

The background of the slide is an aerial photograph of a dry, cracked landscape, possibly a salt flat or a desert. The ground is light-colored and heavily fissured with dark, winding cracks. A semi-transparent blue overlay covers the entire image, creating a monochromatic effect. The text is white and positioned on the left side of the slide.

# Long-Term Insights Briefing

Subject-matter survey and  
short email submissions

OCTOBER 2021

Respondent	Which of the following topics do you think is the most important for us to focus on in our first long-term insights briefing?	Why did you rank the topics in this order?	Are there specific issues or parts of the proposed topics you would like to see explored?	Are there any other topics related to the Public Service as a whole that you think we should consider?
1	<p>How do we build the right capability in the Public Service workforce of the future?</p> <p>How can the Public Service get more joined up to tackle future and intergenerational problems?</p> <p>How can we better support public participation in government in the future?</p> <p>How should the Public Service engage with New Zealanders in a social media world?</p> <p>How do we continue the Public Service innovation we saw through the COVID-19 pandemic?</p>	<p>Capability, esp. management capability are sorely lacking in the public service.</p>	<p>As above, management capability</p>	-
2	<p>How do we build the right capability in the Public Service workforce of the future?</p> <p>How can the Public Service get more joined up to tackle future and intergenerational problems?</p> <p>How do we continue the Public Service innovation we saw through the COVID-19 pandemic?</p> <p>How can we better support public participation in government in the future?</p> <p>How should the Public Service engage with New Zealanders in a social media world?</p>	<p>Capability, including breadth and depth of experience, leads to success in the others.</p>	-	-

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3	<p>How can the Public Service get more joined up to tackle future and intergenerational problems?</p> <p>How do we continue the Public Service innovation we saw through the COVID-19 pandemic?</p> <p>How do we build the right capability in the Public Service workforce of the future?</p> <p>How can we better support public participation in government in the future?</p> <p>How should the Public Service engage with New Zealanders in a social media world?</p>	<p>A lot of the good work that is being done is being by joined up teams. The structure of government departments should be fit for purpose. I dont know when they were last reviewed to see if they were the best that they could be to deliver for New Zealanders. Should they be redesigned or merged to work on joined up solutions more easily? Should there be centralised contact centres for example which can switch focus from issuing car rego to contact tracing? Is that an improvement? In the current pandemic people are working together across silos and innovating - are they delivering the best - do they have the right skill sets are we recruiting and training people to be able to think laterally and understand issues. In the last few years the government has not had a good history of delivering on plans - now politicians reflect that lack of delivery capability by refusing to publicise deadlines or targets. That is not a good situation and the public service must improve to deliver what is promised.</p>	<p>Consider merging government departments that provide similar or related services.</p>	<p>Should they still be Wellington centric? I know many people work outside Wellington - should further spread be encouraged now that everyone can work virtually. This could help improve public confidence in the government as more people will know civil servants personally around the country. It may also allow for / encourage lower cost housing options around the country where there is room to build and remove the pressure on housing in Wellington.</p>

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4	<p>How do we build the right capability in the Public Service workforce of the future?</p> <p>How can the Public Service get more joined up to tackle future and intergenerational problems?;</p> <p>How can we better support public participation in government in the future?</p> <p>How should the Public Service engage with New Zealanders in a social media world?</p> <p>How do we continue the Public Service innovation we saw through the COVID-19 pandemic?</p>	<p>An organization that does not have the right leadership ultimately fails. There need to be the right incentives to attract the right leaders but also the ability to remove those leaders if they fail.</p>	-	<p>We have obtained written evidence under OIA where council employees have been lying to elected members. Council employees despite receiving instruction from MBIE to advise elected representative that council was not complying with specification legislation, decided not to alert elected representative of this fact. One internal email stated “ignore our lack of compliance”. This evidence was provided to councilor. But no action was taken against the staff concerned. Therefore there needs to be the ability for members of the public to make this information available to an independent third party that has the ability to investigate.</p>

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6	<p>How can we better support public participation in government in the future?</p> <p>How do we build the right capability in the Public Service workforce of the future?</p> <p>How do we continue the Public Service innovation we saw through the COVID-19 pandemic?</p> <p>How should the Public Service engage with New Zealanders in a social media world?</p> <p>How can the Public Service get more joined up to tackle future and intergenerational problems?</p>	<p>In a democracy, representation is paramount - vox populi vox dei. You build the right capacity by actively engaging with the public. What public service innovation? 4 is a problem for your IT dept - not a policy thing. 5 How about you plan on tackling burning issues before mapping out your career path. Housing - least affordable in the world. Inequality - fastest growing in the OECD. Unless and until you address these, you should not expect to be employed in the future.</p>	<p>1 - Let's hear your plans for increasing civic engagement. You might want to read up on Putnam's study of declining social participation.</p>	<p>We did not vote for Treasury, nor have they achieved anything of value in the last four decades. You might consider rooting out the neoliberals there, whose every action compromises quality of governance, and who have utterly failed to produce anything along the lines of the 'rising tide that lifts all boats' which was the ostensible reason for giving these serial failures so much input into areas normally reserved for actual professionals in those fields. Had they produced any of the economic goods they lied about, it would be a different story - but they have not. Let them find another swindle to live off - NZ has supported them for long enough.</p>

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10	<p>How can we better support public participation in government in the future?</p> <p>How do we continue the Public Service innovation we saw through the COVID-19 pandemic?</p> <p>How do we build the right capability in the Public Service workforce of the future?</p> <p>How can the Public Service get more joined up to tackle future and intergenerational problems?</p> <p>How should the Public Service engage with New Zealanders in a social media world?</p>	<p>Because thats what you asked and thats what I thought.</p>	No	<p>Listen to all viewpoints and just those you are directed to focus on by govt.</p>
11	<p>How can we better support public participation in government in the future?</p> <p>How can the Public Service get more joined up to tackle future and intergenerational problems?</p> <p>How do we build the right capability in the Public Service workforce of the future?</p> <p>How should the Public Service engage with New Zealanders in a social media world?</p> <p>How do we continue the Public Service innovation we saw through the COVID-19 pandemic?</p>	<p>Public input required prior to implementing policy. This is two way info sharing, including background, and the reasons why, not just how, a decision should be reached and implemented. The extent of government direction also needs to be acknowledged.</p>	<p>Costs of employment in this sector, accountability, being efficient and effective.</p>	<p>Propaganda in social media as opposed to gathering information.</p>

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12	<p>How can the Public Service get more joined up to tackle future and intergenerational problems?</p> <p>How can we better support public participation in government in the future?</p> <p>How do we build the right capability in the Public Service workforce of the future?</p> <p>How do we continue the Public Service innovation we saw through the COVID-19 pandemic?</p> <p>How should the Public Service engage with New Zealanders in a social media world?</p>	<p>Ultimately the public service is about making lives better. It needs to be the brains of the nation.</p>	<p>Engagement and delivery outside of the Wellington Town Belt.</p>	<p>Engagement with local government.</p>
13	<p>How can we better support public participation in government in the future?</p> <p>How should the Public Service engage with New Zealanders in a social media world?</p> <p>How do we build the right capability in the Public Service workforce of the future?</p> <p>How can the Public Service get more joined up to tackle future and intergenerational problems?</p> <p>How do we continue the Public Service innovation we saw through the COVID-19 pandemic?</p>	<p>Because those are the priorities I put them in.</p>	<p>Yes. I would like to see the public service actively address the issue of digital exclusion, which crosses all of the topics. The default attitude from all areas of the service seems to be that people don't use digital methods of communication simply because they are poor or are technologically illiterate, which is vastly incorrect. As is the prerogative of the human species, many people prefer to communicate face-to-face, over the phone, or in written form and their right to do so needs to be enshrined in the contact options offered by government/the public service.</p>	<p>Yes. While I'm fully cognisant that this comment will be simplistically dismissed as "racist", being a sixth generation kiwi of non-Maori descent, I'm feeling more and more distant and excluded from all aspects of the public service on a daily basis because I don't speak or relate to te reo. I LOVE the idea of a bilingual public service that recognises and caters to both first and subsequent settlers and would like to see the service adopt a policy of fair and clear bilingualism, as opposed to the current wholesale neocolonialist push to replace, rename and disenfranchise those who don't have the privilege of whakapapa, backed up with an attitude of "well, that's your own fault."</p>



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13 (continued from previous page)	-	-	The New Zealand public must not be excluded from participation and access simply if they choose not to use a computer or have a smartphone.	<p>Most of us are too busy just trying to get by, survive, and keep a roof over our heads, than spend our waking hours learning to do in order to pretend we're something we're not.</p> <p>By its very definition, terms such as diversity and inclusion mean to speak to and wrap around everyone, yet each day that goes by I am left confused as to who is attempting to communicate with me and for what purpose - by replacing departmental names, titles, and place names with Maaori, you negate my own sense of place, belonging and worth. Because I don't have whakapapa, I am considered unimportant and because I am not regarded as tangata whenua, I am regarded as a lesser (indeed, not even really a) person. I wanted to find out about enrolling my kids in Correspondence School the other day and couldn't even find them - turns out it's now called Te Aho o Te Kura Pounamu, which I'd already bypassed thinking it was an immersion kura; they don't even have the courtesy of providing an English translation. Even this survey is a prime example - I had absolutely no idea who Te Kawa Mataaho or what te whakawhiti whakaaro was, and initially dismissed it as something relating only to iwi. But I guess that's the point isn't it? Make things irrelevant to most people so the service only hears from those already on the page you want them to be?</p>

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16	<p>How can the Public Service get more joined up to tackle future and intergenerational problems?;</p> <p>How do we build the right capability in the Public Service workforce of the future?;</p> <p>How can we better support public participation in government in the future?;</p> <p>How do we continue the Public Service innovation we saw through the COVID-19 pandemic?;</p> <p>How should the Public Service engage with New Zealanders in a social media world?</p>	<p>If you have some idea of we're you are headed, you can review past processes, take into account the present and then look and plan forward.</p>	<p>Need to be realistic, personally I am not politically minded, no agenda not many people like me get to discuss or input ideas in a forum such as this or think I could.</p>	<p>Scope of service and specific projects. Sometimes if you are too global you can't solve much. Good to start small.</p>

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18	<p>How do we continue the Public Service innovation we saw through the COVID-19 pandemic?;</p> <p>How can the Public Service get more joined up to tackle future and intergenerational problems?;</p> <p>How can we better support public participation in government in the future?;</p> <p>How do we build the right capability in the Public Service workforce of the future?;</p> <p>How should the Public Service engage with New Zealanders in a social media world?</p>	<p>Industry working with government during last year and this year covid is amazing and should translate into all functions even compliance and regulations</p>	<p>Yes innovation seen through covid. Resilience and recovery is key for NZ here into the future if we want Aotearoa to thrive this can only be achieved by industry and Government partnering and listening to each other to achieve greatness</p>	<p>Rationalization of the sector to many people in ministries. Work smarter. Retention how to retain good staff</p>

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20	<p>How can we better support public participation in government in the future?</p> <p>How do we build the right capability in the Public Service workforce of the future?</p> <p>How do we continue the Public Service innovation we saw through the COVID-19 pandemic?</p> <p>How can the Public Service get more joined up to tackle future and intergenerational problems?</p> <p>How should the Public Service engage with New Zealanders in a social media world?</p>	<p>Public participation and workforce improvements are critical, however examining social media *outside* of the broader engagement context is a mistake and will lead to conclusions that exclude New Zealanders. Social media and digital engagement is important, but needs to be considered as a component of democratic engagement overall.</p>	<p>Building cultural competency and rewarding cultural competency on a staff level. Encouraging a greater focus on co-design and delegated governance with the public.</p>	<p>Ethical and transparent governance including education on Trading in Influence (Macauley and Gluck, 2017)</p> <p>Tackling the bullying and anti-whistleblower problem in the public service</p> <p>The public service's approach and aversion to risk, and how that impedes innovation and responsive governance.</p>

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21	<p>How can we better support public participation in government in the future?;</p> <p>How do we build the right capability in the Public Service workforce of the future?;</p> <p>How can the Public Service get more joined up to tackle future and intergenerational problems?;</p> <p>How should the Public Service engage with New Zealanders in a social media world?;</p> <p>How do we continue the Public Service innovation we saw through the COVID-19 pandemic?</p>	<p>Public engagement at all levels essential</p>	-	-
22	<p>How can we better support public participation in government in the future?;</p> <p>How do we continue the Public Service innovation we saw through the COVID-19 pandemic?;</p> <p>How do we build the right capability in the Public Service workforce of the future?;</p> <p>How can the Public Service get more joined up to tackle future and intergenerational problems?;</p> <p>How should the Public Service engage with New Zealanders in a social media world?</p>	<p>Public participation within the public sector requires innovative responses - participation where citizens actively influence the workings of government by engaging with public policy processes and helping to design services, programmes and approaches that will work. there is a need to build capability amongst public service to better understand and implement how to work effectively with and alongside communities. this is what will tackle the wicked and complex issues we face. Inspiring Communities produced shaping the future report after the 2020 national lockdown - it outlines six shifts that will support this fundamental change. This is just one of many pieces of practice-based evidence that provide pathways for change.</p>	<p>Public service capability building, public service innovation during covid, not just public service joining up but working out how it can work better with civil society - testing assumptions.</p>	<p>Implementation of the public service act in relation to active citizenship.</p>

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23 (continued from previous page)	-	<p>Therefore, I ranked the options as follows because:</p> <ol style="list-style-type: none"> <li>1. The public service needs a complete shake-up, as current institutions seem incapable of combatting ecological overshoot. The issue is never considered when advice is given to Ministers, instead a focus on short-term fixes often exacerbates the issue. The public service needs to find a way to join together and tackle this problem head-on if it truly wants to address future and intergenerational problems.</li> <li>2. The blinkered focus on reductionism is rife in the public service. We need much more capability from systems sciences (such as systems ecology) and we need more generalists. Increasing specialising has led us down the path of tackling micro-problems to try and solve holistic problems. This is where indigenous knowledge beats western knowledge everytime - we must be holistic and tackle the roots of the crises we face both now and into the future.</li> </ol>	<p>Therefore, the issues that must be explored are:</p> <ul style="list-style-type: none"> <li>- Ecological overshoot and how it causes symptoms such as climate change, biodiversity loss, and inequality.</li> <li>- Energy descent, as we increasingly lose the amount of energy available to us by using it to create diminishing amounts of energy the entire economy will struggle to continue. As fossil fuels deplete and renewables become increasingly untenable, we must find ways of living in a less energy-dense future, before the reality hits us in the face. This is happening now, and is likely to hit hard in a decade or two - not a few centuries.</li> <li>- The end of economic growth: it is coming whether we acknowledge it or not. As industrial output declines in a decade or so, economic growth will collapse. We will be forced into a period of contraction. The only way to manage this is to “flatten the curve” using policies oriented around degrowth which will ensure a just transition for all. This discussion needs to happen now.</li> </ul>	-



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<p>23 (continued from previous page)</p>		<p>3. The public service “innovation” we saw during COVID-19 was not the kind of “innovation” we are used to. Instead of trying to promote business as usual and searching for techno-fixes (the usual results of innovation) the public service innovated in a completely different way - it became agile and was capable of high-level systems change and rallying the public together behind a cause. We need this urgently to address ecological overshoot and energy decline.</p> <p>4. Public participation is vital, but the public must be informed. The public service cannot continue to shy away from having hard discussions and living in a risk-averse state. We are currently stuck in a loop of decision-makers finding it hard to make change because of social attitudes, and social attitudes not changing because decision-makers don't change the systems that shape attitudes. The public service must immediately find ways it can lead in this area.</p>		

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23 (continued from previous page)	-	5. It is important to engage via social media to achieve 4. above, at least in the short-term, but in the long term the use of social media will likely decline if we face economic collapse in the face of a world that doesn't act on ecological overshoot. Therefore, the public service must find ways to engage with the public that are beneficial now, but also future-proof themselves against the true nature of the challenges we face.	-	-
24	<p>How can the Public Service get more joined up to tackle future and intergenerational problems?</p> <p>How do we build the right capability in the Public Service workforce of the future?</p> <p>How can we better support public participation in government in the future?</p> <p>How do we continue the Public Service innovation we saw through the COVID-19 pandemic?</p> <p>How should the Public Service engage with New Zealanders in a social media world?</p>	The most pressing issue that almost every Kiwi can relate to is wealth. 10% of kiwis own 59% of the country's wealth. The bottom 40% own 3%. How this isn't at the front of everything the government does I will never understand.	Wealth, sorting out intergenerational poverty (which means levelling the playing field incl. inheritances and private education).	Public departments are generally pretty disappointing. It is a common belief amongst NZ esp with WINZ, ACC and OT. I think a big focus needs to be on addressing wealth so you can actually produce results. I worked at OT, everyone was poor. It is linked.

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25	<p>How do we continue the Public Service innovation we saw through the COVID-19 pandemic?;</p> <p>How do we build the right capability in the Public Service workforce of the future?;</p> <p>How can we better support public participation in government in the future?;</p> <p>How should the Public Service engage with New Zealanders in a social media world?;</p> <p>How can the Public Service get more joined up to tackle future and intergenerational problems?</p>	<p>Innovation is the key to getting the other four. We need to build innovative capabilities into the public service workforce. It requires innovative thinking, true customer-centric experimentation (not just consultation), and creative problem solving to get more public participation in government, to engage effectively in a social media world and to tackle future and intergenerational problems.</p>	<p>Building entrepreneurial capital (MBIE is working on this concept) in the public sector will be critical to creating a more dynamic public sector that can adapt to an ever changing world (i.e., more innovative). The result of unaddressed disruption for govt is loss of trust. The NZ government has a high degree of trust now, but the disruptive factors are growing. I would like to see the PSC invest more in providing the training and opportunities for staff and leaders to build their entrepreneurial capital.</p>	<p>The move toward collaboration across govt Ministries and Agencies is a great move. The more complex problems in society cross many Ministry and Agency boundaries. We must find better ways to balance the accountability of the unit structure with the ability to work together to address larger challenges.</p>

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26	<p>How do we continue the Public Service innovation we saw through the COVID-19 pandemic?;</p> <p>How can the Public Service get more joined up to tackle future and intergenerational problems?;</p> <p>How do we build the right capability in the Public Service workforce of the future?;</p> <p>How should the Public Service engage with New Zealanders in a social media world?;</p> <p>How can we better support public participation in government in the future?</p>	<p>Covid has given us a real opportunity to reconsider how we work and how we treat people. Our geographic distance from much of the world requires us to be highly innovative in a virtual world. So let's compete as best and innovatively as we can.</p> <p>We HAVE to think inter-generationally and stop being selfish about our current lives. This has to work across government as that is how most of us view government - as a single entity. And we need the impact of joined up services.</p> <p>I'm amazed at the capability of our government sector (I am a Wellingtonian, mind you, so have skin in the game) - but how are we adapting to global trends and how are we ensuring that we are fit for a world fundamentally changed by climate and inequality.</p>	<p>I'd like to see more joining up across government but also from government to communities, businesses and academia.</p>	-

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27	<p>How can the Public Service get more joined up to tackle future and intergenerational problems?;</p> <p>How can we better support public participation in government in the future?;</p> <p>How do we build the right capability in the Public Service workforce of the future?;</p> <p>How do we continue the Public Service innovation we saw through the COVID-19 pandemic? ;</p> <p>How should the Public Service engage with New Zealanders in a social media world?</p>	<p>We have made steps towards being more joined up, however there is still a lot of duplication, competition and resistant to working in different ways in the public sector.</p> <p>Our processes are still very centred on wellington and rigid rules, there has been a brief moment during COVID when the rules relaxed and we may need to focus on the capability to build the leadership of the future, reframe risk and create opportunities for increased public participation.</p> <p>Social media at the bottom as it is an important channel but not the only channel - what would face to face interaction look like in the future?</p>	<p>What does capability building of the public sector look like - is it all levels, is it all roles, is it all areas? in some of our cross government work the challenges we have in working innovatively is not necessarily the leadership, it is the procurement rules, the guy from finance who says we cant do that, its the administrator etc etc.</p> <p>what does system stewardship look like? how do we support our leaders to be stewards - what does it look like? what is the shift?</p>	<p>Do we have a shared vision for Aotearoa, for the public sector? are we all working to the same vision? are we looking for radical change or incremental change? without a shared vision we risk working in different directions. We were able to innovate in COVID and move quickly all in the same direction as we had a shared outcome of eliminating COVID and supporting whānau to thrive in that time. It fundamentally changed our mindsets and how we worked. It feels as though we have gone back to BAU each working in our own silos.</p>
28	<p>How do we continue the Public Service innovation we saw through the COVID-19 pandemic?;</p> <p>How can we better support public participation in government in the future?;</p> <p>How can the Public Service get more joined up to tackle future and intergenerational problems?;</p> <p>How do we build the right capability in the Public Service workforce of the future?;</p> <p>How should the Public Service engage with New Zealanders in a social media world?</p>	<p>Innovation is the driver for number 2-5. If we don't embed innovation practices and processes in what we do, then we won't be able to find solutions to public participation levels, address gnarly problems, develop appropriate future skill capability and engage the wider public.</p>	<p>As above, innovation is key to positive and enduring change that addresses current and future issues. If we just nibble at the edges of how we do things - and not have an innovation plan or ambition - then nothing will change long-term.</p>	n/a

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29	<p>How do we continue the Public Service innovation we saw through the COVID-19 pandemic?;</p> <p>How do we build the right capability in the Public Service workforce of the future?;</p> <p>How can the Public Service get more joined up to tackle future and intergenerational problems?;</p> <p>How can we better support public participation in government in the future?;</p> <p>How should the Public Service engage with New Zealanders in a social media world?</p>	<p>I believe innovation in the public service is important and why I placed it top.</p> <p>If we are to tackle the increasingly complex problems we're facing, innovation and its problem solving constituents are vital. The significance and need for public sector innovation became clearly apparent in 2020 with the response to COVID-19. During this time the Govt showed that it was capable of innovating and we must ensure this momentum is not lost if we are to solve challenges and deliver better outcomes for citizens. Innovation encourages and requires collaboration, which is core to the new Public Services Act. Innovation is gaining momentum across the Public Service and would benefit from a system lens, which aligns to PSCs mandate as a System Lead.</p>		<p>I am making this submission as an individual and wish to encourage the Public Services Commission's Long Term Insights Briefing to explore the topic: How do we continue the innovation created in the Public Service through COVID-19.</p> <p>I believe innovation in the public service is important if we are to tackle the increasingly complex problems we're facing. This became clearly apparent in 2020 with the response to COVID-19. During this time the Govt showed that it was capable of innovating and we must ensure this momentum is not lost if we are to solve challenges and deliver better outcomes for citizens. Innovation encourages and requires collaboration, which is core to the new Public Services Act. Innovation is gaining momentum across the Public Service and would benefit from a system lens, which aligns to PSCs mandate as a System Lead.</p>

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30	<p>How do we build the right capability in the Public Service workforce of the future?;</p> <p>How can we better support public participation in government in the future?;</p> <p>How can the Public Service get more joined up to tackle future and intergenerational problems?;</p> <p>How should the Public Service engage with New Zealanders in a social media world?;</p> <p>How do we continue the Public Service innovation we saw through the COVID-19 pandemic?</p>	<p>Because I believe that there is a lack of representation in government agencies as well as a lack of expertise regarding marginalised groups which has serious ramifications .</p>	<p>Representation at reviews, representation during consultations , agency information which doesn't include basic things like organisational structures.</p>	<p>How to disrupt the stasis when public servants have such long tenure. Should agencies have mandatory reshuffles so that innovation is maintained ?</p>

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31	<p>How do we continue the Public Service innovation we saw through the COVID-19 pandemic?;</p> <p>How can the Public Service get more joined up to tackle future and intergenerational problems?;</p> <p>How do we build the right capability in the Public Service workforce of the future?;</p> <p>How can we better support public participation in government in the future?;</p> <p>How should the Public Service engage with New Zealanders in a social media world?</p>	<p>Innovation is critical.</p> <p>I wish to encourage the Public Services Commission’s Long Term Insights Briefing to explore the topic: How do we continue the innovation created in the Public Service through COVID-19.</p> <p>I believe innovation in the public service is important if we are to tackle the increasingly complex problems we’re facing. This became clearly apparent in 2020 with the response to COVID-19. During this time the Govt showed that it was capable of innovating and we must ensure this momentum is not lost if we are to solve challenges and deliver better outcomes for citizens. Innovation encourages and requires collaboration, which is core to the new Public Services Act. Innovation is gaining momentum across the Public Service and would benefit from a system lens, which aligns to PSCs mandate as a System Lead.</p>	<p>Opportunities to increase innovation - applying design thinking tools and methods to policy problems.</p>	-



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31 (continued from previous page)	-	<p>When I worked at Transpower NZ Ltd, I was involved in an innovative project to reduce the costs of maintaining transmission towers (tower painting to manage erosion). This issue has been a complex one for decades. Through a 7 week design sprint and taking innovative approaches to the problem (under the guidance of innovation specialists at CHQ), Transpower was able to come up with a solution that significantly reduces the cost of tower maintenance saving tax payers many millions. I don't think this could have occurred without applying a design-thinking methods to the problem. It is amazing to think what could be done to address persistent and complex policy issues taking a similar approach.</p>	-	-

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32	<p>How do we continue the Public Service innovation we saw through the COVID-19 pandemic?;</p> <p>How can the Public Service get more joined up to tackle future and intergenerational problems?;</p> <p>How do we build the right capability in the Public Service workforce of the future?;</p> <p>How can we better support public participation in government in the future?;</p> <p>How should the Public Service engage with New Zealanders in a social media world?</p>	<p>COVID-19 highlighted that the Public Service can adapt and delivery at pace. It would be good to see more innovation over-riding inherent risk aversion in the Public Service. Having worked before in the Public Service, I also know that silos exist. Complex problems do require cross-agency collaboration.</p>	<p>How can we give public service the opportunity to innovate, through trials and experiments.</p>	-
33	<p>How do we continue the Public Service innovation we saw through the COVID-19 pandemic?;</p> <p>How can the Public Service get more joined up to tackle future and intergenerational problems?;</p> <p>How do we build the right capability in the Public Service workforce of the future?;</p> <p>How can we better support public participation in government in the future?;</p> <p>How should the Public Service engage with New Zealanders in a social media world?</p>	<p>I believe innovation in the public service is necessary to our nation's increasingly complex problems. This has been evident in the response to COVID-19 over the past 18 months. The Govt has shown impressive capability to innovate and we should continue this trend in other areas to deliver better outcomes for citizens. Innovation encourages and requires collaboration, which is core to the new Public Services Act. Innovation is gaining momentum across the Public Service and would benefit from a system lens, which aligns to PSCs mandate as a System Lead.</p>	-	-

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34	The order (in question 5) was selected based on what we believe will have the biggest impact.	<p>"We selected: 'How can the Public Service get more joined up to tackle future and intergenerational problems?'</p> <p>The Public Service is becoming more integrated in some areas but it has a long way to go. There is still no ten year plans (or equivalent) for government departments, no long term planning (such as the intergenerational plans being implemented overseas) or no institutions focused on the long-term (e.g. a Commission/ers that focus on intergenerational issues). Furthermore, the proposed resource management reforms do not significantly contribute to long-term thinking or anticipatory governance.</p>	There are a wide range of topics, but we consider a lack of a transparent and meaningful foresight ecosystem is by far the most important issue facing the public service.	-

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34 (continued from previous page)	-	<p>We selected the option above, but in reality the focus in this question is not ideal. It focuses on being ‘joined up’/integrated - rather than identifying ‘intergenerational problems’. The latter requires foresight, and we consider that is what is urgently needed. The Public Service should focus on the topic of the foresight ecosystem, in particular: (i) how to make the foresight ecosystem that currently exists more transparent and easy for the public to engage with, (ii) how other countries are embedding foresight into the public service and (iii) given this, how we might improve our existing foresight ecosystem. By doing so, we hope that this Briefing will contribute to a discussion on how the existing ecosystem could be improved to anticipate, prepare and engage early with difficult issues.</p> <p>It is the lack of foresight in our governance system, that is our biggest concern and in our view, provides the biggest opportunity.</p> <p>We see the Briefings as a major instrument in the emerging foresight ecosystem, thank you!</p>	-	-

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35	<p>How do we continue the Public Service innovation we saw through the COVID-19 pandemic?;</p> <p>How can the Public Service get more joined up to tackle future and intergenerational problems?;</p> <p>How should the Public Service engage with New Zealanders in a social media world?;</p> <p>How can we better support public participation in government in the future?;</p> <p>How do we build the right capability in the Public Service workforce of the future?</p>	<p>#1 Because, now is the time to learn from the pandemic, while lockdowns are ongoing, learnings are fresh and businesses and individuals are needing to change the way they earn, live and engage with one another.</p> <p>#2 Because the cross pollination that can happen between Govt agencies has so much opportunity for more effective services that lead to better outcomes.</p>	<p>Lowering spend on buildings, utilities &amp; hardware across govt, as working from home becomes the norm.</p> <p>Data sharing between organisations to provide better social services for those in need.</p>	<p>Better use of public spending &amp; more transparency.</p>

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36	<p>How do we build the right capability in the Public Service workforce of the future?;</p> <p>How do we continue the Public Service innovation we saw through the COVID-19 pandemic?;</p> <p>How can the Public Service get more joined up to tackle future and intergenerational problems?;</p> <p>How can we better support public participation in government in the future?;</p> <p>How should the Public Service engage with New Zealanders in a social media world?</p>	<p>If the public service has the right capabilities it will continue to get the right balance between risk and innovation, it will get the right balance between dealing with the issues of today and investing in our future and it will find the best ways to engage with the people of New Zealand.</p>	<p>It would be good to explore the shape of the future public sector to better match the current and changing needs of society. We have a set of public sector organisations that have been around for decades with little change in the relative size of the organisations. It would be good to consider how the excellent pool of people in the public sector can be moved to focus on the issues of greatest importance of the day - we see a little of this in crisis, but we need to change and for this to become the norm.</p>	<p>The shape and operating model of the public sector. We have a public sector that is built on the traditional model of separate entities with individual budgets and accountability. While in larger economies this works well as the scale of individual departments ensures that they can easily to apply resources to the area of priority. This is not the case in New Zealand, where we have smaller public sector organisations. It would be worthwhile to explore new models, whether for the development of policy, the delivery of major infrastructure projects, responding to challenges that require a system not a siloed response (for example climate change or obesity) and also for research, perhaps bringing together Crown Research Institutes with Universities with agendas shaped to respond to the challenges and opportunities for New Zealand.</p>

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37	<p>How can we better support public participation in government in the future?;</p> <p>How do we build the right capability in the Public Service workforce of the future?;</p> <p>How do we continue the Public Service innovation we saw through the COVID-19 pandemic?;</p> <p>How can the Public Service get more joined up to tackle future and intergenerational problems?;</p> <p>How should the Public Service engage with New Zealanders in a social media world?</p>	<p>it is governing for the people and without knowing and engaging with what people want, how can the bureaucrats build a framework to meet peoples needs/aspirations.</p>	<p>only after more details are made known</p>	<p>a) including faith groups in conversation with the public b) social cohesion c) tackling inequities in our society</p>
38	<p>How can the Public Service get more joined up to tackle future and intergenerational problems?;</p> <p>How can we better support public participation in government in the future?;</p> <p>How do we continue the Public Service innovation we saw through the COVID-19 pandemic?;</p> <p>How do we build the right capability in the Public Service workforce of the future?;</p> <p>How should the Public Service engage with New Zealanders in a social media world?;"</p>	<p>Intergenerational problems are so crucial (climate change, demographic shifts) and there's no real desire to do anything about them right now!</p> <p>Engaging with Kiwis via social media, on the other hand, is somewhat important, but already has so much focus, both publicly and in the private sector!</p>	<p>Climate change (esp the possibility of nuclear power for electricity generation rather than coal), and the importance of addressing our aging population!</p>	<p>-</p>

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39	<p>How do we continue the Public Service innovation we saw through the COVID-19 pandemic?;</p> <p>How can the Public Service get more joined up to tackle future and intergenerational problems?;</p> <p>How do we build the right capability in the Public Service workforce of the future?;</p> <p>How can we better support public participation in government in the future?;</p> <p>How should the Public Service engage with New Zealanders in a social media world?</p>	<p>The public service needs to be able to tackle the ever-increasing web of complex and long-running issues that we face. Innovation is what is needed to effectively assess and respond to these future challenges. This is not best done ad hoc, organisation by organisation with high duplication of effort which is why I have selected this as the number 1 option as it feeds into the other four. We see PSC playing this key role of leading as you are responsible to 'improve system capability, lift consistency and quality of delivery and reduce duplication of effort'.</p>	<p>There is a strong opportunity in government to better collaborate between organisations both domestically and internationally.</p>	<p>International/government-to-government collaboration. As the world faces collective problems such as COVID-19 and Climate Change the need to work together is clear. Significant benefit could be derived, not only from collaboration on big issues such as the above but also on endless other problems/challenges faced by governments. Some examples I have seen or been involved with directly include; the DIA funded adverts and material to educate parents about the risks of kids online - the 'porn stars at the door' ad which South Korea liked so much they used the same ad; MFE working on a Contaminated Land project and the RMA reform where many possible solutions exist internationally and significant savings in time and money could be saved through collaboration - NWS and Scotland a 2 such examples. Additionally, this could be a great way to showcase NZ as and a leader of public sector innovation through the sharing of innovative solutions we have developed here.</p>



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40	How do we continue the innovation created in the Public Service through COVID-19?	<p>I believe innovation in the public service is essential to tackle the increasingly complex problems we're facing. This became apparent in 2020 with the response to COVID-19. During this time, the government showed that it was capable of innovating, and we must ensure this momentum is not lost if we are to solve challenges and deliver better outcomes for citizens. Innovation encourages and requires collaboration, which is core to the new Public Services Act. Innovation is gaining momentum across the Public Service and would benefit from a system lens, which aligns to PSC's mandate as a System Lead.</p> <p>New Zealand can and should be world leaders in public sector innovation.</p>	-	-

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41	How do we continue the innovation created in the Public Service through COVID-19.	<p>I believe innovation in the public service is important if we are to tackle the increasingly complex problems we're facing. This became clearly apparent in 2020 with the response to COVID-19. During this time the Govt showed that it was capable of innovating and we must ensure this momentum is not lost if we are to solve challenges and deliver better outcomes for citizens. Innovation encourages and requires collaboration, which is core to the new Public Services Act. Innovation is gaining momentum across the Public Service and would benefit from a system lens, which aligns to PSCs mandate as a System Lead.</p> <p>NZ is at risk of falling behind the rest of the world if we don't continue to keep innovation at the forefront of the public service.</p>	-	-

Respondent	Which of the following topics do you think is the most important for us to focus on in our first long-term insights briefing?	Why did you rank the topics in this order?	Are there specific issues or parts of the proposed topics you would like to see explored?	Are there any other topics related to the Public Service as a whole that you think we should consider?
42	How do we continue the innovation created in the Public Service through COVID-19.	<p>I recently made an APEC key note address on Innovation Across the Layers of Government.</p> <p>As the CEO of Creative HQ (a company tasked with building capability, confidence and capacity in others to innovate), I see first hand, every day, the opportunities that exist in innovation. 85% of our work last year was for Innovation Services to Government, both within NZ and Internationally. Not only is NZ able to transform its own public service and better meet the needs of its citizens through innovation, but we can lead the world on GovTech innovation. This market is estimated to be worth over \$400 billion now with a growth rate of 15%. It is expected to hit \$1 trillion by 2025.</p> <p>I believe innovation in the public service is important if we are to tackle the increasingly complex problems we're facing. This became clearly apparent in 2020 with the response to COVID-19. During this time the Govt showed that it was capable of innovating and we must ensure this momentum is not lost if we are to solve challenges and deliver better outcomes for citizens. Innovation encourages and requires collaboration, which is core to the new Public Services Act. Innovation is gaining momentum across the Public Service and would benefit from a system lens, which aligns to PSCs mandate as a System Lead.</p>	-	-

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43	How do we continue the innovation created in the Public Service through COVID-19.	I believe innovation in the public service is important if we are to tackle the increasingly complex problems we're facing. This became clearly apparent in 2020 with the response to COVID-19. During this time the Govt showed that it was capable of innovating and we must ensure this momentum is not lost if we are to solve challenges and deliver better outcomes for citizens. Innovation encourages and requires collaboration, which is core to the new Public Services Act. Innovation is gaining momentum across the Public Service and would benefit from a system lens, which aligns to PSCs mandate as a System Lead.	-	-