

# Deloitte IPANZ Public Sector Excellence Awards 2016

## EXCELLENCE AT WORK

**Applying digital technology to improve efficiencies and better engage with New Zealanders was a central theme of the Deloitte IPANZ Public Sector Excellence Awards 2016. This reflects government's goal of making it easier for New Zealanders to transact with government digitally, which was discussed by Prime Minister John Key at the Awards dinner in Wellington in July. KATHY OMBLER reports.**

The Prime Minister said the public sector is challenged dramatically because of technological changes. "The pressures are going to be huge in adopting that technology. There is always going to be risk because of the size of those projects and investments. The big challenge is going to be how we move even faster in that space. We're looking at a world where young people are growing up with technology. Today's four year old certainly isn't going to want to interact with anyone in the public sector apart from digitally."

Technology aside, good, old-fashioned values, working collaboratively, improving workplace cultures and constantly striving for improvement, were also evident among award winners.

We're moving away from operating in isolation from one another, incoming State Services Commissioner, Peter Hughes, told those at the dinner.

"I believe public service is something we should celebrate and reward. Everyone here should be proud of the service you provide to the country and the difference you make," he added.

Public sector efforts to build two-way dialogue with Māori were noted by Michelle Hippolite, Te Puni Kōkiri Chief Executive. "There is no monopoly to strengthening relationships between Crown and Māori. Understanding a whānau approach will help you appreciate the wider definition of initiatives."



### Prime Minister's Award for Public Sector Excellence

#### BYLAW REVIEW PROGRAMME

##### Auckland Council

A programme that consolidated 158, often contradictory bylaws from eight former local councils into 32 coherent bylaws for the whole of Auckland City was the winner of the Prime Minister's Award at this year's Excellence Awards. The Bylaw Review also won the Excellence in Regulatory Systems Award.

Many of the new bylaws are considered to be exemplars for other local authorities, and could form the basis of national regulations.

The review had to be done. The law required it, for starters, when the new Auckland Council was established in 2010. And it was clear that the existing bylaws were disparate, unconnected, poorly enforced and did not meet best-practise standards of information management.

The new bylaws also needed to support strategic directions as set out in the Auckland Plan, adopted in 2012, with its vision of Auckland becoming the world's most liveable city. Specifically, the bylaws needed to meet the goal of creating 'a strong, inclusive and equitable society that ensures opportunity for all Aucklanders.'

Awards judges said the review programme was a highly complex, evidence-based activity undertaken over five years, with outstanding results. The review was a comprehensive, impressive, customer-focused approach, they added.

The review process was complex, and thorough,

involving stakeholder engagement at more than 1000 public meetings, hearings and information events. Competing stakeholder interests were handled by the use of independent mediators and in-house advanced engagement tools and techniques, and by working with local 'expert' community groups. Be it about dogs, alcohol, or managing waste, water, health and hygiene, the social and economic impacts of all bylaws were assessed.

Councillor Calum Penrose, chair of the Auckland Council Regulatory and Bylaws Committee, says the hearings supported constructive debate to help resolve differences and get a deeper understanding of the real world impact of the regulations.

*"I've always said our bylaws need to be workable, doable, and enforceable"*

"I've always said our bylaws need to be workable, doable, and enforceable. As decision makers, having good evidence and public insight shows the trade-offs between competing interests. It also helps to develop an understanding of the role of the Council in improving the lives of Aucklanders. We've seen good outcomes since the bylaws have been implemented," he adds.

What, then, were the factors that made this programme so effective? Two areas, project governance and political governance, were key.

Project governance was spearheaded by the establishment of a cross-council steering group: the Integrated Bylaw Review Implementation Programme. This group worked to secure programme funding, identify system blockages, improve adaptability and ensure risks were managed. It also ensured effective stakeholder identification and management (especially with industry) from the start of each bylaw project. In-house public law experts provided legal advice, and a communications team helped apply a public perspective over some highly technical issues.

Political direction from governance, established early in the process, set clear parameters and expectations. Robust local board engagement addressed issues affecting local communities.



Auckland Council staff Sally Grey, Rose McLaughlan, Karl Ferguson, Patricia Reade, Jim Quinn, Paul Wilson and Christine Etherington receive the Prime Minister's Award.

With no specific precedents to refer to, the review presented a unique challenge. However, for each bylaw review, the programme team considered the national context and assessed other councils' approaches to similar situations. International experience was assessed for a range of regulations and Codes of Practice. The team also referred to the International Association of Public Participation (IAPP) guidelines, and all staff involved completed IAPP training.

Further training, for the programme's policy analysts, included advanced engagement techniques, working with Māori, presenting in public, critical thinking and project reporting.

Training was a key, says Kataraina Maki, General Manager, Community and Social Policy and Programme co-sponsor. "Investing in our people to ensure that they were adequately trained and supported was a critical success factor for the programme."

Maki says several aspects of the bylaw review were particularly satisfying, for example integrating with the council's new flagship IT programme New Core, and its geospatial infrastructure. New Core ensures that the channel between Council and customers is open and easy to use and that Council compliance monitoring generates suitable evidence for future bylaw reviews.

Integrating with the geospatial channel provides, as one example, a publicly accessible, 'data-sharing agreement' with the police with regards policy effectiveness of alcohol bans, and customers can plan events with alcohol in public parks by going online.

#### CLOSING THE LOOP

Project closure workshops helped to fine-tune processes, for example as local boards and mana whenua groups "found their feet" in the new

governance arrangement and became more sophisticated and successful in their planning and advocacy. These workshops also improved stakeholder relationships by closing the loop and learning shared lessons, so that policy advice sought during implementation could be captured for future review.

There were significant milestones throughout the five year programme. First was the sign-off of programme outcomes, outlining the types of bylaws that would be developed and the way they would work with other regulatory and non-regulatory approaches, such as the proposed Auckland Unitary Plan, community education and service delivery. The adoption of each individual bylaw was a highlight, as was meeting the statutory deadline, just two days before the old bylaws were due to lapse.

Also notable is that the Bylaw Review Programme was achieved during an intense time of change in Auckland; for starters the establishment of 21 new local boards (with decision-making mandates for local parks and services), and the Independent Māori Statutory Board (charged with auditing the Council's obligations under the Treaty of Waitangi). A new rating base, calling for high levels of cost efficiency, was also being established. Key plans, including Auckland's first Unitary Plan under the Resource Management Act, Waste Management and Minimisation Plan, Local Alcohol Plan and the Economic Development Plan, were being developed, and the Bylaw Review Programme had several interdependencies across these plans.

#### CUSTOMER-CENTRIC, EFFICIENT AND EVIDENCE-BASED

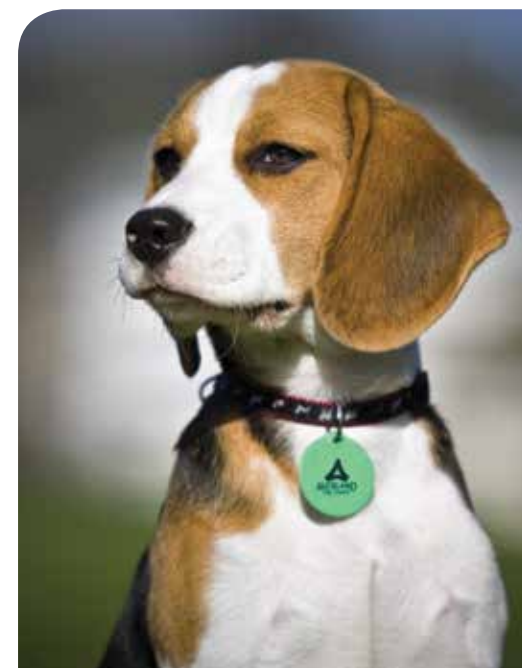
Key tenets of the new bylaws included the need to consider these interdependencies, also to have close integration with industry and community, and to be customer-centric, efficient

and evidence-based.

The new Solid Waste Bylaw, as one example, highlights the importance of working alongside industry and community, says Helgard Wagener, Programme Manager of the Waste Solutions Unit.

"The Solid Waste Bylaw 2012 was developed with industry, businesses and the community in response to the development of Auckland's Waste Management and Minimisation Plan, which seeks to see Auckland have zero waste put into landfill by 2040. The bylaw provided the regulatory focus for a number of controls that have helped the plan be implemented in a staged way. This has allowed industry and the community to adapt and improve their behaviours."

The Alcohol Control Bylaw 2014 was a response to the government's Alcohol Law reforms of 2012 (which also added pressure to the statutory timeframe; other councils had an additional



three extra years to implement their Local Alcohol Plans). The new bylaw introduced high-evidence testing to the introduction of an alcohol ban. Local Boards have used the bylaw to crowd-source evidence of harm across the community to review the alcohol bans. This led to the removal of some 50 per cent of alcohol bans, with no noticeable increase in alcohol harm being recorded. The police are now better resourced to enforce the remaining alcohol bans and, as a result of the programme, can use the same technology to review the effectiveness of the bans to manage harm.



Working with industry was key in developing the Health and Hygiene Bylaw and Code of Practice 2013, which relates to services for improving cosmetic beauty and health that fall outside the Health Act. Challenges included building an evidence base around cultural practices and pseudo-science, and undertaking comprehensive engagement across multiple industries. Stakeholders ranged from local pharmacists who have offered ear piercing services for decades to cultural tattoo artists who market only by word of mouth.

The Health and Hygiene Bylaw subsequently received an International Association of Public Participation Award; recognition of the review team's customer-centric processes.

This bylaw also set in place age controls for sunbed use, which have since been recognised as best practice by central government. The team's research and engagement on alcohol control and solid waste management has also been recognised by other councils across New Zealand.

Thus the Bylaw Review Programme has been not only a success story for Auckland; it has established useful parameters for any future amalgamations of territorial and regional authorities in New Zealand, says Maki.

"Auckland's experience with local boards demonstrates how regional strategies can be implemented at a scale relevant to local

communities. Auckland's new local boards are different from those that existed prior to amalgamation. Local boards have been delegated as decision makers for some bylaws, thus enabling local controls to facilitate community aspirations.

"Meanwhile, over the next five years, we expect significant improvements in the quality of evidence for future decision making in Auckland," says Maki. "These will result largely from the services, programmes and regulations that have come about from the Bylaw Review Programme.

"Our focus will be on increasing collaboration with central government agencies and investigating opportunities for our stakeholders to be engaged in the conversations and actions that will build the world's most liveable city."

#### **SOCIAL MEDIA AND DIGITAL TECHNOLOGY: A KEY ROLE**

Social media and digital technology will play a key role in this, she says. "We will continue to improve the connection between the Council, its customers and stakeholders, by integrating the rules in our bylaws with new media including third-party social media apps, and geospatial data-sharing arrangements with the government and the private sector.

"In the future we will see a greater volume of complaints and feedback coming in via social media. Auckland Council is committed to investigating new ways for the community to engage and play a larger role in the implementation and monitoring of bylaws."



#### **Building Trust and Confidence in Government**

#### **ENHANCING TRUST AND CONFIDENCE THROUGH CULTURE CHANGE AT NEW ZEALAND POLICE**

*New Zealand Police*

"Sending a Mandarin-speaking officer to teach me how to keep my shop safe shows Police do

care for us". These words from a Chinese shop owner following Operation Ping An, a police safety and crime prevention programme run for Asian shopkeepers in Counties Manukau, is just one example of the culture change happening at Police.

*"We knew that effecting culture change in such a large organisation was not going to happen with anything less than an integrated, fresh and innovative approach."*

According to the Citizen Satisfactory Survey, in the past seven years public trust and confidence in Police has risen nearly 10 percent to 78 percent, as a result of a wide-reaching programme of culture change.

This programme linked a number of initiatives. These included the development of 'Our Business, Our Code and Our Values' to drive culture change and identify both poor behaviour and value-aligned behaviour. One new value, for example, focused on better reflecting the diverse communities Police serves. Targeted recruitment campaigns have since contributed to significant increases in the number of female, Māori, Asian and Pasifika constabulary staff.

Operation Ping An is an example of building trust and confidence with different ethnicities. Many Asian shop owners were reluctant to engage with police, says Justin Zeng, Counties Manukau Ethnic Liaison Officer. "They were surprised when approached by officers speaking their language, Mandarin, Cantonese, or Korean, asking how police can better serve them. They opened up to the officer instantly."

Kaye Ryan, Acting Deputy Chief Executive, People, says it is fantastic to see these initiatives coming together. "Most satisfying for us is knowing that the multiple initiatives showcased in the Award entry are now contributing towards making a difference to the culture of the organisation and therefore the lives of New Zealanders, and in the trust and confidence they have in Police."

Key factors contributing to the programme's success included consultation and engagement with frontline staff, providing support and resources to embed the changes, and leadership



and role modelling from the top, she added.

“We knew that effecting culture change in such a large organisation was not going to happen with anything less than an integrated, fresh and innovative approach. It was great to see how ready the organisation was for our refreshed Values, for example, and how quickly they have become part of the fabric of the organisation.”



### **Excellence in Crown-Māori Relationships**

#### **NGĀ KOOTI RANGATAHI**

*Ministry of Justice*

Marae-based Youth Courts (Ngā Kooti Rangatahi), a cultural-based approach to support Māori youth and reduce their re-offending, have proven highly successful since the first court was trialled, in Gisborne in 2008.

There are now 14 Kooti Rangatahi around the country, presided over by judges who have full iwi backing. Respected kaumatua, for example, support the presiding judge and provide insights and guidance from a traditional Māori perspective to the young person and their whānau.

Ngā Kooti Rangatahi will only be established at the request of hapū and iwi and only if there is unanimous support amongst the hapū for the court to be held on their marae.

Ministry of Justice analysis estimates that young people who have appeared in these courts are 15 percent less likely to reoffend over the following year compared with those who appeared in a mainstream youth court. Ngā Kooti Rangatahi have also received international acclaim, including winning an Australasian Award for

Excellence in Judicial Administration.

For Tony Fisher, Ministry of Justice Director Māori Strategy, the most satisfying aspect of Ngā Kooti Rangatahi is that they show what can be achieved, in terms of improving outcomes for Māori youth, when hapū and iwi are involved in identifying and shaping the solution.

“Ngā Kooti Rangatahi are an excellent example of how Māori constructs and values can be used to drive improved outcomes for Māori.

“This concept presents an excellent model of collaboration in a complex social, cultural and justice system context. The focus of Ngā Kooti Rangatahi is to develop a more culturally appropriate process and to increase respect for the rule of law,” he says.

On Awards night, the Ministry of Justice jointly accepted the award with former Principal Youth Court Judge Andrew Becroft, in recognition of the judiciary who were a significant driving force for Ngā Kooti Rangatahi.

Fisher also gives credit to cross-agency support. “Ngā Kooti Rangatahi couldn’t have happened as successfully as they have without the agreement and support of other agencies - both within the justice sector (for example NZ Police, CYFS and the legal profession) and outside it (for example the Ministries of Health and Education).”



### **Excellence in Improving Public Value through Business Transformation**

#### **MAKING A DIFFERENCE – DOING THE RIGHT THINGS RIGHT**

*Inland Revenue*

Most people do the right thing about tax. But some simply forget to pay, or don’t understand

how to file their return. Inland Revenue recognised this and, faced with ballooning tax debt and overdue returns, instigated a completely new, customer-focused approach.

*“Essentially what we wanted is to give people the opportunity to do the right thing, first time.”*

It’s worked. In the past five years the resulting business transformation has reduced tax debt, increased file returns and collected an extra \$1.47 billion of revenue. This is revenue that funds government services, which in turn contributes to New Zealand’s social and economic wellbeing, says Inland Revenue Group Manager Collections, David Udy.

“An important part of what we’ve achieved is seeing our people’s engagement increase year-on-year and an increase in customer satisfaction,” he adds.

“This really is about making a difference - doing the right things right which has transformed Collections’ customer services and culture.”

Udy says what has made the approach work so well, and continues to make it work, is taking a customer-centered approach to managing debt, so that more people file their returns and pay on time. “It’s all about understanding customers and being agile. Instead of ‘one-size-fits-all’ we use customer insights and smart analytics to tailor different approaches to different needs. Essentially what we wanted is to give people the opportunity to do the right thing, first time.

“Our people have training in understanding and influencing customer behaviours, and they’re empowered to make decisions about debt. We use ‘test and learn’ cycles of interventions so we can keep on improving.”

Udy says the IPANZ Award is a tribute to the leadership and hard work of the Collections team, and the collective effort across Inland Revenue.

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## **Excellence in Digital Government**

### **BIRTH REGISTRATIONS ONLINE**

*Department of Internal Affairs*

Being parents of a new-born baby can be challenging... and then there's the legal paperwork needing to be done. Thanks to the new Birth Registrations Online this process, at least, just got easier.

The Department of Internal Affairs (DIA) project set out to replace the previously time-consuming, paper-based process with a 24/7 electronic system. The result, Birth Registrations Online (BRO), was introduced in March 2015 and now, 90 percent of all births in New Zealand are registered online.

Jeff Montgomery, DIA Registrar-General, Births, Deaths and Marriages, says BRO removes long-standing barriers that new parents faced when dealing with government. "They are busy enough, without having to complete and post forms to the government."

That the innovation benefits some 120,000 new parents of the roughly 60,000 babies born in New Zealand each year is particularly satisfying for Montgomery. "BRO makes it easier to notify a birth for registration, order a birth certificate and apply for an IRD number for the baby by means of a single tick box, on any device at any time after birth.

"BRO also increases data accuracy, delivers efficiency gains for the DIA, and contributes to the government's goal to make it easier for New Zealanders to transact with government digitally," he adds.

The department isn't stopping there. Montgomery says BRO is just one step that fits into the all-of-government Birth of a Child life event product, a step-by-step tool aimed to improve service delivery for growing families.

With RealMe login that will enable parents to control their data, maintain privacy and get the right government support for their baby, this tool is set for release before Christmas.



## **Excellence in Achieving Collective Impact**

### **WORKING TOGETHER GIVES KIDS BETTER CAREER CHOICES AND REAL RESULTS**

*Ministry of Education and Tertiary Education Commission*

Hands-on trades experience, leading to NCEA Level 2 achievement and full employment on leaving school are the outcomes for an increasing number of secondary school students enrolled in the Youth Guarantees Trades Academy programme.

A collaboration between the Ministry of Education, Tertiary Education Commission (TEC), schools, tertiary providers and employers, the programme today involves 24 academies, 300 schools and more than 6500 students.

Typically, students spend one or two days a week at the trades academy, and work to achieve NCEA Level 2 with a Vocational Pathways endorsement.

The best thing has been seeing young people enjoying their programmes and achieving success, says Ministry of Education deputy secretary (graduate achievement, vocations and careers), Claire Douglas. "Trades Academies work because young people see the relevance of what they're being asked to do."

In particular, Ministry data shows positive outcomes for students who have not always enjoyed success in traditional educational settings, she adds. "Many who have been at risk of dropping out are now staying firmly 'in' and reaping the rewards."

The Ministry and TEC have worked closely, with a

shared vision and understanding, to ensure that expectations for both school- and tertiary-led trades academies are consistent, says Douglas.



## **Improving Performance through Leadership Excellence**

### **IMPROVING OUR WORKPLACE CULTURE**

*Guardians of New Zealand Superannuation*

A leadership and talent programme that's developed a high-performing, constructive and all-embracing workplace culture has also been instrumental in achieving international recognition for the Guardians of New Zealand Superannuation.

Mika Austin, Guardians General Manager Human Resources, says the programme aimed to give staff global experience within a New Zealand context. Programme components have included leadership coaching, 360-degree feedback, exchanges with off-shore peer funds and behaviour-related bonus payments.

In 2015, four years after the programme began, the Guardians was named by JP Morgan as the world's best performing sovereign wealth fund.

A key part of the programme's success has been the commitment from the Leadership Team, says Austin. "It has been very satisfying to have rich and meaningful conversations at leadership level

**"We are always challenging ourselves to think of ideas to keep the programme fresh, alive and genuinely heartfelt."**

about the development of all our staff. We also seek regular, robust feedback from employees and try to target our programmes around key themes in their feedback.”

Thinking laterally about talent development and being inventive about creating staff opportunities meant less constraint when identifying areas where staff can add value, Austin adds.

And the organisation is not resting on its laurels. “Although we have made great progress we see our culture programme as a continuous journey. We are always challenging ourselves to think of ideas to keep the programme fresh, alive and genuinely heartfelt.”



## Excellence in Public Sector Engagement

### QUEENSLAND FRUIT FLY RESPONSE

*Ministry for Primary Industries*

Not only did an Australian pest insect sneak into Auckland, threatening New Zealand’s multi-billion dollar horticulture industry, it picked a densely populated suburb and timed its entry right in the middle of the Cricket World Cup. With tens of thousands of cricket fans moving in and out of the ‘control zone’ each day, a massive public campaign, along with swift containment and eradication, was essential.

The resulting, multi-faceted communications campaign run by the Ministry for Primary Industries (MPI), aimed at preventing the spread of the Queensland fruit fly, could well have averted a national biosecurity crisis.

Sian Howard, MPI Manager Operational Communications, explains how a critical element of the crisis was that it occurred in a densely populated urban area. “There were quite onerous requirements made of residents in that area.

There were also significant events taking place, for example the Cricket World Cup, that made management more complicated.”

Howard says one of the key reasons the campaign worked so well was the support of the Auckland Council. “The council communications team provided us with local knowledge regarding community demographics, information about the mood on the ground, and local suppliers for some of our communications. The team also provided a boost through their own publications and social media.”

The Cricket World Cup organisers were similarly helpful in their cooperation, she says. “We needed to convince game-goers not to take fruit in and out of Eden Park. The organisers promoted this message through on-site screen signage, and supported our team on the ground with leaflets and the provision of bins.”

The response team also thought outside the square, beyond print and radio, in terms of its campaign marketing placements. “We used ‘adshels’ at Eden Park transport hubs, ‘urban walkers’ (people with signs on their backs handing out brochures), cinema advertising, and we towed a giant trailer sign around the fruit fly zone.

“Another key was getting our own people out there, on the ground; a communications adviser in the early stages, and field staff who could talk to people one-on-one in their homes and at local events.”



## Young Professional of the Year:

### DR MATARORIA LYNDON, SYSTEM LEVEL MEASURES

*Ko Awatea at Counties Manukau Health*

Dr Mataroria Lyndon (Ngāti Hine, Ngāti Whātua, Waikato) is variously described as a Māori

health clinician, scholar, leader, health equity campaigner and fluent speaker of te reo.

System Level Measures are pioneering new health measuring systems developed by Dr Lyndon for Ko Awatea, a health innovation and improvement hub within Counties Manukau (CM) Health. These measures have since been adopted by the Ministry of Health and have gone on to influence wider health policy, both nationally and internationally. Meanwhile Lyndon has been promoted to Clinical Lead for Ko Awatea at CM Health, charged with delivering health equity in South Auckland. He also represents his Ngāti Whātua people in Māori Health advisory committees shaping Māori health strategies across Auckland. He recently submitted a PhD in Medical Education, and he’s just now embarking on a Fulbright Scholarship, to complete a Masters of Public Health at Harvard University.

Dr Lyndon says developing the System Level Measures (SLMs) was an extremely rewarding process.

“Often there’s a lot of information or data that’s quite siloed. The SLMs provide a snapshot, or ‘dashboard’ of understanding at an organisational level across a range of health focus areas, for example quality of care, access and efficiency, along with a lens on health equity.”

From a personal perspective, the three-year research, development and benchmarking project was a valuable mentoring process, he adds. “I had this rare opportunity as a young professional to work with different strands right across the organisation and to build relationships with senior leadership. The work has also included wider experience with Ministry of Health leaders and the publication of each project phase by leading research institutions, for example Otago University. This has been a real growth period for me.”

On his return from Harvard, Dr Lyndon intends to continue his work for Māori health equity. “This is what drives me. I’m very much connected to my whakapapa and heritage. I am very lucky to have had the support I’ve had and I want to see many more rangatahi Māori have those same opportunities. Building a Māori health workforce is a key enabler to achieving Māori health equity.”