
Open Government Partnership New Zealand Mid-term Self-assessment Report

January 2016

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Contents

1	Introduction	2
2	National Action Plan Process	4
	Consultation during National Action Plan development.....	4
3	Action Plan Reporting	5
	Better Public Services Results Programme	5
	Better Public Services: OGP principles and grand challenges in practice: Case studies.....	7
	Focus on Result 10 of the Better Public Services: New Zealanders can complete their transactions with government easily in a digital environment.....	9
	OGP principles and grand challenges in practice: Case study.....	11
	Government ICT Strategy and Action Plan to 2017	12
	OGP principles and grand challenges in practice: Case study.....	15
	Focus on Action Area 4 of the Government ICT Strategy: Open by default	16
	OGP principles and grand challenges in practice: Case Studies	17
	National Integrity System Assessment report	18
	OGP principles and grand challenges in practice: Case study.....	20
	The Kia Tūtahi (Standing Together) Relationship Accord	20
	OGP principles and grand challenges in practice: Case study.....	21
4	Results of Consultation Undertaken and Next Steps	22
	Feedback from the Stakeholder Advisory Group	22
	Feedback from our stakeholders	22
	Next steps for New Zealand	23
5	Conclusion	25
6	Appendices	26
	Appendix One: OGP Declaration and Articles of Governance definitions:.....	26
	Appendix Two: Stakeholder Advisory Group member biographies	27
	Appendix Three: Stakeholder Advisory Group Feedback	29
Annex 1:	Open Government Partnership – Self Assessment Report, New Zealand	30
	1 Better Public Services Results	31
	2 Government ICT Strategy	41
	3 National Integrity System	43
	4 Kia Tūtahi (Standing Together) Relationship Accord.....	45

1 Introduction

New Zealand places trust in government at the centre of our democratic system. It does this through a culture of openness, freedom of information and public accountability, while protecting personal and confidential public information.

In 2011, the New Zealand Government began an ambitious State sector¹ reform programme aimed at making the State sector more efficient, effective, and responsive to citizens and businesses as part of this commitment.

New Zealand's commitment to the Open Government Partnership (OGP) solidifies these principles and values. New Zealand's Action Plan reflects its strong record of openness, transparency and citizen engagement in government through existing and developing initiatives and targeting ambitious and transformational programmes for further progress.

New Zealand's first Action Plan commits to the following initiatives:

- [Better Public Services Results programme](#)
- [Government ICT Strategy and Action Plan to 2017](#)
- [Responding to the 2013 Transparency International New Zealand Integrity Plus National Integrity System Assessment report](#)
- [Kia Tūtahi \(Standing Together\) Relationship Accord.](#)

This Action Plan contributes to the following OGP grand challenges and principles (as published in 2014²):

Commitment, Milestones and Lead Agency			OGP Principles				OGP Grand Challenges ²³		
Commitment	Milestones	Lead agency	Transparency	Accountability	Participation	Technology and Innovation	Improving Public Services	Increasing Public Integrity	More Effectively Managing Public Resources
1 Report on progress towards Better Public Services Results .	Ongoing six monthly reporting through existing progress reporting.	State Services Commission	✓	✓	✓	✓	✓	✓	✓
Focus on Result 10 of the Better Public Service Results: New Zealanders can complete their transactions with government easily in a digital environment.	Ongoing six monthly reporting through existing progress reporting.	Department of Internal Affairs	✓		✓	✓	✓	✓	✓
2 Government ICT Strategy and Action Plan to 2017 .	ICT Action Plan to be refreshed by end of 2014.	Department of Internal Affairs	✓	✓	✓	✓	✓	✓	✓
Focus on Action 13 of the Government ICT Strategy: Open by default.	To be implemented by June 2016.	Land Information New Zealand	✓	✓	✓	✓	✓	✓	✓
3 National Integrity System assessment report.	Consult and report back to Ministers in February 2015.	State Services Commission	✓	✓	✓		✓	✓	✓
4 The Kia Tūtahi (Standing Together) Relationship Accord .	Review progress of the Accord in 2015.	Department of Internal Affairs			✓			✓	

² Some of the ways in which commitments 1 and 2 are already meeting the selected OGP Grand Challenges is outlined in Section 3.
³ How commitments 3 and 4 will meet the selected OGP Grand Challenges will be determined as part of the implementation plan.

¹ The State sector is a specific group of State-related agencies, including the core legal Crown, associated agencies that are subject to varying degrees of Ministerial control, legislative branch agencies outside Ministerial control, State-owned enterprises (i.e. State owned companies that operate for profit with Ministerial shareholders), and tertiary education institutes. It excludes the Sovereign and her representative, Ministers, Members of Parliament, the judiciary, and local government.

² Following publication of the 2014 OGP Action Plan changes were made to the Government ICT Strategy and Action Plan to 2017, which are now reflected in revised commitment and milestone language in the body of this report.

The full descriptions of the OGP grand challenges and principles that are relevant to New Zealand's Action Plan are set out in Appendix One to this report.

Commitments 1 and 2 of New Zealand's Action Plan comprise existing comprehensive programmes of work. Commitment 3, the response to the Integrity Plus 2013 National Integrity System Assessment Report (NIS Assessment Report), has required an assessment of progress across a range of governmental and non-governmental actions and agencies.

The OGP recognises that, for many countries, the inclusion of existing projects and programmes such as Commitments 1 and 2 will be appropriate, with an expectation that where existing projects or programmes are included they will be ambitious in terms of expediting outcomes and stretching existing government activities beyond baseline, in a manner that demonstrates clear year on year advancement against the OGP's grand challenges. While pre-existing, both the Better Public Services (BPS) Results programme and the Government ICT Strategy and Action Plan to 2017 (ICT Strategy and Action Plan) are highly ambitious, focusing on achieving system-wide transformational change.

In all cases, there is a clear and obvious additional benefit from including these programme commitments in the OGP Action Plan – namely the transparency and accountability arising from greater public and international exposure of the Government's intentions in each of these programme areas, as well as the annual reporting on progress for each programme in an international forum.

There are also the benefits of engagement between Government and stakeholders, both through the public forums that are required to develop an action plan, and through the recent establishment of our OGP Stakeholder Advisory Group.

The Stakeholder Advisory Group was appointed by the State Services Commissioner in mid-2015 to assist with meeting New Zealand's obligations under the OGP in response to stakeholder feedback we received. Biographies of the members are contained in Appendix Two to this report. The Stakeholder Advisory Group provides a new opportunity for officials working directly on the programmes and these stakeholder representatives to consider the nature of reform, and to discuss the progress in detail.

In the context of New Zealand's OGP Action Plan, we have decided that our mid-term self-assessment report will be drawing from each programme an overall picture of its progress, highlighted by case studies of direct action within each programme, and will then draw out the contributions that these actions and the programme as a whole make towards meeting the OGP's grand challenges and principles.

This self-assessment report is presented in two parts. The broad report (sections 1-6) contains the narrative background, achievements and next steps for each OGP Action Plan area. Annex 1 provides more specific data following the mandated template for OGP reporting, and cross references the broad report where appropriate to avoid duplication.

2 National Action Plan Process

Consultation during National Action Plan development

Details of the consultation process for the Action Plan were posted on the State Services Commission website in April 2014. This involved holding a limited consultation process involving four public consultation meetings with civil society in Wellington, receiving feedback via the online consultation and engagement tool called Loomio, and by email to NZOGP_ActionPlan@ssc.govt.nz.

Stakeholders involved were the Association of Non-Governmental Organisations of Aotearoa (ANGOA), now known as Hui E!, Business New Zealand, Transparency International New Zealand, and members of the public. Faced with a tight timeframe and limited opportunity to engage fully with New Zealanders, the risk of this limited engagement is acknowledged³.

For future Action Plan development, and future self-assessment reporting, officials will need to work with the Stakeholder Advisory Group to commence consultation processes sooner, and develop ways and additional channels to enhance these public consultation processes. We will need a specific focus on increasing public awareness and engagement, including through other government agency websites, social media tools, and the networks our Stakeholder Advisory Group members bring.

Themes from the feedback received in 2014 included:

- The initiatives proposed (the BPS Results programme and the Government ICT Strategy and Action Plan) were a good starting point, but greater scope, innovation and ambition was required, as well as greater understanding and clarity about how to engage with stakeholders, with a focus on participation not consultation.
- Data transparency, security and privacy are key matters for further work.
- The Action Plan should include clear milestones and evaluation.
- Engagement of stakeholders needs to be more representative and inclusive.

There were also a range of specific recommendations proposed including: making the State Services Commission's Integrity and Conduct survey more regular; policy development; and improvements to OIA practices.

As a result of the feedback we received, the Action Plan was finalised to include the review of the Kia Tūtahi Relationship Accord. The State Services Commission also committed to working with stakeholders through, amongst other things, a Stakeholder Advisory Group for the OGP to collaborate and co-create future self-assessment reports and Action Plans.

³ [Appendix C of the New Zealand Action Plan](#) more fully outlines the process, the parties and the feedback received.

3 Action Plan Reporting

Better Public Services Results Programme

Commitment, Milestones and Lead Agency		
Commitment	Milestones	Lead agency
1. Report on progress towards Better Public Services Results	Ongoing six-monthly reporting through existing progress reporting	State Services Commission

Background

A key innovation of the New Zealand reform launched in 2011 is the BPS Results programme. This programme sets out to drive results, improve quality, responsiveness, the value-for-money of public services, and strengthen leadership.

The programme focuses on 10 Results across five areas:

- reducing long-term welfare dependence
- supporting vulnerable children
- boosting skills & employment
- reducing crime
- improving interaction with government for business and the public.

However, there is a crucial additional purpose to the Results programme, which directly relates to the OGP grand challenge of increased public integrity and the principles of transparency and public accountability. As stated in the original [Government decisions](#) to implement the results approach:

Purpose of Setting Targets

BPS results were chosen for their importance to citizens and businesses. They are designed to strengthen public accountability and signal our commitment to transform performance in areas that matter most to New Zealanders.

Setting specific and measureable targets for the BPS results will:

- *reinforce the Government's commitment to a new results-driven approach*
- *demonstrate our high expectations for public services*
- *spur innovation and encourage the adoption of new approaches*
- *accelerate the pace of State sector reform.*

The targets proposed in this paper are not easy. They will be difficult to achieve in full, which is consistent with our high expectations and desire to lift public service performance. Both individually and collectively, the BPS targets challenge Departments and contributing agencies to deliver substantial progress by refocusing and reshaping public services.

In addition, we want to position the BPS Results high in the public consciousness so that New Zealanders can grasp our ambitious vision for better public services and hold us to account for performance achieved.

Our achievements

The BPS Results programme has made significant progress, and is now at its mid-point. Overall, outcomes for New Zealanders have improved against all Results, with much of the improvement due to increased cross-agency work, more effectively using data to target resources, and a greater focus on getting results at the frontline. Since the programme's launch in 2011 some Results have now been adjusted to extend the ambition for the targets.

On the other hand some Results may not be achieved by the target date. This is because:

- the targets were designed to be a challenge for the public service and are not easily achievable
- further progress against some targets will depend on changes made to the State sector bedding in, together with further change and innovation being implemented across a broader suite of agencies
- some targets are more difficult to achieve because of difficulty engaging with the target group as it gets smaller
- targets can be subject to external influences outside the direct control of Government.

OGP principles and grand challenges are intrinsic to the BPS Results programme. For example, technology and innovation is central to facilitate progress. Transparency and accountability is achieved with Results being published regularly on the State Services Commission's website, using a range of communication tools including charts, videos, case studies and Cabinet papers to engage with as wide a range of New Zealanders as possible

Within the Result areas each programme contributes to improved public services and more effectively managing public resources.

At the programme level, communities are partnering with Government to achieve progress and solve complex problems. For example, the \$46 million Government-funded Rheumatic Fever Prevention Programme (under BPS Result 3) is strong because a wide variety of Government agencies and local communities are working together. Further, a substantial proportion of the services supporting many BPS results are delivered by civil society organisations in partnership with government, utilising the unique capabilities of the community and voluntary sector. The nature of this relationship is evolving with improvement and streamlining of contracting with between the New Zealand government and the community and voluntary sector underway.

The BPS Results programme encourages agencies to try new and innovative approaches to solve intractable problems and supports reform in service design and service delivery. It enables communities to engage in a collaborative design of services and delivery process to address difficult and complex policy and programme delivery issues.

Next steps

On reaching the mid-point of this programme the Government has assessed and published the achievements made to date. As noted above, to improve their effectiveness, and provide further stretch, the Government agreed in February 2015 to adjust the Result targets and measures in some areas. Adjustments were made to targets and measures for Results 1, 6 and 7 and monitoring will now begin against the new targets for these Results.

The adjustments made to the programme aim to make the targets or measures:

- tangible, measurable and meaningful

- provide sufficient stretch
- incentivise actions that are consistent with the policy intent
- enhance cross-agency work
- increase responsiveness to interventions
- ensure data collected is available and robust
- easily understood in the public domain.

For a detailed breakdown of the changes made to Results 1, 6 and 7 refer to the [Better Public Services Results: 2014 end-year progress report](#) and [Better Public Services Results: 2015 Mid-Year progress report](#).

Better Public Services: OGP principles and grand challenges in practice: Case studies

Weymouth early childhood education Rapid Cycle Change Project – Result 2	Citizen participation, and improved public services
<p>The project known as the Rapid Cycle Change (RCC) Project creates innovation in social service delivery of early childhood education (ECE). It examines opportunities for new initiatives and refinement of existing programmes to improve social outcomes, and target community representation and involvement. The RCC Project relies on fast paced change, with early results determining whether actions are adopted, adapted or abandoned. It was set up in early 2013, as part of the Government's focus on supporting vulnerable children.</p> <p>Following a RCC approach, the Ministry of Education's Early Learning Taskforce established the Weymouth community action group to grow demand for early learning and connect local parents and families with local ECE services.</p> <p>This group includes representatives from eight early childhood services who meet weekly in their own time, with State-provided resources and support provided by Ministry staff. Since March 2014 they have addressed the problems around access to ECE in Weymouth, and developed solutions.</p> <p>Not every idea that the group has come up with has worked, and some of the data collection has been challenging, but there have been some immediate successes. Some of the ideas that have been implemented include offering free hours, activity days, hot meals or home visits to check in with families whose children were not regularly coming to the centres. This resulted in increased enrolment rates and the focus is now shifting to ensuring children return each day. A partnership is in place with a local health providers' network, to address issues around attendance. Partnerships are being explored with local libraries to increase focus on literacy rates.</p> <p>The Weymouth initiative reflects OGP principles of citizen participation, by seeking input from local community-based service providers and resourcing local ideas, resulting in innovative and effective local service provision and improved early childhood education services.</p>	
Bringing Ngāpuhi children home – Result 4	Citizen participation, improved public services, and more effective management of public resources
<p>Ngāpuhi Iwi Social Services is New Zealand's largest iwi (tribe)-led social services provider. It is a subsidiary of Te-Rūnanga-ā-Iwi o Ngāpuhi, a representative organisation for the Ngāpuhi iwi in Northland, New Zealand. The rūnanga (tribal organisation) signed a Memorandum of Understanding with Child, Youth and Family (a service of the Ministry of Social Development) to work together and make joint decisions when Ngāpuhi tamariki mokopuna (young people) are placed into care or commit criminal offences.</p> <p>Around 470 Ngāpuhi tamariki mokopuna are currently in State care. This represents about a quarter of all Māori children in care. The rūnanga's aim is to have every Ngāpuhi child in Child, Youth and Family care placed with whānau (extended family) or at least with hapu (sub-tribe) members who share a common heritage and culture. This means stepping in before a family reaches crisis point; using whānau hui (extended family meetings) to challenge families to lift their parenting skills; and to</p>	

have a network of approved Ngāpuhi caregivers at the ready when a child can no longer live at home with its parents.

There is a strong commitment for both organisations to work together to ensure that vulnerable Ngāpuhi children safely maintain their iwi connections and receive support from their wider whānau and communities.

This partnership represents community participation in decisions required to address a complex problem, improved public services to Ngāpuhi tamariki mokopuna, and also more effectively managing public resources in terms of reducing downstream impacts on public services.

Occupation Outlook App: Result 6

Technology and innovation, and improved public services

Information on the employment outcomes and earnings of different careers help students make good study choices, both in tertiary education and at senior secondary school level.

The Occupation Outlook App makes information on the job prospects and incomes of 50 different careers available on a smartphone. The accessibility of this information in an engaging format, especially for young people, enables students to make better informed study choices more easily.

High-demand to higher-skilled occupations such as engineering and ICT that provide stimulating work and good incomes require early study choices to be made before young people enter senior secondary school. It is important for students to consider carefully their study options and how they link to the world of work. This free Occupation Outlook App provides all the crucial information to help make study and career choices.

The Occupation Outlook App was first released on 24 February 2014. An updated 2015 version was released on 20 January 2015. Up to 26 January 2015, covering the first 11 months it was available, the Occupation Outlook App had over 18,000 downloads. It is available for download from the App Store for iPhones and iPod touch devices, and the Google Play store for Android devices.

This technological innovation is an effective mechanism for distributing information critical to young people, leading to a more relevant and improved education experience and better education choices.

A better public services approach to dispute resolution – Result 9

Technology and innovation, and more effectively managing public resources

Rent arrears (many of which are not disputed) make up about 76 per cent of current Tenancy Tribunal⁴ applications (around 43,000).

An innovative approach was taken by Resolution Services, within the Ministry of Business, Innovation and Employment, offering landlords and tenants a quicker way to confirm when an agreement was reached between both parties, without requiring formal mediation. A pilot in the early part of 2014 proved the success of FastTrack Resolution. Of the 1,800 applications received during the pilot, more than 85 per cent were processed and resolved within two working days. Previously this would have taken between 10 to 12 days.

The FastTrack Resolution approach involved developing an alternative process for resolution, a web application form and, through this new channel, speedier access to a mediator.

By streamlining this process through this new web-based channel, the approach reduces the cost and effort of dealing with government for a significant proportion of the service's users. It frees up staff time, and allows staff to focus on more complex mediations, while significantly reducing customer waiting times for mediation and access to the Tenancy Tribunal.

Since FastTrack was rolled out nationally in November 2014, results are already evident, with just over 700 applications received and nearly 80 per cent resolved within 48 hours.

The approach represents technology and innovation in service delivery, leading to an enhanced service experience and more effective public services.

For more detail about these and other case studies visit [Better Public Services Results](#).

⁴ The New Zealand Tenancy Tribunal is a specialist tribunal established to hear disputes between landlords and tenants.

Focus on Result 10 of the Better Public Services: New Zealanders can complete their transactions with government easily in a digital environment

Commitment, Milestones and Lead Agency		
Commitment	Milestones	Lead agency
Focus on Result 10 of the Better Public Services Results: New Zealanders can complete their transactions with government easily in a digital environment.	Ongoing six-monthly reporting through existing progress reporting	Department of Internal Affairs

Background

The Chief Executive of the Department of Internal Affairs, as the Government Chief Information Officer, leads the Result 10 programme across government. This Result is designed to make it easier for New Zealanders to complete their transactions with government in a digital environment. The Result 10 vision has three parts:

- the *Customer Vision*: Digital by Choice – citizens and customers choose digital because it is convenient
- the *Service Vision*: Digital by Design – services are designed to be digital
- the *System Vision*: Digital by Default – digital services will be ‘how we do things’ in government.

This all-of-government strategy enables agencies to align their digital initiatives and take a joined-up, customer-centred approach to the services provided. While aspirational it provides a shared direction for Government agencies.

This Result seeks to build innovation, collaboration and share learnings and best practice across the public sector. Result 10 also aims to look for early opportunities to integrate digital services, and where possible, to design digital services that can be integrated in the future.

Our achievements

New Zealand has achievements to report on: the process of consultation and citizen participation that has occurred to drive and refine the Result 10 programme; and, the achievement of the current Result 10 target.

Participation

In order to enhance digital uptake and participation by citizens, New Zealand has sought the views of citizens as online users of government services regarding their user experiences. The Result 10 programme seeks to assist in the redesign of services and better enable citizen and customer voice in this redesign, by understanding their goals, wants and needs.

In late 2013, the Department of Internal Affairs conducted research that measured the views of 1,500 people living in New Zealand in order to inform the process for designing easy-to-use services. There were also workshops and interviews with people living in New Zealand to find out how often government services are used, to quantify the number of “pain points” that New Zealanders felt and identify the behaviours and attitudes of different segments of the sample of New Zealanders who were surveyed.

The research has been important in helping identify how Result 10 can be enhanced in order to achieve its target.

A [Result 10 Blueprint](#) was published in June 2014 for improving New Zealander's interactions with government. The Blueprint covers ten actions that will deliver on the BPS Result 10 objective of making it easier for New Zealanders to transact with government. These actions are:

- assisting customers and citizens to transact digitally, and provide alternatives to those who can't
- making transactions more user friendly
- providing more transactions in the digital environment
- consolidating and rationalising the government web domain, and rewriting service information to make transactions easier to find and use
- adopting [RealMe⁵](#) (the Government's online identity verification service) and delivering integrated digital transactions
- identifying and adopting digital service standards
- evolving contact centre capability to promote and complement digital service delivery
- measuring service delivery cost and quality consistently across government
- removing legislative barriers
- strengthening digital service design and delivery capabilities.

In December 2014 further research was completed on the needs of New Zealanders transacting with government. A key finding was that that citizens and customers would be best served if the Government delivered more integrated services based on the key life events that require multiple public services such as births, getting a job, and becoming a senior.

In response New Zealand is developing a strategy that puts the citizen and customer at the centre of service integration, allowing them to take control of their information and for it to be shared across agencies when needed in a consent-based, privacy-protected and transparent way. This integrated service design and delivery initiative requires:

- new incentives, including forms of governance and prioritisation for agencies working together to help citizens and customers
- building further trust with citizens and customers, by providing efficient and secure systems for New Zealanders when they engage and transact with government, such as RealMe.

Target achievement

The [latest progress report on the BPS Results programme](#) released in August 2015 shows that transactions are trending towards achieving the 2017 target that an average of 70% of New Zealanders' most common transactions with government will be completed in a digital environment. However, the growth rate in digital uptake that will be required to achieve the target is steep, with a 10% growth rate in digital uptake required compared to current uptake rates of between 2-4%. The kinds of online services now available to New Zealanders include Smart Gate departures and arrivals (automated border entry and exit), passport renewals, applying for visas, filing tax returns and paying for fines.

⁵ The RealMe initiative supports ease of digital access to government, which is secure and protects privacy.

Next steps

Our Action Plan noted that further specific actions would be identified once the Blueprint was completed in June 2014. Following the Action Plan's publication, and the launch of the Blueprint, the Government is now considering how to refine the focus of the Result 10 BPS result. The R10 programme is to be reviewed with expected refinement to include more qualitative goals concerning the customer and citizen experience.

It is likely that these revised targets will give further impetus towards delivering more integrated digital services by government for citizens and customers. New Zealand has aspirations to drive this new approach by:

- designing services that are integrated, seamless and personalised
- enabling citizens and customers to complete their government activities digitally, in real time, across agency boundaries
- making it easy for citizens and customers to re-use information so they do not need to submit or complete the same task repeatedly
- clustering information and service delivery around some key life events of citizens, where multifaceted engagement with government may occur.

This shift in focus supports New Zealand's selected OGP grand challenges, most specifically improving public services, while also contributing to OGP principles of transparency, citizen participation, and technology and innovation.

OGP principles and grand challenges in practice: Case study

The Assisted Digital programme – Result 10	Technology and innovation, citizen participation, and improved public services
<p>Programme Action 1 of the Result 10 Blueprint assists New Zealanders to transact digitally, and provide alternatives for those who cannot. The programme helps people to:</p> <ul style="list-style-type: none">• use digital means to communicate and interact with government• shift to move their interactions to digital from channels like phone and face-to-face• stay in digital channels because the process is easy and convenient. <p>The programme also gives options to customers who cannot use digital channels. Not everyone has access to the internet or to the right devices to deal with government online.</p> <p>An Assisted Digital Summit was held in June 2014. The purpose was to begin creating an all-of-government approach to assisted digital, and identify the best ways to help New Zealanders. The summit was attended by Government agencies, local tech companies, community organisations and libraries, and customers of government services.</p> <p>A number of proposed initiatives to progress were developed following this Summit.</p> <ul style="list-style-type: none">• <i>Digital concierge</i>: In-person and online concierges to help New Zealanders use digital services in government offices.• <i>Assisted digital checklist</i>: A checklist, using some of the work that has been done in the UK around digital inclusion and the Behavioural Insight EAST framework, has been developed to help service designers and project managers in government build assisted digital into services. This is being used for New Zealand projects in 2015.• <i>Plain English</i>: Following a December 2014 workshop to discuss how the Government can ensure plain English is applied to digital services, the Government is building a 'community-of-practice' to share better examples and solve problems.• <i>Bringing it all together</i>: Being clear about which Government agencies need support and what support is required is an important ongoing focus. In October 2014 Government agencies, libraries and community organisations came together to research across organisations to help better understand New Zealander's needs. The Digital Service Council (an advisory group of	

Government agencies) guides the work. The Government is also building an assisted digital community of people working on similar things including Government agencies, libraries and community organisations.

Further work is bedding the programme in across government. For example, the Ministry of Social Development is enhancing its support services so people feel more confident using their digital services by testing Digital Assistants (staff members brought on board to help people at self-service kiosks at Ministry of Social Development offices) and different self-service technologies to improve take up rates of online services. The Digital Assistants sign up clients to RealMe and the Ministry's digital platform called My Account, and help them to become confident to use My Account on their own.

The Assisted Digital Programme demonstrates OGP principles of technology and innovation, citizen participation through its summits, workshops, and research, and works towards the grand challenge of improved public services.

Government ICT Strategy and Action Plan to 2017

Commitment, Milestones and Lead Agency		
Commitment	Milestones	Lead agency
2. Government ICT Strategy and Action Plan to 2017	ICT Action Plan to be refreshed by end of 2014	Department of Internal Affairs

Background

ICT⁶ is not just about technology – it is about the ways in which information and technology are used to deliver better services and enhance trust and confidence in government. The New Zealand Government has charged the Chief Executive of the Department of Internal Affairs, as Government Chief Information Officer (GCIO) with leading government ICT, as one way to support open and transparent government.

In June 2013, the New Zealand Government launched the ICT Strategy and Action Plan. The strategy takes a business-led, ICT-enabled approach to transforming and integrating services across government.

It is about:

- unlocking the value of government information by making data open; and
- harnessing technology to deliver better, trusted, public services which directly supports New Zealand's OGP commitments.

When the ICT Strategy and Action Plan was launched, the BPS programme, the Result 9 Roadmap, and the Result 10 Blueprint were only in the early stages of development. Similarly, major agency transformation programmes had yet to begin in earnest and information management initiatives had just begun to emerge.

The environment has now considerably evolved. There has been an increasing focus on agency collaboration for the benefit of the whole of the system. New Zealand public service chief executives have committed to working together in a more connected way, even where the benefits of particular actions do not fall to their agency. We have also seen the maturing of cross-government leadership roles in a variety of areas alongside ICT, and a greater understanding of the challenges and opportunities that face the New Zealand public sector.

⁶ ICT spans information management, technology infrastructure, and technology-enabled business processes and services.

Our achievements

From publication in June 2013 to the first update of the ICT Action Plan in December 2014, 57 of the original 107 actions had been completed. Progress can be shown to be consistent with OGP principles in a variety of ways:

- *Transparency, by:*
 - enabling government to systematically collect, manage, publish, share and leverage information. The focus is on value, customer-centric service delivery, and improving the quality and accessibility of online information to support transparency of government processes, innovative use of information and technology, and civic participation.
 - launching <http://www.govt.nz>. The Govt.nz site is an information source that makes it easy for people to find, access and use government information online. The site was a finalist in the “Promoting Whole-of-Government Approaches in the Information Age” category of the 2015 United Nations Public Service Awards⁷ and won the “Information” category of the Australia and New Zealand Internet Awards 2015⁸.
- *Citizen participation, by:*
 - supporting enhanced models for joined-up service delivery and information exchange, incorporating client and citizen needs
 - facilitating the use of common channels and standards to engage with and deepen public participation in government activities, for example see the [Government consultation listing](#) and the [good practice online engagement guidance](#)
 - establishing more mature security and privacy practices so that more information can be safely and securely used to deliver services.
- *Accountability, by:*
 - establishing the role of the Government Chief Privacy Officer, to work in close partnership with the Privacy Commissioner and other system stakeholders, and help agencies build trust and confidence in government handling of personal information
 - developing a Privacy Maturity Assessment Framework to help agencies assess their existing capability and implement appropriate improvements
 - setting up the system-wide ICT Assurance function and ICT Assurance frameworks to help agencies identify and manage ICT risks, and realise the benefits of their ICT investments
 - embedding a system-wide process for assessing cloud risk and connecting agencies to facilitate sharing of risk assessments
 - delivering new common capabilities (standardised ICT products and services for use by agencies) to deliver system-wide cost savings and make it easier for agencies to work together.
- *Technology and Innovation, by:*
 - promoting the innovative use of information and technology across government
 - setting policy direction, and standards for government information and technology
 - shaping the developing government ICT capacity
 - establishing and managing all-of-government ICT services
 - improving ICT investment management system-wide.

The ICT Strategy and Action Plan is one area where New Zealand government actively collaborates with industry and civil society to deliver citizen-focussed information-related

⁷ <https://webtoolkit.govt.nz/blog/2015/06/govt-nz-uk-2015-2016-2017-2018-2019-2020-2021-2022-2023-2024-2025-2026-2027-2028-2029-2030-2031-2032-2033-2034-2035-2036-2037-2038-2039-2040-2041-2042-2043-2044-2045-2046-2047-2048-2049-2050-2051-2052-2053-2054-2055-2056-2057-2058-2059-2060-2061-2062-2063-2064-2065-2066-2067-2068-2069-2070-2071-2072-2073-2074-2075-2076-2077-2078-2079-2080-2081-2082-2083-2084-2085-2086-2087-2088-2089-2090-2091-2092-2093-2094-2095-2096-2097-2098-2099-2100-2101-2102-2103-2104-2105-2106-2107-2108-2109-2110-2111-2112-2113-2114-2115-2116-2117-2118-2119-2120-2121-2122-2123-2124-2125-2126-2127-2128-2129-2130-2131-2132-2133-2134-2135-2136-2137-2138-2139-2140-2141-2142-2143-2144-2145-2146-2147-2148-2149-2150-2151-2152-2153-2154-2155-2156-2157-2158-2159-2160-2161-2162-2163-2164-2165-2166-2167-2168-2169-2170-2171-2172-2173-2174-2175-2176-2177-2178-2179-2180-2181-2182-2183-2184-2185-2186-2187-2188-2189-2190-2191-2192-2193-2194-2195-2196-2197-2198-2199-2200-2201-2202-2203-2204-2205-2206-2207-2208-2209-2210-2211-2212-2213-2214-2215-2216-2217-2218-2219-2220-2221-2222-2223-2224-2225-2226-2227-2228-2229-2230-2231-2232-2233-2234-2235-2236-2237-2238-2239-2240-2241-2242-2243-2244-2245-2246-2247-2248-2249-2250-2251-2252-2253-2254-2255-2256-2257-2258-2259-2260-2261-2262-2263-2264-2265-2266-2267-2268-2269-2270-2271-2272-2273-2274-2275-2276-2277-2278-2279-2280-2281-2282-2283-2284-2285-2286-2287-2288-2289-2290-2291-2292-2293-2294-2295-2296-2297-2298-2299-2300-2301-2302-2303-2304-2305-2306-2307-2308-2309-2310-2311-2312-2313-2314-2315-2316-2317-2318-2319-2320-2321-2322-2323-2324-2325-2326-2327-2328-2329-2330-2331-2332-2333-2334-2335-2336-2337-2338-2339-2340-2341-2342-2343-2344-2345-2346-2347-2348-2349-2350-2351-2352-2353-2354-2355-2356-2357-2358-2359-2360-2361-2362-2363-2364-2365-2366-2367-2368-2369-2370-2371-2372-2373-2374-2375-2376-2377-2378-2379-2380-2381-2382-2383-2384-2385-2386-2387-2388-2389-2390-2391-2392-2393-2394-2395-2396-2397-2398-2399-2400-2401-2402-2403-2404-2405-2406-2407-2408-2409-2410-2411-2412-2413-2414-2415-2416-2417-2418-2419-2420-2421-2422-2423-2424-2425-2426-2427-2428-2429-2430-2431-2432-2433-2434-2435-2436-2437-2438-2439-2440-2441-2442-2443-2444-2445-2446-2447-2448-2449-2450-2451-2452-2453-2454-2455-2456-2457-2458-2459-2460-2461-2462-2463-2464-2465-2466-2467-2468-2469-2470-2471-2472-2473-2474-2475-2476-2477-2478-2479-2480-2481-2482-2483-2484-2485-2486-2487-2488-2489-2490-2491-2492-2493-2494-2495-2496-2497-2498-2499-2500-2501-2502-2503-2504-2505-2506-2507-2508-2509-2510-2511-2512-2513-2514-2515-2516-2517-2518-2519-2520-2521-2522-2523-2524-2525-2526-2527-2528-2529-2530-2531-2532-2533-2534-2535-2536-2537-2538-2539-2540-2541-2542-2543-2544-2545-2546-2547-2548-2549-2550-2551-2552-2553-2554-2555-2556-2557-2558-2559-2560-2561-2562-2563-2564-2565-2566-2567-2568-2569-2570-2571-2572-2573-2574-2575-2576-2577-2578-2579-2580-2581-2582-2583-2584-2585-2586-2587-2588-2589-2590-2591-2592-2593-2594-2595-2596-2597-2598-2599-2600-2601-2602-2603-2604-2605-2606-2607-2608-2609-2610-2611-2612-2613-2614-2615-2616-2617-2618-2619-2620-2621-2622-2623-2624-2625-2626-2627-2628-2629-2630-2631-2632-2633-2634-2635-2636-2637-2638-2639-2640-2641-2642-2643-2644-2645-2646-2647-2648-2649-2650-2651-2652-2653-2654-2655-2656-2657-2658-2659-2660-2661-2662-2663-2664-2665-2666-2667-2668-2669-2670-2671-2672-2673-2674-2675-2676-2677-2678-2679-2680-2681-2682-2683-2684-2685-2686-2687-2688-2689-2690-2691-2692-2693-2694-2695-2696-2697-2698-2699-2700-2701-2702-2703-2704-2705-2706-2707-2708-2709-2710-2711-2712-2713-2714-2715-2716-2717-2718-2719-2720-2721-2722-2723-2724-2725-2726-2727-2728-2729-2730-2731-2732-2733-2734-2735-2736-2737-2738-2739-2740-2741-2742-2743-2744-2745-2746-2747-2748-2749-2750-2751-2752-2753-2754-2755-2756-2757-2758-2759-2760-2761-2762-2763-2764-2765-2766-2767-2768-2769-2770-2771-2772-2773-2774-2775-2776-2777-2778-2779-2780-2781-2782-2783-2784-2785-2786-2787-2788-2789-2790-2791-2792-2793-2794-2795-2796-2797-2798-2799-2800-2801-2802-2803-2804-2805-2806-2807-2808-2809-2810-2811-2812-2813-2814-2815-2816-2817-2818-2819-2820-2821-2822-2823-2824-2825-2826-2827-2828-2829-2830-2831-2832-2833-2834-2835-2836-2837-2838-2839-2840-2841-2842-2843-2844-2845-2846-2847-2848-2849-2850-2851-2852-2853-2854-2855-2856-2857-2858-2859-2860-2861-2862-2863-2864-2865-2866-2867-2868-2869-2870-2871-2872-2873-2874-2875-2876-2877-2878-2879-2880-2881-2882-2883-2884-2885-2886-2887-2888-2889-2890-2891-2892-2893-2894-2895-2896-2897-2898-2899-2900-2901-2902-2903-2904-2905-2906-2907-2908-2909-2910-2911-2912-2913-2914-2915-2916-2917-2918-2919-2920-2921-2922-2923-2924-2925-2926-2927-2928-2929-2930-2931-2932-2933-2934-2935-2936-2937-2938-2939-2940-2941-2942-2943-2944-2945-2946-2947-2948-2949-2950-2951-2952-2953-2954-2955-2956-2957-2958-2959-2960-2961-2962-2963-2964-2965-2966-2967-2968-2969-2970-2971-2972-2973-2974-2975-2976-2977-2978-2979-2980-2981-2982-2983-2984-2985-2986-2987-2988-2989-2990-2991-2992-2993-2994-2995-2996-2997-2998-2999-3000>

⁸ <http://www.internetawards.org.au/winners>

initiatives, such as the [Data Futures Partnership](#) and the [Open Government Information and Data Programme](#) (see the next section, Focus on Action Area 4).

In 2014, the ICT Action Plan was updated to reflect achievements to date and new emerging opportunities. The updated ICT Action Plan contains twelve Action Areas focused on how information and technology can support government business direction and strategy.

The GCIO is targeting new actions that will:

- support and accelerate agency business-led transformation through BPS Results
- drive greater collaboration and information-sharing and exchange across government, and with non-government organisations and industry, in support of better service
- help agencies work together to exploit opportunities, share capabilities and services, and overcome common challenges
- strengthen the system of assurance
- support New Zealand ICT industry development and innovation.

Next steps

One of the biggest opportunities available is to embrace the GCIO's new ICT Partnership Framework. This strong partnership arrangement brings together over fifty executives across government to achieve the goal of a single, coherent ICT ecosystem supporting radically transformed public services.

An ICT Strategic Leadership Group at chief executive level leads the ICT Partnership Framework to progress:

- Stewardship of the system – tackling persistent system issues such as funding, wall of obsolescence, new business models, and customer-centric services.
- Collective impact – collectively advising on the management of the Government's information and technology investment envelope and shaping this investment portfolio for maximum impact.
- Customer-centricity – supporting agencies to work across boundaries to enhance technology-enabled service delivery.
- Management of information – improving the collective understanding of dependencies that exist in government information management space, and supporting high impact data and information initiatives.

The Leadership Group is supported by four working groups, covering Service Innovation, Technology, Information, and Strategic Investment:

- The Service Innovation Group is advising on the linkages between citizen-centric service delivery and the role of ICT transformation across government.
- The Technology Group is identifying the strategic technology interventions required at a system level.
- The Information Group is advising from a system-wide perspective on how government can better unlock the value of the information it holds on behalf of citizens.
- The Strategic Investment group is taking a system-wide perspective of investment in information and technology. Each of these working groups is developing a work programme which, over time, will become the new ICT Action Plan.

The work of the ICT Strategic Investment Group is an example of a more open approach to major government infrastructure investment in New Zealand. The government’s recent Thirty Year New Zealand Infrastructure Plan is a wider example of inclusive government infrastructure planning, characterised by forward disclosure and ongoing engagement with stakeholders.⁹

Strategy review

Cabinet directed a mid-point review of the ICT Strategy which has been completed. Feedback was received from agency Chief Executives, business, technology, and information leaders, and ICT vendors. Stakeholders echoed a call to “be bold”, and have fewer actions targeted to business priorities. Suggestions for future strategy included the ability for it to evolve, without the need for a specific review period.

The reviewed ICT Strategy has now been —finalised after Cabinet approval, see: <https://www.ict.govt.nz/strategy-and-action-plan/strategy/>. The ambitions are bold and will require strong commitment and collaboration across government, and support of significant partners. Recent enhancements to leadership through the establishment of the ICT Partnership Framework will drive greater agency ownership of the system transformation required.

OGP principles and grand challenges in practice: Case study

The Government Online Engagement Service (GOES)	Participation, transparency, accountability, and increased public integrity
<p>Proposed under the first ICT Strategy and Action Plan (June 2013), GOES is a key enabler for fast-tracking the safe and trusted uptake of online engagement services by agencies and is reflected in the updated 2014 ICT Action Plan (actions 1.3 and 8.3. It supports the ICT Strategy and Action Plan objectives to improve business and public interaction online with government to develop policy, regulations and implementing services.</p> <p>This initiative is still in development, but, nevertheless, contributes to OGP principles and grand challenges. The Government intends to engage further on this initiative with key stakeholder groups (including civil society) to determine whether it may be introduced into an updated OGP Action Plan. The initiative is outlined below.</p> <p>A key element of the GOES initiative is to provide good practice guidance for Government agencies undertaking public engagement activities online in order to increase system-wide capability and make it easier for agencies to deliver greater openness and transparency. The Department of Internal Affairs has developed guidance to help Government agencies with planning, implementing and evaluating online public participation activities. The guidance, developed in collaboration with local and international experts in the stakeholder engagement field, is a comprehensive, easy-to-use handbook for agencies who want to engage with New Zealanders online. The guidance was launched in September 2015 and will be iteratively improved based on feedback from the online engagement community and GOES members.</p> <p>Next steps for the GOES initiative will involve assessing a number of online engagement pilots through the citizen entry point website Govt.nz with a view on future activity to formalise an all-of-government service. These pilots include consultation on the New Zealand’s OGP Action Plan (conducted for the State Services Commission) as well as the New Zealand Flag Consideration Project (conducted for the Department of the Prime Minister and Cabinet).</p> <p>GOES demonstrates OGP principles in creating a mechanism for enhanced citizen participation, supporting greater transparency and accountability in decision-making, and supporting enhanced public integrity.</p>	

⁹ See: <http://www.infrastructure.govt.nz/plan/2015development>

Focus on Action Area 4 of the Government ICT Strategy: Open by default

Commitment, Milestones and Lead Agency		
Commitment	Milestones	Lead agency
Focus on Action Area 4 of the Government ICT Strategy: Open by default.	To be implemented by June 2016	Land Information New Zealand (LINZ)

Background

LINZ hosts New Zealand's Open Government Information and Data Programme. This collaborative programme began in 2008. It makes public government-held information more widely available for people, communities, and businesses to re-use. In promoting open government information and data, the programme is a key tool in helping New Zealand maintain its strong history of open and transparent government. This programme is a key part of the ICT Strategy and Action Plan, leading significant work to ensure information is managed as an asset across government.

Evidence suggests that opening up government information for re-use has considerable and widespread benefits to government, industry and the public. At the same time, technological and cultural advances also make it cheaper and easier to reuse this data and information.

The programme is a collaboration involving users, the open data community, civil society, and Government agencies (the data suppliers). It provides guidance and advice to support agencies to manage and release their data and information for reuse.

In August 2011, the Government committed to actively release high value public data in New Zealand through the Declaration on Open and Transparent Government. The Government also released the New Zealand Data and Information Management Principles. These principles state that data and information must be open; protected (if personal, confidential or classified); trusted and authoritative; well managed; readily available; reasonably priced (with an expectation that it will be free where possible); and reusable. These policies are the key policy documents for the programme, together with the New Zealand Government Open Access and Licensing framework (NZGOAL), which encourages Government agencies to licence their copyright works for legal re-use using the international suite of Creative Commons licences.

Our achievements

New Zealand Government agencies have listed 3,442 open datasets as at 24 July 2015 on the directory www.data.govt.nz. Case studies demonstrate considerable uptake and data reuse by the public sector, civil society, and Government agencies.

This represents an increase of 37% over one year. While there is a steady increase in the volume of datasets released by New Zealand Government agencies, the true value of data release comes from the ability to share the data and make it available to third parties for re-use. While the number of open datasets released by agencies is a positive indicator of success, re-use of the data by external parties amplifies its true value.

Government agencies' knowledge of the benefits of their open data release has increased. Benefits include enabling independent monitoring of government services and reducing risk or increasing safety levels; increasing economic growth from generating or expanding new business; building marketable applications; and reducing resourcing or processing time. Agencies also identified further efficiencies which involved using other Government agencies' data to deliver more integrated business and services.

The Open Government Information and Data Programme’s methods are recognised globally as being effective. The success has been reflected in the latest rating on the 2015 Global Open Data Barometer. New Zealand is ranked 4th equal out of 86 countries on the Barometer which has a high international profile and contributes to New Zealand’s reputation as a trusted trading partner and a strong, democratic, open and transparent society.

Despite good progress and effective systems, further improvement is needed so that all high value public data may become more visible, and can be more extensively published in fully open formats.

Next steps

Further work is required to ensure all agencies apply an ‘open by default’ policy. Work to broaden the Open Government Information and Data Programme to the wider public sector is also underway. To date four Crown Research Institutes and the New Zealand Transport Agency (all agencies located outside the core public service) have committed to the programme. As local councils only joined the programme in late 2014, they are also at an early stage of open data readiness. The programme continues to learn from what works, and look for ways to accelerate and amplify results. Engagement with citizens, civil society and businesses is also being strengthened through a work programme which is directed at better understanding what users see as high value public data and working with agencies to encourage the release of that data in open formats. In particular, further outreach to various community and business organisations and the public is planned, building on existing outreach that has targeted:

- community development conferences
- the voluntary sector research forum
- affiliated industry groups
- open data and information events such as the recent GovHack 2015.

A public education programme is also underway.

OGP principles and grand challenges in practice: Case Studies

Land, Air, Water Aotearoa	Transparency, participation, and technology and innovation
<p>Land, Air, Water Aotearoa (LAWA) is a collaboration of organisations with a common aim of telling a story about our environment. Initially a partnership between New Zealand’s 16 regional and unitary councils, LAWA has grown to include the Cawthron Institute, which is an independent science institute, the Ministry for the Environment and Massey University together with support from a private family foundation known as the Tindall Foundation.</p> <p>Established to help local communities find the balance between using natural resources and maintaining their quality and availability, LAWA allows data collected by individual councils to be shared and compared.</p> <p>For the first time users can look at data for a site, catchment, region or the country in one place and in a standardised way through LAWA. Its uniqueness lies in its ability to allow users to learn about the state of New Zealand’s rivers and beaches.</p> <p>LAWA gives the public information about the state and trends for New Zealand’s national water resources, from local to national scale. This allows people to assess whether it is safe to swim or fish in the 350 beaches and 1,100 rivers around the country.</p> <p>LAWA’s data is used by the National Institute of Water and Atmospheric Research (NIWA), a Crown Research Institute, and other Crown Research Institutes for national studies and tools development. For example, NIWA is carrying out a two-year programme to develop an up-to-date regional flood</p>	

estimation tool for New Zealand, drawing together data from over 600 monitoring sites across the country.

LAWA demonstrates OGP principles by enabling local government and the private sector to partner with government in development of a key tool to transparently demonstrate the state of the local environment, better informing local people that use beaches and waterways, enabling further study, and informing local engagement and debate on resource allocation decisions.

Chief executive expenses, gifts and hospitality disclosures

Transparency and accountability, and increasing public integrity

Every year chief executives in the State services¹⁰ disclose their expenses, gifts and hospitality on their respective government agency websites, as well as listing the information in open formats on www.data.govt.nz. The State Services Commissioner launched the disclosure regime in 2010 to show New Zealanders that public funds are being spent judiciously, and that senior officials are modelling appropriate behaviours.

Now in its fifth year, the disclosure process has bedded in well, with all chief executives regularly publishing information and supporting the disclosure process, and demonstrates OGP principles relating to transparency and integrity in using public funds.

National Integrity System Assessment report

Commitment, Milestones and Lead Agency		
Commitment	Milestones	Lead agency
3. National Integrity System assessment report.	Consult and report back to Ministers in February 2015	State Services Commission

Background

The National Integrity System (NIS) Assessment is a comprehensive method of assessing a country’s national integrity systems against twelve pillars, developed by the international civil society organisation, Transparency International New Zealand (TINZ). The resulting report provides a view on and detailed analysis of national systems and efforts to strengthen integrity and prevent corruption. New Zealand’s NIS Assessment Report was published in late 2013 on Anti-Corruption Day.

Our achievements

Since New Zealand’s first OGP Action Plan was published, the State Services Commission has continued to work with TINZ to discuss and assess progress of the recommendations in the NIS Assessment Report. There are seven high level recommendations which are sub-divided into 58 further recommendations (see [Action Plan](#)).

Of the seven major recommendations in the report, several have been largely achieved or have seen significant progress:

Recommendation 1: Ratify the UN Convention against Corruption (UNCAC)

- This recommendation has been met with New Zealand ratifying UNCAC on 1 December 2015, following the recent enactment of the Organised Crime and Anti-corruption Legislation Bill. UNCAC is the first global instrument to address corruption in both the public and private spheres and requires States to criminalise a broad range of corrupt conduct, including both domestic and foreign bribery and related offences such as obstruction of justice, embezzlement of public funds and money laundering.

¹⁰ A grouping of agencies including the core legal Crown (State), and agencies within a degree of Ministerial control. It does not include legislative branch agencies, the judiciary, or local government.

Recommendation 2: Develop an Action Plan for the Open Government Partnership

- This recommendation was met when New Zealand joined the OGP with the launch of its first Action Plan in October 2014.

Recommendation 4: Strengthening Permanent Public Sector Integrity

- Work towards strengthening public sector integrity is underway. Government procurement and improving the quality of evidence-based policy advice are two areas which have been considerably strengthened in the last two to three years through a variety of measures. Anti-corruption training has been developed and delivered by representatives of government, business and civil society.

Recommendation 5: Improving Official Information Practices

- The OIA is a cornerstone of New Zealand government transparency. The Ombudsman has conducted a review of the OIA in 2015 and has presented a report to Government with recommendations to improve compliance.

Recommendation 7: Conduct further assessments/research to strengthen integrity system

- This recommendation is being addressed. Late in 2015 a major 3-year research project into Protected Disclosures and Whistleblowing, funded by the Australian Research Council, will start. This work on protected disclosures marks a significant starting point to meeting this recommendation.

More can be done, and the NIS Assessment Report will continue to influence future OGP Action Plans. Some of the recommendations that have not been as fully addressed include:

Recommendation 1: National Anti-Corruption Strategy

- While Cabinet has agreed that a New Zealand anti-corruption strategy is to be developed, a formal strategy is yet to be established.
- The progress of national strategy requires further consideration by Ministers. Because of resourcing implications there is a need to clarify agency roles and responsibilities, along with the opportunity to use a cross-government approach to strategy development, and to engage external stakeholders in the work.
- The Government has advanced a range of initiatives to strengthen anti-corruption measures and bring New Zealand into line with international best practice as part of New Zealand's UNCAC ratification.

Recommendation 6: The business community, the media and non-government organisations should take a more pro-active role in strengthening integrity systems through a range of initiatives including education and training for New Zealanders

- Work towards this recommendation is underway. The Civics and Media Project is an initiative of Victoria University of Wellington, the University of Auckland, New Zealand On Air, the Royal Society of New Zealand, the McGuinness Institute and the Ministry for Culture and Heritage.

- The purpose of the Civics and Media Project is to inform and encourage public discourse and engagement regarding civics and media, to inform the decisions by individuals, industry and institutions across society. Six agencies have joined together to examine whether citizens and communities have the news and information they need and want in a digital age and to evaluate what a well-informed, civically engaged New Zealand will look like in 2030.

Next steps

A report on progress was presented to the Minister of State Services in February 2015. This outlined progress made, and advised that further reporting will be provided with more detail on specific recommendations.

OGP principles and grand challenges in practice: Case study

NIS Assessment Report engagement	Participation, increasing public integrity, and more effectively managing public resources
<p>The NIS Assessment Report is a positive engagement between civil society and government, and is a commitment to foster greater openness and transparency in New Zealand. The State Services Commission’s engagement with TINZ represents a sustained effort to maintain good will and mutual understanding between civil society and government, as well as strengthen relationships amongst Government agencies. It is an iterative engagement process that seeks to enhance New Zealand’s reputation as a world leader in openness, transparency, and accountability.</p>	

The Kia Tūtahi (Standing Together) Relationship Accord

Commitment, Milestones and Lead Agency		
Commitment	Milestones	Lead agency
4. The Kia Tūtahi (Standing Together) Relationship Accord.	Review of progress of the Accord in 2015	Department of Internal Affairs

Background

The Kia Tūtahi Relationship Accord (the Accord) contributes to the OGP grand challenges and principles of increasing public integrity and supporting civic participation. The Accord was signed in 2011 and is a symbol of commitment between government and communities to collaboratively achieve outcomes. Its purpose is to support a shared vision where communities and government agree to build relationships based on a set of principles. Which are:

- we act in good faith
- we respect the Te Tiriti o Waitangi
- we have a collective responsibility to hear and respond to the voices of all
- our work together will be built on trust and mutual respect.

There are a number of Government agencies who champion the Accord including the Department of Internal Affairs; the Ministry of Social Development; the Ministry of Health; Sport New Zealand; Te Puni Kōkiri and the Ministry of Pacific Island Affairs.

Our achievements

The Department of Internal Affairs is conducting its first three yearly review of the Accord focusing on how communities are engaging with government. The review is assessing the current state-of-play of community - government engagement practices by collating examples

of initiatives that demonstrate what is working well, what can be improved, and sharing that information with New Zealanders. The review involved collecting information from a survey that was distributed to community organisations and Government agencies on 29 June 2015 for a four week period. The results were assessed by Hui E! and the Department of Internal Affairs. The Survey findings are now available on the Internal Affairs website: [http://www.dia.govt.nz/vwluResources/Review-of-Community-Government-Engagement-Practices_Sep-2015_pdf/\\$file/Review-of-Community-Government-Engagement-Practices_Sep-2015_pdf.pdf](http://www.dia.govt.nz/vwluResources/Review-of-Community-Government-Engagement-Practices_Sep-2015_pdf/$file/Review-of-Community-Government-Engagement-Practices_Sep-2015_pdf.pdf)

The findings of the Survey have indicated several key themes of what is working well. These include:

- open and honest communications
- collaboration
- partnership
- building trust and mutual respect
- funding
- transparency.

However, it is important to note that these examples have also been highlighted by some community organisations as areas that need improvement. This sends a strong message to government that if good community – government engagement practices are not implemented from the start of an initiative, it can be difficult to develop and maintain positive relationships. Therefore, building the capability of Government agencies to be able to effectively engage with communities, particularly in the establishment phase, is an ongoing commitment by the Government.

Next steps

The Department of Internal Affairs will continue to engage with the OGP Stakeholder Advisory Group and the championing agencies on the outcomes of the surveys to identify the next steps to addressing key challenges and opportunities to improve community-government engagement practices. The Department of Internal Affairs is to report to the Minister for the Community and Voluntary Sector on the outcomes of the surveys. The Accord’s review is an ongoing process, which the Department of Internal Affairs undertakes every three years.

OGP principles and grand challenges in practice: Case study

Hui E!	Citizen participation and increasing public integrity
<p>As part of the review, the Department of Internal Affairs is working closely with Hui E!, a not-for-profit umbrella organisation for the community and voluntary sector in New Zealand, using an online survey and face-to-face interviews to collect feedback from communities. This project builds on the longstanding relationship that Hui E! has had with the Department of Internal Affairs and showcases how collaboration, co-design and co-delivery can facilitate the OGP principles and grand challenges in practice.</p>	

4 Results of Consultation Undertaken and Next Steps

Feedback from the Stakeholder Advisory Group

Appendix three to this report provides a supporting statement from the Stakeholder Advisory Group.

Feedback from our stakeholders

New Zealand's consultation approach for its mid-term self-assessment report comprised two main elements.

First, specific engagement with a representative Stakeholder Advisory Group commenced in August 2015. This engagement involved:

- specific briefings for group members from each of the agencies responsible for delivery of Action Plan commitments
- consideration by the group of progress and feedback on what matters should be included in the draft self-assessment report
- circulation of the draft mid-term self-assessment report for consideration and comment.

As noted earlier, establishing the Stakeholder Advisory Group was a direct response to the stakeholder feedback we received when New Zealand's Action Plan was developed. This engagement will inform the development of future action plans, and self-assessments.

Second, a three-week period for public comment, through www.govt.nz, sought specific feedback on New Zealand's progress on its Action Plan commitments. This engagement tool allowed submitters to provide short free text entries on the Action Plan commitments as well as progress towards them.

The online engagement drew an initial set of 31 submissions. One of these submitters elected to provide a more detailed submission to New Zealand's webpage on the OGP website while another submitter provided a detailed submission to the State Services Commission's OGP mailbox.

This feedback was used to inform the development of a draft self-assessment report.

The feedback provided in the initial round of consultation can be summarised into the following themes:

- Submissions were universally of the view that greater openness/transparency was desirable.
- A large number of the submitters queried the Government's openness in light of the current negotiations for the Trans-Pacific Partnership Agreement. In terms of the relative importance of other issues raised, Government performance in terms of freedom of information and public record-keeping were noted by a number of submitters as the most important areas for improvement.
- Some submitters and commentators expressed concern about a lack of ambition in the Action Plan, in terms of the number of commitments, and also queried the inclusion of the BPS Results programme and ICT Strategy and Action Plan in the first Action Plan. They consider their inclusion to be insufficiently ambitious, given that they are existing programmes, although they acknowledged that the overall programmes and their component parts will contribute to OGP grand challenges and principles.

- One submitter noted that OGP Action Plans can change mid-cycle, and called for the this mid-term self-assessment process to result in more specific Action Plan commitments, either in the next Action Plan or by amendment to the current Action Plan. Submitters provided specific detailed recommendations on matters that could be included in this or future action plans.
- Some submitters expressed concern about the processes of consultation relating to both the development of the Action Plan and this mid-term self-assessment report, and one specifically stated that provision of a copy of the draft report itself was required and would have facilitated greater feedback. Specific feedback was received on the nature of the consultation tool provided (requiring people to break up their feedback). One queried the information processes underway around the Stakeholder Advisory Group, and sought speedier and greater release of documents associated with that process.

Subsequent to the first round of submissions, a large number of digital website responses were received on the Trans Pacific Partnership Agreement (TPPA). The respondents voiced concern with the confidential nature of TPPA negotiations and asserted that these negotiations were not consistent with New Zealand's approach to open government.

With the subsequent release of New Zealand's draft mid-term self-assessment report a second round of submissions was received. These submissions generally reflected earlier themes that queried:

- the ambition and appropriateness of what was included in New Zealand's action plan
- New Zealand use of existing government reform programme as the means for demonstrating progress
- the extent and breadth of community and civil society engagement in developing the New Zealand Action Plan.

The government will develop a refined set of OGP commitments, and seek to incorporate lessons learnt from New Zealand's first year of OGP country membership and stakeholder feedback. The details of OGP related submissions have been published on the State Services Commission's [OGP webpage](#), with online submissions also referenced at www.govt.nz.

Next steps for New Zealand

Work to progress all of the Action Plan areas will continue. Success in these programmes should lead to system-wide changes that will make our Government more open, accountable and responsive.

New Zealand will also work with its Stakeholder Advisory Group, Government agency leads, and other stakeholders to review and refine New Zealand's first Action Plan and develop and establish our second Action Plan.

The lessons we have learnt from developing our first Action Plan and preparing this self-assessment will be carried forward and implemented. Specifically, in our various OGP processes we have experienced:

- tight development time obligations
- limited levels of public engagement
- high internal costs associated with co-ordinating multiple departments' responses to meet OGP process and reporting requirements

- a lack of clarity and consistency between OGP support unit advice on member obligations, and the OGP's independent review mechanism advice.

Looking ahead to future processes, we will need to work with our Stakeholder Advisory Group to:

- develop a robust evaluation framework for assessment of progress to reflect New Zealand's OGP Action Plan initiatives
- refine channels (including public engagement through Group members) to facilitate public feedback on OGP processes and encourage engagement
- develop a new Action Plan of Open Government initiatives with more direct programme coherence, and consider internal governance of our OGP processes in light of the distributed nature of the various initiatives
- consider and respond to the feedback from stakeholders to ensure that future action plans are appropriately ambitious, demonstrate impact, and are reflective of the wider views and interests of New Zealand communities.

5 Conclusion

Overall, this self-assessment report shows significant progress against New Zealand's Action Plan commitments, and reflects New Zealand's ongoing commitment to the values enshrined in the OGP – values that are central to New Zealand's culture and the culture of its public services. But as we also reflected in our Action Plan, we know we cannot rest on our laurels, and must continue to strive to build upon our existing frameworks to enhance openness in government.

New Zealand's Action Plan contains commitments that are ongoing, multi-faceted, ambitious and transformative in impact – and this is appropriate given the position from which we are building. It means that our first mid-term self-assessment report can only reflect a fraction of the complexity and scale of each of these projects. There is a complex and rich story behind each of the commitments and this report captures a snapshot of some of this complexity and some of the highlights and challenges of our OGP journey.

Our stakeholders, including the Stakeholder Advisory Group that we have drawn together to assist and challenge us through this process, push us to be more ambitious – to include more actions in our Action Plan, to allocate more resources in pursuit of greater openness and transparency and to improve the way we engage with New Zealanders in developing government policy. Their level of ambition, and their strong desire that New Zealand be vigilant and continue to develop openness, is appropriate and welcome.

We are encouraged by our engagement with the recently established OGP Stakeholder Advisory Group, in New Zealand, and look forward to further close engagement on the development of New Zealand's new Open Government Partnership commitments.

6 Appendices

Appendix One: OGP Declaration and Articles of Governance definitions:

OGP definitions relevant to New Zealand's National Action Plan are as follows:

OGP principles:

- **Transparency:** This includes publication of all government-held information (as opposed to only information on government activities); proactive or reactive releases of information; mechanisms to strengthen the right to information; and open access to government information.
- **Public Accountability:** Rules, regulations, and mechanisms in place call upon government actors to justify their actions, act upon criticisms or requirements made of them, and accept responsibility for failure to perform with respect to laws or commitments.
- **Citizen Participation:** Governments seek to mobilize citizens to engage in a dialogue on government policies or programs, provide input or feedback, and make contributions that lead to more responsive, innovative and effective governance.
- **Technology and Innovation for Transparency and Accountability:** Governments embrace the importance of providing citizens with open access to technology, the role of new technologies in driving innovation, and increasing the capacity of citizens to use technology.

OGP grand challenges are defined as:

1. **Improving Public Services** – measures that address the full spectrum of citizen services including health, education, criminal justice, water, electricity, telecommunications, and any other relevant service areas by fostering public service improvement or private sector innovation.
2. **Increasing Public Integrity** – measures that address corruption and public ethics, access to information, campaign finance reform, and media and civil society freedom.
3. **More Effectively Managing Public Resources** – measures that address budgets, procurement, natural resources, and foreign assistance.

Source: OGP Articles of Governance pages 17 and 18.

Appendix Two: Stakeholder Advisory Group member biographies

Fuimaono Tuiasau (Chair)



Fuimaono Tuiasau is an independent consultant to NGOs and small businesses. He is well-connected with the Pasifika community and is based in Auckland. He has experience in the public sector including working for the Ministry for Pacific Island Affairs and the Ministry of Justice, as well as private sector experience as a lawyer for many years. A Director of many NGOs, he is also a current Director of Transparency International New Zealand and attended the OGP Asia Pacific Regional Conference held in Bali in 2014 and the Philippines in 2015.

Professor Miriam Lips (Deputy Chair)



Professor Miriam Lips at Victoria University of Wellington's School of Government is the inaugural chair of e-government at the University, with extensive academic experience around the impact and implications of using digital technologies in citizen-government relationships. She works closely with the Department of Internal Affairs and Wellington City Council on using social media for effective public engagement. She is a member of the Data Futures Forum and is currently co-hosting a community of practice on online engagement together with DIA. She brings strong practical connections to Result 10 of the BPS Results programme as well as the Government ICT Strategy and Action Plan to 2017.

Dave Henderson



Dave Henderson is manager of external relations at Hui E! Community Aotearoa (previously known as ANGOA) the umbrella group for the community and voluntary sector in New Zealand. He was coordinator of ANGOA for 10 years and is chair of Kidney Health New Zealand. He was formerly Secretary General of Rehabilitation International, a global civil society organisation working closely with the UN. He is also involved with the CIVICUS world alliance for civic participation, chairing its Affinity Group of National Associations.

Colin James



Colin James is a columnist and free-lance journalist with over 40 years in political journalism and an interest in access to government information. He is also a senior associate with Victoria University of Wellington's think tank the Institute of Governance and Policy Studies (IGPS). He has contributed to the Land and Water Forum and as a result appreciates the importance of collaborative governance.

Associate Professor Michael Macaulay



Michael Macaulay is Associate Professor in Public Management at Victoria University of Wellington's School of Government as well as director of the IGPS. Since coming to New Zealand he has worked closely with the State Services Commission and other agencies on a range of initiatives including work towards the Integrity Strategy and Roadmap as well as co-hosting public events with the State Services Commission on the OGP. In 2014 he attended the OGP Bali event in a voluntary capacity. He has also worked with Transparency International New Zealand.

Karaitiana Taiuru



Karaitiana Taiuru is a digital Indigenous philosopher and governance practitioner with over 30 years in the ICT industry. His primary focuses are now on digital data: digital intellectual property rights from an indigenous perspective and how the masses of data sorted by organisations can be used to enhance and empower Māori and ultimately Aotearoa New Zealand society.

Appendix Three: Stakeholder Advisory Group Feedback

September 2015

Dear Ian Rennie
State Services Commissioner
Wellington
NEW ZEALAND

Stakeholder Advisory Group response to the OGP New Zealand Action Plan and Mid Term Self-Assessment Report September 2015

E ngā mana, e ngā reo, e rau rangatira mā, Tēnā koutou katoa
Ka nui te tangi me te mihi ki a rātou te hunga mate kua whetūrangitia,
e te ringa ki ō tīpuna Haere koutou, okioki atu. Haere, haere, haere
Ka hoki ora mai ki a tātou te hunga ora, kia kaha, kia māia, kia manawanui
Whāia te iti kahurangi, ki te tuohu koe me he maunga teitei
Ka nui te mihi o te ngākau kia koe ma katoa te hunga e mahi

*All authorities, all voices, all the many alliances and affiliations, greetings to you all
We still mourn for those who have passed on,
May they rest in the arms of their ancestors, Rest well. Farewell
We turn to greet the living: be strong, be brave, and be stout hearted
Pursue excellence, and if you bow, may it be to a lofty mountain
Heartfelt greetings to you and all those who serve.*

This letter provides the Stakeholder Advisory Group views about the Open Government Partnership New Zealand Action Plan 2014- 2016, the Mid Term Self-Assessment Report September 2015, and the Stakeholder Advisory Group recent engagements with officials and New Zealand's OGP processes.

More importantly the Stakeholder Advisory Group wishes to openly express its strong commitment to providing leadership and guidance for the OGP work ahead to build open and transparent government working closely with its citizens.

The Stakeholder Advisory Group was set up in late July 2015 to provide government advice on the OGP New Zealand Action Plan 2014 – 2016. The Stakeholder Advisory Group has held useful briefing meetings with the NZ OGP Secretariat and with the government agency representatives whom are reporting back on the progress of their commitments under the NZ Open Government Partnership Action Plan October 2014 – 2016 and for the Mid Term Self-Assessment Report September 2015.

Because of the brevity of time since the Stakeholder Advisory Group was formed, it is not been able to provide collective detailed comments on the particulars of the actions.

The positive future

However, the Stakeholder Advisory Group looks forward to providing practical advice and leadership in the preparation of the new OGP New Zealand Action Plan July 2016 to be transformational and to ensure civil society is actively engaged. The Stakeholder Advisory Group will give much needed and closer consideration to the importance of Te Tiriti o Waitangi in the new action plan.

The Stakeholder Advisory Group looks forward to working with officials and civil society to collaborate and co-create OGP New Zealand's ambitious and transformational OGP programmes and initiatives.

Rite titiro tatou ki te heke mai, respectfully yours

Fuimaono Tuiasau
Chair
Open Government Partnership New Zealand Stakeholder Advisory Group
fuimaonotuiasau@rocketmail.com, 0272 490 476 New Zealand

Annex 1: Open Government Partnership (OGP) – Self Assessment Report, New Zealand

For the period to 31 August 2015

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|--|--------------------------------|---------------|
| 1. <u>Better Public Services Results</u> | State Services Commission | Pages 31 – 40 |
| 2. <u>Government ICT Strategy</u> | Department of Internal Affairs | Pages 41 – 42 |
| 3. <u>National Integrity System</u> | State Services Commission | Page 43 – 44 |
| 4. <u>Kia Tūtahi (Standing Together) Relationship Accord</u> | Department of Internal Affairs | Page 45 |

1 Better Public Services Results

- [Reducing long-term welfare dependence](#)
- [Supporting vulnerable children](#)
- [Boosting Skills and employment](#)
- [Reducing Crime](#)
- [Improving interaction with government](#)

Lead Implementing agency	State Services Commission
Responsible person from implementing agency	Ross Boyd
Title, Department	Principal Analyst, Performance Hub
Email	ross.boyd@ssc.govt.nz
Phone	+64 4 495 6650
Name and number of the commitment	<i>Reducing long-term welfare dependence</i>
Main Objective	Result one: Reduce the number of people who have been on a working age benefit for more than 12 months
Commitment Description	By June 2018, reduce the number of people receiving main benefits by 25%; and reduce the long-term cost of benefit dependence (as measured by an estimated accumulated actuarial release) by \$13 billion.
Relevance	OGP principles: transparency, accountability, and participation OGP grand challenges: improving public services, increasing public integrity, and more effectively managing public resources
Ambition	This Result, particularly the revised target, demonstrates ambitiousness and is a significant challenge for the social sector that requires greater collaboration between Government agencies. The diversity of the population (clients seeking welfare assistance) will mean that reaching the target within the current fiscal context will require more than simply increasing levels of case management. It will require more targeted and different mixes of services from across government and more matched labour market opportunities for clients. It will also require active participation and support from employers, along with a stronger focus on improving clients' work-readiness. Work towards the new target involves a cross agency approach by the Ministries of Health; Education; Business Innovation and Employment; and Social Development; the Department of Corrections, NZ Police, and the Accident Compensation Corporation.

Completion level	Not started	Limited	Substantial	Completed
Description			<p><i>There is significant progress towards goal achievement.</i></p> <p>The investments made in supporting sole parents and youth into employment are achieving strong results.</p> <p>Overall benefit numbers continue to fall. In the 12 months to March 2015, the number of main benefit recipients decreased by 11,060 or 4%. This decrease was largely driven by decreases in Sole Parent Support and Jobseeker Support numbers. In the 12 months to March 2015, the number of people receiving a Jobseeker Support benefit for more than 12 months reduced by 5.9 percent, a decrease of 3,005 people.</p> <p>The New Zealand Government has been improving the targeting and effectiveness of public services that support the transition to employment through this BPS result. Setting and reporting on this result is driving policy and service reform. New Zealand is:</p> <ul style="list-style-type: none"> • working with a wider range of clients to break the patterns of welfare dependence • investing resources more smartly to get better results, through use of actuarial measures that assess the impact interventions on welfare dependence and liabilities • improving models of service delivery. <p>http://www.ssc.govt.nz/bps-reducing-dependence</p>	
Name and number of the commitment	<i>Supporting vulnerable children</i>			
Main Objective	Result two: Increase participation in early childhood education			
Commitment Description	In 2016, 98% of children starting school will have participated in quality early childhood education.			
Relevance	OGP principles: transparency, accountability, and participation OGP grand challenges: improving public services, increasing public integrity and more effectively managing public resources			
Ambition	Early Childhood Education participation rates have been increasing steadily since 2012. Over the past 18 months the rate of increase has slowed down, with the rate remaining around 96% since March 2014. Much of the progress has come from targeting Māori, Pasifika and low income communities which had the largest number of non-participation rates. Being able to achieve further success will now depend on successfully engaging with the hardest to reach families who are least likely to engage in Early Childhood Education but most likely to benefit from it. To improve participation rates with the hardest to reach groups, the Ministry of Education is intensifying its engagement activities with priority communities in order to reach the 98% target in 2016.			

Completion level	Not started	Limited	Substantial	Completed
Description			<p><i>There is significant progress towards goal achievement.</i></p> <p>The early childhood education prior-participation rate was 96.1% for the 12 months to March 2015. This was up by 0.2 percentage points from 95.9% for the previous year. The final 2% is the biggest challenge, as this represents the hardest to reach children, who are least likely to engage in ECE but most likely to benefit from it.</p> <p><i>A focus on high priority communities:</i></p> <p>The Ministry of Education is continuing to intensify its engagement with priority communities to reach the target, and is strengthening existing partnerships with iwi, Māori or kaupapa Māori organisations, Pasifika church communities and organisations.</p> <p>https://www.ssc.govt.nz/bps-supporting-vulnerable-children#result2</p>	
Main Objective	Result three: Increase infant immunisation rates and reduce the incidence of rheumatic fever			
Commitment Description	<p>1) Increase infant immunisation rates so that 95% of eight-month olds are fully immunised by December 2014 and maintain this through to July 2017.</p> <p>2) Reduce the incidence of rheumatic fever by two thirds to 1.4 cases per 100,000 people by 2017.</p>			
Relevance	<p>OGP principles: transparency, accountability, and participation.</p> <p>OGP grand challenges: improving public services, increasing public integrity and more effectively managing public resources</p>			
Ambition	<p>In the quarter ending March 2015, 92.9% of eight month olds were fully vaccinated (a small drop from 93.5% at the end of December 2014). The last 2% of children will be the hardest to reach due to cultural, social, financial or other barriers to accessing primary care. 95% of 12 month olds were fully immunised at this point. This suggests the target can be reached with more support for timely immunisation. The Ministry of Health is also undertaking further work to investigate the reasons why some parents choose to decline vaccinating their children, as this group of parents is having a significant impact on reaching the target.</p> <p>Recent data collection for the rheumatic fever target has shown an increase in rates of rheumatic fever hospitalisations but the two most recent data collection points have shown a decline. A third data collection would confirm whether the rheumatic fever programme has “turned the corner”.</p>			

Completion level	Not started	Limited	Substantial	Completed
Description			<p><i>Immunisation goal achievement is on track.</i></p> <p>There has been significant success with a rising trend in immunisation levels in recent years towards the target. The cause of a recent small drop in immunisation is being reviewed. This will inform increased targeting of awareness raising measures to specific populations and parent groups.</p> <p><i>Rheumatic fever:</i></p> <p>New Zealand has demonstrated some progress in reducing the incidence of Rheumatic fever with target groups. But there are many causal factors. The New Zealand healthy homes initiative is being expanded to target living conditions that contribute to incidence.</p> <p>http://www.ssc.govt.nz/bps-supporting-vulnerable-children#rheumatic</p>	
Main Objective	Result four: Reduce the number of assaults on children			
Commitment Description	The 10 year rise in children experiencing physical abuse will be halted and current numbers reduced by 5% in 2017.			
Relevance	<p>OGP principles: transparency, accountability</p> <p>OGP grand challenges: improving public services, increasing public integrity, more effectively managing public resources</p>			
Ambition	<p>This Result Area is not on track to achieve the target though there is a flattened trend since 2012 for counts of substantiated physical abuse which is continuing. In the 12 months to March 2015, 3,144 children experienced substantiated physical abuse, a 1.1% increase on the year to March 2014 (3,111). Going forward, the focus will be on sustaining better results in the longer term and addressing the causes of child maltreatment. New key actions to support Result 4 include continuing to roll out Children's Teams (these teams bring together professionals, practitioners and non-government organisations from across a range of sectors to address the needs of vulnerable children and their families); running a pilot of a Vulnerable Kids Information System and Vulnerable Children's Hub in the Hamilton Children's Team; implementing amendments to the Children, Young Persons and their Families Act 1989 and a robust independent review of the structure, systems and resources needed to improve the outcomes for children at Child, Youth and Family (a service at the Ministry of Social Development).</p>			

Completion level	Not started	Limited	Substantial	Completed
Description			<p><i>There is a flattened trend but progress towards the target has proved challenging and it is not on track.</i></p> <p>The current focus of actions is better:</p> <ul style="list-style-type: none"> • screening and needs assessment for vulnerable children • enabling frontline workers and communities to communicate concerns about children • information sharing to identify and understand who our vulnerable children are and how best the help them. <p>Review findings of the Children Youth and Families Service are to be published later in 2015. These findings will present views on how to improve outcomes for children and will influence how New Zealand may better target and direct initiatives to improve the safety of children at risk.</p> <p>A Social Sector Taskforce is developing a social sector investment framework covering the Justice, Child Protection Welfare and Health, and Education sectors that will in assist in cross sector coordination and better directing resources to reduce harm.</p> <p>http://www.ssc.govt.nz/bps-supporting-vulnerable-children#result4</p>	
Name and number of the commitment	<i>Boosting skills and employment</i>			
Main Objective	Result five: Increase the proportion of 18-years old with National Certificate of Educational Achievement (NCEA) Level 2 or equivalent qualification			
Commitment Description	85% of 18 year olds will have achieved NCEA Level 2 or an equivalent qualification in 2017			
Relevance	<p>OGP principles: transparency, accountability and participation</p> <p>OGP grand challenges: Improving public services, increasing public integrity and more effectively managing public resources.</p>			
Ambition	<p>The 2014 NCEA Level 2 achievement result for all 18-year olds is 81.2%. This represents a 6.8 percentage point increase since 2011 and is on track to achieve the 85% target by 2017. However, the benefits need to reach across the whole population, particularly Māori and Pasifika, and these groups are not on track to achieve the target. Gaining 85% NCEA Level 2 qualifications for Māori and Pasifika students requires reconnecting young people not in employment, education or training (NEET) into learning programmes; and increasing the retention, engagement and achievement of Māori and Pasifika students in schools. The Ministry of Education is combining the efforts of secondary and tertiary education providers with a multi-agency intervention called Count Me In, involving Ministry of Social Development, Justice sector agencies, Te Puni Kokiri, the Ministry of Pacific Island Affairs and iwi to improve education outcomes for and with Māori and Pasifika.</p>			

Completion level	Not started	Limited	Substantial	Completed
Description			<p><i>New Zealand is on track to achieving the target.</i></p> <p>New programmes focusing on supporting student retention and achievement are delivering:</p> <ul style="list-style-type: none"> • improved learning outcomes for students providing greater choice and opportunities to progress to further education, training and employment • greater curriculum choice and delivery that is relevant to students and responsive to the labour market • better parent, whanau (family), iwi (tribe) and local community involvement in supporting student achievement and engagement. • accelerated NCEA Level 2 success for Māori and Pasifika students • more education options that are better connected with employers. <p>https://www.ssc.govt.nz/bps-boosting-skills-employment</p>	
Main Objective	Result six: Increase the number of 24 to 35 year-olds with advanced trade qualifications, diplomas and degrees (at Level 4 or above)			
Commitment Description	60% of 25-34 year olds will have a qualification at Level 4 or above by 2018			
Relevance	<p>OGP principles: transparency, accountability and participation</p> <p>OGP grand challenges: Improving public services, increasing public integrity and more effectively managing public resources.</p>			
Ambition	<p>As the number of young people achieving NCEA Level 2 continues to improve, there is a need to focus on progression for young people into NCEA Level 3 and further education at Level 4 and above. Progression into Level 4 or higher study by 19 year olds has remained steady at 48% over 2010-2014. The Ministry of Education is looking to address system issues to ensure schools and tertiary education providers have progression pathways linked to industry needs, and approaches to support more young people transition into study at Level 4 and above, and into careers.</p> <p>Progress towards the Result 6 target has steadied over the past year, with 54.2% of 25-34 year olds with a qualification at Level 4 or above in the year to March 2015. The tertiary education system is supporting more young people to complete qualifications at Level 4 or above, and gains have been higher for Māori and Pasifika young people. To support increases in the skilled workforce, study opportunities in high demand areas such as engineering and trades are being promoted and expanded, and information on graduate employment outcomes is being made more accessible to inform study decisions.</p> <p>Given the Result 6 target relates to the workforce aged 25-34 years, the effects of net migration will provide some uncertainty around future progress towards the target, especially at its current record highs. Changes to the skill mix of inward and outward migration of New Zealand residents and immigrants will have different impacts on the proportion of young people with Level 4 and above qualifications. Recent high net migration does not seem to have impacted on Result 6 over the past year.</p>			

Completion level	Not started	Limited	Substantial	Completed
Description			<p><i>New Zealand is making good progress toward achieving a revised ambitious target in 2018.</i></p> <p>Progress is supported by:</p> <ul style="list-style-type: none"> • providing better information to students on the salary and employment outcomes of study to inform students' study and career choices, such as through Occupation Outlook smartphone app • improving the New Zealand careers system in terms of information, advice and guidance provided • expanding and improving apprenticeships, through the Māori and Pasifika Trades Training programme and the provision of additional funding and an increasing number of trade and apprenticeship places across the New Zealand system. <p>http://www.ssc.govt.nz/bps-boosting-skills-employment#result6</p>	
Name and number of the commitment	<i>Reducing Crime</i>			
Main Objective	Result seven: Reduce the rate of total crime, violent crime and youth crime			
Commitment Description	By June 2017, reduce the violent crime rate by 20% and reduce the youth crime rate by 25%; by 2018 reduce the total crime rate by 20%.			
Relevance	<p>OGP principles: transparency, accountability and participation</p> <p>OGP grand challenges: Improving public services, increasing public integrity and more effectively managing public resources.</p>			
Ambition	<p>This Result area is on track to achieve its reset target by June 2018. However, the violent crime measure has increased slightly over the past three quarters. Initial analysis suggests that the increase in violent crime may be due to an increase in reported family violence. As the government improves its response to family violence and reduced victimisation, it is likely that a greater proportion of family violence will be reported, creating upward pressure on the violent crime measure. Over the long term, as the sector develops more effective ways to address family violence, actual incidence of family violence should decrease.</p> <p>The Minister of Justice is leading a package of initiatives to address family violence, including establishing National Home Safety Service that will help up to 400 victims of family violence and allow 600 children to remain safer in their own homes (to begin on 1 July 2015); improve information sharing between family violence cases that span the family and civil jurisdictions through new rules and regulations; and reviewing the legislation that underpins the response to family violence with a discussion document for public consultation. This work also complements a package of initiatives led by the Minister of Social Development.</p>			

Completion level	Not started	Limited	Substantial	Completed
Description			<p><i>New Zealand is broadly on track to achieving this goal.</i></p> <p>Contributing initiatives include:</p> <ul style="list-style-type: none"> • A justice sector focus on keeping victims safe through the <i>Stronger Response to Family Violence</i> work programme. Through this programme New Zealand is: <ul style="list-style-type: none"> ○ increasing the safety of victims by trialling updated victim safety alarms and expanding the National Home Safety Service ○ developing a Victim’s Code to better outline victims’ rights, available services, and the obligations of the New Zealand justice sector when dealing with victims ○ enhancing police service training so that officers may keep more victims safe and reduce repeat victimisation. • Improving effective information sharing between social sector, family and welfare and justice agencies to provide more accurate and complete information to judges to better support judicial decisions. • In addition, work is underway to improve the information flow between family and criminal jurisdictions. <p>https://www.ssc.govt.nz/bps-reducing-crime#result7</p>	
Main Objective	Result eight: Reduce reoffending			
Commitment Description	Reduce the re-offending rate by 25% by 2017.			
Relevance	OGP principles: transparency, accountability and participation OGP grand challenges: Improving public services, increasing public integrity and more effectively managing public resources.			
Ambition	This target may not now be met. The positive results that have been achieved in reducing reoffending are becoming harder to sustain. Analysis has shown the reoffending rate, which measures the “churn” of offenders through the system, is currently not indicating progress; however, the actual number of reoffenders each year has been steadily decreasing since 2011. This means that Corrections is left with a smaller, more difficult cohort of offenders who have a greater propensity to reoffend. To respond, the Department of Corrections has put into place a range of additional programmes and interventions to target this group. These interventions include significantly expanding short-term rehabilitation programmes across prisoners serving shorter sentences; intensifying delivery of employment and living skills courses to offenders on Community Work sentences; increasing brief drug and alcohol interventions to those offenders with an identified need; and contacting recently released short-term and community-based offenders to ensure their recovery is progressing smoothly and on track. Further progress is expected, but some of the benefits of these initiatives will be realised over a longer period of time than the target date of June 2017.			

Completion level	Not started	Limited	Substantial	Completed
Description			<p><i>Substantial progress, but this target may not now be met.</i></p> <p>Education, training, employment, rehabilitation and re-integration services for offenders have been expanded or newly introduced, targeted to those offenders that have poorer recidivism rates.</p> <p>http://www.ssc.govt.nz/bps-reducing-crime#result8</p>	
Name and number of the commitment	<i>Improving interaction with government</i>			
Main Objective	Result nine: New Zealand businesses have a one-stop online shop for all government advice they need to run and grow their business			
Commitment Description	Business costs from dealing with government will reduce by 25% by 2017, through a year-on-year reduction in effort required to work with agencies. Government services to business will have similar key performance ratings as leading private sector firms by July 2017, and businesses will be able to contribute to this through an online feedback system from July 2013			
Relevance	<p>OGP principles: transparency, accountability and participation, technology and innovation</p> <p>OGP grand challenges: Improving public services, increasing public integrity and more effectively managing public resources.</p>			
Ambition	Indicator data for target achievement has improved over the past two quarters, with the current indexed Government score representing a 16% drop in effort since the baseline survey in 2012. This downward trend in effort required to deal with government is positive but achieving the target remains dependent on successful implementation of a portfolio of key change initiatives. An example is the New Zealand Business Number (NZBN) project which includes the involvement of business intermediaries such as Xero and MYOB to create new service offerings for business, on the back of access to business information within the NZBN directory.			
Completion level	Not started	Limited	Substantial	Completed
Description			<p><i>Indicator data for achieving the Result 9 targets has improved.</i></p> <p>Achieving the target still remains dependent on the successful implementation of a portfolio of key change initiatives.</p> <p>http://www.ssc.govt.nz/bps-interaction-with-govt#result9</p>	

Lead Implementing agency	Department of Internal Affairs			
Responsible person from implementing agency	Logan Fenwick			
Title, Department	Senior Advisor to Programme Change Manager, Digital Transformation			
Email	Result10@dia.govt.nz			
Phone	+64 4 495 7200			
Name and number of the commitment	Focus on Result 10 of the Better Public Service Results: New Zealanders can complete their transactions with the government easily in a digital environment.			
Main Objective	Result ten: To make it easier for New Zealanders to transact with Government in a digital environment.			
Commitment Description	An average of 70% of New Zealand's most common transactions will be completed in a digital environment by 2017.			
Relevance	OGP principles: transparency, accountability, participation, technology and innovation OGP grand challenges: Improving public services, increasing public integrity and more effectively managing public resources.			
Ambition	This Result area is on track to achieve its targets by June 2017 but may require further refinement this year. The Government is reviewing the Result 10 programme to build on existing achievements and focus on greater integration of services to enhance the customer and citizen service experience with government. This is likely to result in more qualitative goals directed at improving the customer and citizen experience of New Zealand public services, and wider agency alignment to these goals.			
Completion level	Not started	Limited	Substantial	Completed
Description			<p><i>This programme is achieving its BPS targets.</i></p> <p>The 2014/15 average digital uptake across the ten indicator transactions increased on the previous year but was behind the projected rate. Refreshed projections in June 2015 forecast the digital uptake to exceed the 70 per cent target in the July – December 2017 period.</p> <p>http://www.ssc.govt.nz/bps-interaction-with-govt#result10</p>	
End Date	Target dates vary, and are set out above for each result area			
Next Steps	Next steps are described in the broader report.			
Additional Information				

2 Government ICT Strategy

- [ICT Strategy and Action Plan to 2017](#)
- [Action 13 / Action Area 4](#)

Lead Implementing agency	Department of Internal Affairs			
Responsible person from implementing agency	Mike Smith			
Title, Department	Manager, All of Government Strategy, Planning and Investment			
Email	gcio@dia.govt.nz			
Phone	+64 4 495 7200			
Name and number of the commitment	Commitment 2 – Government ICT Strategy and Action Plan to 2017			
Main Objective	Achieve a single, coherent ICT Ecosystem supporting radically transformed Public Services			
Commitment Description	The intent of the <i>Government ICT Strategy and Action Plan to 2017</i> is to remove system barriers, enabling agencies to more effectively embrace the principles of OGP and overcome the OGP grand challenges.			
Relevance	Refer to Part A for a description of the ICT Strategy and Action Plan's enhancement of OGP principles.			
Ambition	ICT is not just about technology – it is about the ways in which information and technology are used to deliver better services and enhance trust and confidence in government.			
Completion level	Not started	Limited	Substantial	Completed
			From publication in June 2013 to the first update to the Action Plan in December 2014, 57 of the original 107 actions have been completed. A further 20 are in progress and 12 actions are yet to start. Of the remaining actions, nine are being delivered outside of the Action Plan and have been removed from scope, while another nine actions have been removed to reflect external progress or changing priorities. Refer to the broader report for a detailed description of progress, examples and case studies.	
End Date	The original ICT Strategy and Action Plan included four years of actions to 2017, but has been reviewed and refined in 2015.			
Next Steps	A revised ICT Strategy was finalised and published in October 2015.			

Lead Implementing agency	Land Information New Zealand			
Responsible person from implementing agency	Nerissa Wallace			
Title, Department	Group Manager Sector Data Programmes Location System, Land Information New Zealand			
Email	nwallace@linz.govt.nz			
Phone	+64 4 495 6208			
Name and number of the commitment	Commitment 2 with a specific focus on new Action Area 4 in the ICT Strategy and Action Plan (previously ICT Strategy Action 13) – Open by Default: Active Re-use of Information Assets.			
Main Objective	To increase economic and social value through government data re-use, enable more efficient government through appropriate sharing and alignment of data, increase evidence of transparency in government, and boost external participation in policy development.			
Commitment Description	<p>Drive release of high value public information and data in open machine-readable formats, licensed for re-use to enable innovative re-use by third parties.</p> <p>See the New Zealand Open Government Information and Data work programme. In summary, this programme seeks to:</p> <ul style="list-style-type: none"> • promote regular exposure of new datasets on data.govt.nz • work with and support government agency data champions to release high value data and address user demand for more complex high value public datasets • expand the release of high value public data and information and adoption of the Declaration and NZGOAL by wider public sector agencies • increase the demand for open data and information by engaging with the business and community sector to increase their knowledge and use of open data and information. 			
Relevance	Direct support for OGP grand challenge increasing public integrity and OGP principles covering transparency, participation and innovation, by improving access and reuse of government held information. See: Case Studies of Open Data and Data Reuse			
Ambition	Government agencies have ongoing direct relationships with their stakeholders which set their information and data release priorities, and enable innovative re-use which has benefits for New Zealand.			
Completion level	Not started	Limited	Substantial	Completed
Description			A strategy to widen the Open Government Information and Data secretariat's engagement with civil society and business stakeholders is now in-place from 1 July 2015. This work includes the establishment of Civil Society/Business Data Champions who will lead the public awareness, adoption and re-use of open data, with a focus on championing the priority sectors of health, education and the environment. A series of public talks will introduce open data to new audiences and social media forums will be established.	

3 National Integrity System

Lead Implementing agency	State Services Commission			
Responsible person from implementing agency	Chris Lloyd			
Title, Department	Senior Advisor, Legal and Integrity Advice Group, State Services Commission			
Email	christine.lloyd@ssc.govt.nz			
Phone	+64 4495 6691			
Name and number of the commitment	Commitment 3 - National Integrity System Assessment Report 2013			
Main Objective	The main objective of responding to the recommendations is to clarify the recommendations, ascertain all the relevant facts and policy considerations on integrity matters which the State service has a role in or can influence; consult and consider matters of policy and make recommendations to Government about what if any action should be taken.			
Commitment Description	Start working with Transparency International New Zealand (TINZ), the civil society organisation working to identify and address corruption in New Zealand. This centres on the response to the 2013 New Zealand National Integrity System Assessment recommendations across 12 'pillars' on New Zealand's integrity system.			
Relevance	The grand challenges are improving public services, increasing public integrity, and more effectively managing public resources. Considering the recommendations and responding to them provides an opportunity to review the current approach and to decide whether there are actions that can be taken to increase public integrity. Increasing public integrity will lead to improved public services and increased public trust in those services. Increasing public integrity will also mean that the government is more effectively managing public resources.			
Ambition	The ambition is to identify whether action is required to be taken in relation to the recommendations.			
Completion level	Not started	Limited	Substantial	Completed
Description			<p>The initial report back occurred in February 2015, with further engagement and work pending.</p> <p>The work to complete the report back has progressed substantially. It will enable SSC to advise the Minister of the current status of the recommendations and advise a view as to proposed next steps. Engaging with TINZ and with other Government agencies has:</p> <ul style="list-style-type: none"> • been a valuable opportunity to work with TINZ on the issues and identify relative priorities • facilitated greater collective knowledge and understanding of New Zealand's integrity systems. 	

End Date	The report back to Ministers should enable decisions to be made on next steps in 2016.
Next Steps	The Minister will consider further advice on the report back, based on the process of assessment undertaken by officials and TINZ.

4 Kia Tūtahi (Standing Together) Relationship Accord

Lead Implementing agency	Department of Internal Affairs			
Responsible person from implementing agency	Lisa Ramanui			
Title, Department	Manager Policy, Policy, Regulatory and Ethnic Affairs			
Email	info@dia.govt.nz			
Phone	+64 4 495 7200			
Name and number of the commitment	Commitment 4 - Kia Tūtahi relationship Accord			
Main Objective	To strengthen engagement practices between Government agencies and civil society			
Commitment Description	To review and strengthen relationships between Government agencies and civil society organisation in the context of Kia Tūtahi			
Relevance	Relevant to goals of enhancing civic participation in government decision-making and increasing public integrity			
Ambition	Establish regular high-level conversations between the community and voluntary sector and government			
Completion level	Not started	Limited	Substantial	Completed
Description			Survey with government organisations and communities is completed. Analysis of feedback is underway and the Department of Internal Affairs will report back to the Minister for the Community and Voluntary Sector on the findings of the surveys and consider options for moving forward.	
End Date	Ongoing - the review of the Accord is to be held every three years			
Next Steps	The Department of Internal Affairs will continue to engage with the OGP Stakeholder Advisory Group and the championing agencies on the outcomes of the surveys to identify the next steps to addressing key challenges and opportunities to improving community-government engagement practices. Following the publication of the Survey findings the Department of Internal Affairs is to report to the Minister for the Community and Voluntary Sector to consider an appropriate response to the findings.			