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Foreword

The New Zealand Government is on a journey of service innovation and transformation to provide Better Public Services to New Zealanders. The work of making sure ‘people have easy access to public services, which are designed around them, when they need them’ is the role of Result 10.

Result 10 agencies are working collaboratively to develop joined-up, integrated life event products and services across government which will be enabled through digital and secure options. This means the customer can access services when they want and have the confidence that their identity details are safe in the online environment.

Since 2012, when Better Public Services became a government priority, the Result 10 group of 10 agencies have proactively used their mandate to radically change the way government delivers its services to its customers. They have made significant progress and I have confidence that by 2021, 80% of the most common transactions with government will be completed digitally.

These agencies are focussed on the customer and joining up where it makes sense to deliver services the customer of today expects and are finding innovative ways to reuse and share information in this system-wide, all-of-government approach.

Building on the strategic themes of Better Public Services, customer-led design, customer-centric service delivery, collaboration, organisational reform, and capability, Result 10 is using:

- life events to drive integrated services
- digital transactions to underpin service and product design
- proactive delivery to a shared view of what the customer needs/ wants
- improving information sharing so information is clean, up-to-date and shared across government
- verified digital identity for easy and secure online access to public and private products.

The first of these life event initiatives is the recently launched SmartStart, an online tool for new and expectant parents where they can get the information and support they need from government at the birth of their child. Also under development are a number of other life event initiatives aimed at making the lives of New Zealanders that much easier at important moments in their lives during which they need government services. These include: Transitioning to Tertiary Education, Becoming a Victim or Witness of Crime, Becoming a Senior: Turning 65, and Managing and Preparing for Bereavement.

Result 10 is creating a future where New Zealanders have options to access services designed around them, when they need them. It is changing service design and delivery at the system-wide level (across government), discovering different ways of doing things, applying fresh thinking, working across traditional boundaries and breaking down system barriers to achieve success.

I am very pleased with the progress the agencies have made and look forward to seeing new products and services being developed which put the customer at the centre. By achieving this, New Zealand can continue to be a leader in government customer centric service delivery.

Hon Peter Dunne
Minister of Internal Affairs
About Result 10

Outcome statement

The outcome statement for Result 10 is: People have easy access to public services, which are designed around them, when they need them.

Result 10 sits within Result Area 5 – Improving interaction with government (Results 9 & 10)

Importance of Result 10 for New Zealand

Over the past five years, good progress has been made towards increasing the volume of transactions completed online for government services, which has been measured by increased online uptake of ten services. Providing services digitally is now well established, and the drive to further invest in online services is now ingrained in agencies’ work programmes.

While transactions have become easier to complete in a digital environment, Result 10 is lifting the bar higher by extending the attention to online delivery and digital uptake from the current ten most common transactions to twenty.

In addition, Result 10 is focusing on how customers experience government services. Customers contact government not just to receive a particular service from a particular agency, but to achieve a greater outcome. They want to renew a passport because they want to travel. They apply for a student loan because they want to study. They apply for an Inland Revenue number because they want to work.

Yet customer research indicates that the more people have to deal with government, the more pain points they experience. Agencies tend to provide services in silos, and do not take into account the customers’ wider needs and circumstances.

Result 10 sets an ambitious goal – a commitment to placing customers at the centre of service design and delivery.

The new Result 10 is about agencies transforming the way customers experience their interaction with government for complex, multi-agency services.

In this future, services will be seamless, integrated and proactive. People will not need to navigate multiple government departments, or apply for something they are entitled to.

Customers will notice a reduction in the amount of paperwork they will need to complete from one agency in order to provide it to another agency when seeking, for example, financial assistance.

It will be more simple and less cumbersome to get services from government agencies. Where possible (based on customer consent), agencies will share information so customers do not have to provide the same information time and again to different service providers.

System Impact

The refreshed Result 10 presents government with an opportunity to fundamentally change the way people experience its services. It proposes changes in service design and delivery at the system-wide level, and means agencies need to collaborate in order to deliver better service outcomes for customers.

By providing services that are easy to use, are designed around customers’ needs and available to them when they need them, Result 10 is transforming how people interact with government and is aligned with the wider Better Public Services vision of an joined-up state sector system that puts customers at the centre of service delivery.
Life event case study:
Enrolling for tertiary education

Who is the customer?
An 18-year-old, year 13 student is keen to go to university next year. He knows what he wants to study (commerce). He even knows which university he wants to attend (Auckland University).

All he has to do is complete the enrolment and admission process in time for the start of the university year in March. It’s January – he should still have plenty of time, right?

What is the problem/challenge?
A student wanting to go to a polytechnic, university or an industry training organisation has to submit a wide range of information about himself in a reasonably short period of time as part of the standard enrolment and admission process.

To enrol, he is required to provide a range of certified documents to prove he is eligible for admission. Documents include proof of identity (ie, a birth certificate or passport); his National Student Number (NSN); and his record of academic achievement.

In total, he must contact four different organisations to complete the enrolment process, including his chosen education provider (to enrol), Department of Internal Affairs (to get identity information), Ministry of Education (for his NSN) and the New Zealand Qualifications Authority (for his achievement details).

Life event case study:
Becoming a victim of crime

Who is the customer?
A mother-of-four has become a victim of domestic violence and urgently needs to pay the rent. Her partner, the main income earner, has been arrested. She is traumatised and has no means to make the payment, so approaches the Ministry of Social Development.

What is the problem/challenge?
A victim of crime wanting access to government support has to be means tested as part of a manual application process managed by the Ministry of Social Development (MSD).

To complete the application process, the victim is required to provide a range of certified documents to prove she is eligible for support.

Documents include proof of identity (ie, a birth certificate or passport); proof of dependents (ie, a child’s birth certificate); proof of marital status (ie, a marriage certificate); proof of income (ie, an annual tax statement); proof of address (ie, a bank statement); and proof of assets (ie, mortgage papers). In total, she must contact four government agencies to complete the application, including the Ministry of Social Development (to apply), the Department of Internal Affairs (to get identity information), Inland Revenue (for income-related information), and her bank (for proof of address and any assets).
Measuring success

Intervention points

An intervention logic model has been developed to identify critical agency outputs needed to achieve the Result 10 outcome statement of ‘People have easy access to public services, which are designed around them, when they need them’.

The intervention logic model indicates that people find it easier to interact with government when they have access to seamless services that don't require them to know which government agency provides what service, and when they can easily prove who they are and what their situation is.

Also, government delivering services automatically without people having to apply for them, sharing information and assisting people to overcome barriers are important.

New target and measure

Result 10’s success in delivering digitally provided services will be measured through a new target of:

By 2021, 80% of the transactions for the twenty most common public services will be completed digitally.

This target expands the previous digital uptake to include a further set of common transactions people have with government.

Additionally, Result 10 will be measuring ease of access to public services through:

- a reduction in the number of steps a customer needs to take, or ‘hoops’ a customer needs to go through, to get what they want or need from public services; and
- customer experience and feedback via user group based engagement or surveying

These complementary measures will be developed and reported on together with the new target.

Agencies involved

Result 10 work is led by the Service Innovation Working Group, a cross-agency group of deputy chief executives from the following agencies:

- Accident Compensation Corporation
- Department of Internal Affairs
- Inland Revenue
- Ministry of Education
- Ministry of Health
- Ministry of Justice
- Ministry of Social Development
- New Zealand Police
- Statistics New Zealand
- NZ Transport Agency

The Service Innovation Working Group is one of the four working groups under the government Partnership Framework – a group that’s integral to accomplishing the government’s ICT Strategy outcomes.

Through the Service Innovation Working Group agencies are creating an environment – an ecosystem – that enables public service innovation to flourish in a way that empowers New Zealanders.
The Result 10 outcome will be realised through a collaborative, multi-agency Service Innovation Work Programme.

The work programme has five focus areas:

1. Integrated services – delivering joined-up government services (agencies, NGO, private sector) where it makes sense
2. Digital transactions – maintaining the momentum of moving to digital channels and supporting life event initiatives
3. Proactive delivery – delivering seamless services to customers that they are entitled to without needing to apply
4. Information sharing – enabling consent-based customer information sharing
5. Digital identity – supporting customer online identity and verification

In addition to the five focus areas, the work programme has a number of foundational work streams that will support the focus areas through the delivery of strategies, standards and research to create an environment of service innovation.

We are connecting the work programme with other government transformation programmes, as well as the business and social sectors, so that our work aligns effectively with wider public sector system change.
Key Actions

Activities and deliverables on the Service Innovation Work Programme are planned in rolling 18 month periods through to 2025. As the new Result 10 target is set to 2021, it acts as a check point to ensure work is on track to deliver the long term outcomes.

From March 2017 onwards

• Enhance the SmartStart website to further integrate birth products and services across the Department of Internal Affairs, Ministry of Social Development, Inland Revenue and Ministry of Health (led by Department of Internal Affairs)

• Develop a customer-centric multi-agency federated service to make it easier for New Zealanders to adequately prepare for their own death to ease the burden for next-of-kin and Will executors following their death (led by Department of Internal Affairs)

• Develop an integrated service around Becoming a Victim of or Witness to Crime life event and make it easier for personalised services to connect with victims, when and how they choose (led by NZ Police)

• Scope the options for improving information, tools, the process for receiving entitlements and supporting connections to the community around Becoming a Senior – Turning 65 life event (led by Ministry of Social Development)

• Scope the options for integrating government and academia services around the Enrolling for Tertiary Education life event (led by Ministry of Education)

• Prioritise the next tranche of service integration around life events such as Moving to NZ for an Extended Stay, Getting a Job, Becoming Unemployed, and Renting a Property

• Conduct a digital services and transactions inventory to provide visibility of what services and transactions are moving to digital, what consistent standards are being applied and how they are developed so that they can be re-used, integrated, and/or scaled for wider use (led by Department of Internal Affairs)

• Develop technology and information design options for enabling the sharing of integrated service ‘cornerstones’ – i.e. key blocks of information that have a significant impact on reducing customers’ burden of transacting with government. The first two cornerstones being scoped are ‘accept digital identity and delegation’ and ‘release birth/death/citizenship record’ (led by Department of Internal Affairs)

• Pursue the development of automation for the issuance of Community Services Card, (led by Ministry of Health)

• Scope the options for automated suspension of child support when going to prison (led by Inland Revenue)

From October 2018 onwards

• Continue the development of integrated services and explore the expansion of sharing of integrated service ‘cornerstones’ to ‘release income status and IR number’ (led by Inland Revenue), ‘release immigration status’ (led by Ministry of Business, Innovation and Employment), and ‘receive service request’ (led by Ministry of Social Development)

• Pursue the building of common service capabilities, such as payments, electronic signature, translation software and bookings, as re-usable, scalable and able to be integrated

• Scope the options for automating the provision of School and Year start up Payments (led by Ministry of Social Development), and Working for Families Tax Credit & Paid Parental Leave (led by Inland Revenue)
Resourcing

The Result 10 agencies have agreed the key actions to achieve the outcome.

To ensure immediate and longer term sustainability of the programme of work, this has included costing how to deliver products and services over the next five years.

This will be funded from a mix of sources. Agency baseline funding has been allocated for agency specific initiatives, whereas innovation funding is available for developing multi-agency and cross-agency life events pilots and prototypes.

DIA, as the lead agency for Result 10, has allocated baseline funding for the core programme team to co-ordinate, support and, where appropriate, lead the Service Innovation work programme.

As part of longer term planning, agencies will be including their agency-specific initiatives and involvement in multi-agency and cross-agency initiatives within the Service Innovation work programme in their four year plans.