

Cabinet Committee on State Sector Reform and Expenditure Control

**BPS Result 9 – Improving Business’ Interactions with Government**

**Proposal**

1. Better Public Services (BPS) Result 9 and Result 10 aim to improve interactions with government, with Result 9 focussing on increasing efficiency and reducing compliance costs for business. This paper provides an update on the programme and proposes that Cabinet endorse the Result 9 Blueprint.
2. Companion papers from the Deputy Prime Minister and Minister of State Services, and the Minister of Internal Affairs, provide a progress report for BPS Results as a whole and an update on Result 10: Better Public Services for New Zealanders.

**Executive Summary**

3. The Result 9: Better Public Services for Business programme (‘Result 9’) seeks to reduce the cost for businesses of interacting with government by 25 per cent by 2017. The eight Result 9 agencies<sup>1</sup> have built on their early engagement in cross-agency projects, including the New Zealand Business Number (NZBN), since the programme started in 2012.
4. In order to focus on the priorities identified by business to address their key “pain points” in interacting with government, the chief executives have now agreed to the business customer-focussed future state outlined in the Result 9 Blueprint (Appendix 2). The Blueprint brings business customers to the front of the service development process and develops four core capabilities to deliver better public services for business. The Blueprint needed to extend beyond 2017 in recognition of the transformative nature of this work.
5. The high-level Roadmap (Appendix 3) identifies eight priority initiatives the agencies will collaboratively deliver by 2017 to support this future state. Actions focus on more integrated services, fewer touch points and less duplication, choice in how businesses engage with government, and more tailoring of service delivery.
6. While digital services can automate simple transactions, the Blueprint also recognises that business engagement with government can be complex and requires tailoring of services to meet individual business needs.
7. A mix of agency-specific, agency functional cluster and potentially whole-of-government actions will support the achievement of Result 9 targets and enable this public sector transformation. Uptake across government and with business is encouraged via engagement in projects like NZBN, where there are direct benefits from participation.
8. Business, particularly intermediaries, will be encouraged to work with agencies to co-design and develop the services that address business needs with ease of compliance in mind. Actions to support the system changes needed, such as collaborative operating models that encourage and enable this wider participation, are also included in the Roadmap.

---

<sup>1</sup> The Result 9 agencies are Ministry for Business, Innovation & Employment (MBIE – lead agency), the Accident Compensation Corporation (ACC), Inland Revenue, New Zealand Customs Service (Customs), New Zealand Trade and Enterprise (NZTE), Ministry for Primary Industries (MPI), Statistics New Zealand (Statistics) and (from August 2013) Callaghan Innovation.

9. Cabinet endorsement of the Result 9 Blueprint is sought.
10. An update on NZBN and other Result 9 initiatives is also provided. The NZBN is a key deliverable from Result 9. NZBN will enable agencies to have a shared view of the business customer replacing many of the separate entity identifiers currently used by businesses and government agencies when dealing with each other.
11. Registered companies already have an NZBN allocated to them and Cabinet has now agreed to draft legislation in support of extending NZBNs to other business entities. The legislation will also create an obligation for the Result 9 agencies to recognise businesses by their NZBNs by the end of 2017. The aim is to release an early exposure draft of the legislation in August 2014.

## Background

12. Result 9 is one of the ten Results identified as part of the Better Public Services (BPS) programme in 2012. As the Minister for Economic Development, I am responsible for Result 9 and am supported by the Chief Executive of the Ministry of Business, Innovation and Employment [CAB Min (12) 4/1; CAB Min (12) 5/18; SEC Min (12) 2/4].
13. Result 9 has two targets to measure success [CAB Min (12) 22/9] using perceived effort as a proxy for cost<sup>2</sup>:  
**Target 1:** business costs from dealing with government will reduce by 25 per cent by 2017, through a year-on-year reduction in effort required to work with agencies  
**Target 2:** government services to business will have similar key performance ratings as leading private sector firms by 2017, and businesses will be able to contribute to this through an online feedback system from July 2013.
14. The Result 9 Action Plan agreed in August 2012 [CAB Min (12) 29/5A] focussed on quick wins and enabling initiatives to encourage cross-agency engagement, while longer term actions were put in train. Underpinning the action plan were the concepts of faster digital services, greater integration of services, and services to meet business needs. An update was given to SEC in February 2013 [SEC Min (13) 2/3].
15. Early collaboration on initiatives and business customer research has provided learnings for the programme. In November 2013, the Result 9 Chief Executives work-shopped and agreed the Future State Blueprint ('Blueprint') to 2023 to underpin the programme and ensure a collective cross-agency focus on the priorities for business. In March 2014 they agreed to the Roadmap of eight priority initiatives to 2017 and beyond.

---

<sup>2</sup> I have agreed with officials that perceived effort is a proxy for cost in the measurement system, because the compliance cost to measure the actual cost of interacting with business would unnecessarily increase the business costs of interacting with government.

### *Relationship to Result 10 programme and ICT Strategy and Action Plan*

16. The Blueprint and Roadmap are consistent with the *Government ICT Strategy and Action Plan to 2017* and align with the Result 10 Blueprint. The two programmes share common themes of transforming the customer experience, integrating services and working and partnering together. Common benefits arising from the two programmes include increased levels of customer satisfaction and compliance while reducing the cost and effort of compliance and the cost of service delivery infrastructure (see Appendix 1).
17. It makes sense to work with Result 10 to develop systems that support the two customer groups, utilise the same service delivery infrastructure and processes where practical, and provide seamless customer experiences. There are, however, distinct differences between the two customer groups that require some different services to be delivered. For example, businesses bear the greater share of the regulatory compliance burden.
18. Result 9 has been addressing some of the challenges of working collaboratively across government within the programme and working with central agencies and Result 10 to explore the wider system changes that will support BPS transformation.

### **Comment**

#### *Research confirms pain points for business dealings with government*

19. Businesses have highlighted areas that need improvement when dealing with government, making comments like:
  - I have to repeat the same information to different agencies.
  - It takes too much effort to deal with government.
  - Information is hard to find and isn't targeted to meet my needs.
  - Services are designed to suit the needs of agencies, not businesses.<sup>3</sup>
20. Businesses indicate they typically receive good service from individual agencies. Around 30 per cent<sup>4</sup> say their most recent interaction with a government agency required little effort because it was simple and straightforward, staff had been helpful, or because services were easy to access and use.
21. But interacting with government as a whole still takes too much effort (see section 44) including wait times, the preparation (paperwork) needed and the multiple interactions to deal with an issue. Ninety-four per cent of businesses have nine or fewer employees and often use an intermediary to ensure that they are meeting their government obligations.
22. Currently only 16 per cent of businesses prefer online channels to contact government, compared with over 50 per cent wanting email and telephone contact<sup>4</sup>. While we can encourage digital uptake for high volume routine transactions that businesses have with government, customer research confirms businesses want a choice of channels to meet their individual needs. The approach is iterative as, over time, the nature of these more complex non-digital interactions become more tailored for the needs of individual business customers based on their circumstances.

---

<sup>3</sup> Business and Government: Working Better Together, Maven, September 2013.

<sup>4</sup> Result 9: Effort required in dealing with government agencies: Baseline 2013, Research NZ, April 2014.

- 23. While agencies can continue to improve their individual services to business, businesses also want agencies to streamline how they collectively interact with business. They want lower compliance cost and agencies to provide services of greater value to them.

*How will the Blueprint make it easier for businesses to deal with government?*

- 24. A shared future state vision was required that encompassed the paradigm shift needed in how agencies work together to deliver better business customer-focussed services. It was also realised that a longer time horizon was needed to bed in enduring transformational change. Agreement on priorities was needed in order to have confidence that the targets would be met and business concerns were addressed. Clarity on the initiatives could also be reflected into agency programmes and into Four Year Plans.
- 25. Using business customer insights, a series of key customer journeys (for example, starting a business) were reviewed to determine how these could be improved by addressing the pain points and therefore reduce effort and compliance cost for business. Four interacting core capabilities and eight priority initiatives that need to be developed by government over a ten-year period to 2023 form the basis for the Blueprint (see Appendix 2).

**Result 9 core capabilities**



- 26. These initiatives all involve significant change for agencies including shared multiple-agency customer-centric service design; closer partnerships and co-creation with businesses, intermediaries and third parties; creation of collaborative operating models; change management support of behaviour change in agencies; and greater use of proof of concept and piloting to test service offerings.
- 27. Core Capability D. Working together better will enable government to government sharing of systems and information, but will not always be visible to business in the short term. The other capabilities are more outward facing and include short term projects, such as the use of third parties to develop smart phone applications making it easier to engage with government.

28. In the future businesses will save time, effort and costs in their engagement with government (see also the customer experience scenarios in Appendix 2) by:
  - Having standardised systems and processes from government creating a better environment for business growth.
  - Having government working in partnership with them to exchange information and proactively support their business compliance.
  - Feeling like customers and receiving the same level of service they would expect from a private service supplier.
  - Knowing where to go to get the information, and it is tailored for their needs.
  - Having minimal touch points with government, including removing unnecessary interactions.
  - Providing core business information, and updates, only once to government.
  - Being easily identified by government agencies and provided with the tailored support they need to succeed.
29. The Roadmap (Appendix 3) sets out the high-level work programme for each year to 2016/17 and frames further activities to support achievement of the Blueprint by 2023. The Roadmap is a guide and a 90-day cycle approach will be used by Result 9 to review achievement and refine the programme using lessons learnt and research.
30. The work programme will test “universal shared services”, where all agencies work seamlessly to give the business customer joined-up end to end services; create “functional clusters” where agencies providing similar functions join together to deliver a function in one place; and encourage sharing of best practice in service delivery.
31. Agencies are linking the Blueprint initiatives to their own service transformation so business needs become core to design. Result 9 outcomes are already recognised in agency Statements of Intent and Four Year Plans will be reviewed now that the priority initiatives have been agreed. Non-Result 9 agencies are also expressing interest and engaging with the programme, as indicated by growing support for the NZBN.

#### *Deliverables to date*

32. Strong agency collaboration since 2012 on projects identified in the Result 9 Action Plan has delivered a number of key milestones in addition to the Blueprint and Roadmap.
33. NZBN supports Core Capability A: Shared view of the business customer, enabling agencies to provide improved and integrated services to business customers. The NZBN will be used by businesses and government agencies in both business-to-government and business-to-business transactions and will replace many of the separate identifiers currently used by businesses and government agencies when dealing with each other.
34. Less identification numbers makes it easier for businesses to deal with government as they will only need one number instead of many they currently have to use. It is expected that by 2017 the Result 9 agencies would be able to recognise the businesses by their NZBN.
35. Key elements delivered since the NZBN case for change was approved by chief executives in March 2013 are:
  - An NZBN allocation system with allocation of NZBNs to registered companies completed in December 2013.

- Integration of employer registration into the company registration process (a joint MBIE-Inland Revenue initiative) completed in March 2014, enabling new businesses with employees to register as an employer at the same time they register as a business.
  - A business case for inter-agency referencing (linking NZBNs to agency identifiers). MBIE will build the core business registry system on behalf of agencies by 2016.
  - A business case for integrated registration is under development. Estimated savings to business of \$26-33m per annum are indicated if businesses only need tell government their core information (or changes to that information) once, with 86 per cent of businesses surveyed indicating support for this approach<sup>5</sup>.
  - Cabinet agreement to draft legislation in support of extending NZBN to other business entities, such as sole traders, partnerships and trusts [EGI Min (14) 110]. It is intended to release an exposure draft of the legislation to support consultation in August 2014.
36. A key concern of business is whether they are meeting their government compliance requirements. An online “Compliance Matters” tool has been developed that businesses will use to easily search, access and manage their personalised compliance obligations. It will also lead to increased business compliance for government. To be launched on [www.business.govt.nz](http://www.business.govt.nz) in July 2014, Compliance Matters supports Core Capability B: Business customer centric visible support.
  37. Co-creation with business is part of Core Capability C: Business customer centric integrated services. In April 2014, Inland Revenue sponsored the APP4IR event to crowd source ideas for innovative smart phone applications. The winning idea will be implemented by September 2014. MBIE and Inland Revenue have also trialled stakeholder events bringing together agencies, intermediaries and business to generate ideas for new business services and discuss how innovations can be quickly developed working together. There has been strong support for these approaches to innovation creation.
  38. Agencies have also been looking at their own services to provide a better service experience for the business customer.
  39. The Trade Single Window (TSW) component of the Joint Border Management System developed by Customs and MPI was implemented in August 2013. In May 2014, Fonterra starting sending and receiving its export documentation through TSW using the new world standard data format, reducing the costs of involving a third party in the transaction.
  40. The Food Act 2014, when it comes into force in March 2016, will replace a one-size fits all approach with one that is risk-based, allowing food businesses to manage food safety in a way that suits their business and their food risk. This is expected to reduce the compliance burden for many food businesses.
  41. MBIE’s online ONECheck web service allows public searches across company names, domain names and trademarks. A world-first online intellectual property registration (IPONZ) service has been created, while an employee cost calculator will be introduced on [www.business.govt.nz](http://www.business.govt.nz) shortly.

---

<sup>5</sup> The Benefits of a New Zealand Business Number: the Opinions of New Zealand Businesses, Research NZ, November 2013

42. MBIE is also exploring how to accelerate the use of machine-to-machine systems (APIs) to simplify compliance for business. One example is how annual company returns can be supplied automatically via intermediaries (as part of their services to business) rather than requiring a separate return to be filed by the business.
43. A data-sharing platform is currently being built to support shared-customer engagement information between Callaghan Innovation and NZTE. Until both agencies have customer consent, only non-confidential information can be shared. An approach to gaining consent is being trialled with 65 customers during June – December 2014.

*Are there measurable results yet?*

44. A new measurement system measures against the targets of reducing cost to business and performance comparable to private sector firms. A set of indicators on agency services and a business reference group of more than 1,200 participants helps measure changes in the perception of effort of businesses over time.
45. Using a 2012 baseline index of 100, the perception of business is that the effort of interacting across all government agencies is unchanged since 2012<sup>6</sup> (the 2013 rating of 102 is not statistically different).
46. By comparison, the effort of interacting with the insurance, telecommunications, banking and power sectors is rated at 85 (i.e. 15 per cent less effort than interacting with government). Meeting Target 1 (a 25 per cent reduction) therefore requires businesses to have lower costs of interacting with government than these comparative sectors by 2017.
47. The indicators, however, show increasing uptake of the new agency digital services. For example, over half of all GST returns are now filed electronically through the secure online myIR system while more than 400,000 transactions have been processed via the Joint Border Management System TSW since it went live in August 2013.
48. Costs to business are also reducing, for example the number of businesses surveyed by Statistics NZ has reduced by 51 per cent between 2002 and 2012, with a further 25 per cent reduction forecast by 2021.
49. A proof of concept feedback tool in support of Target 2 has been trialled on NZTE's public website. The tool is proposed to be rolled out across government over time and will seek feedback by asking common questions on service delivery.
50. There is also strong support from key business groups, such as the Small Business Development Group and Business NZ, for the outcomes and objectives of the Result 9 programme. Further evidence is the support from business for enabling initiatives, such as NZBN, and for the new ways of working with business that have commenced, such as co-creation events.

*Health Check*

51. A mid-programme health check of Result 9 was completed in December 2013<sup>7</sup> to assess whether the programme was configured for success. While it was too early to confirm whether the programme is on track to deliver the targets, there is positive progress in terms of delivery.

---

<sup>6</sup> Result 9: Effort required in dealing with government agencies: Baseline 2013, Research NZ, April 2014.

<sup>7</sup> Better Public Services for Business Result 9 Programme Health Check Final Report, Deloitte NZ December 2013.

52. The report noted that “Result 9 is a challenging and complex programme. Not only is it focussed on the tough challenges of a fundamental shift in the way government approaches its interactions with businesses, it but is also dependent on effective cross-agency cooperation. This collaboration is not just desirable, but is essential.” A “... noticeable increase in engagement and momentum” was observed with leadership from agencies supporting development of the strategic Blueprint and Roadmap.
53. Changes to the programme in response to the health check recommendations include:
- **Completion of the Roadmap as a priority** – the Roadmap has now been agreed, with individual actions now being scoped for the 2014/15 work programme.
  - **Strong programme leadership** - MBIE has established a Better Public Services (Result 9) Branch and a General Manager has been appointed to provide senior, dedicated leadership for the programme.
  - **Review programme governance** – existing governance arrangements are being reviewed, and operating models for shared services are being developed in collaboration with Result 10 and the central agencies.
  - **Prioritise and increase focus on stakeholder and business engagement** – a communications plan on the Blueprint and Roadmap has been developed with more resources and leadership focus on engagement as a key part of the programme.
  - **Determine future structure and funding needs** – a formal review of the programme structure has been completed to reset the core team to deliver on the Roadmap and funding has been secured for the 2014/15 programme. Result 9 is also working with central agencies and Result 10 on issues such as implementation funding, which remains uncertain.

*How challenges in delivering cross-agency solutions are being addressed*

54. Result 9 agencies have worked collaboratively to implement shared services that put the customer at the centre. A number of collaboration challenges have been addressed where practical, but wider system solutions are needed for the BPS programme.
55. The establishment of the BPS Seed Fund, with \$4.000m confirmed in 2013/14 and approval of a further \$4.000m for 2014/15, is meeting its purpose of accelerating consideration of initiatives by providing upfront funding to support the early development of business cases to establish their feasibility and value. Work with central agencies and Result 10 on cross-agency operating models will help clarify implementation of initiatives, including governance and funding.
56. There is a paradox in implementing new systems that will reduce costs to business, as it is likely there will be a short term transition cost to business as they adopt and adapt their business processes to these new ways of interacting with government. Some feedback on perceptions of effort in 2013 indicated that effort for some respondents had increased due to the implementation of new systems. To reduce this impact, business advice is to engage with them early, involve business in design and support them through the change.
57. Working with intermediaries and third parties on service delivery is part of the solution. In some cases government’s primary role may be to make authoritative information available while third parties develop the new services that make this information available in ways that are useful for business.

58. Partnering with business requires agencies to change how they work with business. Businesses need to see some return on their investment where they contribute resources to build systems with government. More agile and flexible operating models are also needed to facilitate collaboration while sharing in costs, risks, intellectual property and benefits.
59. Projects that involve new technologies and multiple agency collaboration are generally rated high risk requiring greater assurance in the public sector environment. By comparison the private sector take a more iterative approach to delivery using proof of concept and piloting approaches that supports some early benefits while testing ideas before making a further investment. If government wants to encourage business engagement and business taking on more of a role in developing services, we need to make it easier for business to do so.
60. While delivering integrated services is conceptually simple, they can require fundamental changes to agency systems. A number of Result 9 agencies are already partway through service transformation programmes. Building new services onto existing legacy systems could delay delivery of the new systems or increase costs for only a short term benefit. Result 9 agencies are committed to Result 9 and initiatives can be delivered as part of these transformation programmes, provided there is some flexibility to introduce the new services at the time that the new systems are delivered.
61. The Blueprint pragmatically reflects these longer timelines and that agencies will continue to deliver new and better public services for business beyond 2017. Ministers can assist agencies to continue to integrate Result 9 objectives into their agency priorities and provide guidance where timelines and priorities conflict.
62. While all agencies receive some benefit from initiatives, not all are resourced to participate in every activity. Some agencies need early deliverables to support their own initiatives, while it is not so critical for others. Agencies will engage through a mix of “watching, participating, leading” roles depending on each initiative. An agency functional cluster can undertake an initiative on behalf of all parties, while others are informed to ensure services developed are fit for purpose and to enable engagement/adoption at a later point.

#### *Engaging with agencies and businesses on the Blueprint and Roadmap*

63. The health check did not recommend mandating uptake of the programme, but noted that agencies outside of Result 9 and businesses are most likely to buy-in via specific initiatives (such as NZBN) that can be cascaded across government. For example, the transport and education sectors are interested in being part of a functional cluster for the integrated registration project. Including these agencies supports wider uptake and ensures their perspectives and needs are recognised in the service design.
64. There will be a strong focus on communications in the next period, to inform government agencies and seek voluntary participation in initiatives while also encouraging them to think about how their own services can be improved and integrated with other government services. Likewise business needs more understanding of the Result 9 programme objectives so they can proactively engage and participate.
65. An endorsement from Ministers on the Blueprint and Roadmap will also support engagement with agencies and business.

## Financial Implications

66. There will be financial implications of implementing the Roadmap for agencies and Four Year Plans will need to be updated. Result 9 chief executives have agreed to continue with club funding for the core programme for 2014/15, however, business cases for individual initiatives will likely require further adjustments to funding as these are approved.

## Consultation

67. Inland Revenue, MPI, Statistics New Zealand, ACC, NZTE, New Zealand Customs Service, Callaghan Innovation, The Treasury, State Services Commission, Result 10, Land Information New Zealand and the New Zealand Transport Agency were consulted on this paper. The Department of Prime Minister and Cabinet was informed.

## Human Rights Implications

68. There are no human rights implications arising from this paper.

## Legislative Implications and Regulatory Impact Analysis

69. There are no legislative implications directly arising from this paper and a regulatory impact analysis is not required.

## Publicity

70. A communication plan has been developed to support communication on the Blueprint and Roadmap with agencies and businesses in support of engagement on initiatives. I intend to proactively release the Result 9 Blueprint and this paper, subject to the consideration of any deletions that would be justified if the information had been released under the Official Information Act 1982 (CO Notice (9) 5).

## Recommendations

71. The Minister for Economic Development recommends that the Committee:
1. **Note** that the vision for Better Public Services Result 9 is to make it easier for businesses to interact with government;
  2. **Note** that Result 9 is closely related to Result 10, which aims to make it easy for New Zealanders to transact with government in a digital environment, and the responsible agencies work to align the two Results where appropriate;
  3. **Note** that the Ministry for Business, Innovation & Employment, the Accident Compensation Corporation, Inland Revenue, New Zealand Customs Service, New Zealand Trade and Enterprise, Ministry for Primary Industries, Statistics New Zealand and Callaghan Innovation have worked collaboratively to deliver some early results for business customers, progress a number of business cases, and have an agreed Blueprint to 2023 and high-level Roadmap to 2017 identifying eight priority initiatives to deliver the desired future state;
  4. **Note** that the business customer-focussed future state requires agencies to work in new ways, providing more integrated services designed to meet business needs, that reduces the complexity and number of interactions business has with government, but requires a multichannel approach rather than a purely digital strategy;

5. **Note** that the Result 9 Blueprint and Roadmap continues to be compatible with the *Government ICT Strategy and Action Plan 2017*;
6. **Note** that the Result 9 programme is already supporting, and the Result 9 agencies are delivering, new and enhanced services to business that support the future state Blueprint;
7. **Note** that there is endorsement by business of the approach being taken, and some indications of progress towards targets, but the perception of effort to interact with government as a whole has not yet changed since 2012;
8. **Note** that Result 9 departments will update their Four Year Plans to reflect the agreed Roadmap of initiatives;
9. **Endorse** the approach agreed by Result 9 chief executives as outlined in the Blueprint and Roadmap.

Hon Steven Joyce  
Minister for Economic Development

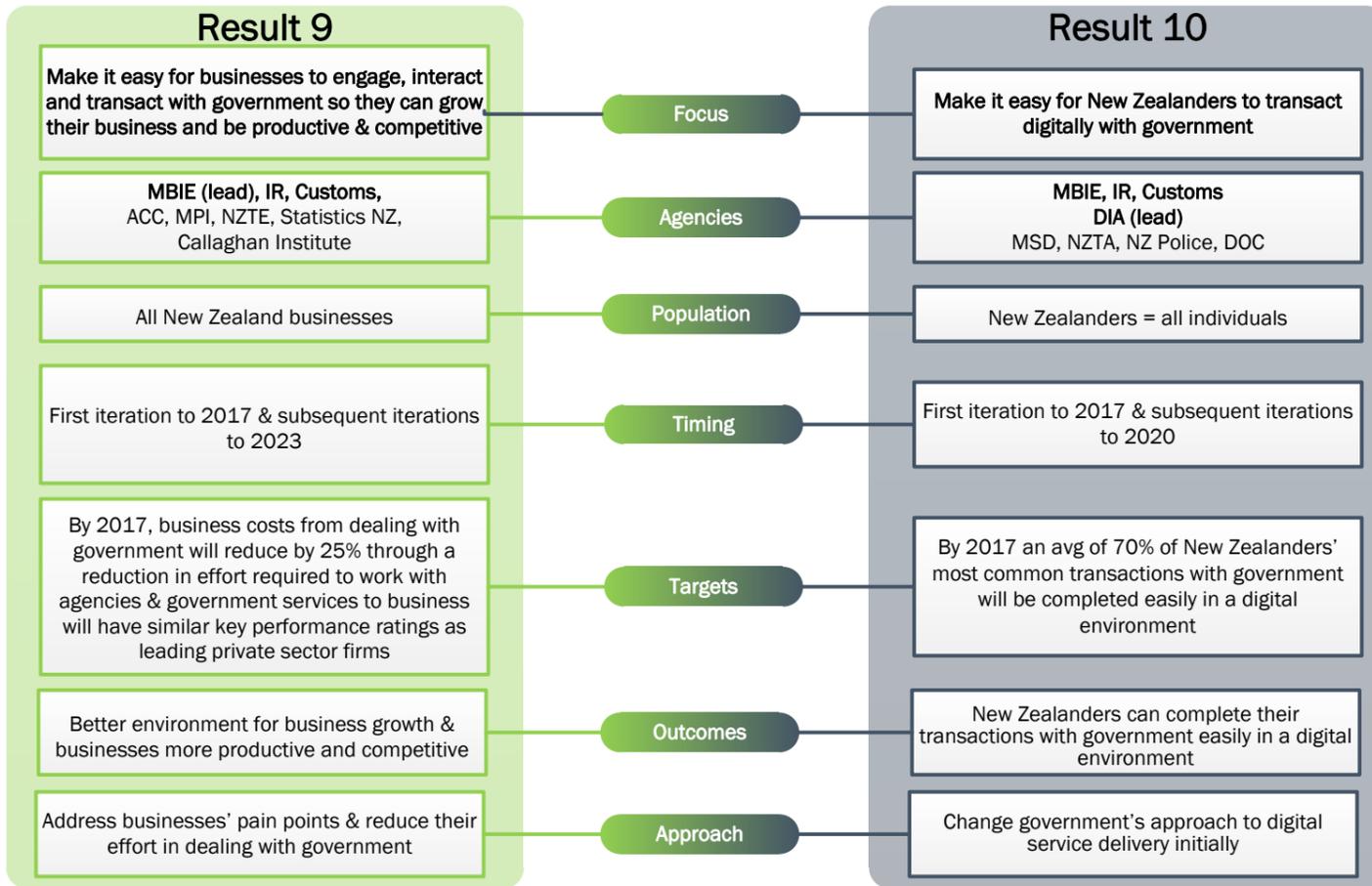
\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_

# Better Public Services: Improving interaction with government

## Result 9 and Result 10 together comprise the Result Area Improving Interaction With Government

Both Results have completed blueprints outlining how they will achieve improved interactions with businesses (Result 9) and individuals (Result 10). These have been collaboratively developed with our stakeholder agencies.

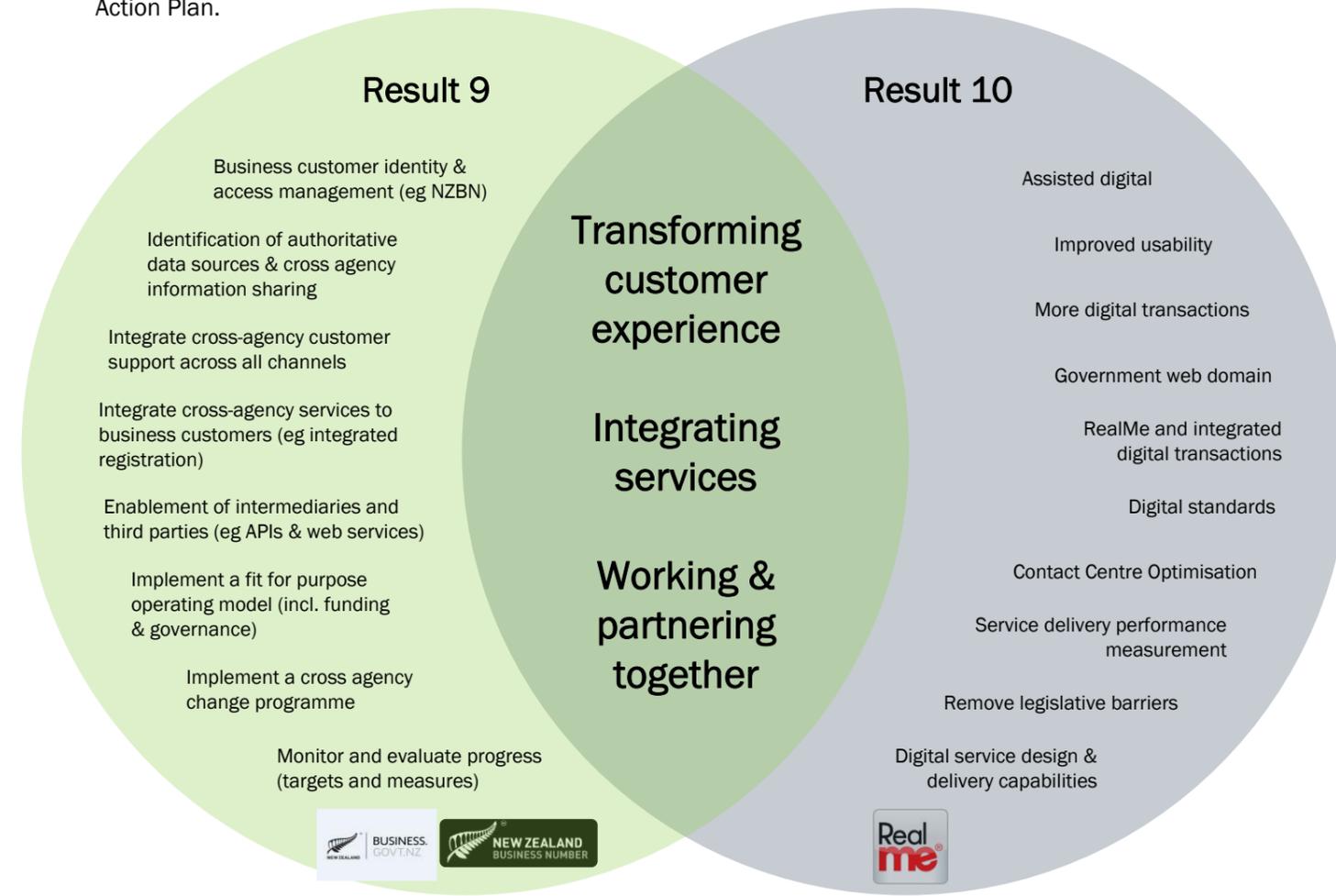
The high level blueprints are attached for your reference.



## Result 9 and Result 10 are separate but related

Each programme has common aspirations but different priorities, reflecting the needs of their customer groups. Each programme supports the adoption of identity solutions which enable the scaling of government services to customers.

In addition to aligning their programmes, both Results are aligning their activities with the Government ICT Strategy and Action Plan.



## Benefits

The benefits of the success of Improved Interactions With Government include a stronger economy and better outcomes for New Zealanders.

More specifically, we expect:

-  Customer satisfaction  
Perception of government  
Level of compliance & achievement of policy objectives
-  Cost and effort of compliance  
Cost of service delivery infrastructure

## Next steps

We want to extend the reach of our blueprints to the wider public sector. The success of Better Public Services and the system change we are leading depends on a wide base of agency support.

We want:

-  Cabinet to endorse our blueprints
-  Agencies to work with us to align their service design to the blueprints
-  Wide communication of our blueprints and actions to our customers and government agencies.

# Journey Towards Better Public Services for Business – Result 9 Future State Blueprint

## BUSINESS CUSTOMERS' NEEDS

### OUR GOALS

What we want to achieve

To make it easy for businesses and third parties to engage, interact and transact with government

### OUR VISION

By working together, we provide easily accessible, seamless and integrated services that are valued by businesses

To enable businesses to grow, be productive and competitive

"We are a fantastic country to start a business, now we need to be a fantastic country to be in business and to grow a business"

## OPERATING PRINCIPLES

How we will work together to achieve the goals

Design universal, functional cluster, agency specific and value-added services that are largely delivered as shared services or as functional clusters

Take an agile business-customer focused approach and co-create services and delivery models with business customers, third parties and agencies

Deliver benefits to business customers, agencies and third parties

Make it easier for businesses to understand and meet their obligations

Co-design with business for business

Create a strategic environment to enable engaging with the private sector

Organise ourselves and commit to delivering better public services to businesses

## CORE CAPABILITIES

The capabilities we want to build

**A. Shared view of a business customer**

Understand who I am, what I do, what I need and what I need to do

**B. Business customer centric visible support**

Engage with me based on an understanding of me & my business needs

**C. Business customer centric integrated services**

Target and tailor services to meet my needs

**D. Working together better**

Work together to deliver public services that meets my needs

## FUTURE STATE BUSINESS CUSTOMER EXPERIENCE SCENARIOS

What business customers will experience in the future

"I need only provide my core profile information once to government."

"I am able to easily delegate authority to my staff and/or service providers so they can act on my behalf."

"Government shares non-sensitive information to develop a common understanding of my business and ongoing needs."

"Government knows who I am, what I do and what I need in order for me to manage and grow my business."

**A1 – ENABLE BUSINESS CUSTOMER IDENTITY & ACCESS MGT**  
e.g. NZBN as an enabler for cross agency identity & sharing

**A3 – LEVERAGE CROSS AGENCY INFORMATION SHARING CAPABILITIES**

"When I do need to contact someone directly, I am able to get to someone, who is able to resolve the issue promptly."

"I am provided with timely and trustworthy information and advice to do the right things in the right way at the right time with minimal touchpoints."

"Government staff are able to access the information they need to respond quickly and accurately to my queries."

"It is easy to find out what I have to do and at a time that suits me."

**B1 – EVOLVE BUSINESS CUSTOMER EXPERIENCE ACROSS ALL CHANNELS**

"I understand what I have to do to comply and it is now easy to comply as the processes are integrated, standardised and streamlined."

"The services are targeted and tailored to my needs which makes it easy to understand and follow and it takes less time to complete."

"I am kept proactively informed of the status of my service request and the service turnaround time is faster."

"Doing business with government now takes less effort and costs less."

**C1 – INTEGRATE CROSS-AGENCY SERVICES FOR BUSINESS CUSTOMERS**

**C2 – ENABLEMENT OF INTERMEDIARIES & THIRD PARTIES**

"I receive consistent and complete service regardless of the agency I contact."

"Agencies are working together to deliver connected and joined up services resulting in less effort for me when interacting with Government."

"Government staff are customer and service focused."

"Government has made it easy for me to comply and hard to avoid."

**D1 – IMPLEMENT A FIT FOR PURPOSE OPERATING MODEL**

**D2 – IMPLEMENT THE CROSS-AGENCY CHANGE PROGRAMME**

**D3 – MONITOR & EVALUATE PROGRESS TOWARDS OUTCOMES**

## FUTURE STATE INITIATIVES

The big things we are doing on the iterative journey

## INDICATORS OF SUCCESS

The outputs we are working towards

↑ BUSINESS CUSTOMER SATISFACTION

↑ LEVEL OF COMPLIANCE

↓ COST OF COMPLIANCE

## TARGETS TO 2017

The targets we are aiming for

25% decrease in business costs from effort in dealing with government

Key performance ratings for government services to business to match leading private sector firms by 2017

## DESIRED OUTCOMES

What we will see along the way

BETTER ENVIRONMENT FOR BUSINESS GROWTH

ONE FACE OF GOVERNMENT FOR BUSINESS

CUSTOMER CENTRICITY IS THE NORM

BUSINESSES MORE PRODUCTIVE AND COMPETITIVE

# Journey Towards Better Public Services for Business

## Roadmap Rolled Up View

17 APRIL 2014

T Transformational    AT Achieving targets    F Foundational      Initiate immediately  
ICT ICTS & AP    R10 R10    E Enabler    ▲ ICT Strategy & Action Plan  
▲ Roadmap signoff    ▲ IDI+ infrastructure    X Critical areas

