Public Service Commission
Te Kawa Mataaho

9 October 2026

s 9(2)(a) - privacy

s 9(2)(a) - privacy

Official Information Request
Our Ref: OIA2026-0239

I refer to your Official Information Act 1982 (OIA) request received by the Public Service Commission (the Commission) on 30 July 2026.

On 5 August 2026, a similar request sent to the Department of Internal Affairs was transferred to the Commission under section 14(b)(ii) of the OIA, as the request is more closely connected with the functions of the Government Digital Delivery Agency (the GDDA) within the Commission.

On 7 August 2026, you accepted the Commission's proposal to combine both requests into the following revised request:

> *Pursuant to the Official Information Act 1982, I request the following information from 1 January 2025 to the date this request is processed relating to artificial intelligence use across the public service.*
>
> 1. *All briefings, reports, research papers, guidance, advice, or internal papers concerning:*
>   *1.1 the use of generative artificial intelligence tools by government agencies;*
>   *1.2 opportunities and risks associated with AI adoption in the public service;*
>   *1.3 governance frameworks or controls for AI use;*
>   *1.4 the impact of artificial intelligence on public sector roles; or*
>   *1.5 workforce planning implications of AI adoption.*
> 2. *Any guidance issued to public service agencies regarding:*
>   *2.1 employee use of generative AI tools;*
>   *2.2 acceptable use policies;*
>   *2.3 disclosure of AI assistance in official work; or*
>   *2.4 risks relating to accuracy, bias or confidentiality.*
> 3. *Any surveys, reviews or assessments undertaken regarding:*
>   *3.1 Generative AI tools and platforms being used across government agencies;*
>   *3.2 employee use of AI tools;*
>   *3.3 any central register or inventory of government AI use; or*
>   *3.4 agency preparedness for AI.*
> 4. *Any advice provided to Ministers or public sector agencies regarding:*
>   *4.1 approved or prohibited AI tools;*
>   *4.2 privacy, security or confidentiality risks associated with AI tools;*
>   *4.3 human oversight requirements for AI-generated content or decisions; or*

4.4 the impact of AI on the public service workforce.

5. *Any records of AI-related incidents or concerns reported to the Commission by public sector agencies regarding:*
   5.1 inaccurate AI-generated content;
   5.2 disclosure of sensitive information to AI systems; or
   5.3 inappropriate use of AI-generated material.
6. *Any correspondence with technology companies or AI providers regarding adoption, procurement or trialling of AI tools within government."*

On 14 August 2026, you clarified parts 1.1 and 1.4 of your request to the following:

For Part 1.1, I am not seeking information that is already contained in the publicly available 2025 Cross-Agency survey or the Responsible AI Guidance for the Public Service: GenAI.

Instead, I am seeking information held by the Commission concerning public-service-wide or cross-agency use of generative AI, including:

- *1.1.1 any briefings, reports, advice or internal papers identifying or discussing AI tools being used or trialled across multiple public service agencies;*
- *1.1.2 any assessments of the extent or prevalence of generative AI use across the public service since the 2025 Cross-Agency survey;*
- *1.1.3 any advice or assessments concerning the development of a central register, inventory or other mechanism for tracking government agencies' use of AI tools;*
- *1.1.4 any advice concerning common controls, restrictions or approval processes for generative AI tools across public service agencies; and*
- *1.1.5 any correspondence or advice concerning significant or emerging risks identified from the use of generative AI across agencies.*

I am happy to exclude material that is purely agency-specific, routine operational material, or information already contained in the publicly released guidance.

For Part 1.4, I can clarify that I am specifically interested in the potential or anticipated impact of AI adoption on public service workforce numbers and roles, rather than general efficiencies or changes to how employees perform their jobs.

Accordingly, I am seeking:

- *1.4.1 any advice, briefings, reports or assessments concerning whether AI adoption could result in reductions or increases in public service workforce numbers or FTE requirements;*
- *1.4.2 any assessments identifying particular public service roles or categories of roles that may be significantly affected by AI adoption;*
- *1.4.3 any workforce planning or modelling undertaken concerning potential AI-related changes to staffing levels, recruitment or workforce composition;*
- *1.4.4 any advice concerning the redesign, consolidation or elimination of roles as a result of AI adoption; and*
- *1.4.5 any advice provided to Ministers concerning the potential impact of AI on public service workforce numbers or expenditure.*

I am not seeking routine material concerning individual employees or individual agency operational decisions.

Information being released

Please find enclosed the following documents relevant to the parts of your request referenced in the table. It is important to note that in some information cover several aspects of your request.

Item	Date	Document Description	Decision
Part 1.1.1			
1	29 July 2026	Aide Memoire Going for Growth ITS Pillar Group Meeting 3 August 2026	Released in part
2	29 July 2026	Appendix B Going for Growth ITS Ministerial Meeting 3 August 2026	Released in part
Part 1.1.2			
3	26 February 2026	Early update on AI in the Public Service – Going for Growth meeting 24 March 2026	Released in part
4	31 July 2026	MoSR 2026-0252 2026 AI Use in the Public Service Survey Analysis and Report	Released in part
5	31 July 2026	2026 AI Use in the Public Service Summary Report	Released in full
Part 1.1.4			
6	22 January 2025	Refreshed GenAI Guidance for Public Service	Released in part
7	15 April 2025	DepSec Memo AI Policy Template – Approval for Publishing	Released in part
8	11 August 2025	AI Toolkit – Request to Publish	Released in part
9	8 December 2025	Approval of amended GCDO Public Service AI Toolkit	Released in part
10	23 March 2026	Use of Artificial Intelligence Policy template updated in the GCDO Public Service AI Toolkit	Released in part
Part 1.2			
11	23 April 2025	Going for Growth – Digitising Government AI initiatives	Released in part
12	4 November 2025	OIA2026-0239 Public Service AI Work Programme to 2027 – Additional information	Released in part
Part 3			

Item	Date	Document Description	Decision
13	February 2026	Public Service Implemented Artificial Intelligence 2026 Survey Form	Released in full
14	February 2026	AI Implemented by Agencies February 2026	Released in full

I have decided to release the documents listed above, subject to information being withheld under the following sections of the OIA, as applicable:

- section 9(2)(a) – to protect the privacy of natural persons;
- section 9(2)(b)(ii) – to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information;
- section 9(2)(f)(iv) – to maintain the current constitutional conventions protecting the confidentiality of advice tendered by Ministers and officials; and
- section 9(2)(g)(i) – to maintain the effective conduct of public affairs through the free and frank expression of opinions by or between or to Ministers of the Crown or members of an organisation or officers and employees of any public service agency or organisation in the course of their duty.

Corrective notes have been added to several agency AI use cases. In general, the corrective notes highlight any changes to the use cases since they were shared with the GDDA identified during consultation.

Information publicly available

The following information is also covered by the parts of your request referenced in the table and is publicly available on the Commission, Ministry of Business, Innovation and Employment, Department of Internal Affairs and the NZ Digital Government websites at the links provided for in the table below.

Item	Date	Document Description	Website Address
Part 1.1.1			
15	1 July 2025	League table for Public Service agencies AI initiatives	www.dia.govt.nz/diawebsite.nsf/Files/OIA-Releases-2026/$file/OIA-2526-0736-1-of-4.pdf (page 30-35)
16	10 July 2025	Interim briefing on early insights from the 2025 AI use case survey	www.dia.govt.nz/diawebsite.nsf/Files/OIA-Releases-2026/$file/OIA-2526-0736-1-of-4.pdf (page 36-41)
17	30 July 2025	2025 AI public Service Use Case Survey Analysis	www.dia.govt.nz/diawebsite.nsf/Files/OIA-Releases-2026/$file/OIA-2526-0736-1-of-4.pdf (page 42-49)

18	11 May 2026	Aide Memoire Update on AI in the Public Service – Going for Growth meeting 11 May 2026	www.publicservice.govt.nz/assets/DirectoryFile/MoSR-2026-0151-AIDE-MEMOIRE-Update-on-AI-in-the-Public-Service-Going-for-Growth-meeting-11-May-2026.pdf
Part 1.2			
19	July 2025	New Zealand's Strategy for Artificial Intelligence: Investing with confidence	www.mbie.govt.nz/assets/new-zealands-strategy-for-artificial-intelligence.pdf
20	January 2025	Public Service AI Framework	www.digital.govt.nz/standards-and-guidance/technology-and-architecture/artificial-intelligence/public-service-artificial-intelligence-framework
21	25 August 2025	Driving down the cost of digital in government	www.dia.govt.nz/diawebsite.nsf/Files/Proactive-Releases-2025-26/$file/Proactive-release_Driving-down-the-cost-of-digital-in-government_Redacted-Sept-2025.pdf
22	January 2026	Artificial Intelligence in the New Zealand Public Service Work Programme to 2027	www.digital.govt.nz/assets/Standards-guidance/Technology-and-architecture/AI/Public-Service-AI-work-programme-to-2027-A3.v1.pdf
23	11 February 2026	Driving Down the Cost of Digital in Government – Implementation	www.publicservice.govt.nz/assets/DirectoryFile/Driving-down-the-cost-of-digital-in-government-Implementation.pdf
Part 1.3, 2, and 4			
24	February 2025	Responsible AI Guidance for the Public Service: GenAI	www.digital.govt.nz/standards-and-guidance/technology-and-architecture/artificial-intelligence/responsible-ai-guidance-for-the-public-service-genai

25	August 2025	Public Service AI Toolkit	www.digital.govt.nz/standards-and-guidance/technology-and-architecture/artificial-intelligence/public-service-ai-toolkit
Part 3			
26	August 2026	Research — AI in the public service Cross-agency AI survey: highlights	www.digital.govt.nz/standards-and-guidance/technology-and-architecture/artificial-intelligence/research-ai-public-service
27	9 February 2026	Public Service use of AI survey form	www.dia.govt.nz/diawebsite.nsf/Files/OIA-Releases-2026/$file/OIA-2526-0736-1-of-4.pdf (page 8-25)
28	9 February 2026	2025 cross-agency AI survey results – excel	OIA2526-0736 part 2-of-4 Proactive Release
29	9 February 2026	2025 cross-agency AI survey results – excel	www.dia.govt.nz/diawebsite.nsf/Files/OIA-Releases-2026/$file/OIA-2526-0736-3-of-4.pdf
30	9 February 2026	2025 cross-agency AI survey results - excel	www.dia.govt.nz/diawebsite.nsf/Files/OIA-Releases-2026/$file/OIA-2526-0736-4-of-4.pdf
31		2026 cross-agency AI survey	Publicly available soon www.digital.govt.nz

Accordingly, I have refused the parts of your request for the documents listed in the above table under section 18(d) of the OIA on the grounds the information requested is or will soon be publicly available.

Information not released

There are additional documents covered by part 1.2 of your requests that I have decided to withhold in full under section 9(2)(f)(iv) of the OIA in order to maintain the current constitutional conventions protecting the confidentiality of advice tendered by Ministers and officials.

Information does not exist

I am refusing parts 1.1.3, 1.4, 3.3 and 5 of your requests under section 18(e) of the OIA on the grounds the information requested does not exist.

Substantial collation or research

I am refusing parts 1.1.5 and 6 of your requests under section 18(f) of the OIA as the information requested cannot be made available without substantial collation or research.

We welcome you to refine these parts of your request through a new request, including using specific language about what kind of correspondence you are looking for.

In making my decision, I have considered the public interest considerations in section 9(1) of the OIA.

If you wish to discuss this decision with us, please feel free to contact Enquiries@publicservice.govt.nz.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that we intend to publish this response (with your personal details removed) on the Commission's website.

Yours sincerely



Nicky Dirks
Manager – Ministerial and Executive Services
Te Kawa Mataaho Public Service Commission

AIDE-MEMOIRE

Government Digital Delivery Agency
Te Pūnaha Matihiko

Aide Memoire title	Going for Growth ITS Pillar Group Meeting - 3 August 2026		
Reference number	MoSR 2026-0243		
Date	29 July 2026		
To	**Hon Paul Goldsmith, Minister for the Public Service and Digitising Government**		
Contact	Phil Weir, Acting Deputy Secretary, Government Digital Delivery Agency, 9(2)(a)		
Encl	Yes, Appendices A, B, C, D	**Priority**	Medium
Security Level			
Approved By	Sir Brian Roche, Public Service Commissioner, Government Chief Digital Officer		

Purpose	This aide memoire provides an update on the Public Service Artificial Intelligence (AI) Work Programme to support the Going for Growth (GfG) Innovation, Technology and Science (ITS) Pillar meeting. Talking points for the meeting are attached as **Appendix A**.
Date of Meeting	3 August 2026
Ministers attending	Minister Willis, Minister Stanford, Minister Watts, Minister Simmonds
Background	The Public Service AI Work Programme supports the Government's Going for Growth plan by helping agencies lift productivity, improve services, and responsibly accelerate the adoption of AI. The Government Digital Delivery Agency (GDDA) leads the programme. Its focus is practical delivery: building AI capability, scaling common-use tools, improving access to AI services, and keeping adoption safe and trusted. The quarterly report in **Appendix B** sets out progress. The August GfG meeting is a quarterly reporting meeting for this programme. **Appendix C** provides the AI work programme update for the GfG dashboard.
Key Issues	9(2)(f)(iv) For the August meeting, the proposed talking points in Appendix A and quarterly report in Appendix B show where agencies are building momentum on AI uptake. 9(2)(f)(iv)

	9(2)(f)(iv) [redacted] A separate aide memoire [MoSR 2026-0252] gives you a fuller picture of AI uptake across government. You may wish to share this with other GfG ITS Ministers to help build an agreed view of progress and momentum.
Our Advice	The AI Work Programme is gaining traction, delivering significant milestones in the last quarter: • The use of AI is accelerating. Public service AI use cases have doubled from 2025; new survey results this year show 545 use cases reported across 59 organisations. We have provided you with a separate briefing on this survey [MoSR 2026-0252 refers]. Growing partnerships with a range of technology providers and progress on an AI Marketplace will give agencies more options to implement AI at pace. • Public servants are better equipped to use AI. New training programmes are building capability at all levels, with swift uptake and positive feedback from senior leaders. Reduced duplication and cost: Microsoft M365 Copilot certification 9(2)(b)(ii) [redacted] is helping agencies move faster and avoid repeated assurance costs. 9(2)(b)(ii) [redacted] Together, these initiatives are accelerating consistent adoption of AI, reducing duplication, and lifting capability across the system. We recommend that you provide an update on these initiatives, with talking points attached as **Appendix A**.

Noted

Hon Paul Goldsmith
Minister for Digitising Government

Appendix A: 9(2)(g)(i) [redacted]

[redacted]

- [redacted]
- [redacted]

[redacted]

[redacted]

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[redacted]

Appendix B: GfG quarterly report

Appendix C: Going for Growth dashboard

#	ACTION	Portfolio (Lead Agency)	Q1 2026 Jan-Mar	Q2 2026 Apr-Jun	Q3 2026 Jul-Sep	Q4 2026 onwards	Est. completion date	RAG	COMMENT
12	**Public Service AI Work programme**	Digitising Government (GDDA)	Website release of the Public Service AI Work Programme	Quarterly Report on milestones in the AI Work Programme	Quarterly Report on milestones in Public Service AI Work Programme		Ongoing		We are on track to deliver the Q3 quarterly report.

Appendix D: 9(2)(f)(iv) [redacted]

[redacted]

[redacted]

[redacted]

[redacted]

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- [redacted]
- [redacted]
- [redacted]

[redacted]

Update

Government Digital Delivery Agency
Te Pūnaha Matihiko

Going for Growth ITS Ministerial Meeting, 3 August 2026

Artificial Intelligence (AI) in the Public Service, Action 12

Background

1. AI is a core part of the Government's Going for Growth (GfG) economic plan. The Public Service AI Work Programme is one of the actions being progressed through the GfG Innovation, Technology and Science (ITS) Pillar, with progress reported to Ministers through this forum.
2. Using AI responsibly in the public service will improve efficiency, increase productivity, and enhance service delivery. The GDDA leads the Public Service AI Work Programme, which was confirmed with Ministers at the GfG Innovation, Technology and Science (ITS) Pillar meeting on 1 December 2025 and runs to 2027.
3. The Public Service AI Work Programme spans four focus areas:
    - AI workforce: building public service AI capability to improve productivity and service delivery. Enabling AI to become a trusted part of everyday government and public services.
    - Common use tools: sharing AI tools to speed up agencies' AI progression to move faster, avoid duplication, and efficiently using taxpayer funds.
    - Customer and partnerships: improving customer experiences through AI-improved service delivery. Agencies will have better access to AI technology, suppliers and international best practice.
    - Safe and responsible AI: maintaining trust in AI with appropriate governance processes and technical mechanisms giving assurance of the quality and integrity of AI-enabled digital services.
4. Over the last quarter, the GDDA has delivered across these four areas. Agencies are increasingly using AI, and common approaches are being put in place so the public service can adopt AI faster, responsibly, and with better value for money. Item 12 on the GfG ITS Dashboard has been updated to reflect this progress.

Focus area: AI workforce

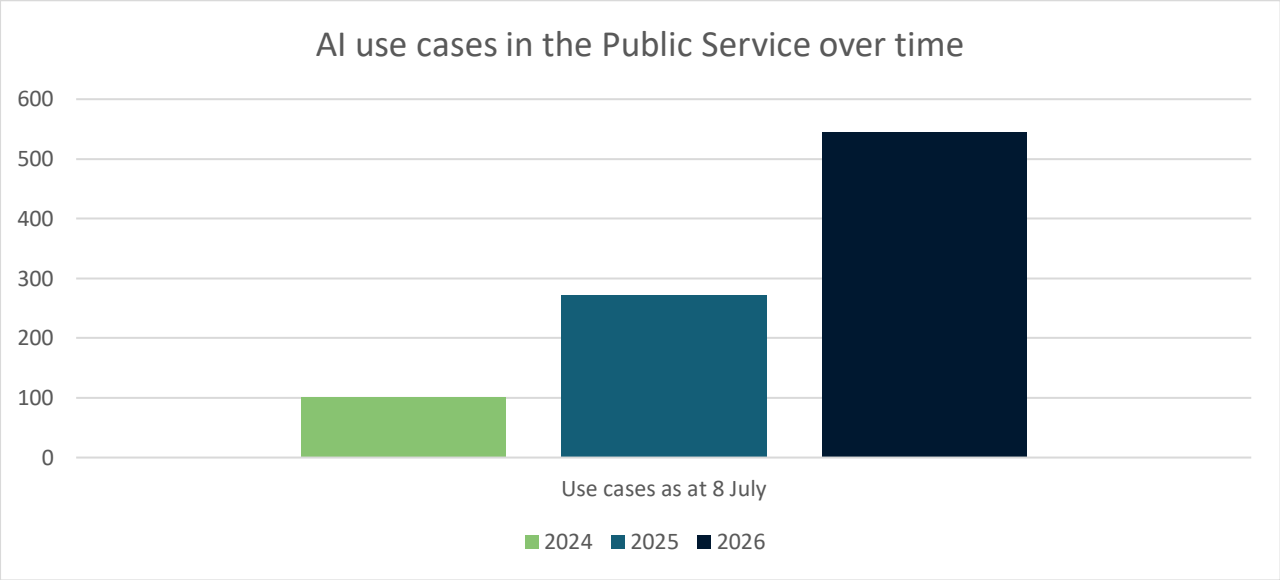
5. The AI workforce programme is building momentum, with public servants and senior leaders gaining the practical skills and confidence needed to use AI responsibly and at pace.
6. The GDDA's **Public Service AI capability uplift programme** launched in May 2026. The programme is building the critical skills needed for public servants to adopt responsible AI at scale and improving productivity across the public service.

7. In June, practical workshops focused on applying AI to real-world public sector challenges were delivered to participants from 19 agencies. These workshops are complemented by e-learning modules available to all public servants, creating a consistent foundation in AI concepts and responsible use.
8. Senior leaders are also being equipped with the practical tools to lead AI-driven change. Masterclasses in June reached almost 90 Chief Executives and leaders across the public sector, with speakers from the private and public sector offering insights into leading through technological change and the role of AI in service delivery.
9. Feedback from the programme will be used to assess benefit realisation, alongside the use of AI in government from the annual AI survey.
10. Interest in AI continued to grow across the public service. The **AI Community of Practice** has expanded to 738 members across 94 public sector agencies. The AI Community of Practice is a system-wide network established by the GDDA to share and organise AI knowledge, so it can be learned from and reused. It helps agencies share what works, avoid duplication, and lift capability faster. The community is open to all agencies, including Crown entities and local government.

Focus area: Common-use tools

11. AI use across the public service is rapidly expanding. The GDDA has recently completed its annual **survey on the use of AI in the public service**. Early results indicate 545 AI use cases across 59 agencies, compared with 272 use cases reported by 70 agencies in 2025. This represents a ~100% increase in reported use cases, despite fewer agencies having responded to the survey to date.
12. Figure 1 shows the growth in reported AI use cases across the Public Service over time. The 2026 results are preliminary and should be treated as indicative only, as data validation is still underway. A comprehensive set of results will be provided at the next GfG meeting.

Figure 1. AI use cases in the Public Service over time



13. Common-use AI tools will help agencies move faster and spend more effectively. Over the next quarter, the GDDA will progress an **AI Hub**, a central platform for agencies to share, discover, and reuse AI assets. This quarter, Public Service Deputy Chief Executives and agency representatives agreed the initial scope for the Hub, starting with AI use cases, practical artefacts, and AI agents. The Hub will provide the delivery mechanism for common-use tools, helping agencies build on what already works, reduce duplication, and move from isolated experimentation to coordinated and scalable AI adoption.

14. Ministers' direction to prioritise **reusable AI use cases** is being actioned. At the March 2026 ITS meeting Ministers agreed that all agencies "should be using AI to undertake Ministerial Servicing". This reflects that services such as Ministerial correspondence follow common processes across agencies with high-volume, repeatable tasks.

15. Work is underway on AI-assisted submission analysis and AI support for ministerial correspondence, with trials expected to be available to agencies from November 2026. 9(2)(f)(iv)

16. The GDDA is progressing a Public Service **AI Sandbox** (a secure space for trialling and piloting AI solutions) to provide a shared, governed environment, consistent standards, and access to capability that smaller agencies could not establish alone.

17. The AI Sandbox will give agencies a safe environment to test AI ideas and move promising use cases into production. Without a coordinated platform, adoption remains fragmented, with duplicated effort and inconsistent guardrails.

18. Together these initiatives provide safe and reusable AI tools to support faster, more consistent AI adoption, while avoiding reliance on a single supplier.

Focus area: Customer and partnerships

19. The AI Sandbox is being developed through **strategic partnerships** with leading global AI suppliers. Over the last quarter, the GDDA has engaged with leading global AI suppliers to develop these partnerships to support agencies to responsibly access proven and emerging AI technologies.

20. Agencies' access to AI capability is also being improved through the development of a **Marketplace for AI services**, including advisory, training, and generative AI capabilities. This will simplify agencies' procurement and create a more coordinated and efficient way for agencies to access AI capability. Timeframes for the delivery of AI services in Marketplace have been extended to enable broader agency and supplier consultation and new functionality to improve how agencies discover and adopt services. Delivery is still expected in 2026.

21. The GDDA project providing an **AI assistant** for customers on the govt.nz website and app is now scheduled for delivery in early 2027. Developments in the underlying AI technology introduced changes that required re-work of service design. Pilot testing with New Zealanders will occur later this year.

Focus Area: Safe and responsible AI

22. To support AI safety and security the GDDA has centralised Microsoft M365Copilot certification for government use this saves each agency that uses the service $70,000 in avoided security costs. Currently 60 agencies are using this certification.

23. 9(2)(b)(ii) [redacted]

Priority Routine

Internal Affairs
Te Tari Taiwhenua

Digitising Government briefing

Hon Judith Collins KC MP
Minister for Digitising Government

Copy to: Hon Nicola Willis
Minister of Finance

Title: **Early update on AI in the Public Service – Going for Growth meeting 24 March 2026**

Date: 26 February 2026

Executive Summary

In February 2026, you attended the Going for Growth Innovation, Technology and Science (ITS) Pillar meeting. At that meeting, Government Chief Digital Officer (GCDO) was assigned two actions:

- GCDO/DIA to prepare a list of six tangible things the public sector will deliver this year related to using AI (noted as action item 12.1).
- GCDO/DIA to prepare a 'glory sheet' of examples where the public service is already using AI well, for Ministers to promote (noted as action item 12.2).

This briefing includes the first action: a memo for the Going for Growth Ministers with six tangible initiatives and preliminary findings from a survey of Public Service agencies and early insights on the second action with 5 exemplar use-cases collected from agencies. We will provide you with an updated meeting pack on 5 March 2026.

Action sought	Timeframe
Note the early update provided on AI in the Public Service for the Going for Growth Innovation, Science and Technology Pillar meeting on 24 March. **Note** that you will receive a final version of the meeting papers on 5 March for approval.	2 March 2026

Contact for telephone discussions (if required)

Name	Position	Contact Number	Suggested 1st contact
Myles Ward	Deputy Secretary	9(2)(a)	
Phil Weir	Acting Director Government Digital Strategy	9(2)(a)	✓

Return electronic document to	Pedro.Ramirez3@dia.govt.nz
Hukatai reference	VX25X2SCMJEJ-2038340948-246
Ministerial database reference	DG202611192

Purpose

1. This briefing provides you with a list of six tangible things the public sector will deliver this year as per the actions in the February 2026, Going for Growth Innovation, Technology and Science Pillar.
2. This briefing also provides early insights an agency AI survey we conducted, exemplifying five use case examples.

Background

3. At the February 2026 meeting of the Going for Growth Innovation, Technology and Science (ITS) Pillar, Ministers reviewed the recently announced Public Service AI work programme to 2027.
4. At the meeting, the GCDO was assigned the following actions:
    - GCDO/DIA to prepare a list of six tangible things the public sector will deliver this year related to using AI (noted as action item 12.1).
    - GCDO/DIA to prepare a 'glory sheet' of examples where the public service is already using AI well, for Ministers to promote (noted as action item 12.2).
5. The GCDO will report back to Going for Growth Ministers on these actions at the next ITS meeting on 24 March.

Comment

6. We have attached the memo to Going for Growth Ministers for the March meeting in **Appendix A**, which includes a report back on actions 12.1 and 12.2.
7. The GCDO has compiled a list of six tangible initiatives that are underway this year to respond to action 12.1, and this list is included in the Going for Growth memo in Appendix A**.**
8. For action 12.2, the GCDO has surveyed agencies from 18 February to 25 February 2026 to capture up-to-date examples of successful AI applications across the Public Service. Based on preliminary findings, we have identified more than one hundred implemented use cases.
9. For the purposes of this early update, we have identified five exemplar use cases from agencies from the survey and summarised these in **Appendix B**.

Next steps

10. We will finalise the full list of implemented use cases and incorporate any feedback into the meeting pack ahead of providing you with a final version for approval on 5 March 2026.

Recommendations

11. We recommend that you:

a)	**Note** the early update provided on AI in the Public Service for the Going for Growth Innovation, Science and Technology Pillar meeting on 24 March.	**Yes/No**
b)	**Note** that you will receive a final version of the meeting papers on 5 March for approval.	**Yes/No**

Phil Weir
Acting Director Government Digital Strategy, Digital Services Branch

Hon Judith Collins KC MP
Minister for Digitising Government

_____/_____/_____

Internal Affairs
Te Tari Taiwhenua

Going for Growth ITS Ministerial Meeting, March 2026

Update on Artificial Intelligence (AI) in the Public Service, Action 12

- 12.1 GCDO/DIA to prepare a list of six tangible things the public sector will deliver this year related to using AI.
- 12.2 GCDO/DIA to prepare a 'glory sheet' of examples where the public service is already using AI well, for Ministers to promote.
- 12.3 GCDO/DIA to meet with 9(2)(a) to discuss her data analytics unit.

Background

At the February Going for Growth (GfG) Innovation, Technology and Science (ITS) Pillar meeting, Ministers discussed the recently published *AI in the Public Service Work Programme to 2027.* This is a two-year plan of action led by the Government Chief Digital Officer (GCDO) with support from the Public Service Commission (PSC).

This programme of high-impact deliverables and practical tools is designed to drive the safe and responsible uptake of AI across government. The programme covers system settings, commercial tools and support for agencies to easily access AI solutions in a cost-effective way. Four priority focus areas are addressing barriers to AI adoption and identifying opportunities for faster uptake. Fifteen GCDO led AI initiatives are underway to accelerate agency application of AI.

Context

AI technology is positioned as a key lever in the government's GfG economic plan to lift New Zealand's national productivity and international competitiveness. AI is also a central enabler of the new digital government strategic direction endorsed by Cabinet in December 2025 [CAB-25-MIN-0476 refers]. AI is increasingly critical to efforts to modernise government systems and services delivery. Over time, AI will become increasingly embedded across digital infrastructure, applications, and tools.

Key developments that are supporting AI uptake include:

- AI-integrated digital technology becoming more readily available and embedded in digital infrastructure, applications and tools
- the strengthened leadership and centralisation of digital investment and procurement decision-making within the GCDO [CAB-25-MIN-0286 refers]
- the all of government direction provided by the Digital Government Target State (Target State) endorsed by Cabinet [CAB-25-MIN-0476 refers]. The Digital Target State explicitly outlines the Digital Public Infrastructure of AI capabilities, which will be accessible to the entire Public Service.
- the shift of the GCDO to the Public Service Commission (PSC) on 1 April, which will help broader alignment across public service work programmes and elevate efforts to upskilling the work force.

Action 12.1 GCDO/DIA to prepare a list of about six tangible things the public sector will deliver this year related to using AI.

The Public Service is actively advancing the safe and responsible implementation of Artificial Intelligence applications.

Eight tangible public sector innovations that will be underway this year are listed below:

1. **ACC – Clinical timeline for claims**
2. **New Zealand Police – Transcription for video interviews**
3. **Social Investment Agency – Contract analysis**
4. **The Treasury – CoCounsel legal assistant**
5. **Ministry for Pacific Peoples – Easy Read summaries**
6. **MBIE – Ministerial correspondence**
7. **GCDO – Govt.nz AI Assistant for customers**
8. **GCDO – Executive AI and innovation training**

Further detail is provided in **Appendix A**.

Action 12.2: GCDO/DIA to prepare a 'glory sheet' of examples where the public service is already using AI well, for Ministers to promote.

The GCDO conducted a survey across agencies from Wednesday 18 February to Wednesday 25 February to gather examples of implemented AI initiatives. 142 implemented AI applications were identified across 52 agencies, demonstrating that AI is no longer experimental but embedded in frontline delivery, regulation, and services.

AI is delivering measurable, system-level improvements across New Zealand's Public Service, with clear public benefits including faster services, quicker results, safer communities, more accurate information, and fairer decision-making.

Evidence from high-volume service areas such as health, tax, education, and contact centres shows AI is improving timeliness, quality, and workforce sustainability, while maintaining human oversight and accountability.

Agencies that integrate AI into high volume work processes (e.g. supporting health, tax, education, and contact centres) are seeing the strongest gains. These results show the potential for AI to meaningfully lift service quality, fairness and transparency across the public sector. This includes in the following areas:

- ***Frontline operations, regulatory systems, public facing information, digital assistance and national service delivery:*** AI applications are now implemented by more than 50 agencies to ensure delivery of consistent and measurable improvements in service speed, accuracy, accessibility, and cost effectiveness.

- ***Back-office improvements in healthcare, education, tax, licensing and safety:*** Consistent with global OECD research, AI technology used by agencies is often not visible to the public but is operating to create system-level enhancement.
- ***Specialist AI tools:*** such as forensic analytics, environmental monitoring, and computer vision, and widely adopted AI enterprise platforms, including Copilot and Genesys.

The flagship examples attached as **Appendix B** illustrate how responsible AI adoption is supporting core Ministerial priorities: better public services, improved value for money, and strengthened public trust.

Action 12.3: GCDO to meet with 9(2)(a)) to discuss her data analytics unit.

The GCDO has reached out to 9(2)(a) and has arranged to meet with her on 7 April 2026 to discuss the Centre for Social Data Analytics.

Appendix A: Public Service AI initiatives planned for the 2026 calendar year

Implementation dates are to be confirmed except where specified.

ACC – Clinical Timeline for Claims	AI model to identify and surface relevant information in client claim histories for clinical advisors	• Increased efficiency • Reduced administrative burden • Improved outcomes
NZ Police – Transcription for Video Interviews	AI tool to produce initial transcriptions of video interviews in police interview suites	• Faster availability of transcripts • Faster processing for members of the public • Frees up resources
Social Investment Agency – Contract Analysis	AI-enabled pipeline to extract information from unstructured social sector contracts for dashboard integration	• System-wide visibility of contracts • Ability to identify overlaps and gaps • Better data to support social investment
The Treasury – CoCounsel Legal Assistant	AI tools for legal workflow automation, document analysis, and drafting support	• Improved efficiency and output quality • Frees up time to focus on high-value work
Ministry for Pacific Peoples – Easy Read Summaries	Generative AI to produce early drafts of Easy Read documents for accessibility	• Faster and lower cost • Improved accessibility compliance • Reduced reliance on external providers
MBIE – Ministerial correspondence	Generative AI to help staff draft ministerial correspondence	• Improved quality and efficiency • Improved AI literacy and capability
GCDO – Govt.nz AI Assistant	AI assistant in the Govt.nz app to help people find government information and services	• Faster access to information • Seamless experience • High user satisfaction
GCDO – Executive AI Training	Mandatory AI training for senior leaders to build AI capability and leadership across government	• Improved leadership capability • Supports safe and trusted AI adoption

ACC – Clinical timeline for claims

ACC is developing an internally hosted AI model to help identify and surface relevant information within a client's claim history to support clinical advisors when responding to requests for written guidance.

This capability is expected to support:

- Improved efficiency for clinical advisors, reducing advice backlogs and supporting improved scheme performance.
- Reduced administrative effort, enabling greater focus on clinical reasoning and improved staff satisfaction.
- Improved ability to meet demand in a high-cost, specialist area with inherent scalability challenges.
- Significant impact across resource capacity, weekly compensation, and long-term claim liabilities.

Identifying and surfacing relevant information in clients' claim history will support better outcomes for the public, enabling people to get the answers and support they need sooner.

New Zealand Police – Transcription for video interviews

Note that this initiative is not for public release at this stage.

NZ Police is currently implementing new interview recording technology to replace aging hardware. An AI transcription application will be used to produce initial transcriptions of police interviews that will then be verified for accuracy by an appropriate person prior to use.

AI transcription services will be implemented for video interviews conducted within Police interview suites, initially limited to English language interviews. Recordings of these interviews will be uploaded to secure storage.

Transcription of video interviews will increase operational efficiency by shortening the time between an interview taking place and an initial transcript being available, reducing the total time taken to produce and verify transcripts.

More rapidly available transcripts will support more efficient Police operations and enable members of the public interacting with Police to be processed more promptly, freeing up resources for other tasks.

Social Investment Agency (SIA) – Contract analysis

SIA is working with a vendor to trial an AI-enabled contract analysis pipeline, designed to turn unstructured contract documents into structured information that can be aggregated, compared, and explored across agencies.

The AI reads government social sector contracts and extracts key details that are currently difficult or time-consuming to obtain at scale. Using a set of domain-specific prompts, the system identifies information such as contract start and end dates, contract values, target cohorts, services provided, provider obligations, and other core terms.

This extraction process forms one part of a wider data pipeline. Once the information is structured, it is validated through human review to ensure accuracy and to manage risk. The verified outputs are then integrated into dashboards which allow agencies to explore their own contract portfolios and enable system-level insights across the social sector.

The social sector invests between $6 billion and $8 billion annually through contracts with community organisations. These organisations deliver vital services across health, education, housing, justice, and social development. Despite this substantial investment, agencies are currently only aware of their own contracts and do not have visibility across the entire system. Visibility of current investments can highlight where multiple agencies fund similar services and any gaps.

Visibility of current investments is the critical first step in building the social investment data system and improving investment decisions to achieve the best outcomes for New Zealanders.

The Treasury – CoCounsel legal assistant

The Treasury has trialled two AI tools designed specifically for legal professionals:

- Westlaw AI Assistant, which focuses on legal research
- CoCounsel, which focuses on workflow automation, document analysis, and drafting support with integrated prompts.

Westlaw AI is integrated with CoCounsel in other countries, and consolidation is expected in New Zealand in March 2026.

CoCounsel is a legal workflow accelerator and is not a replacement for professional judgment or statutory precision work.

Core capabilities of the system include:

- Document review and analysis: reviewing up to 200 documents at once, including reading handwritten documents from images.
- Multi-document comparison: comparing up to 200 documents at the same time.
- Timeline and chronology for litigation and investigation.
- AI legal search: built-in legal databases and the ability to create internal databases.
- Handling English and Te Reo Māori.

Based on The Treasury's trial of CoCounsel, the strongest benefit is in drafting and summations, particularly for first drafts and managing large documents. The trial averaged approximately 40 minutes saved per task.

CoCounsel is operationally compatible with existing workflows and outputs are traceable and footnoted, making it easy for solicitors to verify AI-generated responses. CoCounsel can support powerful legal research, and the trial demonstrated its ability to make solicitors aware of new relevant cases. There is significant capacity uplift potential from the system, with the potential for staff to save two hours per week if they use CoCounsel for three tasks.

More efficient legal drafting will increase research efficiency and improve drafting and output quality, freeing up time for senior solicitors to focus on high-value work.

Ministry for Pacific Peoples – Easy Read summaries

The Ministry for Pacific Peoples is running a pilot to test how generative AI can help staff produce clear, plain language early Easy Read drafts inhouse, reducing bottlenecks and enabling disabled communities to receive essential information sooner. Structured prompts, quality checkpoints, and direct input from the Ministry's Disability Advisory group ensure the drafting process aligns with accessibility standards and the principle of "nothing about us without us."

The Ministry currently relies on external providers for Easy Read translations, leading to delays of up to four weeks and limiting the timely delivery of accessible information to disabled people who depend on Easy Read formats for equitable access.

The tool will enable same-day production of early Easy Read drafts, improving timeliness. This will support:

- Strengthened compliance with accessibility requirements.
- Lower costs by reducing external drafting.
- Uplifted internal capability and consistency in inclusive communications.
- Reusable, safe prompt-use patterns.

In-house drafting of Easy Read summaries will support more New Zealanders to engage with government information while reducing the work and costs required for agencies.

MBIE – Ministerial correspondence

MBIE has completed a structured trial to evaluate the use of Microsoft Copilot for drafting ministerial correspondence. This was done in two phases; the first phase was a review of the process to identify opportunities where Copilot could be used to help improve the efficiency of the process. The second phase involved trialling and developing various prompt strategies to find the most effective way to use Copilot to help staff draft replies to ministerials. This trial was done in partnership with experts from VUW Policy Hub.

The trial improved the quality and efficiency of the ministerial correspondence process and improved AI literacy and capability within MBIE.

Final recommendations from the trial are due at the end of March. MBIE is looking to roll the technology out within internally and then share learnings across government throughout the calendar year, through established avenues such as the AI Community of Practice and other AI champion groups and networks.

GCDO – Govt.nz AI Assistant for customers

The GCDO has successfully piloted and is developing an AI Assistant which will be available in the Govt.nz App. The Assistant will be an innovative tool to help people quickly find and understand the government services and information they need. The AI assistant will facilitate simple, conversational interactions and enable people to get the help they need any time, using the device they choose.

The AI-enabled assistant will be designed with extensive functionality to operate across multiple technology platforms and devices, including mobile, web and apps. It will interpret requests in natural language, adapting to multiple formats or subjects. The tool will identify relevant information, and provides rapid, accurate answers to meet the user's requirements.

The AI Assistant will initially draw on content from Govt.nz and will expand over time to include information from additional government services and additional functionality. The Govt.nz app will enable the users to get emergency alerts from trusted sources such as NEMA and Fire and Emergency by setting location preferences in the app.

The AI Assistant will significantly improve public access to government services by providing a unified experience and enabling users to find answers quickly and easily across services. By leveraging natural language processing, the Assistant will reduce the average time required to locate relevant information and improve user satisfaction rates. This will ensure a more efficient and seamless user experience, driving greater accessibility and value for New Zealanders.

The Govt.nz AI Assistant is planned for delivery by the end of September 2026.

GCDO – Executive AI and innovation training

AI executive training will be made mandatory to strengthen capability across government. Training will strengthen AI capability among senior government leaders by extending and updating the inaugural 2025 AI Masterclass initiatives. The programme is designed to foster AI enabled transformation by equipping senior leaders to confidently champion AI across their organisations. In a confidential setting, senior agency and functional leaders gain unique access to executives sharing an 'insider view' of AI leadership through their personal stories and real-world experience of using AI technologies. This enables agency leaders to broaden their professional insights, reflect on their own leadership, deepen their capabilities and take this back to their organisations.

Executive AI training will empower senior government leaders with advanced knowledge and practical insights, enabling them to drive the safe, ethical, and effective adoption of AI across agencies. This leadership will benefit the public by ensuring that AI-enabled services are implemented responsibly, resulting in more reliable, transparent, and accessible government services. Measurable outcomes include strengthened public trust in government decision-making through enhanced oversight and accountability mechanisms.

Training is planned for delivery in June 2026.

Appendix B: Flagship examples implemented by agencies

Health New Zealand – Te Whatu Ora

Heidi AI Scribe

The Heidi AI Scribe for Emergency Departments is an ambient, generative-AI clinical documentation tool deployed nationally through the HealthX innovation programme. The solution listens to clinician–patient interactions (with appropriate consent), transcribes conversations in real time, and automatically generates structured clinical notes aligned to Health New Zealand documentation standards and clinical terminology. The AI scribe is suitable for high-pressure ED environments, where clinicians face significant administrative burden alongside acute clinical decision-making.

The tool supports clinicians by producing high-quality draft notes that can be reviewed, edited, and approved by the clinician before being committed to the clinical record. Clinical accountability and decision-making always remain fully with the clinician. The solution has undergone privacy impact assessment, cybersecurity review, and contractual assurance to ensure compliance with New Zealand health information requirements. It has been deployed using a clinician-led, evidence-based rollout model. The AI scribe initiative directly supports national health system priorities, including reducing administrative burden, improving clinician wellbeing, and enabling more time for direct patient care in emergency departments.

Detail	The AI scribe will be available to 1000 doctors and frontline staff working in emergency departments across the country. Heidi Health founder Dr Thomas Kelly described the initiative as possibly one of the most advanced rollouts of this nature in the world. In the successful pilot in Hawke's Bay and Whanganui, doctors could, on average, see one additional patient per shift. 1,250 licences have been allocated to enable national deployment. The solution has been rolled out across all EDs nationwide, covering 39 sites and marking it one of the world's first fully national public-health deployments of an ambient AI scribe in Emergency Departments. This represents a significant milestone in responsible AI adoption at scale within Health New Zealand.
Benefits and impacts	1. **Reduced administrative burden and time savings:** Pilot and early rollout data demonstrated a substantial reduction in documentation time per patient, with average note-taking time reduced from approximately 17 minutes to just over 4 minutes per patient in Emergency Department settings. This equates to a reduction of over 60% in documentation effort during patient assessments. 2. **Improved clinician productivity and workflow efficiency:** Clinicians reported the ability to see additional patients per shift, driven by faster documentation and reduced after-hours administrative work. Documentation completed outside rostered hours decreased by up to 81%, supporting better roster alignment and reducing unpaid overtime. 3. **Enhanced clinician wellbeing and experience:** Frontline feedback consistently highlighted reduced cognitive load, improved focus on patient interactions, and less end-of-shift fatigue. Clinician satisfaction scores reported during pilots and early national rollout exceeded target thresholds, with many clinicians describing the tool as transformational for Emergency Departments. 4. **Service improvement and patient care benefits:** By freeing clinicians from manual note-taking, the AI scribe enables more direct patient engagement. The initiative supports the health target for shorter stays in emergency departments, contributing to improved patient flow and throughput in ED.

ACC – Multiple use cases

Genesys Copilot - Call summarisation and surfacing of knowledge

Provides AI capability within the Genesys Cloud telephony platform, supporting summarisation of calls and the surfacing of contextual knowledge material throughout the interaction, enhancing customer experience and support when interacting with frontline ACC staff.

GitHub Copilot - AI Powered Software Development

Provides AI assistance to ACC developers by suggesting code snippets and completing code, leading to faster and more efficient coding.

Claims reassessment tool

Tool developed internally on ACC's cloud data platform, designed to help proactively identify clients receiving financial support greater than 12 months whose scheme eligibility may have changed based on new information.

Detail	Microsoft's AI tool Copilot is transforming ACC's operations. For every dollar spent on licences, ACC is seeing the equivalent of $18.96 of time freed up for more meaningful work. The latest report (February 2026) shows improvements in efficiency and quality of work output - an average saving of 14 hours per month. For every dollar ACC spend on licences, they are seeing the equivalent of almost $19 of time freed up for more meaningful work.
Benefits and impacts	1. Reduction in demand on the Customer Support Advisors for non-complex queries. This creates capacity through a reduction in 'After call work' ranging between 1-3 minutes depending on complexity of the interaction. 2. An average of 600 lines of code written per day, with approximately 18,000 lines of code written by assistive Gen AI and accepted by ACC developers per month. 3. Early indications show claims surfaced through the Claims Reassessment tool are reaching a ~55% accuracy rate in identifying clients no longer eligible for ACC services, once reviewed by a staff member.

Inland Revenue

Donation Tax Credits and FamilyBoost - Optical Character Recognition (OCR)

Financial payments to people and families are accelerating through an AI tool using Optical Character Recognition (OCR). The OCR tool automatically checks eligibility for claims to be authorized for payment. Eligible families are receiving financial payments much faster while public money is also better protected through automated checking that reduces payment for fraudulent claims or error.

Detail	OCR has been in use for several years assisting with claims for donation tax credits (since 2020) and for early childhood education fees (since 2024). The AI tool processes specific high-volume information, previously requiring only manual handling of paper-based customer information. OCR enables automated validation against pre-set conditions and rules, including whether or not a receipt may have alterations, erasures, or be incomplete in form.
Benefits and impacts	1. By using the OCR AI tool, waiting time for many families in need has reduced significantly. 29% of donation tax credit claims are able to be processed on the same day. Payments can otherwise require 12 weeks processing time. 2. $24m in ineligible donation receipts was identified by OCR in the 2024/25 financial year. Additional audits by compliance staff, enabled through the

	same tool, identified a further $5.4m ineligible donation receipts. These results kept almost $30 million of taxpayer funds in the revenue base, avoiding harm by ensuring that this money was not paid out incorrectly. 3. Latest reporting in 2025/26 shows 72% of early childhood education claims were automatically processed without the need for human intervention. Automatically processed claims and the use of OCR are resulting in faster payouts for customers, getting money into the pockets of families in need, quickly. 4. Efficiency improvements from automated and streamlined processes are also reducing staff time required, with benefits for people. Machine learning is being explored as technology advances, to identify ways to automatically process more claims.

Ministry of Justice

AI agent to manage commercial contract variations

An AI agent has been purpose-built and deployed as an early priority, streamlining the processes for commercial contract variations. This is likely to benefit commercial providers and vendors by decreasing the time needed to complete transactions with the agency on behalf of the Crown. The AI agent is now actively being used to successfully complete contract variations by reducing manual processes and shifting staff time into higher-value areas supporting commercial business.

Detail	An AI agent is actively used to manage commercial contract variations, improving efficiency, accuracy, and overall service experience. The agent analyses contract information hierarchies and the formulation requirements for variations, generating first draft contract documents. This streamlines the process, enabling faster and more reliable responses to contract queries while significantly reducing manual effort. The tool also establishes a foundation for future automation opportunities. Ongoing development and iterative releases will leverage improved AI models and expand the agent's capability to support up to 11 commercial functions.
Benefits and impacts	1. **Operational Efficiency:** The AI agent is driving clearer, more consistent, and more streamlined commercial documentation and processes. Moving from manually populating templates to receiving an AI-generated first draft reduces effort considerably, allowing staff to focus on review, negotiation, and risk assessment. 2. **Service Quality & Customer Experience:** Drafts generated from standard templates and guidance promote greater consistency in structure and language across contract variations, supporting clearer and more auditable records. 3. **Employee Experience:** By reducing time spent on repetitive drafting and review tasks, the AI agent enables staff to concentrate on more complex and higher value commercial work. 4. **Trust & Ethics:** Delivering this capability within an approved Microsoft Copilot environment reinforces responsible AI use and alignment with Ministry policy. It ensures appropriate process controls for sensitive commercial information and maintains secure handling throughout the workflow. Overall, this AI creates a positive precedent in utilizing AI technology for core business, with better service experience for staff and third parties to the contract variations.

Land Information New Zealand

Topographic Building Outlines automation

This AI tool is supporting economic growth through state-of-the-art information being newly available to commercial users, members of the public, emergency services responders and local authorities. The tool delivers up-to-date, authoritative maps that underpin more accurate geospatial data, enabling more reliable and safer planning, emergency access and commercial use supporting economic development.

Detail	AI machine learning is supporting national geospatial accuracy and currency. Toitū Te Whenua Land Information New Zealand (LINZ) produces a dataset of current building outlines across mainland Aotearoa New Zealand using the latest aerial imagery. These datasets demonstrate how AI machine learning can be successfully applied at scale to maintain authoritative national geospatial information. This system enables the regular production and updating of a dataset of national significance, with more than 3 million building features continually evolving as new imagery is acquired. LINZ's building outline datasets are publicly published and available online. The building outline dataset represents the 2D roof footprint of buildings. Since 2018, LINZ has worked with partners to implement an automated machine learning workflow to extract building roof outlines from aerial imagery. The model classifies imagery pixels as either "building" or "non-building", producing initial outlines which are then refined through human-trained models and quality assurance processes. Building outlines ≥10m² are captured, including structures such as houses, garages, and large sheds.
Benefits and impacts	Real measurable improvements will be delivered through this AI tool using machine learning automation. The use of ML-driven feature extraction has modernised and accelerated a previously labour-intensive workflow, resulting in: 1. **Economic growth enablement:** More current datasets allow customers, councils, and industry to integrate authoritative geospatial information into their own systems and decision-making. 2. **Service quality & customer experience:** Faster processing of new imagery to allow more timely release of updated datasets. 3. **Operational efficiency:** Automated, high-accuracy detection of buildings in aerial imagery reduces manual digitisation effort and improves consistency. 4. **Financial impact:** Improved regulatory efficiency through reduced processing time and fewer manual QA steps. 5. **Employee experience:** Repetitive outline-tracing tasks are significantly reduced, allowing staff to focus on higher-value analytical and QA activities.

Enforcement agencies

Enforcement agencies are using AI primarily to investigate, detect and prosecute crime and harmful activity, producing results with greater speed and accuracy than has been previously possible. A range agencies are utilizing AI-assisted technology for audio and video transcription and data analysis including the New Zealand Police, Serious Fraud Office, Financial Markets Authority and Maritime New Zealand. Some examples are:

New Zealand Police

Cellebrite Physical Analyser

This AI tool is enabling forensic analysis of digital platforms including mobile phones and laptop devices. The tool accelerates digital evidence review by transcribing audio at scale for investigative and evidentiary purposes.

Detail and benefits	Cellebrite Physical Analyser is a digital forensic tool that enables investigators to recover, decrypt and analyse data from legally seized or voluntarily provided mobile devices. A recent product upgrade (mid-2025) introduced AI Transcription into the platform. Utilised by NZ Police Digital First Responders and Digital Forensic Units. While no formal work has been done on benefits realization to quantify specifics, investigators can now interpret multi-device datasets faster to progress cases.

Serious Fraud Office

Whisper translator tool

AI technology is increasingly used with several AI applications deployed to support investigation and evidentiary activity through image categorisation, evidence review and translation. This AI tool translates audio content from languages such as Chinese and Japanese, enabling material to be readily expedited for investigation and escalation processes.

Detail and benefits	Whisper, a locally hosted opensource transcription and translation model, is used to convert multilingual audio into English text. This speeds up the initial screening and triage of investigative material. AI-assisted app development is underway to accelerate creation of a range of internal tools, including predictive coding to surface relevant information in large datasets and AI-enabled image categorisation for forensic images.

Financial Markets Authority

AI Video Scam Analyser

AI is being used by this regulator to detect and remove harmful online activity in social media.

Detail and benefits	This is an AI tool that extracts data and transcribes from social media videos, then analyses these transcripts using a targeted set of triage questions. Examples include pyramid schemes promoted on YouTube and TikTok and other scams. The tool will streamline the work that goes into assessing this material, meaning staff find and remove harmful content faster, immediately decreasing harm to communities.

Worksafe – MBIE

Linking datasets and supporting workplace health and safety

Along with other agencies and Crown entities supporting economic growth, WorkSafe is progressively adopting AI across several of its core functions. Five AI technology applications have been deployed to date. These are increasingly working in a complementary way. AI technology is enhancing the accuracy and efficiency of regulatory intelligence while automating fact-checking, insights generation, sentiment analysis, and report creation.

The agency is using AI to review and prioritise updates to its large dataset of guidance material, improving the currency and usability of public-facing information. This AI-enabled activity is supporting greater awareness of statutory and regulatory requirements and is likely to lead to greater compliance, with the potential to impact positively on escalation and enforcement requirements. More generally, Copilot Chat and Microsoft 365 Copilot are used by staff to support drafting, summarisation, and general productivity tasks, with strong uptake and growing AI literacy.

Detail	This AI technology application is combing and consolidating a range of data from different datasets. Supporting automated methodology in the workflow orders this into a classification hierarchy, enabling ease of fact-checking and analysis. Linking datasets through AI enables the development of a single, accurate and unified organisational and functional view of businesses.
Benefits and impacts	The AI-enabled linked datasets provide a robust evidence base for better risk targeting. The insights also enabling better identification of high-risk areas and smarter inspection planning for impact. It also provides automated recording and analysis of stakeholder feedback to support consultation processes. The total impact includes: • More accurate and holistic business insights • Better support for evidence-based decision making.

The Social Investment Agency (SIA) notes this information reflects SIA's approach and understanding as at time of the report and may not reflect current activity. Following a reassessment of scope, delivery approach, and SIA's longer-term role, Phase One of the contract analysis project concluded in early 2026. Since then, SIA has moved away from the original contract analysis approach and is no longer working with an external vendor on this work. SIA's current focus is on improving visibility of government spend using high-level contract register information provided by agencies and is analysed in-house. Separately, a potential AI-assisted contract analysis initiative is being explored as part of Phase 2 of the Oranga Tamariki funding review.

REPORT

Government Digital Delivery Agency
Te Pūnaha Matihiko

Report Title	2026 AI Use in the Public Service Survey Analysis and Report		
Reference Number	MoSR 2026-0252		
Date	31 July 2026		
To	**Hon Paul Goldsmith, Minister for the Public Service and Digitising Government**		
Action sought	Note the results of the survey and communication opportunities.	**Due Date**	31 July 2026
Contact	Phil Weir, Acting Deputy Secretary, Government Digital Delivery Agency, 9(2)(a)		
Encl	Yes, Appendix A	**Priority**	Medium
Security Level			
Approved By	Sir Brian Roche, Public Service Commissioner, Government Chief Digital Officer		

Executive Summary

1. This report provides an overview of the results of the 2026 AI Use in the Public Service Survey. The annual survey is conducted by the Government Digital Delivery Agency (GDDA) to create a system view of how AI is used across the public service.
2. This year's survey shows momentum building across the system. The number of AI use cases has more than doubled for the second year in a row with 545 use cases reported across 59 organisations. This is up from 272 reported by 69 organisations in 2025.
3. AI maturity and capability is increasing across the public service. Three times as many use cases are now in the deployment stages compared with the previous year, delivering value as well as operational efficiency.
4. Key barriers to AI use also declined for the first time over the past year, including barriers related to staff skills or capability, security and privacy. Less common but emerging barriers to AI use include social license/public acceptance, data sovereignty and AI reliability issues.
5. We will use these insights to identify opportunities to accelerate progress, strengthen capability where it matters most, and address the barriers that are slowing adoption.

Recommended action

1. We recommend that you:

a) **Note** the results and analysis of the 2026 AI Use in the Public Service Survey as summarised in this report and detailed in **Appendix A.** **Yes/No**

b) **Note** that high-level survey results will be published on Digital.govt.nz following approval of this report and any related official announcements**.** **Yes/No**

Hon Paul Goldsmith
Minister for Public Service and Digitising Government

_____/_____/_____

Purpose of the Report

6. This briefing provides an overview of the results of the GDDA's 2026 AI Use in the Public Service Survey.

Background

7. The GDDA has surveyed core Public Service agencies and a selection of wider public sector agencies annually on their AI use since 2023.
8. The 2026 survey includes core Public Service agencies and a selection of wider public sector agencies who are strong contributors to the GDDA's AI Public Service Community of Practice.
9. The survey period opened on 3 June and closed on 30 June 2026. The survey was sent to 83 public sector organisations and had a 71% overall response rate.

AI Survey Analysis

AI use is increasing at pace

10. A total of 59 public sector organisations responded to this year's survey:
    - 42 Public Service organisations
    - 17 other organisations within the wider public sector
11. A total of 545 use cases were reported in this year's survey:
    - 432 use cases within the Public Service

- 113 use cases within the wider public sector

12. This represents a ~100% increase in AI use cases for the second year in a row, with reported use cases rising from 272 in 2025 to 545 in 2026, despite fewer agencies responding to the survey (36 responded in 2024, 69 in 2025 and 59 in 2026).

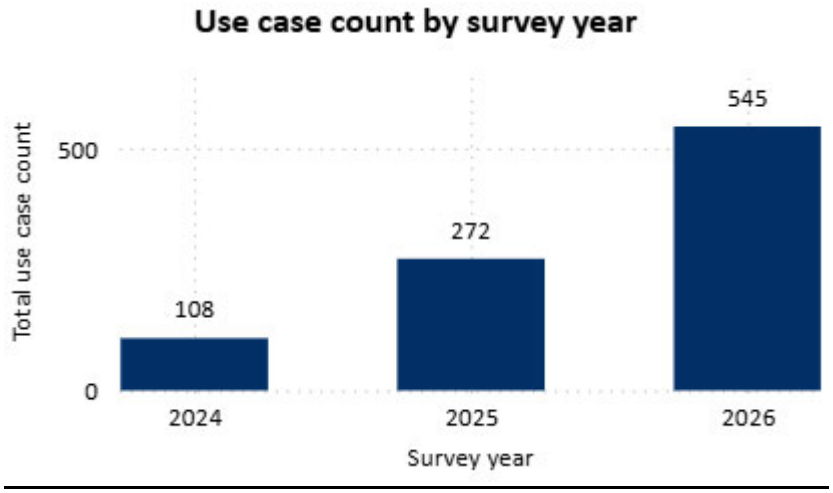


Figure 1: Use case count by survey year

13. The average number of use cases reported by organisations who participated in the survey was 9.24 with a high of 48 use cases reported by Statistics New Zealand.

AI use is moving from design to delivering value

14. The survey asks what stage of the AI lifecycle uses cases are in – from early 'planning and design' stages through 'development and testing' and 'operation and use'.

15. Survey data shows a significant shift in AI use cases from the 'planning and design' to 'operate and use' stages. For example, three times as many 2026 use cases are in the 'operate and use' phase than in 2025.

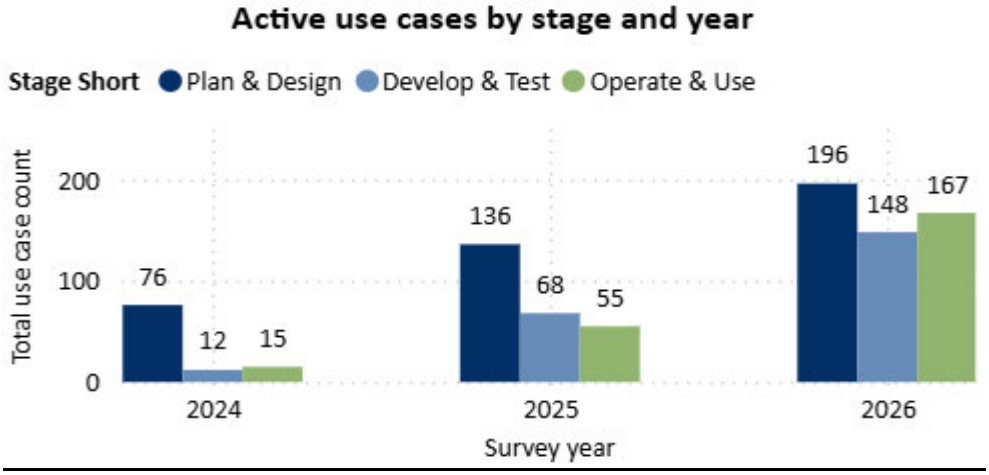


Figure 2: Active use cases by stage and year

16. This higher proportion of AI use cases in the later stages of development is a clear sign of growing AI maturity and capability across the public service.

17. This is further demonstrated by a steady increase in the AI progression index from 2024 to 2026, from 20 in 2024 to 34 in 2025 and 47 in 2026.

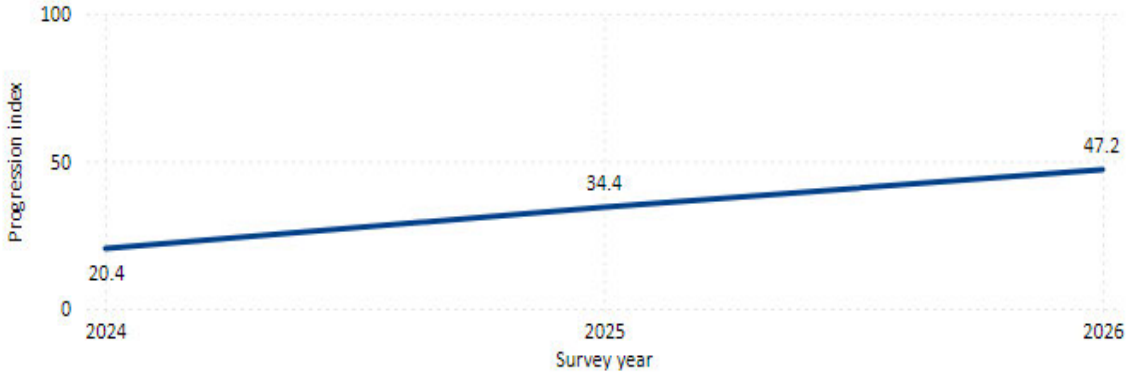


Figure 3: Surveyed organisation progression index

18. The AI Progression Index measures the average maturity of active AI use cases across the surveyed organisations. Each organisation's score ranges from 0 to 100, where 0 indicates all use cases within the organisation are in 'planning and design' and 100 indicates all use cases are 'operational and in use'. Organisational scores are calculated using a weighted average of use case stages and exclude decommissioned and unknown use cases.

AI use is delivering wide-ranging benefits

19. We added a new question to the survey this year that asked organisations to describe more precisely who benefits from AI use. Most use cases are intended to benefit government employees by supporting efficiency and back-office functions. But more than half of all use cases (53%) also directly or indirectly support a public-facing service.

20. Overall, the top benefits of AI use reported include:

- Operational efficiency (96%)
- Employee experience (67%)
- Adoption and usage (32%)
- Financial impact (11%)
- Public experience (11%)

21. AI was used most in administration or digital, data and technology organisational areas (84% and 83% respectively) followed by communications, marketing and design (60%), policy (53%), project management (53%) and corporate and HR (52%).

22. Generative AI was the most common type of AI used by public service organisations at 93%, followed by natural language processing (53%), agentic AI (50%) and machine learning (50%).[1]

[1] Types of AI:

Machine Learning: Systems that learn patterns from data to make predictions or decisions. This includes large language models (LLMs) and deep learning.

Predictive Analytics: Using historical data to forecast future outcomes. Examples include demand forecasting, churn prediction and risk scoring.

23. The survey also confirms the potential for agency re-use is also high. Participants reported 73% of active use cases could benefit multiple agencies. We will be undertaking further analysis to identify the most promising opportunities for the GDDA to work with agencies to drive this re-use and further scaling of these use cases across the system.

Key barriers to AI use are declining

24. Key barriers to AI use declined significantly for the first time, including lack of staff capability, security and privacy concerns, and lack of internal understanding or support for AI. This suggests that system maturity is growing, supported by the AI leadership, guidance and capability-building initiatives in the Public Service AI Work Programme.

25. The most reported barriers to AI use remain consistent with previous years with staff skills/capability; cost/funding and security barriers as the top three**.**

Barrier	2024	2025	2026
Staff skills/capability	59%	81%	76%
Cost/Funding	49%	65%	75%
Security	57%	59%	53%
Reliability issues		38%	46%
Privacy	57%	54%	44%
Technical barriers	51%	36%	39%
Internal policies or guidance	57%	39%	36%
Social license /Public acceptance	16%	20%	31%
Lack of internal understanding/support for AI	46%	57%	31%
Data Sovereignty	14%	19%	27%
Ethics/bias	27%	33%	27%
Other	35%	23%	12%
Sector specific laws and/or regulations	8%	19%	10%
Intellectual property		19%	5%
Long-term worker displacement		10%	3%

Figure 4: Barriers to AI use

26. While reports of many common AI barriers decreased from 2025 to 2026, more agencies cited the following barriers:

- Social licence/public acceptance, increased from 21% to 31% (up 10%)
- Cost/funding, increased from 67% to 76% (up 9%)
- Data sovereignty, increased from 19% to 28% (up 9%)
- Reliability issues, increased from 39% to 47% (up 8%)

Computer Vision: AI that interprets images or video. Examples include object detection, image classification and optical character recognition (OCR).

Natural Language Processing: AI that processes or analyses human language. This includes sentiment analysis, classification and entity extraction.

Generative AI: Systems that create new content (text, images, code, audio) or assist users conversationally. This includes virtual assistants and chatbots.

Agentic AI: AI systems that take multi-step actions autonomously to complete a task, often using tools or application programming interfaces (APIs).

27. The survey results show strong progress in reducing long-standing barriers to AI use, including staff skills and security and privacy concerns. However, more complex challenges are increasing, particularly around social licence/public acceptance of government AI use, AI reliability, and data sovereignty.

Next Steps

28. We can support your office to communicate these survey results, if you wish.
29. We will use the results of the survey to inform our ongoing work to responsibly accelerate the adoption of AI in the Public Service.

Appendix A: 2026 AI Use in the Public Service Report

Government Digital Delivery Agency
Te Pūnaha Matihiko

AI Use in the Public Service Survey 2026

Public Service Use of AI - Summary

Latest year of survey
2026

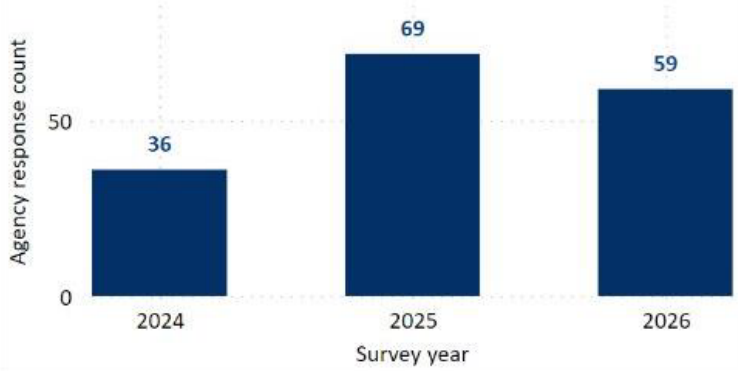
Government Digital Delivery Agency
Te Pūnaha Matihiko

Organisation count (current year)	Organisation count (previous year)
59	69

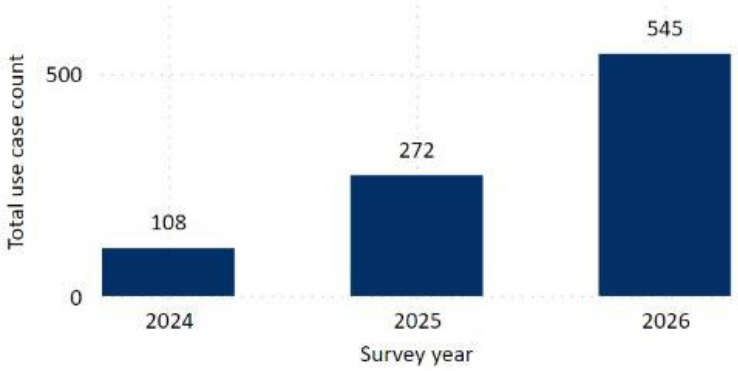
Use case count (current year)	Use case change %
545	100.4%

Use cases at Plan & Design	Use cases at Develop & Test	Use cases at Operate & Use
196	148	167

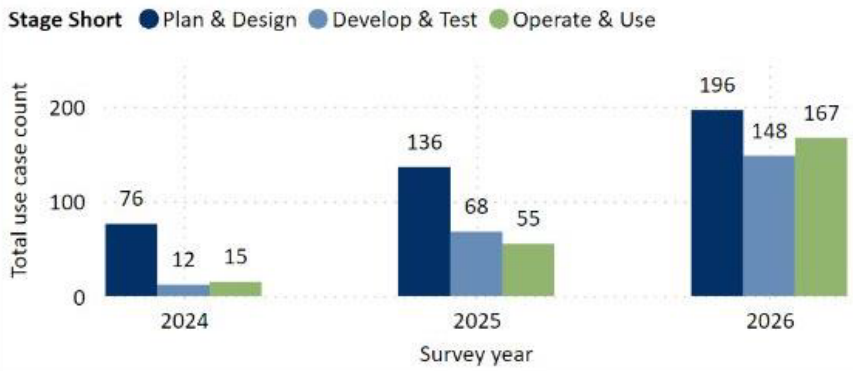
Agency response count by survey year



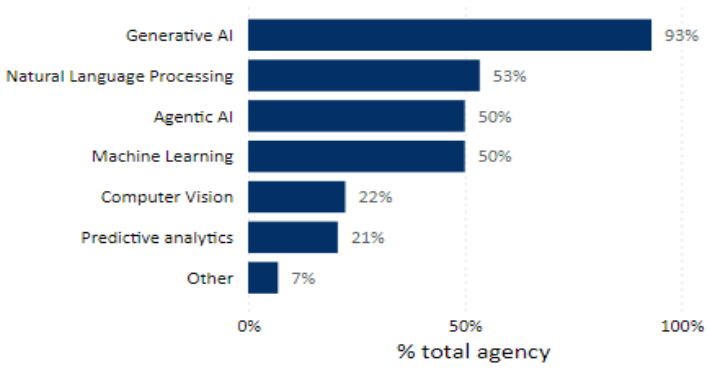
Use case count by survey year



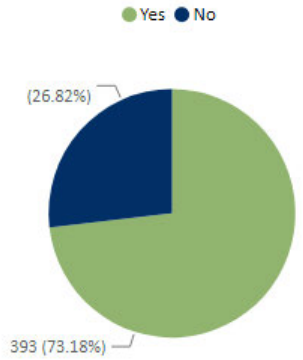
Active use cases by stage and year



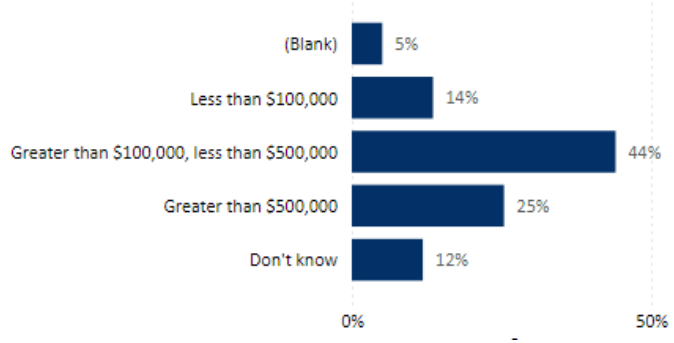
AI types used by agencies



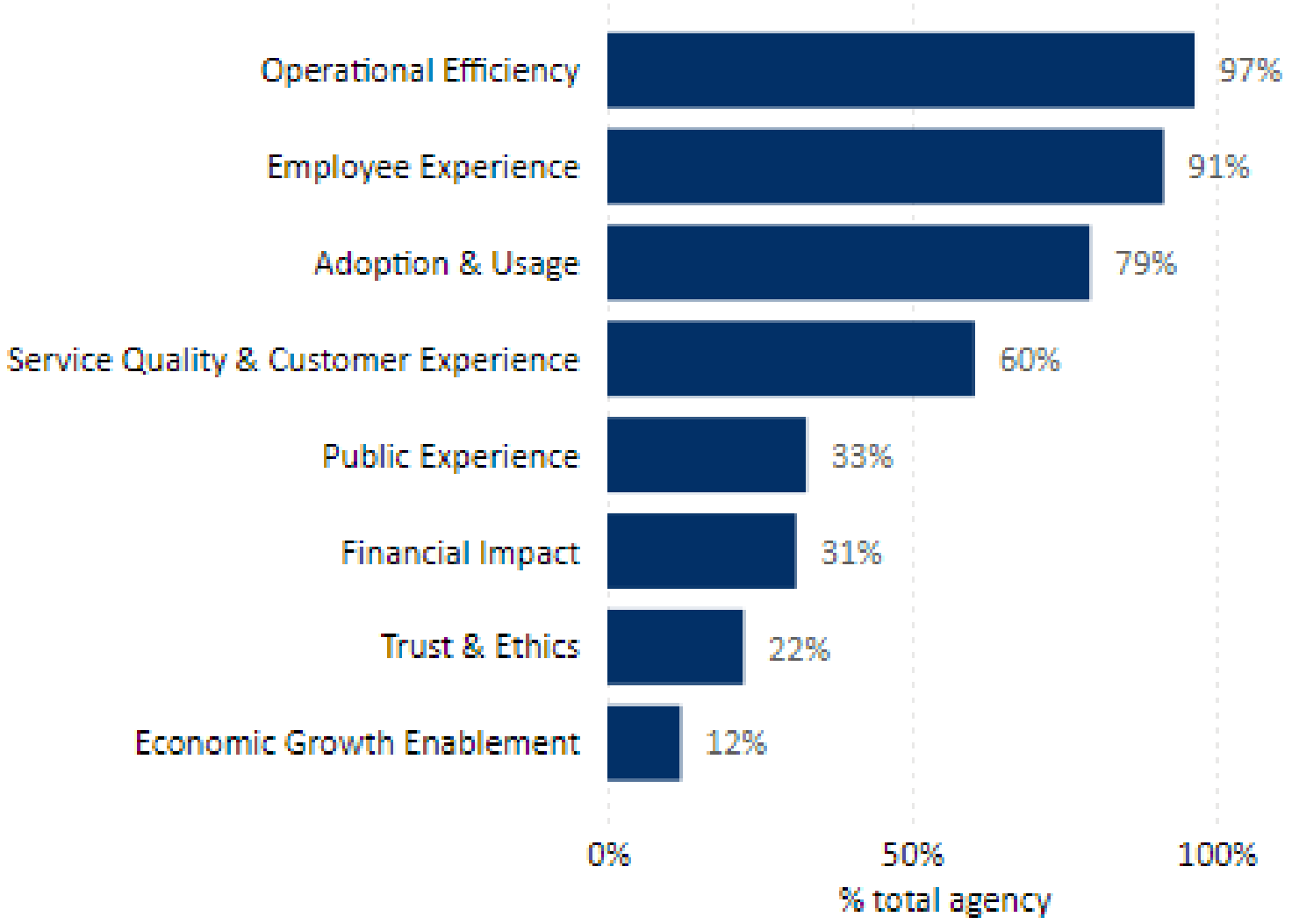
Use case could benefit multiple agencies



Annual cost of agency AI use



2026 Benefits of Agency AI Use

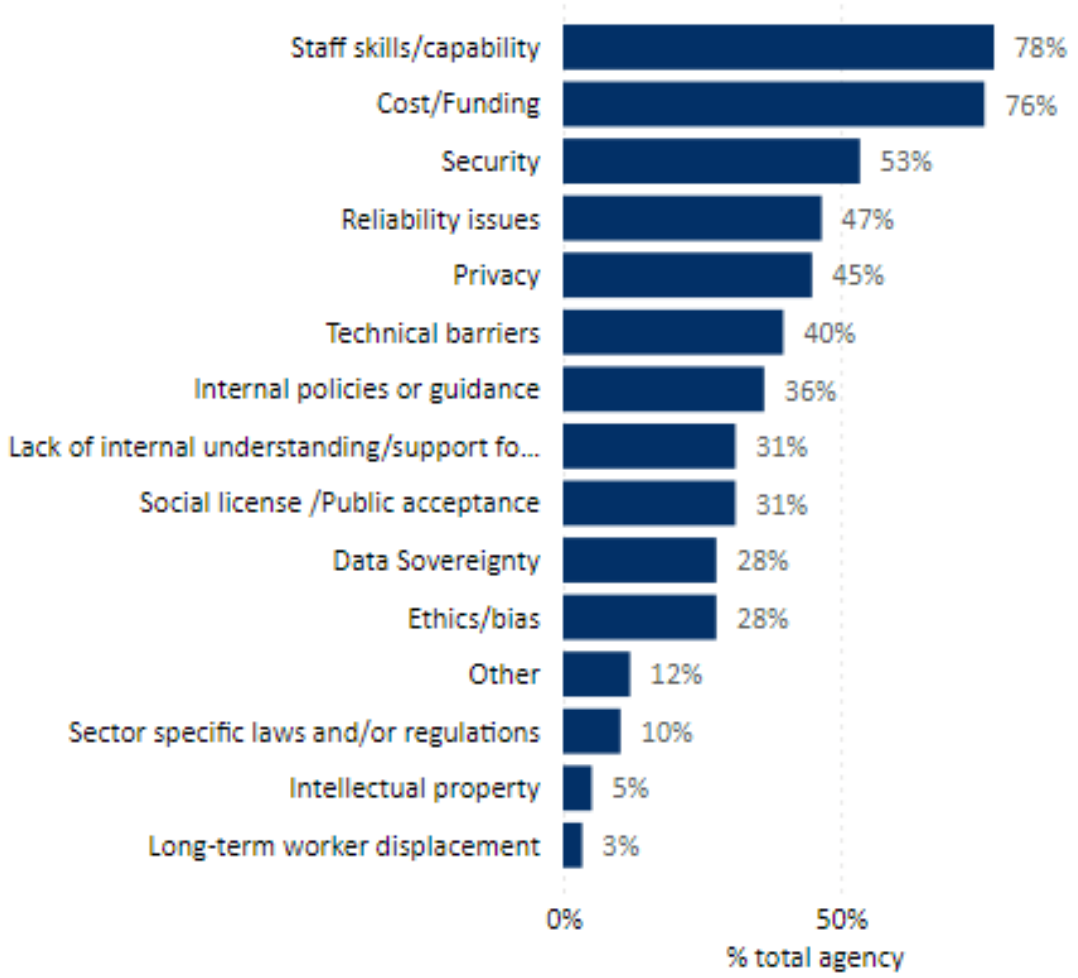


Benefits	2025	2026
Adoption & Usage	75%	79%
Economic Growth Enablement	25%	12%
Employee Experience	97%	91%
Financial Impact	49%	31%
Operational Efficiency	99%	97%
Other	10%	
Public Experience	43%	33%
Service Quality & Customer Experience	54%	60%
Trust & Ethics	18%	22%

Organisational Area(s) Used

Area	2025	2026
Administration	60%	84%
Comms, Marketing and Design	42%	60%
Corporate & HR	24%	52%
Customer Service	22%	40%
Digital, Data and Technology	79%	83%
Finance	18%	41%
Governance and Assurance	19%	47%
Other	34%	22%
Policy	28%	53%
Procurement	9%	34%
Project Management	22%	53%
Strategy	27%	45%

2026 Barriers to Agency AI Use



Barrier	2024	2025	2026
Cost/Funding	51%	67%	76%
Data Sovereignty	14%	19%	28%
Ethics/bias	29%	34%	28%
Intellectual property		19%	5%
Internal policies or guidance	60%	40%	36%
Lack of internal understanding/support for AI	49%	58%	31%
Long-term worker displacement		10%	3%
Other	37%	24%	12%
Privacy	60%	55%	45%
Reliability issues		39%	47%
Sector specific laws and/or regulations	9%	19%	10%
Security	60%	61%	53%
Social license /Public acceptance	17%	21%	31%
Staff skills/capability	63%	84%	78%
Technical barriers	54%	37%	40%

Te Tari Taiwhenua
Internal Affairs

Memo

Refreshed GenAI Guidance for Public Service

Date	22 January 2025
To	Paul James, GCDO
Copy to	Monica Greenan, General Manager Agency Partnerships and Capability, Digital Public Service Branch Pedro Ramirez, Digital Strategy Practitioner, Strategy Erika Pearson, Manager Content and Customer Channels, Agency Partnerships and Capability Laura Sommer, Principal Advisor, Agency Partnerships and Capability
From	Amy Allison, Acting Deputy Chief Executive, Digital Public Service Branch
Link	Memo: https://dia.cohesion.net.nz/Sites/GCIO/OPM/CAE/_layouts/15/DocIdRedir.aspx?ID=4UAZY7VS6QRJ-670445916-4792 Refreshed GenAI Guidance draft (January 2025): https://dia.cohesion.net.nz/Sites/GCIO/OPM/CAE/_layouts/15/DocIdRedir.aspx?ID=4UAZY7VS6QRJ-670445916-4792

Purpose

1. This memo seeks your approval of the refreshed Generative AI (GenAI) guidance for the Public Service. Subject to your approval, we will progress with publication on digital.govt.nz (in early 2025).

Background

2. The current Interim GenAI Guidance for the Public Service is one of the most accessed items on digital.govt.nz since it was launched in July 2023. It reflects the context and guidance for GenAI use in the public service at that time.
3. Adoption and interest in GenAI tools have grown significantly since last year's publication of the Interim guidance. The July 2024 survey of AI Use Cases in the Public Service and our wider agency engagement have highlighted agencies' needs for additional guidance and support.
4. The published guidance needs updating to give agencies' decision-makers the confidence to progress with their responsible AI adoption and use.

Updated GenAI Guidance for the Public Service

5. This updated guidance (see Appendix A) seeks to address many questions we have heard from agencies about safe, transparent and responsible use of AI. Risks and barriers noted in the 2024 survey, that were also identified in the 2023 survey, include skills, privacy and security. To address such barriers, the main changes have been made in the following areas:

- **Governance**: we strongly recommend that agencies each appoint an accountable official for emerging technology – this has been adopted by many countries and mandated by the Australian Digital Transformation Agency[1]. Secondly, that agencies are strongly encouraged to ensure their use of AI is transparent to the public; and that they establish and publish their agency's register of AI use. This also reduces potential survey burden.
- **Procurement**: there are substantial matters that need to be progressed by both AOGSD and the Procurement System Lead. AI procurement ideas have been raised to foster a level playing field, encourage local innovation and ensure smaller AI providers have a fair chance to compete. For example, ensure AI contracts include clauses that require agencies to be notified of changes to the AI models used and any new features. The current procurement rules still apply. However, agencies have indicated challenges that they have to invest and procure AI that is sustainable for future. While the updated guidance is not the mechanism to address these challenges, there will be follow up with both AOGSD and Procurement System Lead on actions that can be progressed.
- 9(2)(g)(i) [redacted]
- **New sections** include accessibility, bias and fairness, skills and capability, and hallucinations and misinformation.
- **Links** out to other useful sources and guidance. These can be easily updated as new information is produced.
- **A glossary** is being co-developed together with MBIE to ensure common language and terms is addressed in the suite of guidance for business and public service. This will be ready early in the new year.
- **An A3 provides a high-level summary** of key themes across the guidance to act as a prompt for ongoing engagement with the guidance. It also demonstrates the OECD AI lifecycle and addresses the benefits that are of interest to the Minister.

6. This guidance is targeted primarily at public service decision makers. Links in the sections provide further reference such as GCISO/AOGSD's updated security guidance for agencies, and authoritative published international and New Zealand sources. The wider AI work programme is supporting public service practitioners through initiatives such as the Community of Practice.

Content leads and peer review

7. The following contributors to the refreshed GenAI guidance are acknowledged:
    a. Data, digital, procurement and security System Leaders.
8. Reviews of specific sections have been undertaken by:
    a. the Office of the Privacy Commissioner

[1] Policy for the responsible use of AI in government – accountable officials and transparency statements, Digital Transformation Agency Australia

b. Whaikaha – Ministry of Disabled People

c. Te Kāhui Raraunga

9. The Digital Ethics Advisory Group (DEAG) gave feedback on the outline of intended sections and key topics.

10. An independent review of an early draft was undertaken by experts at the Victoria University Wellington.

11. We have involved Caitlin Parr, MBIE's lead for the responsible use guidance for business during the creation and delivery of this refreshed guidance. Common areas between us include privacy, bias, accessibility, and the glossary. We are continuing to work together to ensure ongoing alignment between the guidance for public service and business.

Publication

12. We are planning a **digital-first publication** approach. This:

    a. supports agencies to navigate easily to find and use key information.

    b. includes clear modules that can be easily updated by section as the situation around AI evolves

    c. is in line with accessibility standards.

13. This publication also aligns with how people arrive on digital.govt.nz from their internet searches. As such, in the draft you will see each section includes navigation aids to other relevant sections. When published, you will also be able to progress linearly through the entire text.

14. The information architecture approach aligns with the Minister's priority to improve customers' experience with digital government. As such, it is structured from two perspectives:

    a. the public experience – government's use of GenAI that directly affects people's service experience (e.g. accessibility); and

    b. 'Foundations' – the back-stage actions that are fundamental to public trust and confidence, such as security, procurement.

15. The digital.govt.nz content leads have been working with us in parallel on the information architecture and plain language. This will reduce the time between final approval and final publication. Note that this may produce small variations between this draft and final publication to ensure full alignment with plain language etc.

16. An early snapshot of how this guidance will potentially look when published is attached at Appendix B. We continue to work with the digital.govt.nz team to address your feedback on the content to be published.

Next steps

17. The 2023 interim guidance was signed off by joint System Leads. This year, you indicated intent to sign off the refreshed guidance following your review, in your role as Public Service Lead for AI. You indicated you also wish to acknowledge other contributors (see: Content Leads and Peer Review).

18. As part of the suite of guidance, MBIE's guidance for business is expected to be published in April 2025.

19. We are working with Communications to support publication of this guidance. This will be in line with other announcements in the AI Work Programme. This guidance is on the Service Modernisation Roadmap as an "announcable" output.

Recommendations

20. It is recommended that you:

a)	**Note** that the Interim GenAI Guidance (July 2023) has been substantively updated to address agencies' needs and to encourage responsible use of AI in the public service.	Choose an item.
b)	**Note** that content leads and peer reviewers, together with MBIE's lead for the guidance for business have provided specialist inputs – to be acknowledged by GCDO at publication.	Choose an item.
c)	**Approve** the final draft refreshed GenAI guidance.	Choose an item.

Paul James
Chief Executive, DIA

Date

Internal Affairs
Te Tari Taiwhenua

Memo

AI Policy Template – Approval for Publishing

Date	15 April 2025
To	Murray Davey, Deputy Secretary (acting), Digital Services Branch
Copy to	Richard Ashworth, General Manager AoGSD
From	Amy Allison, Director Strategy
Link	Artificial Intelligence Policy template version for sign out.docx

Purpose

1. This memo seeks approval of the AI Policy Template to be published on digital.govt.nz as a resource for agencies.

Background

2. In line with agency requests and the development of an AI Toolbox as part of the Minister's Public Service AI Work Plan 2024/25, we have developed an AI Policy Template. An organisational AI Policy is a core building block for agencies to begin or progress their safe and responsible uptake of AI.
3. While there will be some organisational preference of style and content, much of what is required in an AI Policy can be standard and repeatable. Given AI technology is emerging and expertise is in short supply, the GCDO has created a template of an AI policy to ensure agencies have sound base to create their policy from best practice without great expense or effort.

Proposal

4. Using the GCDO expertise in AI, the AI Policy template is an amalgam of a selection of existing AI Policies from New Zealand agencies that are further along in their AI work programmes as well as international examples, the Public Service AI Framework and the Responsible AI Guidance for the Public Service.
5. The policy has also been through consultation with the wider GCDO, members of the AI Community of Practice and the DIA AI working group who are using this template as the base for DIA's own AI policy. We recommend you approve the policy (attached).
6. We intend to make this template publicly available on digital.govt.nz to support agencies in developing AI policies that are aligned with best practice and GCDO guidance on AI.

Next steps

7. We are working with the AoGSD digital.govt.nz content team to publish the AI Policy Template. Dependant on your approval, this resource could be published this month.
8. We will work with the Minister's Office and the CE's Office to gauge any interest in making an announcement about the release of this template.

9. Once published, we will provide a link to the template to our agency contacts and note there is already an agency waiting list for the policy. We will also highlight the resource in our next AI Community of Practice meeting, and through the next GCDO Newsletter.

Recommendations

10. It is recommended that you:

a) **Approve** the GCDO AI Policy template as part of the AI Toolbox Choose an item.



Amy Allison
Director, Strategy
Digital Services

Date: 17 April 2025



MURRAY DAVEY
Deputy Secretary (acting), Deputy Government Chief Digital Officer (acting)
Digital Services
Te Tari Taiwhenua | The Department of Internal Affairs

Date: 07/05/2025

Deputy Secretary Feedback/Comment *(if applicable)*		
Approved Yes	**Amended** Yes – see comment	**DepSec requires more info/or meeting** No
Comments from DepSec: 9(2)(g)(i)		

Consultation

DS Business Groups	
x All of Government Service Delivery	x Branch Performance
x Agency Partnerships and Capability	x Strategy
x Māori, Digital, Crown Relationships	x Trust Framework
x Digital Services and Solutions	

Internal Affairs
Te Tari Taiwhenua

Memo

AI Toolkit – Request to Publish

Date	11 August July 2025
To	Myles Ward, Deputy Secretary, Digital Services Branch
From	Chris Cullinan, Director Strategy Group
Link	Appendix

Purpose

1. This memo requests your agreement to publish the first release of the AI Toolkit on digital.govt.nz.
2. The GCDO Public Service AI Toolkit (the Toolkit) will be a collection of best practice practical resources which allows each agency to focus on using AI rather than spending time and money creating bespoke resources.

Background

3. As the use of in AI continues to grow across the public sector, agencies are seeking support to plan, govern, and deliver AI initiatives confidently and consistently. Growing over time, the Toolkit will provide practical, public sector-focused resources to support agencies in the safe and responsible use of artificial intelligence.
4. This Toolkit will provide agencies with best practice information and pre-prepared tools for them to implement or advance AI use in their agency. It will include AI frameworks, risk management models and expectations around safe and responsible use of AI. Where possible the Toolkit will re-use or amend existing collateral from international jurisdictions and mature New Zealand agencies. See Appendix A for what the toolkit will include.
5. The Toolkit is part of the Minister for Digitising Government's AI Public Service Workplan 2024/25[1]. It is cost neutral, and we are working closely with the digital content team to publish the Toolkit on Digital.govt.nz.

Proposal

6. We propose publishing an initial version of the AI Toolkit on Digital.govt.nz (see resources attached as Appendix B). The first release will include:
    a. **AI Policy Template** (previously approved on 02/05/2025[2]) – a starting point for agencies developing internal AI policies; has been used as the backbone for DIA's internal AI policy.

[1] Appendix A B GCDO AI work programme.pptx
[2] DepSec Memo - AI Policy Template Approval.docx

b. **AI Project Planning Canvas** (feedback collected from AI Community of Practice) – a structured, workshop-ready tool to help multidisciplinary teams explore the problem, identify risk and define intended outcomes.

c. An overview of and contact details to express interest in the **AI Foundational Training Programme** modules co-developed with Leadership Development Centre and launched earlier in 2025. This is a 5 week programme with a live facilitated touch point session, self-paced online learning and capstone project.

   i. Module 1 – Creating value with AI

   ii. Module 2 – Safe and Responsible AI

   iii. Module 3 – Implementing AI

   iv. Module 4 – Evaluating AI

   v. Module 5 – Capstone Projects

d. **AI Information & Record Management guidance**, led by Archives NZ: supports public sector staff to recognise when AI-related information may be considered a public record and provides practical scenarios to illustrate how existing recordkeeping obligations apply in the context of emerging technologies.

e. **Practical Lessons from Government AI Case Studies**

   i. MBIE GenAI to support policy consultations

   ii. ESR – AI enabled population digital twin

   iii. NZQA – Chatbot

   iv. IRD – AI transcript and summarisation

The AI Security Control Validation Plans (CVPs) assist agencies in promoting safe and responsible AI implementation and address internal security concerns related to AI usage. The CVPs have been finalised by the CISO AoG working group, but we will not upload the CVPs to digital.govt.nz due to information classification reasons. An agency will need to contact the Security and Risk team in the GCDO to request copies of the plans.

Next steps

7. We are working with the AoGSD digital.govt.nz content team to publish the Toolkit.
8. The Toolkit is scheduled to be published on digital.govt.nz after the other announcements on AI have taken place, for example the AI survey results and the AI Accelerate event on 14 August.
9. We will also highlight the resource in upcoming AI Community of Practice meetings and future GCDO Newsletters.
10. We will use an iterative approach to continue to build out the Toolkit.

Recommendations

11. It is recommended that you:

    a) **Agree** that we should publish the AI Toolkit on digital.govt.nz **YES/NO**

    b) **Note** the next steps in promoting the AI Toolkit **YES/NO**



Chris Cullinan
Director, Strategy
Digital Services Branch

Date: 12/08/2025

Myles Ward
Deputy Secretary, Deputy Government Chief Digital Officer
Digital Services Branch
Date:

Deputy Secretary Feedback/Comment *(if applicable)*		
Approved	**Amended**	**DepSec requires more info/or meeting**
Comments from DepSec:		

Consultation

DS Business Groups	
X All of Government Service Delivery	Branch Performance
X Agency Partnerships and Capability	X Strategy
Māori, Digital, Crown Relationships	Trust Framework
Digital Services and Solutions	

Internal Affairs
Te Tari Taiwhenua

Memo

Approval of amended GCDO Public Service AI Toolkit

Date	8 December 2025
To	Myles Ward, Deputy Secretary, Digital Services Branch
From	Pedro Ramirez, Digital Strategy Practitioner
Link	VX25X2SCMJEJ-676646888-2196

Purpose

1. This memo seeks your approval of the amended GCDO Public Service AI Toolkit (Toolkit) following your review of this toolkit in August 2025.
2. Once approved, the updated toolkit will include the refreshed **Use of Artificial Intelligence Policy template** and the **Records management in the context of AI** guidance and will be published on Digital.govt.nz website early in 2026.

Background

3. The Toolkit is a collection of public sector-focused standardised resources which allows each agency to focus on using AI rather than creating bespoke resources. The intent is the Toolkit will grow over time and is designed to support agencies to plan, govern, and deliver AI initiatives confidently and consistently to ensure the safe and responsible use.
4. We provided you the Toolkit for sign out in August 2025.[1] You had concerns that the Toolkit did not align with our new AI direction. We have reviewed the Toolkit with this lens and have subsequently scaled it back to only include two of the original resources – the refreshed Use of Artificial Intelligence Policy template and the Records management in the context of AI guidance. We consider that both of these resources align with and support our refreshed work programme and direction.

Comment/Advice

The Use of Artificial Intelligence Policy template was included as a final version in the August pack, as Murray Davey[2] had signed the template out in May 2025 while Acting Deputy Secretary. However, the Policy template has since been updated to reflect further input from the Public Service Commission, the Crown's obligations under Te Tiriti o Waitangi in relation to AI under section 14 of Public Service Act 2020, and learnings from the DIA AI Policy that was developed during this time. The policy template therefore requires re-sign out by you.

5. The two resources are attached as Appendix A:

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[1] DepSec Memo - AI Toolkit.docx

[2] DepSec Memo - AI Policy Template Approval.docx

a. **Use of Artificial Intelligence Policy template** - this template is intended as a starting point for agencies developing their own AI policies. DIA's own internal AI policy has been used as the backbone for this refreshed version of the policy template.

b. **Records management in the context of AI guidance** - led by Archives NZ and supports public sector staff to recognise when AI-related information may be considered a public record and provides practical scenarios to illustrate how existing recordkeeping obligations apply in the context of emerging technologies.

Next steps

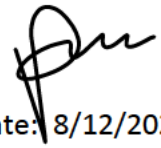
6. Following approval, we will publish the Toolkit on Digital.govt.nz in early 2026. We will arrange communications to support this publication.
7. We have signalled the Toolkit as an upcoming communications opportunity in the DG Status report for several months. The Minister's office has regularly asked to see the Toolkit prior to it being published. Pending your agreement, we will share the Toolkit with them prior to publication.

Recommendations

8. It is recommended that you:

a) **Approve** the publication of the amended AI Toolkit attached in **Appendix A** Yes/No

Director Signature
Phil Weir, Acting Director Government Digital Strategy



Date: 8/12/2025



MYLES WARD
Deputy Secretary, Deputy Government Chief Digital Officer
Digital Services
The Department of Internal Affairs | Te Tari Taiwhenua

Date: 12/12/25

Deputy Secretary Feedback/Comment *(if applicable)*

Approved Yes / No	Amended Yes / No	DepSec requires more info/or meeting Yes / No
Comments from DepSec:		

Consultation

DS Business Groups	
☐ All of Government Service Delivery	☐ Branch Performance
☐ Agency Partnerships and Capability	x Strategy
☐ Māori, Digital, Crown Relationships	☐ Trust Framework
☐ Digital Services and Solutions	

Internal Affairs
Te Tari Taiwhenua

Memo

Use of Artificial Intelligence Policy template updated in the GCDO Public Service AI Toolkit

Date	23 March 2026
To	Myles Ward, Deputy Secretary, Digital Services Branch
From	Phil Weir, Acting Director Government Digital Strategy

Purpose

1. This memo is to inform you that the resource in the Public Service AI toolkit "Use of Artificial Intelligence Policy" template (policy template) has been updated after further feedback was received in March from the Public Service Commission.

Background/Comment

2. The GCDO published the first release of the Public Service AI Toolkit on digital.govt.nz in late January 2026. The toolkit will grow over time, and it currently includes two resources, a "Use of Artificial Intelligence Policy" template and "Records management in the context of AI" guidance.

Following this soft launch, Pedro Ramirez received feedback from the PSC regarding some of the sections in the Use of Artificial Intelligence Policy template that the PSC considered needing some refining of language and intent.

We have updated the policy template accordingly, including reorganising content into a section called "Legal, regulatory and ethical context" – refer to section 12 in this document. This has helped to ensure that the policy template reflects and supports more closely the Public Service AI Framework.

3. The current version of the policy template is attached for your information (attached as Appendix A). I am comfortable with the intent of the feedback and PSC has been informed that these updates have been made. The Digital Services content design team updated the template document and republished this on digital.govt.nz on 18 March 2026.

Next steps

4. At the end of 2025, the Minister's office agreed that the GCDO could announce this Toolkit. Pending your agreement, we will work with our comms team and arrange to post via our GCDO LinkedIn channel announcing more widely the publishing of the Public Service AI toolkit. We would appreciate it if you could then repost this announcement from your LinkedIn.
5. We will liaise with the Minister's office to provide the opportunity for the Minister to repost the announcement on her LinkedIn as well.

Recommendations

6. It is recommended that you:

   a) **Note** the updated Use of Artificial Intelligence Policy template that reflects the feedback from the Public Service Commission, attached as Appendix A. **Yes/No**

   b) **Approve** the content drafted for a LinkedIn post announcing the publishing of the Public Service AI Toolkit on digital.govt.nz, attached as Appendix B. **Yes/No**

Director Signature
Phil Weir, Acting Director Government Digital Strategy

Date: 24/03/2026

MYLES WARD
Deputy Secretary, Deputy Government Chief Digital Officer
Digital Services
The Department of Internal Affairs | Te Tari Taiwhenua

Date:

Deputy Secretary Feedback/Comment *(if applicable)*		
Approved Yes / No	**Amended** Yes / No	**DepSec requires more info/or meeting** Yes / No
Comments from DepSec:		

Priority Routine

Te Tari Taiwhenua
Internal Affairs

Digitising Government briefing

Hon Judith Collins KC MP
Minister for Digitising Government

Title: **Going for Growth – Digitising Government AI initiatives**

Date: 23 April 2025

Executive Summary

Your Office has requested that GCDO identify initiatives that could support the National AI Strategy and would highlight the opportunities it offers for economic growth in both the public sector and wider economy, as part of the Going For Growth Agenda.

This briefing provides detail on a suite of GCDO Public Service AI initiatives that could support the National AI Strategy and are expected to enhance and accelerate the safe and responsible uptake of AI, thereby contributing to economic growth through increased efficiency and productivity. All initiatives are part of the Public Service AI Workplan 2024/25 and will be delivered by June 2025.

We would appreciate your view on which of the four GCDO-led AI initiatives, if any, would be suitable to support the National AI Strategy as part of the Going For Growth Agenda.

You may wish to share this briefing with key Ministers ahead of the next ministerial Going For Growth meeting on 5 May 2025.

Action sought	Timeframe
Indicate a preference for which, if any, of the four Government Chief Digital Officer-led AI initiatives could support the National AI Strategy as part of the Going For Growth Agenda.	Before 5 May 2025

Contact for telephone discussions (if required)

Name	Position	Contact Number	Suggested 1st contact
Murray Davey	Deputy Government Chief Digital Officer (Acting)	9(2)(a)	
Amy Allison	Director Strategy	9(2)(a)	✓

Return electronic document to	Amy.Allison2@dia.govt.nz & Mari.Newcombe@dia.govt.nz
Rehutai document reference	Digitising Government - Going for Growth Public Service AI Initiatives.docx
Ministerial database reference	DG20256908

Purpose

1. The National AI Strategy is a current initiative underway in the Going For Growth Agenda for completion by the end of 2025.
2. This briefing provides detail on a suite of GCDO Public Service AI initiatives that could not only support the National AI Strategy but enhance and accelerate the safe and responsible uptake of AI, thereby contributing to economic growth through increased efficiency and productivity. All initiatives are part of the Public Service AI Workplan 2024/25 and will be delivered by June 2025.
3. We propose this briefing could be provided to key Ministers ahead of the next ministerial Going For Growth meeting on 5 May 2025.

Background

4. The Government Chief Digital Officer, a system lead role held by the Secretary for Internal Affairs, is the Public Service lead for AI. As Minister for Digitising Government, you approved a three-year Public Service AI Work Programme to June 2026, focused on supporting safe and responsible uptake of AI technology in the Public Service. The Public Service AI Work Programme currently includes 47 initiatives, of which 29 have been completed.
5. Enhancing and accelerating the safe and responsible uptake of AI for the Public Service, will contribute to economic growth through increased efficiency and productivity. The GCDO has identified a suite of initiatives on the Public Service AI Work Programme that will be delivered in the next two months which could be included as support for the National AI Strategy on the Going For Growth Agenda under the Innovation, Technology, and Science Pillar. All initiatives are part of the Public Service AI Workplan 2024/25 and will be delivered by June 2025.

Advice

6. There are four initiatives from the GCDO Public Service AI Work Programme due to be delivered by June 2025 for your consideration that support the AI National Strategy and contribute to economic growth through increased Public Service efficiency and productivity. These are as follows:

Public Service AI Training

7. AI Training is an initiative on the Public Service AI Work Programme 2024/25. The GCDO, together with the Public Service Commission have developed an AI training approach with three levels for the Public Service. The first level of the programme will be delivered by June 2025, made up of:
    - *AI Masterclass Series* - for Chief Executives and senior decision makers starting in May 2025. These free shorter sessions are panel-based sessions covering core AI concepts, opportunities and key decision making considerations
    - *AI 101 Module* - for general users, the first free five-week course is starting in May 2025. Over five sessions, the training for around 100 participants will begin with foundational AI concepts and end with each participant presenting their idea for use of AI in their agency to improve productivity, cost efficiency and improved customer experience. The AI 101 module training will be repeated over the year and will be a free government resource on digital.govt.nz.

8. The remaining levels of the AI training approach will be delivered by June 2026.

AI Expert Panel

9. The AI Expert Advisory Panel, an initiative on the Public Service AI Work Programme 2024/25, provides senior executive system leadership, as well as specialist and technical expertise, to advise the GCDO and Government on adopting AI responsibly to modernise public services and deliver better outcomes for all New Zealanders. The first meeting of the Panel is planned for late May 2025/early June 2025.

10. Housed in the Policy Hub Te Herenga Waka Victoria University of Wellington (Victoria Link Limited), the AI Expert Panel brings together key expertise from academia, iwi/Māori, private and public sectors to:

    - advise the GCDO on issues related to the adoption of safe and responsible use of AI in the public service, including on specific agency proposals
    - support the GCDO to connect to the wider AI community where additional expert input is needed, both nationally and internationally
    - support communication and engagement on key messages associated with the adoption of safe and responsible use of AI in the public service.

Public Service AI Toolkit

11. The GCDO Public Service AI Toolkit is an initiative on the Public Service AI Work Programme 2024/25 and will be established on digital.govt.nz by June 2025. Growing over time, the Toolkit will be a free government resource where any user can find not just AI frameworks and expectations around safe and responsible use of AI, but practical, easy to use guidance, templates, checklist and advice.

12. The Toolkit will include new information, but where possible reusing or amending existing collateral from international jurisdictions and mature New Zealand agencies. This will allow agencies to have best practice information and preprepared tools to implement or advance use in their environment safely, more efficiently at a faster rate.

13. While expanding over time, the initial items on the Public Service AI Toolkit will include:

    - The Public Service AI Framework
    - Responsible AI Guidance for the Public Service: GenAI
    - General AI Policy for Public Service Agencies
    - The Public Service Assurance Model and supporting information
    - Public Service AI 101 training module and information
    - Various public service AI collateral including iwi/Māori governance, data governance, checklists, record keeping and the OIA.

Public Sector AI Community of Practice

14. The GCDO Public Sector AI Community of Practice (CoP) is an initiative on the Public Service AI Work Programme 2024/25 and was established in December 2024. It is held each month with attendance of over 60 agencies currently. The CoP provides a platform for agencies to share their current AI initiatives and connects agencies solving similar issues or working on similar AI initiatives. The CoP has also allowed the GCDO to consult on key pieces of AI related work broadly, efficiently and at pace.

15. In addition to the core CoP sessions each month, there are two CoP deep-dive sessions where like-minded agencies and the GCDO meet to discuss specific topics such as voice to text, AI assistants and AI assurance. CoP deep-dive topics follow agency need and interest, often run by agencies further ahead in their AI journey championing a particular issue.

Recommendations

16. We recommend that you:

Indicate a preference for which, if any, of the four Government Chief Digital Officer-led AI initiatives could support the National AI Strategy on the Going For Growth Agenda. 9(2)(g)(i)	**Yes/~~No~~**
Note you may wish to provide this briefing to key Ministers ahead of the next ministerial Going for Growth meeting on 5 May 2025.	

9(2)(g)(i)

Murray Davey
Deputy Government Chief Digital Officer (Acting)

Hon Judith Collins KC MP
Minister for Digitising Government
27 / 04 /

Digitising Government briefing

Hon Judith Collins KC MP
Minister for Digitising Government
Minister for the Public Service

Title: **Public Service AI Work Programme to 2027 – Additional information**

Date: 4 November 2025

Executive Summary
This joint Government Chief Digital Officer (GCDO) and Public Service Commission (PSC) briefing provides you with information on the proposed Public Service Artificial Intelligence (AI) Work Programme (Work Programme) to 2027. This Work Programme will increase the use of AI in the Public Service and aligns with the Interim Digital Government Target State being developed by the GCDO. It builds on the 2025 Public Service AI Work Programme. We would like to discuss the proposed Work Programme with you at an upcoming Digitising Government Officials meeting. Following that, we recommend that you share this briefing with your ministerial colleagues in the Going for Growth Innovation Technology and Science subgroup.

Action sought	Timeframe
Agree to discuss the proposed Public Service AI Work Programme attached at the Digitising Government Officials meeting. **Agree** to share this briefing with your Going for Growth Innovation Technology and Science subgroup ministerial colleagues. **Note** that the proposed Work Programme aligns with the Interim Digital Government Target State being developed by the GCDO.	ASAP

Contact for telephone discussions (if required)

Name	Position	Contact Number
Myles Ward	Deputy Government Chief Digital Officer, Department of Internal Affairs	9(2)(a)
Hugo Vitalis	Deputy Chief Executive – Strategy Policy and Integrity, Public Service Commission	9(2)(a)

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Hukatai reference	TKMNZ-1164931745-610537
Ministerial database reference	DG20259566 v2

Purpose

1. This joint Government Chief Digital Officer (GCDO) and Public Service Commission (PSC) briefing provides you with the proposed Public Service Artificial Intelligence (AI) Work Programme (Work Programme) to 2027 (see **Appendix A**).

Background

2. You initially directed the GCDO and PSC to draft a Cabinet paper on next steps to drive New Zealand's Public Service AI uptake, to take to Cabinet in October 2025. Following new information and discussion, your Office directed GCDO and PSC to instead provide you with this joint briefing on driving further Public Service AI uptake.

3. As you, the Public Service Commissioner and the GCDO have all recognised, the potential productivity gains from AI are central to both lifting Public Service performance and helping transform how the government serves New Zealanders.

4. 48 AI initiatives were established in the first GCDO-led Work Programme (see **Appendix B**), 39 of which (81%) are now fully delivered. You received advice in August detailing AI programme highlights including the toolbox of new AI resources online, AI training initiatives, and the highly successful event, *AI Accelerate*, which you hosted in August 2025 [DG20258778 and DG20258949 refer].

5. 2025 Public Service AI Use Case Survey (AI Survey) data showed significant growth in Public Service AI cases, increasing operational efficiency and employee experience as staff time shifts from the routine towards higher-value transactions. However, it also showed that most AI cases are concentrated in IT and corporate areas and focused on internal efficiencies. Four out of five AI cases are not yet operational, and agencies' AI development is uneven and occurs in silos. While technological barriers to AI are decreasing, AI growth is sporadic and AI workforce barriers and skills shortages continue to be prevalent and slow to shift.

We need to accelerate uptake of AI in the Public Service

6. The proposed Public Service AI Work Programme (see **Appendix A**) aims to increase the use of AI in the Public Service, by speeding up key processes for AI use and connecting agencies. The Work Programme – which is outlined in further detail below – is organised around four overarching AI focus areas: Common Use Tools, Trusted and Ethical AI, Customer and Partnerships, and the AI Workforce.

7. The Work Programme builds on the success of existing underpinnings and initiatives that have driven AI growth to date, including the development of AI use cases, shared AI resources, targeted training programmes, and regular knowledge-sharing across agencies (see details in **Appendices B** and **C**). It also continues a select number of existing initiatives from the 2024/25 Work Programme with broader considerations that remain critical to sustaining momentum and continuity of progress. With a systematic approach that prevents duplication and closes gaps, taxpayer funds can be used efficiently, accelerating the progression of AI and maximising benefits for the public.

8. The Work Programme is intentionally aligned with the Interim Digital Government Target State being developed by the GCDO and will support government's Going for Growth outcomes. AI technology is a central enabler within this work, shaping how

government leverages digital capabilities to deliver trusted, efficient, and innovative services.

9. The Work Programme also focuses on maintaining the ethical and responsible use of AI, including Māori views, while strengthening assurance processes. Public Service leaders and officials will continue to build their capability and confidence in AI, helping to ensure its safe, effective, and innovative application across services.

10. In developing this Work Programme, the GCDO used market data and research to explore a mix of interventions and variables to increase AI readiness, maturity, and benefit realisation. The GCDO AI Expert Advisory panel also provided input and will continue to advise on AI interventions and future requirements.

The AI Work Programme is expected to drive AI investment, uptake and capability

11. We expect to see faster, more widespread AI capability and usage as agencies can easily see and share AI cases run by their peers. Agency upskilling will speed up through refreshed AI training and regular knowledge sharing. New AI solutions and channels will open up through trusted AI supplier relationships and international dialogue. AI strategic system investment will evolve through shared leadership. AI will become a trusted part of everyday Government service delivery.

12. Areas in which we expect AI use to increase include:

    - Public access to information, with chatbots and virtual assistants for customers to answer frequently asked questions, support customers to complete processes and to access information and collections with natural language search.
    - Cataloguing information, particularly collections and holdings and applying the Public Records Act to information management.
    - Process analysis to optimise processes, automate rules, reduce manual workload and increase efficiency.
    - Intelligence and data analysis to process large volumes of data, improving risk identification and regulatory effectiveness.
    - Virtual tutor to support training of new staff processing applications for services, reducing the impact of training new staff on the existing workforce.
    - Drafting basic advice documents and enhancing document writing quality.
    - Accelerating software development and deployment, increasing the capacity of internal teams, reducing cost and time to deploy new functionality.

13. The GCDO will continue to collect AI development and usage data from agencies annually (see *AI information gathering* in **Appendix C**). This data will deepen system knowledge and inform potential opportunities for new initiative design and refocusing of current initiatives. This enables the GCDO to see where AI is used and expand that usage across government.

14. The GCDO will also partner with the private sector to harness their AI expertise and innovation. Strengthening collaboration with existing vendors can unlock greater value from current investments, accelerate adoption of trusted AI solutions, and ensure these tools are applied ethically and effectively to deliver better outcomes. This will enable agencies and customers to have faster access to more visible AI tools for specific and widespread shared usage.

Summary of Work Programme initiatives

15. The Work Programme is organised around four overarching AI focus areas: Common Use Tools, Trusted and Ethical AI, Customers and Partnerships, and the AI Workforce. These focus areas address current, immediate barriers to AI in New Zealand, drawing on local data and the evidence base of interventions by successful public sector jurisdictions internationally to guide AI adoption in government.

16. A one-page view of initiatives with high-level timeframes and other additional information is included at **Appendix A**. All proposed activities will be delivered within existing GCDO baseline funding.

AI Focus area 1: Common use tools

17. This focus area aims to drive effective adoption of AI across government by providing agencies with access to consolidated resources, tools, and emerging technologies. A Central Repository of AI registries, patterns, and tools will support agencies to rapidly access strategic shared AI resources, enabling efficient reuse, reducing duplicated effort, and minimising waste. The Public Service Common Cases Accelerator will fast-track the development of high-value AI use cases for rapid adoption across agencies.

18. Engaging providers to create secure spaces for AI experimentation (AI sandboxes) will foster innovation while maintaining safety and compliance. Additionally, the annual Public Service AI Use Case survey will enhance visibility of AI applications and trends, leveraging high-quality data and analysis to inform ongoing strategy and action.

Initiatives

19. **The introduction of a Central Repository of AI Registries, Patterns, and Tools** to accelerate AI adoption by providing agencies with access to consolidated, high-quality AI resources and reusable components, continually updated as new technologies emerge (see international examples in **Appendix C**). This will support greater reuse of AI (e.g. AI@IR lifting customer response times through search automation and analytics, and Treasury's Paerata tool using systematic AI checks for quality of advice and alignment with internal policies). These tools promote uptake and consistency in how AI is developed and applied across government (proposed pilot June 2026).

20. **The Public Service Common Cases Accelerator** will fast-track the adoption of AI across government by providing a collaborative 'lab' environment that streamlines development, enabling high-value AI use cases to be created, tested, and rapidly reused across agencies (proposed pilot September 2026).

21. **Engaging with providers to create safe spaces for trialling AI** will foster experimentation and innovation, enabling agencies to explore secure options such as AI Sandboxes while managing risk effectively (proposed pilot September 2026).

22. **The Public Service AI Use Case annual survey** will grow visibility and knowledge of AI use and trends, informing action (proposed delivery July 2026).

AI Focus area 2: Trusted and ethical AI

23. The focus area is centred on maintaining confidence in government use of AI. It demonstrates a commitment to ethical principles, public trust, and transparency, underpinned by effective governance that provides assurance of AI in action.

24. AI initiatives are designed to reflect the standards and principles that New Zealanders expect from the Public Service. By embedding transparency, fairness, and ethical considerations into AI services, these initiatives ensure that AI is safe, secure, and widely trusted. Governance mechanisms and technical safeguards reinforce this, giving ongoing assurance that AI use aligns with ethical expectations. Over time, these protections will become a core feature of modern digital services.

Initiatives

25. **The Public Service AI Assurance Model** will ensure that all AI applications and government products adhere to robust ethical principles and quality standards, supported by clear due process and governance mechanisms (proposed prototype release June 2026).

26. **AI safety and security certification** tools will support standardised oversight by applying consistent security certification across the AI Marketplace (proposed delivery June 2026).

AI Focus area 3: Customer and partnerships

27. AI can support fast easy service delivery customised to people's needs and preferences. Strategic partnerships with suppliers can deliver better outcomes for customers, and international peers can share their experience and insights. The focus area of delivering exceptional customer experiences is centred around placing people at the heart of AI service design. This is supported by a dynamic AI ecosystem that encourages agency collaboration and innovation and drives the rapid adoption of AI solutions.

28. Strategic partnerships and international collaboration enhance knowledge sharing, allowing New Zealand to benefit from global best practices. Through events, showcases, and active engagement across the public sector, this approach inspires ambition, highlights successful use cases, and accelerates the development of AI services that are both trusted and highly effective.

Initiatives

29. **The AI Marketplace Ecosystem** will increase the safe adoption of AI by providing a government marketplace of AI providers with streamlined procurement for agencies to obtain new AI systems, solutions, and tools through online channels (proposed delivery June 2026).

30. **The Govt.nz AI Search Assistant** is a public facing tool to help people find and understand government services and information quickly through a simple conversational interface. Successfully piloted by GCDO, it will initially draw on content from Govt.nz, with plans to expand to other government websites over time (proposed launch 2026).

31. **AI Strategic Partnerships** with trusted vendors will foster collaboration to maximise information flow and strategic investment in AI through relationships with trusted providers (ongoing – 3-6 month updates).

32. **International Collaboration** will position New Zealand to benefit from global peer experience and dialogue and rapidly progress AI as maturity grows (3-6 month updates).

33. **The AI Public Service Event** will drive system-wide AI ambition through expert panellists and showcasing agency AI use, building on the 2025 event impact (proposed delivery by the end of 2026, timing to be confirmed).

AI Focus area 4: AI Workforce

34. The fourth focus area is building an empowered Public Service workforce with the skills, confidence, and leadership needed to embed AI across government. This is centred around developing AI fluency at all levels, from senior leaders who champion responsible adoption and innovation, to practitioners equipped with the necessary skills to apply AI effectively in service delivery. Continuous learning, knowledge sharing, and cross-agency collaboration will strengthen capability across the system, helping AI become an integral part of how government operates.

Initiatives

35. **Executive AI and Innovation Training** will strengthen AI capability among senior leaders by extending and updating the 2025 AI Masterclasses to reflect emerging trends and practical applications (proposed delivery of Masterclass by end of June 2026).

36. **Practitioner AI and Innovation Training** will strengthen agency capability by evolving the 2025 AI Foundational Development Programme, incorporating insights gained from the pilot phase to ensure relevance and impact (proposed delivery of training by end of June 2026).

37. **A dedicated marketplace for AI training providers** will increase visibility and access to a wide range of AI learning opportunities — both free and paid — through the streamlined procurement platform (proposed delivery June 2026).

38. **Public Sector AI Community of Practice** will continue to grow and evolve to maintain a strong network of digital practitioners (currently around 530 professionals) who meet monthly to share their expertise and experience across the system (ongoing).

Implementation

39. Reflecting the need to remain agile, AI initiatives are planned in detail for 2026, while flexibility is maintained in 2027. This balances near-term predictability with scope for continuous improvement as lessons are learned and shared. Further 2027 delivery will be added, drawing on 2026 milestone achievement. Latest AI technology, evidence, and research will also emerge and be incorporated through regular reviews.

40. The AI Survey will continue to build longitudinal data on agencies' AI technology development, deployment and operational trends. Complementing this data, wider GCDO-led information gathering will inform implementation by capturing shifts in AI readiness and practice at workforce, leadership, agency and system levels. The GCDO will continue to use this information to identify initiatives for broader use across government and connect agencies to accelerate and increase uptake.

41. Delivery of the AI initiatives proposed (in **Appendix A**) is accelerated as far as possible using existing opportunities, streamlined for efficiency. As provider availability and implementation pathways become known, the AI Work Programme will be updated. This will include taking account of 2026 general election period implications.

Next steps

42. We would like to discuss the proposed Work Programme with you at the Digitising Government Officials meeting. Following the discussion, we will incorporate any feedback you provide into the Work Programme and can provide a further briefing if required.

43. Pending your approval of the proposed AI Work Programme, we recommend that you share this briefing with your Going for Growth Innovation Technology and Science subgroup ministerial colleagues. The next ITS subgroup meeting is on Monday 1 December 2025 at 7pm.

Recommendations

44. We recommend that you:

a)	**agree** to provide any feedback on the proposed Public Service AI Work Programme 2027 at a Digitising Government Officials meeting.	**Yes/No**
b)	**agree** to share this briefing with your Going for Growth Innovation Technology and Science subgroup ministerial colleagues.	**Yes/No**
a)	**note** that the proposed Work Programme aligns with the Interim Digital Government Target State proposals being developed by the GCDO for your consideration in due course.	

R.N Te Moana (Acting DepSec)
4 November 2025

Myles Ward
Deputy Government Chief Digital Officer, Department of Internal Affairs

Hugo Vitalis
Deputy Chief Executive, Strategy Policy and Integrity, Public Service Commission
4 November 2025

Hon Judith Collins KC MP
Minister for Digitising Government

_____/_____/_____

Appendix B: Public Service Artificial Intelligence Work Programme – Completed Delivery to 2025

Internal Affairs
Te Tari Taiwhenua

AI in the Public Service
Enabling · Safe · Responsible

	Descripti	Date
Ensuring transparency and human accountability		
	A survey conducted of key central agencies about their use of AI.	November 2023
	An interagency AI working group to share information and collaborating as needed on shared priorities for CEs and Ministers.	July 2023
	Development of a work programme with an initial focus on developing a Public Service AI Framework and six-point plan for supporting Public Service AI adoption.	December 2023
	Development of a public service framework for AI to guide Public Service AI use and structure GCDO's AI work programme.	July 2024
	Scan of current legislation to assess the application and coverage of AI.	July 2024
	Annual survey of key public service agencies on their AI use.	July 2024
	AI group to provide oversight at a Tier 2 level across a select group of agencies.	December 2024
	Development of an AI joint work programme with MBIE and associated Cabinet paper for providing to Cabinet.	December 2024
	Initial advice developed on an AI Governance Model is to support transparency and human accountability in Public Service AI use.	December 2024
	Work to finalise the Framework high-level picture and background info on Digital.govt.nz.	December 2024
	MBIE-led New Zealand strategy which we are supporting from a public service perspective. The Cabinet paper is ready for lodging at Cabinet Office.	June 2025
	Planned advice to support MBIE which was signalled by the preceding Cabinet paper.	March 2025
	Advice on governance for use of AI to be developed integrating policy advice, work with Policy Hub on the Assurance Framework, and updated Gen-AI guidance.	July 2025
	Work required to develop measures to track progress of AI uptake by public service. Work will begin after 2025 user survey results. Comparative table of agency uptake of AI by public service with dashboard details delivered.	August 2025
	Annual survey of key public service agencies on their AI use. Will be conducted in June 2025.	December 2025
	Additional policy options to be explored.	June 2026

Guardrails to enable safe and responsible AI use		
	Developed with the support of system leads, this guidance provides interim advice on the use of public AI for public service agencies.	July 2023
	The purpose of the Assurance Framework is to promote safe, responsible and transparent use of AI in public services.	July 2024
	Work involves updating the interim guidance for AI use in the public service. Now due January 2025 to align with MBIE timing.	December 2024
	Following the scoping with VUW, initiate an Assurance Framework that promotes safe, responsible and transparent use of AI in public services.	December 2024
	Produce additional resources to support agencies with their use of AI.	August 2025
Capability to understand AI and its use/impacts		
	Stock take of skilling resources available for upskilling in AI.	July 2024
	Investigation and report on the AI supply environment.	July 2024
	Negotiation of terms related to use of Microsoft Copilot.	July 2024
	Investigation of an AI skills hub to support agency capability in AI skills.	July 2
	Established an expert advisory panel to support the GC and broader system capability uplift for AI.	December
	Site for AI content has been created on Digital.govt.nz. The next step is to define and develop structured information architecture for the hub.	June 2
	Established an AI Community of Practice for digital practitioners within the public service. Six held since December 2024, over 400 members in 80 agencies.	June 2

	Created and delivered new products for agencies.
	• AI Masterclasses for senior executive leaders.
	• AI Foundational Development Programme.
	  • E-learning modules publicly available on LD library of shared system capability resources.
	  • Online touchpoints and AI use case development.
		June 2

Innovation pathways to enable Public Service AI value		
	Insights from ACC regarding the use of assistive AI in their pilot, which provided feedback from users.	July 2024
	Work to investigate a regular or standardised mechanism for collecting and sharing information across the public service on AI use.	July 2024
	Highlights from the survey of public service AI to be identified and shared.	September 2024
	The development of a use case catalogue for public service use of AI.	September 2024
	A proof-of-concept AI assistant to improve web search across govt.nz.	October 2024
	Planned and delivered event to bring together agencies and suppliers in 2025.	December 2025
- New Zealanders trust government use of AI		
	A desktop exercise reviewing current research available on social license related to AI use by the public service.	July 2024
- New Zealand is seen as a trusted value-adding AI partner		
	MFAT sought support on Cabinet advice they were providing on global AI engagement.	December 2024
	GCDO is participating in global engagements, including: DGX annual meetings, Digital Nations monthly meetings and annual summit, OECD E-Leaders annual meetings. Now connections are made, ongoing.	June 2026
	Initial conversations have begun.	June 2026

Appendix C: Additional supporting information

2025 AI Successes

AI Work Programme initiatives

The NZ Public Service AI Framework structures the GCDO AI Work Programme and initiatives. Six AI pillars implement AI Principles created from the OECD and endorsed by 44 nations. The AI pillars are: governance, guardrails, social license, innovation, global voice and capability. All AI initiatives were created to drive AI uptake in a safe, responsible and sustainable way. digital.govt.nz disseminates the specific-purpose documents and resources.

Successes from the AI Programme include:

- Public Sector AI Community of Practice - see below.
- 2025 Public Service AI Use Case Survey operation showing AI growth – see below.
- Responsible AI Guidance, AI policy statement, AI planning template/canvas and other AI-specific publications and resources developed to support agencies AI use.
- AI training prototypes successfully piloted. E-learning modules customised for the New Zealand Public Service are publicly available. Online touchpoints applied AI to real world challenges in two cohorts connecting ten agencies and 50 professionals.
- AI Masterclasses for chief executive leaders and their DCEs with Public Service and industry leaders exploring insights and applied experience and to drive AI uptake.
- The AI Accelerate event connecting 200+ Public Service executives and practitioners with AI subject matter experts and leaders for knowledge transfer and upskilling on a range of AI areas including service delivery and innovation.

As Minister you are regularly updated on the full AI Programme and initiative delivery [DG20258778 and DG20258949 refer].

New Zealand's approach to AI has been noted internationally. See the report launched in September 2025 *Governing with Artificial Intelligence: The State of Play and Way Forward in Core Government Functions* (2025) OECD Publishing, Paris, 110.

AI Public Sector Community of Practice

Created in December 2024 as an AI digital practitioners cross-agency professional network. The Community meets monthly online for technical deep-dive presentations, applied AI practice and new AI developments. Membership sits at 530+ digital practitioners from 90+ public agencies. Recent technical presentations have explored the AI technology enabling machine vision algorithms, digital detection, AI workflow automation, AI used as a content review tool and more. The Community connects some ~180 participants each month at minimum.

Public Service AI Use 2025 Case Survey

AI in the Public Service has been surveyed annually since 2023, capturing point in time data and trends over time. Following the AI Work Programme implementation, the 2025 AI survey showed a surge in the number of: organisations choosing to participate in the survey; organisations adopting AI; total cases of AI and per agency, as well as AI in operation. The AI Survey also captures the benefits agencies are experiencing from AI, as well as barriers to AI

uptake. Briefings to the Minister included specific detail [DG20258519 refers].

Learnings

Staff skills continue to be the key barrier to AI uptake, shown in the 2025 AI Survey. While technological barriers have decreased, workforce capability, including a lack of internal understanding and support for AI, is slower to shift and a commonly experienced key barrier.

AI Suppliers

The AI Survey shows a large number of vendors are providing AI services to government. The most common AI supplier by volume of AI cases reported is Microsoft. Next are Deloitte, Datacom, Engage Squared (using MS products), and Genesys Cloud. OpenAI, a global AI specialist was reported for the first time in 2025. Many other AI suppliers have only one AI case, most commonly in development (rather than operational use). GCDO works with suppliers in several ways. The Commercial and Supplier Relationships team leads vendor activity. Procurement work with suppliers is distinctly managed. Strategic leader vendor dialogue advances New Zealand interest in AI solutions for public good relative to other countries. The AI Work Programme anticipates deepening engagement to increase access to safe and responsible AI solutions and the advancement of AI technological innovation.

AI Information gathering

Information-gathering on AI is supported by several mechanisms led by the GCDO. An AI Expert Advisory Panel has been established to provide latest AI information to the GCDO drawing on members' wide-ranging and current AI experience including Public Service use. Chief Executives regularly share AI developments through Public Service Leadership Team engagement as formal agenda items, reinforced with written correspondence.

At Ministerial level, the Minister for Digitalising Government has similarly written to her ministerial colleagues urging them to discuss AI uptake with their respective chief executives. The Minister's letter provided 2025 AI survey data and suggested discussion starters for dialogue with Public Service agencies and Crown entities. Ministers are also gathering AI information through the Going for Growth subgroup for the Innovation, Technology and Science pillar, with actions regularly reported through a dashboard.

The AI Survey captures self-reported agency use case data. The AI Community of Practice enables regular detailed information sharing. AI commercial and supplier channels include regular communication.

AI focus areas, initiatives and international examples

Trusted and ethical AI

This focus area underpins maintaining high levels of trust and integrity for both citizens and government institutions. This is critical as AI technological capability complements and increasingly enhances human-provided Public Service delivery and functions. The focus will address concerns about AI security, as the third most commonly cited barrier to AI take-up. Privacy, ethics, the risk of bias, Māori data sovereignty, and social license are other concerns.

This AI focus area will specifically explore new AI risks and management, ethics, governance, safety, security, regulatory compliance, and oversight, so AI is embedded with robust safeguards, transparency and accountability.

Establishing a Public Service AI Assurance Model is a new initiative.

AI central repositories

AI repositories are a shared system capability increasing AI use by providing easy access for users to resources supporting AI. A shared, centrally held platform of consolidated AI services provide searchable access to AI resources, documents and capabilities on a 'hub and spoke' model. The agency-facing repository or Hub is able to receive requests; understand what services are needed; and initiate engagement or dispatch to provide the response accordingly. AI technology will eventually power the Hub as an orchestration layer or shared AI Gateway. Working towards this, AI resources will be catalogued manually, including both GCDO centrally held artefacts and agency AI use cases, AI policies, AI guidance, templates, frameworks and research.

AI repositories exist in a wide range of countries including Australia, Canada, Estonia, France, India, United Kingdom, United States of America. For example, the OECD.AI (2025), Global AI Initiatives Navigator (GAIIN), accessed on **https://oecd.ai/dashboards** gives access to a live database of over 900 AI policies, data and initiatives from international jurisdictions.

Inland Revenue notes that the use case referred to in paragraph 19 covers two of its initiatives reported in the 2025 cross-agency AI survey:

1. Data Intelligence Platform - Natural language querying: This proof-of-concept related to the use of Snowflake Cortex AI to enable business users to ask questions of Inland Revenue data as part of a business process. This is for internal operations only.
2. Voice Channel - Knowledge surfacing during voice calls: This proof-of-concept trialled AI identifying knowledge in real time to support Customer Support Officers during calls with customers. The tool was not put into production following the proof of concept as it did not demonstrate the benefits sought.

Neither of these use cases change customer response times.

Public Service Implemented Artificial Intelligence (AI) 2026

This survey collects information about Artificial Intelligence (AI) implemented across New Zealand's public service. Your responses will help the Going for Growth (GfG) Ministers and Government Chief Digital Office (GCDO) understand how AI is being used by your agency and identify clear impact and benefits.

We are seeking information on all AI applications implemented by your agency to build a comprehensive view of how AI is deployed across the public service. Please be aware that GfG Ministers will use the information gathered to demonstrate how AI is working so it is helpful to give a detailed overview, clearly describing how your AI application is operating as well as its benefits.

You are welcome to forward this survey link to colleagues - especially those with direct knowledge of specific AI implementation. Thank you for completing this survey.

Privacy: We will collect your email address but will not share it with other agencies unless you give permission. Please avoid including personal information, such as names or reference numbers, in your answers.

If you have more than 10 AI applications to report or you have any questions about the survey, please contact Matt Lane at GCDO@dia.govt.nz.

Your organisation

1. **Name of your organisation:**
2. **Please provide your work email address (so we can verify responses):**

AI Application 1

Please answer the questions in this section for each individual AI application. The form will repeat for up to 10 applications.

If you'd like to save and continue later, select **"No"** for the final question in this section. You'll receive a link that allows you to return and complete the form at your convenience.

3. Title of AI application (AI use case):

4. Detailed overview of AI:

Please provide a detailed description to aid understanding

5. Please describe the benefits and impacts from this AI:

Please describe in detail (e.g. the key benefits realised or expected and any measurable or observable impacts to date. Please share metrics, cost or time savings, service improvements, risk reduction, qualitative outcomes, or other relevant information and links where available.)

6. Has this AI been implemented?

Yes / No

If no: Question 7

If yes: Question 8

7. When is this AI scheduled to be implemented?

Date:

8. Do you have another AI application to tell us about?

Yes / No

If Yes: Repeat questions 3-8

If No: Then: Question 9

Final Comments and Follow-Up

9. Is there anything else you would like to add?

You are welcome to share any other information, sources, or links that could be helpful.

10. Can we contact you by email for further information?

[[Submit]]

AI in the Public Service
Enabling · Safe · Responsible

AI Implemented by Agencies

February 2026

Te Kāwanatanga o Aotearoa
New Zealand Government

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Agencies Contributing Implemented AI Applications

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- Education Review Office
- Energy Efficiency and Conservation Authority
- Financial Markets Authority
- Health New Zealand - Te Whatu Ora
- Inland Revenue Department
- Kāinga Ora–Homes and Communities
- Land Information New Zealand
- Maritime New Zealand
- Ministry for Culture and Heritage
- Ministry for Pacific Peoples
- Ministry for Primary Industries
- Ministry for Regulation
- Ministry for Women
- Ministry for the Environment
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- Social Investment Agency
- Sport NZ
- Statistics New Zealand
- Taumata Arowai
- The Treasury
- Worksafe

Accident Compensation Corporation

59-1 – Genesys CoPilot - Call summarisation & surfacing of knowledge	
Overview	Provides AI capability within the Genesys Cloud telephony platform, supporting summarisation of calls & the surfacing of contextual knowledge material throughout the interaction, enhancing customer experience and support when interacting with our frontline staff.
Benefits and impacts	• Reduction in cognitive load for the agents, who are no longer needing to write up interaction notes while speaking to the client or spend time retrieving knowledge material required to meet the client's needs. • Reduction in demand on the Customer Support Advisors for non-complex queries. • Creating capacity through a reduction in 'After call work' ranging between 1-3 minutes depending on complexity of the interaction.

59-2 – Claims Reassessment Tool	
Overview	Tool developed internally on ACC's cloud data platform, designed to help proactively identify clients receiving financial support greater than 12 months whose scheme eligibility may have changed based on new information.
Benefits and impacts	• Early indications show claims surfaced through the Claims Reassessment tool are reaching a ~55% accuracy rate in identifying clients no longer eligible for ACC services, once reviewed by a staff member.

59-4 – GitHub CoPilot - AI Powered Software Development	
Overview	Provides AI assistance to ACC developers by suggesting code snippets and completing code, leading to faster and more efficient coding.
Benefits and impacts	• An average of 600 lines of code written per day, with approximately 18,000 lines of code written by assistive Gen AI and accepted by ACC developers per month.

Accident Compensation Corporation

59-6 – Client Administration – Email Sweeps AI tool	
Overview	An AI-driven solution to automate the removal of duplicate pages from client email documentation requests.
Benefits & impacts	• Staff needing to review an average of 22.1% of original content, with the AI tool filtering unnecessary duplicates. • An average of 73% of time saved

59-5 – M365 Copilot – Backoffice productivity assistant	
Overview	Provides AI assistance within Microsoft Office applications including Word, PowerPoint, Outlook and Teams. It finds and interacts with internal ACC content the user has permissions to see.
Benefits and impacts	• The latest report (February 2026) shows improvements in efficiency & quality of work output - an average saving of 14 hours per month. • For every dollar we spend on licences, we're seeing the equivalent of $18.96 of time freed up for more meaningful work. • Reduces the cognitive load on staff completing mundane tasks and fatigue. It has improved accessibility, including digital accessibility for staff with neuro-diverse needs.

59-7 – Business Industry Classification (BIC) code finder	
Overview	The 'BIC Code Finder' leverages AI to enable ACC staff to quickly and accurately identify the appropriate Business Industry Classification (BIC) codes for Business Customers.
Benefits and impacts	• Benefits are yet to be measured • With ACC Contact Centre's high demand from business customers into BIC code selection it is expected to see a reduction in average handle time for these queries and a reduction in time spent resolving incorrectly assigned BIC codes that have impacted levy payments.

Commerce Commission

19-2 – Complaints data standardisation and triage	
Overview	The Commission receives complaints information from multiple channels with data entry and triage of complaints performed by staff. AI is used to improve the data entry where businesses names are screened against the NZBN to ensure standardised entries. These entries are then triaged with AI trained off triage guidance manual where complaints are prioritised for team review.
Benefits and impacts	The key benefits are an improvement in efficiency through reduction in errors with human data entry, improve speed of processing complaints. This use case has been developed to run in parallel to test against the existing process. This is currently being incrementally introduced to support more analysts that support this process.

Crown Law Office

45-1 – Microsoft Copilot	
Overview	Microsoft Copilot Chat and Microsoft 365 Copilot have recently been approved for use at Crown Law. This included the development of a new IT Acceptable Use policy which was endorsed in January and socialised with staff in early-February. Since March 2024, Crown Law is laser focused on a digital transformation and risk remediation programme. Many of our core systems and work processes are old, out of support, and inflexible in their ability to integrate with contemporary services like Copilot. Technical dependencies have also been necessary to remove through modernisation initiatives before we could be assured of Copilot's safety and usefulness in our work context. All Crown Law staff have access to the unlicensed Copilot Chat service today, while a core group of approximately 20 champions are also testing the licensed version to inform the wider digital remediation workstream and address any remaining exposure points. Crown Law's many legacy services cannot benefit from Copilot today, particularly those inherent through its wider Microsoft 365 integration. Most of the legal side of the organisation uses non-Microsoft tools, so the value in providing licenses to that cohort is minimal until further work is done to consolidate document management systems and other core business systems. It is still early days with Copilot at Crown Law, let alone bespoke or off-the-shelf SaaS options specific to our sector. We expect the Copilot experience to incrementally improve and evolve through the delivery of digital transformation and remediation initiatives in 2026-2027.We will also soon begin supporting our staff to get the best value from what Copilot can do for them today, through training and other engagement opportunities. To that end, our Digital Innovation team is already running workshops with champions and other cohorts to boost engagement within our current constraints, while understanding more of the business/sector specific aspects of the organisation and where a digital approach can add value.
Benefits and impacts	All of the standard Copilot benefits apply, but particularly useful for the size and volume of documentation used at Crown Law is the summarisation and comparison capabilities of LLMs. Likewise, due to the age and complexity of our legacy systems, many manual and human driven processes exist today that can be handled by technology instead, allowing those staff to focus where it matters. Navigating these opportunities can be challenging considering the negative media narrative around LLM and frontier model companies, but we have a broadly optimistic cohort of staff that want to use better tools to enable better ways of working.

Department of Conservation

67-1 – Shared Services Project,	
Overview	Designed to provide a centralised platform for all user support needs. This includes requesting IT assistance, accessing Standard Operating Procedures (SOPs), and guidance on completing tasks.
Benefits and impacts	The integration of AI has streamlined information discoveries, helping ensure a consistent approach across the organisation. As the search functionality continues to evolve, we expect more accuracy and quicker turnaround times for our users.

67-2 – Machine vision and image recognition	
Overview	For detecting animals and filtering camera footage. DOC commonly uses the open-source AI model Megadetector, which is locally hosted on specific DOC computers, and Spy fish Aotearoa, which is a collaborative project with Wildlife.ai.
Benefits and impacts	We are starting to see Artificial Intelligence transforming our conservation efforts. We use AI extensively to process and analyse vast and complex datasets, including information gathered from drones, satellites, and acoustic sensors, enabling faster and more accurate insights to support environmental monitoring and decision-making. DOC is still relatively early on in its use of AI. Consequently, any feedback on the impact of technology investments on productivity has been anecdotal rather than evidence based. At this point, we have not undertaken any formal work in this area.

67-3 – Generative AI	
Overview	Used for searching, drafting, summarising, and ideation tasks. Microsoft Copilot and Microsoft Teams Premium are commonly used, along with AI within our enterprise workflow solution, ServiceNow.
Benefits and impacts	We are starting to see Artificial Intelligence transforming our conservation efforts. We use AI extensively to process and analyse vast and complex datasets, including information gathered from drones, satellites, and acoustic sensors, enabling faster and more accurate insights to support environmental monitoring and decision-making. DOC is still relatively early on in its use of AI. Consequently, any feedback on the impact of technology investments on productivity has been anecdotal rather than evidence based. At this point, we have not undertaken any formal work in this area.

Department of Conservation

67-4 – Audio classification	
Overview	This is used for identifying native species calls. DOC commonly uses the open-source AviaNZ, and open-source Kaytoo, which is locally hosted on DOC computers.
Benefits and impacts	We are starting to see Artificial Intelligence transforming our conservation efforts. We use AI extensively to process and analyse vast and complex datasets, including information gathered from drones, satellites, and acoustic sensors, enabling faster and more accurate insights to support environmental monitoring and decision-making. DOC is still relatively early on in its use of AI. Consequently, any feedback on the impact of technology investments on productivity has been anecdotal rather than evidence based. At this point, we have not undertaken any formal work in this area.

67-5 – Retrieval-Augmented Generation (RAG)	
Overview	Used for interpreting complex statutory documents. This is a bespoke solution, hosted on DOC's Amazon Web Services, using Neo4j and OpenAI and only looks at documents already in the public domain.
Benefits and impacts	We are starting to see Artificial Intelligence transforming our conservation efforts. We use AI extensively to process and analyse vast and complex datasets, including information gathered from drones, satellites, and acoustic sensors, enabling faster and more accurate insights to support environmental monitoring and decision-making. DOC is still relatively early on in its use of AI. Consequently, any feedback on the impact of technology investments on productivity has been anecdotal rather than evidence based. At this point, we have not undertaken any formal work in this area.

33-1 – Iwi Summary Tool	
Overview	The Department of Conservation has an obligation to consult Treaty Partners on concession applications under s4. Iwi groups are not funded for this work and face significant resource constraints. DOC were sharing full applications with iwi groups (minus the personal data) for review and feedback, these applications were up to 100 pages. We have used an AI tool which removes the applicants' details and summarises the key information to 2-3 pages in a standardised format to be sent to time pressured iwi groups to provide feedback on rather than full long applications.

33-1 – Iwi Summary Tool	
Benefits and impacts	The goal is significant time savings for Treaty Partners and staff. This tool has only just been implemented, and we are in the process of gathering feedback to ascertain time saving metrics.

Department of Conservation

33-2 – Statutory Analysis Tool	
Overview	Statutory Analysis tool has been developed to support the decision-making process for regulatory decision makers. DOC has 52+ conservation and area plans with varying rules. We receive applications that cross area boundaries and analyzing all area plans to make a decision has taken significant time and effort. The Statutory Analysis tool using AI can be asked any question e.g can I build a structure at x location and it analyses the area plans and shares the relevant rules and sections for the analyst to check.
Benefits and impacts	Significant time saved on analytical work trying to locate the correct rules. Time savings are yet to be quantified.

Department of Corrections

58-1 – Copilot Fully Licenced	
Overview	Microsoft 365 Copilot (fully licensed version) is currently being used by a pilot group of 30 staff, primarily to evaluate the capabilities, risks, and potential value of the tool before any decision is made about wider roll-out. This version is fully integrated into Microsoft 365 applications such as Word, Outlook, PowerPoint, Excel, and Teams, and can interact with a user's work content in line with their existing access permissions.
Benefits and impacts	The pilot is exploratory in nature and is focused on learning rather than benefits realisation. As a result, there are no formal metrics, quantified productivity gains, or cost-savings data available at this stage, and no decisions have been made about further investment or expansion of licences. Early feedback from pilot participants indicates that the fully licensed version shows promise in reducing administrative effort and supporting more complex productivity scenarios, particularly where integration with documents, emails, and meetings provides additional context. Examples of reported value include drafting and refining documents directly within Microsoft applications, summarising meetings and identifying action items, and accelerating preparation of presentations and written material. At the same time, pilot feedback reinforced the importance of strong governance, user training, and human oversight, with users noting that outputs must always be reviewed for accuracy and appropriateness. These learnings from the 30-person pilot will inform future decisions about whether, and how, the fully licensed version of Copilot could be used more broadly within the organisation.

Department of Corrections

58-2 – Copilot Chat	
Overview	Copilot Chat is a secure, work approved AI assistant in Microsoft 365 that helps staff draft, summarise, and improve content, and find information more quickly. It supports everyday tasks as an assistive tool.
Benefits and impacts	Copilot Chat was implemented relatively recently, in late 2025. As a result, there are currently no formal metrics, quantified cost savings, or measured productivity data available. The tool has not been in place long enough to support a robust evaluation of efficiency gains or financial benefits. However, early anecdotal feedback from staff indicates that Copilot Chat is already contributing to productivity improvements, particularly by reducing the time spent on administrative tasks and summarising and collating documents. While these benefits are qualitative at this stage, they are consistent across different functional teams. Examples of where staff report value include: - Drafting and refining content more quickly, such as emails, briefings, and internal documents, with improved clarity and structure. - Summarising long documents or information to quickly identify key points, reducing time spent reading and synthesising material. - Improving the tone and accessibility of written communications, especially when tailoring content for different audiences. - Improving meeting administration through the creation of transcripts and summaries to add in the preparation to agendas, minutes and other meeting insights. - Reducing reliance on unapproved external AI tools, by providing a secure, work-approved option within the Microsoft 365 environment. In summary, while formal benefits realisation data is not yet available, early experience suggests Copilot Chat is beginning to deliver practical productivity gains, primarily through time savings and improved efficiency in everyday work. These early signals will inform any future consideration of measurement, optimisation, or broader investment decisions.

Department of Internal Affairs

56-2 – Community Operations Smart Knowledge Base	
Overview	What it is: Community Operations (Hāpai Hapori) stood up an internal AI-enabled Smart Knowledge Base using NotebookLM, set up as an "Outcomes Knowledgebase". It works like an on-demand reference tool for staff — "an Outcomes SME at your fingertips" — focused on the Outcomes Framework, dashboards and composite index, and supporting background material. The tool answers questions and helps staff find information by drawing only on the sources uploaded by administrators, and it provides citations so staff can check the underlying documents. Why we did it: The Outcomes team holds a complex model and a large set of supporting documents that staff need to understand and apply consistently across the lottery grants system. The team is small and cannot be "on call" for every question. This knowledge base was introduced to help staff get accurate, consistent answers and to reduce reliance on direct SME support, supporting more consistent implementation of the outcomes approach across the system. How it was implemented: The Outcomes team created the NotebookLM knowledgebase and used it successfully within the small Outcomes team, then expanded access to around 20 Commuity Operations staff.
Benefits and impacts	Operational efficiency: The initial pilot demonstrated improved access to internal knowledge for staff, reducing the effort required to locate relevant information. Employee experience: Staff involved in the pilot reported positive outcomes, supporting appetite to expand the capability more broadly. Adoption & usage: The pilot's success has led to the initiative moving into an operational "operate and monitor" phase, with consideration of wider rollout subject to prioritisation and tooling alignment.

Department of Internal Affairs

56-1 – Copilot Chat	
Overview	Enterprise Copilot Chat provides DIA staff with a general-purpose AI chat capability and natural language search, operating within enterprise security boundaries and existing permissions. The capability is designed as a generic, organisation-wide tool, with a focus on non-premium users, to support everyday work tasks. The initiative is currently in an operate and monitor phase.
Benefits and impacts	Employee experience: Provides staff with access to a general AI chat capability to support everyday work activities. Adoption & usage: Usage data shows that approx 50% of DIA staff are active users of Copilot, with a trend of increasing usage which corresponds with ongoing training and capability uplift across the organisaton.

Department of the Prime Minister and Cabinet

43-2 – Paerata	
Overview	At DPMC we currently use 'Paerata'– a locally hosted garden-walled generative AI tool built for use in-house using Chat GPT, operating within the Azure environment. All staff at DPMC have access to this tool, which is the only tool approved for accessing information up to and including RESTRICTED. .
Benefits and impacts	Staff from all functions are currently using Paerata for a range of tasks, including preparing first drafts of briefings, strategic and corporate business documents, and communications. They are also finding it useful for queries on terms, some research and common questions that would usually be entered into search engines. Staff have been given good guidance about the limits and risks of 'hallucinations' and advice on the safe and responsible use of AI. This is underpinned by a clear governance structure on AI, a staff-led AI working group and an organisational GenAI policy approved by our Executive Leadership Team. We will look to ways in which we can better assess metrics of usage and impact/efficiency.

Education Review Office

55-2 – Assistance with analysis and report writing for and Review and Improvement Services and Te Uepū ā-Motu.	
Overview	The Education Review Office (ERO) Review and Improvement Services (RIS) Group is ERO's English medium Review Services Unit. It evaluates New Zealand schools and early childhood centers to ensure quality education, focusing on learner outcomes and equity. Through approaches like Te Ara Huarau (for schools), ERO works alongside providers to identify strengths, build internal evaluation capacity, and provide feedback to drive continuous improvement. Te Uepū ā-Motu, is ERO's Māori Review Services Unit. Exploring AI for: scanning large volumes of reports, identifying themes and trends over time and summarising non-compliance or common improvement actions This work is early stage and focused on system learning and targeting support, not individual school judgement. Use of AI to help: simplify complex writing, reduce jargon and improve flow and readability. This supports reports that are easier for parents and whānau to understand and more consistent across schools and teams AI is used as a writing support, similar to an advanced editor, with humans always responsible for accuracy and meaning. AI is used as a support tool, not a decision maker. AI has been introduced carefully to assist evaluators and reporting teams, while keeping professional judgement and QA fully human led. RIS is also using AI in drafting proposed new school reports. RIS has used AI to draft initial versions of school reports, particularly narrative sections of the full school report. What this looks like: • AI analyses existing school review files and evidence • Uses ERO frameworks, templates, and approved language • Produces a first draft of report sections • Evaluators and QA staff then review, edit, and approve the content AI does not make evaluative judgements, decide ratings or levels, or replace evaluators or QA processes. This has been trialled by a small pilot group using extended Copilot licenses, with positive feedback on clarity and efficiency from parents, whānau and school leaders.

Education Review Office

55-2 – Assistance with analysis and report writing for and Review and Improvement Services and Te Uepū ā-Motu.	
Benefits and impacts	ERO's current AI use cases are at the early implementation stage. AI use case for assistance with analysis and report drafting in RIS and TUAM. Based on indicative cost to serve work carried out, this activity accounts for 6-7% of activity in Review and Improvement Services and Te Uepū-ā-Motu. International evidence (Etio (2024) 'Harnessing AI for better school reviews'. Available at: https://info.etioglobal.org/ai-in-review-whitepaper) indicates that AI tools can create substantial productivity benefits and allow different options for how we resource reviews. The AI prototype allows us to undertake analysis of unstructured qualitative data. The investment will allow us to apply the tool to multiple use cases. Based on indicative cost to serve work carried out, data analysis and synthesis accounts for 23-26% of activity in RIS and TUAM. International evidence (Etio (2024)) indicates that AI tools can create substantial productivity benefits and allow different options for how we resource reviews. In relation to the use case - AI use for the analysis and reporting in RIS and TUAM: The use of AI to assist in the initial drafting of reports has led to a reduction in the need for reworking, resulting in improved overall efficiency. By producing clearer first drafts, the process has minimised the number of rewrites required later in the workflow. This improvement has contributed to more predictable timelines and a smoother quality assurance process. AI-assisted drafting has ensured a consistent structure, terminology, and tone in reports developed by different writers and teams. This consistency has helped to reduce variability, supporting a more consistent approach across all reporting. Feedback regarding AI assisted reports has been positive. The revised reports are clearer and easier for stakeholders to understand. Parents and whānau have noted that earlier versions of reports were often too technical and difficult to interpret. The new approach uses plainer language, a clearer structure, and consistent layouts, enabling families to quickly comprehend both areas of strength and those requiring improvement.

Education Review Office

20-1 – Microsoft Copilot - HR query assistant	
Overview	Microsoft copilot agent set up with access to previous HR query (ticket) answers, employment agreements and HR policies saved in a sharepoint folder. This is used to assist HR Advisors answer new queries. Copilot is also used for writing papers, projects and HR research.
Benefits and impacts	Benefits - Ccearer, more consistent and complete answers to HR queries, with a reduction in ongoing queries (i.e. repeat contacts for the same query). Time saved in writing papers - more considered information being brought to governance with the resources available.

The Education Review Office (ERO) notes:

1. **Te Uepū ā-Motu was not involved in the pilot for use case 55-2 and does not use AI to assist with analysis or report drafting.**
2. **Use case 20-1 was tested but subsequently discontinued.**
3. **Both use cases are out of date. Explanation of ERO's current AI use can be found at: www.ero.govt.nz/for-schools-and-kura/learn-about-school-and-kura-reports/about-english-medium-school-reports#howerousesai**

Energy Efficiency and Conservation Authority

36-1 – Organisational role out of enterprise ChatGPT	
Overview	EECA has rolled out ChatGPT for all staff, with an Enterprise workspace, as a tool for assisting with productivity. Staff are using it in their day-to-day work as a digital assist to help with a range of different tasks e.g. • plain language / communications tightening • suggesting frameworks for drafting or analysis • job description and interview question development • document/report summarisation • To do lists, project management • Daily news briefings (Personalised energy/industry news) • Tracking topics - Google Alerts replacement. Once a week send me • Search – a better search engine. • Concepting – idea generation and testing • Saving things for later – external memory, note taking • Risk identification and analysis – also suggests mitigations • Structuring docs and proofreading - Before I send an email I get ChatGPT to proof it "how can I make this shorter and clearer?" • Creating flowcharts – natural language descriptions rapidly converted to visual representations.
Benefits and impacts	76% of staff are currently active users. Within this we have a small group of very high users and the remainder being low/ad hoc users. We will shortly be running a survey to try and understand the perceived benefits by staff, but anecdotally it is largely around time saving for low value work.

Energy Efficiency and Conservation Authority

36-2 – ChatGPT / Codex for coding	
Overview	Codex is the Open AI ChatGPT coding agent. When installed in our software development tools (Visual Studio Code) as a plugin it can review existing code, fix bugs, suggest new features and do everything from provide written suggestions to writing and committing the code itself. We have a strict AI policy requiring all AI output to be closely reviewed and approved by a staff member and we have several process steps and tools to ensure this happens.
Benefits and impacts	Our engineers and data scientists team use this tool daily to drastically speed up software development tasks or provide capability and a level of expertise we would otherwise not have. Some examples are: 1. Home Energy Savings Calculator model and API development – using ChatGPT to write code resulted in approximately half the usual development time for such a project. We had tight timeframes to deploy the tool to meet a hard deadline and it would not have been possible without the use of ChatGPT to write code, fix issues and provide general assistance to our lead Data Scientist 2. Databricks data platform maintenance and enhancements – we used third party provider to develop 'infrastructure as code' (IaC) for our Databricks data platform. We don't have inhouse capability to maintain or enhance this platform, but with the use of ChatGPT we have been able to maintain and enhance the platform for the last six months. ChatGPT gives us some level of capability we would not otherwise have had and at the same time helps to train internal staff to maintain the IaC themselves. Note that this doesn't completely replace the expertise of a support partner and we are still pursuing procurement for this to work alongside our staff and ChatGPT.

Financial Markets Authority

14-1 – AI Video Scam Analyzer	
Overview	We have built an AI tool that extracts transcripts from social media videos and analyses these transcripts using a targeted set of triage questions.
Benefits and impacts	The Regulatory Services team regularly deals with pyramid schemes who promote themselves through YouTube and Tiktok. This tool will streamline the work that goes into assessing this material, meaning we can find and remove more harmful content, and much more quickly. Of course, humans are always in the loop and making the final assessments, but this AI tool supports faster, more consistent triage and helps prioritise the most concerning cases first to ease manual workload.

14-3 – AI-powered website search	
Overview	We have implemented a solution on our website to allow visitors to directly ask questions using semantic search, and we provide answers powered by AI. The AI technology ensures that the most relevant and up to date information is returned to the user, with an AI-generated response summary and relevant links.
Benefits and impacts	This not only improves our external user experience of our website but will help to reduce the number of external enquiries that our team receives.

Health New Zealand - Te Whatu Ora

32-1 – Smart Auto-Triage of service requests	
Overview	Automated triage of ServiceNow tickets uses AI to classify, prioritise, and route incoming requests to the correct resolver team with minimal manual intervention. By analysing ticket content and metadata, automation reduces mis routing, shortens time to assignment, and removes low value manual triage work from service desks. This improves response times, increases consistency in prioritisation, and allows support teams to focus on resolving issues rather than managing queues, contributing to faster resolution and a better user experience.
Benefits and impacts	Automated triage enables service desk staff to spend more time taking calls and on customer interaction by removing the manual effort of classifying, routing, and re working tickets. This improves call quality, reduces frustration for staff and users, and delivers a more responsive, consistent customer experience, while increasing overall service desk productivity. Across our 90 Service Desk agents this is expected to redeploy ~5 FTE to call answering.

Health New Zealand - Te Whatu Ora

32-2 – HealthX Microsoft Copilot Initiative (Enterprise Productivity and Capability Uplift)	
Overview	The HealthX Microsoft Copilot Initiative is a national deployment of Microsoft 365 Copilot across Health New Zealand to executives, clinical leaders, and Digital Services staff. The initiative embeds generative AI capabilities directly into existing Microsoft 365 tools (including Word, Outlook, Teams, Excel, PowerPoint, and SharePoint). Microsoft Copilot provides AI-assisted drafting, summarisation, analysis, and decision-support capabilities while operating entirely within Health NZ's secure Microsoft tenant. It respects existing information governance controls, including role-based access, audit logging, eDiscovery, and data-loss prevention. Copilot does not introduce new data sources; it only surfaces and reasons over content that users already have permission to access. The HealthX deployment follows a staged, governance-led rollout model. Initial access was provided to executive leadership, board secretariat, and senior clinical and regional leaders to validate guardrails, operational readiness, and safe-use patterns. The initiative then expanded to all Digital Services staff as a January HealthX scaling milestone, shifting from small cohort enablement to broader organisational capability uplift. The deployment is positioned as both a productivity intervention and a strategic workforce enablement programme, supporting consistent, responsible AI adoption across the organisation.

32-2 – HealthX Microsoft Copilot Initiative (Enterprise Productivity and Capability Uplift)	
Benefits and impacts	Productivity and efficiency gains Microsoft Copilot reduces time spent on routine cognitive tasks such as drafting documents, preparing briefings, summarising emails and meetings, analysing information, and producing presentations. This enables staff to focus on higher value work, accelerates turnaround times for advice and decision support, and improves overall delivery efficiency in complex digital and operational environments. Capability uplift and workforce enablement The initiative provides structured exposure to generative AI within approved enterprise tools, building AI literacy and confidence across leadership and Digital Services teams. This supports capability uplift at scale and reduces reliance on unapproved “shadow AI” tools, while creating a consistent national adoption model for AI assisted work practices. Improved quality and consistency of outputs Copilot supports clearer, more consistent documentation, briefing material, and communication by assisting with structure, summarisation, and refinement of content. This is particularly valuable in Health NZ’s federated environment, where teams must collaborate across regions, disciplines, and functions while maintaining quality and alignment. Risk reduction through secure, governed AI use By embedding AI within the Microsoft 365 ecosystem, the initiative enables safe experimentation with generative AI while maintaining enterprise security, privacy, and compliance controls. Audit logging, information protection, and existing access permissions remain in force, supporting responsible AI adoption at scale Financial and system level benefits The HealthX Copilot licence procurement delivered cost efficiencies, including negotiated discounts that enabled additional licences to be made available to partner agencies at no extra cost. In total, HealthX has enabled the deployment of approximately 1,650 Copilot licences across executives, board support, regional and clinical leadership, and Digital Services staff, demonstrating system level value beyond Health NZ alone.

Health New Zealand - Te Whatu Ora

32-3 – AI Scribe for Emergency Departments	
Overview	The Heidi AI Scribe for Emergency Departments is an ambient, generative-AI clinical documentation tool deployed nationally through the HealthX innovation programme. The solution listens to clinician–patient interactions (with appropriate consent), transcribes conversations in real time, and automatically generates structured clinical notes aligned to Health New Zealand documentation standards and clinical terminology. The AI scribe suitable for high-pressure Emergency Department (ED) environments, where clinicians face significant administrative burden alongside acute clinical decision-making. The tool supports clinicians by producing high-quality draft notes that can be reviewed, edited, and approved by the clinician before being committed to the clinical record. Clinical accountability and decision-making remain fully with the clinician at all times. The solution has undergone privacy impact assessment, cybersecurity review, and contractual assurance to ensure compliance with New Zealand health information requirements. It has been deployed using a clinician-led, evidence-based rollout model. The AI scribe initiative directly supports national health system priorities, including reducing administrative burden, improving clinician wellbeing, and enabling more time for direct patient care in Emergency Departments. National scale and system impact 1,250 licenses have been allocated to enable national deployment. The solution has been rolled out across all Emergency Departments nationwide, covering 39 sites and marking one of the world's first fully national public-health deployments of an ambient AI scribe in Emergency Departments. This represents a significant milestone in responsible AI adoption at scale within Health New Zealand.

32-3 – AI Scribe for Emergency Departments	
Benefits and impacts	Reduced administrative burden and time savings Pilot and early rollout data demonstrated a substantial reduction in documentation time per patient, with average note-taking time reduced from approximately 17 minutes to just over 4 minutes per patient in Emergency Department settings. This equates to a reduction of over 60% in documentation effort during patient assessments. Improved clinician productivity and workflow efficiency Clinicians reported the ability to see additional patients per shift, driven by faster documentation and reduced after-hours administrative work. Documentation completed outside rostered hours decreased by up to 81%, supporting better roster alignment and reducing unpaid overtime. Enhanced clinician wellbeing and experience Frontline feedback consistently highlights reduced cognitive load, improved focus on patient interactions, and less end-of-shift fatigue. Clinician satisfaction scores reported during pilots and early national rollout exceeded target thresholds, with many clinicians describing the tool as transformational for Emergency Department practice. Service improvement and patient care benefits By freeing clinicians from manual note-taking, the AI scribe enables more direct patient engagement. The initiative supports the Shorter Stays in Emergency Departments health target, contributing to improved patient flow and throughput in high-demand Emergency Department environments.

Inland Revenue Department

48-1 – M365 Copilot	
Overview	Copilot is integrated into the M365 suite of products (for example, SharePoint, Word, Excel, Teams) and is designed to enhance staff productivity. Microsoft 365 Copilot is currently being rolled out across all staff at Inland Revenue and include three pre-built agents – Researcher, Analyst and Project Manager.
Benefits and impacts	Pilots conducted throughout 2024 and 2025 at Inland Revenue demonstrated: • 76% of staff reported improvements in the quality of their work. • Staff self-reported reasonable amounts of time saved on a number of regular tasks they perform each week. • Copilot respected access permissions, and no data leakage or unintended disclosure incidents occurred. • Our back-office information knowledge practitioners are also utilising the administrative AI functions of M365 Copilot, including SharePoint Advanced Management. This uses AI to assist us in identifying areas of our document management in SharePoint which may require review or remediation as part of AI readiness and lifecycle management activities. It gives SharePoint Administrators tools and AI insights to spot and fix oversharing and to help control access to sensitive information. • Although intangible, this rollout is also benefiting our staff by building their capability and confidence in how to use AI tools appropriately.

48-5 – Contact Centre Conversation Summarisation	
Overview	This utilises call transcripts to generate a summary of the key points from the interaction with the customer which, once checked for completeness and correctness, can be copied to the customer record. The Genesys AI generated summary is not retained. Note: The summary created by this tool, requires review by a contact centre agent before being applied to the customer record.

48-5 – Contact Centre Conversation Summarisation	
Benefits and impacts	An initial pilot demonstrated an average 17% decrease in after-call work time, no degradation in quality of notes, and positive sentiment from Inland Revenue's staff who trialled this feature. The feature performed particularly well with general voice calls where time efficiencies were seen. More complex calls still saw a decrease in after-call work time, but to a lesser extent than general queues. Based on pilot findings, Inland Revenue are expecting a reduction in after-call work time for staff of 1.47 minutes per call, equating to 32,000 to 34,000 hours annually within the Contact Centre. This is enabling Inland Revenue to either divert resource to other channels, or to accept additional phone calls.

Inland Revenue Department

48-3 – Optical Character Recognition – Donation Tax Credits and FamilyBoost	
Overview	OCR has been in use at Inland Revenue for many years to assist with processing specific high-volume paper returns. In 2020, we extended this to donation tax credit claims, and in 2024 to claims for early childhood education fees. This enables automated validation against pre-set conditions and rules, including whether or not a receipt may have alterations, erasures, or be incomplete in form.
Benefits and impacts	Automatically processed claims reduce the need for manual review, improving efficiency and resulting in faster payouts for customers. Through the use of OCR, 29% of donation tax credit claims are processed straight through, reducing the processing time for many customers from 12 weeks to the same day. In the 2024/25 financial year, OCR identified $24m in ineligible donation receipts. Use of OCR, enabled technology to do the heavy lifting, and Inland Revenue's compliance staff to undertake additional audits culminating in a further $5.4m in ineligible donation receipts. This past quarter, 72% of early childhood education claims were automatically processed without the need for human intervention, streamlining the process for our people and getting money into the pockets of families in need, quickly. As technology advances, we are looking at ways we can use machine learning to identify ways to increase the percentage of claims which can be automatically processed.

Kāinga Ora–Homes and Communities

52-1 – Snowflake Cortex	
Overview	AI SQL, Cortex Analyst, Cortex Agent, Cortex Search enable users to query data using natural language. Snowflake Cortex Analyst provides a managed AI service that empowers business users to interact with structured data using natural language, translating questions into SQL queries and delivering the results. Cortex Search for querying unstructured data, Cortex Agents for a combination and Cortex AISQL provides functions for querying text and images.
Benefits and impacts	A pilot has been in place since November 2025 so at this point it is too early to summarise key benefits realised, or provide metrics, cost or time savings.

52-2 – AI-assisted reporting in What Say You	
Overview	A license for the *What Say You* tool was procured in 2025 by Kāinga Ora to support engagement with our people during consultation processes. The *What Say You* tool includes the ability to utilise AI technology to analyse the qualitative feedback received and provided summary reports.
Benefits and impacts	While approval was given to utilise this tool during the 2025 Reset Resize Renew change programme, the AI functionality of the *What Say You* tool was not utilized. We anticipate using the *What Say You* tool in 2026, however decisions have not been made regarding whether the AI functionality of What Say You would be utilised moving forward.

52-3 – Miro AI	
Overview	Enhancing visual collaboration through intelligent suggestions, summarisation, auto-layouts, and classification of Miro boards content.
Benefits and impacts	Kāinga Ora has only very recently implemented Miro AI (February 2026) so at this point it is too early to summarise key benefits realised, or provide metrics, cost or time savings.

Kāinga Ora–Homes and Communities

52-4 – Diligent AI	
Overview	Assists governance process by summarising board materials.
Benefits and impacts	Not using the Diligent AI tool as such but rather providing summaries using Microsoft Copilot Chat when asked for by the Executive.

52-5 – Atlassian Intelligence and Rovo	
Overview	Enhances productivity in Jira and Confluence through natural language search, smart suggestions, and AI-generated summaries and explanations. Helps users retrieve content, create issues, and understand complex topics using plain language.
Benefits and impacts	We've seen a steady increase in application of Ai enabled features through Jira Rovo since we turned it on in July 2025, hitting a peak of roughly 50% of users utilising the tool to send 600+ requests in November 2025. Demand tapered off over the holiday period and is tracking upwards again.

52-6 – Genesys Cloud Agent Assist	
Overview	Knowledge Surfacing and Agent Assist Auto Summarisation. Supports contact centre operations by surfacing relevant knowledge articles using semantic search and summarising call transcript.
Benefits and impacts	While we don't yet have formal metrics to report, we are seeing clear qualitative benefits from Genesys Cloud Agent Assist. Knowledge Surfacing is helping improve consistency in the information provided to customers by prompting relevant Kāinga Ora knowledgebase articles in real time. Uptake is strongest among newer advisors, with more experienced staff using it less often, so broadening adoption remains a focus. Auto summarisation is also contributing to clearer, more structured call notes, although this hasn't been formally measured. Some advisors still prefer writing their own notes, but the summaries are proving useful for call evaluations by giving people leaders a quick overview of the interaction before reviewing it in full. Overall, despite limited quantitative data, Agent Assist is supporting more consistent service delivery, smoother onboarding, and improved visibility of call context.

Kāinga Ora–Homes and Communities

52-7 – Microsoft Copilot Chat	
Overview	A general purpose generative AI tool used for enhancing productivity such as organising ideas, drafting emails, documents, and summarising information.
Benefits and impacts	The introduction of Copilot Chat (in 2025) at our organisation has delivered a range of early qualitative benefits across the organisation. While we do not have formal benefit metrics in place for this tool, uptake has been high and we are seeing consistently positive feedback from users across different groups and roles. Anecdotal evidence indicates that Copilot Chat is helping people save time on everyday tasks, particularly by reducing the effort required for repetitive or administrative work. Users report that it enables them to complete "boring" or low value tasks more quickly, freeing up time for work that requires more judgement and expertise. We are also seeing strong use of Copilot Chat for brainstorming, idea generation, and early stage writing support (e.g., drafting emails, summaries and outlines), which is helping staff get started more easily and work more efficiently.

Land Information New Zealand

39-1 – Genesys AI – Summarisation and transcription	
Overview	Genesys Cloud is a cloud-based telephony and contact centre platform used by many government agencies. It provides secure, reliable calling and customer experience tools. Toitū Te Whenua Land Information New Zealand (LINZ) currently implemented the built-in AI, Agent Co-Pilot. The summarisation and transcription features have been rolled out as BAU in our contact centre to assist agents in real time. Trials for phase 2, knowledge surfacing, are underway.
Benefits and impacts	LINZ currently receives around 200 calls from customers per day. Prior to the trial, our contact centre's average handling times were sitting at around 13 minutes and 11 seconds, and after-call work at 4 minutes and 11 seconds. Manual call summaries were inconsistent and time-consuming to produce, and manual on-call notetaking distracted agents and reduced engagement quality. Inconsistent transcriptions post-interaction limited the team's ability to gather insights from the data and to make service improvements. Identifying trends and themes required significant manual work. The aims of the trial were to: • improve the consistency and experience of customer service • reduce average handling times and after call work • standardise data leading to improved customer insights • free up agents to focus on high value work • enable future feature integrations with advanced AI models. Our approach was for a small cohort of experienced staff, covering all queues, to use the tools for four weeks. Both qualitive and quantitative data capture methods were used to track and measure performance and gather feedback. What we have achieved includes Small efficiencies in call handling: • +3.45% average handling times efficiency gained • +6.2% after call work efficiency gained. We have also achieved consistent qualitative data enabling collection for periodic and project-based reporting. The team is now moving into phase 2 – knowledge surfacing (helping agents respond to queries based on knowledge bases created by agents). Phase 3 will surface responses based on knowledge gained via previous calls.

Land Information New Zealand

39-2 – Topographic Building Outlines automation	
Overview	To support national geospatial accuracy and currency, Toitū Te Whenua Land Information New Zealand (LINZ) produces a dataset of current building outlines across mainland Aotearoa New Zealand using the latest aerial imagery. The building outline dataset represents the 2D roof footprint of buildings. Since 2018, LINZ has worked with partners to implement an automated machine learning workflow to extract building roof outlines from aerial imagery. The model classifies imagery pixels as either "building" or "non-building", producing initial outlines which are then refined through human-trained models and quality assurance processes. Building outlines ≥10m^2 are captured, including structures such as houses, garages, and large sheds. This system enables the regular production and updating of a dataset of national significance, with more than 3 million building features continually evolving as new imagery is acquired. LINZ's building outline datasets are publicly published and available here: Building outlines dataset: https://data.linz.govt.nz/data/category/topographic/building-outlines/ All LINZ datasets: https://data.linz.govt.nz/ These datasets demonstrate how machine learning can be successfully applied at scale to maintain authoritative national geospatial information.
Benefits and impacts	Improvements delivered through machine learning automation The use of ML-driven feature extraction has modernised and accelerated a previously labour-intensive workflow, resulting in: Service quality & customer experience: Faster processing of new imagery means more timely release of updated datasets. Operational efficiency: Automated, high-accuracy building detection reduces manual digitisation effort and improves consistency. Financial impact: Improved regulatory efficiency through reduced processing time and fewer manual QA steps. Economic growth enablement: More current datasets allow customers, councils, and industry to integrate authoritative geospatial information into their own systems and decision-making. Employee experience: Repetitive outline-tracing tasks are significantly reduced, allowing staff to focus on higher-value analytical and QA activities.

Land Information New Zealand

39-3 – Microsoft AI productivity benefits using Generative AI	
Overview	Using out-of-the-box AI features available through our existing Microsoft per-user licensing, LINZ has implemented two practical AI applications delivering measurable efficiency benefits: 1. IT (Cyber) Security Certification & Accreditation (C&A) productivity improvements through the use of MS Chat / Copilot research, drafting, and templating capabilities. 2. Automated meeting recaps using MS Teams Premium Intelligent Recap, reducing the time to produce accurate meeting minutes. Both examples leverage centrally supported Microsoft AI services and required no custom development.
Benefits and impacts	1. IT Security Certification & Accreditation productivity improvements By using Microsoft Chat / Copilot to gather information, summarise technical content, and generate consistent documentation in agency-standard formats, we have reduced the time required for key C&A tasks by approximately 50%. Improvements include: Operational efficiency: Significant reduction in time spent drafting and collating evidence. Employee experience: Less repetitive manual work and increased focus on higher-value assurance activities. 2. AI-generated meeting minutes using Teams Premium Intelligent Recap By implementing the AutoRecap/Intelligent Recap capability, we have reduced the manual effort needed to prepare meeting minutes and decreased end-to-end turnaround time from days to around 30 minutes. Improvements include: Operational efficiency: Faster creation and distribution of meeting summaries; reduced manual note-taking burden. Employee experience: More time available for meaningful follow-up actions instead of transcription work. These examples demonstrate how productivity benefits can be achieved using existing enterprise tools with no additional investment. We are continuing to identify further opportunities to re-use these MS AI capabilities across our workflows, and we are happy for these examples to be shared with other agencies as part of the wider Public Service AI programme.

Maritime New Zealand

38-1 – Global Data Base of Events (GDELT)	
Overview	Global Database of Events, Language and Tone (GDELT) is a big-data project tracking news and events worldwide. This AI offers media scanning for intelligence. We have conducted a pilot to determine if this large database is of utility for media scanning, tracking maritime news and events globally. Media scanning has typically been contracted out, and this offers an in-house alternative.
Benefits and impacts	This AI application provides operational efficiency, informs organisational response, and provides intelligence for harm prevention.

38-2 – Intelligent email gateways	
Overview	Intelligent email gateways are used to improve email security and management. They are like smart filters that analyse incoming and outgoing emails to block threats, prevent data loss, improve compliance and enhance productivity through the efficient routing of emails and reduction of noise. We employ Intelligent Email Gateways to prevent malicious emails from reaching users' inboxes through AI analysis. This AI application has reduced the number of malicious emails entering our users' inboxes by 90%.
Benefits and impacts	This AI application provides a reliable means of preventing malicious emails from reaching users' inboxes and provides 90% risk reduction for harm from malicious emails.

38-3 – Microsoft Security and Compliance	
Overview	Microsoft Security and Compliance Toolkit provides threat protection capabilities, identity management, data encryption and security monitoring. We employ the Microsoft Security and Compliance Toolkit for 1. Data Discovery and Classification. AI helps automatically identify and label sensitive data across cloud and on-prem (our servers) environments, including structured and unstructured formats. It also helps the organisation use generative AI securely and compliantly.
Benefits and impacts	We employ the Microsoft Security and Compliance Toolkit for 1. Data Discovery and Classification. AI helps automatically identify and label sensitive data across cloud and on-prem (our servers) environments, including structured and unstructured formats. It also helps the organisation use generative AI securely and compliantly.

Maritime New Zealand

38-4 – Starboard Maritime Intelligence	
Overview	Starboard uses a proprietary AI platform to fuse over 1 billion data points daily, including AIS, satellite imagery (SAR and optical), and radio-frequency (RF) data to detect suspicious behaviour in real-time. It provides automated detection, such as spotting vessels that have turned off their transponders or are performing unusual manoeuvres. We employ Starboard Maritime Intelligence, which leverages AI to identify anomalous vessel behaviour, predict movement patterns, flag high-risk vessels and highlight potential dark fleet vessels, for intelligence to inform maritime security and compliance.
Benefits and impacts	This AI application provides operational efficiency, informs organisational response, and provides intelligence for harm prevention.

38-5 – Lloyds List Intelligence	
Overview	Lloyds List Intelligence uses machine learning and AI for its Seasearcher platform, a data-driven tracking and risk intelligence tool that provides predictive analytics (e.g. estimated time of arrival and port congestion forecasts). The focus is on commercial and financial intelligence, providing deep data on vessel ownership, market trends, credit risk, and regulatory compliance. Seasearcher provides maps, data feeds, and risk ratings. Lloyds List Intelligence maintains a database of over 620,000 vessels. Its core technology is AI, Machine Learning (SAS-powered), AIS. Their Seasearcher software platform provides real-time tracking, risk and compliance information. It serves a broader commercial audience, including ship owners, commodity producers, maritime lawyers, and insurance underwriters. Seasearcher provides maps, data feeds, and risk ratings.
Benefits and impacts	The Seasearcher platform provides real-time vessel tracking and is useful as a first line of defence for identifying illicit maritime activities. It uses machine learning to detect falsification of location, identifies dark port calls (disabling tracking before docking) and suspicious ship-to-ship transfers. The platform automatically cross-references vessels against global sanction lists from OFAC, the EU and the UN. It also provides ownership transparency, revealing the complex ownership structures (up to seven levels deep) to identify beneficial owners who may be hiding behind shell companies. This AI assisted tool has been utilised during responses, for investigations, and for predictive intelligence. This AI application provides operational efficiency, informs organisational response with real-time data, and provides intelligence for harm prevention.

Maritime New Zealand

38-6 – Microsoft 365 CoPilot	
Overview	Microsoft 365 Copilot is an AI-powered tool that helps with work tasks. Users enter a prompt in Copilot, and Copilot responds with AI-generated information. The responses are in real time and can include internet-based content and work content that users have permission to access. Copilot is embedded in Microsoft 365. Microsoft 365 Copilot is embedded in Microsoft 365. Microsoft have integrated Copilot directly into the user- interface of everyday applications (Word, Excel, PowerPoint, Outlook and Teams). It is not a standalone chat box. It is grounded in the organisation's data (emails, chats, files). With the organisation's Copilot, the data, prompts, responses, and accessed documents stay within (is not exposed to the public) and are not used to train LLMs.
Benefits and impacts	This AI application works alongside employees and offers efficiencies: with word it offers drafting documents, summarising text; with excel it identifies trends, generates visualisations, creates complex formulas and highlights data insights. With Powerpoint, it turns word documents in to multi-slide presentations, creates outlines, recommends layouts, and generates AI images directly onto slides. With Teams it can provide meeting recaps, notes, actions, and chat summaries.

Ministry for Culture and Heritage

61-2 – Rollout of Copilot Chat across the Ministry	
Overview	Since enterprise Copilot Chat became available in late 2023/2024, usage across the Ministry has progressively increased. Staff reporting using chat functionality for a variety of use cases, including superficial data analysis, knowledge gathering and simple process automation. However, some staff remain hesitant to engage with the tool and therefore may be missing out on opportunities for improved efficiency in their work processes. This use case looks at developing a programme of work to support hesitant users in using Copilot Chat as a first step in their AI journeys. This includes the development of internal training modules for prompt engineering and identification of appropriate AI use cases. In the agent development space, SMEs are also working to demonstrate the value and capability of configured agents to support specific business processes to assist staff in being able to identify additional opportunities in their own work areas.
Benefits and impacts	• Will make staff more comfortable and confident in using Copilot Chat in their day to day work, with flow on benefits for process efficiency and work quality • Will enable identification of new unique opportunities for AI integration across the Ministry

61-4 – Database Assistant Agent to generate validated T-SQL queries for self-service database reporting.	
Overview	This AI application (standalone Microsoft Copilot Studio agent) allows non-SMEs to enter data requests in natural language to a chat interface. The agent translates these requests into appropriate T-SQL which can then be run against the relevant databases to extract data for use in reporting by relevant staff (in the form of spreadsheets), with queries being automatically archived for auditing purposes. Initial testing has been restricted to non-sensitive administrative data in the Ministry's Protected Objects Database (PODs), but the underlying technical infrastructure is scalable and will likely be adapted to include other Ministry datasets over time. The SQL generation component of the pilot is complete. Final refinement of associated archiving processes and initial testing is underway before operational rollout of the agent to relevant teams.

61-4 – Database Assistant Agent to generate validated T-SQL queries for self-service database reporting.	
Benefits and impacts	• Reduces manual workload associated with translating natural language requests into technical queries, running these against the relevant database and extracting the information into a usable format (approx. 5-10 mins per query generated). • Improved consistency of querying and faster turnaround times for requests. • Establishes a scalable foundation for self-service data request processing that may be applied elsewhere across the Ministry

Ministry for Pacific Peoples

54-3 – LONG-TERM INSIGHTS BRIEFING (LTIB) – PROOF OF CONCEPT	
Overview	A short exploratory Proof of Concept tested whether generative AI could accelerate qualitative coding and thematic synthesis for the Long-Term Insights Briefing. Two approaches were trialled • an anonymised, curated dataset with a CoPilot-style assistant and • structured prompting through standard chatbots. The work aimed to understand efficiency gains, assess tool maturity, and establish baseline risks and capability requirements before any operational use.
Benefits and impacts	• Demonstrated measurably faster and more consistent early-stage coding and theming compared with manual methods. • Produced clear benchmarking between AI-supported and manual workflows, providing evidence for future investment decisions. • Uplifted internal capability in prompt engineering, dataset preparation, and human-in-the-loop review. • Clarified technical and data-handling limitations, informing MPP's developing AI risk appetite and governance settings.

Ministry for Primary Industries

62-10 – Emerging Risk - language augmentation model	
Overview	We enabled an AI feature of an already licenced data/tool to extend ability to analyse emerging risks.
Benefits & impacts	The AI features of the tool allow for improved summarisation which benefits enhanced efficiency, including more rapidly collating non-English language content retrievals.

62-2 – Vendor Led Use of Gen AI as part of delivery of large project	
Overview	A vendor has used GenAI tools for productivity during delivering a large Food Safety project. Gen AI has assisted to expedite the delivery of the remaining scope of the project more quickly.
Benefits & impacts	It has been used to perform simple tasks and shorten the time to perform more complicated tasks. Examples of use: DevOps engineers use AI to optimise build and deploy pipelines; design documentation first draft is produced by AI.

62-3 – Articulate 360	
Overview	MPI turned on the AI features within Articulate 360 to assist with building learning modules. These AI tools are designed to assist our designers and developers, enabling them to focus more on the strategic and creative aspects of their work.
Benefits & impacts	The tool has helped to enhance workflows and productivity in Learning and Development. Specific examples include accelerating online course creation, optimising photo and image manipulation, mood board assembly, script writing, content consolidation, automation of simple tasks.

62-4 – Vendor led Lifecycle Assist as part of Food Safety IT Project	
Overview	The AI Lifecycle Assist generative AI tool was used by a vendor (on behalf of MPI) to decipher our historical code base. This was then compared against traditional requirements gathering methodology to ensure all requirements were captured.
Benefits & impacts	This helped to speed up our understanding of the existing legacy code base to ensure that all appropriate functionality was replicated in the new system.

Ministry for Primary Industries

62-5 – Cameras on Boats	
Overview	The Solution uses AI/LLM to assist in identifying events of interest in Fishing Camera Footage
Benefits & impacts	The AI Scans Fisheries footage and identifies and tags events of interest for Fisheries Observers to review. This enables Observers to bypass hours of footage and focus on compliance areas.

62-6 – Co-Pilot Chat	
Overview	MPI has enabled the CoPilot Chat toolset across MPI devices. It enables access to a GenAI tool that is part of our existing suite of productivity tools, with the inclusion of enterprise data protection.
Benefits & impacts	It has the potential to bring productivity benefits to the organisation via improved document creation and modification. 3. It allows us to understand the functionality provided by CoPilot Chat alongside our paid CoPilot licence PoC.

62-9 – ArcGIS Pro 3.4 Desktop	
Overview	MPI enabled semantic search and AI tools as part of the ArcGIS Pro Desktop 3.4 software package.
Benefits & impacts	This helps our users optimise their use of our GIS desktop tools, find data more efficiently, enable wider search term matching and will help them to be ready for a different data management approach within an upcoming project.

Ministry for Regulation

57-2 – Legal Reviews	
Overview	Using AI to help identify relevant clauses and sections of legislation applicable to specific regulatory scenarios. AI outputs were then subjected to human review.
Benefits and impacts	Improved staff experience by reduced repetitive work, more time for meaningful tasks. Delivered operational efficiencies by reduced time on tasks, few manual steps, fewer errors.

57-3 – All of Government Regulatory system mapping	
Overview	Development of an interactive network diagram depicting the connections between primary legislation, administering agencies, portfolio and secondary legislation (where visible). We used AI to help identify connections between the network entities to visually represent the relationships.
Benefits and impacts	Improved regulatory efficiency and service processes that support business and innovation.

57-4 – Sector regulatory reviews interviews	
Overview	With tight review windows and limited resources, and a large number of stakeholder interviews to complete, we built and implemented processes using AI to assist the capture, transcription and analysis of interviews.
Benefits and impacts	Improved regulatory efficiency or service processes that support business and innovation. Reduced repetitive work, more time for meaningful tasks. Reduced 1-2 elapsed days of work to a couple of hours.

Ministry for the Environment

46-5 – Interview Question Agent	
Overview	This agent enables hiring managers and the People & Capability (P&C) team to rapidly generate role-appropriate, bias-aware interview questions aligned to approved job descriptions and capability expectations. It assists with completing interview packs and reduces preparation time for P&C and our managers.
Benefits and impacts	MfE uses a framework for prioritisation: We assess according to Business Value, Criticality, Risk Reduction, Opportunity and Effort to Deliver. Business benefits of the Interview Questions Agent: - Producing the MfE templated interview packs takes minutes - Able to consistently produce questions aligned to capability frameworks - Save ~2 hours of Management and People and Capability time - Enabling Pattern for Agent use cases where templating and consistent outputs are required

The Ministry for Cities, Environment, Regions and Transport notes the deployment of the Interview Question Agent did not proceed as technical challenges prevented the intended efficiency benefits from being realised.

Ministry for Women

44-1 – Boardconnector	
Overview	The Ministry for Women supports women interested in governance positions within the public sector by sharing opportunities about available roles and training opportunities through our BoardConnector database (previously known as the Nominations database). The Minister wants to see an increase in registrations and has set a target for the financial year. To support this uplift, we have streamlined the registration process by reducing the information collected through the form. Additionally, we have added an AI capability over uploaded CVs to find suitable women for board roles. This process now utilises a Narrow Generative AI (GenAI) capability within our private Azure tenancy for: automated CV scanning; automated CV data extraction and storage; and AI search functionality leveraging Azure AI Search. The solution operates within the existing MS 365 and Azure digital boundaries utilizing existing security assurances for compliance with information security and privacy obligations.
Benefits and impacts	The registration process now only requires women to fill in 18 fields rather than 30+. We expect this will support our work to increase registration numbers and meet the target. The solution integrates with Dynamics 365 and Microsoft 365, allowing AI models to perform semantic search, text extraction, and ranking tasks securely within Azure. The solution utilizes an existing proprietary product. Solution Overview Implementation of a narrow GenAI solution to: Read and extract all information from CVs stored in a designated SharePoint site; Based on the information in the CVs it indexes/extracts all information to support AI Search such as skills, experience and qualifications; and enables search using Azure AI Search, allowing authorised internal users to find candidates or documents using natural language queries with specific filters to ensure results are fit for purpose. For example, Ministry staff search the database for people with 'agriculture' experience and the search results should include related experience such as farming, horticulture, dairy, etc. Key Features: All processing remains within the Ministry private Azure tenancy (Managed by outsourced IT Provider whom we have a longstanding commercial arrangement with), this prevents data leakage, ensures compliance, and maintains control over sensitive information. AI has access only to the specific SharePoint document library containing the CVs with controlled permissions, which is important to protect sensitive personal data and ensure the AI only processes information relevant to its task, preventing unauthorized access and misuse. Uses Azure AI Search for indexing CVs uploaded via the portal. Uses Azure AI Foundry for model execution. No external data or model training occurs outside of Azure. There are NO outward dataflows (including AI LLM learning).

Ministry of Business, Innovation and Employment

29-1 – Microsoft Copilot 365	
Overview	Microsoft Copilot 365 is an Artificial Intelligence (AI) tool that provides productivity improvements across the Microsoft 365 environment, i.e. Teams, Word, Excel, PowerPoint, and Email.
Benefits and impacts	A pilot of 25 users was conducted from November 2024 to February 2025. There are over 800 staff with Microsoft 365 Copilot. These licenses accelerated the adoption of Microsoft Copilot 365, helping to realise productivity improvements while ensuring a safe and responsible uptake. Staff are required to undertake mandatory training to have a Microsoft 365 Copilot license. MBIE has invested in M365 Copilot 365 licenses to better enable our kaimahi to work efficiently and productively. Internal training has been developed to introduce staff to key AI concepts, explore both the opportunities and risks associated with AI, and provide practical guidance on how to use AI tools effectively. The Ministry continues to release the benefits of Microsoft CoPilot Pilot agents. Microsoft 365 Copilot Researcher has been released to staff with Microsoft 365 Copilot. From 20 December 2025 to 18 January 2026, there were: 1. 83.9% active user rate 2. 39,377 prompts submitted 3. 57 prompt per staff member Note adoption rate dropped over the Christmas holiday period. The highest prompts submitted by MBIE staff was 72,000 in December 2025. As new features are introduced, this is enabling staff to access Microsoft 365 Copilot from difference places which is increasing usage.

Ministry of Business, Innovation and Employment

29-2 – Microsoft 365 Copilot Chat	
Overview	This AI tool uses the data from the web to answer your questions, generate content and ideas, and find information. Staff can load files and make request
Benefits and impacts	This has been released to all Ministry staff with about 4,000 active users. Can be accessed from multiple apps, with the most common being from teams or from the M365 Copilot app. From 20 December 2025 to 18 January 2026, there were 122,315 prompts submitted each month, or 19 per month. Note adoption rate dropped over the Christmas holiday period.

Ministry of Defence

40-2 – Microsoft Copilot Chat (Generative AI Assistant)	
Overview	Copilot Chat is a generative AI tool available through Microsoft 365 that helps Ministry of Defence staff summarise information, draft communications, review text, and generate ideas. At the Ministry it is used as a productivity assistant that supports day to day work such as turning long documents into clear summaries, drafting emails and memos, improving readability, and brainstorming approaches for planning and problem solving. It enhances efficiency across a range of routine knowledge work tasks, while ensuring staff remain in full control of the final output. Notes and wider context to be aware of: Copilot Chat was the first enterprise-wide AI capability introduced into the NZDF's Defence Information Environment and made available for staff use at the Ministry of Defence. Its implementation required updates to the Ministry's AI Policy to ensure appropriate governance and safe use. Following its release, the Ministry established an AI Reference Group to support the Strategic Leadership Team in developing an AI Vision for the Ministry, prioritising AI access and use cases, and championing the adoption of AI tools across the organisation. A voluntary internal survey on Copilot Chat use was recently conducted. Results showed that 44% of respondents use Copilot Chat with some regularity, 25% have tried it but use it infrequently, and 31% have not yet used it. These insights are helping the AI Reference Group prioritise its work programme and tailor guidance materials to address staff needs and concerns.
Benefits and impacts	A formal evaluation has not been conducted. However, regular users of Copilot Chat have outlined the benefits as: • Faster document summaries and 'Bottom Line Up Front' generation • Quicker drafting of emails and memos • Clearer, more consistent language across documents • Reduced time spent on grammar/spelling checks • Better plain English communication • Improved brainstorming and planning efficiency • Occasional simple image generation for internal use

The Ministry of Defence notes that the results of the internal survey on Copilot Chat use reflect the agency position at the time and are no longer accurate.

Ministry of Disabled People – Whaikaha

37-1 – Microsoft Copilot Chat and M365 Copilot	
Overview	Whaikaha has scaled AI enablement across the organisation via Copilot Chat. In August and September 2025, Whaikaha conducted AI use case ideation sessions with all teams and developed a long list of potential Copilot use cases. Following development of organisation risk appetite and risk level assessment framework the long list of use cases was risk assessed against the newly developed Whaikaha Risk Assessment framework. The following use cases, (below) were determined to be low or medium risk with the application of human-in-the-loop reviews/controls. These were approved by AI governance for use. Whaikaha staff are using Copilot to support their work with a number of these use cases.

37-1 – Microsoft Copilot Chat and M365 Copilot	
Benefits and impacts	Evaluation confirms the AI programme is performing as intended by delivering productivity and capability benefits, and embedding responsible AI practice at scale. Three data sources were triangulated to test whether early benefits were plausible, repeatable, and aligned with the AI Strategy. Sources were quantitative usage analytics; qualitative case studies of real-world application and impacts; and staff engagement insights from interviews and training feedback. Mapping against the AI Benefits Map tested direction of travel and validated early investment assumptions. The findings showed clear, credible signals of value, positioning the Ministry as a responsible early adopter in the public sector. **Adoption is real and growing** Around 90% of kaimahi used Copilot in the past 60 days, with approximately 60% using it daily. Use has shifted to routine application across drafting, summarisation, meeting administration, analysis, and engagement preparation. The Chief Executive and Tier 2 leaders are active users, reinforcing safe and normalised use. **Strong, repeatable productivity gains** Tasks previously taking hours or days are now completed in minutes, with case studies showing consistent time release across roles and directorates. These capacity gains are real, repeatable, and scalable. **Uplift in capability and confidence** The primary return at this stage is uplifted AI literacy and prompting confidence. Human-in-the-loop practices aligned with the Responsible AI Framework are used. **Quality and accessibility signals are emerging** **No cashable savings yet** Leading indicators such as time release and timeliness show potential. Building capability, confidence, and safeguards is needed before monetisation. **Risks are understood and managed** Key risks are recognised and actively managed. Governance is functioning well, and staff understand and apply Responsible AI principles.

Ministry of Disabled People – Whaikaha

37-1 – Microsoft Copilot Chat and M365 Copilot		
List supplied of approved AI for use	1. *Document & Content Support* First Drafting & Blank Page Helper Polishing & Refinement Summarisation Template & Format Support Speech Drafting Contract Review & Compliance Checks Case Summaries & Legal Research Structured Report Drafting Project Management Documentation Support 2. *Data Analysis & Research* Research Assistant Dataset Comparison Pattern Detection Metadata Tagging & Research Library Support Quantitative Analysis & Coding Qualitative Feedback Analysis Evidence Reviews Automated Research Monitoring 3. *Accessibility & Alternate Formats* Accessibility Fixes & Tools Accessible Formatting Infographic Icon Creation	4. *Productivity & Admin Support* Inbox & Correspondence Administrative Support Task & Workflow Tracking Filing & Information Management Travel Bill Support Onboarding & Job Drafting Task Completion Checker Document Finder Meeting Minutes Creation Briefing Summaries Accessible Venues Support *5. Policy Development & Strategy Support* Problem Definition & Evidence Drafting & Frameworks Insight Consolidation *6. Creative & Visual Outputs* Data Visualisation Document and Communications Design Creative Experimentation *7. Process Optimisation* HR Process Optimisation Structured Process Automation Communications Content Creation Message Support

Ministry of Education

21-1 – NZ School Property Agency – Digital Readiness	
Overview	AI capability to assess digital readiness for the New Zealand School Property Agency.
Benefits and impacts	* Consistent, repeatable assessment of digital maturity * Faster readiness evaluations compared to manual methods * Improved prioritisation of digital investment * Qualitative uplift in decision transparency and defensibility

21-2 – Environmental Impact Assessment	
Overview	Natural Language Processing applied to procurement spend data to calculate carbon emissions and analyse environmental impact. Already in production use.
Benefits and impacts	* Automated carbon emissions reporting from procurement data * Improved environmental reporting accuracy and timeliness * Supports sustainability and climate related decision making * Risk reduction through consistent, auditable calculations

21-3 – Assessment tool Item Development	
Overview	Use of Janison AI to assist with the creation and updating of assessment items within the SMART assessment tool.
Benefits and impacts	* Faster development of assessment content * Reduced manual authoring effort for subject matter experts * Improved scalability of assessment item creation * Potential cost avoidance through reduced external content development

Ministry of Education

21-7 – AI Assisted Video Creation	
Overview	Vendor led use of AI to generate animated video content for School Leavers Toolkit website.
Benefits and impacts	* Faster content production timelines * Reduced reliance on traditional video production resources * Cost savings through automation * Improved ability to refresh and iterate content

Use case 21-3: The Ministry of Education notes that AI is used in two ways in relation to the Student Monitoring, Assessment and Reporting Tool (SMART):

1. **Janison AI is used to assist with the creation and updating of assessment items within the SMART assessment tool, leading to:**
    a. **Faster development of assessment content**
    b. **Reduced manual authoring effort for subject matter experts**
    c. **Improved scalability of assessment item creation**
    d. **Potential cost avoidance through reduced external content development**

2. **VantageLabs and VisionMarker are used for AI assisted marking of writing and tuhituhi responses to reduce marking burden for teachers and kaiako.**

Ministry of Foreign Affairs and Trade

22-2 – Copilot Chat	
Overview	Microsoft web-based generative AI
Benefits and impacts	The key expected benefits are set out below. The measurable impact to date is a steady increase in use of AI (current usage is 70% staff of staff). A February 2026 staff survey will quantify time savings. Increased efficiency and productivity • reduces time searching for or summarising website information • assists with drafting and formatting • translation of media • easy production of infographics Informed decision-making • analyses large Information sets and provides insights • summarises key Information from multiple sources, • brainstorming and generating or testing new ide Enhanced public facing elements of MFAT's work (eg website, Consular, crises, press releases) • Helps create clear and concise responses for public communication and responses • Clear and concise responses for Post social media, and website content Streamlined time-intensive tasks, freeing up time for higher value activities Improved MFAT staff wellbeing • Neurally diverse or staff for whom English is a second language • Reduction of workload relieves workload pressures • Improved compliance and security (compliance with Information security, Public Records Act, Privacy Act and Maori Data Governance considerations)

Ministry of Health

23-1 – Microsoft Copilot for internal productivity	
Overview	Through a phased release to explore, trial, and safely deploy Microsoft Copilot Chat (free tier) and Microsoft 365 Copilot (licensed). The implementation progressed through three structured phases: • Proof of Concept – Test technical feasibility and safety. • Pilot – Validate value at scale with 150 users. • Adoption – Organisation-wide rollout to approved staff and nominees (capped at 450 users).
Benefits and impacts	Copilot deployment has focused on internal productivity benefits, key benefits measured include: multiple teams exceeding 100+ actions per user per month demonstrating that Copilot is being used to offload routine tasks (drafting, summarising, analysis, query support). Reporting metrics show on average, each active user received around 6 hours of assistance per month from Copilot

Ministry of Housing and Urban Development

10-1 – Microsoft Copilot for office productivity	
Overview	Microsoft 365 Copilot delivered through Microsoft Office productivity suite, including SharePoint, Teams, Outlook, Word, Excel, PowerPoint etc. Agents created by business units to provide service to the rest of the organisation, such as a style guide checker maintained by the Communications team. No externally-facing functionality is offered through this service.
Benefits and impacts	Uptake of Copilot across the organisation is over 90% on a sustained basis. The metrics show that the largest use of Copilot is in Word, followed by Copilot chat and then Outlook. Our people are using Copilot in the course of their work to generate, review, and consume documents.

Ministry of Justice

53-2 – Commercial contract variations Agent	
Overview	Actively utilising an AI Agent to manage commercial contract variations to achieve efficiencies, accuracy and staff experience. The agent assists with analysing contract hierarchies and variations, enabling faster and more reliable responses to contract queries, reducing manual effort, and supporting future opportunities for automation. Ongoing development and iterative releases aim to leverage improved AI models and expand the scope of this agent to up to 11 commercial functions.
Benefits and impacts	Operational Efficiency: for routine commercial documents: The agent supports the creation of first-draft contract variations, reducing the manual effort required to start from blank templates and allowing staff to focus on review, negotiation, and risk assessment. Service Quality & Customer Experience: By generating drafts based on standard templates and guidance, the agent helps promote consistency in structure and language across contract variations, supporting clearer and more auditable records. Employee Experience: The agent reduces time spent on repetitive drafting and review tasks, creating capacity for staff to manage higher-value or more complex commercial work. Trust & Ethics: Conducting this work within an approved Microsoft Copilot environment reduces the risk associated with using unapproved external AI tools for sensitive commercial information and reinforces responsible AI use aligned with Ministry policy.

53-6 – AI for creating test collateral for Te Au Reka (Caseflow Management)	
Overview	Currently exploring and implementing AI tools to support the creation of test scripts, templates, and collateral that support solution testing. Software developers and tester will be able to generate software development test cases and testing automation code. This helps reduce the time that would otherwise be required to generate the test cases and associated code.
Benefits and impacts	Operational Efficiency: Expected benefits include reducing manual effort and accelerating quality assurance processes, during the programme and in ongoing support.

Ministry of Justice

53-4 – AI use to improve Knowledge Base content and search capability	
Overview	AI is being used to support the management and search of knowledge base (KB) content enabling staff to more efficiently access, draft, and improve internal content. Generative AI is already being used to assist the creation and management of content. Agentic AI is currently in design after a successful trial. It is anticipated to assist with searching and synthesising information from approved Ministry knowledge sources, including knowledge base content and supporting artefacts. It uses natural language queries to help staff locate relevant information more efficiently and to generate draft knowledge content where appropriate. It is not being designed to operate autonomously and or publish content directly; all AI-generated outputs are reviewed, validated, and approved by staff before being used or published.
Benefits and impacts	Service Quality & Customer Experience: Generative AI has been used to generate draft KB pages based on existing Ministry content, with staff refining and publishing final versions. This supports faster updates when business processes change and improves consistency across KB material. Service Quality & Customer Experience: AI-assisted search helps staff more quickly locate relevant KB information across large volumes of internal content, reducing time spent manually navigating systems or relying on informal knowledge sharing. Staff reported moderate improvement to the quality of their work. Operational Efficiency: By reducing the effort required to search for, draft, and update KB content, staff can focus more time on higher-value tasks. Staff reported time savings of 30 minutes to 1 hour per day. Foundation for future AI-enabled services: Improving KB content quality and search capability positions the Ministry to safely explore more advanced AI use cases in future (such as contextual assistance or guided support).

Ministry of Justice

53-5 – Correspondence review Agent	
Overview	An agent capability is being developed to support Ministry staff to review documentation with the intended audience in mind. It will assist staff by assessing draft material against approved standards, templates, and guidance to help ensure documentation is clear, appropriate, and fit for its intended audience. The agent may provide feedback, highlight areas for improvement, and suggest refinements to structure, tone and formatting. The agent is assistive only. It does not assess legal merits, determine outcomes, provide legal advice, or make decisions. It does not submit, publish, or issue documentation independently. All outputs and suggestions generated by the agent are reviewed, validated, and approved by Ministry staff before use. NOTE - this has been implemented for test users only. Expected for wider use Q4 FY26 and then ongoing iteration to expand to other memo types and audiences.
Benefits and impacts	Employee Experience: By checking drafts against agreed standards and guidance, the agent helps ensure material is suitable for intended audiences and reduces the likelihood of rework. Operational Efficiency: The agent reduces time spent on manual checking and formatting, allowing staff to focus on content and advice. Service Quality & Customer Experience: The agent supports consistent structure, tone, and presentation across documentation prepared for specific audiences which increases overall quality and consistency. Foundation for future AI enabled services: The agent positions the Ministry to explore future use cases which follow a similar pattern.

Ministry of Justice

53-7 – Natural language IT service desk interface	
Overview	AI has been used internally to simplify IT service desk interactions for Ministry staff. The Service Desk chat interface is an AI-powered virtual service desk assistant, using natural language, to provide 24/7 self-service support, resolve common IT queries, provide information about currently know issues & outages and escalate complex issues.
Benefits and impacts	Operational Efficiency: An interactive user interface which prompts users for actions and next steps allowing them to navigate support IT support services easier. Service Quality & Customer Experience: when interacting with IT service desk: Easy to use interface with natural language capability interprets users' requests without them having to know the exact terminology while giving immediate responses. Financial Impact: Cost avoidance through reduction of calls to the service desk (outsourced service). 24/7 availability

Ministry of Justice

53-9 – Microsoft Copilot for Ministry staff	
Overview	MS Copilot (inc M365 Copilot and Copilot Chat) is a generative AI capability provided by Microsoft and available to Ministry of Justice staff within the Ministry's approved Microsoft 365 tenant. The capability uses large language models and natural language processing to assist staff with common knowledge work activities such as drafting and summarising content, analysing information, preparing presentations, managing emails, and supporting meeting preparation and follow up. M365 Copilot is embedded directly within MS 365 applications (e.g. Word, Excel, PowerPoint, Outlook and Teams), while Copilot Chat provides a conversational interface for general assistance and drafting tasks. All outputs are intended as decision support and require human review and judgement prior to use. Within the Ministry, Copilot has been implemented as part of a structured adoption programme, supported by governance oversight, training, and usage guidance. This approach aligns with the Ministry's responsible AI principles and broader public service expectations for safe, transparent, and accountable use of AI.

53-9 – Microsoft Copilot for Ministry staff	
Benefits and impacts	The primary benefits of Microsoft Copilot are improved productivity, efficiency, and experience for Ministry staff, while maintaining appropriate risk controls. Expected benefits and impacts include those set out below. - Employee Experience: Copilot assists with first draft creation, summarisation of documents and emails, meeting notes and information synthesis. This reduces time spent on repetitive or administrative tasks and allows staff to focus on higher value work. - Service Quality & Customer Experience: By providing structured drafts and summaries, Copilot supports clearer and more consistent written outputs, while still requiring staff to validate and refine content before use. - Operational Efficiency: M365 Copilot helps staff quickly find, understand, and reuse information stored within approved Ministry systems, supporting stronger knowledge sharing and more effective reuse of existing work. - Trust & Ethics: Providing an approved, governed AI capability reduces reliance on public or unapproved AI tools, helping to manage privacy, security, and information management risks. - Adoption & Usage: Early adoption feedback indicates that staff value Copilot as a practical assistive tool, supporting confidence and capability in using AI safely as part of everyday work, while also improving accessibility and inclusion. Benefits are being monitored primarily through qualitative feedback, usage insights, and targeted evaluation, rather than standalone automation metrics. Benefits are expected to increase over time as information management practices mature and staff capability grows. No direct public facing decisions or automated outcomes are produced by Copilot; accountability for decisions and outputs always remains with Ministry staff.

Ministry of Māori Development-Te Puni Kōkiri

51-3 – Copilot for Security	
Overview	Accelerate advice and triage of security issues, security policy mismatches, and data security events.
Benefits and impacts	Security events and resolution are now guided, with enriched information enabling more rapid detection, response and resolution. This has enabled us to uplift our Cybersecurity posture without adding headcount. Security Co-pilot has also helped identify gaps in our configurations, allowing these to be resolved. These gaps may have gone undetected without this tool

51-4 – AI Assistive Support	
Overview	Widespread use of Microsoft Copilot Chat and M365 Copilot integration as a 'digital assistant' for the user.
Benefits and impacts	Assistive support across a wide range of knowledge worker and administration tasks to uplift user capability, effectiveness, and personal productivity, including: - Content drafting and editing (email, memoranda) - Meeting note taking and transcription - Email management and schedule planning - Summarising and condensing information - Brainstorming and ideation - Data analysis and visualisation - Language translation - Information research - Code development

Ministry of Social Development

66-1 – "MSD – services for the future programme DES AI Interface Build"	
Overview	"To deliver as much scope of Digital Employment Service (DES) Value Drop 1 requires a large amount of integration work between our Jobs Matching Platform WCC and Salesforce. This work requires identifying the data fields in Salesforce and mapping them to WCC data fields and vice versa. They will have different names, and business rules that need to be understood. AI can automatically analyse Salesforce and our job matching platform, WCC system connectors to: Scan fields Determine relationships Determine standard Salesforce fields vs. custom Generate comprehensive documentation"

66-1 – "MSD – services for the future programme DES AI Interface Build"	
Benefits and impacts	"POC has been completed with the following outcome: An environment was made available to test analysing, documenting, and coding connectors between Salesforce and other systems and was successful. For each interface, the AI has described the interface and saved the project team 30% of effort in a proof-of-concept."

66-4 – Copilot Chat	
Overview	Copilot Chat has been part of MSD's secure M365 environment for two years. It is used as a personal productivity tool for staff to upload documents, and engage with a chatbot on the content of those documents. This ensures that staff have access to an AI tool that is secure, and respect's MSD's information security controls.
Benefits and impacts	The proposed benefits are having a tool that can be used with MSD data, which means staff can use AI tools beyond just ideation, which is their current guidance. Also centralising onto one tool means reducing risk around using many AI chatbot tools like OpenAI and Anthropic which MSD does not have commercial agreements with, unlike with Microsoft.

The Ministry of Social Development notes that the reference to the use of MSD data does not include the use of client data or information.

Ministry of Social Development

66-2 – MSD use of predictive analytics to stream clients for Youth Not in Employment, Education, or Training, and to stream clients for employment-focused case manager support	
Overview	"The Youth Service for young people Not Employment, Education or Training (NEET) aims to help them into education, training or work-based learning, so they gain the skills to find a job and have an independent future. It's a voluntary service that steps in early to help young people build their potential, through the support of dedicated community services who work alongside them to strengthen their confidence and resilience. https://www.msd.govt.nz/about-msd-and-our-work/work-programmes/initiatives/phrae/youth-service-for-neet.html NEET uses predictive algorithms to power an automated referral system. We also use this method to stream clients for employment-focused case manager support."

66-2 – MSD use of predictive analytics to stream clients for Youth Not in Employment, Education, or Training, and to stream clients for employment-focused case manager support	
Benefits and impacts	"Details of the model's function can be found here https://www.msd.govt.nz/documents/about-msd-and-our-work/work-programmes/initiatives/phrae/youth-service-neet-model-data-and-analytics.pdf"

Ministry of Social Development

66-7 – HR Guidance AI Rewrite	
Overview	" Innovation: Pilot HR Guidance AI Rewrite AI will transform guidance into a consistent format. This guidance would have: A consistent tone Plan English delivery Clarity of instruction for employees Clarity of instruction for managers Opportunity: Save five months effort to transform HR pages To improve access to high-quality HR guidance for managers and employees, we need Tier 0 (self-service) HR content for SharePoint, ensuring that it is clear, consistent, and fit for purpose. Currently, our HR team develops and validates the content that underpins key people processes. We estimate that completing this work for 250 pages manually would take four to five months. "
Benefits and impacts	"Value proposal: By using AI in a low-risk, controlled setting and applying clear governance controls the HR team expects to reduce content production time by up to 4–5 months and build consistent knowledgebase."

Ministry of Transport

13-1 – Claude - pilot	
Overview	Claude is positioned as an AI "thinking partner" that helps users to break down complex problems. We are currently piloting claude to help with generating and reviewing code needed in our data, modelling and insights teams.
Benefits & impacts	Reduces the time needed to develop code and review it for errors.

13-2 – Consensus	
Overview	Consensus AI is essentially a specialized search engine built to help people find evidence-based answers from peer-reviewed scientific literature. Instead of giving general web results, it searches across a massive corpus of academic papers — over 200–250 million.
Benefits & impacts	Reduces the time needed to conduct literature reviews or searches for evidence on transport policy issues.

13-3 – Copilot for Office	
Overview	The Ministry provides copilot pro licences to all staff who request one.
Benefits & impacts	A range of productivity benefits through content generation, document summaries, email drafting, meeting summaries, quality assurance etc across our staff and outputs. Copilot helps to save time on common tasks complete work faster, reduces repetitive or manual work and get started on tasks more easily (e.g., first drafts)

National Emergency Management Agency

17-1 – copilot	
Overview	we have yet to develop emergency management AI tools. We are only making use of copilot via DIA's arrangement at this time.
Benefits and impacts	no metrics as yet, but clear that it saves time with preparing, as a starter for ten, ministerials, briefings, advice

Natural Hazards Commission (formerly the Earthquake Commission)

12-2 – Microsoft M365 Copilot (including agents)	
Overview	Microsoft M365 Copilot is a production, implemented AI capability embedded within Microsoft productivity tools such as Outlook, Word, Excel, PowerPoint, and Teams. It assists staff with drafting, summarising, analysing, and refining content using natural language prompts, drawing only on the user's permitted organisational data and context. Copilot is used as a general productivity assistant. It does not operate autonomously or make decisions, and all outputs are reviewed and used at the discretion of staff.
Benefits and impacts	Microsoft M365 Copilot has delivered practical productivity benefits by reducing time spent on routine drafting, summarisation, and information synthesis tasks, allowing staff to focus more on higher-value analytical, advisory, and decision-support work. Observed impacts to date are primarily qualitative and include improved quality and consistency of written outputs, faster turnaround of documents and briefings, and improved accessibility of information for non-technical users. Significantly greater value is expected over the coming months as Copilot custom agents are made available first to a champion group and then progressively to the broader organisation, enabling more tailored, role-specific support and unlocking additional productivity and capability benefits beyond core Copilot functionality.

New Zealand Customs Service

31-3 – Software for analysis of forensic data	
Overview	The software is an AI-enabled platform that helps investigators analyse and understand large amounts of digital evidence from electronic devices used in lawful investigations. It brings data from hundreds of devices and multiple cases into one place, so investigators can see connections across devices and cases that would be very difficult to find using manual methods. The platform uses advanced analytics and machine learning to organise and analyse both structured and unstructured data. It helps investigators identify people, relationships, patterns, and unusual activity within complex datasets. All results are reviewed by investigators before they are used for investigative or evidential purposes.
Benefits and impacts	Faster Work and Time Savings • Allows staff to analyse up to 200 mobile devices at the same time in one place. • Reduces manual work such as sorting data, finding links, and translating content. • Helps cases move faster and reduces the overall time needed to complete investigations. Better Investigations • Uses AI to find people, links, and patterns across devices and cases. • Helps uncover connections, locations, and communications that were not previously known. • Strengthens investigations into serious and organised crime and other border-related offences. Better Quality Results • Uses clear visual tools (such as maps, timelines, and connection diagrams) to make complex information easier to understand. • Automatically translates digital evidence in more than 60 languages. Reduced Risk and Strong Oversight • Runs in a secure, closed network with controlled access and full audit logs. • Complies with New Zealand laws covering search powers, seizures, and use of information. • AI outputs are always reviewed by people, reducing the risk of errors, bias, or incorrect conclusions.

New Zealand Customs Service

31-4 – Microsoft Copilot	
Overview	Customs has implemented a range of Microsoft Copilot tools across our MS ecosystem following earlier evaluation activities. Tools are deployed within Customs' enterprise environment and operate under existing security, privacy, and information management controls. • Copilot Chat has been rolled out to all staff on Customs-managed laptops and mobile devices, providing enterprise conversational AI capability. • We have also implemented MS 365 Copilot with 200 licenses enabled. This capability is integrated into core MS productivity applications, including Outlook, Word, Excel, PowerPoint, and Teams, and uses data that users are already authorised to access. • A GitHub Copilot trial is underway for developers across the Digital & Technology and Joint Border Analytics teams. The tool is enabled within approved development environments as part of Customs' software development activities. • Customs is working to complete an Interim Authority to Test (IATT) for a trial of Microsoft Fabric Copilot within our new data platform. This will include Fabric Copilot, Fabric Azure OpenAI for data quality review, and Fabric AI Skills for data analysis - all operating within platform governance and access controls. • We undertook a paper-based evaluation of Microsoft Security Copilot and will implement this as part of our E5 licensing once it is activated on our account. This is no longer a separate, paid module.

New Zealand Customs Service

31-4 – Microsoft Copilot	
Benefits and impacts	Early benefits are evident across productivity and code development. Most impacts to date are qualitative, reflecting recent implementation and trials. Baselines and quantitative measures are being established as we now have access to Microsoft and Github dashboards to analyse usage of these products. Specific impacts observed with each product used are listed below. Copilot Chat and Microsoft 365 Copilot • Faster drafting and summarisation of documents, emails, and meetings. • More efficient preparation of reports and presentations. • Staff feedback indicates reduced effort and improved quality of outputs. *Microsoft 365 Copilot (200 licences purchased)* • Improved access to and use of existing information across Outlook, Teams, SharePoint, and OneDrive. • Reduced time spent searching for information and duplicating work. GitHub Copilot trial • Significantly improved developer efficiency and speed of coding, especially with Anthropic models (e.g. Claude) added to tooling. • Easier understanding of unfamiliar code. • Improved code consistency, testing automation and documentation. • Excellent for English as a second language users. • Development metrics are being monitored. Microsoft Fabric Copilot trial (expected benefits) • Faster data exploration and analysis. • Earlier identification of data quality issues using Fabric Azure OpenAI. • Increased confidence in data outputs. Microsoft Security Copilot (expected benefits) • Summarisation of large quantities of security alerts. • More efficient investigation workflows. • Improved situational awareness for Cyber Security team analysts.

New Zealand Defence Force

63-1 – Miles	
Overview	Miles is an AI-powered triage and enquiry management solution that automates classification, compliance checks and draft responses when tri-aging Industry emails and content.
Benefits and impacts	It reduces manual monitoring, eliminates inbox overload, accelerates response times and ensures compliance, freeing PMO staff to focus on strategic tasks.

63-2 – Copilot Chat	
Overview	Microsoft 365 Copilot Chat is an Artificial Intelligence (AI) tool, designed to help personnel work smarter with secure, web-sourced responses. It can: • Answer questions • Generate content and ideas • Summarise and rewrite text • Search for information • Interact with uploaded files (Word, Excel, PowerPoint, PDFs).
Benefits and impacts	The implementation of Copilot Chat has created opportunities to: • Save time on routine tasks like summarising, drafting, and searching for information. • Enhance communication and documentation (emails, briefs, reports, presentations). • Boost workforce capability and supports digital uplift across Defence. • Reduce admin burden and increases job satisfaction, with users preferring AI supported workflows.

New Zealand Institute for Public Health and Forensic Science (PHF Science) formerly ESR

9-1 – AiLAb	
Overview	This is a series of open source LLM models that are internally and securely hosted and made available to staff for the purpose of safely working with PHF science data and content.
Benefits and impacts	This is providing staff with a safe space to start advancing their prompting and AI skills when using corporate data in advance of MS Copilot M365 being available.

9-2 – MS Copilot chat	
Overview	Deployed companywide to support AI skill advancement and staff exposure to AI.
Benefits and impacts	Staff skill uplift, improved ideation, enhanced content generation and review

New Zealand Police

68-2 – Transcription and Translation of lawfully obtained audio and video files for Investigations	
Overview	This system translates and transcribes audio files using AI speech recognition technology. This has been developed in-house using an open-source model (Systran Faster Whisper Large-v3 Model).
Benefits and impacts	Operational Efficiency Application is in early days of use. It was a soft launch (October 2025) and advertised by word of mouth. To date only a few users per day. No work has been done to qualify benefits.

68-4 – Microsoft Copilot Chat	
Overview	CoPilot Chat has been available to all staff on completion of an internal Generative AI Training module, from July 2025.
Benefits and impacts	Operational Efficiency Employee Experience Adoption and Usage by Staff - 4000 staff have complete training and have been given access to CoPilot Chat. No work has been done to quantify the benefits.

68-5 – Cellebrite Physical Analyser - AI Transcription and analysis of audio from legally seized or voluntarily provided devices	
Overview	Utilised by NZ Police Digital First Responders and Digital Forensic Units. Cellebrite Physical Analyser is a digital forensic tool that enables investigators to recover, decrypt and analyse data from legally seized or voluntarily provided mobile devices. A recent product upgrade (mid-2025) introduced AI Transcription into the platform.
Benefits and impacts	No work has been done to quantify the benefits.

New Zealand Police

68-6 – Microsoft Teams Transcription	
Overview	Microsoft Teams transcription provides real-time, AI-powered text records of meetings, complete with speaker attribution and timestamps, improving accessibility and searchability. It can be started manually or automatically via recording, with transcripts saved in the meeting chat/OneDrive for later review, editing, and downloading. This has been in use by NZ Police since 2023.
Benefits and impacts	Operational Efficiency Employee Experience Adoption and Usage of AI by Staff No work has been done to quantify the benefits.

New Zealand Qualifications Authority

24-1 – Auto Text Scoring for literacy writing assessment	
Overview	NZQA uses supervised machine learning to help mark NCEA Literacy Writing assessments. Students produce short essays in exam conditions, and the AI scores these using criteria aligned to the Literacy Writing standard. NZQA took a cautious, evidence-based approach from 2021–2024, including discovery work, a small trial, and a large trial. In the large trial of around 36,000 responses, AI and human markers agreed about 80% of the time - similar to agreement between human markers. The system met expectations for quality, reliability, and delivery. Human judgement remains central. After AI marking, around one-third of responses are Check-marked by experienced human markers for quality assurance.

24-1 – Auto Text Scoring for literacy writing assessment	
Benefits and impacts	NZQA reduced marking and results-release time by 3.5 weeks for the May event and 4.5 weeks for the September event. Further reductions are expected as the technology matures. This gives schools, students, and families more time to understand results and prepare for reassessment if needed. NZQA is applying lessons learned to explore AI for wider assessments and task types, longer-form responses, and greater complexity. These assessments require more advanced AI e.g. large language models and hybrid marking methods

New Zealand Qualifications Authority

24-2 – Cheating detection in external assessments	
Overview	NZQA uses a machine-learning system to help detect potential cheating in external assessments. The system analyses student responses to identify unusual or suspicious activity. When the model detects something that may indicate cheating, it automatically flags the case and escalates it to NZQA staff for review and investigation. Before this system was introduced, staff had to manually scan large spreadsheets to look for irregularities. This was slow, repetitive work that took many hours during the busiest assessment periods. The machine-learning approach now performs this scanning at high speed, with more consistency and fewer errors. Human decision-making remains central in this process - AI only assists by finding patterns and raising alerts.
Benefits and impacts	Significant time savings, especially during peak assessment periods. More consistent and reliable detection of unusual patterns across all assessments. Faster escalation of potential incidents, improving NZQA's ability to respond quickly.

24-3 – AI Chatbot	
Overview	NZQA provides an AI-powered chatbot on its website that uses a Large Language Model combined with a Retrieval-Augmented Generation (RAG) approach. This allows users to ask questions in a natural, conversational way while ensuring answers come directly from verified NZQA content such as website pages, policies, and guidance documents. Significant work has gone into designing strong guardrails. These keep the chatbot on-topic, maintain accuracy, and reduce the risk of prompt attacks or the model generating information outside NZQA's scope. The system is monitored and supported by human oversight, ensuring responses remain safe and reliable. The chatbot is open to all users—including learners, parents, schools, providers, and the public—and operates as a 24/7 self-service channel for common NZQA queries.
Benefits and impacts	24/7 access to information, reducing the need to browse through website or only contact NZQA during operation hours. Lighter workload for staff by handling high-volume, repetitive queries as well as for developer teams that were maintaining questions and answer based chatbot Faster and more consistent answers, supported by the RAG approach. Improved user experience with simple, conversational responses.

New Zealand Trade and Enterprise

16-3 – MS65 copilot	
Overview	Microsoft 365 Copilot is deployed to all employees of NZTE. It is an AI assistant built into MS apps (like Outlook, Word, Excel, Teams) that can also reason over our SharePoint sites. This allows our people to use AI to help draft, analyze, summarize, and automate tasks.

16-3 – MS65 copilot	
Benefits and impacts	During pilot phase, outcomes were: 96% improved quality 96% improved speed 105 minutes saved per week As of November last year (2025): 74% of staff are using AI at least twice a day. 86% of staff report that AI is improving productivity. Typical use cases are: Productivity & Content Creation -Creating presentations and documents more quickly -Streamlining Excel-based analysis, including Python-enabled workflows Knowledge Retrieval & Summarisation -Summarising busy Teams channels -Producing weekly or meeting-based summaries Meeting Intelligence -Automated meeting notes and insights replacing features previously tied to Teams Premium Agents (Automation & Workflow) -NZTE is experimenting with: -Organisation-wide agents (e.g., support agents) -Custom agents for recurring tasks -Copilot Studio training to enable more advanced automation.

New Zealand Trade and Enterprise

16-4 – GitHub Copilot	
Overview	GitHub Copilot is an AI coding assistant that helps developers write, understand, and improve code directly in their IDE by suggesting code, tests, and explanations in real time.
Benefits and impacts	Faster development: Generates code, boilerplate, and tests instantly. Higher quality code: Suggests best-practice patterns and catches issues early. Developer flow: Works inline in popular IDEs without context switching. Language versatility: Supports many programming languages and frameworks. Learning support: Explains unfamiliar code and helps developers upskill quickly.

16-6 – Custom Agents	
Overview	We have created an agent framework that allows anyone at NZTE to safely create an agent for their own use. Additionally we are just starting to create bespoke, centralized agents which will be available to all employees of NZTE from a library. Whilst the former agents are limited to simple tasks and retrieval, the centralized agents will be tied to core business process. Our first prototype agent of this nature was released two weeks ago, it allows our people to create customer ready PowerPoint decks that adhere to all our branding, tone and messaging guidelines.
Benefits and impacts	This will vary by agent, but our main focus is productivity gain currently.

New Zealand Transport Agency

47-3 – GitHub Copilot	
Overview	GitHub Copilot is an AI coding assistant built into developer tools like VS Code and GitHub. It helps developers write, review and understand code faster by suggesting code, generating functions, explaining existing code and supporting common development tasks, while working within our approved repositories and security settings.
Benefits and impacts	•Increase in individual productivity and developer outputs •Contributes to capability uplift and creation of a future-ready workforce

47-6 – M365 Copilot and Copilot Chat	
Overview	M365 Copilot is an AI assistant built into apps like Outlook, Teams, Word, Excel and PowerPoint. It helps staff draft, summarise, analyse and find information using their work content. Licences have been deployed to 600 staff. Copilot Chat is a lightweight, chat based AI experience available to all staff. It's useful for general questions, first drafts and idea generation, but it isn't connected to our internal documents or data like M365 Copilot is.
Benefits and impacts	•M365 Copilot delivers over 7 hours saving per user per month. Based on 600 users, this equals to 50,000 hours worth of realised capacity per annum. •Copilot Chat is available to everyone in the organisation and provides a general uplift in individual productivity.

Oranga Tamariki-Ministry for Children

41-3 – Copilot for GitHub	
Overview	AI agent that assists the development of code for bespoke java applications.
Benefits and impacts	Reduces the time spent writing code (development time) Reduces the time and cost to maintain our java applications

41-4 – Datawarehouse AI Assistant (Databricks system)	
Overview	AI agent that assists the development of code for analysis and reporting that enhances staff productivity for the Datawarehouse platform.
Benefits and impacts	- Reduces the time spend writing analytics and reporting code - Improvement to staff productivity

41-6 – Microsoft M365 Copilot Chat (and Full license)	
Overview	General purpose AI chat that provides basic integration with MS Office tools to support day to day activities such as meeting minutes, and documentation summarisation assistance. Dedicated AI agents have been created for - Minute taking - Document summarisation
Benefits and impacts	More effective ways for staff to do day to day tasks Improvement to staff productivity

Oranga Tamariki-Ministry for Children

41-7 – Microsoft Copilot for Cybersecurity (Security Operations)	
Overview	AI agent provides functionality to support the analysis of cybersecurity events.
Benefits and impacts	Reduces the time to respond to potential cybersecurity threat Improvement to staff productivity and enhanced security

41-9 – AI for Cybersecurity event management - using Microsoft Sentinel	
Overview	AI service provides monitoring and ML analysis of very large volumes (millions) of cybersecurity logs from across the enterprise to identity threats.
Benefits and impacts	- Enables us to monitor billions to security events and to identify potential cybersecurity threats - Improves our security posture keeping our information and data secure

Public Service Commission

30-3 – Copilot Chat	
Overview	Microsoft 365 Copilot Chat is a secure, AI-powered chat experience designed for work that helps users research, draft, summarise, and reason using natural language, while protecting organisational data. It is primarily grounded in web data but allows users to upload files and provide work context, and it operates under Microsoft's enterprise data protection and Responsible AI principles. Copilot Chat is available without a paid Microsoft 365 Copilot license and acts as a general-purpose AI assistant for everyday work tasks, with optional access to agents and advanced capabilities, while the licensed Microsoft 365 Copilot experience extends this by grounding responses directly in a user's organisational data (such as emails, files, and meetings) within Microsoft 365 apps
Benefits and impacts	The adoption of Copilot Chat at the PSC is already delivering substantial productivity and quality benefits across the organisation. Staff are consistently reporting meaningful time savings on drafting, analysis, summarisation, and content refinement, enabling a shift of effort from administrative tasks to higher-value work. The quality and consistency of written outputs have noticeably improved, with Copilot helping teams produce clearer, more accurate material on the first attempt. Importantly, these early gains are also contributing to a wider uplift in digital capability, building confidence in the use of generative AI and strengthening organisational fluency in these tools. While these improvements are significant, they are currently realised as productivity uplift rather than cashable savings, and they are helping position the PSC for more mature AI-enabled workflows over time.

Reserve Bank of New Zealand

28-3 – Microsoft M365 Copilot	
Overview	Microsoft platform used for natural language queries using LLMs
Benefits and impacts	Staff productivity and efficiency. Including processes automation in the near term.

Retirement Commission *formerly* Commission for Financial Capability

11-1 – Anthropic (Claude)	
Overview	We use Anthropic's Claude large language model on a limited basis, primarily within the Marketing team, which also manages our public facing websites and related digital applications. Claude is used to support: • marketing content development, • website management and optimisation, and • coding and application development support. The tool is used to assist staff with tasks such as drafting and refining content, generating or reviewing code snippets, troubleshooting technical issues, and accelerating routine development or configuration work. It is not connected directly to production systems and does not deploy code or make changes autonomously. Access is currently limited to a small number of licences and users, reflecting its targeted use for specialist marketing and digital roles rather than organisation wide deployment.
Benefits and impacts	We use Anthropic's Claude large language model on a limited basis, primarily within the Marketing team, which also manages our public facing websites and related digital applications. Claude is used to support: • marketing content development, • website management and optimisation, and • coding and application development support. The tool is used to assist staff with tasks such as drafting and refining content, generating or reviewing code snippets, troubleshooting technical issues, and accelerating routine development or configuration work. It is not connected directly to production systems and does not deploy code or make changes autonomously. Access is currently limited to a small number of licences and users, reflecting its targeted use for specialist marketing and digital roles rather than organisation wide deployment.

Retirement Commission

11-2 – Microsoft 365 CoPilot	
Overview	We use Microsoft 365 Copilot, including both out of the box Copilot functionality embedded within MS 365 applications (such as Outlook, Teams, Word, Excel, PowerPoint and SharePoint) and custom Copilot agents built using Microsoft Copilot Studio. Key purposes include: • Supporting the creation, review and improvement of written material, including reports, briefings, policies, presentations and correspondence • Improving meeting effectiveness by summarising discussions, capturing decisions and identifying actions from Microsoft Teams meetings • Assisting staff to find, synthesise and summarise information across SharePoint, OneDrive and email • Supporting interpretation and narrative explanation of data (for example, drafting commentary on trends), while decisions and analysis remain staff led • Reducing time allocated to routine or repetitive tasks enables increased attention on analytical activities, stakeholder engagement, and responsibilities that require informed judgement.
Benefits and impacts	Overall, Microsoft 365 Copilot and custom Copilot agents are delivering clear productivity, quality, consistency and risk reduction benefits, helping staff manage increasing information demands while maintaining strong governance, privacy and human oversight. The technology supports better outcomes from existing resources and strengthens organisational capability without changing accountability or decision-making arrangements. Key impacts include: • material reductions in time spent on drafting, summarisation, meeting capture and information search tasks, freeing capacity for higher value tasks; • noticeable improvements in the quality and consistency of outputs including clearer structure, improved plain language readability and more consistent use of organisational frameworks; • faster and more responsive internal services, particularly for advisory, policy and governance functions requiring synthesis of multiple information sources; • positive workforce impacts, including reduced cognitive load, improved confidence, and better consistency across teams; and • improved value from existing resources, with productivity gains reducing the need for additional staffing or external support.

Serious Fraud Office

65-1 – Translation	
Overview	SFO has successfully trialed using the open source application "Whisper" to transcribe and translate audio content from different languages, such as Chinese and Japanese. This has been done in an offline mode running a large language model within our own environment without the data or application being exposed to the internet.
Benefits and impacts	Improve the efficiency of transcribing and translating audio files, enabling our investigation team to be able to triage and evaluate the audio content for relevance to our investigation, without needing to employ an official translator. This allows our team to expedite any review of this material to identify which material is relevant to the investigation. Relevant material is then translated using traditional translation services. The benefits of this are: - Significant reduction in the time required to translate the material leading to the material being accessible much earlier on in the investigation. - Audio files become searchable using English keywords and phrases. - Reduced cost as only significant relevant material is required to be sent for official translation.

65-4 – AI Assisted App Development	
Overview	Using generative AI to assist with developing bespoke custom applications to be run in the SFO environment.
Benefits and impacts	This project is in early phases so we are unable to quantify the benefits. However AI has been successfully deployed to prototype our first custom application. This anticipated benefits are: - Speed up application development - Increase opportunities for applications to be built using internal capability and reduce reliance on outsourcing. - Reduce costs associated with application development

Serious Fraud Office

65-2 – Microsoft 365 Copilot Chat	
Overview	Copilot is Microsoft's AI-powered virtual assistant. It uses large language models (LLMs) to answer our questions using a prompt and response interaction. This product is part of a trusted suite of applications including SharePoint, Microsoft Office 365, Microsoft 365 Defender. Microsoft 365 Copilot Chat offers enterprise data protection (EDP). Currently, Microsoft 365 Copilot Chat is automatically included in our Microsoft 365 subscription at no extra cost. There are restrictions in place regarding what information can be used with CoPilot. Specifically CoPilot it not authorised to interact with information that is protected by the Serious Fraud Office Act 1990. We are exploring expanding the use of Copilot to Microsoft Security Copilot and Microsoft Copilot Studio.
Benefits and impacts	• Technical assistance to use Office365 applications e.g. Excel formula. • Proof reading, grammar checks and assistance to develop better writing skills (e.g. rephrasing sentences). • To undertake research and seek answers to general knowledge questions – (Copilot Chat answers complex questions by distilling information from multiple web sources into a single response.) • To generate ideas • Basic statistical calculations. • Improve technical computing skills (eg. coding) • Data Analysis, interpretation and presentation • Content creation

65-5 – Intella Predictive Coding	
Overview	Intella predictive coding utilises supervised machine learning to identify relevant documents from large data sets. This is achieved through a training period where the model learns from the coding decisions made by human reviewers.
Benefits and impacts	Predictive coding speeds up the document review process by surfacing the documents which need to be reviewed by a human reviewer and reducing the amount of irrelevant material which needs to be reviewed. This reduces the amount of time required for document review before the investigation team can be confident that the relevant material has all been reviewed. While we have implemented this technology it has only been used in a limited capacity and we have not yet quantified the benefit.

Serious Fraud Office

65-6 – Image categorisation	
Overview	Our electronic forensic unit utilises image categorisation features provided in several forensic software platforms to categorise images. Images can be categorised using pretrained models to detect images that depict specific objects such as documents, screenshots, or money.
Benefits and impacts	The automated image categorisation filtering process significantly reduces the time required to manually review a large volume of images and reduces the risk of missing images that human eyes might miss.

Social Investment Agency

50-2 – Oracle Fusion Cloud's Enterprise Resource Planning (ERP) system	
Overview	SIA uses Oracle Cloud ERP for Finance, Procurement, Accounts Payable, and Accounts Receivable. Oracle Intelligent Document Recognition (IDR) enables automated capture and processing of supplier invoices. The service uses machine learning to extract key fields from scanned documents and validate them against Oracle Fusion Payables.
Benefits and impacts	This system, which is owned by the Finance Team at SIA, helps automate the processing of invoices. It is expected that this system will reduce time spent in manual processing of invoices, improve separation of duties and improve data accuracy in inputting invoices. This has resulted with SIA not having to employ a new role to complete these activities.

Sport NZ

34-1 – High Performance sport video analysis	
Overview	Applying AI technology to video footage to automatically capture, splice and code athlete training video files
Benefits and impacts	Applying AI removes to need to the use of sports science personnel to manually undertake these very time-consuming functions, and providing the coach and athlete with instant feedback loop to fast-track skill and performance progression.

34-2 – Microsoft Copilot - business efficiency	
Overview	Microsoft Copilot is an AI-powered assistant embedded across Microsoft 365 apps that helps kaimahi work smarter by drafting content, analysing information, and answering questions using natural language. It combines large language models with your work context—like documents, emails, and data—to support faster decisions and more efficient everyday work.
Benefits and impacts	General office productivity across the enterprise Microsoft stack Pilot in early 2025 demonstrate ~7hrs time saving per license holder per month AI policy has clarified responsible use of AI and reduced the use of other AI tools across the enterprise. This has reduced the risk of data loss and security concerns related to shadow AI tools, and educated kaimahi on the appropriate use of approved tools

Statistics New Zealand

15-1 – Oracle OGL Artificial Intelligence Assistant	
Overview	We use Oracle OGL for content generation to help system administrators to system admins reduce time, add efficiency, and increase personalization of guide content for users of the system.
Benefits and impacts	We have a small user base of Oracle users, and content generation is sporadic (month end processes etc.). Our main benefit is under 'Productivity tool for improved workflows'. While benefits are marginal, this is a core Oracle platform offering, so costs of implementation are low.

15-2 – Articulate 360 AI assistant add on	
Overview	Stats NZ learning staff currently use the Articulate 360 suite of authoring tools to create interactive learning courses, training content, and capability development materials. Articulate 360 offers an upgrade package that integrates AI-powered tools, enhancing and accelerating course creation within the existing suite. This AI package includes an AI Assistant which Automates content generation, creates knowledge assessments, images, and audio effects, and converts source documents into interactive learning content. It also generates professional-quality customizable video content with realistic actors, voices and settings.
Benefits and impacts	The AI capability enables less experienced users to create high quality courses. It also 'significantly' speeds up content creation and reduces effort with the built in AI image and audio generation. Among other courses, this has actually helped speed up content generation for our AI Fluency modules, and helped us move towards our overall goal of meeting 70% staff uptake for 'foundation' AI fluency training.

Statistics New Zealand

15-3 – GitHub Copilot	
Overview	GitHub Copilot helps our software developers write code faster by reducing the time spent sifting through documentation, writing boilerplate code, and trying to remember syntax. It has helped transition from one codebase to another, where a developer learnt a new programming language using GitHub as a 'learning advisor' We have also used GitHub Copilot to 'reverse engineer' requirements from legacy codebases, enabling faster 'Discovery' phase within a project lifecycle
Benefits and impacts	In our initial pilot group, we surveyed developers to determine how much productive they were in using GitHub Copilot. Their conversative estimate was a 30% efficiency uplift while using GitHub Copilot.

15-4 – Census Public Consultations - Automated Submission Analysis	
Overview	Stats NZ is modernising the census to an admin-data-first model, prioritising the use of administrative (admin) data. As part of public consultation on new way of performing census, we have captured the consultation from individuals and organisation, removed any personally identifiable information (PI) from the submissions and used AI frameworks (LangChain and Langgraph) and AI agents to analyse submissions and provide a human reviewed report with submission themes and analysis. Please see following link for more detail: https://www.stats.govt.nz/consultations/public-consultation-proposed-data-collection-approach-and-content-for-the-census/privacy-statement-and-submissions-analysis/
Benefits and impacts	While this use case was developed for this specific consultation process, it was built for 're-use' purposes. We also purposely (for this specific use) prioritised human review to mitigate risks. Efficiencies will accrue from re-use of the code and methods used to build this solution, in subsequent consultation processes and with other survey analysis (which are yet to occur, so haven't been measured). We also intend open sourcing the solution for cross agency use, recognising the AI fluency barriers if other agencies do not have resources familiar with AI development practices and frameworks.

Statistics New Zealand

15-5 – HILS (HES) Expenditure Diary - up to SENSITIVE data	
Overview	Our Household Income and Living Survey (HILS) collects information on income, expenditure and demographic information on households and individuals surveyed for statistical use. HILS data will be used to estimate how much New Zealand households earn, where from, and if that's enough for their needs. It will also obtain information on what sort of household they are and their composition. HILS provides information the government can use to develop ways to help New Zealand families. Government agencies use the information collected in the Household Income and Living Survey (HILS) to help develop policy and make decisions. HILS data from this year will be used to estimate the number of households with low income and the number of children living in these households. We use a fair statistical selection method where every household in our country has a known chance of being included to participate in the survey. The expenditure diary captures a respondent's expenditure over a period of a week. They are completed on paper by each eligible household respondent. As part of developing the new application for processing HILS Diaries, it has been proposed to include a scanning tool to help load data from PDFs and Receipts. This involves scanning the files, and then processing them through an AI tool, Azure AI Document Intelligence , to pull the relevant data out of the file/receipt. Azure AI Document Intelligence will receive the diary (booklets, pdfs etc.) in a storage account, once extracted from email. It extracts the data from the unstructured storage and stores it in a structured format in Cosmos DB – the AI solution merely processes the data, it does not store or use any of the data.
Benefits and impacts	We are still in the 'assessment' stage of moving to this new approach, so are unable to share benefits realised yet.

Taumata Arowai (**Drinking Water Regulator**)

42-1 – Pilot of Copilot	
Overview	Pilot approach to rolling out Microsoft Copilot across the organisation First group was made up of IT staff and likely Copilot champions. Second group was made of people likely to find adoption of technology challenging Staff in the pilot groups were required to complete the LDC AI training and review Taumata Arowai's Copilot policy before a licence was granted Feedback from the pilot groups was sought to improve the training and support provided to participants ahead of the Copilot rollout to the rest of the organisation.
Benefits and impacts	Improved understanding and comfort using Copilot within a work context Aligning with government expectations to use Copilot / AI Feedback from pilot groups being incorporated into the collateral being used when Copilot is rolled out across the organisation, this includes greater support on how to use Copilot and examples of good use, for example what good prompts look like.

The Treasury

49-1 – Paerata	
Overview	Paerata is an internal GenAI/LLM tool used by staff to support their work productivity. It uses the Azure OpenAI Service.
Benefits and impacts	Paerata is an AI tool created by Treasury to test the use of publicly available AI technology for specific tasks while protecting Agency information. It operates as a chat, or chat over document tool. Some of the benefits of Paerata are outlined below but, as the tool is more widely used, these will evolve: Document analysis - Doing less initial collation and sorting of content and more intellectual analysis and quality refinement of our output (e.g., uploading documents and getting summaries and analysis of them). Content generation - Getting the early stages of work underway faster and reduced stress created by not being sure about how to start something new (e.g., drafting documents, emails, presentations). Language manipulation - A quick way to change the tone and style of your writing and enjoyable and novel interactions with the AI tool (e.g., changing the tone and style of written communications).

49-3 – Copilot	
Overview	Microsoft Copilot is a generative AI capability embedded within Microsoft 365 applications
Benefits and impacts	We have a limited number of Copilot licences which are assigned to staff and monitored to ensure they are being utilised. Key benefits include: - Productivity and time savings - Improved quality and consistency of outputs - Enhanced information accessibility - Staff capability uplift Time savings: Anecdotal evidence suggests measurable reductions in time spent on drafting, summarisation, and document preparation tasks.

The Treasury notes that Copilot licences are now allocated on request/as required.

The Treasury

49-4 – Claude AI	
Overview	The Analytics, Insights & Modelling team help make the consequences of policy legible to decisionmakers through data analysis, statistical modelling, and applied economic research. AI lets us do this better and faster. Claude is accessed via a web-based chat interfaces, accepting text and file inputs, and returning text outputs. In practice we use Claude as on-demand technical collaborators across several workflows: a) Code development and debugging: We write and maintain code for statistical analysis using government microdata. Claude accelerates this by drafting code from plain-language descriptions of statistical procedures, diagnosing errors and refactoring existing scripts, and translating between languages. b) Statistical and econometric analysis: Beyond writing code, Claude is a sounding board for analytical decisions: outlining the assumptions behind a method, flagging potential issues, functioning like an always-available colleague with broad technical knowledge. c) Literature review and synthesis: For any given research question, Claude can find and summarise key papers, identify relevant empirical findings, and map the state of the debate. d) Technical writing: We use Claude to draft, restructure, and edit written outputs such as internal writing and methodology documentation. It is particularly useful for translating technical content into accessible language for non-technical audiences. e) Data visualisation: Claude makes data visualisation faster and higher quality by suggesting appropriate chart types for different data, helping implement design principles, and generating code nearly instantly. f) Ad hoc knowledge tasks: quickly explaining an unfamiliar concept, checking the logic of an argument, generating structured outlines, formatting references and tables, etc. These are individually small but collectively significant time-savers. Consistent with the GCDO's guidance and Treasury's Code of Conduct, all AI-assisted outputs are reviewed and validated by the analyst before use: Claude is a drafting and reasoning aid, not a decision-making tool. We do not input any information classified at the "In-Confidence" level or above. The team does not input any personally identifiable data into Claude; our use is limited to code, publicly available literature, and analytical reasoning about methods and frameworks. N.b., Claude can produce plausible sounding but incorrect outputs, so verification is a standard part of our workflow.

The Treasury

49-4 – Claude AI	
Benefits and impacts	We have not constructed formal metrics of our own productivity gains from AI, and doing so rigorously would be non-trivial. The indicative figures below are based on day-to-day experience and align with patterns in the external experimental literature.2 They should be read as "time saved on tasks where AI is applicable," not as whole-of-job uplift. In practice, the gains show up as higher-quality analysis within the same timeframe rather than as a reduction in total input hours: more robustness checks run, more literature incorporated, clearer communication of findings, and faster turnaround on ministerial requests. As the complexity and volume of analytical questions facing the Treasury continues to grow, AI helps us keep pace with demand by accelerating mechanical tasks, letting us focus on analytical depth and judgement. a) Coding and debugging. ~3–5 hours saved per 10 hours (i.e., ~30–50 percent).3 Procedures that involved hours of iterative troubleshooting and documentation searching now resolve in minutes. b) First-draft writing. ~3–4 hours saved per 10 hours of baseline (i.e., ~30–40 percent) drafting time for structured first drafts. c) Literature synthesis. Often ≥5 hours saved per 10 hours (i.e., ≥50 percent): this applies to the first-pass survey of the field stage (e.g., mapping the landscape of ~10–15 papers), not to the deep critical reading that follows. Baseline varies a lot with familiarity and difficulty. d) Analytical reasoning and statistical methods. Small to moderate speed gains. Claude is a useful sounding board for methodology choices, but the value is more about risk reduction (catching things we might miss) than speed. Hardest category to quantify. Taken together, our best estimate is that Claude saves the equivalent of 5-8 hours per week per analyst, concentrated in coding and writing tasks (i.e., 0.125–0.20 FTE). We are confident the direction is positive and meaningful; we are appropriately uncertain about the precise magnitude, as is the research literature.

Worksafe

25-3 – CoPilot Chat and M365 CoPilot	
Overview	Microsoft Copilot Chat deployed to all kaimahi with basic training, M365 CoPilot deployed to select group
Benefits and impacts	• 60% kaimahi used Copilot Chat in last 30 days; 13% daily users. • Builds workforce-wide AI literacy. • Supports day-to-day productivity improvements.

25-4 – Insights Generation	
Overview	Staff iteratively developing generative AI tools (search assistants, summarisation agents, fact-checkers, sentiment analysis, report generators) with domain-specific prompt libraries.
Benefits and impacts	• Routine tasks automated for efficiency. • Improved insight generation and accuracy. • Better use of specialist time.

25-5 – Linking Datasets	
Overview	Combines information from different datasets to create a single, accurate view of a business—enabling smarter inspection planning and better identification of high-risk areas.
Benefits and impacts	• Improved risk targeting. • More accurate and holistic business insights. • Supports evidence-based decision making.

Worksafe

25-7 – Feedback Agent	
Overview	Analyses and themes stakeholder feedback submitted on draft guidance, prioritises issues, and generates suggested changes. Humans review and accept/modify/reject suggestions before guidance is updated.
Benefits and impacts	• Faster consultation cycle: reduces time from feedback close to publication. • Improved quality: ensures consistent theming and reduces missed issues. • Transparency: clarifies how feedback informed the final guidance. • Capacity relief: reduces manual collation and admin workload for SMEs.

25-8 – Guidance Currency Agent	
Overview	Reviews WorkSafe's 440+ guidance products and identifies which items are out of date or most affected by legislative, technology, or practice changes. Provides a prioritised list so teams can focus on high-risk or high-impact updates first.
Benefits and impacts	• Operational efficiency: helps manage a large guidance backlog more effectively. • Accuracy: lowers the risk of stakeholders relying on outdated guidance. • Strategic clarity: enables data-driven prioritisation of updates. • Capability building: supports learning about enduring AI skills and investment needs.