



Digital government toolkit



Digital Government Strategies: Good Practices



New Zealand: Service Innovation Work Programme

The OECD Council adopted on 15 July 2014 the Recommendation on Digital Government Strategies. The Recommendation provides a set of 12 principles structured around 3 pillars. The OECD Secretariat is developing a Digital Government Policy Toolkit to support OECD member countries and non-member adhering countries with the implementation of the Recommendation. This practice was submitted by the government of New Zealand to be considered as a good practice in the implementation of one or more of the principles contained in the Recommendation.

Description of the practice:

Organisation:

Government Chief Technology Officer, Deputy Chief Executive, Service and System Transformation Branch, Department of Internal Affairs

Name of the practice:

Service Innovation Work Programme

<https://www.digital.govt.nz/blog/service-innovation-lab-18-months-of-amazing-work/>,

<https://www.digital.govt.nz/showcase/integrated-services-service-innovation-working-group/>

Principles implemented:

Principle 2 – Encourage engagement and participation of public, private and civil society stakeholders in policy making and public service design and delivery

Principle 6 – Ensure coherent use of digital technologies across policy areas and levels of government

Principle 7 – Establish effective organisational and governance frameworks to co-ordinate the implementation of the digital strategy within and across levels of government



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Description:

The focus of the Work Programme is to bring together government agencies to ensure government services are accessible, affordable and easy to use for everyone.

The Work Programme covers areas including:

- integrated services (based around life events)
- proactive (or automated) entitlements
- digital transactions
- digital identity
- consent based information sharing.

These areas are underpinned by:

- digital service design standards
- common digital channels
- reference architecture
- innovation toolkit
- the Lab.

For more information, see:

<https://www.digital.govt.nz/blog/service-innovation-lab-18-months-of-amazing-work/>,

<https://www.digital.govt.nz/showcase/integrated-services-service-innovation-working-group/>

Results

Expected results: government services that are accessible, affordable and easy to use for citizens.

Milestones

Cross-government governance arrangements established (2015-2018): Cross-agency change and transformation is inherently difficult with vertical accountabilities often trumping efforts to work horizontally across government. Establishing the Service Innovation Work Programme's governance, leadership and oversight machinery of government have been critical in the success of the overall programme and specific initiatives within that including being able to leverage the Digital Government Partnership.

The Service Innovation Working Group is the Work Programme's leadership and oversight body. The Service Innovation Reference Group supports the programme team to drive prioritised initiatives



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forward. Other governance examples include Digital Inclusion’s Ministerial advisory group, and RealMe’s DIA governance group.

While governance is not a ‘result’ in policy terms, it is a significant milestone.

Cross government collaboration:

Agencies are now working together to improve the full experience of people – through ‘life events’ – rather than the usual focus on a single product, service or portfolio. We are seeing better coordination, reduced duplication, and results. For example, SmartStart is our first integrated service based on the ‘having a child’ life event. SmartStart has recently been used as the digital delivery channel for a new entitlement and government priority: Best Start payment for new parents. Other life events, such as ‘end of life’, have benefited from using the same private sector partner for development support resulting in reducing software development time and cost by nearly 50 percent.

Again, while collaboration is not a ‘result’ in policy terms, it is a significant milestone.

Delivery of services:

The design and development phases affect results in terms of service quality and timeliness. In 2018 the Service Innovation Lab has improved timeliness, for example, the second life event service (End of Life) was delivered in half the timeframe and at about half the cost of the first life event service (Birth of a child – SmartStart)

Development

Partnerships:

Private sector	Yes
Civil Society	Yes
Academics and Research Bodies	Yes
Public Sector Organisations	Yes
Other	Yes

Lessons learned

In summary the results to date have been due to:

- growing maturity of the Digital Government Partnership (a group of 70+ senior leaders across the New Zealand public sector) to lead system-wide change



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- dedicated leadership and governance who engage in regular meetings and decision points, ensuring continued momentum on delivery of the Work Programme
- a prioritised Work Programme ensuring collaboration while keeping resources focused on common areas of need and priority
- consistent focus on evidence, and values-based user-centred design leading to integrated and systemic solutions that work across agency boundaries
- a neutral Lab environment that uses a skilled core team and multi-disciplinary approach to:
 - support agency collaboration
 - facilitate a people-centred service design process using agile approaches that develop reusable components and promotes system thinking.

Conditions required:

- time to build good relationships
- security of funding
- supportive governance, leadership and oversight
- agency engagement in determining priority initiatives, scheduling and delivery
- a core capability of technical, service design and problem-solving skills provided for participating agencies (public and private)
- providing a neutral, collaborative space with easy access for participating agencies
- using human-centred service design and agile approaches.

Formal Evaluation

No: we are still developing the formal evaluation methodology for the overall Work Programme as well as for specific initiatives within the Work Programme.

Additional information:

- <https://www.digital.govt.nz/digital-government/5-focus-areas-for-digital-change/service-innovation-work-programme/>
- <https://www.digital.govt.nz/showcase/integrated-services-service-innovation-working-group/>



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- <http://serviceinnovationtoolkit.wikidot.com/>
- <https://www.digital.govt.nz/blog/service-innovation-is-full-steam-ahead/>
- <https://www.digital.govt.nz/blog/2017-18-progress-report-for-the-service-innovation-lab/>
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- <https://www.digital.govt.nz/blog/legislative-barriers-to-digital-service-delivery/>
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- <https://www.digital.govt.nz/blog/labplus-the-value-of-coding-in-the-open-for-building-integrated-services-2/>
- <https://www.digital.govt.nz/blog/building-a-blueprint-for-digital-inclusion/>
- <https://www.digital.govt.nz/blog/empowering-everyone-through-digital/>
- <https://www.realme.govt.nz/>