intellectually rigorous and "leading edge" initiatives for the solution of problems and the enhancement of performance. Intellectual capital is to a large extent embedded in the people making up the organisation but also exists in its information base and systems, and in its ability to interlink with and draw on the intellectual resources of allied organisations elsewhere. The objective is:

- To continue to focus internal arrangements for encouraging intellectual interplay within the Ministry around the Policy Committee during 1994/95.

Maori Participation Plan

The Ministry recognises the importance of considering Maori cultural values in the development of science and technology policy advice and in the other activities of the Ministry. In this respect, the Ministry has developed a Maori Participation Plan aimed at recognising and developing Maori participation and consultation in the development and delivery of Government policy for science and technology. A key part of the plan and of the Ministry's Maori participation activities is the effective operation of the Maori Advisory Committee. Particular objectives are:

- To ensure that the Maori Advisory Committee is re-established as a joint endeavour of the Ministry and the Crown Company Monitoring Advisory Unit, so that a consolidated view can be taken of the interaction between science and technology, and Maori concerns;
- To ensure that there is an appropriate level of Maori participation in the development of policy advice.

Support Services

Support services are provided or arranged internally in the areas of financial management and accounting, information services, personnel, legal, office administration and planning. The objective is:

- To provide internal support services in all areas listed above in accordance with the levels of service performance agreed within the Ministry, taking account of resource constraints.



(Seated l-r) Group Manager, Policy Mike Doig, Chief Executive Dr Basil Walker, Information Services Manager Frank Edwards. (Standing l-r) WCL Manager Jim Higgins, Special Projects Manager Dr Margriet Theron, Chief Scientist Professor Don McGregor, International Science Manager Kim Carpinter and Corporate Services Manager Rod McMillan (resigned wef Sept 1994). Inset photos: Finance and Planning Manager Paulette Ell and Support Services Manager Anastasia Benaki.

OFFICE OF THE CHIEF EXECUTIVE

Basil Walker	Chief Executive
Mary Radcliffe	Executive Assistant
Peti Kiwha	Secretary
Margriet Theron	Manager, Special Projects

Malcolm Menzies
David Cope
Kathy Garden
Christine Richardson
Terry Lomax
Wilhelmina Eveleens

Senior Policy Analyst
Senior Policy Analyst
Senior Policy Analyst
Policy Analyst
Policy Analyst
Policy Analyst/Economist

OFFICE OF THE CHIEF SCIENTIST

Don McGregor	Chief Scientist
Jocelyn Berney	Personal Assistant
Gerald Rys	Assistant Chief Scientist
Sharon Foss	Executive Officer

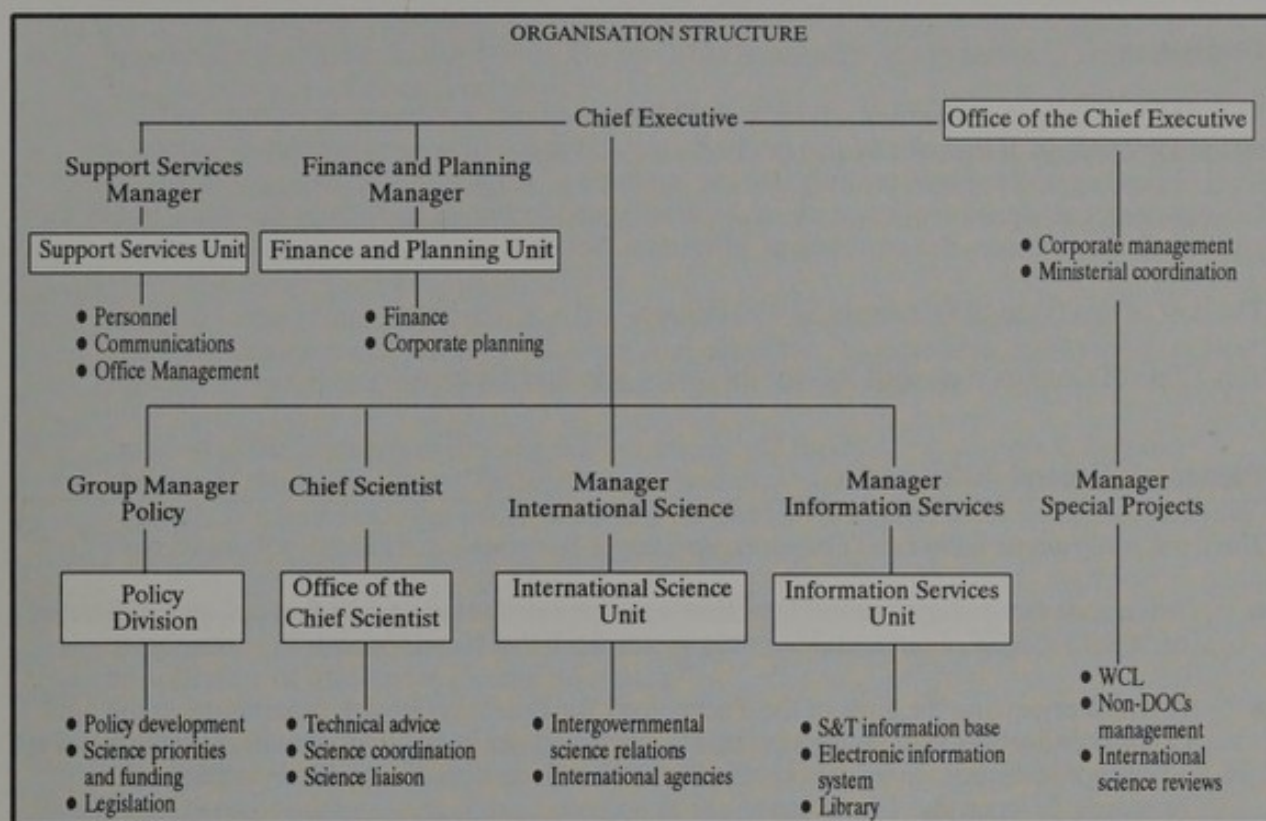
INFORMATION SYSTEMS

Frank Edwards
Shirani Visvanathan
Pamela Walker
Alistair McGlinchy
Kathleen Johnson
Moire Catley

Manager, Information Services
Personal Assistant
Science Resource Analyst
Database Administrator
Information Officer
Assistant Librarian

POLICY DIVISION

Mike Doig	Group Manager, Policy
Melissa Turner	Personal Assistant



INTERNATIONAL SCIENCE

Kim Carpinter	Manager, Int'l Science
Shirani Visvanathan	Personal Assistant
Lisa Goodman	Int'l Science Officer
Rick Petersen	Int'l Science Officer
	Administration
Vicky Culling	Int'l Science Assistant

SUPPORT SERVICES

Anastasia Benaki	Support Services Manager
Maree Jowett-Nightingale	Personal Assistant
Raema Lewsley	Receptionist/ Wordprocessor
Justine Harawira	Office Assistant
Chandrika Martinez	Public Relations Advisor
Kerry De La Haye	Personnel Officer

FINANCE AND PLANNING

Paulette Ell	Manager, Finance and Planning
Maree Jowett-Nightingale	Personal Assistant
Marion Thompson	Accounts Officer
Norman Brown	Payments Officer

WORLD COMMUNICATIONS

LABORATORY

Jim Higgins	Director
Lynley De Roles	Personal Assistant
David Harris	Research Officer

OUTPUTS OF THE MINISTRY INCORPORATING THE GOVERNMENT'S PURCHASE INTEREST

I SCIENCE AND TECHNOLOGY POLICY ADVICE

Description

This Class of Outputs comprises advice to the Minister on national research, science and technology policy. It includes advice on the nature and scope of government interventions, the level of funding and national priorities for the purchase of science and technology outputs by the Government, coordination of research, and scientific and technological advice on public policy in general. It also includes the provision of Ministerial Services.

The cost of this Class of Outputs is \$2.299 million.

This Class of Outputs is divided into the following principal Outputs:

Output 1.1: General Policy Advice

The work programme within this Output comprises:

- Advice, drafting of material and publication of reports for the completion and dissemination of "RS&T: 2010", an overarching strategy for RS&T in New Zealand.
- A report reviewing the aims of the Technology for Business Growth programme in the light of the broad aims of technology policy; to be carried out in conjunction with wider reviews of enterprise assistance by the Government and with case studies by the Foundation for Research, Science and Technology.
- A report setting out proposals for new policy instruments and incorporating a review of existing technology policy instruments in the light of research results on the New Zealand innovation environment and other available information.
- A report identifying useful indicators for measuring the level of technological innovation occurring in New Zealand; drawing on the results of studies into the innovation environment, the applicability of the existing science and technology information base and overseas experience.
- An initial report on a programme which will enable the Government to better measure the returns on its investment in research, science and technology, combining economic analysis with evaluation studies at the individual programme level. This report will be prepared in liaison with the Foundation for Research, Science and Technology (on programme level issues).
- Further advice on funding profiles and programmes for science and technology in New Zealand, based on the commitments in "Path to 2010" the Government's three year strategic statement and decisions announced in the 1994 Budget. Reports will be provided at intervals which reflect the timetable for inclusion of material in the 1995 Budget.
- A report reviewing the existing arrangements and allocation of funding for supporting science publishing through The Royal Society of New Zealand.
- A report reviewing the Government's involvement in the World Communications Laboratory (WCL) project as from 1 July 1995.
- Completion of any redrafting proposals for the Foundation Act to be completed so that it is feasible to introduce a bill in 1995; and reports on any miscellaneous legislative requirements arising during the year.

- Reports on two issues which relate to Maori involvement with and interest in science and technology, with the work on these issues to be carried out in consultation with the Maori community.
- Support for the Ministerial Advisory Group (MAG) including the organisation of meetings and the provision of discussion papers.
- Advice to the Minister on the scope and scientific adequacy of the annual Antarctic Science Programme so that the programme can be approved by joint Ministers; based on analysis and participation in all scheduled meetings of the Ross Dependency Research Committee (RDRC).
- A report to the Minister describing policy options for the future directions of and infrastructure for social science, following analysis of the 30 September 1994 report on New Zealand's capabilities for science and research in the social sciences.
- A report to the Minister, describing policy options and funding implications following analysis of the study of New Zealand's needs and capabilities for biosystematics science and research; being undertaking in conjunction with The Royal Society of New Zealand and the Foundation for Research, Science and Technology.
- Brief reports to the Minister, as required, on issues, options and needs for coordination or investigation of capabilities in specific areas of science and research; with one such topic to be collection of time series climate information.
- Ad hoc advice on policy issues in response to instructions from the Minister or Cabinet Committees, to contribute effectively to Officials Committees set up by the Government, or to cover other minor issues at the discretion of the Ministry.

Output 1.2: Human Resources Policy

The work programme within this Output comprises:

- A report which consolidates and summarises all readily available existing information on the supply of human resources in and for science and technology.
- A report on choices made at various career stages by students and graduates, the influences (including family) on those choices, and the impact of the outcomes on the human resources available for research, science and technology. Consideration will also be given to the feasibility of creating time series information on career choices.
- A report which identifies and explores options for removing any barriers to recruitment, retention and development of excellent science and technology teachers at all levels.
- A report which identifies, and proposes options for removing any barriers to the development of interaction between people in enterprises, tertiary institutions and research institutions.
- A report on the factors which determine the uptake of science and technology qualified graduates by the private sector.
- A report which assesses trends in the numbers of science and engineering post-graduate students relative to trends in demand, examines whether structural problems are indicated that justify Government intervention, and considers whether this is best addressed through existing instruments (fellowships) or new instruments.

Output 1.3: National Science Strategies (NSS)

The work programme within this Output comprises:

- Advice on coordination of research on the threat of Possums and Bovine Tuberculosis through the membership of, and assisting with delivering support for, the NSS Committee.
- Advice on coordination of Climate Change research through membership of and liaison with The Royal Society of New Zealand on their provision of executive support for the NSS Committee.
- Advice on coordination of Sustainable Land Management (SLM) Research, through the establishment and membership of, and assisting with delivering executive support for a Strategic Consultative Group on SLMResearch.
- Advice to the Minister as required on the suitability of new topics for coordination through the NSS mechanism, resulting from monitoring of topics which are proposed to the Ministry, or which are directed to be examined by the Minister.

Output 1.4: Technical Advice on Policy Issues

The work programme within this Output comprises:

- Coordination of New Zealand's scientific and technical advice to the intergovernmental Panel on Climate Change (IPCC) Workshop process, and the provision of technical advice in relation to the Government's policy on climate change and CO₂ reduction policy.
- Scientific and technological advice, provided as and when required, on the risks of introducing to New Zealand non-indigenous organisms, and on scientific and technological issues related to New Zealand's quarantine and border control policies and procedures.
- Scientific and technical advice through direct participation in formally established official committees and contributions to advice by other departments and Offices of Parliament, by facilitation and assessment of advice from science providers. Includes provision of advice on ratification and domestic implementation of UNCED Agenda 21, Convention on Biological Diversity, Framework Convention on Climate Change and sustainable energy.
- Advice in the form of reports to departments, to the Minister, or contributions to Cabinet papers, on major policy issues during the year, with this being additional to "planned" projects, and treated as a priority over more routine activities.
- Scientific and technical advice on at least one major issue in science, in cooperation with The Royal Society of New Zealand.
- Scientific and technical advice on up to three major pieces of draft legislation through verbal or written submission to originating departments or Parliamentary Counsel.
- A report on the extent to which decision making by the Government in all areas is being supported by a sufficient level and quality of scientific and technological advice, based on the monitoring of Cabinet Committee papers available through the Minister's office.

Output 1.5: National Science Priorities

The work programme within this Output comprises:

- Advice on the design and management of the process for reviewing priorities for the PGSF and the composition and mode of operation of external consultative panels and of other means of consultation; including reports to the Minister and draft Cabinet papers.
- A draft Cabinet paper and associated reports which review the recommendations produced by external consultative panels.
- Executive and logistical support for the independent panels charged with reviewing priorities for the Public Good Science Fund (PGSF), including the coordination of consultative input, the gathering and analysis of information, management of external contracts and publication of discussion papers and reports.
- Development and implementation of a process to ensure consultative input to the review of priorities from the Maori community.
- Preparation of the triennial benchmark review of science in New Zealand based on available information and including the management of external contracts for this work.

Output 1.6: Ministerial Services

The work programme within this Output comprises:

- Preparation of draft replies for letters to the Minister, Information Requests, Parliamentary Questions and Official Information Act requests to the Minister.

II INTERNATIONAL RELATIONS IN SCIENCE AND TECHNOLOGY

Description

This Class of Outputs comprises the provision of advice and information on international science linkages, reports on reviews of international science collaboration, with selected programmes for the maintenance of science and technology relations through participation in intergovernmental science agreements, membership of international and regional organisations, and disbursements and monitoring of grants-in-aid and fellowships.

The cost of this Class of Outputs is \$ 630,000.

The work programme within this Class of Outputs comprises:

- Coordination and development of intergovernmental S&T relations with the United States of America, including the administration of Science and Technology Cooperation (STC) related grants; and the continuing development of a more strategic focus for the STC relationship in consultation with the science community and US counterpart agencies.
- Coordination and development of S&T relations with the Federal Republic of Germany (FRG) in conjunction with the NZ/FRG Science and Technology Cooperation (STC) Agreement Coordinator including; administration of STC-related grants, and finalisation of longer term arrangements for the NZ/FRG STC Agreement Coordinator.
- Administration of STC-related grants in the Climate Change area in accordance with criteria agreed with Australia and the United Kingdom and in consultation with the Programme Area Coordinator; and the implementation of actions arising from the country review of Australia, which may include coordination of a Ministerial visit to Australia, and the initiation of a forum for discussing collaboration.
- Administration of the Science and Technology Agency (STA) and the Japanese Society for the Promotion of Science (JSPS) Fellowship schemes in consultation with our overseas partners and in accordance with predetermined criteria.
- Coordination of S&T applications for funding under the New Zealand/France Cultural Agreement in conjunction with the French Embassy and the implementation of a mechanism, agreed to by the New Zealand science community and the French Government, for consultation on joint environment projects.
- Coordination, development and consultation with the New Zealand science community on S&T relations with other countries and regions including, China, The Philippines, Malaysia, the European Union, and Chinese Taipei as required; including especially any necessary followup action to the formal S&T arrangements with China, The Philippines and Malaysia, and the clarification of responsibilities for agreements with China.
- Coordination of New Zealand participation in OECD (Organisation for Economic Cooperation and Development) S&T activities; including administration of New Zealand participation in the Biological Resource Management Programme (BRMP) and the OECD Megascience Forum.
- Coordination, in conjunction with Ministry of Foreign Affairs and Trade, Ministry of Commerce and Ministry of Education, of New Zealand's participation in S&T related activities under APEC (Asia Pacific Economic Co-operation).
- Coordination, in conjunction with the Ministry for the Environment and the Ministry of Foreign Affairs and Trade of New Zealand participation in the Second Assessment Reports, including representation on working groups and government review.

- Implementation of agreed actions on New Zealand/ASEAN (Association of South East Asian Nations) S&T Cooperation proposals, in conjunction with the Ministry of Foreign Affairs and Trade, our ASEAN partners and the New Zealand science community, including participation at a regional meeting to develop cooperative proposals.
- Coordination and consultation with the New Zealand science community on S&T relations with other international agencies including oversight of the New Zealand Government contract with the New Zealand National Committee of the International Institute of Refrigeration (IIR), New Zealand participation in the Commonwealth Science Council (CSC), New Zealand participation in the Asia/Pacific Network (APN) for global change; oversight of interaction with Pacific Economic Cooperation Council (PECC), oversight of the New Zealand government contract with the New Zealand CABI consortium including administrative support to the consortium; support for the Association for Science Cooperation in Asia (ASCA) Biennial Ministerial Meeting in Manila planned for November 1994; and provision of advice on S&T issues support and work programmes to the New Zealand National Commission for UNESCO (United Nations Educational, Scientific and Cultural Organisation).
- Advice to Ministers and government agencies on international science and technology issues and implications, in the form of reports and direct participation in meetings.
- Application of additional grant funding for international science approved in the 1994 Budget including decisions by the Minister and Cabinet flowing from the recommendations of the Ministerial Panel to review New Zealand's international science linkages which can be actioned in 1994/95, including the establishment and implementation of an allocation mechanism and the preparation of proposals to the Minister for the broad allocation of the funding and on allocation guidelines.
- Coordination and organisation of up to five visits by senior overseas science officials and Ministers depending on the timing of such visits.
- Coordination and appropriate follow-up to the Ministerial visit to North Asia planned for August/September 1994, including the direct participation by Ministry officials in the visit programme and the arrangement of briefing reports.
- Two published reviews of New Zealand's international science collaboration to provide a basis for the effective development and/or enhancement of collaboration with other countries and the most effective targeting of Governmental involvement in science relations.

III WORLD COMMUNICATIONS LABORATORY (WCL) PROJECT

Description

This Output comprises the coordination of the Government's involvement in the World Communications Laboratory project including the overall administration of project funding, participation in the WCL steering committee and the administrative supervision of the WCL Secretariat.

The cost of this Class of Outputs is \$252,000.

Outputs within this Class of Outputs comprise:

- Prudent administration of WCL funding which comprises the direct appropriation from the Government, contributions from user departments and contributions from the private sector; including the preparation of regular financial reports and maintenance of the Trust Account for private sector funding.
- Effective contribution to the work of the Steering Committee to assist the effective development and supervision of the WCL programme and to safeguard the interests of the Government in the project, through regular attendance at and contributions to the meetings of the WCL Steering Committee; and reports to Cabinet as appropriate.
- Supervision of the WCL Secretariat as a unit directly accountable to the Chief Executive of the Ministry of Research, Science and Technology for its financial, personnel and other management.

IV SCIENCE AND TECHNOLOGY INFORMATION

Description

This Class of Outputs comprises a time series database and reports on research and development expenditure and personnel in the business enterprise, government and higher education sectors, including international comparisons; printed and computer information bases on the location of scientific organisations, capabilities and key contact people in New Zealand, including international scientific links; and time series information related to technology and technological innovation and scientific and technological human resources in New Zealand.

The cost of this Class of Outputs is \$571,000.

Outputs within this Class of Outputs comprise:

- Maintenance of the database on research and development expenditures by business enterprises, the government sector and the higher education sector; including the publication of a report on the 1992/93 annual survey, sample selection and questionnaire mailout for the 1993/94 survey, and the development of a more detailed survey of the higher education sector.
- An updated and extended report on international comparisons of research and development expenditures, including an industry sector based analysis of business spending on research and development.
- Extension of the time series information base to include selected human resource indicators, with these comprising both supply side and demand side factors.
- Maintenance of the information base on scientific organisations, capabilities, and key contact people relevant to policy development in research, science and technology, and to technical input into Government policy advice, including the extension of the data base to get access to contacts and to consultation via the Internet.
- A proposal on the possible integration of distributed databases in Research, Science and Technology through TuiaNet.
- Provision of information in response to external client requests especially the Foundation for Research, Science and Technology, the science sector and overseas organisations including the (OECD) Organisation for Economic Cooperation and Development, (UNESCO) United Nations Educational, Scientific and Cultural Organisation and (PECC) Pacific Economic Cooperation Council.

V MANAGEMENT OF CONTRACTS FOR NON DEPARTMENTAL OUTPUT CLASSES

Description

This Class of Outputs comprises the management, on behalf of the Crown, of contracts for the provision of policy advice on science and technology, contract management for science and technology outputs, services related to the advancement of science and technology, publications of scientific journals, and national measurement standards; and the administration and monitoring of payments for public good science and technology, Non-Specific Output Funding for public good science and technology, promotion of technology for business growth, membership of the Convention du Mètre, science promotion and science education grants, and study awards.

The Cost of this Class of Output is \$127,000.

Outputs within this Class of Outputs comprise:

- A purchase agreement for 1994/95 and a framework for a 1995/96 agreement with the Foundation for Research, Science and Technology, negotiated in accordance with the Minister's instructions.
- A purchase agreement with The Royal Society of New Zealand for 1994/95 and a framework agreement for 1995/96 for the provision of services related to the advancement of science and technology, negotiated and concluded in accordance with the Minister's instructions.
- A purchase agreement with The Royal Society of New Zealand for 1994/95 and a framework agreement for 1995/96 for the publication of scientific journals, negotiated and concluded in accordance with the Minister's instructions.
- A purchase agreement with Industrial Research Limited (IRL) for 1994/95 and a framework agreement for 1995/96 for the provision of national measurement standards, negotiated and concluded in accordance with the Minister's instructions.
- Establishment, administration and effective contributions to a coordinating committee that will recommend priorities for outputs related to the provision of national measurement standards, and the most appropriate level of funding, to the Government.
- Timely payments of the subscription to the Convention du Mètre in accordance with Cabinet directives, and in accordance with prudent management of foreign exchange transactions.
- Provision of one final payment to students under the Study Awards scheme by the end of 1994; and a report confirming the final closure of the study awards.
- Allocation of grants from the category of Benefits and Unrequited Expenses (BUE) entitled Science and Technology Promotion and Promotion of Science and Technology Education; acting through a Ministerially appointed advisory committee and in accordance with a strategic plan approved by the Minister.

SUMMARY OF NON-DEPARTMENTAL OUTPUT CLASSES CONTAINED WITHIN VOTE: RESEARCH, SCIENCE AND TECHNOLOGY

CLASSES OF OUTPUTS FOR WHICH THE MINISTRY HAS DIRECT RESPONSIBILITY

<i>Descriptions</i>	<i>Cost \$'000</i>
Advancement of Science and Technology	402
Advancement of science through the dissemination of scientific knowledge, provision of scientific analysis of important public issues, promotion of science and science education and advancement of international science relations.	
Publication of Scientific Journals	467
Publication of seven scientific journals.	
Provision of National Measurement Standards	100
Assurance that specified standards are available to satisfy the needs for traceable physical measurement in New Zealand.	
Advice on Priorities for Public Good Science and Technology	400
Advice to the Minister of Research, Science and Technology on priorities for public good science and technology.	
International Science Linkages	388
Allocation of grants to promote international science collaboration.	
Science Promotion and Science Education Grants	317
Allocation of grants to projects to promote science and technology and science and technology education.	
Study Awards Grants	50
The final payment to students under the Study Awards Scheme.	
Convention Du Metre	74
Payment of the subscription to the Convention du Metre in accordance with Cabinet directives.	

CLASSES OF OUTPUTS FOR WHICH THE MINISTRY HAS INDIRECT RESPONSIBILITY.

<i>Descriptions</i>	<i>Cost \$'000</i>
Policy Advice on Science and Technology	555
Independent policy advice to the Minister of Research, Science and Technology on matters relating to research, science and technology	
Contract Management for Science and Technology	4,119
Contract management for science and technology, including public good science and technology; promotion for Technology for Business Growth, and science and technology fellowships.	
Public Good Science and Technology	259,191
Public good science and technology, which is subject to science priorities set under the Foundation for Research, Science and Technology Act 1990.	
Non-Specific Output Funding for Public Good Science and Technology	24,535
Public good science and technology not bound by statutorily set science priorities.	
Promotion of Technology for Business Growth	10,622
Promotion of technology uptake for business growth by encouraging investment by enterprises in scientific and technological skills, research and development either alone or cooperatively with public agencies, technology transfer, and the implementation of technology.	
Science and Technology Fellowships	3,315
Carrying out of post-graduate research, skill development for science and technology teachers, and training for graduates in industry.	

STATEMENT OF FINANCIAL POSITION⁽¹⁾

	30 June 1995 Projected Position \$'000	1 July 1994 Estimated Actual \$'000	1 July 1993 Actual \$'000
ASSETS			
Cash	82	71	2
Term Deposits with Crown	300	400	800
Debtors and Receivables	18	15	96
Fixed Assets	771	771	896
Total Assets	1171	1257	1794
LIABILITIES			
Creditors and Payables	312	380	706
Provision for Payment of Net Surplus	45	45	82
Other Short-term Liabilities	73	91	103
Total Liabilities	430	516	891
TAXPAYERS' FUNDS	741	741	903
Total Liabilities and Taxpayers' Funds	1171	1257	1794

OPERATING STATEMENT⁽¹⁾

	1994/95 Vote \$'000	1993/94 Voted \$'000	1993/94 Estimated Actual \$'000
REVENUE			
Crown	3739	3852	3852
Other	140	140	166
Interest	45	45	45
Total Revenue	3924	4037	4063
EXPENSES			
Personnel	1953	1974	1974
Operating	1551	1620	1646
Depreciation	301	300	300
Total Operating Expenses	3805	3894	3920
Surplus/Deficit Before Capital Charge	119	143	143
Capital Charge	74	98	98
Other Expenses	-	18	18
Net Surplus (Deficit)	45	27	27

NOTE: ⁽¹⁾ Exclusive of GST

ANNUAL APPROPRIATIONS FOR OUTPUTS (MODE B GROSS)

	1994/95 \$'000	1993/94 Voted Actual \$'000	1993/94 Estimated \$'000
I - Science and Technology Policy Advice	2299	2334	2334
GST	287	292	292
Total	2586	2626	2626
II - International Relations in Science and Technology	630	996	1022
GST	78	124	127
Total	708	1120	1149
III - World Communications Laboratory (WCL) Project	252	-	-
GST	32	-	-
Total	284	-	-
IV - Science and Technology Information	571	575	575
GST	71	72	72
Total	642	647	647
V - Management of Non-Departmental Output Classes	127	87	87
GST	16	11	11
Total	143	98	98

CASH FLOW STATEMENT⁽¹⁾

	1994/95 Vote \$'000	1993/94 Voted \$'000	1993/94 Estimated Actual \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash provided from:			
Supply of Outputs			
- Crown	3739	3852	3852
- Other	140	140	166
- Interest	45	50	50
Cash disbursed to:			
Cost of Producing Outputs			
- Output Expenses	(3594)	(3823)	(3849)
- Capital Charge	(74)	(98)	(98)
- Other Expenses	-	(63)	(63)
Net Cash Flows from Operating Activities	256	58	58
CASH FLOWS FROM INVESTING			
Cash provided from:			
Sale of Fixed Assets	-	32	32
Cash disbursed to:			
Purchase of Fixed Assets	(300)	(195)	(195)
Net Cash Flows from Investing Activities	(300)	(163)	(163)
CASH FLOWS FROM FINANCING ACTIVITIES			
Cash provided from:			
Capital Contribution from the Crown	-	6	6
Cash disbursed to:			
Payment of Surplus to the Crown	(45)	(82)	(82)
Repayment of Capital to the Crown	-	(150)	(150)
Net Cash Flows from Financing Activities	(45)	(226)	(226)
Net Increase/(Decrease) in Cash Held	(89)	(331)	(331)
Opening Total Cash Balances at 1 July	471	802	802
Closing Total Cash Balances at 30 June	382	471	471

NOTE: ⁽¹⁾ Exclusive of GST

NON DEPARTMENTAL OUTPUT CLASSES

	<i>1994/95 Vote \$'000</i>	<i>1993/94 Voted \$'000</i>	<i>1993/94 Estimated Actual \$'000</i>
FOR OUTPUTS TO BE SUPPLIED BY OTHER PARTIES			
Policy Advice on Science and Technology	555	-	-
Contract Management for Science and Technology	4,119	4,464	4,464
Public Good Science and Technology	259,191	250,766	250,766
Non-Specific Output Funding for Public Good Science and Technology	24,535	24,260	24,260
Promotion of Technology for Business Growth	10,622	10,622	10,622
Advancement of Science and Technology	402	402	402
Publication of Scientific Journals	467	467	467
Provision of National Measurement Standards	100	100	100
Advice on Priorities for Public Good Science and Technology	400	-	-
Total for Outputs to be Supplied by Other Parties	<u>300,391</u>	<u>291,081</u>	<u>291,081</u>
FOR BENEFITS AND OTHER UNREQUITED EXPENSES			
International Science Linkages	388	-	-
Science and Technology Fellowships	3,315	1,425	1,425
Science Promotion and Science Education Grants	317	47	47
Study Awards' Grants	50	222	209
Total for Benefits and Other Unrequited Expenses	<u>4,070</u>	<u>1,694</u>	<u>1,681</u>
FOR OTHER EXPENSES TO BE INCURRED BY THE CROWN			
Convention Du Metre	74	69	69
Total for Other Expenses to be incurred by the Crown	<u>74</u>	<u>69</u>	<u>69</u>
TOTAL	<u>304,535</u>	<u>292,844</u>	<u>292,831</u>



