
Open Government Partnership New Zealand Action Plan

2014 – 2016

July 2014

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1 Introduction

New Zealand works hard to maintain and build upon the foundation stones that foster trust in government. We continuously strive to: maintain high levels of integrity; foster a culture of openness and freedom of information and public accountability; and protect personal information and confidential government information. We also require a culture of service to the public and responsiveness to the public's needs, concerns and complaints; merit-based appointments; free and frank advice and unbiased action; and ensure judicial independence. We expect public officials and institutions to be free from corruption and conflicts of interest; make ethically based decisions and provide leadership.

This continued vigilance contributes to New Zealand's reputation for integrity, openness and a corruption-free government. The results of our work can be seen in our high ranking on international measures of integrity, openness and transparency. For example, in 2013 New Zealand ranked:

- first equal out of 182 countries in Transparency International's 2013 Corruptions Perceptions Index
- first in the International Budget Partnership's biannual Open Budget Survey
- first out of 132 countries on the 2013 Social Progress Index
- third out of 183 economies on the World Bank's assessment of how governments regulate commerce
- fourth out of 77 countries in the 2013 Global Open Data Barometer, and
- in the top 10 in the World Justice Project's Rule of Law Index.

Recent initiatives that have built on our history of openness and transparency include:

Year	Initiative
2006	Judicial Decisions Online provides a searchable database of judgments and decisions sourced from New Zealand Courts.
2008	The New Zealand Open Government Information and Data Programme was established as a cross-agency initiative.
2009	The website www.data.govt.nz was launched as part of a Government initiative to increase discovery and access to open government data for re-use. This directory now also includes datasets released by agencies under the Declaration on Open and Transparent Government (see first entry on page 2).
2010	The Government approved the New Zealand Government Open Access and Licensing Framework which directed government departments and encouraged or invited other agencies to familiarise themselves with NZGOAL, and take it into account when releasing copyright material and non-copyright material to the public for re-use. This included Open Licensing, Open Access, Non-discrimination and Open Formats principles.
2011	The New Zealand Government released the Better Public Services Results programme as part of a suite of reforms the Government initiated in 2011 aimed at delivering better public services within tight financial constraints. Progress towards delivering Better Public Services Results is published on a regular basis on the BPS Online Channel .

Year	Initiative
2011	The New Zealand Government approved the Declaration on Open and Transparent Government . This commits government departments to actively release high value public data for re-use, and encourages and invites other government agencies to do so.
2011	The New Zealand Government approved the New Zealand Data and Information Management Principles for managing the data and information it holds on behalf of the public. The Principles require that government data and information must be open, trusted and authoritative, well-managed, and readily available without charge where possible and re-usable unless there are necessary reasons for its protection.
2013	The New Zealand Government approved the Government ICT Strategy and Action Plan to 2017 to transform service delivery through digital self-service channels and unlock the full economic potential of Government's information holdings.
2013	A new National Anti-Corruption Strategy , an All-of-Government response to organised crime, was announced in June 2013 involving a number of agencies in implementation.
2013	The remaining parts of the Anti-Money Laundering and Countering Financing of Terrorism Act 2009 came into force in 30 June 2013. This makes New Zealand safer by helping law enforcement agencies detect and deter serious crimes such as drug dealing, tax evasion and fraud.
On-going	We also play a strong leadership role in the Pacific. New Zealand's Aid programme, for example, funds the Pacific Judicial Development Programme, which promotes the rule of law and strengthens the capacity of courts across the Pacific. It also funds law-drafting assistance and provides a range of other support to promote political stability, security and good governance. More generally, New Zealand's Aid programme reflects and encourages transparency, accountability, democratic governance, gender equity and the rule of law.

But we know that this is not enough - we cannot simply sit back and rest on our laurels. We must ensure that in the rapidly changing New Zealand (and global) environment, that the Government is well equipped to meet future challenges. Maintaining New Zealand's reputation as an open, corrupt-free government is vital as it supports New Zealand's efforts to pursue a wide range of goals multilaterally. By joining the Open Government Partnership (OGP), New Zealand recognises the need to build on our successes and to be open to the challenge from others to do even better.

A central focus of the OGP is about making governments more open, accountable and responsive to citizens. At the heart of New Zealand's government is a democratic system that encourages New Zealanders to participate in the government's decision-making. There are a range of formal and informal mechanisms in place to engage stakeholders, including discussion papers on policy proposals, public forums, interest group representation, select committee processes, free and informal access to Members of Parliament in the electorates, referendums, stakeholder feedback on local government proposals, or using online surveys to gather feedback from those who are involved in providing or receiving public services.

Increasingly, the Government is seeking to engage civil society¹ on co-creating policy and decision-making. Our stakeholders say they want to play an active role in the policy development process including a more open and transparent policy development process that would see stakeholders involved in decision making at the outset. This Action Plan aims to address stakeholder aspirations. It is a living document that we will develop and enhance over time in collaboration with stakeholders.

¹ Civil society: a community of citizens linked by common interests and collective activity.

2 New Zealand's OGP Action Plan Commitments 2014 - 2016

This section provides information on how New Zealand's Action Plan meets OGP commitments, and the background and the next steps on our four key initiatives - which are a starting point only for our work.

New Zealand's Action Plan has the following four key initiatives:

- the Government's Better Public Service (BPS) Results programme
- the Government ICT Strategy and Action Plan to 2017
- the Government's response to the 2013 Transparency International New Zealand's National Integrity System Assessment Report, and
- the Kia Tūtahi Relationship Accord.

Countries are required to select a minimum of two of five OGP "Grand Challenges" that they can work towards. The five OGP Grand Challenges are:

- improving public services
- increasing public integrity
- more effectively managing public resources
- creating safer communities, and
- increasing corporate accountability.

New Zealand has selected three grand challenges to work towards. These are: improving public services, increasing public integrity, and more effectively managing public resources.

Country Action Plans must also show how the country will contribute to the OGP principles of:

- transparency
- accountability
- participation, and
- technology and innovation.

The table on the next page maps New Zealand's four key initiatives to the three selected OGP Grand Challenges, and to the OGP principles.

Summary table of New Zealand's Commitments

New Zealand's Commitment and Milestones		OGP Principles				OGP Grand Challenges ²³		
Commitment	Milestones	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.	✓	✓	✓	✓	✓	✓	✓
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.	✓		✓	✓	✓	✓	✓
2 Government ICT Strategy and Action Plan to 2017.	ICT Action Plan to be refreshed by end of 2014.	✓	✓	✓	✓	✓	✓	✓
Focus on Action 13 of the Government ICT Strategy: Open by default.	To be implemented by June 2016.	✓	✓	✓	✓	✓	✓	✓
3 National Integrity System assessment report.	To be confirmed August 2014.	✓	✓	✓		✓	✓	✓
4 The Kia Tūtahi (Standing Together) Relationship Accord.	Review progress of the Accord in 2015.			✓			✓	

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.

2.1 Better Public Services Results Programme

Our first Action Plan builds on the successes of the New Zealand Government's BPS Results programme, launched in March 2012. The BPS Results programme aims to spur innovation and encourage government agencies to adopt new approaches to working together in order to improve the way in which public services are delivered. The programme is a key priority for the government and sets out five challenging Result areas for the public sector to achieve between 2012 and 2017.

These Result areas were chosen for their importance to New Zealand citizens and businesses. They are designed to strengthen public accountability and signal the government's commitment to transform performance in areas that matter most to New Zealanders. The Result areas are:

- reducing long-term welfare dependence
- supporting vulnerable children
- boosting skills and employment
- reducing crime, and
- improving interaction with government.

Setting specific and measurable targets reinforces the New Zealand Government's commitment to a results-driven approach. The targets are challenging because they address complex, long-term problems that cut across ministerial portfolios and agency boundaries, and require agencies to deliver significant progress by refocusing and reshaping the public services. As well as accelerating the pace of reform, the measurable targets demonstrate the New Zealand Government's high expectations for the New Zealand Public Service. The Results are open, multi-stakeholder-driven and participatory in nature.

Government agencies publish their progress at achieving the targets across the five Result areas at six monthly intervals on [the BPS Online Channel](#) on the State Services Commission website. The BPS online channel is the central hub for key information about the programme. It combines online and traditional media to engage with the public. There are video case studies, data and graphs. This mix of website tools makes government information more meaningful, accessible and transparent. It provides New Zealanders with meaningful information about how government agencies are performing, strengthens public accountability, and provides a platform for greater citizen participation in the business of government. Section 3 of this Action Plan describes some of the successes of the BPS Results programme.

Publishing our progress also meets the government's commitments under the Declaration on Open and Transparent Government (a Declaration approved in 2011 that directs all public service departments to commit to active release of high value public data for re-use).

The online channel directs users to other government agencies for further information and to the government's [data directory](#) which provides links to publicly available, non-personal datasets that underpin each of the BPS Results.

From 2014, the BPS Results programme will maintain a strong focus on collective action, as well as greater use of innovative approaches for service delivery, use of data and performance information to drive action, new approaches to working with communities, and use of evaluation and learning that works.

Further information about the BPS Result areas and their targets is in the Section 5 Appendix.

2.2 BPS Result 10 – New Zealanders can complete their transactions with the government easily in a digital environment

Our Action Plan will focus closely on Result 10.

BPS Result 10 is about making it easy for New Zealanders to interact with government through the innovative use of technology.

New Zealand government agencies need to re-think the way they deliver public services, particularly given New Zealanders want to be able to access government services digitally. Customers expect service delivery that is increasingly digital, responsive and personalised.

Result 10 aims to:

- put citizens at the centre of digital service delivery by involving them in the design process and learning how to deliver to their needs
- work in new ways across government to deliver integrated services that reflect citizen needs and not government structure
- ensure digital interactions are easy to access, use and understand by supporting access and use, and by testing and monitoring citizen uptake to inform iterative improvement, and
- build citizen trust and confidence when interacting with government by providing clear, seamless, smart and secure digital services that meet their expectations, help them understand the decisions that are made about them, and provide easy access to information that government holds about them.

The Government is developing a Blueprint to make it easier for New Zealanders to complete online transactions. The Action Plan will be updated, with specific actions, once the Blueprint is completed.

2.3 Government ICT Strategy and Action Plan to 2017

The second initiative of our Action Plan will focus on the Government's ICT Strategy and Action Plan to 2017. The Government ICT Strategy and Action Plan to 2017 aims to transform service delivery through digital self-service channels and to unlock the full economic potential of government's information holdings.

Launched in 2013, the Government ICT Strategy and Action Plan to 2017 is organised into four integrated focus areas:

- 1 Services are digital by default – Government information and services must be joined-up and easy to access through common customer-centric digital channels.
- 2 Information is managed as an asset – information and data is at the core of all government services, and government is the guardian of this asset on behalf of the New Zealand public. Exercising this responsibility, while making more effective use of this critical resource, is at the heart of transforming government services for citizens and businesses.
- 3 Investment and capability are shared – Government's investment in information and technology must be integrated, leveraging common capabilities to deliver effective and efficient public services.
- 4 Leadership and culture deliver change – Leadership and culture change are needed to give effect to the strategy. Change needs to be delivered collaboratively, with delegated decision rights and clear accountabilities that connect at a system level.

Each of these focus areas is underpinned by a system of assurance to provide not only Ministers and agencies, but also the public, with assurance that ICT risk and processes within the State Services are identified and effectively managed.

The Government ICT Strategy seeks to:

- create effective and efficient integrated service delivery models
- realise new value from government information assets
- optimise the use of scarce resources and capabilities
- strengthen assurance systems to manage risk and quality
- deliver a migration path for aging legacy systems
- leverage scale and efficiencies
- partner with the private sector and non-governmental organisations, and
- increase the pace of change.

The future for Government ICT is envisaged as information-centric rather than the technology-centric model of today. The Government ICT Strategy and Action Plan to 2017 will transcend agency boundaries to deliver smarter customer-centred services. This future state will see information being open by default, and information-sharing being widespread to encourage knowledge creation and innovation – including by the private sector.

The guiding principles that underpin the Government ICT Strategy and Action Plan to 2017 are:

- Centrally led, collaboratively delivered – the strategy will be led by the Government Chief Information Officer and will be delivered in collaboration with agency chief executives.
- Customer centricity – Customer insights must inform service design and delivery. Customers should also be shielded from the internal complexities of how government operates.
- Trust and confidence – Build public trust and confidence in government's ability to maintain the privacy and security of information. This underpins our ability to use digital channels for service delivery.
- Simplify by design - Remove complexity, fragmentation and duplication, and re-engineer business processes end-to-end.
- Share by default - Capabilities must be shared by default rather than by exception.
- Openness and transparency - Non-personal information is a public asset that must be open by default for economic and social benefit.

In the first 12 months since the Government ICT Strategy and Action Plan to 2017 was released, progress has been made against a number of the identified initiatives, including:

- working with agencies and industry about the collaborative delivery of the ICT Strategy
- gaining approval for an ongoing work programme to lift and sustain performance in privacy and security across the State services
- driving the use of analytics to unlock the value of information and inform decision-making
- establishing a Government Chief Privacy Officer, and
- establishing a dedicated ICT System Assurance team.

The Government ICT Strategy and Action Plan to 2017 comprises two sections which are the strategy and the action plan. The action plan section will be updated by the end of 2014, and the strategy section is due for a refresh in 2015.

2.4 ICT Strategy Action 13 – Open by Default: Active Re-use of Information Assets

Action 13 of the ICT Strategy and Action Plan to 2017 is a further progression of the New Zealand Open Government Information and Data programme to assist agencies to implement the “Declaration on Open and Transparent Government” and the New Zealand Data and Information Management Principles which were approved by Government in 2011, and the New Zealand Government open Access and Licensing Framework approved by Government in 2010.

The programme is a cross-government initiative, led by a secretariat that works with civil society and the private sector.

The aims of this initiative are:

- increase economic and social value through government data re-use
- more efficient government through appropriate sharing and alignment of data
- increase transparency in government, and
- increase participation in policy development.

Following the Government’s approval of the New Zealand Government Open Access and Licensing (NZGOAL) Framework and the Declaration on Open and Transparent Government, the Secretariat has developed and implemented a guidance and training programme to support public sector agencies adopting NZGOAL and the Declaration. For the first two years, the focus was on supporting New Zealand government departments to make the necessary process changes to enable regular supply of open data in re-usable formats to the public. This data supply, which uses the NZGOAL suite of Creative Commons licences, is now moving beyond central government, as agencies in the wider public sector begin to see the value of making their data available in re-usable formats in response to demand from civil society and the private sector.

In collaboration with its stakeholders, the secretariat has developed the New Zealand Data and Information Management Principles and actively participates in conferences and social media to promote and advance its work programme.

2.5 National Integrity System Assessment

The third element of our Action Plan is the work we are embarking on with Transparency International New Zealand (TINZ), the civil society organisation that works to identify and address corruption. In 2013, TINZ produced a New Zealand National Integrity System Assessment which culminated in a detailed report that made a series of recommendations across 12 “pillars” of New Zealand’s integrity system. These pillars are the legislature, the executive, the judiciary, public sector, law enforcement, electoral management, ombudsman, audit institutions, political parties, media, civil society and business.

The work with TINZ over the next two years will involve engaging in ongoing dialogue on TINZ’s National Integrity System Assessment, and working with TINZ and other stakeholders to examine and respond to the recommendations (for details about the recommendations see Appendix B).

2.6 The Kia Tūtahi Relationship Accord

The [Kia Tūtahi Relationship Accord](#) launched in 2011 provides guiding principles about how the Government and communities can work together effectively. The Kia Tūtahi Relationship Accord is a commitment between the Government and communities to work together to achieve social, economic and environmental outcomes. It comprises a set of [principles and expectations](#) about how the Government and communities will work together to achieve mutual goals. These are

- we will respect Te Tiriti o Waitangi⁴
- we have a collective responsibility to hear and respond to the voices of all
- we will act in good faith
- our work together will be built on trust and mutual respect, and
- Nga Mahinga - putting the principles into practice.

These principles and expectations support the OGP framework for citizens, communities and governments working together.

During our consultation with stakeholders, civil society organisations suggested that further work is needed on best practice guidance or standards for civil society engagement in decision-making. This stakeholder feedback will be considered both in the context of assessing progress with the Kia Tūtahi Relationship Accord in 2015 and our Action Plan.

⁴ Te Tiriti o Waitangi or the Treaty of Waitangi is New Zealand's founding document signed on 6 February 1840. It is a broad statement of principles on which the British and Māori made a political compact to found a nation state.

3 Meeting OGP Grand Challenges – New Zealand’s Progress

This section outlines some of the ways in which the BPS Results programme and the Government ICT Strategy and Action Plan to 2017 are already contributing to our chosen OGP grand challenges:

- improving public services
- increasing public integrity, and
- more effectively managing public resources.

Progress on our other commitments not underway will be provided as part of our implementation plan.

3.1 Improving Public Services

Better Public Services Result 10

As a result of the 2010 and 2011 earthquakes in the Canterbury region, an innovative solution was developed to enable Canterbury residents to meet government service staff. This involved developing a seamless shopfront for Government services – both on-site and online. The earthquakes had damaged many government offices. Two of the most acutely-needed government agencies were the Ministry of Social Development (MSD) and the Inland Revenue Department (IRD). Canterbury residents needed MSD services such as pensions for seniors, StudyLink for students, Child, Youth and Family social work, and Work and Income benefits. Residents also had similar needs for the IRD's Child Support, Student Loans and Working for Families Tax Credits.

MSD and IRD agreed that the public could gain maximum advantage from a single point of contact that would provide face-to-face access and online services, and a joined-up service connecting agency offerings. Additionally, members of the public who were unfamiliar with how to use online services could, through the single point of contact, learn safely to become comfortable about going online in their own time and place.

The two agencies saw that a single service delivery office could help overcome some well-known barriers for people accessing digital services - such as access to hardware and software; awareness that digital services exist; and the assurance about privacy of personal information. To solve those issues, the government needed to increase coordination between agencies, focus more on customer needs and customer-centred service design, and manage funding constraints.

The one-stop-shop concept ticked all the boxes. This innovation meant customers could get answers quickly to simple questions, book and attend appointments, apply for benefits and assistance, or check tax details. They could also complete transactions online via self-service workstations, supported by front-of-house staff.

3.2 Increasing Public Integrity

Government Data

The New Zealand Open Government Information and Data programme has worked with New Zealand government departments to increase public data release in re-usable formats. This has led to more public data being available and an increase in re-use to improve economic, social, efficiency, transparency and participation outcomes.

Case studies are published regularly and demonstrate how the Open Data Programme's outcomes are being achieved. These case studies are written from the users' perspective, and illustrate how they have re-used government data to achieve these outcomes. This involves working with the supplying New Zealand government departments to understand how they engage with data users, and also talking to those data users about the impact of the re-use of their data. Highlights include:

- *ANZ Truckometer*: developed by the ANZ bank, this tool uses the New Zealand Transport Agency's traffic volume data to predict economic growth or decline. ANZ has found a strong correlation between traffic flows and predicting economic growth or decline. In general, light traffic flows give a 6 month heads-up on the direction the economy will take and heavy traffic flows give an even more accurate picture six months later. ANZ produces a light traffic index, a heavy traffic index, and an overall "Truckometer" that uses the full range of data to produce the best indicator of economic growth or decline six months ahead. The official GDP information released by Statistics New Zealand, generally indicate these predictions are correct.
- *Industry benchmarking tool*: This joint initiative between Statistics New Zealand and the Inland Revenue Department provides information on the financial performance of businesses in 45 industries. The Inland Revenue Department uses business survey data from Statistics New Zealand in its industry benchmarking application to provide an important tool for businesses, particularly small to medium sized enterprises, to compare their performance against.
- *Travel efficiency applications*: Environment Canterbury's open and real time public transport data is re-used in developing apps to improve travel efficiencies in Christchurch. This makes it easier for people to access real time information to help people move around the city efficiently in the context of Christchurch's post-earthquake road works and road closures.

For more information on these and other case studies visit: [Open Data Case studies](#).

3.3 More Effectively Managing Public Resources

Better Public Services Result 3

The New Zealand rugby leagues Otara Scorpion Club and Mangere East Hawkes Club illustrate how communities are working together to ensure young children receive early childhood education. The rugby league clubs have been able to encourage families to bring their children to the early childhood centres that they have set up on their premises. Their work has been supported by the Ministry of Education. Progress made to date has not only lifted participation rates in early childhood centres and raised awareness of the importance of early childhood education amongst families, but has also created savings for government in not having to build new education facilities.

4 National Action Plan Development Process and response

This section outlines how the Action Plan was developed and our response to the feedback we received following our stakeholder engagement process.

4.1 Stakeholders (including civil society) engagement

Our stakeholder engagement process involved advertising details of the Action Plan consultation process on the State Services Commission's website, holding consultation meetings with civil society, using the online decision-making tool Loomio, and collecting feedback by e-mail on elements of the Action Plan. We also received Official Information Act requests on our work towards OGP.

We asked stakeholders including civil society for their feedback on how the BPS Results programme (particularly Result 10), the Government ICT Strategy and Action Plan to 2017 and the 2013 National Integrity System assessment report could be a starting point for our Action Plan. The high level themes from the consultation were:

- The Action Plan needs to include new initiatives, developed in partnership with stakeholders.
- There is a need for Government to be even more open and transparent. Stakeholders were interested in understanding how Government made its decisions rather than simply a focus on releasing data on government agency websites. In addition, the public consultation process is not as open, transparent or inclusive as it could be.
- There is a need for Government to work in partnership with civil society at the start of the policy cycle rather than at the end of the process, and for Government to be even more open and transparent. Stakeholders were interested in understanding how Government made its decisions rather than simply focussing on releasing data on government agency websites. In addition, a framework for public participation in policy development is required.
- A call for the State Services Commission's Integrity and Conduct survey to be run regularly and institutionalised.
- A list of other changes that government and its agencies could take up through the Action Plan in particular implementing changes to the Official Information Act 1982.

4.2 The New Zealand Action Plan – A Living Document

Our stakeholders recommended we set up a steering group, comprising a range of perspectives to oversee the ongoing development and implementation of our Action Plan. This structure will form a key part of our Action Plan as we move into the implementation phase of our Action Plan.

We will continue the dialogue we began through our consultation process and will be inviting civil society, businesses, citizens and others to take part in the ongoing development and implementation of our Action Plan. This will involve developing engagement and implementation plans with stakeholders so that their views and interests are adopted. Options to consider, as we develop our engagement plan with stakeholders, include exploring online engagement tools to get a broader, more representative range of views on how to progress the Action Plan, and holding more open seminars, and workshops around New Zealand. New Zealand embraces its commitment to the OGP and we look forward to working with our partners as New Zealand continues to advance open government.

5 Appendices

Appendix A: BPS Results Programme Overview

Area	Result and target
Reducing long-term welfare dependence	<p>Result one Reduce the number of people who have been on a working age benefit for more than 12 months</p> <p><u>Target</u> Reduce the number of people continuously receiving working-age benefits, for more than 12 months by 30%, from 78,000 in April 2012 to 55,000 by 2017.</p>
Supporting vulnerable children	<p>Result two Increase participation in early childhood education</p> <p><u>Target</u> In 2016, 98 per cent of children starting school will have participated in quality early childhood education.</p>
	<p>Result three Increase infant immunisation rates and reduce the incidence of rheumatic fever</p> <p><u>Target</u> Increase infant immunisation rates so that 95 per cent of eight month olds are fully immunised by December 2014 and this is maintained until 30 June 2017.</p>
	<p>Result four Reduce the number of assaults on children</p> <p><u>Target</u> By 2017, we aim to halt the rise in children experiencing physical abuse and reduce current numbers by five per cent.</p>
Boosting skills and employment	<p>Result five Increase the proportion of 18 year olds with NCEA level 2 or equivalent qualification</p> <p><u>Target</u> <i>85% of 18-year-olds will have achieved NCEA Level 2 or an equivalent qualification in 2017</i></p>
	<p>Result six Increase the proportion of 25-34 year olds with advanced trade qualifications, diplomas and degrees (at level 4 or above).</p> <p><u>Target</u> 55% of 25 to 34-year-olds will have a qualification at Level 4 or above in 2017.</p>
Reducing crime	<p>Result seven Reduce the rates of total crime, violent crime and youth crime</p> <p><u>Target</u> By 2017 reduce the crime rate by 15%; reduce the violent crime rate by 20% and reduce the youth crime rate by 25%.</p>
	<p>Result eight Reduce reoffending</p> <p><u>Target</u> By 2017 reduce reoffending by 25%.</p>
Improving interaction with government	<p>Result nine New Zealand businesses have a one stop online shop for all government advice and support they need to run and grow their business.</p> <p><u>Target one:</u> 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.</p> <p><u>Target two:</u> 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.</p>
	<p>Result ten New Zealanders can complete their transactions with the government easily in a digital environment.</p> <p><u>Target</u> An average of 70 per cent of New Zealanders' most common transactions with government will be completed in a digital environment by 2017.</p>

Appendix B: Responding to the National Integrity System Assessment Report

TINZ published its NIS assessment report in December 2013. TINZ made seven-high level recommendations, which were sub-divided into 58 further recommendations (see table below). Responding to each of the recommendations would be a substantial task. The State Services Commission will work TINZ and our stakeholders to decide how best to respond to the NIS report.

Recommendation	Description	Sub recommendations
Recommendation 1	A comprehensive National Anti-Corruption Strategy, developed in partnership with civil society and the business community, combined with rapid ratification of the United Nations Convention on Corruption, is a matter of urgency to protect and address risks to New Zealand's integrity systems.	7 sub-recommendations
Recommendation 2	The government should develop, after wide public consultation, an ambitious cross-government National Plan of Action for the international Open Government Partnership.	1 recommendation completed
Recommendation 3	Transparency and integrity need to be strengthened in a range of priority areas, specifically with respect to Parliament, the political executive, and local government.	10 sub-recommendations
Recommendation 4	The integrity of the permanent public sector, and its role in promoting integrity should be strengthened in a number of priority areas.	19 sub-recommendations
Recommendation 5	The roles of key independent integrity agencies and bodies (the Electoral Commission, the judiciary, and the Ombudsman) should be supported, reinforced and improved.	8 sub-recommendations
Recommendation 6	The business community, the media, and non-government organisations should take a much more pro-active role in strengthening integrity systems and addressing the risks of corruption as 'must-have' features of good governance.	9 sub-recommendations
Recommendation 7	Public sector agencies should conduct further assessments and research in priority areas to strengthen integrity systems over time.	4 sub-recommendations

Appendix C: Stakeholder Participation in Action Plan Development

Stakeholder consultations during April 2014

Consultation method	Date	Participants included
1 Online and e-mail discussions	1 April – 1 May	BusinessNZ, citizens, Porirua City Council (52 participants)
2 Meeting with <u>Association of Non-Governmental Organisations of Aotearoa (ANGOA)</u> ⁵	13 February	ANGOA
3 Meeting with Transparency International New Zealand (TINZ)	10 March	Suzanne Snively, Dr Murray Petrie (TINZ), and Dr Michael Macaulay (Victoria University of Wellington)
4 Stakeholder roundtable meeting facilitated by the State Services Commission and Victoria University of Wellington (Institute of Governance and Policy Studies) with assistance from the Department of Internal Affairs and Land Information New Zealand	14 April	New Zealand Council of Trade Unions, Tax Payers Union, Transparency International New Zealand, Public Service Association, Blind Foundation, British High Commission, Public Good and citizens (35 participants)
5 Meeting facilitated by ANGOA and the State Services Commission with assistance from the Department of Internal Affairs and Land Information New Zealand	13 February	ANGOA, Public Service Association, New Zealand Council of Social Services, Social Service Providers Inc, Transparency International New Zealand

Questions asked by SSC at the meetings and on-line

The State Services Commission provided background information about the proposed initiatives ahead of meetings. Consultation methods one, four and five were structured around the following questions.

- Are you comfortable with the BPS Results, in particular Result 10, the ICT Strategy and Action Plan to 2017 and the NIS as starting point for the Action Plan noting that we will develop the plan further later?
- Could these initiatives fulfil the OGP objectives of greater technology and innovation and greater participation with civil society, transparency, and accountability?
- What do you think are the current issues for achieving these initiatives in terms of the following OGP principles: technology and innovation, citizen participation, transparency, and accountability?
- If there are issues with the initiatives, what other ways might the Government work towards achieving these goals?

What do you think the priorities should be from the National Integrity Systems assessment that the State Services Commission should focus on?

⁵ Aotearoa is the Māori name for New Zealand. It is commonly translated to mean “The Land of the Long White Cloud”.

Summary of Stakeholder (including Civil Society) Feedback

What our stakeholders said	Comment
<p>1 Scope of the Action Plan</p> <p>The initiatives are a good starting point but the Action Plan needs to be more innovative and there is more that can be done. Stakeholders wanted to see new, bold commitments in the Action Plan, rather than the Action Plan focussing on already-in-place government initiatives such as the BPS Results programme.</p> <p>Stakeholders felt working on the National Integrity System assessment recommendations in collaboration with civil society was a good way to address their concerns. They were also keen for a specific government agency to be appointed to lead New Zealand's Action Plan commitments.</p> <p>Stakeholders wanted to ensure that the Action Plan commitments were treated as an integrated package rather than four separate strands of work.</p>	<p>Our contribution to the OGP uses two existing platforms (BPS Results programme and the ICT Strategy and Action Plan to 2017); an approach that the OGP recommends. Given stakeholder feedback, the Action Plan now includes two new projects that stakeholders can be involved in from the beginning - identifying recommendations within the 2013 National Integrity to work, and reviewing the impact of the Kia Tūtahi Relationship Accord. More consideration will be given to how the initiatives can be treated as an integrated package.</p> <p>The State Services Commission is the lead agency that will oversee progress towards the Action Plan, as well as coordinate agency responses to the Action Plan. The State Services Commission is committed to working with stakeholders.</p>
<p>2 Data transparency, security and privacy also important</p> <p>While the ICT Strategy and Action Plan has some great initiatives that sit under its framework, it is important to note that further work on data transparency, security and privacy is needed. For example, stakeholders want to know how their personal information is shared across government agencies. They noted the need for greater transparency and openness about how government uses personal information so that the public could have confidence and trust in the way governments operate. Stakeholders also felt that further engagement with stakeholders on how these objectives could be progressed would be needed.</p> <p>The Government should consider working with stakeholders who have a stake in the following areas: open data, open standards, open source software development, and science and technology in education.</p> <p>Privacy and security are important. Stakeholders were interested in finding out about how the information management, privacy and security framework outlined in the ICT Strategy and Action Plan to 2017 would work. The Data Futures Forum is an important project that the Government should consider as part of the Action Plan.</p>	<p>More work will be done later this year to identify how the ICT Strategy Action Plan to 2017 can contribute to more robust data transparency, security and privacy.</p>

What our stakeholders said	Comment
<p>3 Milestones and evaluation</p> <p>Stakeholders wanted to see clear milestones and objectives and plans to support our commitments to the OGP. Stakeholders were also concerned that international initiatives are rarely completed. They considered it important to see New Zealand’s international commitments fulfilled. They felt that a commitment such as the OGP Action Plan should have a decent chance of survival after any change of Government.</p>	<p>Once the Action Plan is published, an evaluation framework and criteria will be developed with stakeholders. The evaluation criteria will measure how New Zealand is meeting its selected OGP Grand challenges which are improving public services, increasing public integrity and more effectively managing public resources and the OGP principles which are transparency, accountability, participation and technology and innovation.</p>
<p>4 Stakeholder-led Steering Group</p> <p>Government’s engagement with its stakeholders needs to be more representative and inclusive of the various groups and interests in New Zealand. Stakeholders recommended a steering group comprising a cross-section of New Zealand be established to oversee New Zealand’s commitments to the OGP. Such a group would comprise representation from Local Government, Māori and Iwi⁶, the business sector and civil society. Stakeholders noted that civil society alone represented a wide mix of interests ranging from community sports clubs, language groups, and people with disabilities. Setting up independent steering committees has been a successful practice that other OGP members have employed within their countries.</p>	<p>The State Services Commission undertakes to establish a stakeholder led steering group.</p>

⁶ Māori are the indigenous peoples of New Zealand. The word “Iwi” means “peoples” or “nations” or “tribe”. In the context of the Action Plan, we are using “Iwi” to reference a grouping of related Māori descendants.

What our stakeholders said	Comment
<p>5 Working with civil society – clear definitions and engagement principles</p> <p>Civil society stakeholders said that while the concepts behind the Action Plan were good, there needed to be clear definitions and a common understanding of key terms such as civil society, and transparency. A set of principles of how to engage with the civil society sector is also needed. They suggested developing a framework of principles and common terms to facilitate engaging with the sector on the Action Plan. Such a framework, developed openly and examined by stakeholders would also address the following:</p> <ul style="list-style-type: none"> • use a good, deliberate engagement process to work with civil society • develop an adaptive, dynamic methodology for working with civil society • simplify the engagement process for CSOs in their interaction with Government • consider ways in which CSOs can have greater influence in government-decision-making • explore the rationale for joining the OGP, and • develop an understanding of the relationship between civil society and the Government. Stakeholder's felt that there was a lack of transparency and accountability in the Government's relationship with communities, NGO's, and CSOs delivering services for Government. 	<p>As a result of stakeholder feedback, the review of the Kia Tūtahi Relationship Accord has been incorporated into the Action Plan. Signed in 2011, the Accord represents a principles-based commitment between communities and the Government to work together. The review due in 2015 will facilitate discussion, and offer a way in guiding how civil society and government work together.</p>
<p>6 Working with civil society – participation not consultation</p> <p>Government also needs to truly engage with stakeholders in the spirit of OGP. OGP is about participation rather than consultation. Full participation from civil society would reflect the Government's commitment and willingness to honour open government.</p>	<p>This will be discussed with the new stakeholder-led steering group in the first instance.</p>
<p>7 Working with civil society – effective communication channels</p> <p>Stakeholders wanted effective communication channels to ensure that the Action Plan was successful. They noted that there are a variety of communications channels that other countries have used including online group decision-making tools, and face-to-face meetings and seminars. However, they also said that further thought must be given to how and which tools could be used because not all stakeholders will respond to communication tools in the same way. Some prefer face-to-face meetings or e-mail while others prefer social media-based tools.</p>	<p>SSC is identifying the range of communication tools that can be used to connect effectively with New Zealanders. Possible communication tools might include regular communications through a central hub on the SSC website, using online decision-making tools, and holding stakeholder meetings across the country. SSC will also talk with peers in other countries to identify techniques that worked well for them.</p>

What our stakeholders said	Comment
8 Working with civil society – Openness, transparency, accountability	
<p>The overriding principles that came out of stakeholder discussions was the need for greater openness, transparency and accountability. Stakeholders felt that greater openness, transparency and accountability would allow them trust governments more.</p>	<p>As part of our commitment to the OGP, we will work with our stakeholders to identify ways in which improve openness, transparency and accountability.</p>
9 The State Services Commission’s Integrity and Conduct survey	
<p>Stakeholders wanted to see improvements to the Integrity and Conduct survey run by the State Services Commission including making the survey more regular and institutionalised.</p>	<p>The results from the latest Integrity and Conduct Survey are due to be published in 2014. Following consultation with stakeholders in 2013, a new survey questionnaire was designed with the assistance of Nielsen. This survey covers the same subject areas as previous integrity and conduct surveys but provides a greater focus on agency integrity frameworks and particular areas of interest. The results can inform the State Services Commission’s wider work as well as integrity-related policy processes and culture within agencies. No decisions have been made about the regularity of the survey.</p>
10 Improved processes that underpin policy development	
<p>Stakeholders want to see greater openness and transparency behind the processes that underpin policy development including the development of Cabinet papers and policy papers. Stakeholders considered that a government-wide framework for consulting with stakeholders during the policy development phase should be developed in order to encourage greater public participation in policy development and implementation while also addressing transparency and openness objectives. Stakeholders recommended that:</p> <ul style="list-style-type: none"> • An agency be identified to establish standards for public engagement in policy development, • A principles-based best practice approach for public consultation and participation, including early access to public submissions (open by default prior to decision making) be developed, • New approaches to consultation in collaboration with civil society be developed including the use of more contemporary engagement methods for public participation. 	<p>The State Services Commission will discuss these ideas with the stakeholder-led steering group.</p>

What our stakeholders said	Comment
<p>11 Improvements to the Official Information Act 1982</p> <p>Stakeholders felt that there were a number of improvements that could be made to the Official Information Act 1982. These were:</p> <ul style="list-style-type: none"> • Review the decisions made following the 2010 Law Commission review and recommendations of the Official Information Act. Stakeholders felt there were a number of recommendations from this review that could be implemented. • Improving the processes to ensure Official Information Act requesters received information on time. • Government departments taking proactive steps to release papers including raising awareness about how the public could find published information readily. A policy of “open by default” through a centralised register should also be considered. • Implement a disclosure log of Official Information Act requests including information on costs, time and compliance. • Third parties delivering services on behalf of the Government should be brought into the scope of the Act. 	<p>This feedback echoes some of the feedback in the in Transparency International’s report. SSC will discuss this feedback with the Ministry of Justice which administers the Act, and with the Government.</p>
<p>12 Other areas of Government stakeholders identified for improvement</p> <p>Stakeholders identified other measures that could also advance our OGP objectives. These included:</p> <ul style="list-style-type: none"> • Strengthening the resolve, effectiveness and transparency of the Regulations Review Committee. • Reviewing Cabinet appointment processes to statutory bodies. • Implementing a legislation review committee of Cabinet processes. • Reviewing Cabinet Manual guidance on procedures on transparency. • Publishing a compliance audit for web accessibility of government information. • Ensure that compliance with the Public Records Act 2005 is proactively published. • Strengthen the watchdog role of the media, including addressing lack of funding towards public broadcasting. • Provide a centralised register of legislative proposals that government is considering. • Provide a centralised location for information matching and sharing actions. 	<p>The State Services Commission will discuss these ideas with the stakeholder-led steering group in the first instance.</p>

What our stakeholders said	Comment
<ul style="list-style-type: none"> • Provide greater openness of the information gathered/distributed by security agencies. • Develop a central website for people to say what they want the government to address, for example, e-petitions. • Develop a process to ensure full disclosure of beneficial ownership of trusts, for example, consider the UK commitment on beneficial company ownership. • Select some specific actions that relate to Parliament and constraints on the Executive. • Strengthen the Select Committee process and consider ex ante release of reports from Select Committees. • Re-establish the requirement for local government to contribute to government policy consultations. • Strengthen the resources of the Regulatory Review committee to hold the Executive to account. • Provide more guidance to Ministers regarding the relationship between Departments and Ministers. • Implement measures to increase public confidence in how government manages secure information. • Further transparency and openness about private companies contracted to government is required, including the need to publish their contracts with government. 	