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Open Government Partnership New Zealand

DRAFT National Action Plan 2018-2020

September 2018

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New Zealand Government

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FOREWORD – MINISTER OF STATE SERVICES

I am pleased to present New Zealand's Open Government Partnership National Action Plan 2018-20.

We are committed as a Government to developing a just and inclusive society. A society in which New Zealanders understand who they are, know they can participate, and have the skills and confidence to do so.

That is about bringing citizens and government closer together and overcoming the cynicism or indifference that many people feel about the systems of government.

We aim to transform the relationship between government and all the people it serves. The state sector reforms that I have proposed are aimed at making exciting and meaningful change to the way government works for citizens and engages with citizens.

Membership of the Open Government Partnership, and our commitment to the aims and principles of the Partnership, are part of our ambition to improve transparency and build understanding of what government does and why it does it. More than that it will help us achieve the ambitions of this Government to build a more inclusive society focussed on the wellbeing of all our citizens.

The commitments we are making in our third National Action Plan build on New Zealand's long and proud tradition of open and transparent government. While we are consistently amongst the top countries in global measures of integrity, including the wellbeing of citizens, openness, transparency, the rule of law and preventing corruption, we have much more to do.

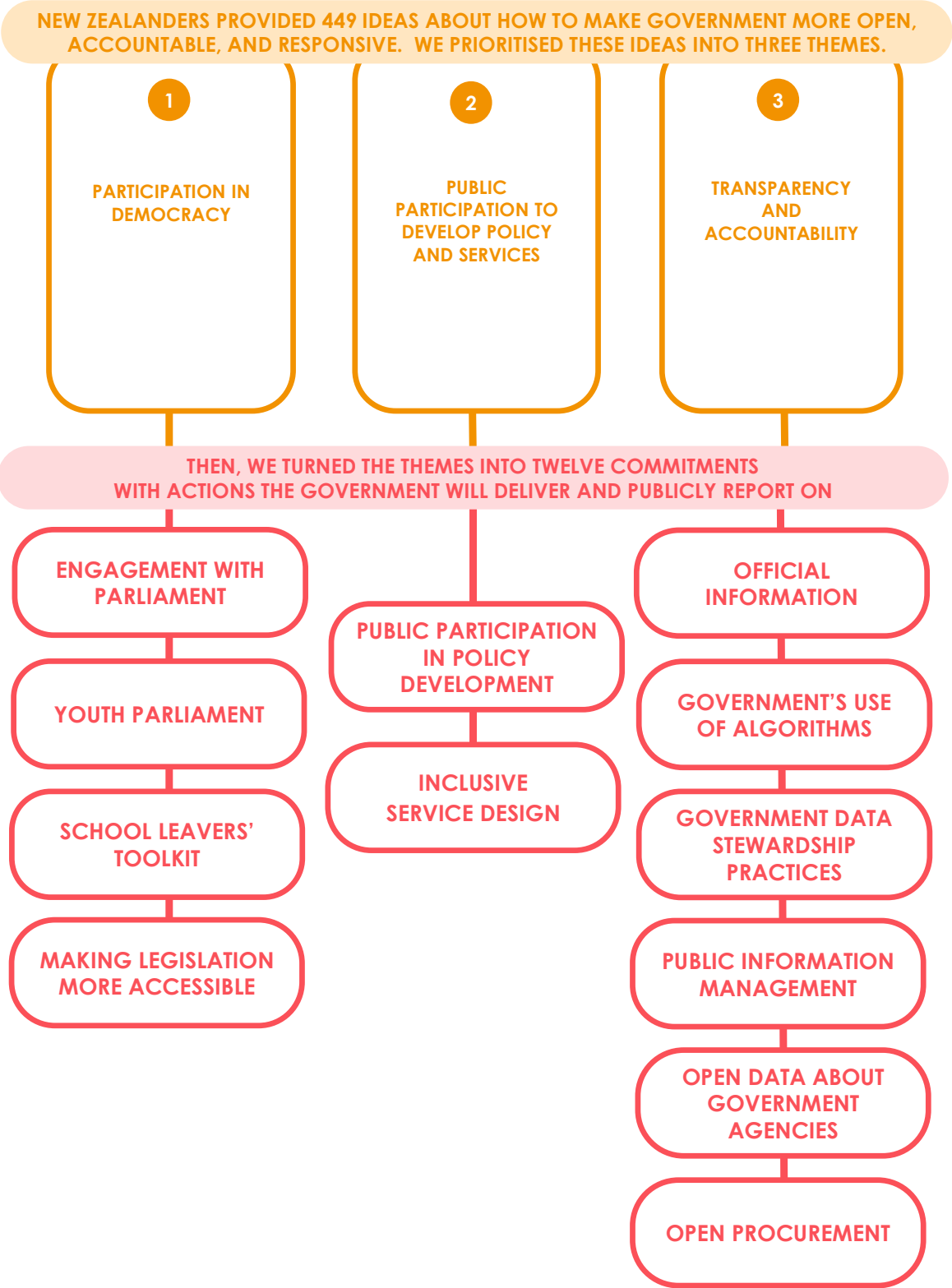
Through our conversation with New Zealanders to develop this Plan, they have told us where we can do better. This Plan contains some important commitments which will advance open government in New Zealand.

It reflects our commitment to transform the way we work together to improve the lives of all New Zealanders.

Hon Chris Hipkins
Minister of State Services

THE PLAN ON A PAGE

OUR PLAN



EXPERT ADVISORY PANEL'S OBSERVATIONS

Our role is to advise the State Services Commission as it works to develop and oversee implementation of New Zealand's Open Government Partnership National Action Plans. This includes providing constructive advice and communicating openly with, and involving, civil society and government officials.

In the approach which has been taken to the development of this Plan, we have seen a genuine desire by the officials to work in partnership with civil society. The engagement has been constructive and authentic.

We have seen officials demonstrating that they have heard and responded to what people say. We had the opportunity to meet and share our views with the Hon Clare Curran, the then Associate Minister of State Services (Open Government).

That said, we are aspirational for the engagement approach to be developed further. It's critically important that input to Open Government reflects New Zealand's unique relationship with tangata whenua as well as its diverse population. For this reason, input to the next National Action Plan must include as many voices from our communities as possible. We heard through this process that engagement with all New Zealanders is an area which needs to improve and we will challenge and support the Government to push harder.

Open Government needs to be looked at as an investment in better government rather than as a 'donation' to a worthy cause. We should be looking to the return for our people (in terms of New Zealanders' wellbeing) we want to get from our combined investment.

In developing this Plan's commitments, we have pushed government agencies to stretch their level of ambition – and they have done so. We can see evidence of agencies leveraging off the past, learning, adapting and looking to the longer term. We see rollover and expansion from the Plan for 2016-18 into 2018-20.

We have seen, but expect to see more, learning from what worked and what didn't, and to see that knowledge applied both in terms of developing new commitments and in how they are implemented.

The 'how' of plan implementation will be very important – we have and will play a role pushing on the 'how' to make the most of New Zealand's diversity to improve our collective wellbeing and strengthen our democracy.

We also need to think about and assist the Government to leverage a relationship with the international Open Government Partnership community, where New Zealand has much to offer.

Note: The External Advisory Panel (EAP) is a small group forming New Zealand's multi-stakeholder forum (an Open Government Partnership requirement). Membership of the EAP has changed this year, replacing some members who had resigned since its establishment and in response to the recommendations in the Independent Reporting Mechanism's Mid-term Report 2016-18.

ACKNOWLEDGEMENTS

Many people have contributed to the development of this Plan.

We would like to thank all the people who contributed their ideas to the conversation. In particular, we want to thank those who gave their time to attend the workshops. Special thanks to those representatives from the public workshops who came to our synthesis workshop in July.

We would also like to thank the organisations that supported our conversation, whether by making their facilities available, allowing us to participate in their events or by simply spreading the word through their networks.

The members of the EAP have provided very valuable support and wise guidance. They supported the workshops, worked their networks and pushed officials to be more ambitious and inclusive when developing commitments in this Plan.

We value the support, advice and assistance we have received from the OGP International Secretariat.

Finally, thanks to officials from a variety of agencies who have supported development of this Plan.

OUR STORY

This is New Zealand

Our reputation for integrity

- 1 New Zealand is ranked amongst the top countries in global measures of integrity and transparency.¹ We also perform well in terms of public service responsiveness to citizens.
- 2 Against an international backdrop of declining trust in government, several indicators show that New Zealanders' trust in our Public Service is high and increasing.
- 3 We can't take this reputation for granted. Some indicators are not so positive. A percentage of New Zealanders do not vote or enrol to vote, or participate in the national census. We have a digital divide. We have people who avoid the state (because of past experiences) or only make contact when they are in crisis.

Our story of democracy

- 4 New Zealand has made several important 'democratic' shifts, from:
 - a colonial society to a multi-cultural one, with special emphasis on the importance of the Crown-Māori relationship
 - a presumption of secrecy towards one of information sharing
 - a two-party political contest to meaningful representation of different voices in Parliament through the mixed member proportional (MMP) voting system
- 5 New Zealand will benefit from our increasingly diverse society if we continue to strengthen these shifts in our democracy.

The relationship between Māori and government

- 6 On 6 February 1840, Te Tiriti o Waitangi/the Treaty of Waitangi was signed between the Crown and Māori rangatira/chiefs. Different understandings of Te Tiriti, and breaches of it, have caused conflict. However, significant progress has since been made in settling historic grievances.
- 7 Focus is now shifting to ensuring a healthy relationship that allows the Crown and Māori to work together in partnership, particularly where outcomes for Māori are concerned. In 2017, a new Crown-Māori Relations Ministerial portfolio was established to reflect the evolving and maturing of the relationship between Māori and the Crown, particularly as we move into a post-Treaty settlement era.

A multi-cultural New Zealand society

- 8 We are also moving toward a more connected, multi-cultural New Zealand society; by 2013, people born overseas made up a quarter of our population, from

¹Internationally New Zealand rates well against key indicators:

- 1st equal - Open Budget Index 2017 (International Budget Partnership) topping this survey for the third consecutive time.
- 1st – Corruptions Perception Index 2018 (Transparency International)
- 2nd – Civil Service Effectiveness Index 2017 (University of Oxford)
- 3rd equal – Freedom in the World 2017 (Freedom House)
- 4th – Democracy Index 2017 (Economist Intelligence Unit)
- <https://www.victoria.ac.nz/news/2018/06/research-shows-new-zealanders-trust-government-more.-churches-and-charities-less>.

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an increasingly diverse range of countries. Stats NZ's projections to 2038 are that our diversity is set to increase.

- 9 The projections indicate that the Chinese, Indian, Samoan, and Middle Eastern/Latin American/African population groups will increase, with the Chinese and Indian groups almost doubling.
- 10 At a national level, our diversity provides an opportunity to grow into a more productive, creative, and dynamic society and improve our ability to understand and connect with the world around us. At an individual level, recognising and valuing New Zealand's diversity will support people to feel included, respected and able to make their unique contribution to our multi-cultural society.
- 11 As we developed this Plan New Zealanders told us that government policies, services, and engagement practices need to reflect the diversity that exists in our country. They also told us they need to have access to, and be able to provide, information in ways that work for them in order to make their best contribution.

Openness

- 12 Since the Official Information Act was enacted in 1982, the default position has been that government information should be made publicly available unless a good reason exists to withhold it. The conversation that has informed this Plan shows that there are ongoing concerns about compliance with the current legislation, and with the legislation itself.

More representative government

- 13 With the shift to MMP, our Parliament has become more diverse and representative of modern New Zealand society. We have seen an increase in the number of women, Māori, Pacific, and Asian Members of Parliament.
- 14 We aim to deliver the commitments in this Plan in a way that reflects a commitment to diversity and inclusiveness.

What Open Government means to New Zealand

- 15 Open Government is about ensuring that ALL New Zealanders have a place to stand, with a sense of identity, connectedness, and ownership. It's about empowering our people, as individuals, whānau, hapū, and communities. It's about strengthening the reciprocal relationship between government and New Zealanders. That means a government that is open, inclusive and responsive, and citizens who willingly get involved in issues that are important to them.
- 16 When government is more open, transparent and inclusive:
 - **people understand** what government does and why it does it
 - **people feel ownership** of their government, and they want to exercise their rights and meet their responsibilities
 - **people connect** with and support each other on issues affecting the community
 - **people engage** with government to share their ideas and opinions, and work towards solutions.
- 17 Government is doing many things already to improve transparency and inclusiveness.

18 Here's a few examples:

- The service design and delivery teams at the Service Innovation Lab work with New Zealanders to ensure government services meet citizens' needs. The Lab supported the implementation of [SmartStart](#) – a new approach where government services are delivered based on key events in people's lives, rather than how government agencies are set up.
- The role of the media in our democracy is being strengthened through increased funding for public media and to support new investigative journalism initiatives to promote robust national debate on issues that are important to the public.
- Enhancing anti-corruption measures through:
 - a cross-government anti-corruption programme to reduce New Zealand's risk of corruption and enhance its integrity framework
 - a proposal to establish a publicly available register of beneficial owners of companies and trusts
 - a review of the Protected Disclosures Act – New Zealand's whistle-blower protection legislation, which applies to both the public and private sectors.
- Improving the effectiveness of government as a whole, by:
 - reviewing the State Sector Act – the legislation that sets out public service principles and values, and underpins how government agencies work together to provide better outcomes for New Zealanders
 - developing an Intercultural Competence Capability Development programme for State Sector employees as part of implementing the Migrant Settlement and Integration Strategy.
- Refreshing and developing frameworks for measuring, monitoring, and publicly reporting on the wellbeing of New Zealanders, in addition to the existing indicators:
 - A Living Standards Dashboard being developed by the Treasury to support the Living Standards Framework, will include measures of wellbeing and sustainable development
 - This will be supported by Indicators Aotearoa New Zealand, to be produced by Stats NZ, providing a source of measures for New Zealand's wellbeing. The set of indicators will go beyond economic measures, such as gross domestic product (GDP), to include wellbeing and sustainable development
 - The Government is committed to delivering a Wellbeing Budget in 2019, as an important first step towards showing how the wellbeing approach can be used to inform our investment priorities and funding decisions, and to measure our success.

OUR PLAN AND WHAT IT MEANS TO US

- 19 Developing our National Action Plan was an opportunity for us to have a conversation with New Zealanders about what is important to them, their expectations and aspirations for their government. We also learnt about things that frustrate them about their interactions with government.
- 20 We cannot respond to all of them in this Plan. Some (as noted above) are already being responded to in the myriad of actions being taken across the Public Service. Others have fallen outside the scope of the Plan (as defined by the OGP values). Those ideas will not be lost. We will draw these ideas to the attention of the relevant parts of government.
- 21 The conversation government officials and our Expert Advisory Panel (EAP) have had with New Zealanders generated 449 ideas and provided the opportunity for deeper discussions about those ideas and the problems and opportunities they reflect. This Plan responds to three themes that emerged as our conversation progressed: participation in democracy; public participation to deliver policy and services and transparency and accountability.
- 22 Two linked ideas came through strongly and underpin this Plan (both the commitments in it and the approach to implementation). Those ideas are:
- we are a diverse and increasingly diverse community. That diversity will make a positive contribution to our collective wellbeing if we can understand and harness it
 - making the most of our diversity and strengthening our democracy requires an informed and engaged public.

OUR COMMITMENTS

PARTICIPATION IN DEMOCRACY

23 We received about 50 ideas that expressed in various ways that all New Zealanders should know how our democracy and system of government works and how they can participate; they should be empowered to contribute to wider community life. This included ideas that were focussed on students and new migrants and the knowledge they should have about government and the skills they would need to contribute. While those two groups were specifically mentioned there was significant focus on improving general understanding of how government and parliament work and how people can participate in and influence what they do.

We heard that:

- *As a school student it is impossible to know what is going on in Parliament, the decisions that have been made and what they are. Many of these issues affect us and we have no idea about them or how to find out about them. We need to have access to the conversation and to participate. (Dunedin schools workshop participant).*
- *I want my children to be digital-able and included in what government decisions are about (Auckland workshop participant).*
- *We need engaging public education about how decisions are made in government, so people can participate (Wellington workshop participant).*
- *We need to have better access to the decision-making process. MPs represent an electorate but some don't share what is being decided or what approach is being taken and why. Otherwise it is a black box.*
- *Select committee process should be constructive and more accountable, transparent and accessible. (NetHui workshop participant)*
- *We need more opportunities for the public to engage with the legislative process that are simpler and more direct. (Public Sector)*

Commitment 1: Engagement with Parliament

Objective:

24 To improve public understanding of how Parliament works and engage a greater number of people with its work.

Ambition:

25 People will be able to access information about how Parliament works more easily and more people will engage with Parliament and have their say.

26 Parliament aims to reach a larger and more diverse audience across all its digital platforms – Parliament website, Facebook pages, Twitter for a more expert audience and LinkedIn for an audience interested in professional development - by June 2020. It also aims to grow engagement, measured by more actions taken across all three platforms, by June 2020. Currently Parliament has:

- Facebook: More than 3,000 followers
- Twitter: 16,000 followers
- LinkedIn: 2,600 followers

27 While these numbers are still low, the ambition is to grow exponentially.

Status quo:

28 A Colmar Brunton report, *Exploring New Zealanders' understanding of, and engagement with, Parliament and the democratic process*, commissioned by Radio New Zealand and the Office of the Clerk in October 2017 suggested:

- Only a minority of the population inform themselves about the issues and processes of Parliament, and most are detached from parliamentary process and only a minority of the population inform themselves about the issues and outcomes.
- People do not necessarily understand how Parliament or democracy affects their lives and do not actively seek information on the parliamentary process and how to engage because it's not for 'everyday Kiwis'.
- Parliament is compared to the sun, 'we know it is there and it is important but it is too far.'

Lead Agency: Office of the Clerk of the House

Timeline: October 2018 – June 2020

Commitment 1: Engagement with Parliament		
OGP Values	Transparency, Public Participation, Technology and Innovation	
Verifiable and measurable milestones to fulfil the commitment	Start date	End date
Expand the use of the Parliament TV channel to provide information about Parliament, in addition to coverage of the House, to show New Zealanders that Parliament is relevant to them. Content will be reviewed at least once every year.	Commenced broadcasts July 2018	June 2020

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Make Parliament more interactive by holding three events every year, focussed on engaging people with Parliament, to raise awareness that Parliament is for everyone. Events to be identified by the Office of the Clerk in line with the Parliament Engagement Strategy 2018-2021.	2018	June 2020
Develop and publish content showing 'real people' start petitions and make submissions to select committee, and make the pathway to having your say transparent and easy to understand to show people how to participate in the democratic process.	2018	June 2020
Develop and enhance a 360 Virtual Reality Tour of Parliament to raise children and young people's awareness of what Parliament does and make it more accessible and interesting to inspire future voters.	Commenced August 2018	June 2020

Commitment 2: Youth Parliament

Objective:

- 29 To improve understanding among young people of how Parliament works and to highlight topics that matter to young people the Ministry of Youth Development (MYD) will work with the Office of the Speaker of the New Zealand House of Representatives to deliver an enhanced Youth Parliament 2019.

Ambition:

- 30 Through delivering the six month Youth Parliament 2019 programme, MYD aims to fulfil the five Youth Parliament objectives:
- replicate the Parliamentary process
 - involve as many young people as possible (before and after the event)
 - maximise the educational opportunities of the event
 - enhance Parliamentary public relations
 - make known the views expressed to appropriate policy agencies.
- 31 To allow young people the opportunity to shape what is discussed at the two-day event the young people selected to be Youth MPs will submit potential topics for Youth Parliament select committee hearings, and potential topics for a mock bill.

Status quo:

- 32 The current Youth Parliament model (which has run every Parliamentary term since 1994) involves 120 Youth MPs and up to 20 Youth Press Gallery members participating in a six month tenure programme culminating in a two-day event at Parliament, which will occur on 16 and 17 July 2019.
- 33 Youth MPs are selected by sitting MPs and Youth Press Gallery members are selected by the Parliamentary Press Gallery.

Lead agency: Ministry of Youth Development

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Timeline: October 2018 - June 2020

Commitment 2: Youth Parliament		
OGP Values	Public Participation, Technology and Innovation	
Verifiable and measurable milestones to fulfil the commitment	Start date	End date
Widely promote the opportunity to submit to the ten planned Youth Parliament select committee hearings ahead of the July 2019 Youth Parliament event to a diverse range of young people.	April 2019	June 2019
Explore (with the Ministry of Education) how footage of Youth MPs speaking in the debating chamber of the New Zealand House of Representatives could be utilised as part of a civics or citizenship educational resource for schools.	October 2018	June 2020
<p>With the Office of the Clerk of the House of Representatives maximise opportunities to profile Youth Parliament via social media channels, including promoting:</p> <ul style="list-style-type: none"> • the Youth MP and Youth Press Gallery selection period • the finalising of the select committee and mock bill topics (planned to be finalised by April 2019) • the work of Youth MPs in their communities during their tenure • activities occurring during the two-day Youth Parliament event 	October 2018	August 2019
Circulate Youth Parliament select committee reports to policy agencies relevant to the topics discussed and publish them on the MYD website as soon as they are available after the Youth Parliament event.	July 2019	October 2019

Commitment 3: School Leavers' Toolkit

Objective:

- 34 To develop a Schools Leavers' Toolkit, comprising a suite of tools, resources and curriculum supports making it much simpler for schools to:
- Integrate civics, financial literacy and workplace competencies into their local curriculum
 - Understand and respond to learners' levels of civic and financial literacy, and work readiness
 - Effectively teach civics, financial literacy and workplace competencies.
- 35 Civics education, and an understanding of how government and the democratic process works, is an important element in developing young people who are confident, connected, actively involved, lifelong learners.
- 36 The Toolkit will also provide a vehicle for increasing young people's access to other Plan commitments, such as the information products being developed by the Office of the Clerk, and the Youth Parliament programme, delivered by the Ministry of Youth Development and the Office of the Speaker of the New Zealand House of Representatives.

Ambition:

- 37 Every young person can access the civic and financial literacy, and workplace skills, they need to succeed, before they leave schooling.

Status quo:

- 38 The National Curriculum already provides for civics and financial literacy and capabilities and workplace competencies. This includes high-level commitments to citizenship and readying young people for participation in the community.
- 39 In practice schools and kura are variable in the extent to which they deliver the breadth of civics, financial literacy and workplace competencies.
- 40 Research indicates that New Zealand teachers are confident teaching topics in the social sciences related to cultural identities, equality, human rights and the environment, but only moderately confident teaching aspects of civics such as legal, political and constitutional topics.² In addition, there is an inconsistent view across New Zealand schools about what 'civic and citizenship education' ought to involve and what means are effective in developing students' competencies.³

Approach:

- 41 We will work directly with young people, to co-design a schools engagement plan that ensures the voices of young people, their parents', whānau/family and the wider school community are at the forefront of our Toolkit development process.
- 42 This approach to the Toolkit is designed to evolve as we develop an increasingly sophisticated understanding of the resources, tools and supports currently available, and the barriers which currently impede schools and kura from offering a full range of civics, financial literacy and workplace competencies. This initial

²Wood, B. E., & Milligan, A. (2016). Citizenship Education in New Zealand policy and practice. *Policy Quarterly*, 65-73.

³ Ibid

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exploratory phase will inform the detailed approach we take to achieving the Toolkit's objective.

Lead agency: Ministry of Education

Timeline: June 2018 – June 2020

Commitment 3: The School Leavers' Toolkit – providing opportunities for young people to access civics education and financial literacy education and key workplace competencies

OGP values	Public Participation	
Verifiable and measurable milestones to fulfil the commitment	Start date	End date
Stocktake of existing Toolkit resources complete	June 2018	September 2018
Ministers consider Ministry of Education analysis of opportunities to support expanded access to Toolkit opportunities	September 2018	December 2018
Exploratory co-design phase concludes and is used to inform detailed implementation support plan	June 2018	February 2019
Pilot implementation reporting and evaluation complete	February 2019	November 2019

Commitment 4: Making New Zealand's secondary legislation readily accessible

Objective:

43 To make New Zealand's secondary legislation readily-accessible⁴.

Ambition:

44 As a first stage, covered by this commitment, New Zealanders can access a complete list (and related information) of current secondary legislation, including where the full text can be found.

Status quo:

45 Currently, makers of secondary legislation are empowered to make that legislation then publish it in a variety of ways, or not publish it at all. To date, Parliamentary Counsel Office (PCO) has identified over 100 different makers of secondary legislation and the majority of them are not part of central Government agencies. The result is that it is difficult for people to find secondary legislation and to know whether they have the current version if they do find it.

46 This commitment will continue the work that was started in the National Action Plan 2016-2018. PCO will work with the makers of secondary legislation to gather information about their secondary legislation and make it available on the New Zealand Legislation website (<http://www.legislation.govt.nz/>). This will mean that, for the first time, New Zealand will have a definitive collection of secondary legislation and where it can be found.

Approach:

47 The PCO is undertaking a project to make secondary legislation available on the New Zealand legislation website (alongside Acts, Bills, and other legislation). The

⁴ Local authorities and council-controlled organisations are out of scope.

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part of the project covered by this commitment is expected to be an intermediate stage that will provide a complete list (and related information) of current secondary legislation on the New Zealand Legislation website, including where the full text can be found. The second and later stage involves the publication of the full text of secondary legislation to the New Zealand Legislation website. Legislation is required to provide the framework and create obligations on makers of secondary legislation to support this work. The Legislation Bill is currently before the House and a companion Bill with the working title of Secondary Legislation (Access) Bill will also be introduced to Parliament. Regulations will be needed, amongst other things, to specify the list information.

- 48 This work will greatly improve access to and transparency of New Zealand's secondary legislation. Secondary legislation published on the website will be subject to oversight by Parliament's Regulations Review Committee, which will ensure proper process for all secondary legislation.

Lead Agency: Parliamentary Counsel Office

Timeline: October 2018 – June 2020

Commitment 4: Making New Zealand's secondary legislation readily accessible		
OGP Theme	Transparency, Technology and Innovation	
Verifiable and measurable milestones to fulfil the commitment	Start date	End date
Compile a complete list of makers of secondary legislation	2018	2020
Engage with makers of secondary legislation to-- <ul style="list-style-type: none"> • encourage them to create a list of their current in-force secondary legislation in preparation for the commencement of the Legislation Bill "list" duty • advise them of additional information about their secondary legislation that will be required to accompany the list • encourage them to make their current in-force legislation publicly available on a website 	2018	2020
Creation of technology and processes to enable lodgement and publication of information on the NZ Legislation website ⁵ .	2018	2020

⁵ Note: the compilation of a complete list of makers is dependent on the enactment and commencement of the Secondary Legislation (Access) Bill. The engagement with makers can only move to a requirement for agencies to supply a "list" of legislation to PCO when the Legislation Bill has been enacted and commenced, but engagement will continue beyond the scope of this commitment. The creation of technology and processes will continue to support lodgement and publication will only be required if the Legislation Bill is enacted and commenced.

PUBLIC PARTICIPATION TO DEVELOP POLICY AND SERVICES

- 49 We received nearly 100 ideas that expressed in various ways that government and New Zealanders should engage the public more in shaping policy decisions and the design of public services. Many ideas related to the importance of recognising and responding effectively to the increasing diversity of New Zealand society. They pointed out the importance of ensuring that policies and services reflected the needs, aspirations and expectations of people of different cultures, ages, genders and localities.
- 50 Many ideas suggested that the best way of doing this was to work with those people at all stages of the policy and service design processes (either directly or through those who are already connected to them – partnering with civil society and non-government and other organisations). This should be supported by improved tools, developing skills in both public servants and in the community. Ideas also pointed to the need for better communication of what government is doing, why and how and for improved and more user friendly access to government (and parliamentary processes).
- 51 There was also concern that individuals and communities provided input to government agencies, but because agencies were not connected, that information was not shared, resulting in a multitude of ‘consultations’ and ‘consultation overload’.

We heard that:

- *NZ is a multicultural society. How do you value diversity or create a platform for diverse voice to come through? (Auckland workshop participant)*
- *Government needs to be better at listening to, understanding, and responding to different perspectives. (Christchurch workshop participant)*
- *Youth voices are not being heard. Particularly in the regions there are not enough opportunities for the youth view to be included in the conversation. Even for the most engaged students, it is impossible to find ways to access or be part of the decisions being made about them - government isn't doing it. Access more through schools or on websites we use - don't create your own. (Dunedin schools workshop participant)*
- *I want my Pacific Island values reflected in policy development (Auckland workshop participant)*
- *Create and spread a Gold standard Decision-maker Driven Engagement for NZ government that will have more impact because it involves the decision makers in the process; focus on issues the government want public input on; produces recommendations usable for politicians; and feedbacks the government response/action.*
- *Government needs to include the voices with Māori and Pasifika into decision making more. Their views need to be reflected in policy development, working groups and decision making more consistently." (Dunedin schools workshop participant)*
- *To fully understand the needs of the community, government needs to co-design policies and processes alongside them, or let them lead. The involvement needs to happen at the problem definition stage not at the end of the process (e.g. including community in the redesign of jury service). (Wellington workshop participant)*
- *An expanded consultation listing can be used as a mechanism to track and measure indicators of quality (e.g. consultation time period, readability). (Individual suggestion)*
- *Expanding the data collected to include upcoming/planned engagements will give the public and different interest groups more time to engage. It also helps the public service see what is happening across the sectors, which could encourage collaboration between engaging with the same or similar audiences. (Individual suggestion)*

Commitment 5: Public Participation in Policy Development

Objective:

52 The Department of the Prime Minister and Cabinet (DPMC) will assist the New Zealand public sector to develop a deeper and more consistent understanding of what good engagement with the public means (right across the International Association of Public Participation's spectrum of public participation).⁶

Ambition:

53 New Zealanders increasingly experience a more timely and collaborative approach to public participation when policies are developed, and consider their concerns, diversity of views, life experience and time are valued in the policy process.

54 Improvements in public participation can result in better design of policy and services, and increase their legitimacy. Improving public participation requires an informed approach to applying public participation methods throughout the policy development process. Developing a deeper understanding of what good engagement looks like and providing guidance about best practice methods across government, will achieve a more consistent and coherent approach to public participation.

Status Quo:

55 To date the majority of consultation has been in the 'inform and consult' part of the IAP2's spectrum, involving relatively limited degrees of public participation that often occurs in the later stage of the policy development process. There are substantial opportunities to improve the degree of participation by the public, community organisations, businesses and employee groups in the development of policy and the design and delivery of government services. Improvements in public participation in recent years have been driven by agency-specific or sectoral policy agendas, demand from stakeholders and proactive action by key individuals at all levels. Across government, responsibilities related to public participation have evolved separately and are somewhat ad hoc.

56 The drive for improved public participation is part of a wider change in public management in which the traditional role of the citizen has already moved from "voter" to "customer", and is now moving from "customer" to "co-creator". Under this view, policy and services are designed with, rather than for, people, respecting their knowledge and beliefs, and their active role in their own lives and those of other New Zealanders.

Lead agency: Department of the Prime Minister and Cabinet

⁶ The IAPP Spectrum of Public Participation encompasses five approaches for engaging with the public: Inform, consult, involve, collaborate, and empower. <https://www.lgns.gov.au/files/imce/uploads/346/IAP2-Public-Participation-Spectrum-LGNSW-Amalgamation-Toolkit.pdf>

Timeline: October 2018 – June 2020

Commitment 5: Develop a deeper and more consistent understanding within the New Zealand Public Sector of what good engagement with the public means (right across the IAP2's Public Participation Spectrum)

OGP Values	Public participation	
Verifiable and measurable milestones to fulfil the commitment	Start date	End date
Extend existing Policy Method's Toolbox public participation guidance (https://www.dpmc.govt.nz/our-programmes/policy-project/policy-methods-toolbox-0) to include a decision tool that will assist agencies and Ministers to: <ul style="list-style-type: none"> Choose the appropriate engagement approach on the public participation spectrum when they tackle a specific policy or service design issue Understand the characteristics and enablers of effective public participation at whichever point on the spectrum they choose Ensure that the engagement approaches selected appropriately include and reflect the diversity of those interested and affected by the policies 	October 2018	March 2020
Develop and share recent case studies documenting New Zealand innovation success stories in public participation in the policy development process	October 2018	March 2020
Identify a 'live' policy issue in which to trial public engagement in policy development that is higher on the public participation spectrum than inform or consult, as a demonstration project	October 2018	March 2020
Widely disseminate the results of the above actions	March 2020	June 2020

Commitment 6: Service Design

Objective:

- 57 To develop an assessment model to support implementation of the all-of-government Digital Service Design Standard (the Standard) by public sector agencies (<https://www.digital.govt.nz/home/digital-design-service-standard/>).
- 58 The Standard provides the design thinking to support the objective of New Zealanders being able to work collaboratively with government to shape the design of public services. Collaboratively designed services will be more trusted, accessible, integrated and inclusive.
- 59 The assessment model provides the basis to assess and measure agencies' performance against the Standard and it supports a mind-set and culture change, both at an individual agency maturity level and in terms of system-wide change.

Ambition:

60 People experience more responsive, open, citizen-centric and user-focussed service delivery.

Status quo:

61 The Government Chief Digital Officer published a new Digital Service Design Standard in June 2018. The standard sets out principles with supporting guidance for the preferred tools, techniques and approaches to transition from an agency-centric perspective on service design to a more user-centric driven mode of delivery.

Approach:

62 The development of an assessment model is a critical foundation piece, ensuring agency up-take, and supporting individual agencies to meet the standard and to enable system-wide change in the design, development and delivery of public services. A suite of guidance and existing directives, have been collated to demonstrate ways for agencies to meet the standard. A review of the current state in New Zealand, and the international environment, will be undertaken to provide assessment model options.

63 This is a “living standard” and it will continue to be updated and evolve over time as we better understand the complexities involved in putting them into practice, and as our collective maturity increases. We will seek and foster ongoing stakeholder engagement to provide input to help refine and improve this standard.

Lead agencies: Government Chief Digital Officer – Department of Internal Affairs

Timeline: October 2018 – June 2020

Commitment 6: Service Design: Develop a conformance model to support implementation of the all-of-government Digital Service Design Standard by public sector agencies.		
OGP Values	Public participation, Technology and Innovation	
Verifiable and measurable milestones to fulfil the commitment	Start date	End date
Identify suitable assessment (conformance) models for supporting agency uptake of the standard, including options for assessment and measurement of performance against the standard	August 2018	March 2019
Publication of preferred assessment model for implementation	April 2019	June 2019
Public engagement on a refresh and review of the Digital Service Design Standard	December 2019	June 2020

TRANSPARENCY AND ACCOUNTABILITY

- 64 We received over 200 ideas that expressed in various ways the need to increase government transparency and accountability, that all New Zealanders should be able to access Government information and services easily - in whatever way works for them and that New Zealanders should be not only be able to access Government information resources but be able to use them easily.
- 65 Many ideas expressed concerns about access to official information both in terms of practice and the legislation. A number of specific and reasoned suggestions for legislative change were made. There were also concerns that data and information needed to be provided in ways that facilitated reuse.
- 66 The growth of artificial intelligence and the use of algorithms were specific concerns related to government use of data and information.
- 67 The importance of openness in terms of access to information related to both the ability of people to participate in government (as informed citizens) but also trust in government and its institutions. In part this is about knowing (or being assured that if you want to know you can find out) what government is doing and in part it is about "demystifying" government.
- 68 There were also concerns that information (and government publications generally) need to be written and accessible to the general public - not written in "government speak".

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We heard that:

- *We need to produce plain English publications, reports and information on government which is understandable, simple, accessible and consistent (Wellington workshop participant)*
- *Algorithmic transparency: Rules, calculations, AI, and machine learning need to be open and available for inspection and interrogation and justification. It is disempowering to citizens to be subject to digital processes that are opaque and may contain hidden biases and assumptions. (Christchurch workshop participant)*
- *Decision makers should disclose the information their decisions were based on, their understanding of the consequences of their decisions and why they reached the decision they did. (Christchurch workshop participant)*
- *Technology gives us the tools to improve people's lives on scale, but to do this for the benefit of NZers, we need to be open and understand how decisions are made (Wellington workshop participant)*
- *We need a better understanding of how effectively government agencies are managing their information from creation to disposal. (Wellington workshop participant)*
- *We need to work out accountability mechanisms for machine learning algorithms that aren't and can't be transparent. (Wellington workshop participant)*
- *"Require all Crown-entities (including ACEs and ICEs), Crown-owned companies and State-owned enterprises to publish forward meeting schedule, agendas, papers, minutes, Board member attendance, conflicts of interest management, online. The standard needs to be 'publish unless there is a good reason not to'." (Individual suggestion)*
- *When algorithms are implemented as part of the delivery of public services or the deployment of public assets they should be subject to the kind of assessment that is suggested by New York Universities recent paper described here: <https://medium.com/@AINowInstitute/algorithmic-impact-assessments-toward-accountable-automation-in-public-agencies-bd9856e6fdde> (Individual suggestion)*
- *"Extend organisational accountability information on the <https://www.govt.nz/organisations/Govt.nz> A-Z of government agencies. This is information that helps people know which agency they can contact when they're taking a complaint, also what that agency can do (e.g. prosecute, review etc.). (Individual suggestion)"*

Commitment 7: Official Information

Objective:

- 69 To improve the availability of official information by:
- providing advice to the Government on whether to initiate a formal review of official information legislation
 - progressively increasing the proactive release of official information by publishing responses to requests for information made under the Official Information Act (OIA). This commitment builds on work undertaken as part of the 2016-18 NAP on official information to make information more accessible, which promotes good government and trust and confidence in the State Services.

Ambition:

- 70 New Zealanders:
- can have confidence that the regulation of official information remains fit for purpose
 - have equitable access to official information released in response to specific requests.

Status quo:

- 71 The Law Commission's 2012 review of official information legislation recommended a number of changes to the OIA, some of which resulted in amendments.
- 72 Since the Ombudsman's 2015 report on OIA practices, the focus has been on improving agency performance on implementing the letter and the spirit of the OIA.

Approach:

- 73 There have been continued calls to take another look at the legislation. The conversation and workshops with civil society to develop the third National Action Plan also generated ideas and suggestions to improve official information legislation and practice. This input will be built on to inform advice to Government on whether a formal review of official information legislation would be worthwhile, or whether the focus should instead remain on achieving practice improvements.

Lead agencies: Ministry of Justice and the State Services Commission

Timeline: October 2018 to June 2020

Commitment 7: Official Information		
OGP Values	Transparency, Accountability	
Verifiable and measurable milestones to fulfil the commitment	Start date	End date
Test the merits of undertaking a review of the Official Information Act 1982 and provide and publish advice to Government	Following the report back of the Privacy Bill (anticipated November 2018)	June 2019
Achieve a measurable increase in the proactive publication of official information request responses	October 2018	June 2020
Implement a policy to publish Cabinet papers proactively within 30 days of final decisions, unless there are good reasons to withhold specific papers	October 2018	January 2019

Commitment 8: Review of Government use of Algorithms

Objective:

74 Increase the transparency and accountability of how government uses algorithms.

Ambition:

75 To ensure New Zealanders are informed, and have confidence in how the government uses algorithms – automatic decision-making processes used by computer programmes – to identify patterns in data.

Status quo:

76 Advances in digital and data environments are changing how we live, work, and interact. These changing environments present considerable opportunities to improve the lives of citizens, but also present challenges to ensure that data is used appropriately.

77 Tools such as data modelling and algorithms have tremendous power to improve lives. Despite these tools being increasingly used by government agencies to support decision-making, there is no agreed cross-government approach to algorithms or the decisions they support.

78 The Chief Data Steward (CEO of Stats NZ) recently published the Principles for the Safe and Effective Use of Data and Analytics with the Privacy Commissioner. Using these, the Chief Data Steward is undertaking a cross-government review with the Chief Digital Officer (CEO of DIA) to increase the transparency and accountability of how government uses algorithms – to improve the lives of New Zealanders. The initial focus will be on operational algorithms that result in, or inform, decisions directly impacting individuals or groups.

79 Having guidance, oversight and transparency in place is essential for New Zealanders to understand how their personal data is used, and for fostering trust, confidence and integrity around the use of data the government holds on their behalf.

Lead agency: Stats NZ (working with Department of Internal Affairs (Government Chief Digital Officer))

Timeline: October 2018 – June 2020

Commitment 8: Review of Government use of Algorithms		
OGP Values		
Verifiable and measurable milestones to fulfil the commitment	Start date	End date
Complete an initial review of existing operational algorithms and their use across a range of government agencies ⁷	1 June 2018	31 October 2018
Consider next steps for all-of-government assurance related to the use of algorithms in collaboration with Civil Society representatives	31 October 2018	28 February 2019
Update this commitment (and its milestones) to reflect progress made in previous milestones	1 March 2019	31 March 2019

Commitment 9: Increase the visibility of government’s data stewardship practices

Objective:

- 80 Increase the visibility of data practices for government-held data.
- 81 Because the government stewards and uses data on behalf of New Zealanders it has a duty to ensure that this national data asset is well managed, used responsibly and ethically, and protected.
- 82 The aim of this commitment is to provide a cohesive and integrated view of the various components that guide how government collects, manages, and uses data. This will provide New Zealanders with assurance that mechanisms are in place to ensure government handles their data responsibly, ethically, and safely.

Ambition:

- 83 New Zealanders will:
 - understand how government is managing, using, and protecting their data and be able to hold government to account.
 - have confidence and trust in the management and use of data government holds on their behalf.

Status quo:

- 84 Government holds a vast amount of data on behalf of New Zealanders. This data has the potential to be an immensely valuable asset both for government, and outside of government, driving innovation and contributing to economic, social, and environmental progress.
- 85 Utilising data to produce meaningful insights will ensure that the way services are designed and delivered is better informed; the evidence base for policy development is strengthened; and data is used in operational decision-making. Improving data practices will also mean that government is better able to meet

⁷ <https://data.govt.nz/assets/Blog-files/Review-of-Government-Algorithms-Report-14-May-2018-for-release.pdf>

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the growing expectations of New Zealanders for quick, effortless and smart services.

- 86 There are pockets of significant progress in the way that data is managed and used across government. However, government data practices have not been consistently and cohesively designed and implemented with all-of-government needs in mind. Poor government-wide management of data limits its use and reduces the value that can be realised from the data for the benefit of all New Zealanders.
- 87 We need to ensure that government takes a collective approach to the collection, management, and use of data held on behalf of New Zealanders. There is a need for strong, consistent data practices to maintain trust and confidence, ensure privacy is protected, and to foster the ethical use of data.
- 88 It is essential to have active engagement with New Zealanders to demonstrate the value of data and create an open dialogue around data issues or concerns. Public trust and confidence needs to be maintained and enhanced through deliberate and continued engagement with the public.

Lead agency: Stats NZ

Timeline: October 2018 – June 2020

Commitment 9: Increase the visibility of government's data stewardship practices		
OGP Values	Transparency, accountability	
Verifiable and measurable milestones to fulfil the commitment	Start date	End date
Develop and publish an overview of government's data stewardship practices	Commenced August 2018	30 November 2018
Engage with citizens and government on the data stewardship overview to ensure it provides visibility of the right things and is addressing key needs	1 December 2018	31 March 2019
Promote the data stewardship practices to government agencies and support them to implement good practice	1 April 2019	Ongoing
Engage with citizens and government to identify where effort should be focussed to address gaps in government's data stewardship practices	1 April 2019	30 September 2019

Commitment 10: Monitoring the effectiveness of public body information management practices

Objective:

89 To make the management of government information more visible and therefore transparent by developing and implementing a monitoring framework that supports public reporting on the effectiveness of information management by central and local government agencies.

Ambition:

90 New Zealanders and public agencies will be able to see the standards for management of government information and the rates of progress central and local government agencies are making towards meeting those standards.

Status quo:

91 There is no visible or consistent, relevant available set of measures to provide assurance that government information is being managed to meet the standards and public expectations of access to information that are characteristics of open government. The public currently have no way of accessing government's performance in reaching the level of good, consistent management of information necessary to ensure accountability. Any information that is available is not easily discoverable or understandable for the public.

92 We are committed to lifting performance and building public trust and confidence in the management of government information so that good practice is embedded, measured in our systems and easily accessed and understood by the public.

Lead agency: Department of Internal Affairs (Archives New Zealand)

Timeline: 1 July 2018 – 30 June 2020

Commitment10: Monitoring the effectiveness of public body information management practices		
OGP Values	Transparency, Accountability	
Verifiable and measurable milestones to fulfil the commitment	Start date	End date
Develop a proposed monitoring framework that includes a suite of consistent and relevant measures to enable public visibility of the effectiveness of agency information management. This could include technology to enable a whole-of-system view of government information holdings and the effectiveness of its management	Commenced July 2018	December 2018
Communication and engagement: the proposed framework and its potential options will be consulted on with regulated parties and other potential users	Commenced July 2018	July 2019
Rolling it out. Ensuring that the implemented monitoring activity is useful for, and easily used by, the regulated agencies to improve performance and that a common view of results is available to all stakeholders (including the public)	April 2019	July 2020

Commitment 11: Authoritative dataset of government organisations as open data for greater transparency

Objective:

- 93 Release and maintain an authoritative dataset of government organisations as open, machine readable data to enhance the transparency of government structures to the public.
- 94 There will be cross-agency agreement to maintain this dataset providing assurance that the data being used is the authoritative source. This dataset becomes a foundation for both digital services and information about government.

Ambition:

- 95 New Zealanders and others will have access to authoritative, open data about government agencies and their roles, learn more about how government is structured, what agencies do, and be able to reuse the open data in new and innovative ways.

Status quo:

- 96 At present, data about government organisations is duplicated in stand-alone lists and databases across multiple organisations. This results in different information being provided about the same agency in multiple locations which can erode public trust. This data is also often not in an easily reusable format.
- 97 New technologies and open standards have the potential to scale the impact of Open Government initiatives. Machine readable open data is a practical example of this and plays an important part in driving transparency and digital service transformation in government. An open dataset of government organisation details could be used as a base for the [Directory of Official Information](#), Archives Public Records Act database, the Audit Offices' database, [local council information](#), and many more.

Lead Agency: Government Chief Digital Officer (GCDO) – Department of Internal Affairs

Timeline: October 2018 – June 2020

Commitment 11: Release and maintain authoritative dataset of government organisations as open data for greater transparency		
OGP Values	Transparency, Accountability and Technology and Innovation	
Verifiable and measurable milestones to fulfil the commitment	Start date	End date
Identify owners, contributors and maintainers of the data held in the proposed dataset.	October 2018	December 2018
Investigate and agree on the appropriate open standards for the dataset.	October 2018	December 2019
Work with identified dataset contributors to agree process for ongoing maintenance of the dataset.	December 2018	June 2019

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Release the open data set on data.govt.nz and make it available via the data.govt.nz open data API, and promote the opportunities of reuse that the dataset provides with government agencies, NGOs, business, and the public.	June 2019	June 2020
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Commitment 12 Open Procurement

Objective:

98 Publish the data on government awarded contracts that is currently publicly available on the Government Electronic Tenders Service (GETS) as open data.

Ambition:

99 People will be able to easily find and access published GETS information for contracts awarded by government agencies that are subject to the Government Rules of Sourcing. This will increase the level of trust the public has in procurement as it will be possible to analyse what contracts government agencies are awarding, what the expected spend is and which businesses have been awarded contracts.

Status quo:

100 Currently after awarding a contract government agencies must publish a contract award notice on GETS. This notice details information about the successful tenderer and the expected spend under the contract. Anyone can view these award notices, however it is difficult to collate the data from them due to the format in which they are displayed.

Lead Agency: Ministry of Business, Innovation and Employment

Timeline: October 2018 – June 2020

Commitment 12 Open Procurement		
OGP Values	Transparency, Accountability, Technology and Innovation	
Verifiable and measurable milestones to fulfil the commitment	Start date	End date
Design with Stats NZ and the public a more usable format for this data.	October 2018	June 2019
Publish the results of the first milestone, for example information on what format the data will be released in and if we need to publish supporting material to help people interpret the data.	July 2019	December 2019
Publish the Contract Award notices online in the agreed usable format.	June 2020	On-going

WHAT WE HEARD BUT HAVEN'T INCLUDED IN THIS PLAN

- 101 Not all the 449 ideas we gathered have made it into the commitments in this Plan. All the ideas were considered and themed at a workshop of officials and the EAP in June 2018.
- 102 The Workshop considered that some ideas were not sufficiently aligned to the OGP values, (transparency, accountability, public participation and technology and innovation). The SSC has identified the agencies whose functions relate to those ideas and transferred the ideas to them so that they can see what people have contributed. This information has been published on the OGP New Zealand website www.ogp.org.nz).
- 103 Looking across the in-scope ideas there were seven broad themes:
1. All New Zealanders know how our democracy and system of government works and how they can participate; they are empowered to contribute to wider community life
 2. Government and New Zealanders work collaboratively to shape policy decisions and design of public services
 3. Increase the transparency / accountability of Government
 4. All New Zealanders can access Government information and services easily - in whatever way works for them.
 5. Improve the efficiency and effectiveness of public services
 6. Environment supports a free and independent media to increase transparency of Government decision-making
 7. New Zealanders can access Government information resources for innovation.
- 104 Workshops in June and July 2018, involving the EAP, representatives from the public workshops held in Auckland, Wellington and Christchurch and officials, considered these themes. Possible commitments responding to the themes were proposed by officials. The themes and the commitments described in this Plan were identified as the priority for action over the next two years. Theme three in this Plan includes 3, 4 and parts of 7 above.
- 105 We received approximately 40 ideas that suggested opportunities to enhance the efficiency and effectiveness of public services. Many of these ideas were about the need for government agencies to be more collaborative, joined-up and working from the perspective of what will work best for the public. Theme two responds to some of these concerns. The review of the State Sector legislation will also provide an opportunity to address many of these ideas. They have been provided to the relevant officials for their consideration. Other ideas expressed the need for agencies to deliberately develop capability (skills, expertise and an appropriate culture) to engage effectively with civil society; this is picked up in theme 2.
- 106 Four ideas related to ensuring an environment that supports a free and independent media. The importance of this to a functioning democracy was well recognised. The work being undertaken referred to earlier is aligned with those ideas.
- 107 Work underway and proposed (in the Plan and elsewhere) that will support access to government-held and -generated information in user friendly ways are relevant to the ideas that were focused on innovation. There were other ideas that related

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to possible barriers to public access such as copyright rules and the government's approach to managing the intellectual property it owns or generates. While these ideas are not included in this Plan the State Services Commission has drawn these concerns to the attention of the Ministry of Business, Innovation and Employment (the responsible Ministry).

- 108 63 ideas that were identified as outside the scope of the OGP values will be referred to relevant agencies.

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OUR JOURNEY TO GET HERE

- 109 In 2017, to ensure a stronger engagement process for development of this plan, the State Services Commission sought feedback from the EAP on the approach to engagement and interviewed representatives from civil society organisations active in OGP in New Zealand (Inspiring Communities, Tearfund, Volunteer NZ, CommVoices, and Hui E!) to learn about their expectations.
- 110 SSC also surveyed the almost 800 subscribers on the OGP mailing list, and publicised the survey on the OGP NZ website and to our twitter followers.

Results of pre-engagement activity

We heard that:

- *The number of interested participants in OGP had doubled*
- *A range of engagement mechanisms are required, but they should all facilitate “conversations” so that people can track and participate as commitments are refined*
- *Participants want greater transparency; to be able to see how ideas are themed, refined and prioritised (there were concerns about their ideas disappearing into a “government black box” and emerging as commitments which they didn't recognise)*
- *Regional workshops and the final co-creation event were the highest rated engagement approaches used in 2016. The online engagement tool and live stream of events were deemed the next most effective. Twitter was rated lowest, behind teleconferences. It was unclear what made Twitter ineffective, i.e. whether it was the medium or the communication approach used.*
- *The majority of currently interested participants reside in Auckland and Wellington.*

- 111 There was a strong message from participants in the previous NAP development process that their ideas seemed to go into a “black box” from which the commitments emerged. It was not obvious to participants how their ideas had influenced the commitments. There was also concern from Hui E! that a set of commitments they had developed through a multiparty engagement process had in effect been treated as a set of inputs from an individual.
- 112 All ideas are recorded on the OGP NZ website engagement tool and there's a document showing how ideas have been addressed and have flowed through to the themes and commitments. In April and May 2018 SSC gathered ideas for commitments. This involved both online and kanohi ki te kanohi (face-to-face) processes. The online process included the use of a website where ideas could be posted and commented on. The kanohi ki te kanohi engagements included both public (Auckland, Wellington (2) and Christchurch) and targeted workshops (Dunedin Students and State Sector New Graduates). The process included an active social media presence involving twitter, Facebook and LinkedIn.

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- 113 At the workshops people shared and refined their ideas and identified underlying problems. All the ideas were captured on the Delib website, accessible from www.ogp.org.nz. Almost 200 people attended the workshops. 449 ideas were captured through all the engagement processes and recorded on the website.
- 114 Following the idea-gathering phase the process moved into a theming, synthesising and prioritisation phase. This involved:
- workshops with the EAP and officials (initial theming and prioritisation of the seven themes)
 - who were joined by representatives from the public workshops (consideration of the themes and potential commitments and confirmation of the priority themes)
 - refinement of commitments by the EAP and officials.
- 115 A draft of this Plan was then developed by the SSC and the commitment lead agencies. The draft Plan was tested by the EAP before it was provided to the Responsible Minister and reviewed by Cabinet.
- 116 The draft Plan was published www.ogp.org.nz and New Zealanders were invited to provide comments. [Describe how comments were addressed.]
- 117 The Plan was approved for submission to OGP on <dd/mm/yy> [describe final authorisation process].

WHAT YOU WILL SEE NEXT

Implementation of this Plan

118 The challenge for the Government moving into the implementation of this plan is to demonstrate inclusiveness and engagement in the process of implementation. Lead agencies understand that getting this right is an important part of their commitment.

Continuing the Conversation

119 The history of the implementation of the OGP in New Zealand has been one of continuous improvement. It has been episodic in nature, built around the need to develop a new NAP. The conversations have improved but we aim to build towards an ongoing conversation. Such a conversation and the relationships that it will build will allow future National Action Plans to support both longer-term objectives and short-term priorities.

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