Result 10 Blueprint

A strategy for digital public services

June 2014
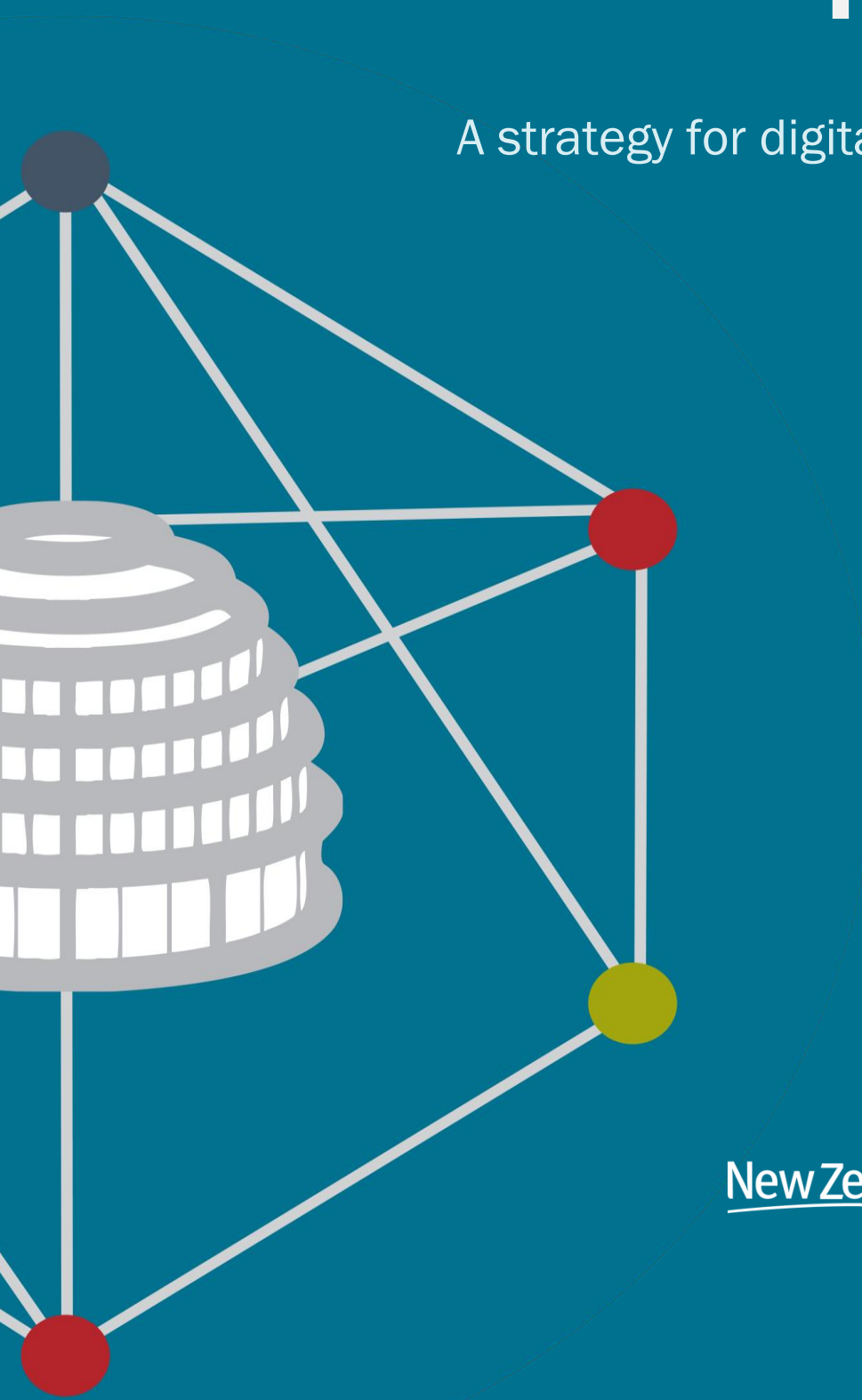
New Zealand Government

Result **10**
Better Public Services, Digitally.

Foreword

This Result 10 Blueprint paints a picture of the future for the digital delivery of Government's services: a future in which services will be built around citizens' life events, rather than traditional agency boundaries.

As government, we are grasping the huge opportunity digital delivery offers our agencies, by getting more of our services out to those who need them, in a way that makes it easy for them to use.

This document is far more than a vision. It sets out the 10 priority actions, developed by the eight partner agencies, to redesign our existing digital services, increase system capability and to support New Zealanders through the digital transition.

Research conducted in 2013 showed our customers experience significant pain points in having to integrate government services for themselves across agencies, often between digital and non-digital channels. Federated Service Delivery puts our customers at the centre of all government service delivery. Work is already underway to deliver a consistent, seamless customer experience, based around their needs and regardless of the agencies behind the service.

Once realised, the benefits of this Result 10 Blueprint will drive greater uptake of entitlements by our eligible customers, result in less effort in doing business with us, and increase satisfaction in your agency's service.

Agencies can also expect to see greater realisation of objectives in both entitlement and compliance; a reduction in the cost of service delivery infrastructure as well as the per-transaction cost; and an improved public perception of our services.

The targets for Better Public Services are deliberately ambitious, and the State sector needs to be agile, innovative, and open to change in order to achieve them. We need to function as an integrated system serving New Zealanders, while fulfilling portfolio obligations as individual agencies. Transforming government service delivery in this way requires the collective effort of service delivery agencies, and the Result 10 Blueprint strongly reflects that.

I am proud of this document, and I'm inspired by the opportunity the Blueprint provides – one in which through working together, we can make a very real difference.

Colin MacDonald
Result 10 Lead Chief Executive

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1 Executive Summary

As part of Better Public Services, agencies have been challenged to make it easy to transact with government in a digital environment

In March 2012, the Prime Minister announced ten results as part of the Better Public Services programme. Results 9 and 10 both aim to improve interactions with government – Result 9 focuses on business customers, and Result 10 on individual New Zealanders.

The Result 10 outcome is:

> **New Zealanders can complete their transactions with government easily in a digital environment**

The Result 10 target is:

> **By 2017 an average of 70% of New Zealanders' most common transactions with government will be completed in a digital environment**

The Department of Internal Affairs (DIA) is accountable for the result, and is working collaboratively with the following agencies to deliver the result: Department of Conservation, Inland Revenue, Ministry of Business, Innovation and Employment, Ministry of Social Development, New Zealand Customs Service, New Zealand Police and New Zealand Transport Agency.

We need to change our approach to digital service provision

Although agencies have invested heavily in digital channels over the past two decades, transacting with government digitally is far from the norm, and the quality of government's digital service offerings often falls short of equivalent offerings in the private sector.

To address these issues, we need a paradigm shift in government's approach to service delivery, towards 'a holistic, customer-centred approach, driven at the whole-of-government level.' This approach is reflected in New Zealand's ICT Strategy and Action Plan, and provides strategic context for Result 10.

There is an opportunity to improve customers' experience of government services, while at the same time reducing cost to serve

This will occur by shifting transaction volumes from higher cost channels to lower cost digital channels that support self-service; and by streamlining service delivery processes to reduce, or in some cases eliminate, the number of interactions a customer needs in order to access a government service.

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We will work towards a shared vision of the digital future

But to achieve the benefits, it's not enough simply to make more transactions digital. The Result 10 vision has three parts: a vision for customers, a vision for services, and a vision for government at a system level.

The Customer Vision: Digital by Choice

It will be so easy for New Zealanders to transact with government digitally that they choose to do so. Services will be easy to understand, the process of accessing a service will be easy to carry out, and it will be easy to get support. We will drive uptake of digital transactions by improving access, provision, awareness and trust and confidence, and in some cases providing other incentives. We will ensure those who can't transact digitally will not be disadvantaged.

The Service Vision: Digital by Design

Services will be designed for digital: seamless, smart and secure. The approach will be to optimise the role of digital channels in service delivery.

The System Vision: Digital by Default

Integrated digital service delivery will be 'how we do things' in government. This will mean working in new ways. Customers will be at the centre of service design and delivery, government will be connected and collaborative, and there will be a culture of digital innovation.

Our change approach will be agile and iterative

We will build on innovation, and collaborate to share learnings and best practice across the public sector. Over time, we will drive a shift from a siloed, agency-centric approach to service design and delivery to a joined-up, integrated approach.

We will support New Zealanders through the digital transition:

01 Action **Assist customers to transact digitally, and provide alternatives for those who can't**

We will redesign services around the customer, moving progressively from more digital services designed with integration in mind, to integrated service information and access points, to integrated identity and transaction account:

02 Action **Make the transactions in the Result 10 'basket' more user-friendly**

03 Action **Provide more transactions in the digital environment**

04 Action **Consolidate and rationalise the government web domain and rewrite service information to make transactions easier to find and use**

05 Action **Adopt RealMe and deliver integrated digital transactions**

Finally, we will increase system capability:

06 Action **Identify and adopt digital service standards**

07 Action **Evolve contact centre capability to promote and complement digital service delivery**

08 Action **Measure service delivery cost and quality consistently across government**

09 Action **Remove legislative barriers**

10 Action **Strengthen digital service design and delivery capabilities**

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Result 10
Blueprint on a page

New Zealanders can complete their transactions with government easily in a digital environment.

Support New Zealanders through the digital transition

The Customer Vision:

Digital by Choice

It will be so easy for New Zealanders to transact with government digitally that they choose to do so

| Action 1 | Assist customers to transact digitally, and provide alternatives for those who can't |

Redesign services around the customer

The Service Vision:

Digital by Design

Services will be designed for digital: seamless, smart and secure

Action 2
Make the Result 10 'basket' more user-friendly

More digital services, designed with integration in mind

Action 3
Provide more transactions in the digital environment

Integrated service information and access points

Action 4
Consolidate and rationalise the government web domain and rewrite service information to make transactions easier to find and use

Integrated identity and transaction account

Action 5
Adopt RealMe and deliver integrated digital transactions

| Action 6 | Identify and adopt digital service standards |

Increase system capability

The System Vision:

Digital by Default

Integrated digital service delivery will be 'how we do things' in government

Action 7	Evolve contact centre capability to promote and complement digital service delivery
Action 8	Measure service delivery cost and quality consistently across government
Action 9	Remove legislative barriers
Action 10	Strengthen digital service design and delivery capabilities

Benefits for New Zealanders

- customer effort
- customer satisfaction
- uptake of entitlements
- penalties and debts

Benefits for Government

- cost per transaction
- public perception
- realisation policy objectives
- service delivery infrastructure costs

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As at November 2013, the following eight major service delivery agencies have jointly committed to work together to deliver Result 10:

INTERNAL AFFAIRS
Te Tari Taiwhenua

Department of Conservation
Te Papa Atawhai

NEW ZEALAND
CUSTOMS SERVICE
TE MANA ĀRAI O AOTEAROA

Inland Revenue
Te Tari Taake

Ministry of Business,
Innovation & Employment

MINISTRY OF
SOCIAL DEVELOPMENT
Te Manatū Whakahiato Ora

NZ TRANSPORT AGENCY
WAKA KOTAHI

New Zealand
POLICE
Nga Pirihimana O Aotearoa

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2   Introduction

2.1 Background

The delivery of better public services within tight fiscal constraints is one of the Government's four priorities for this term. In March 2012, the Prime Minister announced ten results as part of the Better Public Services programme. The results tackle complex issues that fall between the responsibilities and accountabilities of individual agencies, and require agencies to work in more integrated ways, in order to deliver better outcomes for New Zealanders.[1]

Result 10 is one of two results that fall under the result area 'improving interactions with government'. Whereas Result 9 focuses on improving interactions between government and business, Result 10 focuses on improving interactions for individual New Zealanders.

The Result 10 outcome is:

> **New Zealanders can complete their transactions with government easily in a digital environment**

The Department of Internal Affairs (DIA) was given accountability for leading Result 10, and hosts the Result 10 core programme team. As at October 2013, the following eight major service delivery agencies have jointly committed to work together to deliver the result: Department of Conservation, DIA, Inland Revenue (IR), Ministry of Business, Innovation and Employment (MBIE), Ministry of Social Development, New Zealand Customs Service, New Zealand Police, New Zealand Transport Agency (NZTA). Other service delivery agencies will be invited to follow suit (see section 6.5).

In January 2013, a Digital Service Council was established with representatives from participating agencies, to provide governance of the Result 10 programme and champion change within their own agencies and across the public sector.

2.2 Why a Blueprint?

In order to deliver Result 10, we need a shared vision of the future state of digital services, and an agreed set of actions for achieving that vision – a Blueprint for change. This will enable agencies to align their digital initiatives and take a joined-up, customer-centred approach to digital services.

Participating agencies have contributed to the development of the Result 10 Blueprint via the Result 10 Working Group and the Digital Service Council. While the Blueprint provides high level direction, agencies will produce more detailed plans specifying how they will individually and jointly contribute to the actions outlined in the Blueprint. See section 6 for further explanation of agency alignment planning.

The Result 10 Blueprint builds on the Result 10 Action Plan, which was approved by Cabinet in August 2012. The Action Plan underlined the transformative intent of Result 10. It also established a measure for publically reporting on progress towards Result 10 (see section 3.5).

Although the Better Public Services targets relate to 2017, the time horizon for this Blueprint is 2020. This allows a more strategic view of the digital future.

The Result 10 Blueprint will be refreshed on a rolling twelve month basis.

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[1]   Better Public Services Advisory Group Report, November 2011, pages 6 and 39-40:
    http://www.ssc.govt.nz/sites/all/files/bps-report-nov2011_0.pdf

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3   Understanding Result 10

3.1 The journey so far

When New Zealanders interacted with government a quarter of a century ago, they did so using non-digital means. To find out information about a government service, it was necessary to work out which government agency provided the service, then phone or write to that agency, or turn up in person to an office or service centre.

During the 1990s, the first government websites were created, providing New Zealanders with easier, faster access to information about services, and the ability to download forms as and when they needed them. At a similar time, the first Interactive Voice Response (IVR) systems were implemented in contact centres.

Online transactions began to be added from the late 1990s, along with interactive tools such as calculators. From the mid to late-2000s agencies began to make forays into a wider range of digital channels such as SMS (text messaging), social media and mobile applications.

But although agencies have invested heavily in digital channels over the past two decades, transacting with government digitally is far from the norm, and the quality of government's digital service offerings often falls short of equivalent offerings in the private sector.

- Approximately half of low and medium complexity government transactions (by volume) are not currently offered in any digital channel. In 2012, this was conservatively estimated to equate to over 38 million transactions[2]

- Digital service delivery, like service delivery in non-digital channels, occurs largely in silos, meaning customers are often required to interact with several agencies in order to achieve a single goal

- It is estimated that there are approximately 1,000 New Zealand government websites,[3] many of which contain duplicated content or address common customer groups. In general, the organisation of the web domain reflects agency boundaries rather than the needs of customers

- Provision of services through emerging digital channels tends to be reactive rather than part of an overall strategy. As a result, service offerings in these channels are patchy

To address these issues, we need a paradigm shift in government's approach to service delivery. The digital environment offers tremendous potential to deliver services more effectively and efficiently. However, a 2012 report by international standards organisation OASIS noted that 'the reality of many countries' experience of e-Government has… been duplication of ICT expenditure, wasted resources, no critical mass of users for online services, and limited impact on core public policy objectives'.[4] In response, 'an increasing number of governments are now seeking to make a fundamental strategic shift, towards a holistic, customer-centred approach, driven at the whole-of-government level.' There is a focus on iterative design, trialling changes with customers on a small scale before adopting them more widely – effectively helping 'design out' risk. This approach is reflected in New Zealand's ICT Strategy and Action Plan, published in June 2013, and provides strategic context for Result 10.

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[2]   Result 10, Service Channel Inventory – Final Inventory June 2012.
[3]   Estimate from govt.nz Domain Administrator.
[4]   OASIS, *Transformational Government Framework Primer v1.0,* January 2012.

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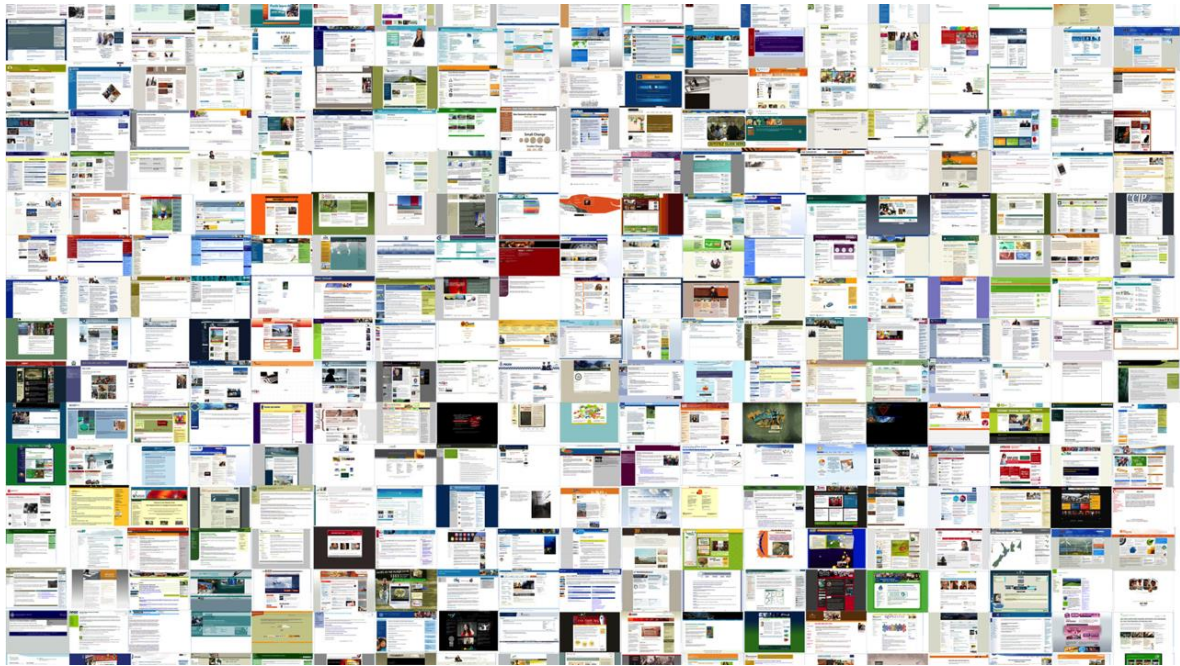
Some of the estimated 1,000 New Zealand government websites

3.2 Scope

New Zealanders can complete their **transactions** with **government** easily in a **digital environment**

Who counts as a 'New Zealander' for the purposes of Result 10?

We interpret New Zealanders to include all individuals who are customers, or potential customers, of New Zealand government services. This includes New Zealand citizens living overseas, immigrants and visitors to New Zealand.

Businesses are not included under this definition. Improving interactions between businesses and government falls under the remit of Result 9. However, in practice the boundaries between individual and business interactions with government are often blurred (for example, a sole trader may not think of themselves as a 'business', and people who interact with government on behalf of businesses generally do so as individuals as well). Moreover, from an agency point of view, it is often artificial to separate the service delivery infrastructure and processes needed to support these two customer groups. For this reason, while Result 10 focuses on and measures an outcome for individuals, we recognise this outcome has strong links to the equivalent outcome for business. See also section 3.3.

What counts as a 'transaction'?

The process of delivering or accessing a service generally involves a series of interactions between a customer and an agency. For the purposes of Result 10, we understand a transaction to be an administrative interaction that results in a change to a customer's account status or a transfer of value; for example, applying for a service, filing a return, making or receiving a payment, or receiving an alert or notification.

Reading general information on a government website and phoning to make a general enquiry do not count as transactions. However, these interactions are often an essential step to successfully completing a transaction. Therefore, in focusing on making transacting easy, we take a holistic view of end-to-end service journeys, including the provision of service information and advice.

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What counts as 'government'?

For scope purposes, we understand government to include public service departments, non-public service departments and Crown agents, and to exclude tertiary education institutions, district health boards, autonomous Crown entities, independent Crown entities, Crown entity companies, school Boards of Trustees and local government. The group of government agencies that have agreed to work together to deliver Result 10 are known as 'Result 10 participating agencies'.

We include in scope government transactions that are delivered via service delivery agents; for example, renewing a drivers licence (a service of NZTA) via the Automobile Association or Vehicle Testing New Zealand.

We also recognise that customers' service journeys often involve interactions with a mix of governmental, NGO and private sector organisations. Therefore, while the Result 10 outcome relates to transactions with government, we will achieve this outcome by considering these government transactions in the context of a wider service ecosystem.

What is the 'digital environment'?

The digital environment includes a range of digital channels and a much larger number of digital touchpoints.

Digital channels include web, mobile application, interactive voice response (IVR), email, kiosk, social media, web chat and SMS (text message).

Digital touchpoints include specific websites (in the web channel) and mobile applications (in the mobile application channel). Touchpoints may contain digital content (e.g. information about a service) and transactional capability (e.g. an online form).

In addition to digital channels and touchpoints, we also understand the digital environment to include 'behind the scenes' digital service delivery infrastructure that customers can't see or interact with.

For further definitions of key terms, please see the Glossary (Appendix I).

3.3 Related digital change programmes

Result 10 is best understood not as an isolated programme of work but as an outcome that requires coordinated activity across a range of areas. Some of this activity is also a high priority for other government transformational programmes, in particular Better Public Services Result 9 and the ICT Strategy and Action Plan.

Result 9

The Result 9 outcome is: 'New Zealand businesses have a one-stop online shop for all government advice and support they need to run and grow their business'. Like Result 10, Result 9 has a focus on using the digital environment to improve interactions with government, and on agencies working together to provide more joined up digital services. Result 9 is led by MBIE; a group of seven agencies have agreed to work together to deliver Result 9.[5]

As noted in section 3.2, there are considerable overlaps between the delivery of services to individual New Zealanders and to businesses. The Result 10 and Result 9 programmes are already

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[5] Result 9 participating agencies are: Accident Compensation Corporation (ACC), IR,MBIE, New Zealand Customs Service, Ministry of Primary Industries, New Zealand Trade and Enterprise, Statistics New Zealand. For more information about Result 9, see http://www.mbie.govt.nz/what-we-do/better-public-services

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working in close collaboration, and have agreed that where an initiative delivers common benefit for individuals and businesses, a single result will take the lead and deliver to joint requirements.

Functional leadership and the ICT Strategy and Action Plan

A key pillar of the Better Public Services change programme, functional leadership aims to improve the effectiveness and reduce the overall costs to government of common business functions, specifically ICT, procurement and property. Lead Chief Executives for each of these areas retain their departmental roles but wear an additional functional leader 'hat' to deliver benefits for government overall. The Chief Executive of DIA/Chief Government Information Officer is responsible for ICT functional leadership, via the ICT Strategy and Action Plan.[6]

Several of the actions in the Result 10 Blueprint relate to actions in the ICT Strategy and Action Plan. These areas are clearly marked in section 5 and summarised in Appendix II.

The Result 10 Blueprint provides business context for these areas of common focus; in particular, a vision for how digital service delivery can deliver real benefits to New Zealanders, for what services themselves will be like in the future, and for the changes that will be required at a system level to support this.

3.4 Benefits

'So our fiscal objectives are not contradicting the drive for better public services. Rather, our fiscal objectives will be achieved by better public services and that is why we put such a strong focus on improving those public services and a stronger focus, in fact, than we actually put on saving money.'

– Bill English, Minister of Finance, February 2013

Achieving the Result 10 outcome will deliver benefits both to New Zealanders and to government. Digital technologies offer an opportunity to improve customers' experience of government services, while at the same time reducing the cost of service delivery.

This will occur by shifting transaction volumes from higher cost channels (such as face to face and phone) to lower cost digital channels that support self-service; and by streamlining service delivery processes to reduce, or in some cases eliminate, the number of interactions a customer needs in order to access a government service.

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[6] The ICT Strategy and Action Plan was agreed by Cabinet in July 2013. Its four key areas are: Services are digital by default, information is managed as an asset, investment and capability are shared, and leadership and culture deliver change. See: http://ict.govt.nz/strategy/action-plan/

Shifting transactions to digital, while reducing the overall number of transactions

Increased uptake of digital services

Improve the design of services across government agencies to remove unnecessary transactions

Digital

Non-Digital

Digital

Non-Digital
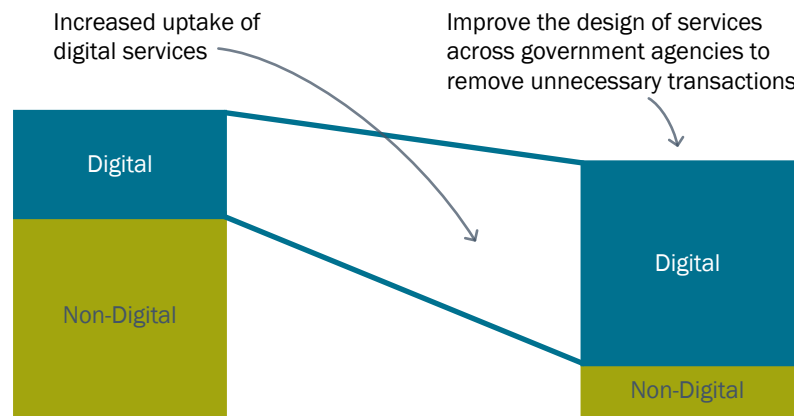
Benefits for New Zealanders

- Reduced customer effort required to access government services
- Increased customer satisfaction
- Greater uptake of entitlements by eligible customers
- Reduction in penalties and debt incurred inadvertently by customers who have failed to meet obligations to government

Benefits for government

- Reduced per-transaction service delivery costs
- Improved public perception of government
- Greater realisation of entitlement-related policy objectives
- Greater realisation of compliance-related policy objectives
- Reduced service delivery infrastructure costs

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3.5 The Result 10 target

In August 2012, Cabinet approved the following target for Result 10:

> **By 2017 an average of 70% of New Zealanders' most common transactions with government will be completed in a digital environment**

Ten indicator transactions were included in a 'basket' that is measured and reported on publically.[7]

Ensuring that the measure is tracking towards 70% is an important focus for Result 10. However, Result 10 is about far more than the measurement of the ten transactions in the basket.

Increasing the provision of digital transactions, increasing uptake across all transactions (not just those in the basket), and above all increasing the **ease** with which New Zealanders can complete these transactions, are essential for delivering the Result 10 outcome. In some cases this may mean eliminating transactions through smarter, digitally-enabled service processes – after all, the easiest transaction with government is not having to transact at all.

The vision in section 5 of this Blueprint is deliberately aspirational. It has been developed to do justice to the transformational intent in Result 10, and the actions that follow will carry agencies beyond achievement of the target measure towards a future in which their relationship with their customers is fundamentally transformed.

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[7]   The transactions are: NZ Customs – SmartGate, DIA – renew adult passport, NZ Police – pay fine, IR – pay income tax, IR – file tax return, IR – apply for Inland Revenue Number, NZTA – renew vehicle licence, MSD – apply for financial assistance, MBIE (Immigration) – apply for visa, DOC – book a DOC asset

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4   Vision

The Result 10 vision has three parts: a vision for customers, a vision for services, and a vision for government at a system level.

New Zealanders can complete their transactions with government easily in a digital environment

The Customer Vision:

Digital by Choice

It will be so easy for New Zealanders to transact with government digitally that they choose to do so

Services will be easy to understand, the process of accessing a service will be easy to carry out, and it will be easy to get support. We will drive uptake of digital transactions by improving access, provision, awareness and trust and confidence, and in some cases providing other incentives. Those who can't transact digitally will not be disadvantaged

The Service Vision:

Digital by Design

Services will be designed for digital: seamless, smart and secure

Services will be deliberately designed in order to provide this easy experience of transacting digitally. The approach will be to optimise the role of digital channels in service delivery.

The System Vision:

Digital by Default

Integrated digital service delivery will be 'how we do things' in government

In order to provide the digital services of the future, government will need to work in new ways. Customers will be at the centre of service design and delivery, government will be connected and collaborative, and there will be a culture of digital innovation

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Digital by Choice

It will be so easy for New Zealanders to transact with government digitally that they will choose to do so

Making transacting with government easy is at the heart of Result 10. Ease is an end in itself, and also a means to an end: if transacting digitally is easy relative to other channels, New Zealanders will increasingly prefer to transact that way. International research shows that 84% of customers will transact in the channel that involves the least effort to themselves.[8]

What makes for an easy experience of dealing with government?

✓ Easy to understand

Customers understand the services that are available to them, including help they are entitled to and obligations they have to government. They understand what they need to do to access a service, and the decisions that are made about them. They know what to expect from the agency delivering the service – for example, how long it will take for an application to be processed. They have easy access to the information government holds about them, and understand how it is used.

✓ Easy to carry out

Most service journeys involve a series of interactions, sometimes often involving multiple channels. 'Easy to carry out' means this end-to-end process of accessing a service is streamlined and efficient. The number of interactions required in order to achieve a goal is minimised, and individual interactions are simple to complete. Customers can interact with government at a time and place convenient to them.

✓ Easy to get support

Customers can get help when they have a problem accessing or using a service.

In the future, we expect to see an improvement in customer experience of transacting with government, along with a significantly increased uptake of digital transactions.

Some New Zealanders will continue to face barriers to transacting digitally; we will ensure these people are not disadvantaged.

And where possible we will boost customer uptake of digital transactions by focussing on:

Access

Customers have access to digital transactions. This includes physical access to the internet (access to the appropriate hardware as well as an internet connection of sufficient speed and reliability) and the skills and confidence required in order to transact digitally.

Provision

Transactions are provided in the right mix of channels.

Awareness

Customers are aware of the option to transact digitally, and of the benefits of choosing digital.

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[8] CEB Customer Contact Leadership Council.
    https://ccc.executiveboard.com/Members/Popup/Download.aspx?cid=100222993

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Trust and confidence

Customers have trust and confidence in transacting with government digitally. This includes trust and confidence in government as well as trust and confidence in digital technology. Increased transparency (for example, about why customers' personal information is collected and what it is used for) can increase trust and confidence.

Other incentives

Sometimes an additional 'nudge' may tip the balance towards a customer choosing to transact digitally. This can include use of incentives such as faster turnaround times or lower cost.[9]

Understanding our customers

The customer base for government services is extremely diverse: the needs, expectations, attitudes and capabilities that influence their interactions with government differ widely. To reflect this diversity, we have developed eight 'personas' – fictional characters based on research with real people. Personas remind us that a 'one size fits all' approach to service design will not work.

See Appendix III to find out more about Mary, Chris, Julian, Shona, Ning, Nikki, Amiir and Fred.

Overall, digital demand is increasing, but a significant minority face barriers to access

'I prefer to do it online. [I control] when, how long, and the information I provide… I work nights so you

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[9] However, use of such incentives needs to be balanced against government social policy outcomes. For example, cost incentives for using digital may disadvantage service users who do not have access to the digital environment.

know it's much easier for me to fill [in] a form in the middle of the night than it is for me to wait until the next morning to ring someone...' [10]

In 2011, 73% of New Zealanders banked online and 65% paid bills online,[11] indicating a high willingness to transact digitally.

However, a significant minority of New Zealanders do not have access to the digital environment – in 2012, 20% of New Zealand households were without internet access. Older New Zealanders and people on low incomes are least likely to have digital access. The most common reasons are lack of interest, high cost, and lack of confidence, knowledge or skills.[12]

The differing willingness and ability of New Zealanders to transact digitally is illustrated by our personas:

- Julian prefers to do all his routine transactions digitally (but has high expectations, and is impatient when government doesn't keep up!)

- Mary uses digital technology to stay in touch with friends and family, but when it's time to renew her car licence, she does it the way she always has – at the Post Office. However, if a friendly staff member explains to Mary the benefits of transacting digitally, she will change her habits – as long as the digital option turns out to be as easy as they say

- Chris has basic internet skills and used to follow sports online until he and his wife cancelled their internet connection due to financial pressures. Next time Chris visits a government service centre, he'll be willing to try dealing with government via a kiosk – but he might need help getting started

- Fred doesn't use the internet at all, and doesn't want to: 'I've got on perfectly well without it for 72 years, and I don't see why I should start now'. Struggling to sort out the affairs of his son, who recently died in a tragic accident, Fred is in no state to try and deal with government in a new and unfamiliar way

Many New Zealanders don't understand the structure of government – and don't want to!

People are often unclear about which government agency offers a particular service:

'My general opinion is that it's essentially irrelevant to people who provide[s] services and that can be very frustrating if you go to a particular part of the New Zealand government and you're told this isn't our responsibility.' [13]

This is a significant pain point, particularly if it means a person fails to find out about services for which they may be eligible. 'Hidden services' are services that a customer is unaware of and not informed about, even if they have come into contact with government on a related matter.

New Zealanders are also often unclear about sectoral boundaries between government, NGOs and private service providers. The concept of 'government services' is quite amorphous, and New Zealanders do not have a shared understanding of what government does and does not provide.[14]

When it comes to agencies working together, privacy concerns need to be carefully managed

New Zealanders in general are 'privacy pragmatists' – they are cautiously open to their information being shared between agencies if it means they receive a better service. However, some New

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[10] 'Public Attitudes to the Sharing of Personal Information in the Course of Online Public Service Provision', p51.
[11] The Internet in New Zealand 2011
[12] Statistics New Zealand, 2012 Household Use of Information and Communication Technology
[13] Thinkplace and Colmar Brunton, User Personas and Customer Insight Report, 2012.
[14] User Personas and Customer Insight Report.

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Zealanders have a low trust in government, and view their interactions with government as a contest in which information they provide may be used against them.[15]

There are times when people need the human touch

In the future, New Zealanders will continue to transact with government via a mix of channels.[16] Digital channels will have an increasingly central role to play, but customers want to know human support is there when they need it.

'...It is not necessarily about getting money, sometimes it is just about somebody actually listening to you... that makes all the difference to people'[17]

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[15] Public Attitudes to the Sharing of Personal Information in the Course of Online Service Provision.
[16] This conclusion is supported by research by the State Service Commission, 'Kiwis Count – The Channels Report', August 2013
[17] User Personas and Customer Insight Report.

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Digital by Design

Services will be designed for digital – seamless, smart and secure

In order to achieve the customer vision, services will be intentionally designed to make transacting with government easy. The approach is to optimise the role of digital channels – delivering benefits for the customer, and for the agency providing the service.

The digital services of the future will be seamless. They will make sense from the point of view of the customer, and will not assume that the customer understands – or wants to understand – the structure of government in order to achieve their goal.

Digital services will be smart. They will exploit the increasing potential of the digital environment to offer faster, more connected, more personalised ways of getting things done.

And digital services will be secure. New Zealanders' privacy will continue to be paramount

What might this look like? Best practice in digital service design evolves rapidly, and it is not the purpose of this Blueprint to dictate the specific design of services in the future. The following table paints a high level picture based on current understanding of digital trends and opportunities.

Driver	Future digital services
Easy to understand	Digital content is written in plain language and supports discoverability
	Key service information is provided consistently for government services
	The boundaries of government websites and other digital touchpoints[18] reflect customer needs, not the structure of government
	Design and navigation of digital touchpoints is optimised to inform customers of services that may be relevant to them [19]
	Where appropriate, government service information appears on third party touchpoints to increase visibility of services
	Customers can use smart, personalised tools to find out about the services that are available to them
	Customers can opt to receive personalised alerts and reminders through digital channels of their choice (SMS, emails etc)
	Customers are provided with meaningful views of the information that government holds about them (e.g. personal circumstances, transaction history)[20]
Easy to carry out	Online forms are smart and user-friendly[21]
	Customers don't have to submit the same information to government agencies multiple times – they can consent to the reuse of information agencies hold about them
	Customers can elect to complete related transactions at the same time[22]
	Customers can complete government transactions as seamlessly as possible as part of overall service journeys, even when these journeys involve NGO and private sector providers

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[18] For example, mobile apps, IVR systems.
[19] For example, a web page with information about birth registration provides a link to information about financial assistance for families with children.
[20] This can include mash-ups of government-held information with non-government information via third party touchpoints. For example, a customer might elect to view deadlines for submitting their tax return via a smartphone calendar app of their choice.
[21] For example, unlike paper forms, online forms can validate information entered.

Driver	Future digital services
Easy to get support	Appropriate self-service help is available digitally[23]
	Human support is available for digital transactions[24]
	Customers can provide feedback on how their service experience can be improved
Access	Assisted access to government digital services may be made available for those without digital access, for example through kiosks or public libraries
Provision	High volume, low and medium complexity transactions are available in the digital environment[25]
	Services are digitally enabled end-to-end wherever possible
	Digital content and transactions are designed to be viewed on a wide range of devices (responsive design)
Awareness[26]	Digital services are promoted through both digital and non-digital channels
Trust and confidence	Digital services are designed to be privacy-centric
	Digital services are secure, and are seen to be secure
	Digital services provide the customer with appropriate confirmations and feedback
	Customers have a trusted, all-of-government login and means for verifying their identity digitally
	Design and branding of digital services ensures customers have sufficient clarity about with whom they are transacting
Other incentives	Other incentives, if used, are addition to the other drivers, and in particular do not replace the requirement to make digital services easy to use

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[22] For example, apply for entitlements at the same time as registering a birth.
[23] For example, definitions of key terms, help screens, tutorials, automated Q&As etc as appropriate.
[24] This human support may be provided through digital channels, e.g. social media, webchat.
[25] Non-digital channels will be primarily used for complex or high value interactions rather than repetitive transactions. For example, frontline staff will spend more time helping people into work rather than processing applications for financial assistance. Frontline staff will also assist customers to use digital channels for their transactions, and where a customer is unable to transact in this way, will carry out transactions on their behalf. See also: Access.
[26] These principles relate to awareness of the digital option for accessing services. Awareness that particular services exist *at all* is covered under 'ease'.

Result **10**
Better Public Services, Digitally.

What is design thinking?

Design thinking is a creative problem-solving approach that has grown out of core design practice and is being increasingly applied to complex business, organisational and social challenges.

Every service has a design. The way its delivery infrastructure is set up, the way staff are trained and equipped, the process and policies they follow – all are results of design decisions. However, most of the time this is 'unintended design'.

'Unintended Design happens when the team focuses on the act of development and deployment without any consideration of what will happen when people try to use it.'[27]

Service design makes this process intentional. This enables us to be genuinely customer-centred – mindful of the effects that seemingly insignificant decisions can have on service users

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[27]   Jared M Spool, Anatomy of Design Decisions, 2010.

Digital by Default

Integrated digital service delivery will be 'how we do things' in government
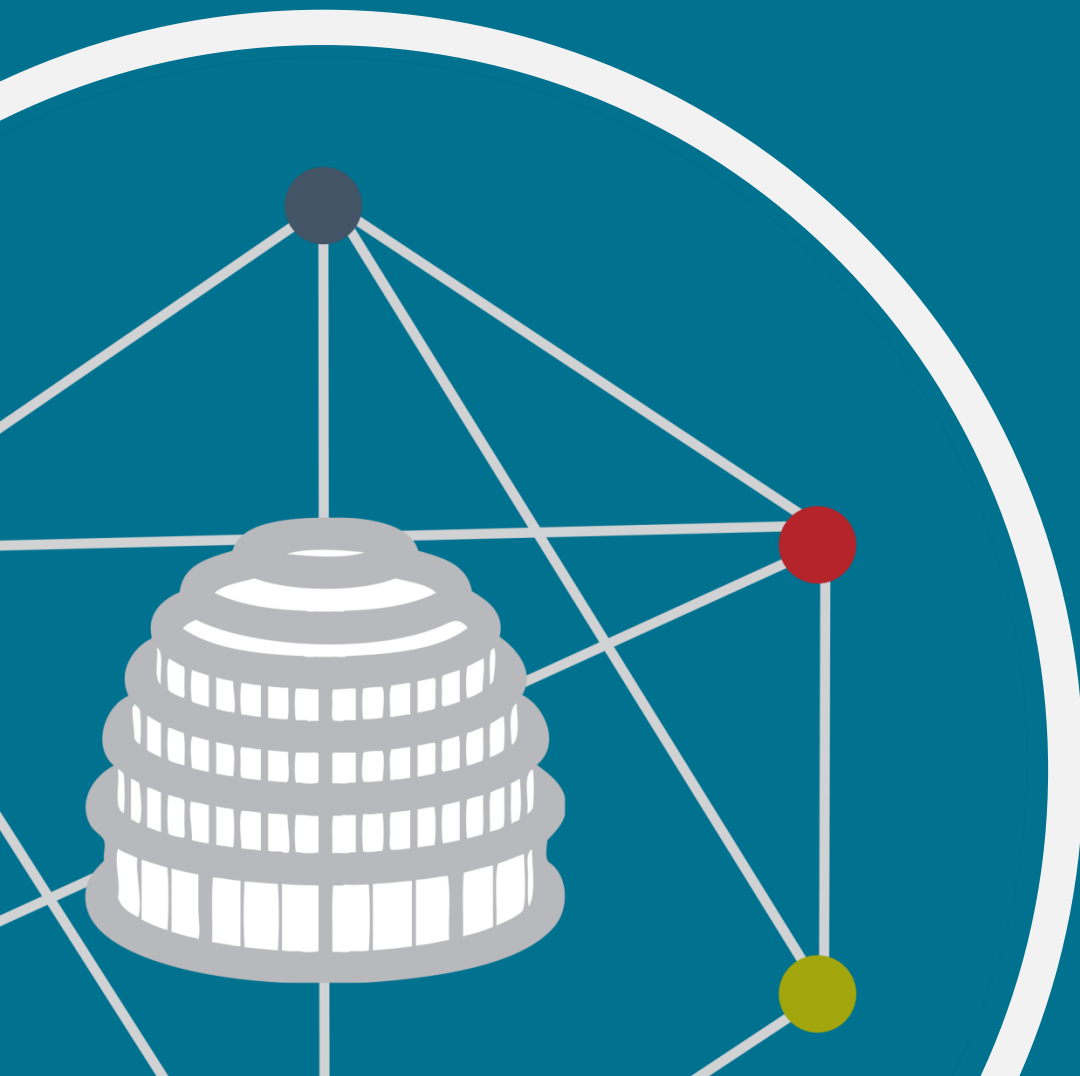
Government will need to work in new ways to provide digital services as described in section 5.2. Exactly what this means for New Zealand in terms of operating models is still to be explored; however, many other jurisdictions are moving away from 'siloed' models for service delivery, towards more connected, all-of-government approaches.

By 2020 digital will be the primary delivery channel for government transactions, and best practice digital service design and delivery will be embedded in government's culture and operations. This means customers will be at the centre of service design and delivery; government will be connected and collaborative; and there will be a culture of digital innovation.

Customers will be at the centre of service design and delivery

We will engage with customers to understand their needs and expectations. Processes will be in place to ensure that customer insight shapes service design and delivery at both strategic and operational levels. We will measure service delivery performance to ensure investment in service delivery improvement provides benefits to New Zealanders.

Senior roles with responsibility for customer experience will exist. These roles will be empowered to drive service delivery improvement, even when required change cuts across traditional agency boundaries.

The role of frontline staff will be to manage complex interactions with customers (which are not suitable for digital delivery), to assist those who require support to transact digitally, and to provide service to those who are unable or unwilling to use digital services. Frontline staff will have the skills and tools necessary to ensure the 'face' of government digital services is friendly and enabling.

Government will be connected and collaborative

Agencies' service design, delivery and fulfilment functions will be increasingly connected, where doing so delivers benefits to customers or to government. There will be a culture of collaboration, supported by flexible funding and operating models.

Multidisciplinary teams will be convened to capture diverse perspectives early in the process of designing services. These teams will include experts in design thinking and customer experience as well as more traditional business functions, blurring the boundaries between development and implementation, and enabling a more agile approach to change.

Across government, agencies will be connected through adoption of common standards. Agencies' services will often be delivered through shared touchpoints. Some digital service design functions are likely to be shared. Common business processes will be executed using common business and technology architectures and common technology platforms.

Agencies will be increasingly connected with NGOs and private sector organisations, in order to deliver integrated digital services around customer needs.

Appropriate assurance mechanisms will be in place to support all of these new forms of connection and collaboration.

There will be a culture of digital innovation

Government will leverage new technologies to keep pace with customer expectations.[28] Digital service design processes will be flexible and responsive. Independent design labs may be used to support the innovation process. There will be a culture that values innovation, and the regulatory and legislative environment will support this. Changes to services will often be trialled with

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[28] Emerging channels for government digital service delivery as at 2013 include enhanced voice self-service, web chat and social media.

customers on a small scale before being adopted more widely, speeding up the innovation timeframe and reducing the risks associated with 'big bang' change – effectively helping 'design out' risk.

The Digital Challenge in Other Jurisdictions

Governments around the world are recognising the potential of technology to transform service delivery, especially when faced with ongoing budget pressures.

In the **United Kingdom**, a Government Digital Strategy is driving changes to services delivered by the civil service. The strategy requires each agency to completely redesign any transactional service with over 100,000 annual transactions in accordance with service design standards. As well 25 of the most common transactions are being redesigned as exemplar services.

The websites of all government departments and many other agencies and public bodies are being merged into GOV.UK. GOV.UK is the single domain for government making it simpler, clearer and faster to access government information and services. All 24 Ministerial departments, one out of 21 non-Ministerial departments, and 34 out of 331 agencies and other public bodies are now live on GOV.UK.

In practice merging into GOV.UK means a centralised team designs, tests and manages the content of this website, and departmental websites are decommissioned.

GOV.UK has received awards for its design. Its content is available under an open license, and its code is open source. The open source code has been adapted by the Govt.nz project.

In **South Australia**, a strategy to deliver a single entry point to the South Australia government has been implemented. A single website organised around customer needs is managed by the eGovernment team in the Department of the Premier and Cabinet. Content is written and managed by virtual teams that span agency boundaries. Since 2010 the site has won a number of international and national awards.

There is also a single phone number for South Australia government information and services except for emergency services. Behind the scenes contact centres have been rationalised down to one.

Customer self-service is promoted wherever possible.

Shared services have been essential in making it possible to realise the South Australia government strategy. Standardisation of technology and business process architectures, application architectures, data networks and desktop environments have been developed. Systems and infrastructure have been consolidated and rationalised. The Government's data and voice networks and related infrastructure and services are owned and managed by the shared services provider.

To improve agility, technology clusters based on groups of agencies serving similar customer needs have been created.

Result 10
Better Public Services, Digitally.

Case Study: Public Sector Innovation Lab

Located in Denmark, MindLab is a cross-ministerial innovation unit which involves citizens and businesses in creating new solutions for society. It is also a physical space – a neutral zone for inspiring creativity, innovation and collaboration.

MindLab helps ministerial decision-makers and employees view their efforts from the outside-in, to see them from a citizen's perspective. Entrepreneurship, digital self-service, education and employment are some of the areas they address.

MindLab has considerable experience with innovation processes that are based on the realities experienced by citizens and businesses, and which also promote collaboration across the public sector. MindLab has led three studies as part of the Danish government's 'Away with the Red Tape' plan which aims to eliminate outdated and unnecessary rules and digitise and simplify complicated administrative procedures and processes. Among other successful case studies, it recently led research which resulted in the Danish tax authority deferring a mobile self-service solution for filing tax returns because people were not ready for it in practice.

For further information and case studies go to mind-lab.dk.

Making it Happen

The Result 10 vision is aspirational, and will not all be achieved at once. Rather, it provides a shared sense of the direction of travel.

Our overall change approach will be agile and iterative. We will build on innovation, and collaborate to share learnings and best practice across the public sector.

Over time, we will drive a shift from a siloed, agency-centric approach to service design and delivery to a joined-up, integrated approach. The ultimate aim of integration does not require agencies to postpone digital initiatives that are less than perfectly integrated with other agencies' initiatives. Rather, we will take a pragmatic approach, looking for early opportunities to integrate where we can, and where possible to design digital services with future integration in mind. At the same time, we will progress transformational initiatives that will ultimately enable integration across the sector.

We have identified ten priority actions under the following focus areas:

- Support customers through digital transition
- Redesign services around the customer, over three phases:
    - More digital services, designed with integration in mind
    - Integrated service information and access points
    - Integrated identity and transaction account
- Increase system capability.

Support New Zealanders through the digital transition:

Action 1   Assist customers to transact digitally, and provide alternatives for those who can't

Redesign services around the customer:

More digital services, designed with integration in mind	Integrated service information and access points	Integrated identity and transaction account

Action 2
Make the Result 10 'basket' more user-friendly

Action 3
Provide more transactions in the digital environment

Action 4
Consolidate and rationalise the government web domain and rewrite service information to make transactions easier to find and use

Action 5
Adopt RealMe and deliver integrated digital transactions

Action 6   Identify and adopt digital service standards

Increase system capability:

Action 7   Evolve contact centre capability to promote and complement digital service delivery

Action 8   Measure service delivery cost and quality consistently across government

Action 9   Remove legislative barriers

Action 10   Strengthen digital service design and delivery capabilities

Assist customers to transact digitally, and provide alternatives for those who can't

The Result 10 team will work with agencies to identify the most effective ways to assist customers to transact digitally, and to provide alternatives for those who can't. The Result 10 team will lead a summit in June 2014, at which agencies will come together to begin creating a consistent all-of-government approach to assisted digital.

At the summit agencies will agree on how to progress work on assisted digital by collaborating to develop new approaches to pilot. This could involve creating prototypes for new types of assistance, thinking about how we could build assisted digital into existing projects, nominating a lead agency or agencies, developing all-of-government guidelines for assisted digital, and/or commissioning joint research to better understand the types of support customers need.

The summit will allow the Assisted Digital Advisory Group, consisting of representatives from Result 10's participating agencies, which has been meeting since April 2014, to share and advance its thinking with a broader audience.

Note that the telecommunications infrastructure required to support digital access is being addressed through the government's Rural Broadband Initiative and Ultra Fast Broadband projects, and is not part of this action.

New Zealand Government Office Christchurch

A seamless shop front for Government services - both on-site and digital - was the innovative solution for Cantabrians who no longer had permanent places to deal with government following the 2011 earthquakes.

At the centre, customers get answers quickly to simple questions, book and attend appointments, apply for benefits and assistance, or check tax details. They also complete transactions digitally via self-service workstations, supported by front of house staff. Those who are unfamiliar with digital services get a chance to learn in a safe, supported environment.

Result **10**
Better Public Services, Digitally.

Timeline

Mar-14   Apr-14   May-14   Jun-14   Jul-14   Aug-14   Sep-14   Oct-14   Nov-14   Dec-14   Jan-15

Inter-agency workshop to explore approaches and recommend next steps (agencies and Result 10 team)
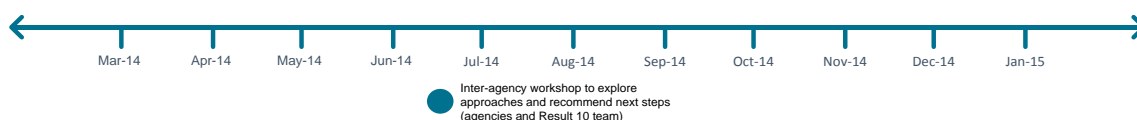
Why is this action required?

Result 10 means a significant change for New Zealanders. At the heart of Result 10 is a focus on making it easy to transact with government digitally. But any change requires support, and there will be people who need assurance and assistance as they transition to new ways of dealing with government.

At the same time, we recognise that not all New Zealanders are able to complete their transactions with government digitally, and we must ensure that these people are not disadvantaged when it comes to accessing government services in the future.

By working collaboratively, agencies will ensure that effective approaches are widely shared.

The primary benefit for New Zealanders for this work is to help promote ease of transacting with government, by ensuring appropriate support is provided.

Links with the ICT Strategy and Action Plan

There are initiatives in the ICT Strategy and Action Plan which will be included in the trials:

1.6. Evaluate using the Public Library network to establish community digital hubs as assisted digital facilities and education providers, to increase the accessibility of digital services.

5.1. Pilot, in Christchurch, a shared front-office counter service across multiple agencies to understand customer demand and support customers to adopt digital channels.

Result **10**
Better Public Services, Digitally.

02

Make the transactions in the Result 10 'basket' more user-friendly

The Result 10 team will lead the development of a common process for assessing the usability of digital transactions. Agencies will agree best practices by June 2014, and conduct usability assessments of the transactions in the Result 10 basket to identify opportunities to make these transactions more user-friendly.

Where possible, agencies will implement any 'quick win' usability recommendations by June 2015. Note, however, that if more substantive improvements or redevelopment of transactions is planned, agencies may opt not to implement 'quick win' recommendations in favour of more strategic improvements to their services. The Result 10 team will work with agencies to understand these priorities.

Why is this action required?

It is expected that making usability enhancements to the transactions in the Result 10 basket will increase uptake of these transactions. This will help provide early momentum towards achieving the 70% digital uptake target by 2017. This tactical action is complemented by a range of more transformational actions.

The primary benefit for New Zealanders from this action is an improvement in the ease of transacting with government, across ten commonly used transactions.

The Result 10 'basket'

In August 2012, Cabinet approved the following target for Result 10:

By 2017 an average of 70% of New Zealanders' most common transactions with government will be completed in a digital environment

Ten indicator transactions were included in a 'basket' that is measured and reported on publically:

- *NZ Customs – SmartGate*
- *DIA – renew adult passport*
- *NZ Police – pay fine*
- *IR – pay income tax*
- *IR – file tax return*
- *IR – apply for Inland Revenue Number*
- *NZTA – renew vehicle licence*
- *MSD – apply for financial assistance*
- *MBIE (Immigration) – apply for visa*
- *DOC – book a DOC asset*

Result **10**
Better Public Services, Digitally.

Timeline

Mar-14 Apr-14 May-14 Jun-14 Jul-14 Aug-14 Sep-14 Oct-14 Nov-14 Dec-14 Jan-15

Result 10 usability best practice statement
(Result 10 team & agencies)

Plan usability assessment
(Result 10 team & agencies)

Conduct usability assessment and implement
usability improvements (agencies, on-going)

Result **10**
Better Public Services, Digitally.
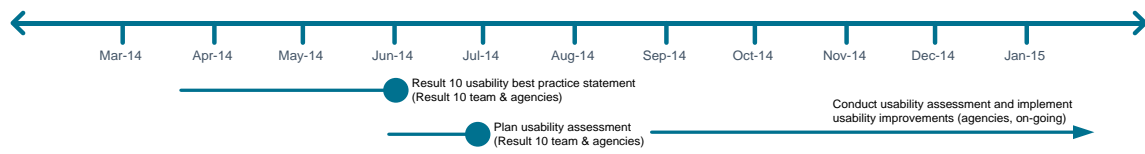
Action 03

Provide more transactions in the digital environment

Agencies will identify opportunities for optimising the role of digital within their service offerings.

In line with the vision outlined in section 4.2, the focus will be on optimising the role of digital channels in the overall service environment. In general, this will mean providing high volume, low and medium complexity transactions in the digital environment. There will be an increased focus on end-to-end digital provision, and on mobile-enabled transactions. The specific transactions to be provided digitally, and the timelines for doing so, will be determined through agency alignment planning (see section 6).

The Result 10 team will help agencies identify opportunities to work collaboratively on digital initiatives where this helps create a strong customer value proposition. In some cases this may mean individual agencies reprioritise their digital migration plans.

This will be an ongoing programme of work, which will proceed in accordance with service design best practice (see Action 10). New digital transactions will adhere to appropriate digital service standards in order to enable future interoperability and reuse. (Action 6 covers development of these standards.)

Online passport renewal – a world first
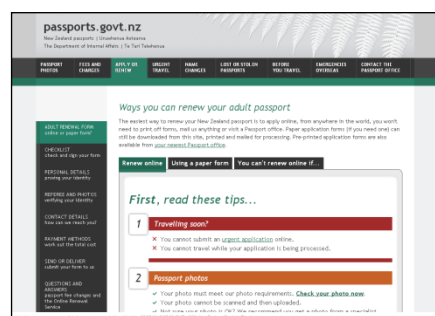
New Zealand was the first country to introduce an end-to-end online passport application system which significantly reduces both the cost and inconvenience of renewing a passport. Applicants can now complete the entire passport renewal process online, which costs up to $28 less than a paper-based application.

The online passport renewal service was launched in November 2012. This service is now being used by more than 2,000 people each week, with customers reporting the application process taking less than five minutes, and passports received within three days.

"Having only submitted my application a few days ago I am simply blown away with the easy format of the online application process and the speed with which the application was processed and the new passport dispatched to my door."

Result **10**
Better Public Services, Digitally.

Timeline

Mar-14 Apr-14 May-14 Jun-14 Jul-14 Aug-14 Sep-14 Oct-14 Nov-14 Dec-14 Jan-15

● Plan to migrate identified digital services (agencies)

Provide digital transactions
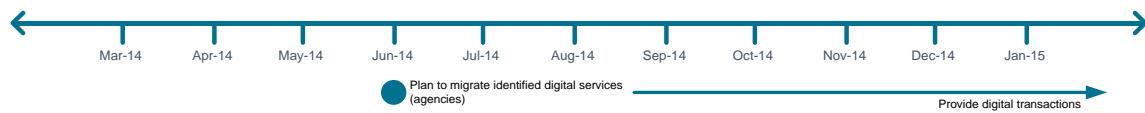
Why is this action required?

This action will drive digital uptake by increasing the provision of digital transactions.

Under this action agencies will begin to work together to provide more seamless or simplified service journeys across agency boundaries. This will begin to improve the ease with which New Zealanders can transact with government. More systematic integration of digital services will be addressed through Actions 4 and 5.

Result **10**
Better Public Services, Digitally.

Consolidate and rationalise the government web domain and rewrite service information to make transactions easier to find and use

DIA and the Result 10 team will work collaboratively with agencies to develop a strategic assessment for consolidating and rationalising the government web domain and rewriting service information to make transactions easier for New Zealanders to find and use. Agencies will provide resource to participate in the strategic assessment, and provide formal feedback via the Digital Service Council[29].

Over the past 25 years, the government web domain has grown in size and complexity, in the absence of an overall plan. It is estimated that there are currently over 1,000 government websites. These are organised to reflect agency boundaries rather than to support customer service journeys, which often touch multiple agencies. There are many examples of duplicated content and multiple websites that address common customer groups. Research shows that despite (or perhaps because of) the volume of government information online, New Zealanders often find it difficult to locate and understand the information they need in order to access a service.[30]

The strategic assessment will:

- identify the strategic context and fit of the proposed work

- outline the case for change and consider the need for investment

- provide an early opportunity for key stakeholders to influence the direction and structure of the proposed work

- provide a clear analysis of current state and future state

- make a recommendation for next steps.

The strategic assessment will be completed by October 2014.

Further activity relating to this action will be determined through the strategic assessment.

Govt.nz – a new approach to online information
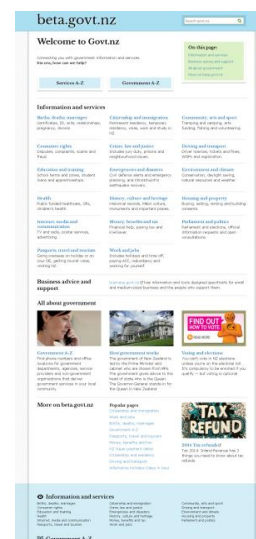
Govt.nz will replace the old newzealand.govt.nz website in 2014. A beta site was launched in August 2013 (beta.govt.nz).

Govt.nz provides a high level overview of government services. Rather than reflecting agency boundaries, information on Govt.nz is organised around topics that make sense to users, such as 'driving and transport', 'travel and immigration'. For more information and updates on progress, see:
https://webtoolkit.govt.nz/.

Lessons learned from the Govt.nz project can be applied to any web rationalisation solution that is agreed upon.

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[29] DIA will also seek feedback from affected agencies that are not participating agencies in Result 10.
[30] See: https://webtoolkit.govt.nz/blog/2012/11/are-we-delivering-what-people-want/

Result **10**
Better Public Services, Digitally.

Timeline

| Mar-14 | Apr-14 | May-14 | Jun-14 | Jul-14 | Aug-14 | Sep-14 | Oct-14 | Nov-14 | Dec-14 | Jan-15 |

Strategic assessment
(Result 10 team & agencies)

Why is this action required?

The ICT Strategy and Action Plan recognised that there is an opportunity to make information more joined-up and easier to access across the government web domain, and that this will require a significant cross-agency programme of work. The strategic assessment will ensure that customer and cost drivers for this work are understood, and enable agencies to contribute to the shaping of the future solution, thereby increasing buy-in.

The primary benefit for New Zealanders for this work is to improve the ease with which they can transact with government, by making service information easier to find and understand.

Links with the ICT Strategy and Action Plan

This action is giving effect to the following actions from the ICT Strategy and Action Plan

1.1. Citizen entry point. Redevelop newzealand.govt.nz as the primary entry point for citizens to obtain information, including a mobile-enabled version. Underway (KIRT346 newzealand.govt.nz Redevelopment project)

1.4. Rationalise and consolidate the government web domain to improve the quality and accessibility of content, by migrating agency content to newzealand.govt.nz or other central sites as appropriate, with existing agency entry points retained as links.

Result **10**
Better Public Services, Digitally.

Action 05

Adopt RealMe and deliver integrated digital services

DIA and the Result 10 team will work with agencies to establish and agree a migration plan to adopt the RealMe login and verified account services. This will be produced as part of agency alignment planning (see section 6), and will also include consideration of how RealMe can be used to enable more digital transactions (see Action 3) and as a platform for a federated model of service delivery. DIA will work with agencies to prioritise enhancements to RealMe, such as mobile enablement, that will propel agency adoption of RealMe.

In parallel, DIA and the Result 10 team will work with agencies to identify and develop an implementation plan for a federated model of service delivery that provides a seamless and personalised experience for customers transacting with government. The implementation plan will identify candidate services for a first phase of federated service delivery. Note that changes to operating models for design and delivery of digital services may be required to support integrated transactions.

Agencies will provide subject matter experts and feedback to help develop the RealMe migration plan and to identify the requirements, benefits and costs for RealMe and federated service delivery initiatives. The federated services delivery implementation plan by November 2014.

Further activity relating to this action will be determined through the implementation plan.

RealMe – enabling trusted, secure online transactions
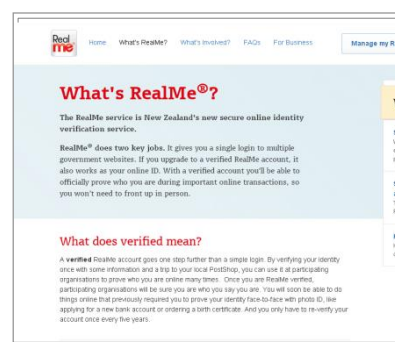
RealMe is a platform that supports identity enabled, consent based, privacy-protected integrated digital services

RealMe currently offers a login service allowing customers to securely authenticate themselves to providers of digital services, and a verified account service allowing customers to securely pass verified information (currently their identity and address) to those providers.

RealMe's true value is in leveraging the verified identity to access and use broader personal information in a privacy and customer centric way, to enable delivery of better and more cost effective customer experiences.

The RealMe platform facilitates the sharing of personal information, enabling organisations to deliver integrated digital services and joined up service delivery across government.
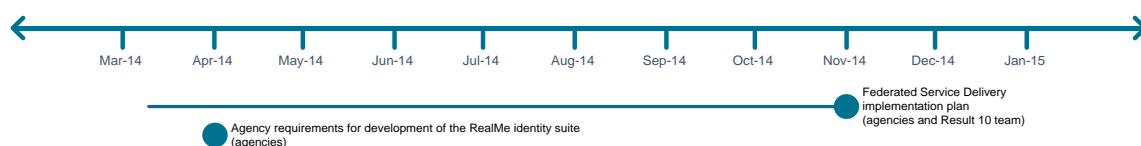
Result 10
Better Public Services, Digitally.

Timeline

Why is this action required?

The ICT Strategy and Action Plan recognised that there is an opportunity to develop an integrated transaction account that delivers unified access for transacting with government. The federated service delivery work will ensure that customer and cost drivers for this work are understood, and help determine how the existing investment in the RealMe platform can be leveraged to deliver this.

This action also has the potential to significantly improve the ease with which New Zealanders are able to transact with government, in particular by enabling them to complete transactions end-to-end digitally in real time, including across agencies. There is also an opportunity to provide customers with personalised notifications of service eligibility, and to reduce the need to submit the same information to government multiple times.

In addition, adoption of RealMe will drive uptake of digital transactions by promoting trust and confidence in transacting digitally.

Links with the ICT Strategy and Action Plan

This action gives effect to the following actions from the ICT Strategy and Action Plan

2.1 Create an optional Integrated Customer Transaction Account view for citizens and businesses.

3.1. Leverage the RealMe partnership to extend authentication to support mobile device platforms.

3.2. Review existing identity assurance products and services –(including logon and identity data validation)– to ensure they are designed and delivered in a customer-centric, effective and sustainable manner.

Result **10**
Better Public Services, Digitally.

Identify and adopt digital service standards

The Result 10 team and participating agencies will identify and adopt a range of standards (including specifications and guides) that will enable the delivery of high quality, consistent, interoperable and reusable digital services. The digital service standards will encompass the design, content and technical architecture of digital touchpoints, service information and transactions.

To achieve this, the Result 10 team and DIA will work with agencies to:

- Review the standards currently in use across government, including both New Zealand and international standards, by June 2014

- Identify additional areas of standardisation required in order to promote the Result 10 service vision – in particular, for seamless delivery of digital services across agency boundaries

- Develop a plan for agreeing and adopting required standards by September 2014

Standards agreed under this action will support the ongoing design and enhancement of digital services under Actions 2 – 5.

Standards will be updated over time as required. Appropriate assurance and governance processes will be included with each standard.

Coordinating standards across government
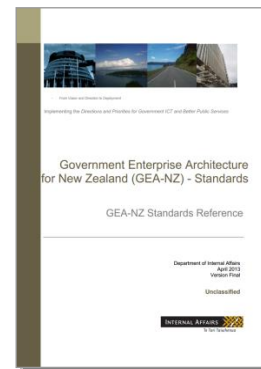
The Government Enterprise Architecture for New Zealand (GEA-NZ) Standards Reference Document coordinates the standards used across government and includes reference to standards and policies developed and owned by a number of government agencies and international bodies.

The GEA-NZ Standards Reference Document provides a set of principles for selecting implementing standards, and a framework for the categorisation of standards.

The following standards are examples of those already adopted within government:

New Zealand Government Web Toolkit *The toolkit contains standards and guidance on topics such accessibility and usability. (webtoolkit.govt.nz/).*

New Zealand Data and Information Management Principles *The principles cover avail-ability, trust and privacy. (ict.govt.nz /programmes/open-and-transparent-government/new-zealand-data-and-information-management-princi).*

Result **10**
Better Public Services, Digitally.

Timeline

Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	

Review current standards (agencies and Result 10 team)

Develop plan for agreement and adoption of standards (agencies and Result 10 team)

Develop and adopt standards

Why is this action required?

The ICT Strategy and Action Plan recognised that standards will enable greater integration across digital services and allow digital services to be built more readily.

The standards will improve the ease with which New Zealanders can transact with government by enabling agencies to deliver services more consistently and seamlessly. They will also increase trust and confidence in transacting digitally, by enabling agencies to build secure, privacy-centric services.

Links to ICT Strategy and Action Plan

This action will draw on the deliverables from the following actions within the ICT Strategy and Action Plan:

1.3. Strengthen the integrity of government web presences by evolving the web standards to include a wider set of quality practices for assurance, security, syndication, search engine optimisation and visibility.

4.1. Provide direct interfaces to information and transaction processes consistent with integration, security, privacy and service standards, and publish these to a central registry.

4.2. Allow channel partners who act as service delivery agents or intermediaries on behalf of government to directly connect with government data and services.

4.3. Allow industry and non-government organisations to directly connect their systems to government data and services, assuring data quality and enriching service delivery.

19.1. Extend the Government Enterprise Architecture framework to support transactional system interoperability, enterprise security, and business-enabling elements such as data services and processes.

Result **10**
Better Public Services, Digitally.

Action 07 — Evolve contact centre capability to promote and complement digital service delivery

The Result 10 team will work with agencies to implement a programme business case for improving all-of-government service delivery through contact centre optimisation. The programme business case was completed in April 2014.

This work recognises that the role of contact centres will change as New Zealanders increasingly interact with government digitally. Contact centres will manage more interactions with customers whose needs are complex or circumstances are complicated, who require support or reassurance or who are unable to transact digitally (see also Action 1). This is likely to include increased outbound calling, particularly in relation to compliance and entitlement services.

In the short to medium term, it is expected that there will be an increase in contact centre demand, and a convergence of channels (voice, web, web chat and social media). In response, contact centres will need to extend the capabilities, systems and technologies available to meet customers' expectations for a seamless multi-channel service experience.

The business case will, along with other improvement opportunities, incorporate pilots and design prototypes in areas such as speech recognition, voice biometrics, knowledge management and social media. Subject to evaluation of pilots, these capabilities may be extended across more agencies as appropriate.

Timelines for delivery of the pilots will be determined through the development of the business case and aligned with agency plans.

Copenhagen Citizen Service

The Copenhagen Citizen Service has designed a range of services and tools to achieve the goal of getting more customers interacting with them digitally.

This included expanding the role of their contact centre, to provide guidance and support for using digital self-service solutions.

One of the tools provided by the contact centre is 'co-browsing', where a contact centre representative can safely access the citizen's computer and can watch what he or she is doing on the screen while assisting them over the phone or by using web chat.

Result **10**
Better Public Services, Digitally.

Timeline
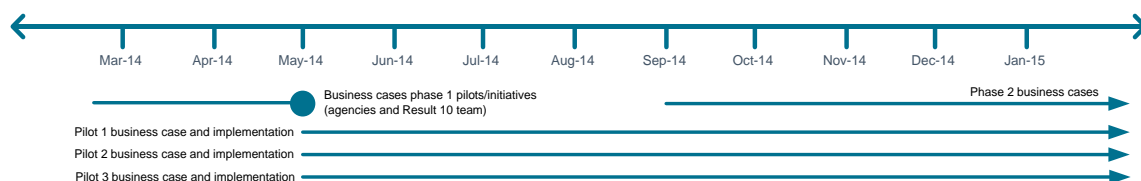
Why is this action required?

It has been recognised that there is an opportunity to rationalise and consolidate government's contact centre premises and technologies, to support the move to digital channels and reduce premises, technology and telecommunications costs. The business case will ensure that customer and cost drivers for this work are understood, and enable agencies to contribute to the shaping of the future solution, thereby increasing buy-in.

Agencies have already invested in a range of digital technologies within their contact centres; the business case will provide the opportunity to build on successful approaches.

The primary customer benefit of this action is that it will promote the ease of transacting with government, by ensuring that contact centres provide appropriate support for digital transactions, and by promoting seamless handovers between channels. It will also promote uptake of digital transactions by increased use of self-service technology within the voice channel itself.

Links to ICT Strategy and Action Plan

This action gives effect to the following actions in the ICT Strategy and Action Plan:

6.1. Pilot, in Christchurch, a shared contact centre facility designed to deliver benefits through co-location.

6.2. Evaluate the technical and commercial viability of a virtual call centre model that leverages ultra-fast broadband and advanced automation technologies (such as voice biometrics, chat and call-back), and utilises higher levels of self-service and automation.

6.3. Using the results of the pilot and evaluation, determine and deliver the optimum model for remaining government call centres (premises, technologies) nationwide.

Result **10**
Better Public Services, Digitally.

Measure service delivery cost and quality consistently across government

The Result 10 team, supported by Treasury and with input from agencies, will build on work already underway to measure service delivery costs and quality consistently across government.

In 2012, four agencies participated in a Service Delivery Performance Measurement (SDPM) pilot. Overall the pilot demonstrated the soundness of the methodology and the benefits of measuring service delivery performance. Based on lessons learned from the pilot, the Result 10 team and Treasury will refine and extend the methodology. In particular, the Result 10 team will develop an approach for consistently measuring the ease/effort of completing transactions.

Using the enhanced SDPM methodology, agencies will conduct a baseline measure of FY 12/13 data by June 2014.

A new approach to service delivery performance measurement

Measuring the cost, quality and customer experience of service delivery is a new but growing practice. In 2012, ACC, DIA, NZTA and MBIE participated in a pilot to measure and compare these different aspects of service delivery.

The pilot enabled cost and quality to be compared for the same service across both digital and non-digital channels. This highlighted potential cost savings and areas for improvements in the delivery of some services.

The SDPM pilot data supported the assumption that the online channel is less expensive to operate than face-to-face.

Result **10**
Better Public Services, Digitally.

Timeline

Timeline axis: Mar-14, Apr-14, May-14, Jun-14, Jul-14, Aug-14, Sep-14, Oct-14, Nov-14, Dec-14, Jan-15

Prepare resources to execute the baseline measurement (agencies)

SDPM baseline measured for FY 13/14 (agencies)

Update the Service Delivery Performance Measure (SDPM) to include new customer experience criteria (Result 10 team)

Update SDPM FY 14/15
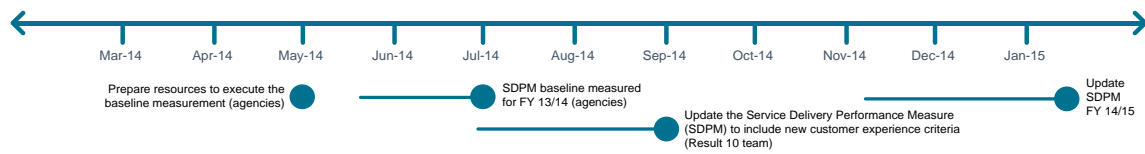
Why is this action required?

Access to reliable, consistent performance data will help agencies invest wisely in service delivery improvements, providing improved customer experience as efficiently as possible.

This action is also key to measuring customer and cost benefits of Result 10 (see section 3.4).

Links with the ICT Strategy and Action Plan

This action gives effect to the following actions from the ICT Strategy and Action Plan:

9.1. Baseline service delivery performance benchmarks to define cost and quality, and to inform service development.

9.2. Measure and report against benchmarks. Use the information to understand performance and manage service development, cost and quality.

Result **10**
Better Public Services, Digitally.

Action 09 Remove legislative barriers

By October 2014, agencies will identify barriers to digital transactions within existing policy settings and legislation, such as prescribed processes that:

- are incompatible with providing a service digitally; or

- prevent reasonable information exchange between government agencies to meet customers' needs.

By January 2015, agencies will develop plans with timeframes to remove those barriers which are appropriate to remove[31], and which are within their jurisdiction[32]. This work may include removing references to physical forms, particular physical locations, or the requirement of a written signature as validation of identity.

In developing their plans, agencies will look for opportunities to take a broader and more joined up approach where this makes sense; for example, using mechanisms such as the Statutes Amendment Bill.

By January 2015 central agencies will have an established process to ensure that unintentional or unnecessary barriers to digital transactions are avoided as far as possible in the future development of guidelines, policies and legislation.

This action includes policy and legislation arising from central agencies as well as service delivery agencies.

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[31] Barriers to digital service delivery will need to be evaluated in context. There will be situations where a barrier to digital service delivery is required for other legitimate reasons, such as risk management.
[32] Agreement with other jurisdictions may be required to make some transactions digital.

Result 10
Better Public Services, Digitally.

Timeline

Mar-14 · Apr-14 · May-14 · Jun-14 · Jul-14 · Aug-14 · Sep-14 · Oct-14 · Nov-14 · Dec-14 · Jan-15

Identification of barriers to digital transactions within existing policy settings and legislation (agencies)

Plan to remove barriers (agencies, including central agencies)

Process established to ensure that unintentional or unnecessary barriers to digital transactions are avoided (agencies, including central agencies)

Why is this action required?

Removing legislative barriers will help clear the way for agencies to provide services in new ways using digital channels. It therefore supports the system vision according to which there is a culture of digital innovation within government.

This action encourages a coordinated approach to addressing barriers in existing legislation and policy. In some cases this may speed up the removal of barriers.

Links with the ICT Strategy and Action Plan

This action has a broader scope while being related to the following actions from the ICT Strategy and Action Plan:

16.1. Identify any constraints in policy and legislation relating to appropriate sharing of personal and non-personal information.

16.2. Develop appropriate options and propose approaches to changing policy and legislation to address constraints.

Result **10**
Better Public Services, Digitally.

Action 10 Strengthen digital service design and delivery capabilities

The Result 10 team will work with agencies to develop service design guidelines, expanding on work already completed.[33] The next iteration of the guidelines, which will focus on building the capability of design managers through the development of resources and supporting tools, will be completed by September 2014. Agencies will adopt the guidelines for any service redesign initiatives from this date.

In parallel, the Result 10 team will work with agencies and central agencies to identify and describe core digital design and delivery capabilities, leveraging existing work by the central agencies where appropriate. The outcome will be a common digital capability framework, to be developed by September 2014.

The framework will describe the capabilities required to design and deliver digital services. The framework may include technical roles (e.g. chief technology officers, developers), design roles (e.g. designers, user researchers), and digital service management and delivery roles (e.g. service managers, web operations, and performance analysts). From September 2014 agencies will incorporate these capabilities into their existing capability frameworks and any related processes such as workforce strategies, talent management, recruitment and development.

Finally, the Result 10 team will work with central agencies to identify options for developing digital leadership within the public sector, by December 2014. Key areas of digital leadership include recognition of digital trends and opportunities, promotion of design to solve problems and unlock potential, and appreciation of the benefits of customer-centred approaches to service design. Mechanisms may include incorporation of these areas into the curriculum for future public sector leaders. This may be in addition to the Technology Leadership Academy curriculum which is being established as part of the ICT Strategy and Action Plan.

The Service Design Reference Group

The Service Design Reference Group commenced in April 2012 and has since grown in numbers with membership from over ten government agencies as well as select private sector organisations. As well as providing advice on service design to the Result 10 programme, the group champions the use of service design within the public sector.

Agencies use the group to share success stories, problems and even resources. Members of the group have a high level of engagement, and will contribute to the next iteration of the service design guidelines.

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[33]   The Result 10 team developed a Service Design Toolbox in early 2013, which has been piloted with agencies.

Result **10**
Better Public Services, Digitally.

Timeline

| | Mar-14 | Apr-14 | May-14 | Jun-14 | Jul-14 | Aug-14 | Sep-14 | Oct-14 | Nov-14 | Dec-14 | Jan-15 |

Service design guidelines
(agencies & Result 10 team)
Adopt standards, review and revise regularly (agencies)

Common digital capability framework
(agencies, including central agencies & Result 10 team)

Leadership digital development options
(Result 10 team & central agencies)

Why is this action required?

A key challenge for the sector is raising the overall consistency of performance in regards to the design and delivery of digital services. Some agencies have been taking a design-led and customer-centred approach for some years, while others are relatively new to this approach. Providing best practice guidelines will lift capability and increase consistency across government. Similarly a digital capability framework is an effective mechanism for agencies to understand and assess their capability needs.

This action supports the Result 10 system vision according to which customers are at the centre of service design and delivery, government is connected and collaborative, and there is a culture of digital innovation.

Links with the ICT Strategy and Action Plan

The work under this action will be coordinated with the following actions from the ICT Strategy and Action Plan:

7.2. Develop methods and tools to promote customer-centric service design, and deploy these across government.

26.2. Define skills frameworks and pathways for the future government ICT workforce, including for graduate intakes.

29.1. Establish the Academy with a clearly defined mission, scope and structure.

29.2. Establish and pilot a programme that develops government business leaders' ability to exploit the potential of ICT to transform government business.

29.3. Establish and pilot an induction programme for government ICT leaders in the machinery and business of government.

29.4. Establish and pilot a mentoring programme to develop future ICT leaders and the ICT-awareness of wider State sector leaders.

Result **10**
Better Public Services, Digitally.

6   Next steps
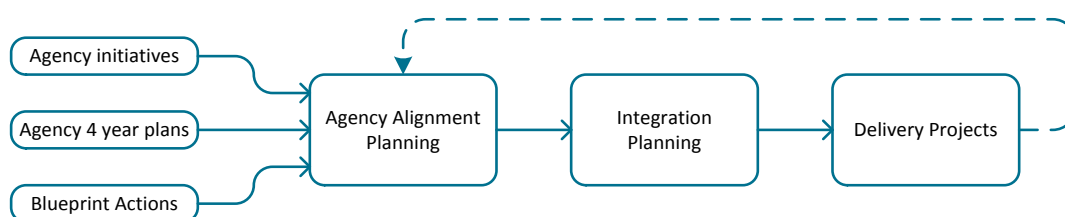
6.1 Agency alignment planning

Each participating agency will produce an Alignment Plan, outlining how the agency will ensure organisational priorities and funding allocations align with and implement the actions in section 5. Initial plans will be completed three months after this Blueprint is approved.

It is recognised that many agencies have service delivery initiatives in progress, or scheduled as part of their four year plans and ICT Strategy alignment, that are already contributing towards the actions.

As there are varying levels of capability within agencies to deliver to these actions, there may be some exceptions to agencies' ability to align with the actions and timelines in section 5. These exceptions will be managed on a case by case basis within the agency Alignment Plan.

6.2 Integration planning

The Result 10 team will support participating agencies in producing the Alignment Plans and identifying opportunities for collaboration between agencies. The output will be an Integration Plan, which will document the schedule for delivery.

Where agencies are shifting transactions into digital channels and planning for adoption of all-of-government capability (such as RealMe), the Result 10 team will help them identify opportunities for working together around the needs of common customer groups (for example, migrants or students), or particular life events (for example, having a baby or moving overseas). This will help create strong customer value propositions, and thereby drive uptake of digital services.

The Result 10 team will work closely with the teams leading Result 9 and the ICT Strategy and Action Plan to ensure that the dependent actions are aligned, a consistent approach is taken and opportunities for co-delivery are taken.

Agencies will, where appropriate, update their alignment plans and publish them.

6.3 Delivery projects

Following integration planning, agencies will deliver the projects as described in their Alignment Plans. Where required, the Result 10 team will work with agencies to take advantage of Better Public Service seed funding to initiate cross-agency initiatives.

6.4 Blueprint refresh

The Result 10 Blueprint, and its actions, will be refreshed annually, taking into account lessons learned from progress to date, and emerging digital trends and opportunities.

In response, participating agencies and the Result 10 team will review and update their alignment and integration plans. Future iterations of the Blueprint actions will be coordinated with the

Result **10**
Better Public Services, Digitally.

traditional agency planning cycle (such as the development of four year plans), to ensure alignment between agencies' strategic goals and Result 10.

6.5 Beyond the Participating Agencies

Other service delivery agencies will be invited to join Result 10. Each new agency that joins will carry out alignment planning within three months of joining. Their alignment plans will feed into the overall Result 10 Integration Plan.

Appendix I: Glossary

Agency
A state sector organisation. Includes public service departments, non-public service departments and Crown entities. See also: government

Agile
An approach in which projects and products progress and develop in incremental iterations. The product works from a very early stage, so improvement can be made based on real user feedback and testing

Better Public Services
A programme of work to deliver better public services within tight fiscal constraints. Encompasses ten results as well as functional leadership. See also: Result 10, Result 9

Business
An individual person or group of people organised for some profitable or charitable purpose

Channel
An environment or pathway within which or through which a customer (or their nominee) interacts with a service provider (or service delivery agent). Channels can be digital or non-digital. Digital channels include electronic funds transfer, email, web, IVR, kiosk, mobile application, web chat, SMS (text messages) and social media

Complexity
See: service complexity

Compliance service
A service which enables a customer to meet their obligations to government, e.g. personal tax return

Contact centre
Provides interaction with customers over a variety of channels, including but not limited to phone, email and web chat

Customer
Anyone who accesses a service offered by a service provider. See also: New Zealander, individual

Customer-centred
Based on insight into customer needs, attitudes and behaviours

Design thinking
A creative problem-solving approach that has grown out of core design practice and is being increasingly applied to complex business, organisational and social challenges

Digital environment
In a narrow sense, the digital environment includes the totality of digital channels (note that new digital channels may emerge in the future, and these will become part of the digital environment). More broadly, it includes 'behind the scenes' digital service delivery infrastructure that customers can't see or interact with

Easily
With little or no effort or difficulty

Electronic funds transfer (EFT)
A channel in which interactions occur via the electronic transfer of money from one account to another through computer-based systems

Entitlement service
A government service which a customer has a legal right to access, based on personal circumstances such as age and income

Fulfilment
See: service fulfilment

Result **10**
Better Public Services, Digitally.

Functional leadership	A key pillar of the Better Public Services programme. Functional leadership roles have been given to three Chief Executives to drive performance across the state services in ICT, procurement and property respectively. The Chief Executives retain their departmental roles but have additional responsibilities to achieve benefits for government overall
Government	Provider of public services. For scope purposes, Result 10 has interpreted 'government' to include the totality of public service departments, non-public service departments and Crown agents, and to exclude tertiary education institutions, district health boards, autonomous Crown entities, independent Crown entities, Crown entity companies, school Boards of Trustees and local government.
	Note that sometimes the providing agency contracts a service delivery agent to interact with the customer (for example, VTNZ interacts with customers seeking to renew their driver's licence, on behalf of NZTA)
Govt.nz	Govt.nz is a website that provides a high level overview of government services. Rather than reflecting agency boundaries, information on Govt.nz is organised around topics that make sense to users, such as 'driving and transport', 'travel and immigration'
High complexity	A service that requires a high level of judgement to be executed, contains a high risk to crown finance or outcomes, or requires a high level of documentation and validation of information required to complete the service
ICT	Information and communications technology. ICT spans information management, technology infrastructure and technology-enabled business processes and services
Integrated services	Services which have been designed to support a seamless customer experience. Integration of government services can include: single source of information about related services; common login; services designed according to common standards; ability to reuse personal information so the customer doesn't have to submit the same information multiple times; ability to complete related transactions at the same time
Integrated Voice Response (IVR)	A channel in which interactions occur via a touch-tone and/or an automated voice response system that does not require a customer to speak to a service delivery representative. This also includes interactions that utilise an automated system for the purposes of accepting and processing a payment
Interaction	A one or two way contact between a customer (or their nominee) and service provider (or service delivery agent). The process of delivering or accessing a service generally involves a series of interactions
Kiosk	A channel in which interactions occur via a dedicated computer terminal in a public location
Knowledge management	Strategies and processes designed to identify, capture, structure, value, leverage, and share an organisation's intellectual assets to enhance its performance and competitiveness

Result **10**
Better Public Services, Digitally.

Low complexity	A service that requires very little judgement or can be accomplished through straight-through processing, contains little or no risk to crown finances, and requires little documentation or validation of information required to complete the service
Medium complexity	A service that requires only some or little judgement in order to be executed, has only some limited risk to crown finances, or requires only a medium level of documentation and validation of information provided in order to complete the service
Mobile application	A channel in which interactions occur via a specialist application for a mobile device, such as a smart-phone or tablet. Note that this channel excludes interactions that are conducted on a laptop PC or accessed through a non-mobile device
New Zealander	Any individual who is a customer, or potential customer, of New Zealand government services. This includes New Zealand citizens living overseas, immigrants and visitors to New Zealand. It does not include businesses (business interactions with government are covered by Result 9).
Nominee	A legal or natural person who interacts with a service provider or service delivery agent on behalf of a customer, in the context of service delivery. May be either a professional (e.g. a tax agent) or a friend or family member
Web chat	A channel in which interactions are conducted live with a service delivery representative via a chat screen or online video-conferencing.
Operating model	A strategic model that illustrates the relationships between operating units and the wider systems with which they interact. An operating model provides a set of guidelines for both business and technology architectures and infrastructures
Privacy	A person's right to control who has access to information about them
Privacy-centric	Designed to ensure a person's privacy is protected
RealMe	RealMe (formerly known as iGovt) comprises a secure authentication service, which allows customers to use the same username and password to access many participating organisations' digital services; and a verified account service, that allows customers to securely pass on information about themselves (currently identity and address) to participating organisations
Result 10	Part of Better Public Services. The result statement is: 'New Zealanders can complete their transactions with government easily in a digital environment'. The result target is: 'By 2017 an average of 70% of New Zealanders' most common transactions with government will be completed in a digital environment'
Result 9	Part of Better Public Services. The result statement is: 'New Zealand businesses have a one-stop online shop for all government advice and support they need to run and grow their business'. The result targets are: 'Target one: 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. Target two: 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

Result **10**
Better Public Services, Digitally.

system from July 2013.'

Seamless	Smooth and consistent. See also: integrated services
Security	The confidentiality, availability and integrity of information
Self-service interaction	An interaction which a customer completes without input from a service delivery representative
Service	An intangible or tangible good delivered by a service provider or a service delivery agent to a customer, either directly or via a nominee
Service complexity	A combination of the level of judgement required for a service to be executed, the level of risk to crown finance or outcomes the service represents, and the level of documentation and validation of information required to complete the service
Service delivery agent	An organisation that delivers a service to a customer on behalf of the provider of the service
Service delivery representative	An representative of a service provider or service delivery agent who has contact with a customer or nominee in the course of delivering a service
Service design	The activity of planning and organising people, infrastructure, communication and material components of a service, in order to improve its quality, the interaction between service provider and customers and the customer's experience
Service fulfilment	The process(es) required to complete a request for service. This includes processes initiated by the service provider and/or the customer. These can include identity verification checks, payments processing, printing or a customer receiving a notification, good or payment
Service centre	A physical location in which a customer can interact with government, in the course of accessing a service
Service provider	An organisation that provides services to customers either directly or via a service delivery agent
SMS (short messaging service)	A channel in which interactions occur via the receipt or delivery of a text message. See also: Text message
Social Media	A channel in which interactions occur through internet-based applications that allow the creation and exchange of user-generated content
Standard	Requirements, specifications, guidelines or characteristics that can be used consistently to ensure that materials, products, processes and services are fit for their purpose
Touchpoint	The interface of a service with a customer within a channel – e.g. a specific form, website, mobile app or IVR system
Transaction	An interaction that results in a change to a customer's account status or a transfer of value. Common transaction types include apply, book, cancel, file, pay, receive good, receive notification, receive payment and renew. Reading information on a government website or phoning to make a general enquiry do not count as transactions. Note: Many government transactions occur in the context of entitlement and compliance services

Result **10**
Better Public Services, Digitally.

Usability	The effectiveness, efficiency and satisfaction with which users are able to achieve their goals through interacting with a system. In the context of this Blueprint, usability is concerned with interfaces to digital systems
User-friendly	Able to be accessed and used easily
Web	A channel in which interactions occur via a website

Result **10**
Better Public Services, Digitally.

Appendix II: Links to ICT Strategy and Action Plan

Key:	Relationship:
○	No related action
●	The Result 10 action is implementing the ICT Strategy Action
◑	The Result 10 action and ICT Strategy action have overlaps
◉	The Result 10 action and ICT Strategy overlap, but the R10 action has a broader scope

Result 10 – Action	Relationship	ICT Strategy – Action
01. Assist customers to transact digitally, and provide alternatives for those who can't	◉	1.6. Evaluate using the Public Library network to establish community digital hubs as assisted digital facilities and education providers, to increase the accessibility of digital services.
	◉	5.1. Pilot, in Christchurch, a shared front-office counter service across multiple agencies to understand customer demand and support customers to adopt digital channels.
02. Make the Result 10 'basket' more user-friendly	○	*No related action*
03. Provide more transactions in the digital environment	○	*No related action*
04. Consolidate and rationalise the government web domain and rewrite service information to make transactions easier to find and use	●	1.1. Citizen entry point. Redevelop newzealand.govt.nz as the primary entry point for citizens to obtain information, including a mobile-enabled version. Underway (KIRT346 newzealand.govt.nz Redevelopment project)
	●	1.4. Rationalise and consolidate the government web domain to improve the quality and accessibility of content, by migrating agency content to newzealand.govt.nz or other central sites as appropriate, with existing agency entry points retained as links.
05. Adopt RealMe and deliver integrated digital transactions	●	2.1 Create an optional Integrated Customer Transaction Account view for citizens and businesses that provides: Phase 1 – self-service updates to commonly held contact details; Phase 2 – summary view of interaction and transaction history; Phase 3 – integration to simplify common self-service transactions; Phase 4 – extend to include local government services. Leverage existing and planned new services, e.g. RealMe.
	●	3.1. Leverage the RealMe partnership to extend authentication to support mobile device platforms.
	●	3.2. Review existing identity assurance products and services –(including logon and identity data validation)– to ensure they are designed and

Result 10 – Action	Relationship	ICT Strategy – Action
		delivered in a customer-centric, effective and sustainable manner.
06. Identify and adopt digital service standards	◉	1.3. Strengthen the integrity of government web presences by evolving the web standards to include a wider set of quality practices for assurance, security, syndication, search engine optimisation and visibility.
	◉	4.1. Provide direct interfaces to information and transaction processes consistent with integration, security, privacy and service standards, and publish these to a central registry.
	◉	4.2. Allow channel partners who act as service delivery agents or intermediaries on behalf of government to directly connect with government data and services.
	◉	4.3. Allow industry and non-government organisations to directly connect their systems to government data and services, assuring data quality and enriching service delivery.
	◉	19.1. Extend the Government Enterprise Architecture framework to support transactional system interoperability, enterprise security, and business-enabling elements such as data services and processes.
07. Evolve contact centre capability to promote and complement digital service delivery	●	6.1. Pilot, in Christchurch, a shared contact centre facility designed to deliver benefits through co-location.
	●	6.2. Evaluate the technical and commercial viability of a virtual call centre model that leverages ultra-fast broadband and advanced automation technologies (such as voice biometrics, chat and call-back), and utilises higher levels of self-service and automation.
	●	6.3. Using the results of the pilot and evaluation, determine and deliver the optimum model for remaining government call centres (premises, technologies) nationwide.
08. Measure service delivery cost and quality consistently across government	●	9.1. Baseline service delivery performance benchmarks to define cost and quality, and to inform service development.
	●	9.2. Measure and report against benchmarks. Use the information to understand performance and manage service development, cost and quality.
09. Remove legislative barriers	◉	16.1. Identify any constraints in policy and legislation relating to appropriate sharing of personal and non-personal information.
	◉	16.2. Develop appropriate options and propose approaches to changing policy and legislation to address constraints.
10. Strengthen digital service design and delivery capabilities	◑	7.2. Develop methods and tools to promote customer-centric service design, and deploy these across government.
	◑	26.2. Define skills frameworks and pathways for the future government ICT workforce, including for graduate intakes.
	◑	29.1. Establish the Academy with a clearly defined mission, scope and structure.

Result 10 – Action	Relationship	ICT Strategy – Action
		29.2. Establish and pilot a programme that develops government business leaders' ability to exploit the potential of ICT to transform government business.
		29.3. Establish and pilot an induction programme for government ICT leaders in the machinery and business of government.
		29.4. Establish and pilot a mentoring programme to develop future ICT leaders and the ICT-awareness of wider State sector leaders.

Result **10**
Better Public Services, Digitally.

Appendix III: Personas

The names, characters, personas, companies and scenarios depicted in these examples are entirely fictitious. Any similarity to any current or former company or business or any person, living or dead, is merely coincidental. Photographs are of models/actors and have no connection to the scenarios.

Result 10
Better Public Services, Digitally.

MARY

Pragmatic user of services

61 | Divorced | 2 adult daughters | Good health
Occupational Therapist | Home owner | Hamilton

"To be honest, I don't have to deal with government very often. These days I don't even need to file a tax return. Mostly it's basic stuff like renewing my car licence. I'm a pretty organised person and I like to stay on top of things."

Mary is a sixty-one year old occupational therapist in Hamilton and mother of two grown daughters; Silvia lives nearby and Anna lives in the UK with her husband. After an amicable break with her husband some years ago, Mary has settled into a comfortable lifestyle, enjoying her independence and freedom.

Mary plans to continue working for as long as she can, but also wants to spend time with her family. Soon she will be travelling overseas for the birth of her first grandchild and is really looking forward to that. She has got a few administrative jobs to take care of before she goes, which she'll probably do via post, phone or in person as she has done all her life.

Over the last few years, most of Mary's dealings with government have been simple administrative tasks such as renewing her car license and updating her Electoral Roll details. She does not receive any social support from the government. Mary is law-abiding and likes to stay on top of things. She has a high level of trust in government services and generally feels that she is treated fairly.

Mary uses the Internet mainly for emailing her friends and to read the New Zealand Association of Occupational Therapists online journal. Her daughters are encouraging her to keep in touch with them on social media too. For her birthday her daughters gave her an iPad but Mary hasn't really got used to it yet. Silvia keeps telling her how there are all these things she can do online, like pay parking fines and filing tax, but she prefers to manage her administrative affairs over the phone or through the post. She likes being able to read over requirements and instructions and complete forms on paper and in her own time. Even though using the phone is not her favourite option when she interacts with government, it still seems more reliable to talk to someone than to go online for a confidential or complex query.

optimistic
measured   conscientious
in comfort zone
stable   considered
patient   approachable

Complexity of Circumstances

Situation
Enjoying time to herself after raising her family; daughter is having first baby in the UK

Central government services used last 12 months
- DIA: passports
- DOC: huts
- Health services (low user)
- IR: donations tax credit
- NZTA: car licencing

Feels Equipped?

Abilities
English proficiency: **High**
Bureaucracy literacy: **Med**
Self-advocacy capacity: **Med**

Service experience
Gets on with things and manages through bureaucracy

Barriers to engagement
Mary is pretty organised and stays on top of things but is also used to doing some things the way she has always done them

Current digital propensity

Adoption style
Follower

Channels used
- Contact Centre
- In-person
- Email
- IVR
- Web

Online usage
Average use of online services mainly for personal use and at work

CHRIS

Overloaded support seeker

42 | Married | 4 children | Some health issues | Temporary work
Rents house privately | Napier

"It's been rough for a while, and I just can't get on top of things... you sort of feel like you've let your family down. Maybe we could get help, but the rules are so confusing and no-one gives you the whole story."

dedicated
worried frustrated
burdened striving
pessimistic **fatigued**
self-critical

Chris is a forty-two year-old father of four children, whose wife has been diagnosed with Lupus. Hemi, his eldest child, has Down's Syndrome. When Lindie was diagnosed Chris decided they should move from Auckland to Napier to be closer to Lindie's family for support. This meant leaving a steady job as a shift supervisor.

With the costs of the move, intermittent work and Lindie stopping work, their financial situation is precarious. They live day-to-day and are consumed by the task of raising and providing for their children in the best way they can. They can't seem to get on top of their health and money problems and worry about their situation constantly.

Lindie receives a Disability Allowance. Chris is getting physiotherapy that is subsidised by ACC for a recent accident involving his shoulder. Parents at the local school have mentioned Working for Families, and Chris doesn't really know if they already receive it or not; he can't remember seeing anything about it.

He is also concerned about his current tax situation and is fearful that he will be penalised for doing the wrong thing. He's has a number of temporary jobs to keep some money coming in and has no idea what that means for his tax obligations. But he is so rushed with work during the day and with dinner and kids in the evenings, that he can't seem to get a clear head and space to get on top of it all. There is also a part of Chris that blames himself for not doing better and he is not entirely sure that he can expect the government to help him sort out his family's situation.

In Auckland the family had a computer and Internet connection, and enjoyed following sports news online. However, money is so tight now they had to stop their internet connection. Chris uses a pre-paid cell phone to phone or text about jobs. Lindie also has a pre-paid cell phone though they will top up Chris's phone first if they have to choose. The kids get to use the Internet at their Auntie Ruth's house.

Complexity of Circumstances

Situation
Supporting four children, one has Downs Syndrome. Wife has Lupus, related relocation and job loss.

Central government services used last 12 months
- ACC: shoulder injury
- DIA: birth registration, birth certificate
- Health services (low user, wife is high user)
- IR: tax, Working for Families tax credits, child IRD number
- NZTA: car licensing
- Wife receives disability allowance from Work and Income

Feels Equipped?
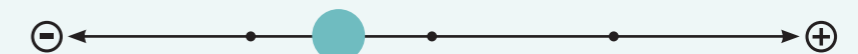
Abilities
English proficiency: **High**
Bureaucracy literacy: **Med**
Self-advocacy capacity: **Med**

Service experience
Not too organised, gets concerned and is self-critical when he falls behind

Barriers to engagement
He is too busy to tackle problems and is not sure the government can help

Current digital propensity

Adoption style
Pragmatist

Channels used
- Contact Centre
- In-person
- Web
- IVR
- Kiosk

Online usage
Moderate use of online but only when they can afford to access it

JULIAN

Confident navigator of services

34 | Long term relationship | No children | Permanent disability
Small business owner | Home owner | Palmerston North

"I want smart services that let me do things with no hassle, when I want to do them. I shouldn't have to repeat myself every time I deal with government. Why can't it be as easy and convenient as when I deal with my bank?"

driven
early adopter
analytical **informed**
resourceful
savvy positive
expects the best

Julian is a thirty-four year-old owner of a wholesale security equipment business in Tauranga. Julian relies on the convenience of going digital to free up more time to spend on his business and his personal life. Interacting online is second nature to him, and he loves to be up to date with the latest technology at home, at work and at play.
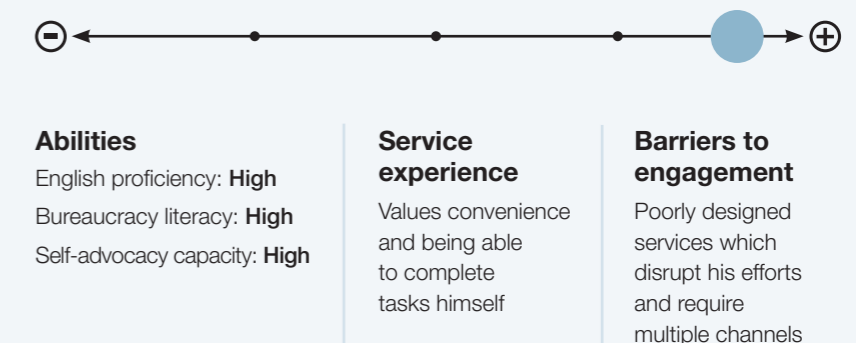
Julian owes his success in life to the support he has received since his injury, and is thankful to live in a country where people are looked after. He has a strong sense of fairness; he wants to continue to receive the help he is entitled to, no more and no less, although he sometimes finds the rules to be somewhat inflexible and out of touch with reality. Apart from ongoing support with his disability equipment, his interactions with government consist of meeting his obligations and keeping up with administrative requirements (e.g. filing tax, vehicle license renewal). He doesn't find this too hard to do, but thinks it still takes too much time out of his life and their processes could be more streamlined.

Julian gets very impatient at the slow pace at which the government is catching up to the digital world. For Julian digital equals convenience and he uses digital services whenever possible; banking, booking travel, shopping, music downloads, instant messaging, GPS on his Android, etc. He is particularly impatient when doing something online actually turns out to be more work, like having to print out forms, or wasting time with poorly designed websites.
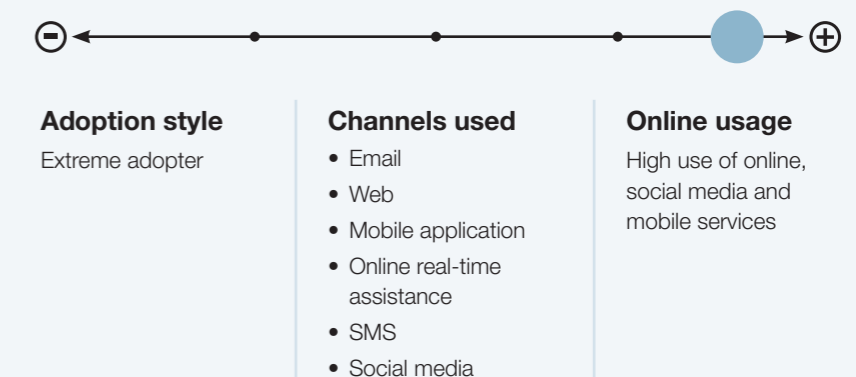
Complexity of Circumstances

⊖ ←————●———•————•————→ ⊕

Situation
In a supportive long-term relationship; planning an extended road trip

Central government services used last 12 months
- ACC: accident compensation (business relationship also)
- EECA: home insulation subsidy
- Health services (moderate user)
- IR: tax (business relationship also)
- NZTA: car licensing

Feels Equipped?

⊖ ←————•————•————•——●—→ ⊕

Abilities
English proficiency: **High**
Bureaucracy literacy: **High**
Self-advocacy capacity: **High**

Service experience
Values convenience and being able to complete tasks himself

Barriers to engagement
Poorly designed services which disrupt his efforts and require multiple channels

Current digital propensity

⊖ ←————•————•————•——●—→ ⊕

Adoption style
Extreme adopter

Channels used
- Email
- Web
- Mobile application
- Online real-time assistance
- SMS
- Social media

Online usage
High use of online, social media and mobile services

SHONA

Disenfranchised system sceptic

"I went to get help and the case manager treated me like an idiot, which I'm not. Finally I just walked out. What's the point? They just can't be bothered."

44 | Separated | Grown son, 2 young daughters, one grandchild | Poor health
Casual work | Council flat tenant | Ranui

sceptical disengaged
struggling anxious
jaded resistant
headstrong

Shona is forty-four years old, lives in Ranui and has been struggling with unemployment and depression for as long as she can remember. She has never had much support from family or friends and feels she can only rely on herself.
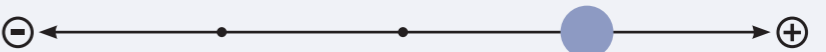
Shona has a 19 year-old son named Kevin, and two young girls. Shona's two daughters live with their father and stepmother. Kevin has a 7 month-old daughter named Desi, whom he brings to Shona when it is his turn to look after her. One part of Shona feels Desi has been unfairly dropped in her lap. Nevertheless Desi makes her happy and she wants to love and care for her. Shona has a cynical disposition, but has a soft spot in her heart for baby Desi, whom she is practically raising.

Shona has been on a benefit her entire life. She struggles with changes in her life that the government wants to know about all the time. She thinks they are on the look out for any excuse to take away her benefits. When dealing with government Shona prefers to do so in person, as she feels that it is important to be able to assess her case manager and guess 'what kind of a mood they might be in.' Anyway, she doesn't have a landline, and often runs out of credit on her pre-paid cell phone.

Shona got a job as a fruit picker in Kumeu, so her benefit was cut off. When this work dried up she picked up a job in a factory in town. Then her car was clamped for back fines and she couldn't make the drive to work. She now urgently needs a benefit again.

Shona doesn't have a home computer nor does she have the skills or patience to use the computers at her local library. She doesn't see how computers can help her anyway. She hasn't been able to spend anything on her mobile this month and has about $7 pre-pay left. She's saving up her texts for when she really needs them.

Complexity of Circumstances

Situation
Family living apart, no current relationship. Erratic employment, suffers depression, caring for granddaughter

Central government services used last 12 months
- Health services (high user)
- IR: tax and child support
- Justice: fines
- NZ Police: law enforcement
- Work and Income: benefits, Community Services Card

Feels Equipped?

Abilities
English proficiency: **Moderate**
Bureaucracy literacy: **High**
Self-advocacy capacity: **Med**

Service experience
Prefers to talk to real people and not have to deal with voice recording or computers

Barriers to engagement
Low computer skills, lack of reliable transport and enough phone credit

Current digital propensity

Adoption style
Sceptic

Channels used
- Contact Centre
- In-person
- SMS

Online usage
Low to no use of online services if it can be avoided

NING

Unfamiliar seeker of services

21 | Married | No children | Excellent health | Nursing Student
Rents flat with husband | Auckland

"I am so excited about my new life in this country. I just feel a little scared because it is all so new and I have to learn to do things that I've never done before..."

Ning is a twenty-one year old nursing student who has left China with husband Liang Min to pursue a better future in New Zealand, with the hope of making it their permanent home. Ning and Liang Min are educated, technology savvy and speak English, but they are faced with the challenge of learning how to navigate the system and establish their lives in an unfamiliar context.

Ning and Liang Min were able to immigrate to New Zealand based on Liang Min's qualification as a cardiovascular technician. Ning entered the country on a student visa. Liang Min had three months to find work to finalise his permanent residency, so they were relieved when he got an entry-level job at Auckland City Hospital. Now they will be able to secure their residency status. Ning will complete her nursing degree at the University of Auckland. This is the first time Ning has been away from her country and family.

The immigration process so far has been hard work, but Ning feels that the government has been friendly and helpful. In general it seems like they can trust the government and expect that all will go well. Now they are focused on the requirements of living in New Zealand, like organising their household and finances. They find this overwhelming because is it so different and there is so much to learn all at once.

Ning keeps in touch with news from home and also reads blogs and forums on New Zealand culture on her laptop. Ning also regularly posts photos of her new life on Facebook for her friends and family in China. Ning and Liang Min keep in touch throughout the day by mobile phone and SMS. Ning is working out what they need to do to get valid New Zealand driver licences, and she is happy to be able to research this online. This suits her better because she is too shy to ask questions because of her accent, especially over the phone.

hopeful   willing   **new**
daunted   adaptable
determined
unsure   achiever
unassuming

Complexity of Circumstances

Situation NZ
Immigrated to from China, studying nursing, married to a cardiovascular technician. No other family in NZ

Central government services used last 12 months
- Immigration New Zealand: visa
- NZ Customs and MPI: arrivals and biosecurity
- NZTA: car registration, drivers licence
- Tertiary education

Feels Equipped?

Abilities
English proficiency: **Med**
Bureaucracy literacy: **Med**
Self-advocacy capacity: **Low**

Service experience
Used to doing things online but in her own language

Barriers to engagement
Not yet fluent in English, and can be confused by non-standard terms

Current digital propensity

Adoption style
Adopter

Channels used
- Email
- Kiosk
- Web
- Mobile application
- Online real-time assistance
- SMS
- Social media

Online usage
High use of online, social media and mobile services

NIKKI

Self-focused maximiser of services

28 | In casual relationship | No children | Good health | Hospitality student
Rents flat with friends | Whangarei

"I don't think it's a big deal to make the system work for you. I'm not hurting anyone by getting a bit of extra cash here and there. I just need to keep StudyLink and IRD off my back and it'll be sweet!"

Nikki is a carefree twenty-eight year old student living in Whangarei. She vaguely thinks she might one day be able to make a living working in a flash resort hotel. Other than that, she doesn't think or plan much for her future, taking each day as it comes and manoeuvring through the social support system to bend the rules in her favour.
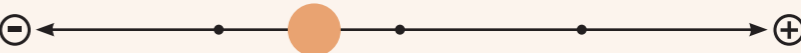
Nikki stops her study as her enthusiasm waxes and wanes. She's changed courses a couple of times but is currently having a go at a National Diploma in Hospitality. She's had a few relationships that haven't worked out; right now she's seeing an older man who is divorced and has two children. Nikki likes to make beaded necklaces and earrings, which she has started to sell along the Russell waterfront and on TradeMe.

Nikki is receiving a Student Loan, a Student Allowance, and a Student Accommodation Benefit. She is quick to take up any support services she can get, but not so quick to deal with her obligations, such as paying tax or renewing her warrant of fitness.

On a good week, Nikki can make $200 in cash from her jewellery sales and she doesn't feel she needs to report that to StudyLink or pay tax on it. Her sense is that it isn't hurting anyone if she bends the rules in her favour. She doesn't think the system is fair or in tune with what really goes on, so she makes what she sees are necessary adjustments to improve her situation. For this reason she is very selective about the information she provides government agencies.
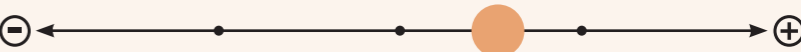
Nikki has a busy social life and is completely addicted to texting. If she were more organised she might be able to save for a laptop or smartphone but she gets by with using computers at her boyfriend's house, Polytechnic computer lab, and Internet cafés.

under the radar
unfocused
casual aimless fickle
self-centred social
ingenious

Complexity of Circumstances
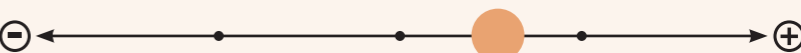
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Situation
Studying (diploma), casual relationship, temporarily moving back home to help her Mum

Central government services used last 12 months
- Health services (low user)
- StudyLink: student loan, student allowance, accommodation benefit
- Tertiary education

Feels Equipped?

⊖ ——————————————●———— ⊕

Abilities
English proficiency: **High**
Bureaucracy literacy: **Med**
Self-advocacy capacity: **High**

Service experience
Very selective about how and when she engages with services

Barriers to engagement
Wants to maintain enough distance to be able to bend the rules

Current digital propensity

⊖ ——————————————●———— ⊕

Adoption style
Adopter

Channels used
- Contact Centre
- In-person
- Email
- IVR
- Web
- Mobile application
- Online real-time assistance
- SMS
- Social media

Online usage
High online use and very mobile

AMIIR

Isolated user of services

53 | Married | 3 teenage boys | Poor health | Unemployed refugee
Housing NZ tenant | Wellington

"You lose your country, you lose your stability and familiarity with your surroundings. Everyone speaks English and me, I am different; my language is different; my clothes are different, I can't take care of my family and I can't see how it is going to get better."

hopeful insular
stunned resigned
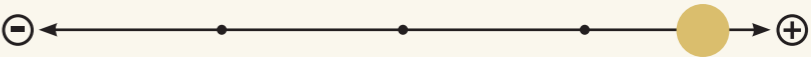grateful anxious
unaccustomed
grappling bewildered

Amiir is a middle-aged Somali refugee who arrived in New Zealand with his wife Aziza and their three teenage boys. Although New Zealand seems peaceful and beautiful, it is has not been easy for Amiir to leave his struggles behind and settle into a new life. Even so, he has felt the only option is to embrace this new life and initially felt blessed to have this chance.

When they first arrived, the family completed a six-week orientation programme at the Mangere Refugee Centre in Auckland. After this they were relocated to Wellington, where Amiir is trying to resume his traditional role as strong household leader.

Madar, a countryman that Amiir met at a Somali Community Group, has lent him a small transistor radio pre-tuned to Somali radio, which he can get once a week. As Amiir does not speak any English; he has a class once a week with Jessie, a volunteer with English Language Partners. The whole family participates in Amiir's lesson, which includes learning to count money and acting out every day situations like using an EFTPOS card.
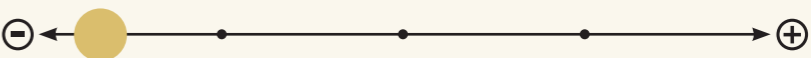
Amiir's first weeks in New Zealand were a blur. He could not understand much of what was going on around him. Volunteers kept asking him questions that did not make sense to him, such as his individual date of birth (which is not recorded in Somalia). Amiir could see that people were doing their best to help but he felt and continues to feel disconnected, stunned and exhausted. Like many who come from his war-torn country, he is suffering from Post Traumatic Stress Disorder, but Mangere Centre staff have been sensitive not to call this out overtly, as they know this would compound Amiir's shame and discomfort. Amiir has never used a computer or a mobile phone.

Complexity of Circumstances

⊖ ————————————●— ⊕

Situation
Recently immigrated as a refugee from Somalia to NZ with wife and two sons

Central government services used last 12 months
- Health services (moderate user)
- Housing NZ: housing
- Immigration New Zealand: visa, settlement support
- NZ Customs and MPI: arrivals and biosecurity
- Work and Income: benefits, Community Services Card

Feels Equipped?

⊖ —●————————— ⊕

Abilities
English proficiency: **None**
Bureaucracy literacy: **None**
Self-advocacy capacity: **Low**

Service experience
Needs a lot of support through services and has no reference as to what these are

Barriers to engagement
Very limited English, and a low understanding of NZ services/processes

Current digital propensity

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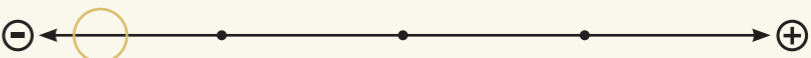
Adoption style
Unaware

Channels used
- Contact Centre
- In-person

Online usage
Never used a computer or mobile phone

INTERNAL AFFAIRS
Te Tari Taiwhenua

FRED

Reluctant navigator of the system

72 | Married | 1 deceased son | Moderately healthy | No disabilities
Retired Builder | Home and farm owner | Winton

"There's so much to sort out, and all I can think about is that my boy is gone. There is no end to having to tell the government over and over that he died — they gave us the death certificate, don't they know?"

emotionally depleted
in crisis pressured
overwhelmed
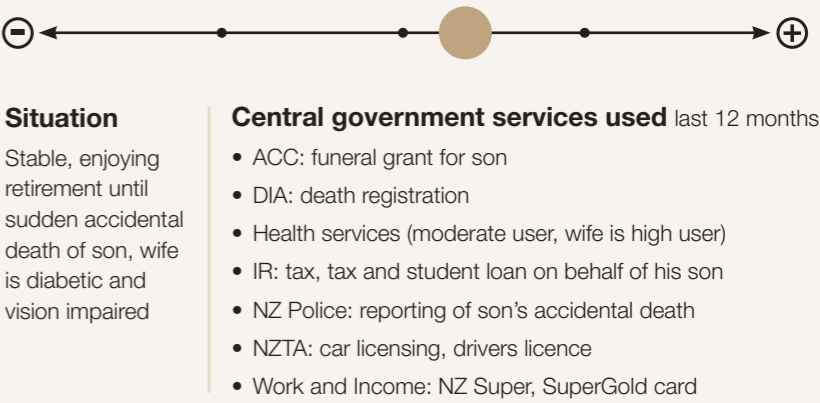vulerable confused
distressed

Fred is a seventy-two year-old retired builder married to Helen and living in Winton. Fred was happy to retire although he would be stretched financially and knew he might need help from his 35 year old son Andrew every now and then. Fred is a resourceful and honest family man who enjoys the respect of his community.

A year ago Helen suffered a diabetes attack that damaged her eyesight. Her peripheral vision was not affected, so she can look after herself, but she finds it difficult to make out people's faces in the distance or small print. Despite this, Fred and Helen had been enjoying retired life together. Nine weeks ago, Andrew was pinned by a tractor while clearing a riverbank at the family farm and killed. Fred and Helen are devastated at having lost their only son.
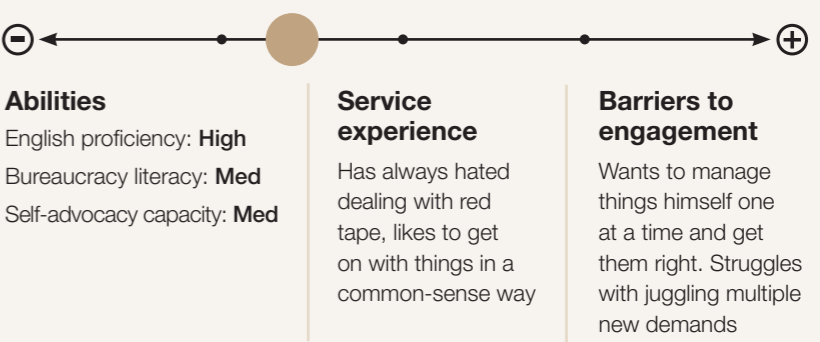
Fred is resourceful, honest, and hardworking. He is proud that he's never asked for a handout—his family takes care of its own. His usual interactions with government are to meet his obligations, which he takes seriously— paying tax, keeping his truck papers in order and paying his property rates. He receives NZ Super, which he sees as an entitlement based on his contribution to society over many years. He gets some extra income from the odd small building job, and farmstay for tourists. He logs this income by hand into a notebook he keeps by the phone, and makes a point of reporting this as accurately as he can.

Fred and Helen had never owned a computer until Andrew got them a used Apple iMac G3. Andrew had set them up with a broadband connection and tried to teach Fred and Helen how to send email and surf the Web. Despite his best efforts, Fred could not get the hang of it. Helen lost any interest she might have had after her eyesight went bad.

Complexity of Circumstances

⊖ ←————•————•————●————•————→ ⊕

Situation

Stable, enjoying retirement until sudden accidental death of son, wife is diabetic and vision impaired

Central government services used last 12 months
- ACC: funeral grant for son
- DIA: death registration
- Health services (moderate user, wife is high user)
- IR: tax, tax and student loan on behalf of his son
- NZ Police: reporting of son's accidental death
- NZTA: car licensing, drivers licence
- Work and Income: NZ Super, SuperGold card

Feels Equipped?

⊖ ←————•————●————•————•————→ ⊕

Abilities
English proficiency: **High**
Bureaucracy literacy: **Med**
Self-advocacy capacity: **Med**

Service experience
Has always hated dealing with red tape, likes to get on with things in a common-sense way

Barriers to engagement
Wants to manage things himself one at a time and get them right. Struggles with juggling multiple new demands

Current digital propensity

⊖ ←——●————•————•————•————→ ⊕

Adoption style
Traditionalist

Channels used
- Contact Centre
- In-person
- Email
- IVR

Online usage
Little use of online, has tried but not active

INTERNAL AFFAIRS
Te Tari Taiwhenua