

## A NEW ZEALAND DATA FUTURES PARTNERSHIP

### Proposal

1. This paper proposes the establishment of a Data Futures Partnership (“the Partnership”) mandated by government and supported by citizens, Māori, the private sector and non-government organisations to drive high trust and high value data use for all New Zealanders.

### Executive Summary

2. A high-value, trusted data-use environment will deliver ongoing benefits for New Zealand, enabling government, businesses and communities to use data to inform policy and advice, and to innovate and tailor more effective products and services for individuals.
3. In February 2015 and in response to the work of the New Zealand Data Futures Forum, Cabinet agreed that the four principles of value, inclusion, trust and control provide strong foundations to ensure that New Zealand can realise increased value from data use.
4. The Ministers of Finance and Statistics propose Cabinet agree to establish a small independent cross-sector Working Group charged with building an influential Data Futures Partnership. The Partnership will lift aspirations and champion change, by actively co-ordinating with citizens, businesses, Māori, non-governmental organisations and government agencies to facilitate more trusted data-driven value. It will provide an outside-in perspective that will inform the government agenda for greater data sharing and use.
5. The Partnership will work to strengthen the data-use environment by:
  - i. Progressing catalyst data-use projects;
  - ii. Championing data-use innovation;
  - iii. Promoting an inclusive social licence;
  - iv. Identifying key problems and opportunities for the data-use system; and
  - v. Finding solutions to systemic problems limiting trusted data-use.
6. Cabinet is asked to approve the drawdown of the tagged contingency for the Data Futures Partnership. The additional base funding required to support the Partnership in 2015/16 only has been secured via a club funding agreement with agencies with a direct stake in the proposal.<sup>1</sup> **Redacted\***

### BACKGROUND

7. Data unlocks opportunities both for government and those outside government. Data brings transparency to what is working and where improvements can be made, and can underpin a wide range of innovations including new products and services, operational efficiency and more effective decision-making. There is potential to create more economic and social value for New Zealanders by agencies and entities more effectively using their own data as well as sharing and re-using many types of data, including open data and personal information.

<sup>1</sup> Statistics NZ, Treasury, Internal Affairs, Land Information New Zealand, Inland Revenue, Ministries of Justice, Business Innovation and Employment, and Social Development.

\*Information withheld under Section 9(2)(f)(iv) of the Official Information Act 1982 in order to maintain the convention which protects the confidentiality of advice tendered by or between or to Ministers or officials.

## The Data Futures Forum and the Government response

8. From January to July 2014 an independent advisory group, the New Zealand Data Futures Forum (the Forum), engaged with people across the data-use environment and produced a suite of papers exploring the opportunities and risks of the data revolution and proposing guiding principles and actions to enable New Zealand to safely harness the power of data. The Forum noted the huge potential value for New Zealand if data sharing and use were guided by the four principles of value, trust, inclusion and control.
9. In February 2015 Cabinet endorsed the four principles proposed by the Forum and identified four priority areas for further work in response to the Forum's recommendations for action (EGI Min (15) 1/2). The first two are the focus of this paper:
  - A. Identify options to champion and enable catalyst data-use projects which innovate, solve real world problems and build strategic data assets for New Zealand;
  - B. Develop a business case for an independent Data Council to lead and promote a high-value, trusted data-use environment based on the four principles;
  - C. Review information policy and legislative settings across government to ensure that New Zealand has an enabling framework for data sharing and use; and
  - D. Continue to support the release and reuse of open data by government, and encourage those outside government to open up their data, by expanding the existing Open Government programme.

### *A & B. Catalyst projects and an independent Data Council*

10. Since February 2015, Statistics New Zealand (Statistics NZ) has worked with experts and data practitioners from across the public, private and non-government (NGO) sectors to test and refine the proposals for catalyst projects and an independent Data Council, and to develop a business case for catalysts and the council.
11. Stakeholders identified the key gaps in the current data-use environment and suggested rather than a formal council, a partnership approach would be most effective at getting catalysts underway, and leading and promoting a high-value, trusted data-use environment. While effective regulation is important, a new regulatory or formal advisory body (a Council) would not be capable of achieving the behavioural and attitudinal changes needed to create value and increase inclusion, trust and appropriate control.

### *C. Review of policy and legislative settings for information sharing*

12. Information management policy settings, accountabilities and practices are fragmented and inconsistent across government. The Department of Internal Affairs (DIA), in collaboration with the Ministry of Justice and others, has been conducting a review of these practices and settings to ensure they are cohesive and fit for purpose in a modern, digital context (action 6.4 from the Government ICT Strategy and Action Plan, 2014 update). This work, known as the "Information Management Review" is consistent with a recommendation from the Data Futures Forum to "get the rules of the game right" for data use and re-use (EGI min (15) 1/2).
13. Initially the IM Review related to extracting maximum value from information held in the public sector. **Redacted\*** The IM Review found that the majority of barriers to getting best value from information in the public sector were non-legislative in nature (resourcing, infrastructure, capability, culture). The next steps in the IM review will be overseen by the Information Group, set up under the GCIO's ICT Partnership Framework, to ensure the work is taken forward in the context of system-wide work on data and information.

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#### 14. Redacted\*

##### *D. Expanding the Open Government Information and Data Programme*

15. Building on its work to support the release and re-use of government-held non-personal and unrestricted data and information, the Open Government Information and Data Programme has been expanded to:

- work with government agencies managing contracts for services, and the service providers, to allow valuable data to be unlocked for innovative re-use;
- expand its engagement with the community sector to encourage better use of open government data for their work in our communities; and
- work with the private sector, in particular entrepreneurs and start-ups, to stimulate the growth of new products and services using open data.

16. The expanded programme is currently funded to June 2016 from a combination of baseline funding through Land Information New Zealand (LINZ) and club funding via other agencies represented on the governance groups. Redacted\*

#### **Other government activities**

17. The Data Futures actions were designed to leverage and reinforce other government activities that focus on enabling greater data-driven innovation and decision-making. These efforts include (for example):

- work under the ICT functional leadership umbrella to build enabling policy and technical infrastructure for data use and re-use;
- work led by the Ministry for Business Innovation and Employment to create more economic, social and environmental value from the digital economy and better use of ICT across sectors;
- greater data-sharing in the social sector to underpin decision making and front-line services, including through the social investment framework and the development of agreed foundations for data integration.

#### **ESTABLISHING A DATA FUTURES PARTNERSHIP**

##### **The Why – Potential for more data-driven value**

18. Recent research has confirmed the Forum's view that increased data-driven innovation and decision-making can deliver significant economic and social value for New Zealand. Schiff et al. have estimated that data use delivered \$2.4 billion to gross value added in 2014, with potential for this to rise to \$4.8 billion per annum if New Zealand businesses were to adopt data-driven innovation at the same rate as Australian firms.<sup>2</sup>

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<sup>2</sup> Schiff et al (2015) "Data-driven innovation in New Zealand"; Sapere/Covec.

[www.innovationpartnership.co.nz/wp-content/uploads/2015/04/Data\\_Innovation\\_Report\\_WEB.pdf](http://www.innovationpartnership.co.nz/wp-content/uploads/2015/04/Data_Innovation_Report_WEB.pdf)

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19. There is a lot of enthusiasm for and interest in data-driven innovation across sectors, evidenced in engagement with practitioners and experts. However, no organisation is charged with taking a system-wide view or balancing the four principles of value, inclusion, trust and control, to address systemic issues and drive value for all New Zealand. Key issues continuing to limit data sharing and reuse in New Zealand are (Table 1 refers):

**Table 1 Issues limiting trusted data sharing and reuse**

<p><b>Potential for much greater data-sharing</b> Public and private sector organisations have rich data but are unwilling or feel unable to share – because of fears of negative reactions or because acceptable boundaries for sharing and reuse may be unclear.</p>	<p><b>Potential for more data re-use and innovation to create economic and social value</b> People and organisations are not using data as much as they could to create value – because of lack of understanding of the value and types of data, lack of access to data, or practical barriers such as lack of data standards or analytics capability.</p>
<p><b>The data-use ecosystem is hard to navigate</b> Data practices and relationships are complex and emerging, and the existing institutions and frameworks are not designed for the emerging environment. There is no clear, authoritative guidance for the people and organisations sharing and using data.</p>	<p><b>Tenuous trust</b> Public trust in the data-use ecosystem is tenuous, and once lost, trust can be hard to restore. Maintaining trust is vital to ongoing data innovation, including government’s reuse of data to drive investment decisions and target services.</p>

#### **The What – A Data Futures Partnership to strengthen the data-use environment**

20. To address these issues and to have enduring impact across the data-use environment, a collective, cross-sectoral and solution-focussed effort is needed. We propose establishing a core Working Group to bring together a Data Futures Partnership of around 40 influential credible individuals with a range of views and experiences to drive behavioural change across the data use environment based on the four principles. The Proposal is summarised in the Appendix.
21. The Partnership will provide a forum where different voices can come together to identify and resolve issues, build trust and increase awareness of what can be achieved, strengthen the enabling environment for trusted data-use, and increase the value generated. Critical success factors for the Data Futures Partnership are that it be:
- Independent from government - able to advise independently and take rapid action;
  - Cross sectoral and inclusive - represent a range of views and support widespread engagement across citizens, Māori, government, businesses, NGOs, and academia;
  - Able to take a whole system view - balancing the four principles across different parts of the data-use environment while avoiding duplication and mixed messages;
  - Focused on real impact - a clear shared agenda with measurable goals, driving collective change, leveraging off existing initiatives, resources and generosity
  - Open - a transparent and visible process where a range of views can be heard;
  - Adaptive and agile – able to try different things, reflect, and adjust; and
  - A learning entity - improve continuously and share learning with stakeholders.

22. The Partnership will undertake the following interdependent and mutually reinforcing activities (indicative actions for each are shown in the Appendix):
- i. **Progress catalyst projects** – innovative cross-sectoral data-use projects that address real world problems using a range of data types, allow progress on system-wide issues and inform and stimulate higher impact data use projects. Catalyst projects would deliver different kinds of value (not just commercial value). To get projects underway, the Partnership will leverage and strengthen existing connections, providing a modest amount of funding, with others providing additional resources.
  - ii. **Champion data use innovation** – promotional and brokering activities to link solution seekers with innovators, stimulate more activity, and build a trusted innovation culture.
  - iii. **Facilitate an inclusive social licence** – broker a New Zealand view on appropriate data-use via an engagement campaign to raise awareness about the social and economic value of data use, draw out New Zealanders' views, and develop guidance for trusted and ethical data-use. The Partnership will provide an independent and inclusive forum for discussing the value and the boundaries of acceptable data use, providing input to policy and legislative processes. Government agencies who are seeking new ways to create value from data are supportive of a coordinated and future focussed social licence conversation.
  - iv. **Identify key problems and opportunities for the system** - provide advice with a system-wide approach and future focus, based on research, analysis and the shared experience of the Partnership, acting as a sounding board and forum for trusted and independent cross-sector guidance.
  - v. **Find solutions** - trouble shoot via investigations into difficult problems, initiating rapid action to remove barriers and implementing solutions to foster confidence in the data-use environment.
23. Through these activities the Partnership would lift aspirations and champion change, actively partnering with all sectors to build trusted data-driven value outside and inside government. It would drive cross-sectoral effort, bringing an outside-in perspective to inform the government agenda for trusted data sharing and reuse.
24. The Partnership needs to be cognisant to government priorities. Active engagement with the government agencies driving data sharing and reuse will ensure that resources are targeted and activities are mutually reinforcing, while existing accountabilities remain. Key government partners include the Open Government Information and Data programme, the Government Chief Information Officer, the Privacy Commissioner and the Ministry of Justice.

#### **The How – A core Working Group works with Ministers and the wider Partnership**

25. We propose Cabinet agree to establish a Working Group of four to six people charged with building an influential Data Futures Partnership that will undertake the five roles and meet the critical success factors listed above, with support from a secretariat at Statistics NZ. The Working Group will report to the lead Ministers of Finance, Statistics and Justice and engage regularly with the Ministers of Land Information and Internal Affairs.
26. We further propose to develop a Terms of Reference that set out the goals, ways of working, action plan, reporting requirements, and indicators of success for the Working Group. We propose that the three lead Ministers would develop the Terms of Reference

and recommend appointments to that Working Group, in accordance with Cabinet requirements and State Services Commission guidance.

27. The Working Group will enlist the Partnership and develop an effective work programme balancing value and trust in consultation with lead Ministers and Partnership members.
28. Partnership members will be selected based on their enthusiasm for and track record of delivering trusted cross-sector data innovation. The Working Group and Partnership will have strong private and NGO sector participation (ideally 75% of membership).
29. The Working Group will be the decision-making component of the Partnership, accountable to lead Ministers for delivery of the action plan included in Terms of Reference, but working closely with the Partnership members to ensure robust advice and coordinated effort. It is expected that the Partnership would establish sub-groups to work on specific projects.

#### **Risks – What could go wrong?**

30. There are risks that the Partnership could become a “talk fest” dominated by a narrow interest group and that Partnership activities fail to balance value with inclusion, trust and control. Careful selection of the members of the Working Group and Partnership, regular engagement with Ministers, and a clear Terms of Reference will help to mitigate these risks.
31. The Partnership will work with other government agencies so that the Partnership’s public conversations are in step with government’s public debates and legislative reform proposals e.g. on personal information and the Privacy Act.
32. To ensure that there is no risk to official statistics, the Partnership will remain at arm’s-length from Statistics NZ, with the Working Group formally responsible to the lead Ministers. Statistics NZ will administer funds to progress the work programme, and will maintain its existing strict rules on access to confidential data.

#### **Consultation**

33. This paper was prepared by Statistics NZ in close consultation with Treasury, the Ministry of Justice, DIA and LINZ. These agencies together with Inland Revenue, the Ministries of Business Innovation and Employment and Social Development also contributed to the development of the underlying Business Case for the Partnership. Treasury supports the Business Case.
34. The proposal was developed using a collaborative co-design process that involved experts and data practitioners from across different sectors. Two workshops were held to explore the case for an independent data body, its success factors and potential form. Separate workshops with data innovators explored ways to get more catalyst data-use projects going. Input at these workshops has been critical to this proposal.
35. The proposal also builds on the work of the NZ Data Futures Forum, which actively engaged with business, NGOs, the research community, Māori, interested members of the public, and government. Forum Members were consulted on aspects of this paper and remain very willing to participate.
36. The following agencies were also consulted in the preparation of this paper: MSD, Health, Education, MBIE, MFAT, MCH, Transport, MPI, MWA, MfE, Corrections, DoC, Defence, Police, TPK, IR, Privacy Commissioner, Ombudsmen, SSC, Superu, Productivity Commission, Human Rights Commission, Customs, Crown Law, Callaghan Innovation, ACC, Chief Science Advisor, GCSB, CERA and Reserve Bank. DPMC was informed.

37. Feedback has been highly supportive of the Partnership. Several agencies reinforced the importance of: avoiding public sector duplication; effective stakeholder engagement; and realism about how much can be generated from a modest resource base. These risks are addressed in the Business Case. Statistics NZ will engage with other agencies in finalising the draft Terms of Reference and Action Plan to ensure risks are mitigated.

38. **Redacted\***

39. The Privacy Commissioner strongly supports the four data-use principles of value, trust, inclusion and control. Less than a third of New Zealanders report feeling in control of how government uses their information. To help address this, and in accordance with his statutory role to regulate handling of personal information, the Commissioner will be working closely with the Data Futures Partnership to build a robust data-use ecosystem.

#### Financial Implications

40. The base resourcing required to set up and drive the Data Futures Partnership is estimated at an average of \$1.6 million per annum from 2015/16, initially for two years (Table 2 refers).

41. The total cost would be higher as it is envisaged that government and non-government partners would contribute resource both in kind and directly as they participate in Partnership activities. Most Partners are expected to volunteer, with a limited amount of compensation available to ensure all sectors can participate, e.g. for NGOs or consumers.

**Table 2: Base Resourcing for the Data Futures Partnership**

\$ million	2015/16 part year	2016/17	2017/18	2018/19 & outyears	Total
Core Working Group	0.327	Redacted*			
Secretariat (backbone support)	0.464				
Regular meeting expenses	0.110				
Public engagement expenses	0.382				
Commissioned deep dive research	0.080				
Catalyst project and prize funding	0.085				
Post-implementation evaluation	0.000				
Total operating expenses	1.447				
Additional resources required on top of current tagged contingency	0.447				

42. Lower cost options have been considered in the business case, but are unlikely to deliver the desired impacts since there would be fewer resources available for engagement, research and support. A smaller budget would reduce the reach and depth of the social licence conversation and may also make it harder to mobilise a Partnership by sending an equivocal signal on the government's commitment to the work.

43. A tagged contingency of \$1 million per annum ongoing was agreed for this work in Budget 2015. For 2015/16, the additional \$0.447 million has been agreed through a club funding arrangement among Data Futures lead agencies. This arrangement will be actioned through Fiscally Neutral Adjustments in the October Baseline Update. **Redacted\***

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44. At this stage, Cabinet is asked to approve a new appropriation within Vote Statistics for the supporting the Partnership and the drawdown of the tagged contingency.
45. The Ministers of Finance, Statistics and Justice, in consultation with the Ministers of Internal Affairs and Land Information, propose to report to the Cabinet Economic Growth and Infrastructure Committee (EGI):
  - a. on progress with the Partnership against first stage indicators of success within six months of establishment of the Working Group,
  - b. with an in-depth review on progress and the success of the initiative, **Redacted\***, within two years of the Working Group being set up (CAB Min (15) 12/2(29) refers).

#### **Legislative Implications, Regulatory Impact Analysis and Human Rights, Privacy, Gender Implications and Disability Perspectives**

46. There are no specific legislative or regulatory implications of this proposal. The Data Futures Partnership may recommend changes to legislation, in which case they would work with the appropriate regulators.
47. The proposals in this paper are consistent with the Bill of Rights 1990, the Human Rights Act 1993, and the Privacy Act 1993 and have no specific gender or disability implications.

#### **Publicity**

48. The Ministers of Finance, Statistics and Justice propose to announce the formation of the Data Futures Partnership and signal the process for appointing members to the core Working Group. This announcement will focus on the potential value the Partnership could add, and will include the proactive release of this paper, with appropriate redactions.
49. The announcement of the core Working Group members will take place after the appointment process (ideally within two months of Cabinet's policy decisions). A formal launch of the wider Data Futures Partnership, once enlisted, could also signal the start of the social licence conversation and other first step projects for the Partnership.
50. All communications will build on the existing, trusted brand of the Data Futures Forum. In particular, the social licence conversation will continue the inclusive dialogue initiated by the Forum, broadening the reach to support consensus building.

#### **RECOMMENDATIONS**

The Ministers of Finance and Statistics recommend that the Committee:

1. **Note** that in 2014 an independent advisory group, the New Zealand Data Futures Forum, engaged with stakeholders across the data-use environment and produced a suite of papers exploring the opportunities and risks of the data revolution and proposing principles and actions to enable New Zealand to safely harness the power of data;

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2. **Note** that in February 2015 [EGI Min (15) 1/2] Cabinet endorsed the principles of value, trust, inclusion and control proposed by the Data Futures Forum and directed Statistics NZ to:
  - a. prepare a business case for an independent Data Council that will lead and promote a high-value, trusted data-use environment, and
  - b. develop options for championing and progressing catalyst data-use projects to innovate, solve real world problems and build strategic data assets for New Zealand;
3. **Note** that feedback from data practitioners and experts from across sectors indicated that collective and cross-sector effort was needed to build a data-use environment based on the principles of value, trust, inclusion and control, and that, rather than a council, a partnership approach would be most effective at getting catalyst data-use projects underway, and building a high-value, high-trust data-use environment;
4. **Note** that work of the Data Futures Partnership will complement and inform other initiatives led by government agencies, including:
  - **Redacted\***
  - The Open Government Information and Data programme, and
  - Greater data sharing in the social sector to underpin decision making and enhance front-line services;

#### **A Data Futures Partnership**

5. **Note** that trust is a key foundation for data-use and innovation, which can create value for all New Zealand through supporting better decisions and innovation by public and private organisations;
  6. **Note** that, while there are many players within the current data-use environment in New Zealand, no organisation is charged with taking a system-wide view or balancing the four principles of value, inclusion, trust and control;
- Actions for establishment*
7. **Agree** to establish a small, agile and independent Working Group charged with building an influential, cross-sectoral Data Futures Partnership that will perform the following activities:
    - i. Progress catalyst data-use projects;
    - ii. Champion data-use innovation;
    - iii. Promote an inclusive social licence;
    - iv. Identify key problems facing the data-use system; and
    - v. Find solutions to systemic problems limiting trusted data-use;
  8. **Invite** the Ministers of Finance, Statistics and Justice, in consultation with the Ministers of Land Information and Internal Affairs, to develop a Terms of Reference for the Working Group, and to recommend appointments to the core Working Group in accordance with Cabinet requirements and State Services Commission guidance;
  9. **Direct** Statistics NZ to provide secretariat support for the Working Group and Partnership;

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*Funding and accountability*

10. **Note** the base resourcing required to set up and drive the Data Futures Partnership is set out in the following table on budgeted expenses and funding sought by source:

\$ million	2015/16 part year	2016/17	2017/18	2018/19 & outyears	Total
<b>Total expenses</b>	<b>1.447</b>	<b>Redacted*</b>			
Funding from 2015 Budget contingency	1.000	1.000	1.000	1.000	4.000
Additional resources required on top of current tagged contingency	0.447	<b>Redacted*</b>			

11. **Agree** to establish the following new appropriation:

Vote	Appropriation Minister	Title	Type	Scope
Statistics	Minister of Statistics	Data Futures Partnership	Departmental Output Expense	This appropriation is limited to enabling the activities of the Data Futures Partnership.

12. **Approve** the following changes to appropriations to give effect to the policy decision in recommendation 7 above, with a corresponding impact on the operating balance:

	\$m – increase/(decrease)				
Vote Statistics Minister of Statistics	2015/16	2016/17	2017/18	2018/19	2019/20 & outyears
Departmental Output Expense: Data Futures Partnership (funded by revenue Crown)	1.000	1.000	1.000	1.000	1.000

13. **Agree** that the proposed change to appropriations for 2015/16 above be included in the 2015/16 Supplementary Estimates and that, in the interim, the increase be met from Imprest Supply;
14. **Agree** that the expenses incurred under recommendation 12 above be a charge against the Data Futures Partnership tagged contingency, established as part of Budget 2015;
15. **Note** that:

- Data Futures lead agencies have agreed in principle to contribute a further \$0.447 million (“club funding”) for 2015/16 only, with fiscally neutral transfers to be confirmed through the 2015/16 October Baseline Update, and
- Redacted\***

16. **Invite** the Ministers of Finance, Statistics and Justice, in consultation with the Ministers of Internal Affairs and Land Information, to report to the Cabinet Economic Growth and Infrastructure Committee (EGI):
- on progress with the Partnership against first stage indicators of success, within six months of the establishment of the Working Group, and
  - with an in-depth review on progress and the success of the initiative, **Redacted\***, within two years of the establishment of the Working Group;

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*Communications*

22. **Note** that the Ministers of Finance, Statistics and Justice will announce the establishment of a Data Futures Partnership, signal the process for appointing members of the Working Group, and proactively release this paper, with appropriate redactions.

Hon Bill English  
Minister of Finance

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Hon Craig Foss  
Minister of Statistics

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# Data Futures Partnership Proposal

## Why does New Zealand need this?

Rapid growth of data creates opportunities and challenges. There are huge economic, social, environmental opportunities if we can treat data as a national strategic asset. A robust data use eco system will position New Zealand as a world leader in the trusted and inclusive use of data.

### Key gaps in the system

Identified by Stakeholders

- An inclusive public conversation
- A system-wide view
- Deep dives on real problems
- A NZ ethical focus
- A champion for innovation
- Collaboration and co-design

## Creating value requires a strong foundation of trust

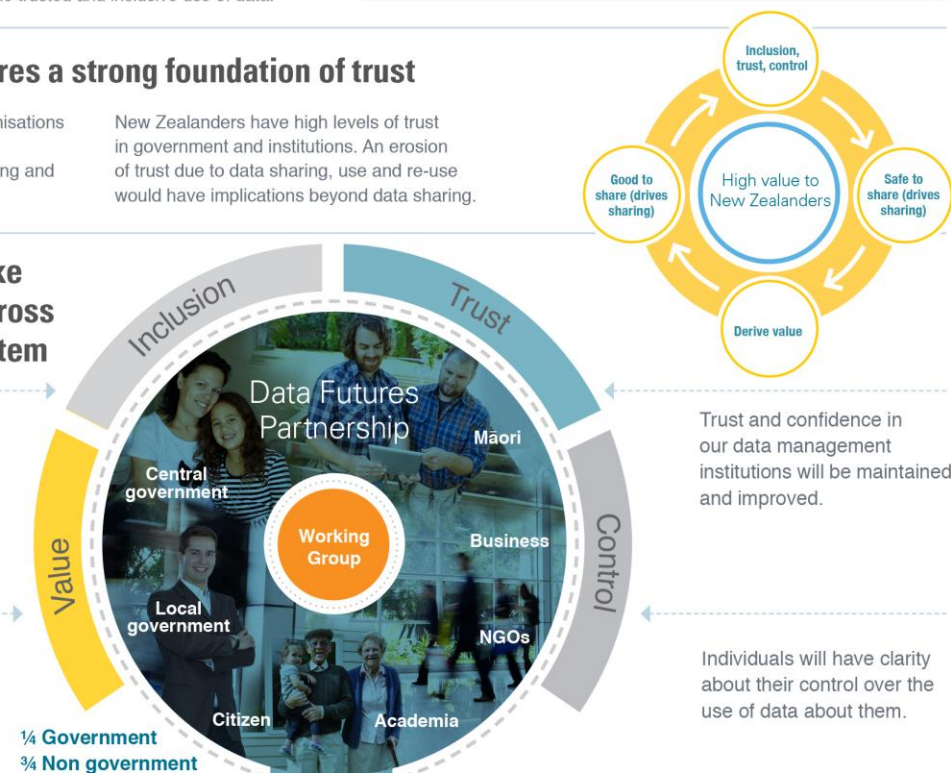
Without trust, individuals and organisations are unwilling to share data. A clear social licence for data sharing and re-use enables data innovation.

New Zealanders have high levels of trust in government and institutions. An erosion of trust due to data sharing, use and re-use would have implications beyond data sharing.

## A partnership to make a positive impact across the data-use ecosystem

All parts of NZ society should have the opportunity to benefit from data use.

NZ will be making better use of data to drive economic and social value and create a competitive advantage.



Trust and confidence in our data management institutions will be maintained and improved.

Individuals will have clarity about their control over the use of data about them.

### The Partnership

A cross sector group of influential individuals, working as a collective voice to make a positive impact across the data use ecosystem.

A dedicated Working Group will drive the overall programme of work and core deliverables for the Partnership.

A secretariat based at Statistics NZ will support the work program.

### Deliverables



# Indicative Action Plan

Catalyst projects	Champion innovative data use	Facilitate social licence	Identify problems and opportunities	Find solutions
<b>Data use projects that address real world problems.</b> <ul style="list-style-type: none"> <li>• Innovative data use projects that involve the public and private sector, address real world problems, allow progress on system-wide issues, as well as inform and stimulate future higher impact data use projects.</li> <li>• Initiation of a large number of catalyst projects.</li> <li>• Improved connections between data innovators, resources, information and funding.</li> </ul>	<b>Brokering and stimulating increased data sharing and use.</b> <ul style="list-style-type: none"> <li>• Building relationships with critical players in the data use ecosystem, including leaders of data-rich private sector organisations, to create connections resulting in more data sharing projects</li> <li>• Helping private sector businesses, non-profits, social enterprises and iwi navigate data sources, services, initiatives and connect with key people across both central and local government</li> <li>• Activities to promote data driven innovation, sharing positive stories and encouraging connection and learning through specific examples of data driven innovation</li> <li>• A Data Futures Partnership presence, including website, social media.</li> </ul>	<b>Public awareness and engagement programme to inform an ethical framework.</b> <ul style="list-style-type: none"> <li>• An engagement campaign to raise awareness about the social and economic value of data, draw out New Zealanders' views on data use, and develop guidance for trusted and ethical data-use in New Zealand.</li> <li>• An assessment report on the level of social licence for trusted data use in New Zealand, and the range of attitudes of citizens and organisations.</li> <li>• Providing guidance and information for trusted and ethical data sharing and use to different sectors and New Zealanders.</li> <li>• A deep-dive on effective ethics arrangements for data-use.</li> </ul>	<b>Advice and reports recommending priority actions.</b> <ul style="list-style-type: none"> <li>• Provide advice with a system-wide approach and future focus, acting as a sounding board and forum for trusted, independent, cross-sector guidance on data issues, reports on the data-use ecosystem based on research, analysis and the shared experience of the Partnership.</li> <li>• Free and frank advice to lead Ministers</li> <li>• Research to support advice and next steps, including deep-dives on specific issues</li> <li>• Sounding board for particular issues brought to the Partnership.</li> </ul>	<b>Troubleshooting activities and broader initiatives to improve the data driven innovation ecosystem.</b> <ul style="list-style-type: none"> <li>• Trouble shoot via investigations into difficult problems and rapid solutions to remove barriers.</li> <li>• Lead, mentor and encourage projects that address specific issues.</li> <li>• Deep dives to provide the basis for action in specific areas.</li> </ul>
<b>Results</b> <ul style="list-style-type: none"> <li>• An effective approach for the initiation, evaluating and learning from catalyst projects.</li> <li>• 30 - 60 catalyst projects underway or completed.</li> <li>• Body of practical learning, expertise and experience on data-use projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Easier navigation of the data use ecosystem by a wide variety of organisations</li> <li>• Speeches, statements, targeted visits to highlight data innovation in New Zealand.</li> <li>• Body of practical learning, expertise and experience on data innovation</li> </ul>	<ul style="list-style-type: none"> <li>• High engagement from the public resulting in increased awareness and buy-in regarding data use and sharing</li> <li>• A report assessing the level of social licence for trusted data use in New Zealand, including implications for government</li> <li>• A set of guidelines for trusted and ethical data use</li> <li>• A report on ways to build the social licence for data use</li> </ul>	<ul style="list-style-type: none"> <li>• An overarching report at the end of two years identifying key challenges and priorities for the future and benchmarking New Zealand's data-use ecosystem</li> <li>• Annual benchmarking reports</li> <li>• Sounding board services operating</li> <li>• A stronger evidence base on core issues for the system, including ethics</li> </ul>	<ul style="list-style-type: none"> <li>• Clear goals and actions for change</li> <li>• Resolution of 3-5 wicked data-use ecosystem problems limiting trusted data-use by government and non-government</li> </ul>