



Better Public Services ...

... in Auckland

**Presentation to Audit New Zealand
09 May 2017**

**Lewis Holden, Deputy Commissioner Auckland,
State Services Commission**

Outline of presentation:

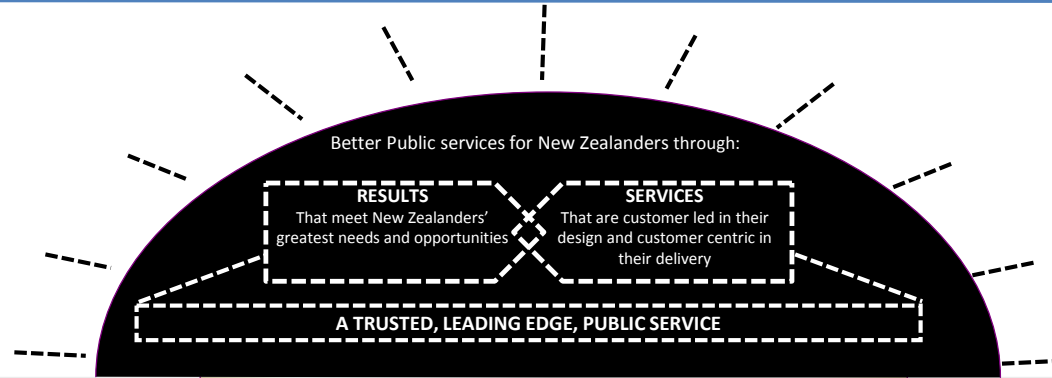
- *Better Public Services*
 - *Auckland*
- *Better Public Services in Auckland*

State Sector Reform: 30 Years in 60 Seconds

First 20: Pulling things apart -
accountability to taxpayers as owners

Last 10: Putting things together - value
to NZers as customers

Better Public Services 2.0



STATE SECTOR ARCHITECTURE

The State Services are arranged around New Zealanders' lives

Our architecture and the ways we work together align to and support better results and services for New Zealanders.

BPS Reform Initiatives are taken to scale (e.g. Results focus and investment approach), agencies actively consider whether their governance and institutional arrangements are well aligned to deliver for New Zealanders

BIG DATA AND ANALYTICS

Data stewarded as a system asset to improve outcomes

Data is stewarded as a system asset for better service delivery to all New Zealanders. A new data leadership role is mandated to build capability, standards and architecture.

Agencies partner with a new functional leader to build system-wide capability (e.g. Data Centre of Excellence) and provide for the system (e.g. shared data and analytics services)
Develop common data standards and sharing architecture that agencies can easily adopt

DIGITAL SERVICE TRANSFORMATION

Customer centered services that are easy and convenient to access

System-wide digital service strategy to deliver services to common clients
A remandated GCIO leads investment, standard setting and capability development

Agencies, in partnership with GCIO, continue to transform their services through technology and collaboration

OUR PEOPLE

We recruit, develop and deploy the leadership and talent we need for a skilled and diverse workforce

Stronger, mandated leadership across the system to develop successors for senior and CE positions
We are deliberate in driving up our diversity to match that of the communities we serve

Common approach to talent management used at all levels, with top talent identified and developed from early in career

DIVERSITY AND INCLUSION

Diversity and inclusion strengthen our agencies and enhance the wellbeing of the individuals who work in them and the State Services as a whole

Agencies understand the diversity profile they need and challenge themselves to realise it, reporting regularly on progress
Our services and leadership reflect our community and an inclusive approach to diversity. We show our commitment to diversity and inclusion in our strategies, values and leadership behaviours

REFRESHED BPS RESULTS

TRUSTED, RESPECTED, HIGH INTEGRITY PUBLIC SERVICE

Public Service identity

A single, unified service that public servants identify with
A trusted and respected brand

Culture and Values

Spirit of Service – public service ethos
Explicit Public service principles

Integrity

High standards of integrity, behaviour, conduct

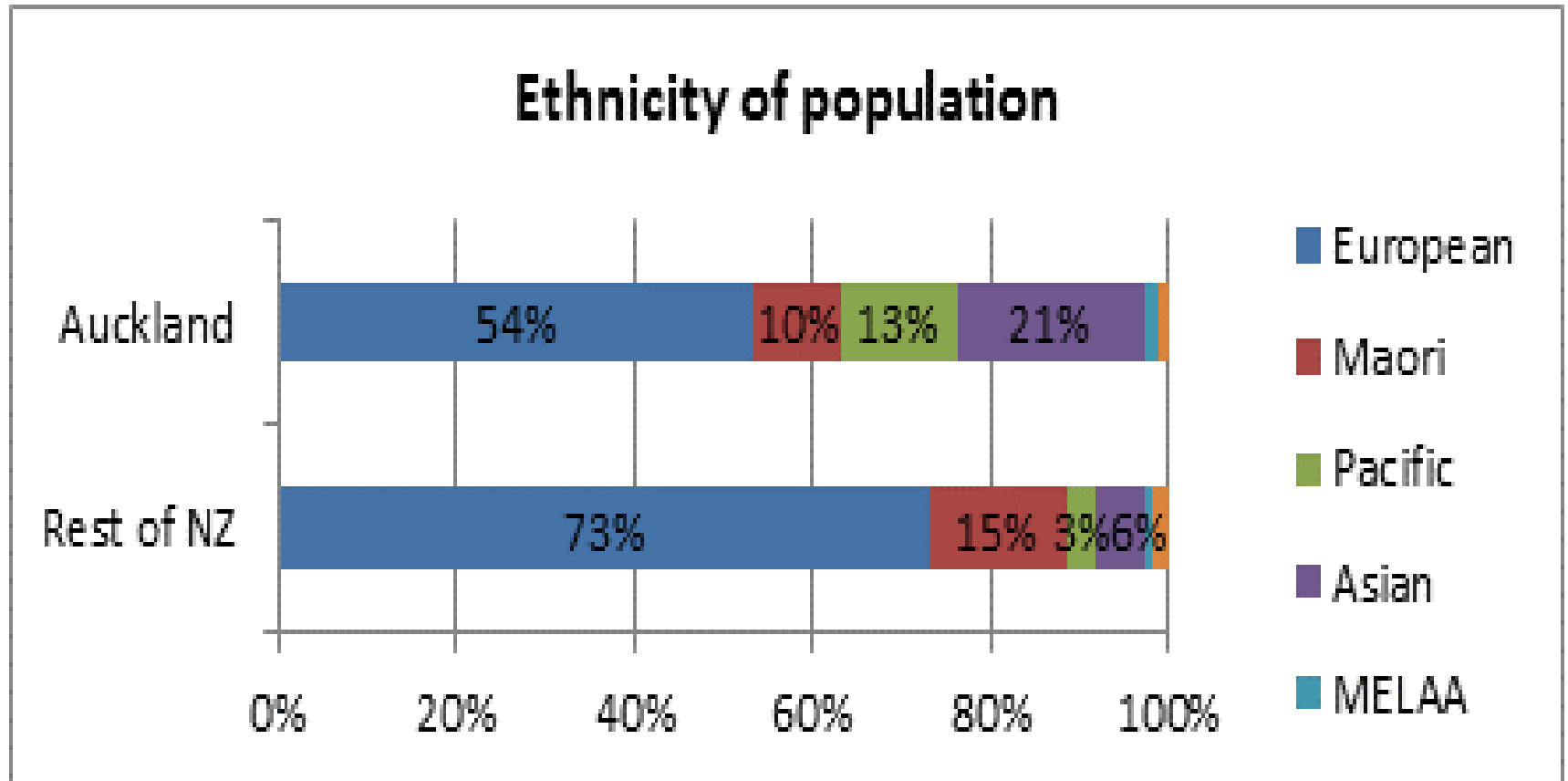
Foundational Pillars

Free, frank, fearless advice; political neutrality;
Open government and official information;
Independent, merit-based appointments

Auckland vs Australasian cities



Auckland's different to the rest of NZ...





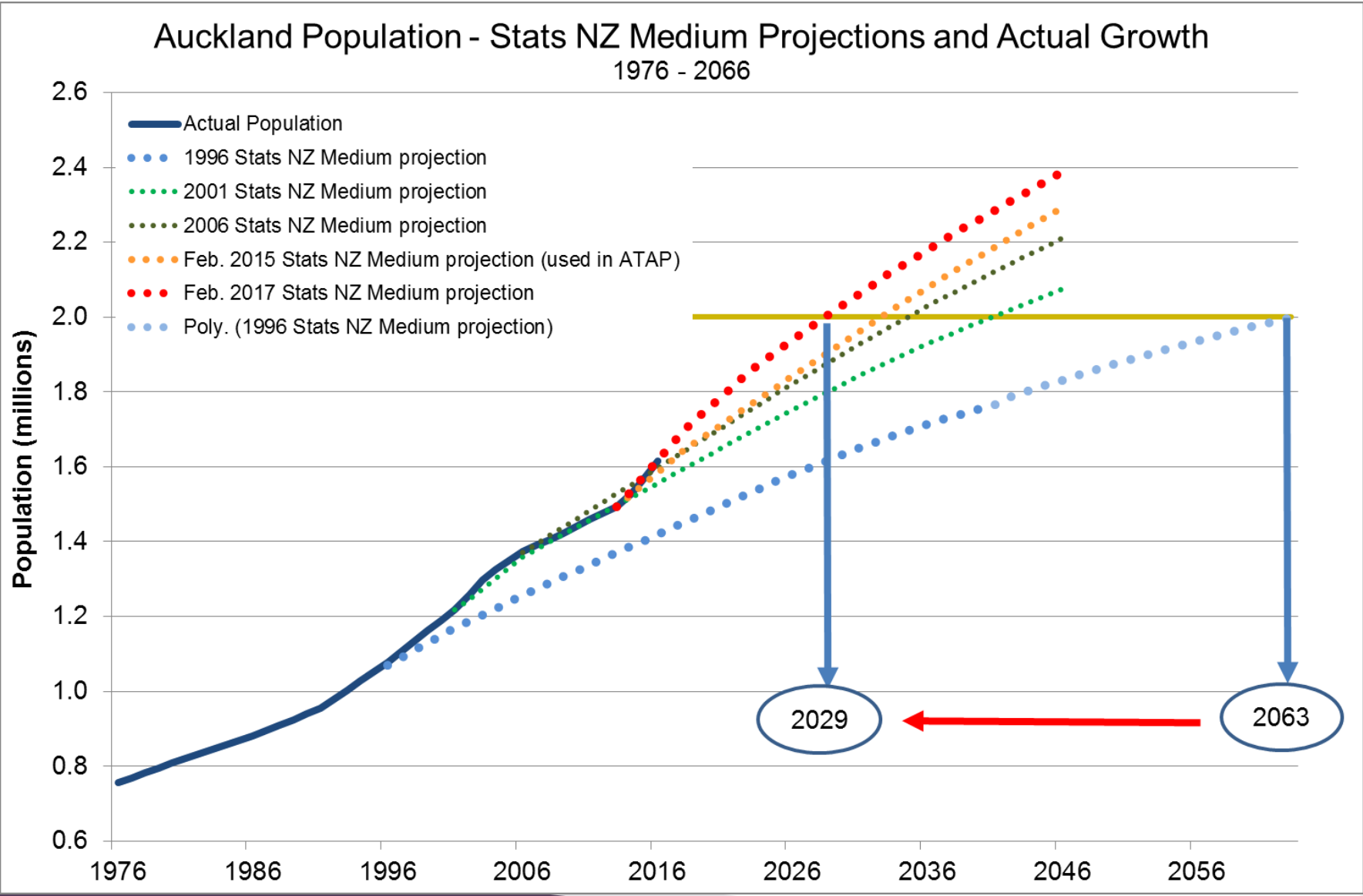
The Growth Story

Figure 1. Share of population (2013) and share of growth (2013 – 2043) by region



Source: Statistics NZ

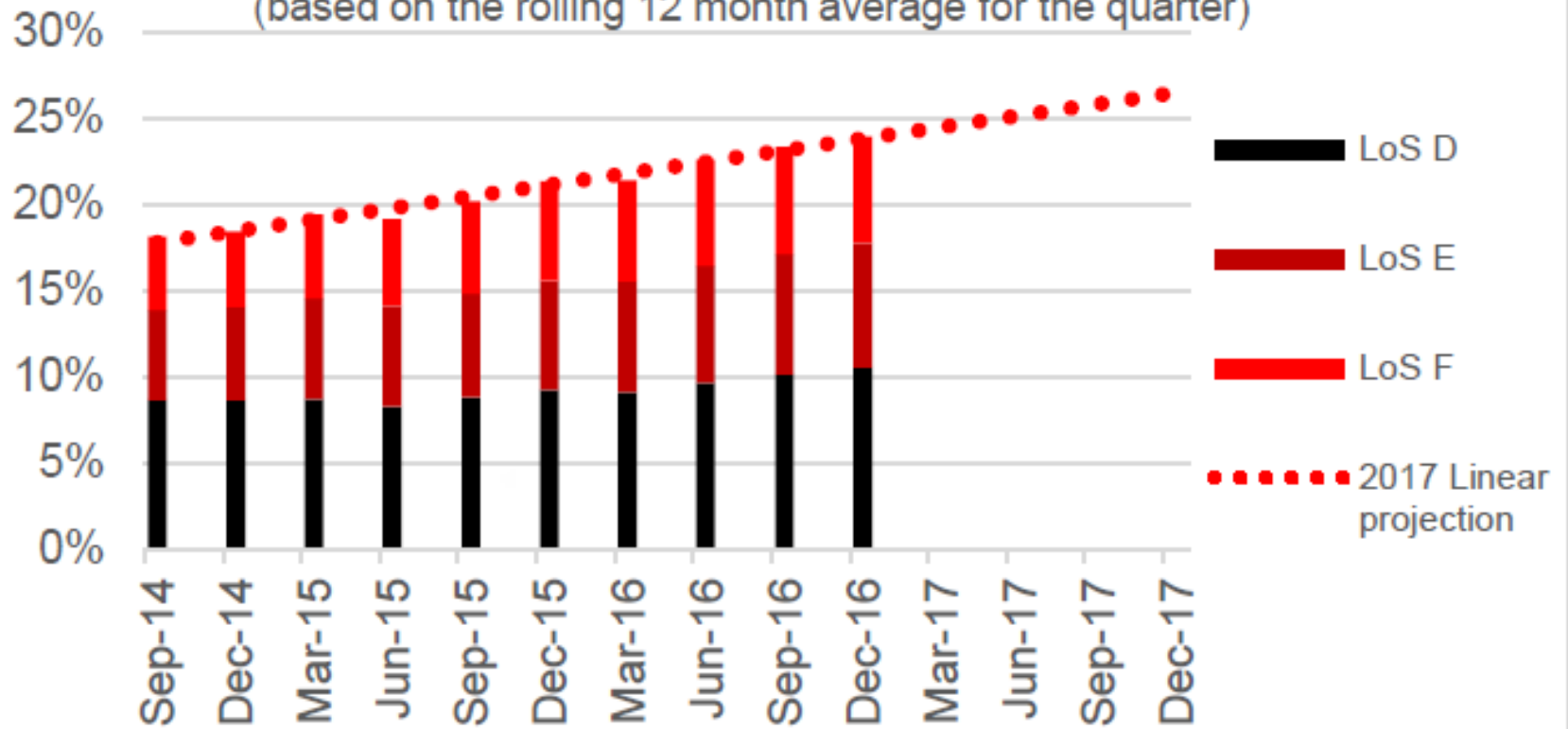
Rearview Mirror Gazing...



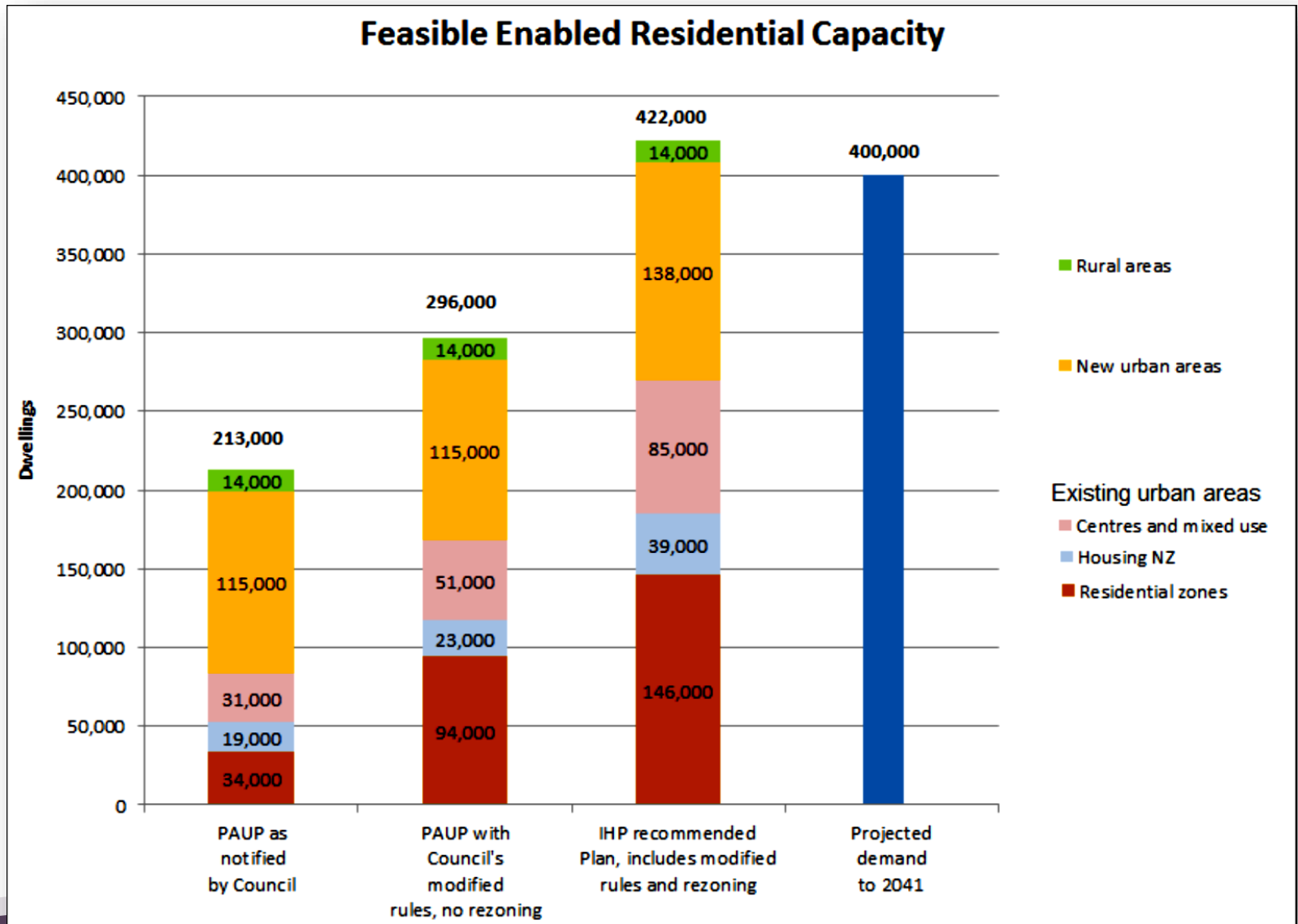
Mind the Gap...

Figure Three: Morning peak congestion on the arterial network

(based on the rolling 12 month average for the quarter)

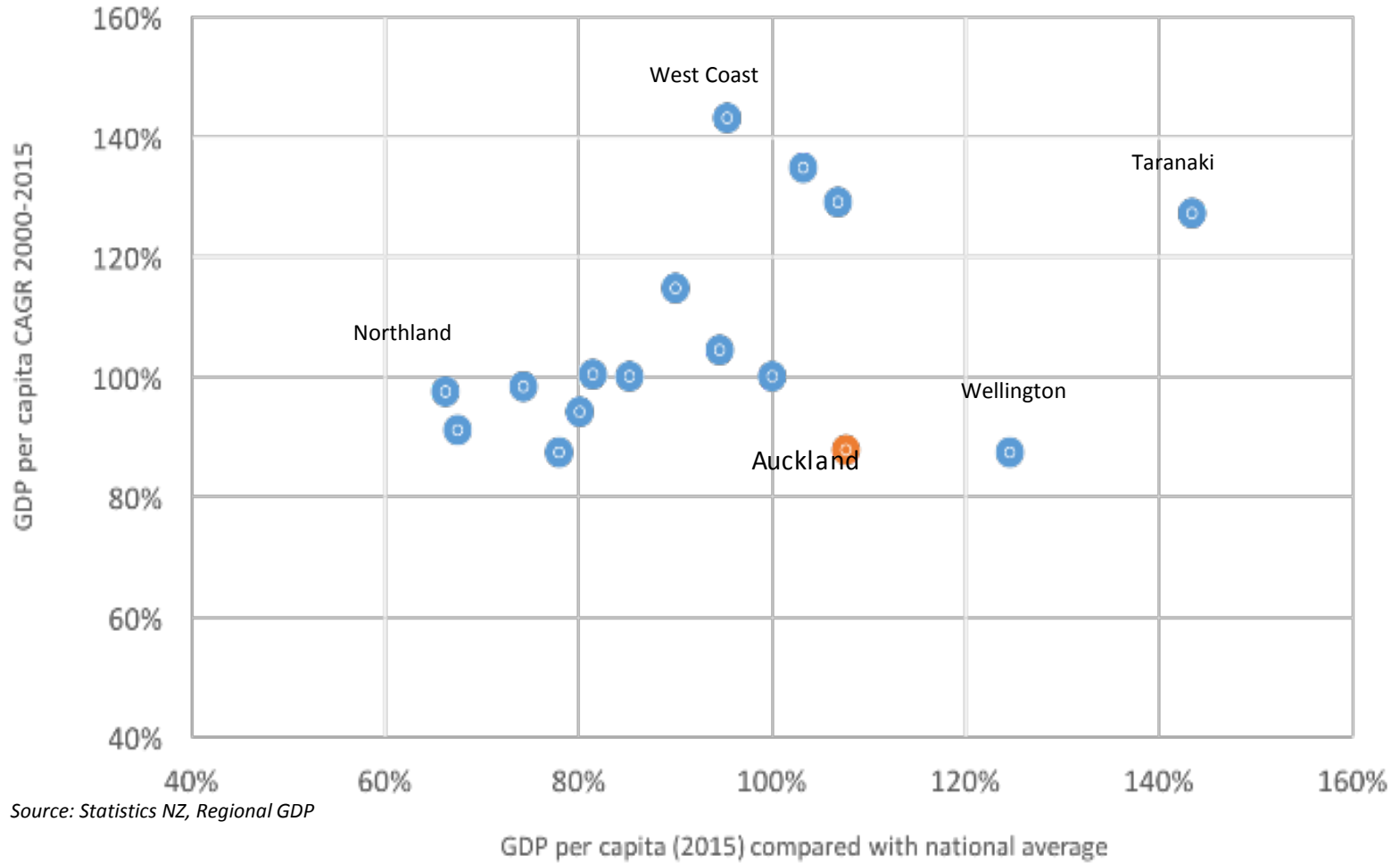


Mind the Gap...



The Productivity Story

Figure 12. GDP per capita by region (2015) and growth (2000-2015)



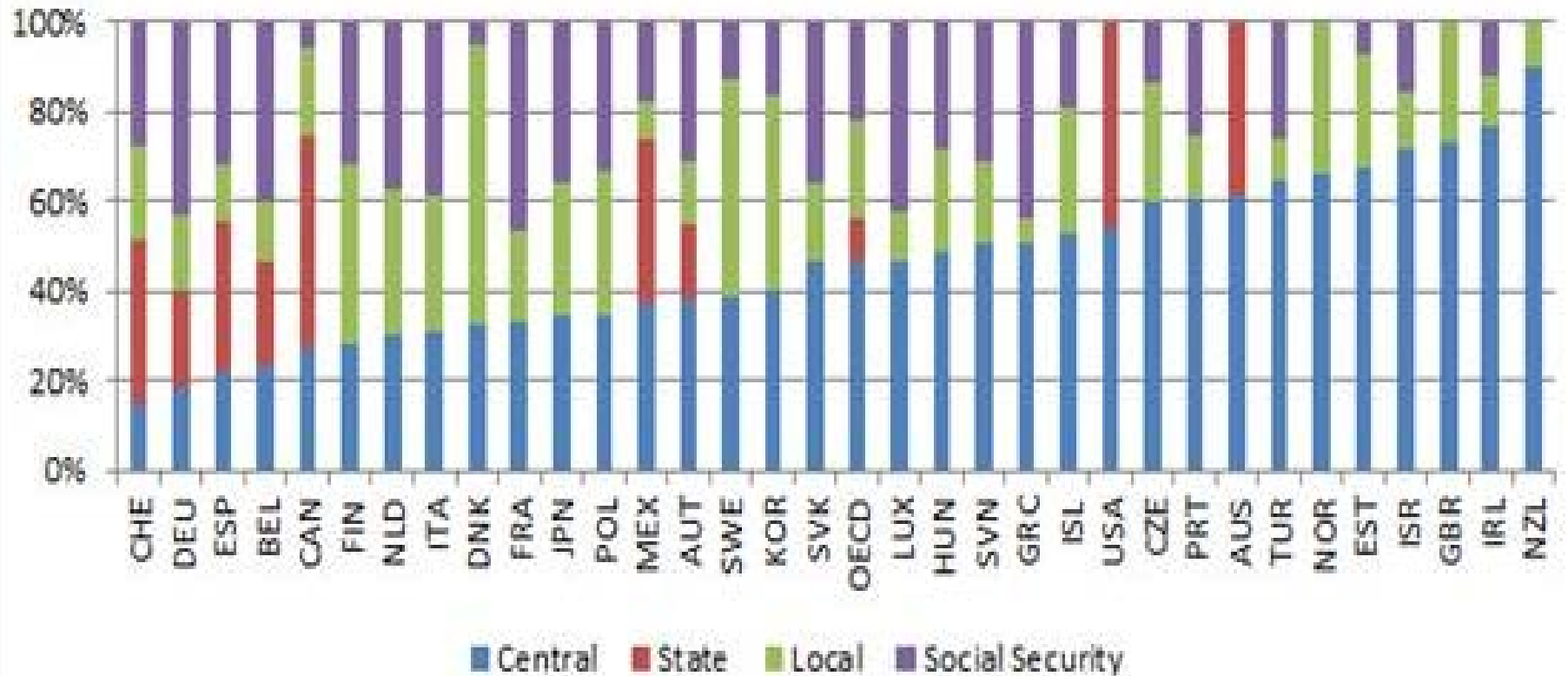
Source: Statistics NZ, Regional GDP



Better Public Services 2.0

...Government is Big Business

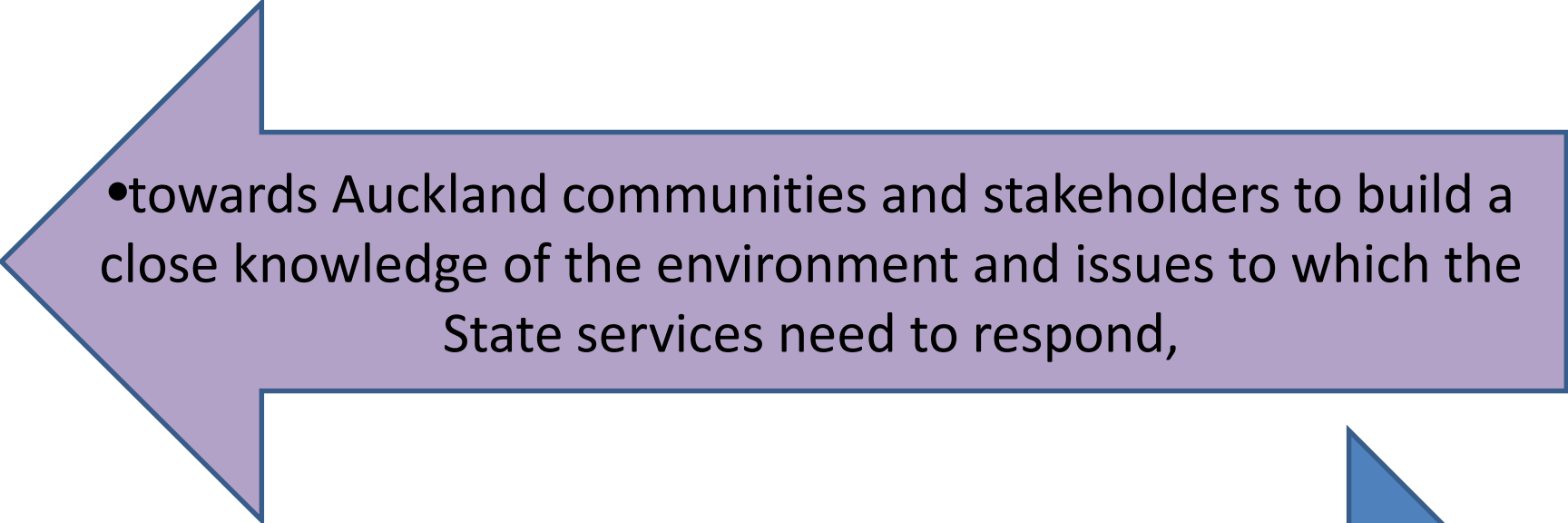
Public expenditure across different levels of Government,
OECD countries, 2011



Central Government in Auckland – the numbers..

- 2013 census: 95,055 public servants
(1 for every 6.5 private sector workers)
- 18,000 health workers
- 33,000 education workers
- 9,500 in core public service
- 50 policy staff...
...and a Deputy Commissioner

Deputy Commissioner, Auckland



- towards Auckland communities and stakeholders to build a close knowledge of the environment and issues to which the State services need to respond,



- towards the State services, in Auckland and Wellington, to ensure that agencies in Auckland have the capability, leadership, and levels of delegated authority necessary to work in new ways

Better Public Services 2: Delivering the Auckland New Zealand Needs

WE ARE COMMITTED TO:

Developing a shared aspiration for the Auckland New Zealand needs that is embraced by Auckland's diverse communities

Working with Auckland Council and using good quality data and analytics ("one version of the truth") to ensure our aspiration is reflected in a refreshed Auckland Plan

Articulating and delivering the shared aspiration with clarity and consistency

Resetting the relationship between Central Government and Auckland Council and how we each engage with Aucklanders

Working with pace and maintaining momentum to catch up with and then get ahead of Auckland's growth curve

Identifying key strategic issues that will need to be addressed

Engaging with Auckland Council, business and community leaders on the necessary actions and processes to deliver on the above commitments

Better Public Services 2: Delivering the Auckland New Zealand needs



State Services
Leadership Team

AMBITION	THEME	ACTION
TAKE TO THE NEXT LEVEL Building on existing initiatives	WORKING DIFFERENTLY	1. Back the South Auckland Social Investment Board (SIB) by giving local representatives the same discretion as their CEs <ul style="list-style-type: none"> • Give local leaders maximum delegation to act • Establish escalation points for where consensus cannot be reached
		2. Identify opportunities to provide shared community facilities, e.g. libraries, building on the current MoE scheme to develop sporting facilities on school grounds
	OUR PEOPLE	3. Develop a coordinated view of the workforce the State Services will need in Auckland for the foreseeable future and how this will be secured
	DATA AND ANALYTICS	4. Improve use of data in Auckland: <ul style="list-style-type: none"> a) Back an inter-agency roundtable to support more effective growth modelling and planning for Auckland; b) Raise decision-makers' understanding of growth modelling assumptions and data limitations c) Ensure easier access to datasets and models of value to Auckland
		5. Identify important knowledge gaps and develop a joint Auckland research plan
DELIVERING GROWTH	6. Develop a shared government view of the Auckland New Zealand needs	
STEP CHANGE Exploring outside the box	WORKING DIFFERENTLY	7. Engage with the diverse stakeholders and communities which make up Auckland
		8. Consolidate government service operations in 4-5 key Auckland hubs and relocate services not requiring face-to-face contact to lower cost sites
	OUR PEOPLE	9. The State Services in Auckland to have a similar profile to the population of Auckland as a whole, within 10 years
	DATA AND ANALYTICS	10. Be pro-active in the use of publicly-released data, e.g. facilitate the trialling of new technology and/or the provision of a commercial service
	DELIVERING GROWTH	11. Establish a cross-agency urban centre of expertise in Auckland
12. Deliver a long-term pricing strategy for Auckland transport (as recommended by ATAP)		