

2018 DELOITTE IPANZ PUBLIC SECTOR EXCELLENCE AWARDS

KATHY OMBLER catches up with the winners of the Deloitte IPANZ Public Sector Excellence Awards.

A new government inevitably brings change for the public sector, especially with the announcement of an ambitious “100-day plan” at the outset. Part of that plan was introducing fees-free tertiary education for 2018 (just weeks after the announcement), and the multi-agency response that achieved this is the worthy winner of this year’s Prime Minister’s Award.

Meanwhile, ongoing cross-agency collaboration in the public sector continues to meet challenges, embrace changing technologies, and achieve all-round good things for the benefit of New Zealanders. Outstanding examples have been recognised in this year’s awards, along with awards for individual excellence, such as Dr Eleri Clissold’s work to improve doctor training and patient safety and the “righting of past wrongs” achieved with the special relationship developed between the New Zealand Transport Agency and Waikato-Tainui at Rangiriri.

PRIME MINISTER’S AWARD AND ACHIEVING COLLECTIVE IMPACT AWARD

**Delivering fees-free tertiary education for 2018
(Ministry of Education, Tertiary Education Commission,
Ministry of Social Development, and Inland Revenue)**



In October 2017, the new government pledged fees-free tertiary education, starting from January 2018, which was just six weeks away. Some wondered if it was even possible. Turns out it was: thanks largely to the trust and collaborative capacity between the four delivery agencies.

In announcing the project as the supreme Prime Minister’s Award winner, judges said the achievement was an outstanding example of innovation and cross-agency delivery.

Deirdre Marshall, Deputy Chief Operating Officer of implementation agency Tertiary Education Commission (TEC), said the new policy could not have been delivered in just six weeks without the strong relationships, trust, and co-operation that existed between all agencies involved: TEC, Ministry of Education, Ministry of Social Development (MSD), and Inland Revenue.

“Key to the success of putting this policy in place was building to meet our customers’ needs. We worked together to put the learner experience first, our tertiary providers’ experience next, then we looked at our own agencies’ considerations.”

The agencies set up a rapid-fire communication campaign. A dedicated fees-free TEC website, allowing people to check their eligibility with a tool that integrated data from multiple agencies, was visited by more than 65,000 users in its first week.

The development of this website was at the core of the project. “This was where students could go to check eligibility and find everything they needed to know about the opportunities available to them under fees-free,” says Marshall. “It was not just a matter of developing the right content, but getting the right technical functionality, security of data, second-level customer support, and everything else that goes into setting up a new high-volume, customer-facing service – and doing this all in the space of a few weeks.”

People used the service. “In the first three weeks, we had over 115,000 students access the website, and by the end of June this year, there had been more than half a million unique visitors. By that time, there had also been 12,300 visits from providers seeking information on the TEC website and more than 12,000 phone calls to the 0800 helpline at MSD.

“It was a great result and a credit to our partners and to the people across all the agencies who worked so hard to deliver for learners.”

Meanwhile, the MSD StudyLink team used their website, a newly established fees-free call centre, Facebook, and other promotional activity to support TEC in informing and



Winners of the Prime Minister's Award for Public Sector Excellence (representatives from Ministry of Education, Tertiary Education Commission, Ministry of Social Development, and Inland Revenue, with Minister of Finance, Grant Robertson)

advising students, as well as intercepting 16,000 student loan applications already received and checking them for fees-free eligibility.

Inland Revenue led the planning for an alternative fees-free model based on reversing student loans, then supported Studylink and the TEC to implement the TEC-led model.

By 28 February, more than 52,000 people had verified their eligibility for fees-free study online. As at April, around 33,500 students and trainees had taken up their new fees-free entitlement.

Tertiary education organisations were also kept up to speed. Within three hours of the policy launch, all 170 tertiary providers were briefed and given supporting operational details. All were advised and assisted with their preparation of business processes to manage fees-free enrolments and, by 3 January, all providers had been paid their expected fees income for eligible students for the first quarter of 2018.

Claire Douglas, Deputy Secretary, Graduate Achievement, Vocations and Careers at the Ministry of Education, agrees with Marshall that the key to successful delivery in such a tight timeframe was inter-agency co-operation and trust.

"We were able to get up and running quickly because of solid existing relationships between agencies," she says.

"Teams from across our agencies worked together daily. Risks were assessed and managed, and decisions taken quickly by a management steering group, by a governance group of senior agency leaders, and in frequent meetings with our new ministers. We dealt with every hurdle together and the interface between the levels worked.

"I'm proud of the work we did with our partners – TEC (as implementation agency), MSD StudyLink, and Inland Revenue.

"The Prime Minister's award is also a tribute to hundreds of people for their work to help us implement the policy," she adds.

CROWN-MĀORI RELATIONSHIPS

Waikato Expressway – Rangiriri section (NZ Transport Agency)

Magnificent carved pou and a tomokanga (gateway) stand tall at the entrance to Rangiriri Paa, close to traffic streaming past on the Rangiriri section of the Waikato Expressway. The 1863 Battle of Rangiriri was the first major conflict of the Waikato invasion by British forces, and these structures, along with



The tomokanga at Rangiriri

the symbolically reinterpreted paa layout, acknowledge the significance of this place and its standing in New Zealand history.

On another level, the paa project is testimony to the relationship forged between the Crown and Waikato-Tainui people since the new road construction began in 2013. Building the 4.8 kilometre four-lane highway was just one aspect of this \$125 million project – healing old wounds was another.

The paa site had been desecrated during a 1965 state-highway upgrade, and the new project provided an opportunity to redress this, to partner with tangata whenua, and to right past wrongs says NZ Transport Agency's Peter Simcock.

"Rangiriri was never just about building a four-lane expressway. It was also about the Crown and Waikato-Tainui working together to preserve the cultural and historical significance of Rangiriri, about doing things differently and recognising the area's history for all New Zealanders."

NZ Transport Agency's contracting process with contractors Fletcher Construction called for mahi tahi (working as one) in the integration of tangata whenua, the recognition of Waikato-Tainui mana, and in accepting and using iwi input through a specific working group.

This collaborative approach to the planning, design, and construction included removing the highway from the paa site and the development of a historic display, which includes a scaled representation of the former paa and battle trench. The interpretative space was designed to provide continued education and contemplation for all New Zealanders.

The history is also reflected in bridge barrier designs, native plantings, and in the acknowledgment of the architect of Rangiriri Paa, Pene Te Wharepu, through the name of the connecting Te Wharepu Road.

NEW PROFESSIONAL OF THE YEAR

Dr Eleri Clissold (Waitemata District Health Board)



Dr Eleri Clissold

Through improving junior doctor training, designing virtual-reality solutions to prepare for medical emergencies, and working to improve patient safety across community medical care, the high-achieving Dr Eleri Clissold has shaped both educational and clinical practice since joining the Waitemata District Health Board (DHB) in 2015.

As the Waitemata DHB's inaugural Medical Education Fellow, Eleri led the design and implementation of a dedicated teaching programme for post-graduate year-2 doctors. Unique in New Zealand, it achieved a 90 percent approval rating. As well, Eleri developed a bundle of technological solutions to engage junior doctors and improve their training experience.

During her fellowship, Eleri also designed an innovative virtual-reality solution to prepare junior doctors for resuscitation in medical emergencies. Eleri's work has demonstrated the possibilities for this technology in the wider healthcare industry.

Eleri is now heading Safety in Practice, a large project aimed to improve patient safety. This encompasses GPs, community pharmacies, and urgent care clinics throughout the Waitemata DHB. Her piloting work, based around the use of high-risk medicines, has resulted in a significant reduction in prescribing high-risk NSAIDs (non-steroidal anti-inflammatory drugs) and the improved observations of critically ill patients.

Eleri has made an outstanding contribution to the public sector says Waitemata DHB Chief Executive, Dr Dale Bramley. "She has quickly established herself as an emerging talent and made a significant contribution to the development of New Zealand's future medical workforce."

For her part, Eleri says she is delighted that the award has highlighted some of the great work going on at Waitemata DHB. "I'm privileged to work with fantastic teams across the organisation who have taught me so much in the last two years. I am truly grateful for the support I have received and honoured to receive the award."

IMPROVING DIVERSITY AND INCLUSIVENESS WITHIN THE PUBLIC SECTOR

Transforming NZ Police recruitment to drive diversity (New Zealand Police)

Wacky Kiwi humour on a short video clip, aimed to showcase Police diversity, succeeded beyond expectations when it became an international social-media hit. The fun-filled video, starring 70 Police of mixed cultures and genders, sent a strong message that NZ Police has thrown its recruitment door wide open to diversity. Twelve hours after being posted on the NZ Police Recruitment Facebook page, "the world's most entertaining police recruitment video" had been seen by more than a million people. Within 24

hours, NZ Police received a month's worth of potential recruit queries.



Part of NZ Police's Drive Diversity campaign - supporting Pride Week

The video was just one strategy in the Drive Diversity campaign, launched last year following a government call for the recruitment of 880 extra Police.

Valuing diversity has become embedded in Police culture since becoming a core organisational value in 2014, when ambitious new recruitment targets were set for gender and ethnic groups. A range of diversity-related initiatives have included an overhaul of the recruitment process to ensure it did not unfairly disadvantage any group, without lowering recruitment standards.

The 2017 recruitment campaign was based on research that identified both barriers and triggers for different ethnicities and genders in applying to join. As a result, online campaigns were targeted to show that Police recruits are trained to cope emotionally and physically, that Police work in teams, that there is real respect among Police and pride in working in communities, and that there is a good starting salary and many career paths to choose from.

Results have been significant, with 35 percent more applicants in 2017 compared with 2016. These included increases from female (35 percent), Māori (45 percent), Asian (63 percent), and Pacific Island (17 percent) applicants. Of these, 17 percent made it through the selection process, up from 11 percent in previous years.

Commissioner of Police, Mike Bush, has been fully supportive. "The recruitment campaign has showcased NZ Police as a great place to work where diversity is valued. It has been a wonderful success story, and I thank all the staff involved."

PUBLIC SECTOR ENGAGEMENT

WTF Tairāwhiti: Long-term plan early engagement campaign (Gisborne District Council)



Getting younger people involved in Tairāwhiti

A deliberately provocative campaign, aimed to engage people who don't normally get involved with council planning, resulted

in a huge response compared with the last long-term plan consultation in 2014.

The council's in-house communications team was given creative licence to develop a new approach to consultation. The result was an attention-catching, seven-week campaign that encompassed new WTF: Tairāwhiti branding; an easy-to-use website that attracted shared conversations from school children to pensioners; a fully Māori-translated website to engage with the district's 50 percent Māori community; a branded Kombi van that embarked on a roadshow of meetings, community events (for example, at A & P shows), and school and marae visits throughout the district; colourful and provocative newspaper adverts; bilingual radio advertising; and social media coverage.

Anita Reedy-Holthausen, the council's Customer Engagement Manager, says the brand was deliberately provocative and, using bilingual and community-based approaches, was a completely new way of engaging the community in the long-term plan process.

"We set out to make ourselves more relatable, vibrant, and edgy and to get the attention of our community – in particular those who wouldn't normally engage in council planning."

The campaign was launched first to council staff, who immediately became informed ambassadors. Councillors were also impressed and supportive.

The campaign was a huge success. "We certainly achieved community attention through taking our message to 35 community events, hui, schools, interest groups, and public spaces, increasing face-to-face engagement by 700 percent and widening the participation from different communities and demographics, including youth and Māori."

She adds that the council has also learned to do what the community wants, not what they think the community needs.

DIGITAL GOVERNMENT

**Establishment of CERT NZ
(Ministry of Business, Innovation and Employment [MBIE])**



Messages from CERT engaging directly with the public

As the ever-expanding digital world faces increasing incidences of security breach and attack, the need for cyber security has become critical. In the 2016 Budget, \$22 million was allocated to establish a dedicated Computer Emergency Response Team for New Zealand (CERT NZ).

In April 2017, just 10 months later, on time and on budget, CERT NZ was launched.

"This was a huge accomplishment, which we are proud to have recognised with our broader public sector colleagues," says Rob Pope, Director, CERT NZ.

The establishment process was challenging, with varied stakeholders involved, complex subject matter, and tight timeframes. A key to success was the highly consultative approach; the set-up team worked in close collaboration with other government agencies, technicians, and the international CERT community.

Essentially, CERT NZ supports businesses, organisations, and individuals who are affected (or may be affected) by cyber-security incidents. It provides trusted and authoritative information and advice while also collating a profile of the threat landscape and enabling New Zealand to play its part in global efforts to improve internet security.

One of CERT NZ's key targets was to create a simple way for New Zealanders to access information about cyber security. It needed to work for all people, including those with low cyber-security literacy. Accordingly the team developed a website that uses clear and concise language, has accessible content, and has dynamic reporting tools that allow anyone, regardless of their technical ability, to get the help they need.

Since its launch, CERT NZ has assisted New Zealanders from all walks of life, receiving more than 1000 incident reports in the nine months of operation in 2017.

This is a great achievement, both for the CERT NZ team and the broader MBIE team who worked on the establishment project, says Pope. "This award recognises and reflects the quality, skill, and commitment of the collective team."

IMPROVING PUBLIC VALUE THROUGH BUSINESS TRANSFORMATION

**Taking it to the people: Transforming the general election
(Electoral Commission)**



The Electoral Commission taking the election to the people

A large turnout is critical for the acceptance of an election outcome, yet electoral enrolments and voting participation in New Zealand have been in decline in recent years. So in the build-up to the 2017 general election, lifting voter participation rates was the challenge faced by the Electoral Commission, says Alicia Wright, Chief Electoral Officer.

"Our response in 2017 was to make voting more accessible by taking voting services to places like shopping malls, supermarkets, and tertiary institutions so that voting would fit into people's everyday lives."

When planning for the election, the Electoral Commission looked at the types of voting places that had been most popular in the past. It considered people's commuting, work, and leisure habits to help identify places that would meet their needs in terms of locations and opening times. As a result, key changes included extending opening hours, including Sundays and evenings, for advance voting in the busiest places.

"We had to transform our business away from the traditional approach of simply making voting available at the usual voting

places,” says Wright. “We did it within budget and maintained the integrity of the vote,” she adds.

Results were impressive: 2017 had the highest turnout of general voters (79.5 percent) and of Māori electorate voters (66.7 percent) since 2005 and a 6.5 percent increase of voters aged under 30, while 85,000 voters enrolled and voted at the same time, and the number of advance voters leapt from 17 percent in 2011 to 47 percent.

Allison McPherson, an Electoral Commission Project Leader, says while it was a big change for operational staff, they were keen to try a new approach. “They showed a real willingness to work in often busy and noisy environments because they could see the value in the new locations and making it easier for people to enrol and vote.”

EXCELLENCE IN REGULATORY SYSTEMS

**Anti-money laundering and countering financing terrorism
(Ministry of Justice, Department of Internal Affairs, Reserve
Bank of New Zealand, Financial Markets Authority,
New Zealand Customs, and Inland Revenue)**



Some of the publicity around fighting money laundering

Reform to combat money laundering and terrorist financing, one of the largest and most complex regulatory systems developed in New Zealand, was achieved in a seriously tight timeframe across many agencies and industry groups.

New Zealand’s Anti-Money Laundering and Countering Financing Terrorism (AML/CF) Act came into effect in 2013. Phase One of a two-phase implementation applied to financial institutions and casinos. Phase Two – relating to money laundering and terrorism finance – extends obligations to more than 6000 businesses, such as legal and accounting services, real estate agents, and dealers in high-value goods.

Seven government agencies, including the Ministry of Justice in a “stewardship” role, were involved in extending and strengthening this regulatory system. An industry advisory group, representing professional business groups and industry associations, provided meaningful collaboration (and continues to do so).

Rajesh Chhana, Deputy Secretary Policy, Ministry of Justice, said the reform was a huge piece of work with some very challenging deadlines. “The team put in a lot of hard work, with a real spirit of collaboration across all of the agencies involved.

“The project has also been an example of how the Ministry can work closely with businesses and industry to achieve desirable outcomes.”

New Zealand’s AML/CF system is guided by international standards and has been moulded into a regulatory framework.

The industry advisory group provided a good understanding of the businesses that government agencies are regulating. A multi-faceted approach to raising public awareness, through targeted websites such as settled.govt.nz and govt.nz, has also been developed.

Outcomes of the new system include safer communities, a “legitimate economy” where it is difficult for “dirty money” to enter the financial system undetected, and the strengthening of New Zealand’s reputation as a “good place to do business”.

“These reforms make a significant contribution to the wider objective of reducing crime in New Zealand,” says Chhana.

BUILDING TRUST AND CONFIDENCE IN GOVERNMENT

**Project CORTEX
(Government Communications Security Bureau [GCSB])**



Part of the CORTEX campaign for building strong public trust

The need for secrecy calls for strong public trust and confidence, and this was a key driver in the development of the GCSB’s cyber-security initiative Project CORTEX.

This award recognises the efforts of staff across the bureau to build and sustain trusted relationships with a broad cross-section of New Zealand’s most significant organisations, says GCSB Director-General, Andrew Hampton.

Project CORTEX was initiated in 2014, when the GCSB saw a need for advanced cyber protection for vulnerable government agencies and critical national infrastructure.

At the time, there was no strategic framework for cyber security in New Zealand, so the bureau decided to fill this void.

With no “off the shelf” solutions available, GCSB adapted technology from international partners and highly classified threat information to create a set of unique cyber-security tools. As a result of the CORTEX initiative, GCSB now offers enhanced cyber protection and greater visibility and understanding of cyber threats, while an active disruption component provides direct, before-the-fact harm mitigation.

There was a strong uptake, with nearly all public and private sector organisations offered CORTEX services signing up. Now, in a typical month CORTEX detects and disrupts between 15 and 20 cyber intrusions affecting one or more New Zealand organisations. CORTEX has already prevented millions of dollars’ worth of economic harm.

The project is also helping to upskill New Zealand’s cyber security workforce and is contributing to international cyber defence.

And the bureau is not resting on its laurels, says Hampton. “We are currently planning for the next stage of delivering our cyber-security services, with the roll-out of a malware free networks capability to a broader range of nationally significant organisations.”