



Briefing to the Minister for Government Digital Services



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Introduction

Welcome to the Government Digital Services portfolio. This new portfolio presents opportunities for you to build on a strong foundation for transforming government through digital technologies.

We note that Labour Party's manifesto commitments in this area include:

- achieving digital equality across all divides;
- ensuring public confidence around privacy and security issues; and
- earning a social licence to share open data.

We also note that your priorities include supporting open standards and software development; and working closely with ICT providers to ensure the best solutions are found to deliver government services.

As Minister for Government Digital Services, you set the portfolio's scope and policy direction. This could include responsibility for the Government Chief Digital Officer (GCDO) role. In 2012, Cabinet tasked the Department's Chief Executive with this role to lead digital transformation across the State sector.

Our role is to support you to deliver your policy priorities. We will work with you to understand the scope of your portfolio (including its connections with the Internal Affairs portfolio) and the direction in which you wish to take it. We will also work with you to establish an appropriation for this portfolio.

This briefing sets out opportunities and challenges for the portfolio and the Department's roles and responsibilities which we would like to discuss further with you.

We look forward to working with you to develop a work programme and to support the delivery of your priorities.



Part One: Strategic opportunities and challenges

1. Digital government means using digital technologies and data to transform and achieve a more responsive, efficient and participatory government. Doing this well can enable cultural change and a new concept of public service that better supports the relationship between New Zealanders and government. We consider that the key to success is creating the right conditions for government to enable all parts of New Zealand society to work together to foster innovation, build social cohesion and ensure benefits are shared by all New Zealanders.
2. Digital technology allows government to be more responsive and to deliver better services. This enables savings as government agencies share ICT platforms and components. Data provides a strong evidence base for robust policy and service delivery. It also provides New Zealanders with the opportunity to engage more directly in policy decisions and in the design of services that affect them. This also contributes to the goals of the Open Government Partnership to which New Zealand belongs.
3. However, the use of this technology carries a responsibility that government properly manages and protects the personal data it holds about New Zealanders. There is also a responsibility to ensure easier and equal access to a wide range of digital services.
4. Over the next few months we will work with you as you consider the changes we might need to achieve better services for New Zealanders. There are opportunities to pursue initiatives for digital technologies to facilitate a more democratic, open and participatory government. This includes ensuring that all New Zealanders have the skills, confidence, motivation and trust to participate in an increasingly digital world.
5. From within this portfolio, you can champion the digital transformation of government. The GCDO has made a strong start but there is more to do. By working closely with your ministerial colleagues you can play a key role in helping the government get the best out of its digital investments. In particular, you may wish to work closely with the Ministers of Finance and State Services as investment opportunities and other issues arise.

New Zealanders' experiences using public services

The State Services Commission's annual *Kiwis Count* survey measures satisfaction and trust with the most commonly used public services. Significantly, 87 per cent of 2016 survey respondents said their expectations were met when looking for public service information online.

Passport services were the second most improved services with satisfaction rising 9 points to 85 per cent. New Zealand remains the only country enabling online passport renewals. This is a good example of digital technology enabling world leading public services.

6. You may also be interested in pursuing the following upcoming opportunities to drive digital government.
7. **The first opportunity centres on developing a new vision and strategy for digital government and strengthening the GCDO role.** This will involve engaging with ministerial colleagues, industry leaders and civil society groups to seek their support for that change. We will provide you with more details of the current thinking.
8. **The second opportunity is to consider the future of 'digital identity', which is a cornerstone for digital services.** All countries are grappling with the challenges of digital identity. The role of government is critical in establishing the standards for digital service delivery, security and privacy. The government invests in a digital identity service called RealMe but there are other options. We will provide you with a briefing to introduce this digital identity work and the options for future delivery.
9. **You can also showcase New Zealand's digital achievements to an international audience.** New Zealand is hosting the fourth ministerial meeting for the Digital 5 nations (D5) in February 2018. The D5 is a network of leading digital governments. These governments are: the United Kingdom (UK), Estonia, Israel, New Zealand and South Korea. International forums, like the D5, provide an avenue to influence thinking and approaches in digital transformation. They also recognise New Zealand's role as a digital leader. We will brief you ahead of the D5 meeting.
10. **Finally, we are focussing on integrating government services so that they meet the needs of New Zealanders for the events that occur in their lives (see adjoining case study).** When people contact government they usually want to do something that extends beyond the services offered by a single agency, but services often reflect individual agency priorities and silos. We need to place New Zealanders at the centre of service design, but we also need a model for agencies to enable inter-agency, cross-sector and whole-of-government service delivery. We look forward to discussing this work with you further.

Designing services around life events

The Department leads several projects to improve cross-agency life event services for New Zealanders.

SmartStart launched in December 2016. It provides a single web application for accessing government and non-government services associated with pregnancy and the first few months of a child's life.

In June 2017, Te Hokinga ā Wairua End of Life Service was launched. This service helps users to access information about preparing for or managing bereavement. It is also designed to ease the burden for next of kin, and make it easier for estate executors.

Part Two: Roles and responsibilities

Your role as Minister for Government Digital Services

11. As Minister for Government Digital Services, you set the portfolio's scope and policy direction. The Digital Government Services portfolio is a new portfolio and we will work with you and the Minister of Internal Affairs to define the scope of this new portfolio and to develop a work programme that supports the delivery of your priorities.

The Department's roles in supporting you

The Government Chief Digital Officer (GCDO)

12. The GCDO was set up to lead delivery of more responsive services to people through system-wide leadership and by harnessing economies of scale in digital technologies. Its aim is to:
 - improve the delivery of all public services;
 - develop digital expertise and capability across the system; and
 - drive efficiencies.
13. Part of the GCDO's role is to ensure that security and privacy issues that could lead to loss of trust in government are effectively addressed. In addition, comprehensive strategies will be needed to address wider issues such as work force displacement that could result from technological change.
14. To ensure New Zealanders continue to trust digital government services the GCDO:
 - implements effective assurance processes to manage project risks;
 - utilises emerging technologies that will enable greater workforce mobility, collaboration, and resilience;
 - provides advice to central agencies and wider government on agencies' proposed ICT investments;
 - provides guidance to help agencies improve their online services; and
 - engages industry bodies, such as NZ Tech, and communities on skills and capability building.

15. The GCDO works with system wide players such as the Government Chief Privacy Officer (GCPO), the Chief Archivist and the Government Chief Data Steward¹. The GCPO role supports the GCDO and is also based in the Department. The GCPO's whole-of-government approach to privacy is fundamental as the growth and demand for digital technology increases. The GCPO works to ensure that government use of information is safe and effective. State sector chief executives remain accountable for agencies' privacy settings and performance.
16. The approach to date has been to maintain agency chief executive accountability and have the GCDO work collaboratively with agencies to deliver transformation. The Digital Government Partnership, made up of 55 senior leaders from 21 agencies, has been key to driving transformation across government.
17. This model is working well, but we can see many opportunities to adapt and evolve it. Other countries, such as the UK, have greater support for transformation from the centre through investment in people and skills specifically for digitisation and transformation.
18. The GCDO will continue engaging chief executives through the Digital Government Partnership. Having the right leadership is vital for success and the Partnership supports the ambitious vision for agencies to operate as one government.
19. We have established a Digital Policy and Futures Group as part of the Digital Government Partnership. This will look at the impact of emerging technologies on New Zealand society and the Government's role in responding to these opportunities and challenges.
20. We are also working with the State Services Commission to strengthen the role of the GCDO to lead digital transformation across the system. We will brief you on the state of this work in November 2017.

¹ The Government Chief Data Steward is the Chief Executive of Statistics New Zealand and the Chief Statistician. This role treats data as a system asset to help achieve better outcomes for New Zealanders, while maintaining and enhancing trust and confidence.

Part Three: Briefings and decisions

21. The following table is a list of briefings relevant to your portfolio that, subject to your approval, we will provide you in the coming months. We will work with your office on the delivery of these briefings.

Date with Minister	Title	Detail	Priority
November 2017	Advice on the reinstatement of Parliamentary Business	Outlines how Bills are reinstated and the policy and legislative process <i>For decision on responsibility for, and reinstatement of Bill</i>	High
November 2017	Digital Transformation	Role of the Government Chief Digital Officer and digital transformation <i>For noting</i>	High
November 2017	Introduction to Digital Identity	Briefing on the digital identity project <i>For decision on approach</i>	High
November 2017	Digital 5 event in 2018	Information on the Digital 5 events schedule and some decisions that are required <i>For decision on the events schedule</i>	Medium
November 2017	ICT Functional Leadership Report for May to September 2017	Progress on ICT functional leadership <i>For decision on taking the paper to Cabinet</i>	Medium

Briefing on the reinstatement of parliamentary business

22. We intend to brief you shortly about the reinstatement of parliamentary business. This includes the Electronic Interactions Reform Bill which was before the House at the dissolution of Parliament. It is an omnibus bill that amends a range of legislation to enable digital interactions between individuals, businesses, and government agencies. It was introduced under the Internal Affairs portfolio. However, you may wish to engage with the Minister of Internal Affairs to discuss whether this Bill should transfer to the Government Digital Services portfolio. We will work with your office to confirm your preferred approach. The bill is awaiting its second reading.

Appendix A: Key contacts in the Department of Internal Affairs

