



Terms of Reference: Working Group for the Data Futures Partnership

Introduction

1. The Data Futures Partnership is a cross sector group of influential individuals who aim to mobilise action to increase the value being generated by New Zealand's data, and create the right environment for trusted data use. The Data Futures Partnership will be guided by the Data Futures Partnership Working Group.
2. This document:
 - Sets out the Terms of Reference (ToR) for the Working Group of the Data Futures Partnership (Partnership). It highlights the:
 - Background information to provide context for the Working Group's objectives
 - Purpose of the Working Group
 - Behaviours and Qualities expected of the Working Group
 - Roles and responsibilities of the Working Group and its affiliates.

Background

3. The Data Futures Partnership Working Group has been appointed by the Ministers of Finance, Justice and Statistics to encourage data innovation, by harnessing the energy of organisational leaders, data users and innovators.
4. The Partnership builds on the work of the NZ Data Futures Forum which was set up to explore the opportunities, benefits and risks of sharing data.

Overarching Goals for Setting up the Data Futures Partnership

5. The Partnership is expected to facilitate high-trust and high-value data use for New Zealanders, lifting aspirations and championing change, to achieve the following goals:
 - **Create the right environment for trusted data use in New Zealand** – by building a forum for different voices to come together to identify and resolve issues and build trust in the data-use ecosystem
 - **Increase the value being generated by New Zealand's data-use ecosystem** – by facilitating catalyst projects, brokering and stimulating more data driven innovation, and solving system problems.

Purpose of the Working Group

6. The Working Group will actively co-ordinate with citizens, businesses, Māori, non-governmental organisations and government agencies to build and lead a wider Partnership of influential people that can:
 - Deliver on these overarching goals

- Deliver on an agreed work programme based around five activity areas:
 - Supporting catalyst data-use projects that address real world problems
 - Championing innovative data use, brokering, and stimulating increased data sharing and use
 - Facilitating social licence - leading an awareness and engagement programme to understand the interests, values and concerns of New Zealanders
 - Identifying problems and opportunities, providing independent cross-sector research and advice on data issues
 - Finding solutions to system problems, working with stakeholders to design and implement solutions to problems limiting safe and effective data use, and troubleshooting activities and broader initiatives.

Ways of Working, Behaviours and Qualities

7. The following four principles suggested by the NZ Data Futures Forum and endorsed by Cabinet will underpin and guide the work of the Partnership:
 - Value: New Zealand should use data to drive economic and social value and create a competitive advantage
 - Inclusion: All parts of New Zealand society should have the opportunity to benefit from data use
 - Trust: Data management in New Zealand should build trust and confidence in our institutions
 - Control: Individuals should have greater control over the use of data about them.

8. The NZ Data Futures Working Group recognises the importance of Te Tiriti o Waitangi to the fabric and foundations of Aotearoa/New Zealand and consequently to the work of the Partnership. The Working Group will build a partnership approach with tangata whenua, engage meaningfully and effectively with Iwi Māori, and operate sensitively and early to understand the needs and aspirations of this community regarding data.

9. The Working Group will be:
 - Independent from government - able to advise independently
 - Cross sectoral and inclusive - able to 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, adjust and take rapid action, and
 - A learning entity - improve continuously and share learning with stakeholders.

10. Each member of the Working Group is expected to:
- lead action and mobilise people and resources to drive change by connecting, brokering, working in partnership and building relationships
 - lead portfolios which may include catalyst projects, social licence or data-use ecosystem analysis and solutions
 - show commitment to harnessing the strategic value of data for the benefit of all parts of New Zealand, while building trust by organisations and individuals
 - demonstrate ability, integrity and credibility, and
 - act for the Chair if required.
11. The Working Group as a whole will be expected to:
- develop a clear shared agenda with measurable goals, deciding on priorities, strategy, and action
 - build and lead the Data Futures Partnership
 - provide independent and credible advice
 - provide regular reporting and evaluation (to Lead Ministers and stakeholders)
 - drive system change, leverage off existing initiatives, mobilising resources, and collective action.

Roles and responsibilities:

12. The high level roles and responsibilities of the key parties are set out below. More specific information is set out in Annex A.

<i>Lead Ministers</i>	<ul style="list-style-type: none"> • Set the broad strategic goals for the Partnership; • Ensure the right people are at the helm; • Liaise closely with the Working Group • Periodically monitor and review the impact of the Partnership.
<i>Working Group</i>	<ul style="list-style-type: none"> • Drive delivery and impact to deliver on this Terms of Reference • Build and lead an effective Partnership • Liaise closely with Lead Ministers and ensure Partnership activities take into account government priorities.
<i>Chair of the Working Group</i>	<ul style="list-style-type: none"> • Lead the Working Group and Partnership • Connect with Lead Ministers and system leaders to ensure activities are coordinated • Sign off reports written by the Partnership and set the annual budget in consultation with the CE of Statistics NZ • Build effective processes and working relationships within the group.
<i>Partnership</i>	<ul style="list-style-type: none"> • Work together to achieve the goals of the Partnership, guided by a Partnership Charter which sets out the goals, common agenda, behaviours, qualities, and process protocols for the Partnership • Demonstrate commitment to the principles of value, inclusion, trust and control, and to the work of the group.

<i>Secretariat</i>	<ul style="list-style-type: none"> • Work with the Chair to support the effective operation of the Working Group • Support the Partnership to achieve its agreed deliverables and milestones • Develop tools to effectively manage the group.
<i>Chief Executive, Statistics NZ</i>	<ul style="list-style-type: none"> • Administer Partnership funds and ensure the appropriation is managed in accordance with Parliament’s expectations.

Appointment of the Working Group

13. The Chair and members of the Working Group are appointed, for a defined term, by the Ministers of Finance, Statistics and Justice. Appointments and any extensions and alterations are managed through the Cabinet Appointments and Honours (APH) Committee.

Fees

14. Members of the Working Group may claim fees and allowances for meetings attended and for other time contributed to core Working Group or Partnership matters in accordance with government guidelines on the fees framework for advisory bodies. Government employees will not receive fees for participating on the core Working Group.

15. Members of the Working Group may receive reimbursement of any reasonable expenses incurred in the course of official core Working Group business.

16. Members of the Partnership will not receive fees, although there is some provision to compensate for time where required for not-for-profit or consumer members.

Reporting

17. The Working Group will report to Lead Ministers on progress with setting up the Partnership, delivery of the Action Plan (Annex B) and indicators of success (Annex C), within six months of the establishment of the Group, and then every six months from that date.

18. The Working Group will adopt a no surprises policy in its relationship with Lead Ministers, ensuring Ministers are notified of items before the Group goes public.

Evaluation

19. In consultation with the Chair, Ministers will commission an independent evaluation of the impact of the Partnership before October 2017.

20. The aims of the evaluation will be to

- Consider the impacts of the Working Group and Partnership with respect to the overarching goals, and, where possible, quantify economic impacts using performance data and case studies, supplemented with qualitative research methods
- Consider the success of the Partnership model as a lever for cross-sector system change
- Determine if there is sufficient value in the Partnership continuing

- If so, make recommendations on the extent to which the focus, approach and funding requirements should be refined.

Meetings

21. The number and timing of Working Group meetings will be determined by the Chair in consultation with members of the Working Group.

22. Working Group meetings will require at least 3 members in attendance for a quorum.

Signed:

Date:

Signed:

Date:

Hon Bill English
Minister of Finance

Lillian Grace
Working Group Member

Hon Amy Adams
Minister of Justice

Miriam Lips
Working Group Member

Hon Craig Foss
Minister of Statistics

Tina Porou
Working Group Member

Dame Diane Robertson
Chair of the Working Group

Rhema Vaithianathan
Working Group Member

Stephen England-Hall
Working Group Member

John Whitehead
Special Advisor to the Chair

Annex A: Specific Roles and Responsibilities

Lead Ministers

Specific roles and responsibilities include:

A. Setting the broad strategic direction for the Partnership

- i. Agree the overarching goals for the Partnership (through the ToR)
- ii. Work with the incoming Working Group to agree the work programme for the Working Group and the wider Partnership, based on the Action Plan set out in Annex B.
- iii. Clarify the expected scope of Partnership activities (through agreeing the work programme). This includes ensuring the Partnership work programme takes into account government priorities.
- iv. Periodically refresh the goals, priorities, and expected scope of the Partnership in consultation with the Working Group.

B. Ensuring the right people are the helm

- i. Clarify the behaviours and qualities expected from the Working Group and the wider Partnership (as set out in the Working Group position description and reflected in the ToR below)
- ii. Appoint members of the Working Group based on these criteria (as above)
- iii. Appoint new members to the Working Group as appropriate (e.g. if current members resign from role).

C. Liaising closely with the Working Group

- i. Provide regular feedback to the Chair of the Working Group through an appointed key Minister
- ii. Signal any issues or concerns to the Chair of the Working Group, particularly if the Partnership is at risk of failing to deliver on its goals or the agreed work programme, or to demonstrate the expected behaviours and qualities.

D. Periodically monitoring and reviewing the impact of the Partnership

- i. Specify the reporting requirements and success indicators in consultation with the incoming Working Group
- ii. Regularly monitor the progress of the Partnership in meeting its agreed deliverables and milestones.

The Working Group

A. Building an effective Partnership

- i. Connect with people across the data-use ecosystem to build a wider Partnership that is:
 - Committed to the principles of value, trust, inclusion and control
 - Broadly inclusive and able to connect with a range of voices reflecting New Zealand society

- Able to connect and mobilise action across all sectors of New Zealand, deriving its mandate from communities of interest (rather than being formally representative)
 - Balanced, with the skills required to think, connect and act to solve problems, and
 - Able to deliver the five activities set out in the agreed work programme (based on the Action Plan set out in Annex B).
- ii. Work with the incoming members of the Partnership to develop an agreed Partnership Charter setting out the goals, common agenda, behaviours, qualities, and process protocols for the Partnership
 - iii. Model and reinforce the expected behaviours and qualities within the Partnership.

B. Driving delivery and impact

- i. Be the decision making component of the Partnership, accountable to Lead Ministers for delivery of the agreed work programme, but working closely with the Partnership members to ensure robust advice and coordinated effort
- ii. Develop an agreed and effective work programme that balances value and trust in consultation with the Lead Ministers and members of the Partnership
- iii. Guide the Partnership to achieve its deliverables (as specified in the agreed work programme) with support from the Secretariat and relevant sub-groups
- iv. Lead public discussions on trusted data-use – including leading public meetings and engaging with the media
- v. Lead content development for Partnership reports, advice and guidance, including reports on New Zealanders’ attitudes to data-use, deep-dives on critical issues, and an overarching report on New Zealand’s data-use ecosystem.

C. Liaising with Lead Ministers

- i. Communicate to Ministers on progress and impact of the Partnership as required
- ii. Provide free and frank advice to Ministers and a sounding board on questions and issues Ministers may raise.
- iii. Provide an update report to Ministers every six months

D. Ensuring Partnership activities are cognisant to government priorities

- i. Work with lead Ministers and the government members of the Partnership to ensure that the Partnership’s work programme leverages and takes into account related government activities
- ii. Actively engage with government agencies driving data sharing and reuse to 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
- iii. Where relevant, provide an independent outside-in perspective to inform the government agenda for trusted data sharing and reuse.

E. Demonstrate Commitment

- i. Promote the principles of value, inclusion, trust and control at all meetings and events
- ii. Participate in all Working Group meetings, except where granted leave by the Chair
- iii. Develop and share knowledge about the data-use ecosystem
- iv. Attend Partnership meetings and other events relevant to their particular leadership role (as assigned by the Chair).

Chair of the Working Group

A. Leading the Working Group and Partnership

- i. Ensure members are inducted into the Working Group and made familiar with these ToR
- ii. Clarify the ground rules for the Working Group and Partnership
- iii. Ensure clear leadership for the five activity streams in the agreed work programme (including catalyst projects and facilitating an inclusive social licence), by assigning specific roles to each member of the Group
- iv. Check that all the activities and advice of the Partnership align with principles of value, inclusion, trust and control.

B. Connecting with Lead Ministers and system leaders to ensure efforts are coordinated

- i. Act as the first point of contact for Ministers
- ii. Coordinate the activities of the Partnership with major public sector initiatives in the data-use ecosystem
- iii. Provide updates on request to the ICT Strategic Leadership Group, and similar groups leading change in the public sector.

C. Sign-off rights / financial responsibility

- i. Sign off reports written by the Partnership
- ii. Set the annual budget within the appropriation in consultation with the Chief Executive of Statistics NZ
- iii. Manage access by the Working Group or Partnership members to resources (secretariat time and budget) administered by Statistics NZ on behalf of the Partnership.

D. Building effective processes and working relationships within the Group

- i. Encourage collaboration, manage any conflict or disputes, and ensure the Working Group and Partnership develop a constructive operating style
- ii. Communicate with and respond to Partnership members promptly as required
- iii. Facilitate and chair core Working Group meetings, ensuring aims and objectives of the meetings are achieved.
- iv. Arrange meetings, agendas, minutes and papers (with support from the Secretariat) for Working Group meetings
- v. Work with the Secretariat to ensure that the Working Group and Partnership receive effective support
- vi. Ensure formal reporting requirements are met, including on financial matters.

Partnership

The specific roles and responsibilities of the Partnership will reflect this Terms of Reference, be developed collaboratively between the Working Group and the Partnership, and set out in a charter.

Secretariat

The Secretariat will:

- i. Work with the Chair to
 - support the effective operation of the Working Group
 - support the Partnership to achieve its agreed deliverables and milestones
- ii. Develop tools to effectively manage the group
- iii. Maintain documents that include:
 - progress on the deliverables and milestones in the agreed work programme (based on the Action Plan set out in Annex B) and success indicators (Annex C)
 - a record of participation by Working Group, Partnership and stakeholders on deliverables
 - a register of catalyst projects
 - a list of issues proposed for trouble-shooting or investigation
 - reviews and other activities carried out by the Working Group and Partnership
 - meeting minutes for the Working Group and Partnership.

Chief Executive, Statistics NZ

Statistics NZ is

- i. legally accountable for administering Partnership funds although Statistics NZ will work closely with the Chair of the Working Group in agreeing the budget and the expenses that will be incurred.
- ii. accountable for ensuring the appropriation is managed in accordance with Parliament's expectations, including:
 - Complying with statutory obligations
 - Incurring expense within the scope and amount of the appropriation
 - Meeting Parliament's and the public's expectations of appropriate standards of behaviour and financial prudence
- iii. responsible for responding to any issues relating to the performance of the Secretariat raised by the Chair.

Annex B: Action Plan

The Data Futures Partnership’s work programme is based around five activities:

- Identifying and supporting catalyst data-use projects that address real world problems
- Championing innovative data use, brokering, and stimulating increased data sharing and use
- Facilitating social licence - leading an awareness and engagement programme to understand the interests, values and concerns of New Zealanders
- Identifying problems and opportunities, providing independent cross-sector research and advice on data issues
- Finding solutions to system problems, working with stakeholders to design and implement solutions to problems limiting safe and effective data use.

The approach, deliverables and timelines for each activity area will be based on by the Indicative Action Plan that is included in the Data Futures Partnership Business case and summarized in the table below.

The actions will be refined and developed through the input of the Partnership members, discussions with lead Ministers and via iterative cycles of testing, measuring and improving interventions based on their real world effectiveness.

Expected impacts

- Measurable widespread increase in data use to derive value
- High quality, balanced conversation about the opportunities and risks involved in data innovations, sharing and re-use
- Widespread awareness and engagement with the issues
- Active implementation of the principles of value, inclusion, trust and control.

	What?	Key Deliverables
Support catalyst projects	<p>Catalyst projects tackle real world problems using data, and inform and stimulate other data-use projects.</p> <p>Catalyst projects will be supported by the Partnership, and undertaken by participants across the data-use ecosystem. They will demonstrate the value of data to a wider audience, and strengthen links between public and private sector participants.</p> <p>Learning will be captured and shared, and will include how to get collaborative catalyst projects underway, and how to implement the principles of value, trust, inclusion and control.</p>	<ul style="list-style-type: none"> • A body of practical learning, expertise and experience on data use projects • A set of catalyst data-use projects delivered and insights gained – 3-6 projects in the first tranche, with additional projects over the two years.

	What?	Key Deliverables
Champion innovative data use	The Partnership will undertake brokering and promotional activities to demonstrate the value of data-use and stimulate more data driven innovation across the public and private sectors. This will leverage the external reputation and capabilities of the Partnership members from the private sector and the networks of influence inside government of the public sector members.	<ul style="list-style-type: none"> • Engagement via speeches, statements, visits to highlight data innovation in NZ • Case studies on trusted data innovation
Facilitate social license	The Partnership will facilitate an inclusive, future-focussed and two-way public conversation on data use to understand the interests, values and concerns of New Zealanders. It will provide a way for all voices, including citizen, consumer and Māori voices, to be heard. This conversation will be the basis for reporting on public attitudes to data use, with findings to inform policy and practice and advice on next steps. The conversation should result in high engagement from public resulting in increased awareness and buy in for data reuse.	<ul style="list-style-type: none"> • A social license assessment report • A set of guidelines for trusted and ethical data use • A report on ways to build the social license for data use
Identify problems and opportunities	The Partnership will provide independent, cross-sector advice on data issues as they arise. This advice will inform policy and practice, supporting Ministers, government agencies and data practitioners to create an effective data-use environment. The advice will also drive action, so that members, including government agencies, get involved in troubleshooting projects that tackle the issues and realise value.	<ul style="list-style-type: none"> • Overarching report on the key challenges in the data ecosystem and priorities for further action
Find solutions	The Partnership will work with stakeholders with a view to designing and implementing solutions to difficult system problems. This will leverage the intellect, experience, reputation and capabilities of influential Partnership members, foster confidence and support involvement in the data-use ecosystem.	<ul style="list-style-type: none"> • Interventions for 3-5 wicked problems limiting trusted data innovation.

Annex C: Proposed success indicators for the two overarching goals of the Partnership

The first formal report against finalised success indicators will be in October 2016.

The goal of the Data Futures Partnership is to bring together influential partners and mobilise action to:

- **Create the right environment for trusted data use in New Zealand** – by building a forum for different voices to come together to identify and resolve issues and build trust in the data-use ecosystem
- **Increase the value being generated by New Zealand's data-use ecosystem** – by facilitating catalyst projects, brokering and stimulating more data driven innovation, and solving system problems.

Proposed success indicators for these goals are:

- Catalyst projects tackle real life problems using data
- Catalyst projects demonstrate the benefits of data innovation for the New Zealand economy, society and communities
- Catalysts test the four principles and new ways of working
- Top-down estimates of aggregate data driven innovation across the economy and in key sectors
- The extent to which media coverage and public conversations are balanced and nuanced, and support trusted, high-value data use
- New Zealanders awareness and engagement with the opportunities, issues and risks involved in data innovation, sharing and re-use
- New Zealand's data-use environment is fit for purpose and built on the principles of value, inclusion, trust and control.

The secondary objective is to test the success of the Partnership model as a lever for cross-sector system change. Success indicators for this objective are:

- The level, quality and continuity of participation in the Partnership processes over time
- The extent to which the range of participants engaging with the Partnership represents different sectors & perspectives
- The value of the contribution of participants (e.g. time, resources), relative to any government funding contribution
- The variety and complexity of issues being suggested by participants to the Partnership for resolution
- Qualitative survey of participants
- The impact of the Partnership in the data-use environment (using the indicators above).