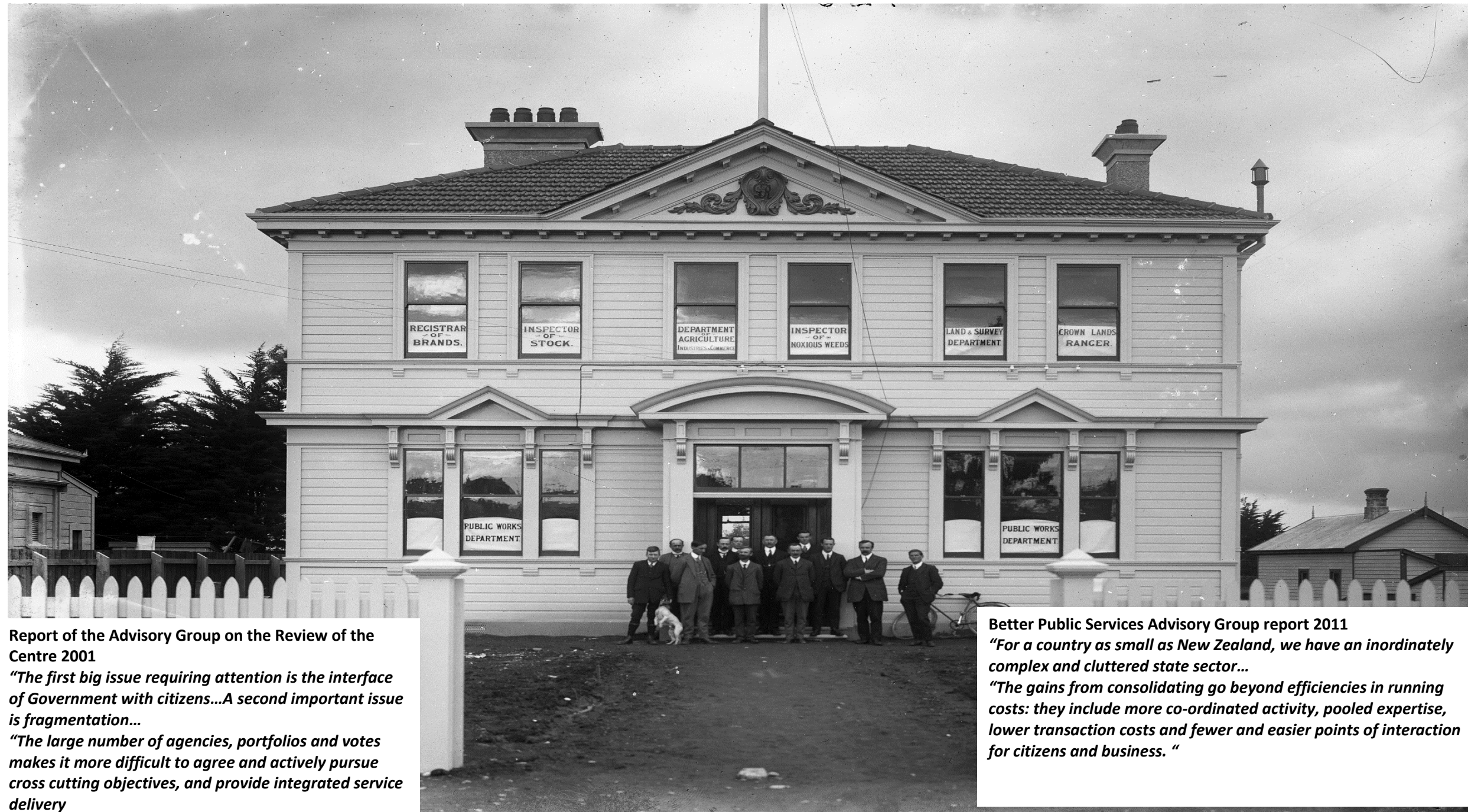


Direction and Priorities for System Stewardship



Report of the Advisory Group on the Review of the Centre 2001

"The first big issue requiring attention is the interface of Government with citizens...A second important issue is fragmentation..."

"The large number of agencies, portfolios and votes makes it more difficult to agree and actively pursue cross cutting objectives, and provide integrated service delivery"

Better Public Services Advisory Group report 2011

"For a country as small as New Zealand, we have an inordinately complex and cluttered state sector..."

"The gains from consolidating go beyond efficiencies in running costs: they include more co-ordinated activity, pooled expertise, lower transaction costs and fewer and easier points of interaction for citizens and business. "

This document sets out for the state services the commitments chief executives have made to put the current and future needs and wellbeing of New Zealanders at the heart of their operations, and take collective responsibility to meet them.

System Operating Principles

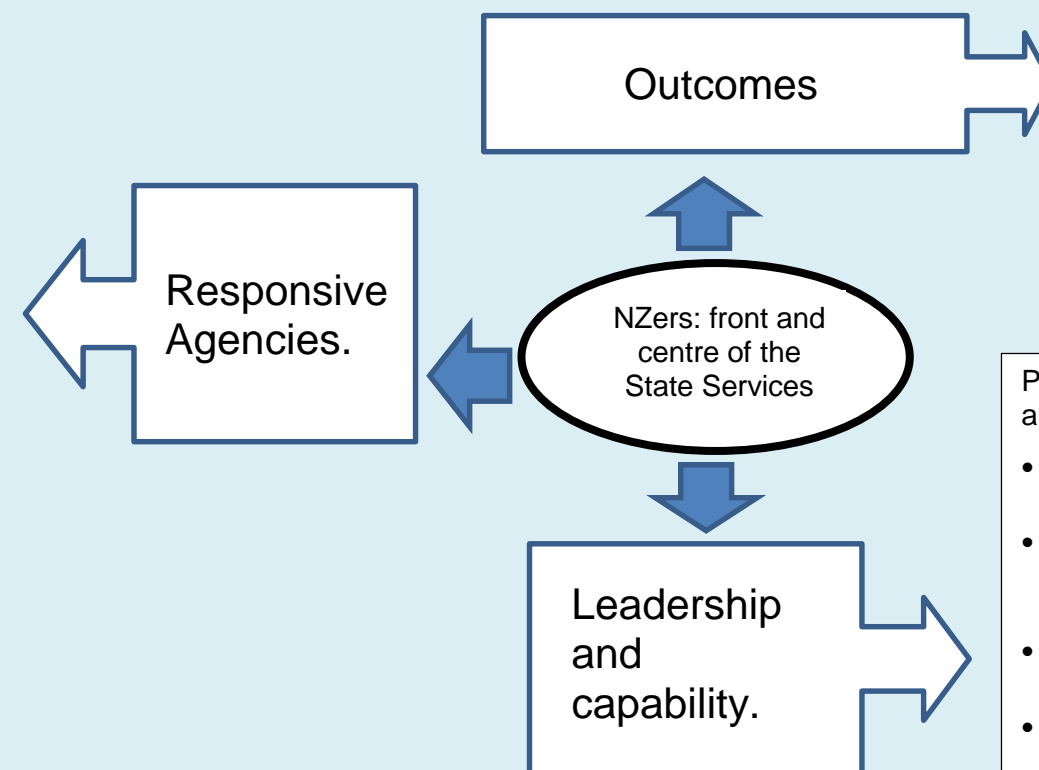
The State services operate collectively, enabling an efficient, effective and relevant government-citizen relationship for a better New Zealand. Chief Executives take collective responsibility for enabling that approach. To this end they:

- Mobilise their people, time and resources around the priority outcomes that make the most positive difference to New Zealand and New Zealanders.
- Design processes that use citizen engagement, information, evidence and cost-benefit analysis to advise Government on what those priorities are.
- Build the capability and develop the leadership required to deliver on those outcomes within departments and across the system.
- Develop and constantly review the medium and long-term operating environment and plan for it
- Integrate their agency commitments and wider system responsibilities

Applying these principles means:

To deliver for New Zealand the State services need to be ahead of the game in:

- using information and engaging with the public, including Maori, to understand and meet the priority needs of New Zealanders
- understanding the needs of business and tailoring services accordingly
- moving money, people and resources to deliver on priority work
- working collectively when that's what it takes to achieve results
- developing a Crown:Maori relationship that benefits iwi and New Zealand
- Continuously improving through organisational learning



The State Services are focused on their customers' wellbeing by:

- delivering on the Government's objectives
- meeting the priority needs of New Zealanders
- enabling sustainable business growth
- improving the relationship with government through innovative service delivery
- measuring and reporting on system performance
- maintaining trust and confidence by meeting customers' increasing service delivery expectations

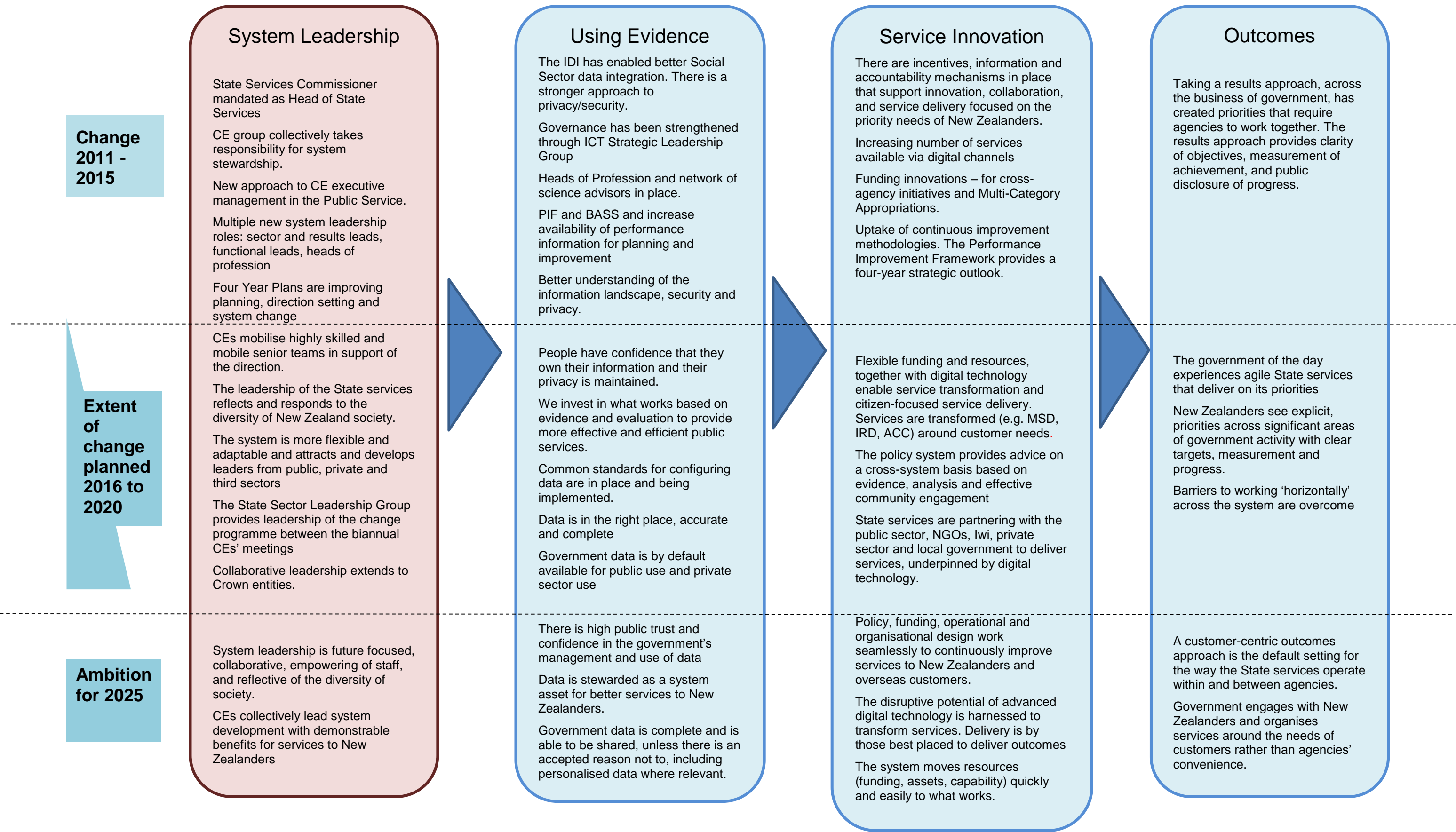
Putting New Zealanders front and centre requires a leadership approach that:

- Appoints, develops and performance manages system leaders confident and skilled in working across the system
- Systematically identifies and develops talent across the system and values the movement of talent between the public, private, and third sectors
- Deploys critical capabilities and resources across agencies to deliver cross-cutting results
- Draws on talent with the system and beyond to build succession planning
- Identifies key capability needs in the system and acts to address these

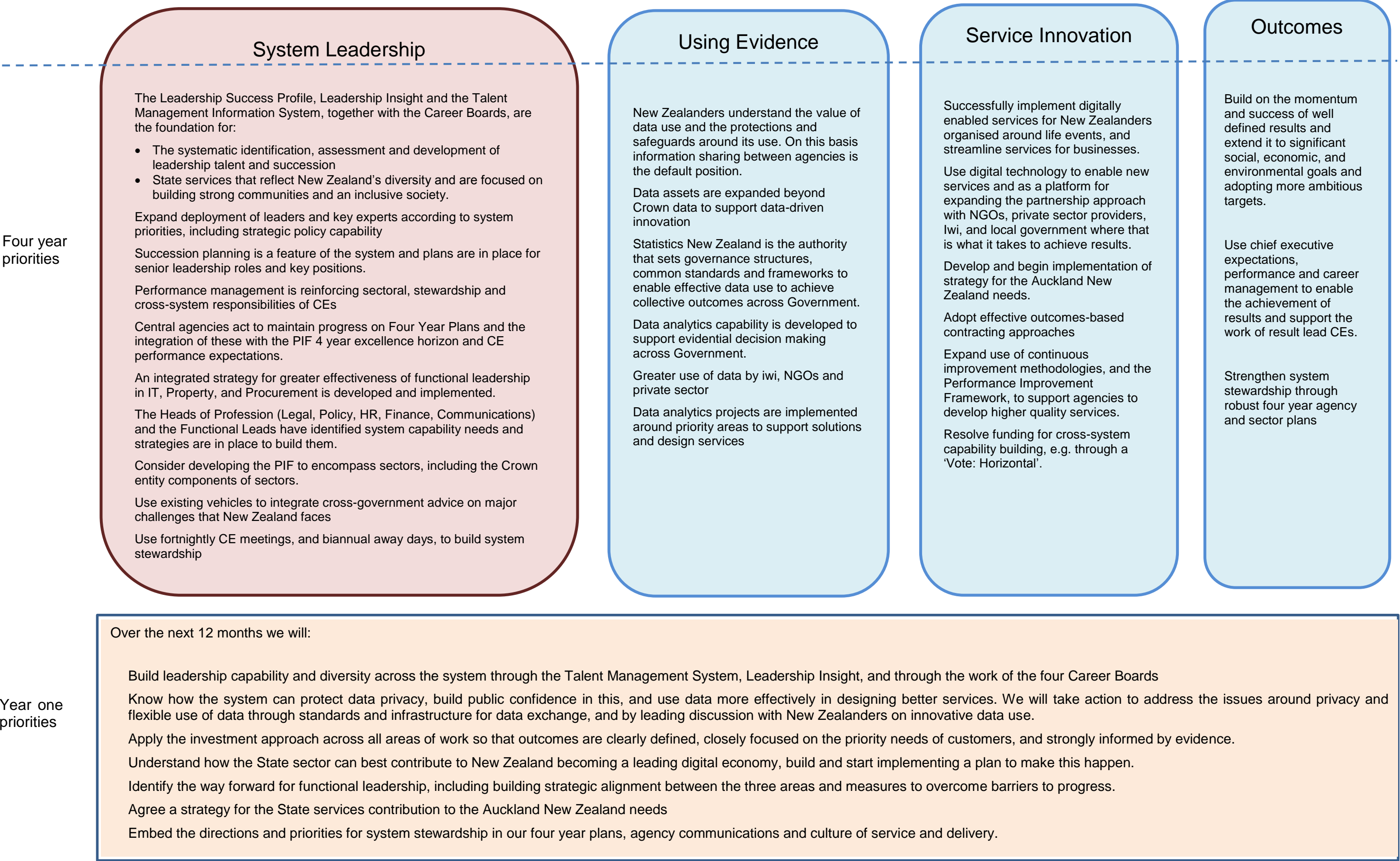
The three pages following set out what we need to achieve over the next four years to advance our objective, what we need to focus on, and how it will look for New Zealanders.

We build the leadership that uses evidence to deliver services that result in better outcomes for New Zealanders.

To achieve this we need to set the direction in four key areas:



To achieve the direction we are committed to the following priorities



What customers see

	System Leadership	Using Evidence	Service Innovation	Outcomes
Overview	<p>I see consistency and commonality in how people in government talk to me, how information is provided and how the digital services work.</p> <p>My experience with government means I trust it to act in my and New Zealand's best interests</p>	<p>I trust the government to keep my information safe and secure and I understand the benefits of allowing my information to be shared, under my control.</p> <p>Government shares information:</p> <ul style="list-style-type: none">• Data sets and information government holds are made available for me to use innovatively;• Knowledge is proactively provided to me, targeted to my particular needs.• I understand that Information about me or my business is shared across government so that services can be tailored and efficient.• Privacy, confidentiality, commercial sensitivity, accessibility and quality are managed both for me, and by me.	<p>When I access services, I start from what I want to do, not which agency I have to deal with. The assistance government provides is about what I need or want to do,.</p> <p>Common Services, such as making payments or , confirming I am “me”, are the same everywhere.</p> <p>Private sector, NGOs, iwi and others are able to complement and partner with government offerings more effectively.</p>	<p>I can see the progress being made across social, economic, and environmental outcomes and the improvement for New Zealand that results.</p> <p>I see the State services working together for an inclusive society that improves the lives of all New Zealanders.</p> <p>I see the State services delivering value for money</p>
Individuals and families	<p>The parts of government work together with me and for me and my community.</p> <p>I can easily find the help or service I need and feel I am listened to in delivering it.</p>	<p>I know how my information has been used and when it has been accessed.</p> <p>My data is shared across government, making things a lot easier for me.</p> <p>I can choose to share my data outside government, if and when I want.</p> <p>When I need to find information, I can easily do that in a way which is useful.</p> <p>Decisions are evidence based and trustworthy</p>	<p>I am proactively offered a range of services and entitlements when something important happens in my life;</p> <p>I can digitally and easily keep track of where I am, what I need to do, and when things will happen.</p>	<p>Throughout my life the services I need from government, and the entitlements I am owed, are connected and I benefit from that.</p>
Organisations and businesses	<p>Government works as one system, tailoring its approach to enable my organisation or business to flourish, in ways that I understand and think are fair and reasonable</p>	<p>Data is made available for me to use innovatively and create value. It is easy for me to identify, understand, and analyse.</p> <p>I don't have to repeatedly provide information that government already has.</p> <p>I own my data and can share and use as I need.</p>	<p>Where my business or organisation requires interaction with different agencies and local bodies, that is managed for me</p> <p>My business is proactively notified of what I need to do and think about</p> <p>I can digitally and easily update information, receive notifications, track all my activity with government, and access common services.</p>	<p>My business benefits from the easy and seamless dealings with government. The rules are clear, fair, and reasonable.</p>
Government-as-customer	<p>As leaders we work collectively and with our customers focused on the priority needs of New Zealanders.</p>	<p>Information generated or collected by our agencies is used in multiple ways, across government and New Zealand, to support better outcomes for all.</p>	<p>We design and deliver state services which make the greatest difference for New Zealanders.</p>	<p>We design and deliver services to meet needs in the most effective, efficient, and beneficial way</p>