

Open Government Partnership New Zealand

National Action Plan 2018-2021

End of Term Report

Commitment 6: Service Design

Lead agency: Department of Internal Affairs

Objective: To develop an assessment model to support implementation of the all-of government Digital Service Design Standard (the Standard) by public sector agencies: <https://www.digital.govt.nz/standards-and-guidance/digital-service-design-standard/>

The Standard provides the design thinking to support the objective of New Zealanders being able to work collaboratively with government to shape the design of public services. Collaboratively designed services will be more trusted, accessible, integrated and inclusive. The assessment model provides the basis to assess and measure agencies' performance against the Standard and it supports a mind-set and culture change, both at an individual agency maturity level and in terms of systemwide change.

Ambition: People experience more responsive, open, citizen-centric and user focused service delivery.

OGP values: Public Participation, Technology and Innovation

What we achieved:

Recognition of the Standard's value

Engagement around the assessment in 2019 found that, once people are made aware of it, the Standard is highly valued and appreciated. Government agencies see its potential value in being a lever for the building and running of government information and services that people can easily find, understand and use, that are both trusted and worthy of people's trust.




The holistic coverage of the Standard means that it is often the only place where an important topic is covered. For example, equitable access to services is part of Principle 4, Be inclusive, and provide ethical and equitable services. The Citizens Advice Bureau values this and has raised the importance of this to the Digital Public Service Branch. The Branch's Digital Inclusion work programme is addressing this concern by scoping the work needed to ensure people who need it have non-digital access to government services and entitlements, which involves whole channel service design.

The Standard's inclusion of Principle 9. Design for our unique constitutional and cultural environment, is also a point of difference internationally. The principle was co-designed with Māori service designers and has received a lot of international interest, especially from countries with an indigenous population like Canada.

Consultation and testing

Alongside reinforcement of the value of the Standard, we consulted on it and took a test and learn approach from piloting it with agencies. This has given us clear recommendations and informed our next steps.

Summary

Milestones		Progress
1	Identify suitable assessment models for supporting agency uptake of the standard, including options for assessment and measurement of performance against the standard. Start/End dates: August 2018-March 2019	
2	Publication of preferred assessment model for implementation. Start/End dates: April 2019 - June 2021	
2A	Piloting of assessment models with agencies through iterative refinements to reach a preferred and suitable framework. Start/End dates: January 2020 – December 2021	
3	Public engagement on a refresh and review of the Digital Service Design Standard. Start/End dates: No longer applicable	N/A

Progress key:



some delays



underway



completed

What we achieved

Milestone 1 Identify suitable assessment models for supporting agency uptake of the standard, including options for assessment and measurement of performance against the standard.

Consultation was done in 2018/19 with both government and non-government agencies. From this, recommendations for a framework for assessing and reporting on agency use of the Standard, and further recommendations on the Standard itself, as well as ways of better enabling the implementation, use, and support of the Standard came out.

Key recommendations include:

- updating the Standard to include clear, specific, measurable outcomes which can be assessed and reported,
- establishing consequences for non-compliance,
- implementing an assessment model that would see varying levels of reporting and assessment depending on the volume and impact of the services being measured, and
- providing resources to raise awareness and support the implementation of the Standard in agencies.

Milestone 2 Publication of preferred assessment model for implementation.

This work hasn't progressed for the reasons identified below in the lessons learnt section. In short, the Standards need to provide clear, specific, measurable outcomes that can be assessed and reported on and to be supported by improved guidance before this Milestone can be completed.

As a consequence, Milestone 2A was added.

Milestone 2A Piloting of assessment models with agencies through iterative refinements to reach a preferred and suitable framework.

Interviews were conducted with participating agencies about their experiences piloting the Standard. Consistent themes emerged:

- Changes to the structure and language of the Standard need to happen because it is too long and onerous. There is an opportunity to make it easier for agencies to understand and implement by splitting it into a project checklist and wider organisational requirements captured by existing standards, guidance and frameworks (e.g. privacy, security, information management).
- It is also clear that work needs to be done to make it implementable as the design principles don't have measurable metrics. The Standard can't be assessed without specific measures. There is also a lack of information on the 'how' of implementing it.

For government agencies, successful implementation of the Standard would also require support and advice. For example:

- a team of people skilled in the areas of expertise outlined in the Standard, who could be called upon for on-the-ground help, and
- additional frameworks like a Digital Maturity Model, to benchmark services and service delivery and provide clear steps and actions for improvement.

These themes reflect and reinforce the findings from the engagement on the assessment model done in 2018/9.

How we included diverse voices and engaged diverse communities

- Participating agencies have involved staff whose roles include accessibility needs and/or cultural sensitivity as and when appropriate.
- Blogging on digital.govt.nz e.g. progress on development of an assessment model.
- Blogging on New Zealand Government Web Community channel on Yammer.

Commitment links:

- Digital.govt.nz blog: The Digital Service Design Standard - Assessment Framework recommendations: <https://www.digital.govt.nz/blog/the-digital-service-design-standard-assessment-framework-recommendations/>

Impacts:

As the Standard has yet to be implemented, impact can only be seen through its influence. An example of this is the work the team in the Ministry of Health, which developed and now maintains

the COVID-19 Tracer app, did to create a tailored version of the Standard that focused on digital architecture.

What we learned:

Problems with the original intent

Feedback from the consultations and pilots is that when known about, the Standard is valued, but does not provide clear, specific, measurable outcomes that can be assessed and reported on. Nor does it set consequences for non-compliance. These are things that government agencies and people have said they want.

Importantly, for agencies to implement and comply, they also want easy-to-understand guidance, advice and support. In its current state, the Standard is overly long and complex and unable to be implemented.

Although there are issues with the original construction of the Standard, the use of it as it stands by government agencies, shows the value it provides.

What's needed to fix the Standard

Minimum work required to address the issues raised by agencies:

- re-write for clarity, brevity and comprehension;
- combine principles, restructure into separate parts (e.g. project checklist, broader organisational policies like data, privacy, security);
- create/rewrite easy to understand holistic guidance on the creation of government services. This covers gaps like te reo content on websites, creating ethical and equitable services; and
- use data and insights to benchmark system maturity, show weak areas for targeting (e.g. capability build), to create public measures for accountability and transparency.

Where to from here:

Agreement is being reached on a phased approach to implementing the Standard. Phase 1 will focus on developing a minimum set of mandatory standards that will be monitored and enforced. This reflects the core work of the Digital Public Service Branch and is an essential step in ensuring a trusted and trustworthy digital and data system.

Phase 2 would build on digital foundations with investment in service design. A programme of work to explore what resourcing, capability building, guidance and support is required to scale a te ao Māori service design. It would be a Māori led initiative and would require partnering with an organisation with capability in te ao Māori and relationships with iwi/Māori. Additional funding would be required to deliver this.

Phase one would deliver:

- clearly defined set of minimum mandatory standards for government agencies to comply with;

- reviewed/rewritten guidance to support the implementation of the core standards, co-designed with government agencies and other relevant organisations to ensure usability;
- an agreed virtual team of system and standards leads to support the work programme and provide critical skills to government, especially small agencies;
- data and insights on the compliance to the core standards. Knowledge of compliance rates will enable system interventions to be monitored for success;
- options for enforcement will be explored as the programme of work is rolled out; and
- public reporting on mandatory standards compliance to ensure transparency and accountability.

Open Government Partnership New Zealand

National Action Plan 2018-2020

Progress report to: October 2019 – December 2020

Commitment 6: Service design



Lead agency: Department of Internal Affairs

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OGP values: Public Participation, Technology and Innovation

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some delays



underway



completed

WHAT WE HAVE BEEN DOING

- **Research and planning**

Assessment models from across governments have been identified and reviewed with two models selected for our approach: one consisting of the principles as is and one with participants co-designing criteria.

- **Engagement activities**

Engaging with agency leadership teams to keep them informed of progress and commencing recruiting agency volunteer participants for the assessment pilot.

HOW WE ARE INCLUDING DIVERSE VOICES

- During co-design of the assessment criteria we will be discussing how and where the NZ Government Web Accessibility Standards, as well as the Accessibility Charter, inform the criteria.
- We are inviting ministries representing minority peoples to participate in the assessment pilot as well as welcoming any individuals from agencies whose roles includes accessibility needs or cultural sensitivity.

HOW WE ARE KEEPING DIVERSE COMMUNITIES INFORMED

- Blogging on digital.govt.nz e.g. progress on development of an assessment model.
- Blogging on New Zealand Government Web Community channel on Yammer.

WHAT'S NEXT?

- Finalising participating agencies by the end of February 2020 with the hope that we secure six agencies so that we may have a small, medium and large agency assess each of the two models.
- Piloting the models with agencies and gathering their feedback for analysis to product insights and recommendations going forward both towards a single assessment model to roll out across agencies and to inform the next iteration of the principles themselves.

LINKS – EVIDENCE OF PROGRESS AND MILESTONES ACHIEVED

- Report published on Digital.govt.nz: <https://www.digital.govt.nz/standards-and-guidance/digital-service-design-standard/digital-service-design-standard-recommendations-for-assessment-and-reporting-models/>

Open Government Partnership New Zealand

National Action Plan 2018-2020

Progress report for: June 2018 – January 2019

Commitment 6: Service design: develop an assessment model to support implementation of the all-of-government Digital Service Design Standard by public sector agencies.

Lead agency: Department of Internal Affairs


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underway



completed

WHAT WE HAVE BEEN DOING

- **Research and analysis**

Held a workshop with a few key people who have skills and knowledge assessing standards, and delivering services. The insights from the workshop will feed into how we frame and engage on the assessment model. Interviews and research sharing with other jurisdictions, including New South Wales, Canada, UK.

- **Engagement planning**

Engagement is being shaped using insights from research and interviews.

HOW WE ARE INCLUDING DIVERSE VOICES

- Discussion around the assessment model is being done with a focus on inclusive design; ensuring people with disabilities can access digital services. We're currently looking to link the assessment done for the NZ Government Web Accessibility Standards and the Accessibility Charter with the Digital Service Design Standard.
- The standard has been designed in collaboration with Māori who are involved in service design, both in and outside of government.

HOW WE ARE KEEPING DIVERSE COMMUNITIES INFORMED

- Blogging on digital.govt.nz eg [Why create a digital service design standard?](#)

WHAT'S NEXT?

- Workshops with agencies will be held in the coming months as part of a wider engagement strategy and plan.
- An online engagement platform will be adopted as part of the engagement strategy. Members of the public, along with government agency staff and other interested parties, will be able to contribute to the discussion through the Loomio deliberation tool.
- Further explanation of Milestone 3 is required to clarify that the engagement will focus on the assessment model. It is anticipated that the bulk of the insights will come from working with government agencies on implementing the model. As it is a 'living standard' updates will be made to it incrementally, in a cycle of continuous improvement, to ensure it best supports government agencies to deliver consistent, accessible, high quality information and services.

LINKS – EVIDENCE OF PROGRESS AND MILESTONES ACHEVED

NA

Open Government Partnership New Zealand

National Action Plan 2018-2020

Progress report to: July 2020 – September 2020

Commitment 6: Service Design




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some delays



underway



completed

WHAT WE HAVE BEEN DOING

- Due to an extended organisational redesign, combined with staff turnover, work has not progressed over the past quarter, however will resume in the next quarter.

HOW WE ARE KEEPING DIVERSE COMMUNITIES INFORMED

- Participating agencies have involved staff whose roles include accessibility needs and/or cultural sensitivity as and when appropriate.
- Blogging on digital.govt.nz e.g. progress on development of an assessment model.
- Blogging on New Zealand Government Web Community channel on Yammer.

WHAT'S NEXT?

- Gathering the feedback for analysis of this first iteration to produce insights and recommendations for the next iteration going forward both towards a single assessment model to roll out across agencies and to inform a future review of the principles themselves.
- Future iterations are aimed at including agencies of differing staff size and maturity both in the aim to reach a suitable model that works across all agencies, regardless of size and maturity and in the aim of robust trial and data to inform the final model.
- Update on Milestone 3: Other insights gathered from our agency engagement reinforces our decision not to engage publicly on a refresh of the Standard as more work is needed to embed it into product and service development in the first instance. A refresh of the Standard will be considered in due course.

LINKS – EVIDENCE OF PROGRESS AND MILESTONES ACHIEVED

- Digital.govt.nz blog: The Digital Service Design Standard - Assessment Framework recommendations: <https://www.digital.govt.nz/blog/the-digital-service-design-standard-assessment-framework-recommendations/>

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some delays



underway



completed

WHAT WE HAVE BEEN DOING

- From February, the work focused on aligning the Digital Service Design Standard (DSDS) with the work in the Digital Public Service Branch (the Branch) of the Department of Internal Affairs (DIA). This is because the work of the Branch mirrors the principles of the DSDS and needs to be better aligned to deliver to it.

Service design

- The Integrated Services programme lead¹ and the DIA team which delivers SmartStart, both agree that there is a tight connection between the DSDS and their work to deliver human centred, integrated services. If additional funding is granted in Budget 2021 for the extension of SmartStart to include services for children aged 0-6, the DSDS can be used to guide the service design process. This is an opportunity to iterate the DSDS to make it implementable, building on feedback from piloting agencies.

Data and insights

- Data and insights are essential to benchmark system maturity, show weak areas for targeting (e.g. building skills), and to create public measures for accountability and transparency. Work is evolving with the Business Intelligence team in the Branch to review existing data on government services and service delivery, as well as government's capacity and capability to assess, monitor and report on progress. This focus reflects the work of the Branch as well as the principles of the DSDS and enables an evidence-based approach to system interventions highlighted by future use of the standard.

Equitable access to services

- The DSDS is recognised as the only place where equitable access to services is called out as a requirement for government information and services. The Citizens Advice Bureau values this (other community organisations working to support people to access services may or may not be aware of it). The Branch's Digital Inclusion work programme is scoping the work needed to ensure people who need it have non-digital access to government services and entitlements, which involves whole channel service design.

Feedback from COVID 19 tracer app team

- The team in the Ministry of Health which developed and now maintains the COVID-19 Tracer app sees the potential in the DSDS. The team created a tailored version of the DSDS that suited their needs while building the app, which focused on digital architecture. Again, the team's feedback that the current DSDS isn't implementable, because it is too high level and overly 'wordy', is consistent with other feedback received.
- The team notes that the UK Government's NHS Service Standard² is much easier to understand and use. They also highlight NZGOAL-SE³ as an example of a standard that is easy to implement, that the DSDS could emulate.

Future direction and work

- What the assessment model for the DSDS will look like is not yet clear. Government agency feedback is that the Standard, as it is currently written, is too high level and vague to be implemented. This means that an assessment model cannot be created, as the standard that needs further work in order to be usable.
- The principles and aim of the DSDS continue to be recognised as valuable. Feedback from agencies and organisations who are aware of the DSDS's objectives is that they are supportive of it. They see its potential value in being a lever for the building and running of government information and services that people can easily find, understand and use, that are both trusted and worthy of people's trust.
- Decisions about the future of the DSDS will be made in June and the final report on this commitment will provide a roadmap which will reflect that outcome.

HOW WE ARE KEEPING DIVERSE COMMUNITIES INFORMED

- Participating agencies have involved staff whose roles include accessibility needs and/or cultural sensitivity as and when appropriate.
- Blogging on digital.govt.nz e.g. progress on development of an assessment model.
- Blogging on New Zealand Government Web Community channel on Yammer.

WHAT'S NEXT?

- Sharing options for refreshing the DSDS and potential assessment models with decision makers in the Digital Public Service branch to inform next steps. The options are based on feedback from the consultation and the pilots done by government agencies.
- Creating an engagement plan to ensure stakeholders and the public can find out about the work and participate in decision making where possible.

LINKS – EVIDENCE OF PROGRESS AND MILESTONES ACHIEVED

- Digital.govt.nz blog: The Digital Service Design Standard - Assessment Framework recommendations: <https://www.digital.govt.nz/blog/the-digital-service-design-standard-assessment-framework-recommendations/>

¹ <https://www.digital.govt.nz/showcase/integrated-services-service-innovation-working-group/>

² <https://service-manual.nhs.uk/service-standard>

³ <https://www.data.govt.nz/toolkit/policies/nzgoal/nzgoal-se/>

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National Action Plan 2018-2020

Progress report to: June 2019

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3	Public engagement on a refresh and review of the Digital Service Design Standard. * Start/End dates: December 2019 – June 2020 <ul style="list-style-type: none">• See What's next for more information	

Progress key:



some delays



underway



completed

WHAT WE HAVE BEEN DOING

- **Research and analysis** Interviews with international jurisdictions to share learnings and insights that will inform the framing of engagement during workshops and online engagement discussions.
- **Engagement activities** A light-touch online engagement process was undertaken to reintroduce the topic and provide direction for deep-dives during workshops.
 - **Workshops** were advertised through a list provided by DIA's relationship managers, [the Digital.govt.nz Discussion space](#), [the NZ GovTech meetup](#), the [NZ GovTech Slack](#), and various social media.
 - 6 public sector workshops were run during May 2019 in Wellington, Auckland, and an online video conference session.
 - Approximately 65 people came to the public sector workshops.
 - A private sector workshop attended by 11 people was run at a [NZ GovTech](#) Meetup on 14 May.
 - The workshops covered an overview of the Standard, led discussions awareness of the Standard, how agencies used it, the value of the Standard, and how it should be reported and assessed. The workshops also elicited feedback on each of the principles.
 - **Surveys** Participants were asked to fill in a survey that covered a range of topics from the workshop, including use and awareness of the Standard within agencies, the value of the Standard, and how the Standard should be reported and assessed.

HOW ARE WE INCLUDING DIVERSE VOICES

- Discussion around the assessment model is being done with a focus on inclusive design; ensuring people with disabilities can access digital services. We're currently looking to link the assessment done for the NZ Government Web Accessibility Standards and the Accessibility Charter with the Digital Service Design Standard.
- The standard has been designed in collaboration with Māori who are involved in service design, both in and outside of government.

HOW WE ARE KEEPING DIVERSE COMMUNITIES INFORMED

- Blogging on Digital.govt.nz e.g. Purpose of the Standard, Progress on development of an assessment model.

WHAT'S NEXT?

- The Government Chief Digital Officer (GCDO) will publish the full report soon on Digital.govt.nz, which will provide more details and the background behind these recommendations.
- The Digital Service Design Standard section on Digital.govt.nz will be re-organised and expanded to reflect the recommended changes.
- Based on the recommendations from the workshops and other engagement, the GCDO's Office will begin work on an assessment and reporting framework to help ensure the benefits of digital transformation will be experienced by everyone.
- For milestone 3 on public engagement for a refresh and review of the Digital Service Design Standard, more work is needed to create an Assessment and Reporting Framework based on recommendations from workshops and surveys conducted in April-June this year. We expect to gain more insight for improving the Digital Service Design Standard as we go through the framework creation and implementation process and want to reflect this iteratively.

LINKS – EVIDENCE OF PROGRESS AND MILESTONES ACHIEVED

- Loomio online discussion forum: <https://discuss.digital.govt.nz/g/fzbqiPmy/digital-service-design-standard-assessment-support-model>
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Lead agency: Department of Internal Affairs

Objective: To develop an assessment model to support implementation of the all-of government Digital Service Design Standard (the Standard) by public sector agencies: www.digital.govt.nz/standards-and-guidance/digital-service-design-standard/

The Standard provides the design thinking to support the objective of New Zealanders being able to work collaboratively with government to shape the design of public services. Collaboratively designed services will be more trusted, accessible, integrated and inclusive. The assessment model provides the basis to assess and measure agencies' performance against the Standard and it supports a mind-set and culture change, both at an individual agency maturity level and in terms of systemwide change.

Ambition: People experience more responsive, open, citizen-centric and user focused service delivery.

OGP values: Public Participation, Technology and Innovation

Milestones		Progress
1	Identify suitable assessment models for supporting agency uptake of the standard, including options for assessment and measurement of performance against the standard. Start/End dates: August 2018-March 2019	
2	Publication of preferred assessment model for implementation. Start/End dates: April 2019 - June 2019 Note: The workshops and other engagement activities have informed the scope and focus of the implementation plan.	
3	Public engagement on a refresh and review of the Digital Service Design Standard. * Start/End dates: December 2019 – June 2020 * See <i>What's Next</i> for more info	NA

Progress key:



some delays



underway



completed

WHAT WE HAVE BEEN DOING

- **Published the findings and recommendations on Digital.govt.nz** From the workshops and surveys earlier this year, a report has been published on Digital.govt.nz with the findings and recommendations for an assessment and reporting model. The report contains valuable feedback from government and non-government agencies which has been taken into consideration for the next steps in developing the assessment and reporting model.

The report has highlighted the importance of the assessment model to help support agencies to develop and deliver services that are more trusted, secure, accessible, integrated and inclusive.

- **Continued discovery phase** There has been a great amount of work and research that has already gone into the discovery phase including meetings with other jurisdictions. The findings from the report and meetings to date has been collated and recommendations for the alpha assessment and reporting model is underway.
- **Developed an 18-month roadmap** The indicative milestones identified for the roadmap are:
 - Oct 19 – Dec 19: Discovery phase and alpha assessment models tested. MVP beta model confirmed
 - Jan 20 – Mar 20: Beta phase is underway with 2-4 government agencies, working with MBIE on including the Standard in the procurement process, working with GCDO on making the Standard a requirement for vendors and revisiting the Standards to ensure they are fit-for-purpose
 - Apr 20 – Dec 20: Beta phase has been completed and the final solution confirmed
 - Jan 21 - Apr 21: support model has been established and assessment and reporting model is moving into BAU

HOW WE ARE KEEPING DIVERSE COMMUNITIES INFORMED

- Communicating our next steps through Digital.govt.nz
- As part of the roadmap we will be inviting people to contribute their feedback to the alpha and beta assessment and reporting model

WHAT'S NEXT?

- Complete the discovery phase and confirm alpha assessment and reporting models

- Setup a working group to test the alpha and assessment models. This will include agency representatives who have experience in service design and a scrum master to facilitate this work
- Reaching out to agencies to be part of the beta phase as we need agencies to test the model from the beginning to end of a project
- Once the beta phase been completed and an evaluation of feedback conducted, a decision will be made as to when and how further public consultation to review and revise the impact of the Standard will be undertaken.

LINKS – EVIDENCE OF PROGRESS AND MILESTONES ACHIEVED

- Roadmap: <https://trello.com/b/kJGLbiZV/draft-dsds-roadmap>
- Report published on Digital.govt.nz: <https://www.digital.govt.nz/standards-and-guidance/digital-service-design-standard/digital-service-design-standard-recommendations-for-assessment-and-reporting-models/>