

*Statistics New Zealand*

# ***Strategic Plan 2010–20***

*September 2010 edition*

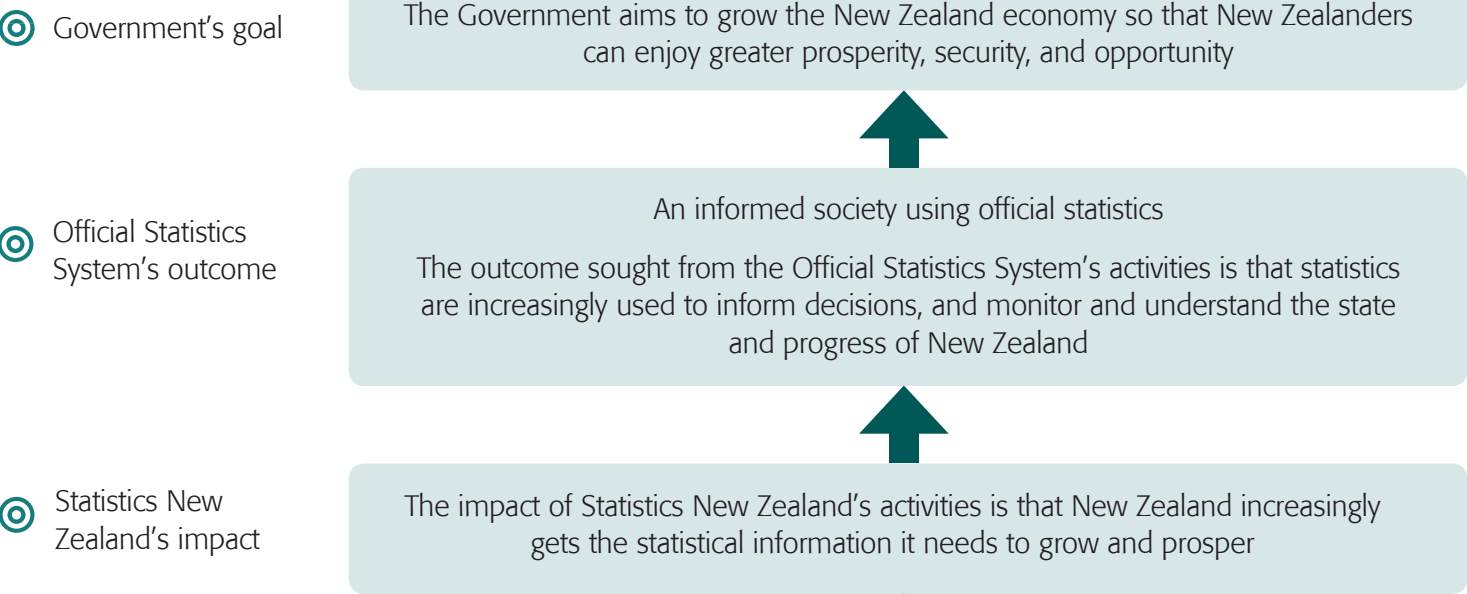


# Statistics New Zealand's strategic framework

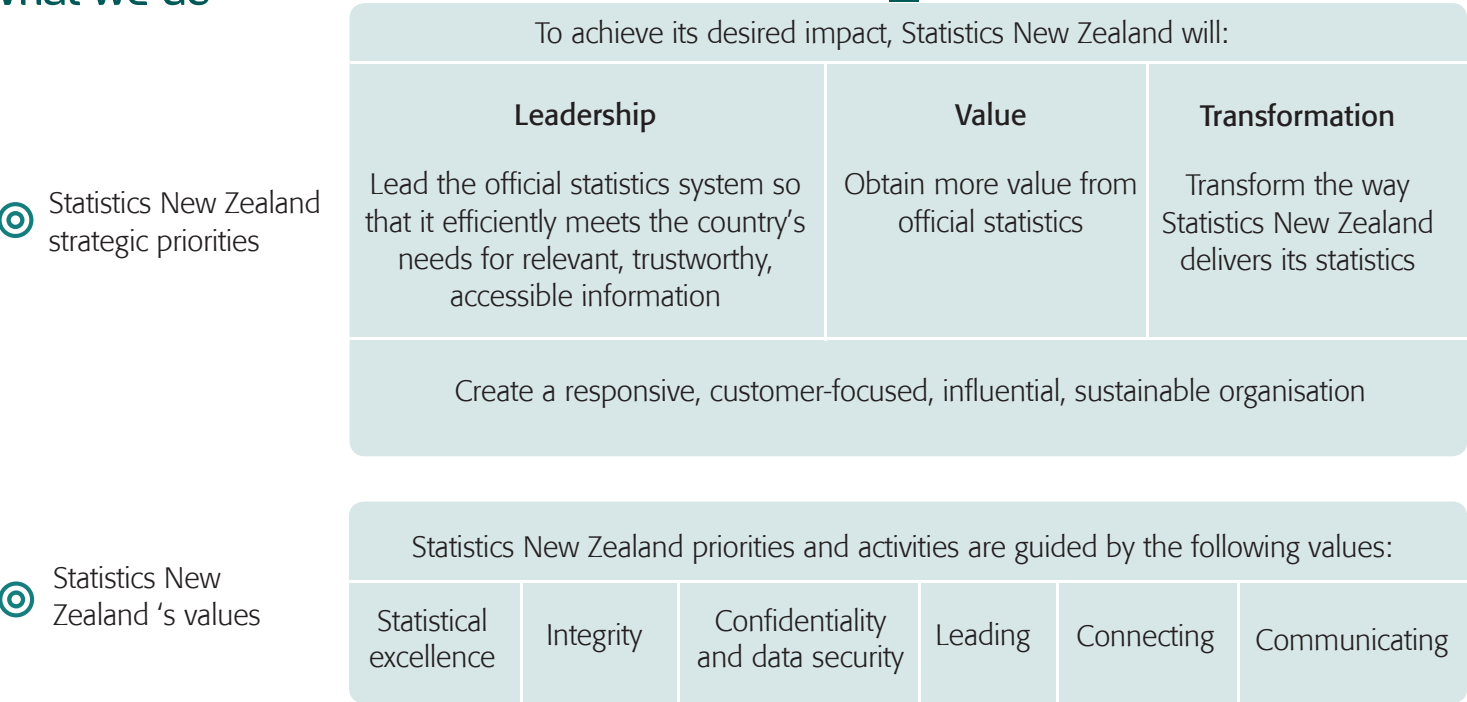


The strategic framework diagram shows how our department's operations (including our values and strategic priorities) contribute to achieving our impact, the Official Statistics System's outcome, and the Government's goal.

## What we aim to achieve



## What we do





# Statistics New Zealand Strategic Plan 2010–20



September 2010 edition

*Statistics New Zealand Strategic Plan 2010–20 (September 2010 edition)*

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# Welcome

The *Statistics New Zealand Strategic Plan 2010–20* outlines the high-level direction that Statistics New Zealand will take over the next 10 years as we work towards our vision of ‘an informed society using official statistics’. It provides clarity about what our organisation wants to achieve and how we plan to get there.

The vision and strategic priorities set out in this plan reflect our aim to increase the value of statistical information to New Zealand. There are exciting opportunities to increase the value gained from New Zealand’s investment in its official statistics. As the leader of New Zealand’s Official Statistics System, it is our role to ensure that as a country we capitalise on these opportunities.



We will do this by working with our partners to ensure that New Zealand gets and uses the statistical information it needs to grow and prosper. We will also provide the government with advice on the value-for-money of its investment in official statistics.

Statistics New Zealand is in the information business, which is a rapidly changing and fast-moving one. Demand for information is increasing all the time. Technology changes by the day, increasing the ability of people to both use and produce information. We also face a tight fiscal environment and a challenging internal operating environment.

The strategic direction outlined in this plan requires us to change. To remain relevant in the rapidly changing environment in which we operate we need to become more responsive and agile. To increase the impact of official statistics we need to be more influential and customer-focused. To become sustainable and remain viable we need to focus on what is important and on how we operate.

To be effective in this environment and achieve our vision we need to focus on:

- **leading** the Official Statistics System so that it efficiently produces the information that New Zealand needs
- obtaining more **value** from the country’s investment in official statistics
- **transforming** the way we deliver our statistics
- creating a **responsive, customer-focused, influential, sustainable** organisation.

Our progress toward these goals, and the speed at which we achieve these, will be dependent on investment decisions and the resources that are available. This plan will guide the organisation’s investment, resourcing, and business planning decisions, and inform the department’s three-year Statement of Intent, Business Development Plan, and annual business planning and budgeting. In this way, the Strategic Plan will be a key tool in our decision-making processes.

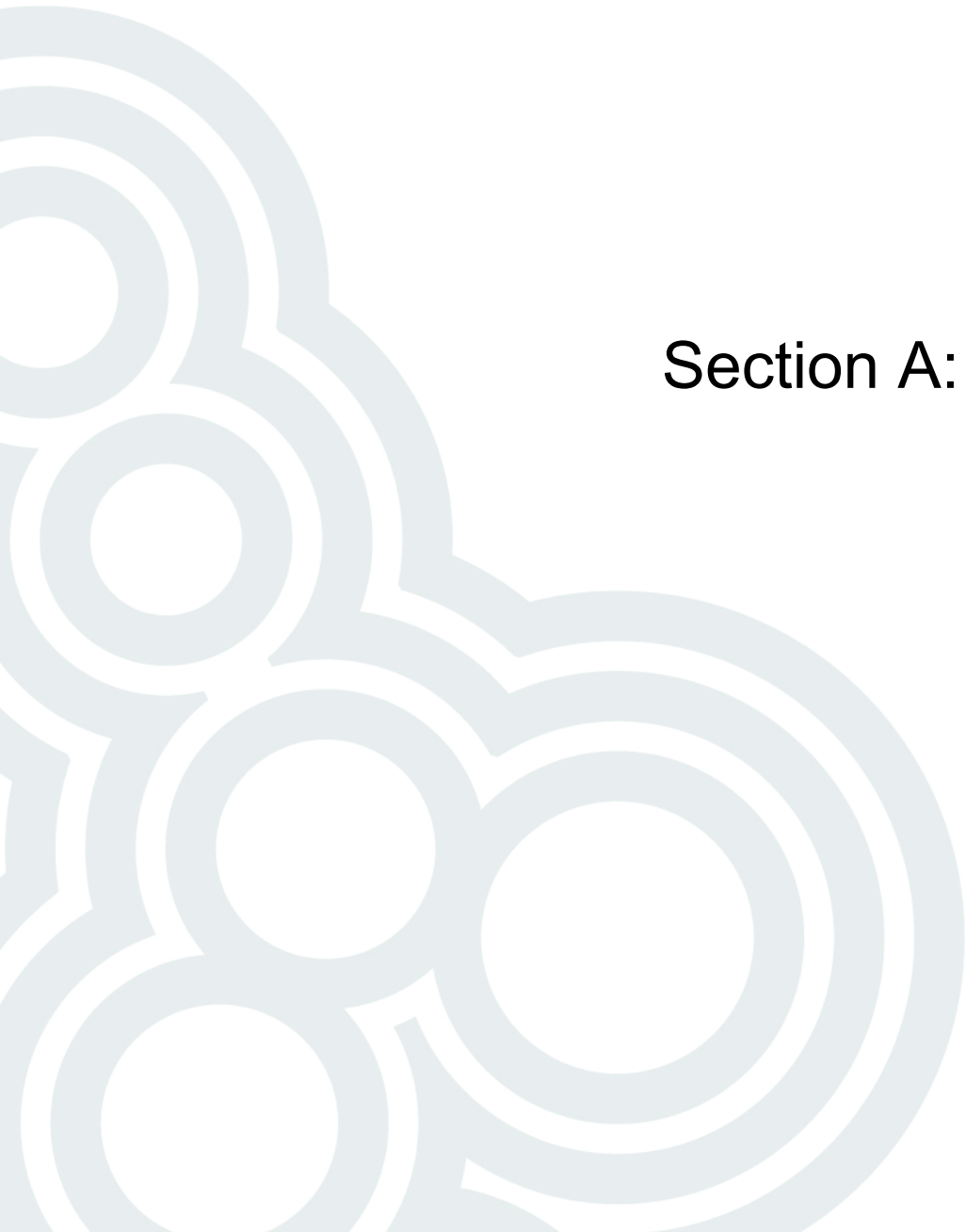
I am pleased to present *Statistics New Zealand’s Strategic Plan 2010–20*. I look forward to implementing this plan, and making a difference for New Zealand, over the coming years.

Geoff Bascand  
Chief Executive and Government Statistician

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## Section A: Strategic plan



# Statistics New Zealand and the Official Statistics System

Official statistics are all statistics produced by government departments from surveys, administrative data, and registration records, which are, or can be, published.

The Official Statistics System is a ‘whole-of-government’ system made up of the policies, practices and processes, underlying data sources, and people involved in producing and disseminating official statistics.

## Our role

Statistics New Zealand is New Zealand’s national statistical office. The department administers the Statistics Act 1975 (the Act), is the leader of the Official Statistics System, and is the major producer of official statistics in New Zealand. As such it has two key roles in New Zealand’s official statistics system – system leader and statistics producer.

System leader
<p>The Government Statistician has a legally mandated role to coordinate statistical activity across government. As the leader of New Zealand’s official statistical system, our role is to:</p> <ul style="list-style-type: none"> <li>• drive overall system performance and ensure New Zealand gets the information it needs</li> <li>• provide direction to the Official Statistics System and engage other government departments to build shared ownership</li> <li>• define and get agreement around the outcomes or results that agencies will focus on together</li> <li>• coordinate statistical activities across government, including standard setting</li> <li>• monitor progress and performance and ensure that action is taken if expected results are not achieved</li> <li>• advise the Government on policies, priorities, and cost/benefit of statistical activities.</li> </ul>
Statistics producer
<p>The Statistics Act also requires Statistics New Zealand to collect and publish statistics to inform decision making and monitor progress. As a producer in the Official Statistics System, we efficiently deliver and disseminate official statistics by:</p> <ul style="list-style-type: none"> <li>• producing the most important statistics that require the highest levels of credibility and integrity</li> <li>• demonstrating best practice within the framework established by Statistics New Zealand the ‘system leader’</li> <li>• keeping our portfolio of statistics and means of production up-to-date</li> <li>• continually improving our effectiveness and efficiency.</li> </ul>

## Statistics New Zealand and Māori

In keeping with the Treaty of Waitangi, Statistics New Zealand will recognise the uniqueness accorded Māori as tangata whenua.



# Statistics 2020 – Te Kāpehu Whetū: Achieving the statistical system of the future

Statistics 2020 – Te Kāpehu Whetū is the programme that drives our organisation to achieve the statistical system of the future. It provides, integrates, and aligns all our strategies, plans, and work programmes. It makes sure the focus is on the most important things, at all levels of the organisation. These strategies and plans combine to provide the road map that will guide us for the future.

Te kāpehu whetū is a navigational system using whetū (stars) to plot direction. An ocean-going waka can navigate by aligning points on the craft with fixed astral points in the night sky. Te Kāpehu Whetū is a metaphor for our journey towards our strategic objectives. We travel with confidence, unity of purpose, and certainty in our direction.

This strategic plan is the foundation of the Statistics 2020 programme. With a 10-year horizon, it provides the long-term vision, around which business development plans and specific implementation plans can be built. As the strategic plan is refreshed, this is reflected in the other plans, and Te Kāpehu Whetū is re-aligned along the new path.

## Statistics 2020 – Te Kāpehu Whetū

**The Business Development Plan** is the overall plan for delivering the Strategic Plan. It sets out the overall approach and framework and ensures that the plans to address the individual strategic priorities are aligned.



**Implementation plans** guide and frame the annual business planning process. They will be refreshed and updated as work progresses and we learn more.

## The scope of this strategic plan

This is Statistics New Zealand's strategic plan. It addresses what is needed for Statistics New Zealand to effectively lead the Official Statistics System and be an excellent producer of official statistics. It lays the foundations to understand what needs to be done to gain maximum value from the system.

Achievement of this plan will not in itself ensure that New Zealand increasingly gets the information it needs to grow and prosper. Achieving that impact will require contribution by government and from other government agencies. Statistics New Zealand will lead this collaboration and agenda, whilst transforming its own business. This plan sets out what Statistics New Zealand will do to effectively deliver on these roles.

## Our vision: Where we want to get to

Government has an overall goal to grow the New Zealand economy so that we can all enjoy greater prosperity, security, and opportunity. Official statistics play a key role in achieving this goal. People, government, local authorities, and businesses make better decisions if official statistics are used to inform decision-making processes. Official statistics enable us to monitor and understand the state and progress of New Zealand, by creating knowledge, and informing debate for the benefit of New Zealand. There are exciting opportunities to increase the value of official statistics for New Zealand.

### **The outcome for the Official Statistics System: ‘An informed society using official statistics’**

The outcome sought from the Official Statistics System’s activities is that statistics are increasingly used to inform decisions, and monitor and understand the state and progress of New Zealand. In this future:

	Future state
<b>Increased use of official statistics for the benefit of New Zealand</b>	<ul style="list-style-type: none"> <li>Increasing numbers of people (ministers, government departments, local authorities, businesses, Māori, and public) will be using official statistics, to inform decisions, or monitor and understand the state and progress of New Zealand.</li> <li>Decisions are increasingly informed by official statistics.</li> </ul>

For the Official Statistics System to deliver on the outcome of ‘an informed society using official statistics’, official statistics must meet the needs of the country and its key decision-makers. Statistics must be relevant to current and prospective users in government and the wider community, and with no critical gaps. They must be trusted and accepted as impartial and free from interference. Official statistics must be easily accessed by users, presented in formats that suit the needs of users, and sufficiently documented for users to understand the data and judge the quality. Users and potential users of information must be aware the information exists, recognise the value of using statistics and be capable of doing so.

	Future state
<b>Relevance and integrity</b>	<ul style="list-style-type: none"> <li>The most important statistics that New Zealand needs to monitor its progress and inform decisions of national significance are produced.</li> <li>Official statistics are the right quality for the main purposes for which they are used.</li> <li>There is trust in New Zealand’s official statistics.</li> </ul>
<b>Accessibility</b>	<ul style="list-style-type: none"> <li>Official statistics are easily accessible.</li> <li>More data widely available for analysis and re-use.</li> </ul>
<b>Capability</b>	<ul style="list-style-type: none"> <li>Increasing numbers of people are aware of the statistics produced.</li> <li>Users have the capability to use official statistics.</li> </ul>

Whilst the focus is on increasing the use of official statistics, it is also important that the statistical system, including Statistics New Zealand, increases value-for-money by prioritising investment in statistics across government, using its resources efficiently and effectively, and reducing costs to government, households, and businesses.

	Future state
<b>Efficiency</b>	<ul style="list-style-type: none"> <li>Government departments in the Official Statistics System (including Statistics New Zealand) produce statistics in a coherent, timely, and efficient way.</li> <li>The costs of compliance are minimised. Data is collected only when the expected benefits of a statistical survey exceed the imposition on providers. Data is not collected if suitable data already exists.</li> </ul>

Achieving the future state described above in a decentralised statistical system such as New Zealand's requires effective leadership from Statistics New Zealand as well as shared ownership and participation from our partners across government.

	Future state
<b>Effective leadership and shared ownership</b>	<ul style="list-style-type: none"> <li>Statistics New Zealand is recognised as an effective and influential leader of the Official Statistics System.</li> <li>Government agencies work together to ensure the statistics system efficiently meets the country's needs for relevant, trustworthy, accessible information.</li> <li>Government has assurance that its investment in the most important statistics is value for money.</li> </ul>

As New Zealand's national statistical office, Statistics New Zealand produces the majority of New Zealand's most important official statistics that require the highest levels of credibility and integrity. To ensure the continued supply of these statistics as well as effective leadership of the Official Statistics System, we need to be an effective and sustainable organisation.

	Future state
<b>Strong national statistical office</b>	<ul style="list-style-type: none"> <li>Statistics New Zealand is recognised as an effective and influential leader of the Official Statistics System.</li> <li>Statistics New Zealand delivers a relevant, up-to-date, affordable portfolio of statistics at an appropriate quality using agile and sound statistical production practices.</li> <li>Statistics New Zealand has strong management, technology, and workforce capabilities that enable it to be sustainable and responsive for the long-term.</li> <li>The department is well-connected internationally, with other national statistical offices, and international organisations.</li> </ul>

**The impact of our activities is that  
New Zealand increasingly gets the information it needs to grow and prosper.**

## Why this is important

Official statistics are the cornerstone of good government, and support public confidence in good government. They underpin significant decisions and provide a window to the work and performance of government by showing the scale of activity in areas of public policy, and by allowing citizens to assess the impact of public policies and actions. They provide New Zealanders with information about the society we live in, the state of our economy and environment, and our position in the world.

Official Statistics provide the evidence base for:	Examples
Decisions made by local and central government, businesses, international investors and potential migrants, community groups, and citizens that lift New Zealand's growth and progress	<ul style="list-style-type: none"> <li>• Setting the official cash (interest) rate and underpinning of inflation management and Government budget setting.</li> <li>• Setting benefit and national superannuation rates.</li> <li>• Funding allocations to district health boards, community, schools, and early childhood services (more than \$135b over 5 years).</li> <li>• Developing and evaluating public policy and government interventions.</li> <li>• Assessing the value-for-money of government spending.</li> <li>• Providing international investors with a picture of New Zealand's financial and social credibility.</li> <li>• Businesses' marketing strategies, site selection, product prices, and insurance and risk assessments.</li> <li>• Iwi using information to progress their social and economic development.</li> <li>• Reviewing electoral boundaries.</li> </ul>
Understanding and informing responses to continuing changes in the economy, environment and society that present increasingly complex national and global problems	<ul style="list-style-type: none"> <li>• Informing debate and policy development by bodies such as:               <ul style="list-style-type: none"> <li>◦ Capital Market Development Taskforce</li> <li>◦ 2025 Taskforce</li> <li>◦ Welfare Working Group</li> <li>◦ Economic Growth Agenda</li> <li>◦ Productivity Commission</li> <li>◦ Housing Shareholders Advisory Group</li> <li>◦ Savings Working Group</li> <li>◦ Tax Working Group.</li> </ul> </li> <li>• Tracking societal progress such as unemployment rates and educational attainment or participation rates.</li> <li>• Reporting on the demographics of specific groups. For example, reporting on New Zealand's Pacific population informs understanding of how best to improve outcomes that measure productivity performance within industries and in relation to other countries.</li> <li>• Modelling social change.</li> <li>• Researching issues such as immigration, household wealth and saving, and firm productivity.</li> </ul>

## Our environment

Statistics New Zealand is in the information business, which is rapidly changing and fast-moving. The environment in which we operate is increasingly complex. We need to ensure that the significant aspects of the environment inform and drive the changes identified as needing to happen over the next 10 years.

<b>Increasing demand and expectations from users</b>	Changes in social, economic, environmental, and cultural conditions increasingly challenge the relevance of existing statistics, methodologies, and classifications. Greater diversity in New Zealand's population and ethnic groups will result in there being more 'world views', with users looking for statistics that are relevant to them. This creates demand for more statistics, on more complex concepts, at greater levels of detail. Globalisation means there is pressure to provide a wider range of statistics to retain international comparability and credibility.
<b>Changes to Māori development and the post-Treaty settlement environment</b>	Over the next 10 years, the role and contribution of Māori economically, socially, and demographically in the growth of the country will significantly increase. This growth will be underpinned by the redistribution of assets from Crown to iwi and the ongoing strengthening of Māori cultural connections. These changes will require Statistics New Zealand to consider the information needs of Māori and, in particular, provide regional and iwi context in addition to national datasets.
<b>Increasing availability of statistical information</b>	Public and private sector organisations are increasingly using and publishing their own data as statistical information. While this increases the amount of statistical information available for users, it also leads to a proliferation of statistical indicators that are incomplete and inconsistent with each other. Users are seeking more information, but are also facing increased difficulty identifying the robust sources.
<b>Technological changes</b>	People are becoming more technically capable, using the Internet for both business and social networking. They will expect government to collect and disseminate information in ways that meet their needs and lifestyles. Technology-based change will continue rapidly, demanding a constant investment in, and flexible approach to, asset management. An organisation that is not agile and responsive will soon get left behind.
<b>Challenging fiscal environment</b>	The effects of the recent global recession will continue to have implications for the New Zealand economy for some time. The public sector needs to operate in a fiscal environment where there are generally smaller budgets, decreasing revenue from the Crown in real terms, and increased expectations for delivering more and better services.
<b>Challenging internal operating environment</b>	The cost of maintaining products and services already exceeds its current revenue. One-off and time-limited funding for various surveys exacerbates these challenges. There are currently a number of fully depreciated information technology (IT) systems and ageing statistical methodologies, as well as a significant number of inexperienced staff, all of which pose risks to the ongoing production of timely, accurate statistics.
<b>Decentralised statistical system</b>	Official statistics are produced by a range of government agencies. Achieving an efficient and effective system in a decentralised model such as this requires leadership and coordination.

## Our current state: Where we are now

The section 'Our vision' sets out our overarching vision of 'an informed society using official statistics', and the desired 'future state' across the six dimensions underpinning this vision: relevance and integrity; accessibility; capability; efficiency; effective leadership and shared ownership; and a strong national statistical office. Below we set out the current state of each of these dimensions.

	Current state
<b>Relevance and integrity</b>	<p><i>A sharper focus on maintaining relevance of statistics is required...</i></p> <p>The Official Statistics System produces a wide range of statistics that provide a good but incomplete picture of New Zealand's progress and a reasonable degree of international comparability. However, there are important gaps in the portfolio of official statistics, especially economic, environmental, and Māori statistics. There has been some progress in linking data to increase value to users. We have worked to maintain the relevance and integrity of the statistics we produce, but this is increasingly difficult and unsustainable under current funding projections.</p>
<b>Accessibility</b>	<p><i>A lot of data is available but not always easily accessible...</i></p> <p>There has been good progress to increase access through development of new products and tools, and by making more information freely available on the Internet. The Government has expressed a desire to see much greater dissemination of public-good information, to improve decision-making throughout the economy. Large amounts of government-held data are not easily accessible to users either because they aren't made available or because of legal restrictions.</p>
<b>Capability</b>	<p><i>Varying levels of capability among producers and users...</i></p> <p>Statistics New Zealand has worked with partners across the Official Statistics System to build statistical capability among producers and policy advisers, but continual effort is required given turnover and expanding statistical needs. Work to build capability within other key user groups, such as business, has been aided by the development of tools that make the data easier to access and interpret. Deeper understanding of capability gaps is needed so that future activity can be well targeted.</p>
<b>Efficiency</b>	<p><i>There are opportunities to achieve greater efficiency...</i></p> <p>Progress has been made on increasing the efficiency of the Official Statistics System and within Statistics New Zealand. There are the beginnings of a culture of prioritisation in the Official Statistics System (Tier 1) and within Statistics New Zealand. Within the Official Statistics System, some duplication has been removed and other collections rationalised. However, the approach is largely ad hoc and potential opportunities to share resources and infrastructure are underdeveloped.</p> <p><i>Collection costs and the load on respondents can be reduced...</i></p> <p>Statistics New Zealand has made significant reductions to the load placed on respondents. The use of administrative data instead of surveying businesses has progressed but there are opportunities for further use.</p>



<p><b>Effective leadership and shared ownership</b></p>	<p><i>Opportunities exist to improve the operation of the Official Statistics System...</i></p> <p>Shared ownership of the system is developing with the recent establishment of a Chief Executives group to support the Government Statistician in his leadership role. Active participation by all partners in the Official Statistics System is developing but is not yet at the level necessary for the system to work well as a system for the benefit of New Zealand.</p> <p>The system's main elements and its underpinning principles are in place and generally supported. Some governance and leadership mechanisms are in place but are not as effective as they need to be and others, such as a monitoring framework, are missing.</p> <p>Advances in meeting Māori statistical needs have been made, but more engagement between Māori and the statistical system, and better appreciation of tikanga Māori is needed if the system is to respond to developing needs and expectations in this area.</p>
<p><b>Strong national statistical office</b></p>	<p><i>Statistical production systems need to be standardised...</i></p> <p>Most current statistics are produced using systems that were developed a number of years ago to support the needs of individual survey/statistical release requirements. There is limited flexibility to respond quickly to changes in the market or environment, and the fragmentation imposes unnecessary maintenance costs.</p> <p>Common platforms are required to create flexibility to integrate and re-use data more effectively, and to change and add outputs as needs evolve over time.</p> <p><i>Systems also need to be updated...</i></p> <p>A number of these systems also use underlying software that is now outdated and no longer supported. These pose a significant business risk as they lack vendor support, have very few staff with the skills to maintain them and cannot be upgraded.</p> <p>Addressing this situation is a priority for New Zealand as it threatens the continued production of quality outputs.</p> <p><i>Investment is required in the supporting assets...</i></p> <p>There has been limited systematic maintenance of, or investment in, Statistics New Zealand's portfolio of supporting software and infrastructure. Forward planning has only recently moved from a one-to-three year cycle to a long-term asset management model.</p> <p><i>The operating model needs to be rethought to live within funding...</i></p> <p>Statistics New Zealand's current baseline has required the organisation to defer system maintenance, reduce outputs, and identify operational efficiencies. The organisation is not sustainable at its current level of funding, given its current outputs.</p> <p><i>The right people need to be doing the right jobs...</i></p> <p>System leadership requires new capabilities. The department's workforce is inexperienced in some key areas, with important skills and knowledge held by small groups of long-term staff. Capability needs to be developed by building up the skills, capacity, and agility of the workforce.</p>

## Our strategic priorities

To effectively contribute to the vision within the environment outlined and based on the current state, we have identified four strategic priorities to guide our work over the next 10 years. The strategic priorities are:

Priority	Rationale
<b>Lead the Official Statistics System so that it efficiently meets the country's needs for relevant, trustworthy, accessible information</b>	<p>To achieve a statistical system that produces and makes accessible the information New Zealand needs to grow and prosper requires active participation and shared ownership by a range of government agencies. In a decentralised system such as New Zealand's this requires leadership and coordination.</p> <p>Effective leadership by Statistics New Zealand will help the system work more effectively and efficiently and help identify improvement opportunities. It also provides assurance to government that its investment in official statistics is well-targeted, and to the public that official statistics are trustworthy and authoritative.</p>
<b>Obtain more value from official statistics</b>	<p>New Zealand makes a significant investment in the collection, production, and dissemination of official statistics, and we need to ensure that as much value as possible is gained from this investment. More value can be obtained from official statistics by increasing users and potential users' awareness of official statistics, ensuring the products and services to access official statistics meet their needs, and building their capability to use the statistics.</p>
<b>Transform how we deliver our statistics</b>	<p>Statistics New Zealand must meet the growing demands from users and maintain the relevance of its portfolio of statistics. To meet these demands, and be sustainable over the long-term, the department must transform the way it delivers its statistics.</p> <p>There are opportunities to standardise the way that statistics are produced, maximising the use of existing administrative data (producing statistics that are derived from administrative records of central and local government agencies), and common tools and infrastructure. This approach will reduce costs, and increase the department's flexibility and speed of response to changing priorities.</p>
<b>Create a responsive, customer-focused, influential, sustainable organisation</b>	<p>To achieve our vision within the fast-moving environment in which we work, we need to be:</p> <ul style="list-style-type: none"> <li>• <b>responsive, customer-focused</b> and agile, able to anticipate and respond to the changing world around us. This includes being able to work effectively with Māori in the post-Treaty settlement environment</li> <li>• an effective and <b>influential</b> leader, able to work effectively across government to effect change</li> <li>• a <b>sustainable</b> organisation with the resources to deliver a comprehensive suite of statistics, address competing demands, invest in new technologies to create more effective systems to deliver efficiencies, retain and develop our people, and build overall capability.</li> </ul>



## Implications for us and our partners

The strategic direction outlined in this plan requires Statistics New Zealand to change. To remain relevant in the rapidly changing environment in which we operate we need to become more responsive and agile. To increase the impact of official statistics we need to be more influential and customer focused. To become sustainable and remain viable we need to focus on what is important and on how we operate.

Statistics New Zealand has changed its strategic focus from one that is primarily focused on producing and disseminating statistics, to one that is focused on ensuring that New Zealand has the statistical information it needs to make decisions and monitor progress. This may be through the department producing the statistics itself, or by ensuring that the information is produced and available somewhere in the system. This requires us to think system first.

To remain relevant in the rapidly changing environment in which we operate and increase the impact of official statistics for the benefit of New Zealand, Statistics New Zealand needs to become more responsive to the environment and current and future users. We must continually look outwards.

To improve the value for money of the official statistics system and be a sustainable effective organisation, we must focus on efficiency.

Our partners in the Official Statistics System have roles and responsibilities to focus on these changes as well. The implications of these changes for Statistics New Zealand and our partners are outlined below.

	Think system first	Look outwards	Focus on efficiency
<b>Statistics New Zealand</b>	<ul style="list-style-type: none"> <li>• Not just our production</li> <li>• Collaborative approach</li> <li>• System not agency priorities</li> <li>• Focus on New Zealand's information needs</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on the customer</li> <li>• Increase our influence and the impact of official statistics</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritise</li> <li>• Change how we operate</li> <li>• Consider options/make choices</li> </ul>
<b>Official Statistics System partners</b>	<ul style="list-style-type: none"> <li>• Shared ownership</li> <li>• Active participation</li> <li>• System not agency priorities</li> <li>• Value and use Official Statistics System frameworks (eg principles and protocols)</li> </ul>	<ul style="list-style-type: none"> <li>• Make information available</li> <li>• Focus on wide use – not just agency use</li> <li>• Look at what is already available</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritise</li> <li>• Address duplication and rationalisation</li> <li>• Share resources – infrastructure and people</li> </ul>

## Monitoring our progress

Statistics New Zealand is fully committed to the value of monitoring and measuring the state and progress of New Zealand by official statistics. We are also committed to improving the monitoring and measuring of progress towards the achievement of the Official Statistics System's outcome of 'An informed society using official statistics' and the performance of Statistics New Zealand as the key contributor.

The following measures have been developed to monitor how successfully Statistics New Zealand achieves its desired impact and the Official Statistics System achieves its outcome. Measures for each of the strategic priorities will be developed as part of the formulation of the specific implementation plans for each of them.

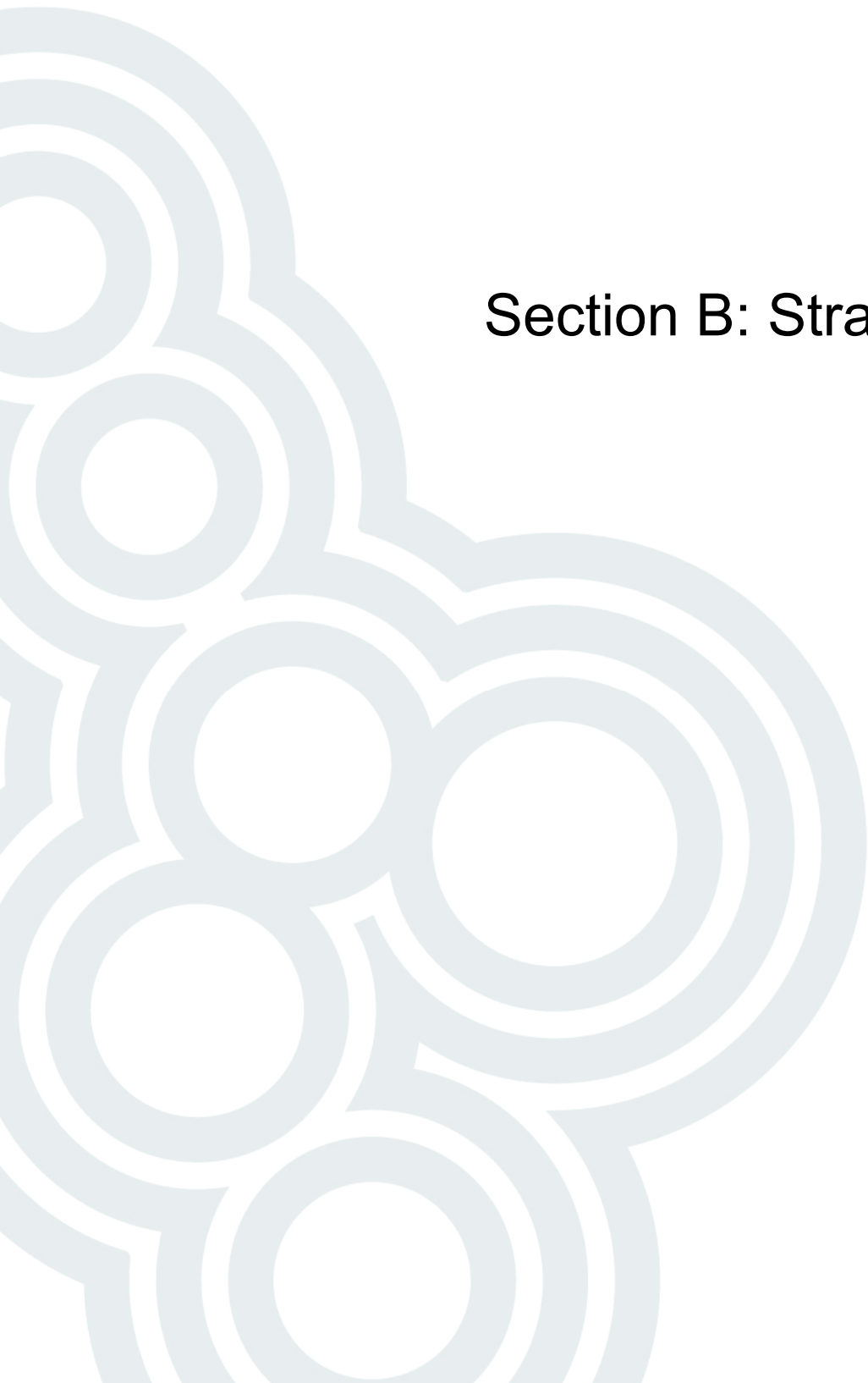
### Measuring progress towards the Official Statistics System's outcome of 'An informed society using official statistics'

Success statement	Main measures
Increasing numbers of people use official statistics, to inform decisions, or monitor and understand the state and progress of New Zealand	The number of users of official statistics from key client groups (ministers, government departments, local government, businesses, Māori, and the public)
Decisions are increasingly informed by official statistics	Use of official statistics in central government decisions

### Measuring progress towards Statistics New Zealand's desired impact of 'New Zealand increasingly gets the information it needs to grow and prosper'

Success statement	Main measures
Official statistics are relevant, trustworthy, and produced efficiently	Compliance with the principles and protocols set by the Government Statistician for official statistics
The most important statistical information required is known within the Official Statistics System	Cabinet approval of revised set of Tier 1 statistics and progress towards filling gaps
	The number of domain plans that are current and applied
Users trust official statistics	Levels of reported trust in official statistics
Official statistics are accessible	Awareness of official statistics
	Direct contact with official statistics
	Satisfaction with accessibility

## Section B: Strategic priorities



## Strategic priority 1: Lead the Official Statistics System so that it efficiently meets the country's needs for relevant, trustworthy, accessible information

### What we are seeking to achieve

In the future, the Official Statistics System has a clear and comprehensive set of official statistics that reflect agreed priorities across government. These statistics can be linked together to tell stories about the country.

Decision-making in the Official Statistics System is well-informed and responsive to Māori statistical needs and interests. Statistics New Zealand produces high quality official statistics that are relevant to Māori, and promotes the recognition and consideration of Māori needs and aspirations across the Official Statistics System.

Statistical information produced by government departments is widely available. Government departments release, store, and archive their data, so that it is able to be accessed and understood by all users. The legislative framework for the Official Statistics System allows appropriate access to data for all users, driven by their needs.

Government departments share statistical infrastructure and capability, and produce statistics cost-effectively. Resources are used to produce the statistics that are needed most. No duplication occurs across the Official Statistics System. The legislative framework is fit for the 21st century.

Statistics New Zealand is influential across government and internationally, and the department's leadership of the Official Statistics System is recognised. Producers of official statistics work together focusing on a common objective.

### Where we are now

Following Cabinet decisions in 2004, a model designed to improve the performance of the Official Statistics System has been implemented. Statistics New Zealand's role as leader of the Official Statistics System is supported by other government departments, as are the system's main elements and underpinning principles. As a result of joint work across government, the Official Statistics System has delivered a variety of new outputs, some statistical data from Statistics New Zealand and other government departments is now in the data archive, some duplication has been removed, and other collections rationalised. Advances in meeting Māori statistical needs have been made, but more engagement between Māori and the statistical system is needed if the system is to respond to developing needs and expectations.

Active participation by all partners in the Official Statistics System has been developing and this needs to continue, with all government departments taking a system perspective. Inconsistent practices across government need to be reduced to enhance the usefulness of the information produced. Legislative change is needed if maximum use of statistical data by researchers is to be achieved and technological opportunities taken.

### How we will progress this strategic priority

Achieving this future will require active participation by all partners and effective leadership by Statistics New Zealand. In its leadership role, Statistics New Zealand will employ a collaborative approach, working to support others' participation in the Official Statistics System. This will be supplemented by a programme of work that will increasingly ensure compliance with the required standards, principles, and protocols.

To provide effective leadership, Statistics New Zealand will commit resources and capability to the achievement of shared outcomes. We will think outside the agency and be prepared to put sector outcomes ahead of agency priorities. That is, achieving sector outcomes will be a priority for Statistics New Zealand. We will support the Official Statistics System in achieving its outcomes by:

- leading system strategy development and planning
- setting standards for official statistics and managing compliance with these
- monitoring the health and performance of the Official Statistics System
- providing policy and purchase advice to ministers
- providing expert advice to other government departments
- working across the system, coordinating and supporting activities, developing capability.

## Measuring our progress

We will know we are advancing toward our desired future state when we see:

By 2014	<ul style="list-style-type: none"> <li>• There is an agreed complete set of the most important statistics.</li> <li>• Māori statistical needs and interests are identified, prioritised, and promoted across the Official Statistics System.</li> <li>• The Official Statistics System structures, processes, frameworks, practices, and policies enable Māori participation in planning and decision-making.</li> <li>• Access to official statistics is improved, and there is a clear Official Statistics System brand and dissemination hub to promote the use of statistics.</li> <li>• Microdata access issues are resolved.</li> <li>• Official Statistics System partners are actively involved in setting priorities across the system and monitoring the system's performance, and willingly come to Statistics New Zealand for advice and support on statistical information management.</li> <li>• Statistics New Zealand is actively involved in government decision-making on initiatives involving official statistics.</li> <li>• Rationalisation opportunities are identified across the Official Statistics System and are being addressed.</li> <li>• There is no significant duplication of statistical outputs across the Official Statistics System.</li> <li>• There is management information about the performance and value-for-money of the Official Statistics System.</li> </ul>
By 2017	<ul style="list-style-type: none"> <li>• Changes to the portfolio of statistics are underway, as a result of investment planning and removal of some lower value expenditure.</li> <li>• There is increased trust and confidence by Māori in the Official Statistics System.</li> <li>• Official statistics across government are easy to access, as a result of departments releasing and archiving data in a cooperative, consistent, clear, and timely manner.</li> <li>• Statistics New Zealand's expertise and infrastructure is sought by partners in the Official Statistics System and internationally.</li> <li>• Statistical activities across government departments are rationalised.</li> <li>• Greater consistency across the Official Statistics System in practices and classifications means that data can be linked to enable meaningful analysis.</li> <li>• Platforms for wider Official Statistics System use are being investigated and invested in.</li> <li>• The Statistics Act 1975 is fit for 2017 purposes.</li> </ul>
By 2020	<ul style="list-style-type: none"> <li>• The government's portfolio of statistics is focused on, and able to meet, agreed priority needs.</li> <li>• There is a planned approach to fill any key gaps in the suite of economic, social, and environmental statistics.</li> <li>• There is increased Māori access to, and use of, official statistics.</li> <li>• There is pervasive use of official statistics by government, local government, businesses, and the public.</li> <li>• Statistics New Zealand is recognised as an effective and influential leader of the Official Statistics System.</li> <li>• The Official Statistics System is part of a government-wide architecture and technology platform that provides access to all key users, including the public.</li> </ul>

## Strategic priority 2: Obtain more value from official statistics

### What we are seeking to achieve

In the future, New Zealand is getting more benefit from investment in official statistics, as these statistics are increasingly being used.

As a result of increased awareness of the value of official statistics, along with a better ability to access and use them, official statistics are used to inform public and private sector decision-making. Statistics are also used by New Zealanders to hold government to account, and to tell the story of New Zealand and the people that live here.

New Zealanders are aware of the importance, relevance, and integrity of official statistics and the system that collects and maintains them. They know what statistical information is available and how it benefits them.

All potential users can access data, commentary, supporting information, and publications in appropriate ways. The products and services available to access data meet user needs and capability, enabling the greatest possible use of data.

Data is understood by users, and New Zealanders are capable users of statistics, knowing how to apply the information to their situation. Statistics are widely used and valued for their contribution to decision-making. Government, businesses, and the general public know how to use statistical information, and they use it well. Data is being reused many times, and Statistics New Zealand has robust systems and processes in place to understand user needs and how statistics are used.

### Where we are now

In recent years, Statistics New Zealand has made significant progress to increase the value gained from statistical information, by improving its availability and access. The availability of data has been improved by expanding the amount of information that is available free of charge.

Access to statistical information has been improved by developing new analytical and mapping reports, which present the data in new ways and enrich the story about New Zealand's progress. Long-term access to information has also been improved, with the expansion of the department's archive for protecting historical statistical resources, and an agreement to have data from another government department placed into the data archive.

Although many users are satisfied with the products and services they receive, and the reputation and trust in Statistics New Zealand is high, there are opportunities available to further improve the accessibility and awareness of official statistics. We need to improve how we promote and present statistics to ensure our statistical publications meet multiple users' needs and abilities. This will also improve the low use of some products and known gaps in the take-up of statistics by certain user groups. The access tools and quality of access channels need to be consistent across the Official Statistics System, to enable easier use and reuse of statistics.

### How we will progress this strategic priority

Statistics New Zealand is seeking to maximise the value of the Official Statistics System by ensuring that the information produced is used to the benefit of New Zealand. This requires users and potential users to be aware of the information that is available, be able to easily access the data through user-focused products and services, and have the capability to use the statistics.

For Statistics New Zealand to maximise the efficiency and effectiveness of its dissemination activity, while increasing the use of statistics by all user groups, we need a more active and strategic approach. We will expand the user base of official statistics by improving



awareness of the range of official statistics available, promoting the value of official statistics, and ensuring statistics are used by key decision-makers. To maximise the use and reuse of official statistics, we will educate users on how to access and use official statistics.

Statistics New Zealand will be a customer-focused department that provides products and services that meet users' needs and capabilities. We will develop innovative and engaging products and services that engage users and allow easy access to official statistics. We will ensure our tools and infrastructure can be shared, where appropriate.

## Measuring our progress

We will know that we are advancing toward the desired future state when we see the following interim states:

By 2014	<ul style="list-style-type: none"> <li>• New Zealanders are aware of the official statistics available and the benefits of this information.</li> <li>• Targeted customer groups are aware of, and use, official statistics (government and media).</li> <li>• Statistics New Zealand is engaged with users and understands user needs. This information is used to develop and target products and services.</li> <li>• Our data dissemination is standardised, allowing the data to be easily packaged and targeted to particular audiences.</li> <li>• The legislative framework allows all researchers to access microdata.</li> <li>• A suite of official statistics education programmes is established and education institutions are willing partners.</li> </ul>
By 2017	<ul style="list-style-type: none"> <li>• Targeted customer groups are aware of, and use, official statistics (business, researchers, and local government).</li> <li>• Our improved understanding of user needs leads to well-informed choices for new and improved products and services.</li> <li>• We progress innovative ideas, where possible and affordable.</li> <li>• New publications and products have been introduced, and the telling of more integrated stories makes statistics more appealing to wider audiences.</li> <li>• Official statistics across government are easy to access, as a result of agencies releasing and archiving data in a cooperative, consistent, clear, and timely manner.</li> <li>• Tools and platforms to access statistical information that can be shared across the Official Statistics System are being investigated and invested in.</li> <li>• User perceptions are positive about the quality and consistency of our services, and the communication and presentation of statistics.</li> <li>• Official statistics education is well regarded, participation is rising, and the number of capable data users has increased, particularly in policy departments.</li> </ul>
By 2020	<ul style="list-style-type: none"> <li>• The number and range of users is extensive. Targeted customer groups are aware of, and use, official statistics (community, education, and the general public).</li> <li>• We deliver innovative products that engage users.</li> <li>• User satisfaction with products and services is high.</li> <li>• All relevant statistics are utilised in policy analyses and debates.</li> <li>• Official Statistics System producers share dissemination tools, where appropriate.</li> <li>• Government departments have adequate statistical capability and are advocates for official statistics education.</li> </ul>

## Strategic priority 3: Transform the way we deliver our statistics

### What we are seeking to achieve

In the future, Statistics New Zealand has a portfolio of statistics that is up-to-date, affordable, and of appropriate quality. These statistics tell a comprehensive story of New Zealand, reflecting the real world.

New statistics are added as required, others are discontinued when they are no longer needed, and the methodologies, classifications, and frameworks for current statistics are updated to reflect the world as it changes.

Statistics New Zealand considers the priority, relevance, quality, and cost of each output when reprioritising its activities and making decisions about what statistics should be produced.

Statistics New Zealand is a model of sound practice for statistical production, with standard processes and infrastructure across collections. The department's operations are agile and statistical outputs are quick to market. Information is collected once, produced using common classifications and standards, and shared across government for statistical purposes. Administrative data is employed as the first source, supplemented by direct collection where necessary. In designing statistical collections, Statistics New Zealand considers how multiple needs can be met in one collection. Statistical outputs meet their design requirements and are produced to agreed quality standards.

### Where we are now

Statistics New Zealand has a strong reputation for producing a wide range of reliable, trustworthy official statistics that meet user needs. We work to maintain the continued relevance of our portfolio of statistics, by understanding needs and actively prioritising what we produce. In recent years, a range of new economic, social, and sustainable development statistics have been produced, while other statistics have been discontinued. Despite this good progress, key gaps in the department's portfolio of statistics remain. We face challenges in meeting the growing demand for regional information, meeting the needs of specific populations, such as Māori, and anticipating and responding to the rapidly changing world in which we live.

To be sustainable over the long-term, we must transform the way we deliver statistics. Significant reductions have been made in the load placed on survey respondents. A key element in this has been the increased use of data already collected by government and the private sector instead of surveying. Significant thinking has also gone into how best to produce and disseminate official statistics in the future. We have begun grouping similar outputs, and employing common collection, dissemination, and statistical tools for each group. There are further opportunities to standardise the production of outputs, such as investigating new sources of administrative data that can replace surveys, and adopting one collection platform for all statistics.

### How we will progress this strategic priority

We have two streams in our approach to transforming the way we deliver our statistics:

- ensuring our suite of statistical outputs remains continually relevant
- grouping statistics that are produced using, for example, similar methodologies, classifications, infrastructure, and technological platforms (that is clusters of statistics), and adopting a standardised statistical architecture for producing and disseminating statistical outputs.

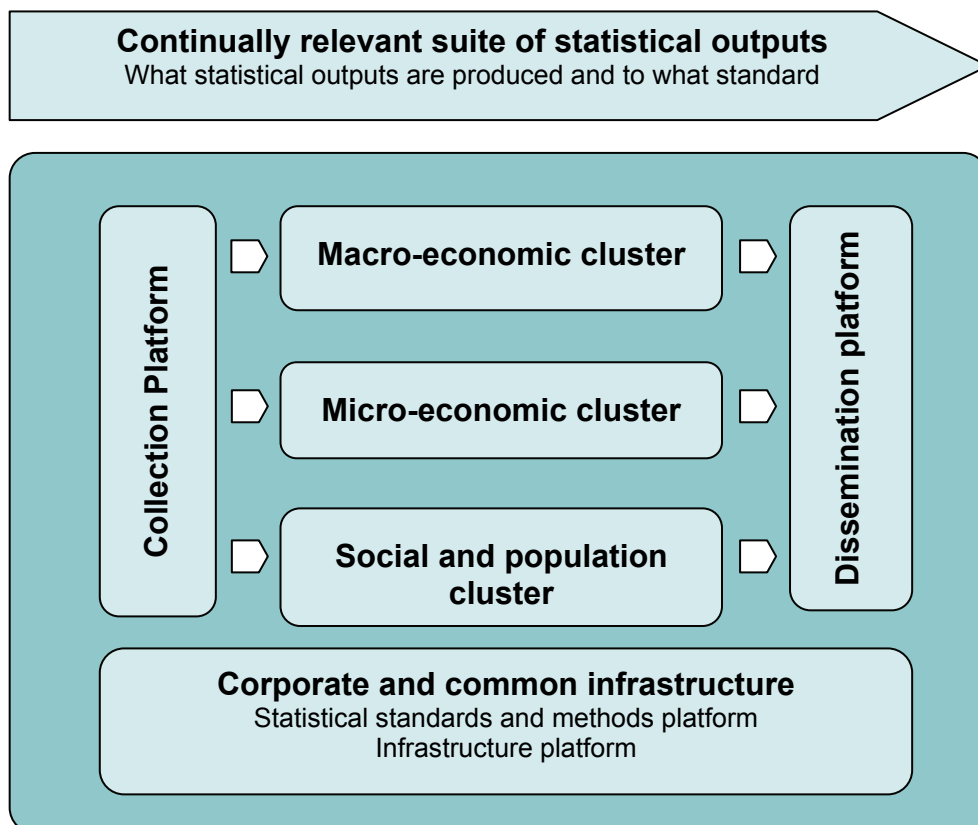


To ensure that our statistical outputs remain continually relevant and represent a fair reflection of New Zealand's progress, we will need to:

- undertake regular statistical reviews, according to an agreed programme, which may, where necessary, result in the redevelopment of existing statistics
- develop and introduce new classifications and frameworks that reflect both real world changes and changes in good statistical practice
- ensure the quality of our statistics meet agreed fit-for-purpose standards, such as the time to market, sampling error, response rate, frequency, or level of analysis that accompanies data
- regularly monitor and, where necessary, introduce or adjust collections to reflect changes in the real world, such as new policy initiatives.

The second stream will see us adopt a generalised business process model, broad statistical architectures, and standardised tools and platforms. The generalised business process model applies to all outputs and allows different phases of the production process to be standardised and to use common tools and platforms. Statistical architectures group common outputs into integrated design clusters to make maximum use of existing data, and employ common collection, dissemination, processing, and statistical systems. Where there is no anticipated reuse or commonality of a statistical output, a single-fit, lowest-cost system may be used. In re-engineering the way we deliver our production function, we must balance the need to standardise outputs, with the need to maintain the relevance and fit-for-purpose quality of the data.

### Statistics New Zealand's approach to the delivery of statistical outputs



## Measuring our progress

We will know we are advancing toward the desired future state when we see the following interim states:

By 2014	<ul style="list-style-type: none"> <li>• There is an agreed plan for maintaining the relevance, reliability, and quality of each statistical output. This includes defining what is fit-for-purpose for each output and a planned approach for implementing common classifications and standards.</li> <li>• There is an integrated approach for investigating, influencing, and implementing administrative data.</li> <li>• There is a common approach to developing the content and design of surveys.</li> <li>• The statistical architecture and infrastructure is confirmed for each group of outputs, and is rolled out for key outputs, and collection and dissemination activities.</li> <li>• There is an agreed approach to transforming the Census of Population and Dwellings, so that its collection methods and statistical products are fit for the 21st century.</li> </ul>
By 2017	<ul style="list-style-type: none"> <li>• Regular assessment of statistical outputs is undertaken, to assess the relevance, reliability, and quality of each output, and decide whether outputs need to be stopped or changed.</li> <li>• Regular process reviews are undertaken, to assess whether changes could improve quality or reduce costs.</li> <li>• Statistical infrastructure is progressively developed, systems are rebuilt, and data is stored in standardised ways.</li> <li>• There is an integrated model for household surveys.</li> <li>• The collection of information is characterised by the use of administrative data to address demands for information, the use of an address register or frame, and an internet data collection mode.</li> <li>• The 2016 Census is characterised by greater use of the Internet, automated processing, and the use of dynamic visual tools, such as maps and information graphics, in its outputs.</li> </ul>
By 2020	<ul style="list-style-type: none"> <li>• Statistical outputs are relevant and up-to-date, reliable, and of appropriate quality.</li> <li>• There is a planned approach to fill any key gaps in the suite of economic, social, and environmental statistics.</li> <li>• There is a common statistical infrastructure, with standard systems.</li> <li>• Administrative data is the first source of data for statistical outputs.</li> <li>• There is an integrated model for surveys, where data is collected only once and one survey meets multiple needs.</li> </ul>

## Strategic priority 4: Create a responsive, customer-focused, influential, sustainable organisation

### What we are seeking to achieve

In the future, New Zealand has the statistical information it needs because Statistics New Zealand is a responsive, customer-focused, influential, sustainable organisation. We have an agile and responsive workforce, and produce relevant indicators and time series that are timely and quick to the market. We anticipate and respond to the needs of stakeholders, while also managing expectations. We work with other government departments to provide effective statistical products and services, and deliver innovative customer-focused initiatives. Customers are satisfied with the service provided.

Our leadership of the Official Statistics System is recognised nationally and internationally. We are influential, with other government departments, other national statistical offices and any producers of statistical outputs coming to us for advice.

Statistics New Zealand is financially sound and is efficient, working within its allocated resources. There is a high level of certainty about future financial and resource requirements. Statistical and information technology systems are current and standardised, and assets are well managed and reinvested in as appropriate. We plan ahead and are forward looking, and make effective and timely decisions based on evidence from good management information.

We have the right number of the right people doing the right work, and they are effective and responsive to change. We become an employer of choice, attracting skilled and talented people from the public and private sectors. They may be experts in IT, business processes, Māori statistical needs, research, or statistical methodology, as well as top level graduates in these fields. Statistics New Zealand is well-connected internationally, with other national statistical offices, and international organisations.

### Where we are now

Statistics New Zealand produces a large number of regular business and social statistics. While these are well received by users, there is continuing demand for ever more timely and frequent statistics, on new topics, which are of fit-for-purpose quality. As our customer base expands, different customers present different needs.

We have been influential in the international statistical community for many years, with senior officials invited to chair international working groups, and the department's business model being refined and adopted as the international Generic Statistical Business Process Model. Our influence as the leader of the Official Statistics System, and as a public sector department, is developing.

While we have made progress over the last few years to strengthen our capability and sustainability, we continue to face significant sustainability challenges. We need to strengthen our financial sustainability, and better manage our assets. We will need to balance our planning and investment priorities with encouraging and allowing innovative and responsive work. Our technological environment can be improved by moving to current, standardised systems. A clear legacy mitigation plan has been developed to begin this process. The skill mix and match of staff could be improved, by ensuring that the right people with the right skills are in the right positions across the business. To achieve the outcomes sought for Māori requires us to build our capability to be able to deal confidently with Māori stakeholders and be responsive to their needs.

### How we will progress this strategic priority

Our approach to achieving a responsive, customer-focused, influential, sustainable organisation will be based on ensuring there are appropriate systems, processes, and training opportunities available to support these plans.

Our approach will include:

- building strong relationships with other government departments and national statistical offices
- using common platforms and shared tools, and having fewer unique systems and tools
- managing assets to ensure they meet business continuity requirements and align to the department's delivery approach
- ensuring business decisions are informed by good management and market information, including information on users of products and services
- developing a clear people strategy that is driven by our strategic direction, and includes leadership, engagement, capability around required competencies, and workforce planning.

## Measuring our progress

We will know we are advancing toward the desired future state when we see:




By 2014	<ul style="list-style-type: none"> <li>• We are a responsive, customer-focused organisation, and customers are satisfied with the products and services they receive. There are systems and processes in place to capture information on our customers.</li> <li>• We have strong relationships with other government departments, advisory committees, other national statistical offices, and key stakeholders.</li> <li>• We are invited into cross-government initiatives and working groups.</li> <li>• We have appropriate tools in place to prioritise our activities and outputs, and make trade-off decisions.</li> <li>• We know the costs of our outputs at an activity level, and our stakeholders have confidence in the three-year resource allocation and forward budgets.</li> <li>• We have, and follow, a clear legacy mitigation plan, forward capital investment framework, and long-term asset management plan.</li> <li>• There is a robust suite of management information.</li> <li>• There is a clear workforce plan and staff are engaged in their work and with the department. Staff skills match their roles and staff have good system thinking, negotiation, customer service, and cost-benefit thinking skills.</li> </ul>
By 2017	<ul style="list-style-type: none"> <li>• We have a broad customer base. There is high customer satisfaction with the products and services they receive.</li> <li>• Our advice and expertise is sought by partners in the Official Statistics System and internationally.</li> <li>• There are no legacy issues, with only 'current systems' in place. These systems are agile, and allow the department to easily add, stop, or change its outputs.</li> <li>• Statistics New Zealand and its stakeholders have confidence in our costing model.</li> <li>• We are as efficient as possible, with the least possible staff producing outputs to an appropriate quality.</li> <li>• Job vacancies attract a large number of appropriately skilled applicants.</li> </ul>
By 2020	<ul style="list-style-type: none"> <li>• We are a responsive, customer-focused organisation that anticipates and meets customer needs. There is high customer satisfaction with products and services.</li> <li>• We are recognised by Government and other government agencies as an influential leader of the Official Statistics System.</li> <li>• Our long-term funding basis is sound, with a regular, smooth reinvestment plan.</li> <li>• The workforce is configured around higher value add, and is capable of delivering.</li> <li>• Statistics New Zealand is an employer of choice for talented individuals.</li> </ul>

# Our values



We recognise that strong, positive corporate values will drive the positive behaviour needed to achieve the organisation's strategic direction. Development and maintenance of these values is vital in building the culture required to create a responsive, customer-focused, influential, sustainable organisation.

## Our values are:

-  **Leading** We provide direction, share our vision, and focus on what's important. We are confident and assured; take ownership while accepting accountability and responsibility; and model behaviours that empower others.
-  **Connecting** All our activities are connected to our strategic direction. We connect the information we have with the needs of the community. We tell meaningful stories and make the knowledge we hold engaging and useful for New Zealanders. We know we achieve better results when we work with others, sharing ideas, information, and best practice.
-  **Communicating** We communicate with one another clearly, transparently, and with respect. In all aspects of our interactions with others, we are aware of and understand our audiences, and adapt our communications to suit their needs. We encourage people to be excited by our statistics by presenting information in ways that are clear, relevant, and engaging for New Zealanders.

## Our cornerstone principles are:

-  **Statistical excellence** We produce relevant, accurate, and timely data with useful in-depth analysis. We aim to continually improve our technical and quality standards to foster a professional organisation and provide leadership for the Official Statistics System.
-  **Integrity** Integrity is about being ethical and meeting the high standards of practice required by Statistics New Zealand and the public sector. The statistics we produce are objective and trustworthy, and we are transparent in the methods we use.
-  **Confidentiality and data security** We set the highest standards for protecting the confidentiality and security of data. Our reputation is one of our most valuable assets. It strengthens public trust and cooperation, and we go to great lengths to maintain it.

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