

# Stats NZ's Statement of Strategic Intentions

2023 – 2028



Crown copyright ©

This work is licensed under the Creative Commons Attribution 4.0 New Zealand license. You are free to copy, distribute, and adapt the work, as long as you attribute the work to Stats NZ and abide by the other license terms. Please note you may not use any departmental or governmental emblem, logo, or coat of arms in any way that infringes any provision of the Flags, Emblems, and Names Protection Act 1981. Use the wording 'Stats NZ' in your attribution, not the Stats NZ logo.

### Liability

While all care and diligence has been used in processing, analysing, and extracting data and information in this publication, Stats NZ gives no warranty it is error free and will not be liable for any loss or damage suffered by the use directly, or indirectly, of the information in this publication.

### Citation

Stats NZ (2023). Stats NZ's statement of strategic intentions 2023–2028.  
Wellington: Statistics New Zealand

Published in August 2023 by  
Stats NZ  
Tauranga Aotearoa  
Wellington, New Zealand

### Contact

Stats NZ Information Centre:  
info@stats.govt.nz  
Phone toll-free 0508 525 525  
Phone international +64 4 931 4600

[www.stats.govt.nz](http://www.stats.govt.nz)

This document is presented to the House of Representatives pursuant to section 38 of the Public Finance Act 1989.

# Chief Executive's foreword

Stats NZ is Aotearoa New Zealand's official data and statistics agency, a role that sees us providing high quality, impartial, and objective official statistics about our country and the lives of its people. Our work supports Aotearoa New Zealand communities, individuals, iwi, and businesses in making well-informed decisions on matters affecting their future, as well as highlighting significant trends and development.



Our operating environment, as well as the needs and attitudes of New Zealanders, continues to change and evolve. Within this context of increased demand and cost, and declining participation in traditional survey collection methods, being able to deliver timely data and statistics matters more than ever.

The strategic foundations we have in place with this environment in mind have proven their worth, and we are building on these foundations. Guided by our strategy – About Aotearoa, for Aotearoa – we are on a journey to modernise and re-imagine how we sustainably deliver quality data and statistics.

This aspiration has three long-term outcomes:

**Stewardship** – Aotearoa New Zealand's data ecosystem is strengthened.

**Protection** – trust and confidence in data and statistics is high and maintained.

**Wellbeing** – wellbeing of people, economy, and environment is enhanced.

Our strategy sets out the direction we need to take as an organisation to thrive in the future, and to be the Stats NZ that Aotearoa New Zealand needs us to be.

The four strategic priorities that continue to guide our work are:

- Deliver for and with Māori, iwi, and hapū.
- Measure what matters and proactively reduce core system risk.
- Become an organisation that uses administrative data first.
- Proactively improve the health of Aotearoa New Zealand's data system.

As we continue delivering high quality data and statistics for Aotearoa New Zealand, so too we continue adapting to new products and challenges. Stronger engagement with our customers and communities – including deepening engagement with iwi and Māori – is resulting in meaningful changes to our statistical products and services.

We value our role in leading a more integrated and inclusive Government Data System, overseeing the introduction of the Data and Statistics Act 2022. We are making greater use of administrative data, maintaining a firm focus on the trust and confidence of Aotearoa New Zealand as we work towards being a predominantly administrative-data-first statistical office.

By transforming as an organisation and a data system, Stats NZ will continue to serve New Zealanders in the way they expect within an ever-changing environment. It is therefore my pleasure to present our statement of strategic intentions for the period 1 July 2023 to 30 June 2028.

## Statement of responsibility

*In signing this information, I acknowledge that I am responsible for the information on strategic intentions for Stats NZ. This information has been prepared in accordance with the Public Finance Act 1989.*

A handwritten signature in black ink, appearing to read 'M Sowden'. The signature is fluid and cursive, written over a light grey horizontal line.

**Mark Sowden**

Chief Executive and Government Statistician

# Minister's foreword

Data has the ability to improve the lives of people today and for generations to come. Our Government's priorities are themed on 'support for today, building for tomorrow'. This takes an intergenerational approach to ensuring we improve New Zealanders' lives – now, and into the future.



The current areas of focus include:

- providing relief to those most affected by cost-of-living pressures
- delivering core public services with a focus on education, health, and housing
- supporting the recovery following significant weather events and investing in our future resilience
- fiscal sustainability through reprioritisation, efficiencies, and productivity improvements.

As Aotearoa New Zealand's provider of official statistics and leader of the wider data system, Stats NZ plays a key role in ensuring that decisions about and for Aotearoa New Zealand are based on quality data and statistics.

For this role to truly succeed and serve New Zealanders as they expect, it is important that the right planning and decision-making in and around our country's data system takes place. This statement of strategic intentions recognises the significance of this planning for a better data future.

Stats NZ continues to build a more integrated and inclusive data system for Aotearoa New Zealand within an evolving context. In its data system leadership role, Stats NZ ensures that data is collected and utilised optimally in the system to maintain the trust and confidence of New Zealanders.

The organisation's role in the wider data system supports important economic, societal, and environmental decisions that individuals, communities, businesses, non-government organisations (NGOs), and government make every day. It also helps safeguard the quality of data and statistics in Aotearoa New Zealand.

Māori view data as taonga, and Stats NZ prioritises the delivery of better-quality data with and for iwi, hapū, and Māori. Greater, more accurate data will support Māori and iwi to make strategic decisions and investments for long-term benefits, based in and founded on Māori knowledge and understanding.

Making data available and useful for New Zealanders – while lessening the collection burden on people and businesses – will be improved with a greater use of administrative data. Stats NZ is increasing its use of administrative data, securely using data that the Government and others collect and hold where possible.

This statement of strategic intentions outlines the framework through which Stats NZ can continue to modernise, providing quality data that will improve lives today and for generations to come.

## Statement of responsibility

*I am satisfied that the information on strategic intentions prepared by Stats NZ Tatauranga Aotearoa is consistent with the policies and performance expectations of the New Zealand Government.*

A handwritten signature in black ink that reads "Deborah Russell".

**Hon Deborah Russell**

Minister of Statistics

---

*"This statement of strategic intentions recognises the significance of this planning for a better data future."*

# Contents

<b>Stats NZ’s statement of strategic intentions 2023-2028</b> .....	<b>1</b>
<b>Chief Executive’s foreword</b> .....	<b>3</b>
<b>Minister’s foreword</b> .....	<b>4</b>
<b>Who we are</b> .....	<b>6</b>
We are the national statistical organisation .....	6
Functional lead of the Government Data System .....	6
<b>Our operating environment</b> .....	<b>7</b>
Supporting government priorities .....	7
<b>Our outcomes framework</b> .....	<b>8</b>
<b>Our strategic priorities</b> .....	<b>10</b>
Proactively improve the health of Aotearoa New Zealand’s data system .....	11
Measure what matters and proactively reduce core systems risks .....	13
Delivering for and with Māori, iwi, and hapū .....	15
Become an organisation that uses administrative data first.....	17
<b>Our core products and services</b> .....	<b>19</b>
Statistical production of our data and statistics.....	19
Stewardship of government data and statistical leadership.....	19
<b>Our foundations</b> .....	<b>20</b>
Our people.....	20
Leadership, culture, and capability .....	20
Increasing our Māori-Crown relations capability.....	20
Encouraging a culture of diversity and inclusion.....	20
Health, safety, and wellbeing .....	20
Our stakeholders and partners.....	21
Our resources .....	21
Vote Statistics .....	21
Carbon Neutral Government Programme .....	21
Our systems and processes.....	22
<b>Tracking progress</b> .....	<b>22</b>

# Who we are

## We are the national statistical organisation

We are Aotearoa New Zealand's official data and statistics agency. We are led by the Government Statistician and Chief Executive, who has statutory independence in determining how data is collected, analysed, and presented, including when and in what form. This independence is vital to a modern, well-functioning democracy. The integrity of official data can have wide-ranging implications, from such intangible factors as a country's standing on the world stage through to more measurable effects, such as the interest charged on government borrowing.

We collect information from people and organisations and use this to provide insights and data about Aotearoa New Zealand and the lives of its people. We provide this information to help the government make more effective policies and investment and resourcing decisions on a range of social, economic, environmental, and wellbeing matters. We also provide this information to help individuals, iwi, and businesses make well-informed decisions on matters affecting their future, as well as to highlight significant trends and developments.

Our work is conducted under the authority of the Data and Statistics Act 2022, which sets out our roles and responsibilities. Our legislation specifically recognises the Crown's responsibility to consider and provide for Māori interests in data and statistics. Our legislation also strengthens and future-proofs the framework for collecting data for official statistics as well as continuing to provide safeguards and protections to ensure public trust and confidence in how we collect and use data for official statistics and research.

## Functional lead of the Government Data System

Our Chief Executive is also the Government Chief Data Steward, a role that supports the use of data as a resource across government. This is a functional role assigned to us by the Public Service Commissioner, and through this Stats NZ's goal is to empower government agencies to get value from data through:

- increasing capability to manage and use data
- identifying and removing roadblocks to accessing data
- implementing data standards and the Algorithm Charter
- using new methodologies.

---

*"We collect information from people and organisations and use this to provide insights and data about Aotearoa New Zealand and the lives of its people."*

# Our operating environment

Data has the power to change lives. It tells our story – how we live, take care of each other, improve government services, and shape our environment. Data also helps to grow our economy – supporting the design and development of new products, services, and business models, and the creation of new industries. Data and statistics produced by Stats NZ is used by decision-makers both inside and outside of government and is extremely valuable.

Recent events, such as the COVID-19 pandemic and extreme weather events like Cyclone Gabrielle, highlight the value of timely and relevant official data. These events have taught us a lot about the role data can play in how a country responds to, and rebuilds after, a crisis. They have also highlighted the need to future-proof and modernise the data system, ensuring it is sustainable and resilient and is responsive to data needs.

These events have also shown the vulnerability of our collection model and that relying on survey data is not sustainable in the long-term. The costs of conducting surveys continue to increase and societal changes are making it increasingly difficult to engage people to complete a response. This situation is not unique to Aotearoa New Zealand, and we are seeing overseas counterparts moving away from survey data, including censuses.

We are on a journey to modernise and reimagine how we sustainably deliver quality data and statistics that are of optimum value to our customers and partners. We need to adopt more modern and sustainable data collection approaches that provide maximum value for Aotearoa New Zealand.

It's also important that a modernised and re-imagined data system better meets the needs of Māori, iwi, and hapū and our most vulnerable communities. For example, Māori have consistently advised government agencies that they do not have the data they need to achieve their own aspirations, and in some cases do not have the data they need to design and deliver services they have taken the leadership roles in providing.

It is important that we get this right. A data system that cannot generate fair and representative insights in a way that embraces different values and lenses of success will undermine trust in the policies, products, and services it informs. If sufficient checks are not in place, biased and discriminatory systems or approaches that are not aligned with community needs could result in detrimental outcomes for those communities. This can take many forms, from algorithmic profiling of vulnerable groups to bias or inaccuracy in facial recognition tools. The way data is analysed and framed can have a powerful impact on how it is interpreted. Data that is aggregated in certain ways, and de-contextualised data, can misrepresent people's identities or miss key aspects of their lives.

Stats NZ is evaluating how we can better serve community needs. We need to consider the values and perspectives of the communities we serve, and work with vulnerable communities to adopt new approaches.

## Supporting government priorities

The government takes an intergenerational approach to ensuring we improve New Zealanders' lives now and into the future. The current areas of focus include:

- providing relief to those most affected by cost-of-living pressures
- delivering core public services with a focus on education, health, and housing
- supporting the recovery following significant weather events and investing in our future resilience
- fiscal sustainability through reprioritisation, efficiencies, and productivity improvements.

Stats NZ supports these priorities through making progress towards our strategic priorities, delivering our core products and services, and ensuring we have strong foundations.

# Our outcomes framework

## VISION

Data and statistics that improve lives today and for generations to come.

## PURPOSE

To ensure that high-quality, impartial, and objective data and official statistics are produced relating to New Zealand to inform the public and inform decision-making.

## OUTCOMES



### Stewardship

Aotearoa's data ecosystem is strengthened.



### Protection

Trust and confidence in data and statistics is high and maintained.



### Wellbeing

Wellbeing of people, economy, and environment is enhanced.

## PRIORITIES

### Proactively improve the health of Aotearoa's data system

*We proactively lead the Government data ecosystem through intelligence-led and relational approaches, with fit-for-purpose assurance mechanisms in place.*

### Measure what matters and reduce core system risk

*Our products and services are designed and delivered to optimum value and underpinned by digital infrastructure that is critical to setting us up for the future.*

### Deliver for and with Māori, iwi and hapū

*We will partner with Iwi-Māori to ensure they have, and can use, data to empower their people.*

### Become an organisation that uses administrative data first

*We continue our transition to using administrative data sources as the preference. Where these are not available, we look for solutions that are resilient and sustainable.*

## OUR CORE BUSINESS

Statistical production of our data and statistics.

Stewardship of government data and statistical leadership.

## OUR FOUNDATIONS

Our people

Our stakeholders and partners

Our resources

Our systems and processes

**Underpinned by a commitment to Te Tiriti o Waitangi**



This framework shows the connections of our work with our vision and long-term outcomes.



## Stewardship

### **Aotearoa New Zealand's data ecosystem is strengthened**

We recognise our role as the data system lead as well as our stewardship role. The 'data ecosystem' is broader than Stats NZ and government but Stats NZ makes a significant contribution including through our leadership



## Protection

### **Trust and confidence in data and statistics is high and maintained**

A strengthened data ecosystem is underpinned by trust and confidence. We recognise the need to ensure data and statistics, both from Stats NZ and other agencies, is valued, protected, and respected.



## Wellbeing

### **Wellbeing of people, the economy, and the environment is enhanced**

We recognise the importance of data and statistics to inform decision-making. This not only includes official statistics and policy decisions, but this is also the ability of others to have, or have access to, their own data and statistics to make decisions at a local or community level.

# Our strategic priorities

The following pages provide the detail on our four strategic priorities and what we intend to focus on over the medium term.

**Proactively improve the health of Aotearoa's data system**

**Measure what matters and reduce core system risk**

**Deliver for and with Māori, iwi and hapū**













**Become an organisation that uses administrative data first**

# Proactively improve the health of Aotearoa New Zealand’s data system

*We proactively lead the government data ecosystem through intelligence-led and relational approaches, with fit-for-purpose assurance mechanisms in place.*

As functional lead for the government data system, Stats NZ is responsible for constantly monitoring the system and leading the work to improve its health, effectiveness, and interoperability over time. This will require a strengthened, high-trust data environment, and our approach will focus on relationship-building, standardisation, and best ethical practices. Our work on this today will shape and influence decisions that have positive impacts for decades to come.

## Our medium-term focus

<p>Building the visibility and role of the GCDS</p>	 <b>Stewardship</b>	 <b>Protection</b>	 <b>Wellbeing</b>
<p>Building trust and confidence in the government data system through:</p> <ul style="list-style-type: none"> <li>raising the maturity of data ethics practice across government</li> <li>improving data quality across government</li> </ul>	 <b>Stewardship</b>	 <b>Protection</b>	 <b>Wellbeing</b>
<p>Supporting capability growth in the government data system by:</p> <ul style="list-style-type: none"> <li>enabling access to expertise across the government data system</li> <li>supporting early career development for data professionals</li> <li>partnering with agencies and other groups to build innovative data solutions</li> </ul>	 <b>Stewardship</b>	 <b>Wellbeing</b>	
<p>Addressing Māori rights and interests in data by:</p> <ul style="list-style-type: none"> <li>supporting better stewardship of Māori data held by government</li> <li>supporting the growth of Māori data capability</li> </ul>	 <b>Stewardship</b>	 <b>Protection</b>	 <b>Wellbeing</b>
<p>Guiding investment in the government data system by:</p> <ul style="list-style-type: none"> <li>delivering long-term integrated investment advice with other system leads</li> </ul>	 <b>Stewardship</b>	 <b>Protection</b>	 <b>Wellbeing</b>
<p>Improving safe data access and sharing:</p> <ul style="list-style-type: none"> <li>facilitating appropriate data sharing and access across government</li> <li>supporting interoperability and data federation</li> </ul>	 <b>Stewardship</b>		

# Proactively improve the health of Aotearoa New Zealand's data system

## What success will look like

<p>Agencies seek out the advice and guidance of the GCDS</p>	 <b>Stewardship</b>  <b>Protection</b>  <b>Wellbeing</b>
<p>Investment in data, digital, and cyber is more strategic and coordinated</p>	 <b>Stewardship</b>  <b>Wellbeing</b>
<p>Agencies are actively enhancing the range of capabilities they need to make effective use of data</p>	 <b>Stewardship</b>
<p>Agencies and system leads are actively collaborating to build shared systems for data collection, management, and use</p>	 <b>Stewardship</b>  <b>Protection</b>
<p>Government agencies understand and are taking steps to act on their te Tiriti responsibilities in relation to the data system</p>	 <b>Stewardship</b>  <b>Protection</b>  <b>Wellbeing</b>
<p>Data practices are ethical, legal, and culturally appropriate across the government data system</p>	 <b>Stewardship</b>  <b>Protection</b>  <b>Wellbeing</b>
<p>There is effective sharing of data within legislative and regulatory settings</p>	 <b>Stewardship</b>  <b>Protection</b>  <b>Wellbeing</b>

# Measure what matters and proactively reduce core systems risks

*Our products and services are designed and delivered to optimum value and underpinned by digital infrastructure that is critical to setting us up for the future.*

Stats NZ manages a complex web of systems to produce a variety of statistical outputs. To ensure Stats NZ is delivering for the benefit of Aotearoa New Zealand, we need to be deliberate about the data and statistics that we produce for decision-makers. Recent events, such as the COVID-19 pandemic and extreme weather events like Cyclone Gabrielle, have highlighted the value of timely and relevant official data. We will proactively identify key areas of public interest and how these change over time to ensure we are ready to measure what matters, when it matters.

We also need to look carefully at our core systems and their capabilities. With future data needs in mind, we need to have a clear understanding of what our future digital infrastructure requirements are, as this underpins everything.

## Our medium-term focus

Continuing to improve our understanding of our customers' data needs:

- increase value through changes to our products and services
- developing frameworks to prioritise user needs and consider new requirements, addressing data gaps and ending low-demand outputs
- access to data for customers



**Stewardship**



**Wellbeing**

Enhance customer and partner engagement:

- improve our feedback mechanisms with agencies, businesses, Māori, and iwi
- investigate the use of partners and intermediaries to add value to products and services
- understand and enhance customer value
- support the delivery of statistics and insights for and with te Tiriti partners



**Stewardship**



**Wellbeing**

Ensure our digital infrastructure sets us up for the future by:

- delivering sound infrastructure foundations and robust data environments
- delivering a prioritised programme of work for upgrading and remediating legacy systems
- decommissioning and archiving redundant systems
- implementing and realising the benefits of cloud-based solutions



**Stewardship**



**Protection**

# Measure what matters and proactively reduce core systems risks

## What success will look like

Our data and statistics are relevant, timely and responsive, and meet customer needs



**Wellbeing**

We prioritise high-demand data and statistics, and discontinue low-demand output



**Stewardship**



**Wellbeing**

We have a vibrant community of users who can easily access and use our data to create their own products and services



**Stewardship**



**Wellbeing**

We are operating in a simplified, flexible, and sustainable IT environment



**Stewardship**



**Protection**

# Delivering for and with Māori, iwi, and hapū

*We will partner with iwi-Māori to ensure they have, and can use, data to empower their people.*

For Māori, iwi, and hapū, data is taonga. Stats NZ is committed to progressing Māori data aspirations and enabling self-determination of the collection, ownership, meaning, and application of Māori data. This commitment requires an openness to different perspectives, an informed understanding of what long-term intergenerational wellbeing looks like for Māori, and a clear vision for how data can best support the realisation of that future.

## Our medium-term focus

Māori data governance and sovereignty including:

- improving Māori outcomes through data and statistics and aligned to Māori data governance aspirations
- co-designing and agreeing an approach to Māori data classification



**Stewardship**



**Protection**



**Wellbeing**

Building and enhancing iwi and Māori data capability through:

- working in partnership with individual iwi to build and enhance their capability to collect, analyse, and use data for self-determination
- empowering Data Iwi Leaders, through the Mana Ōrite Relationship Agreement, to progress iwi capability initiatives



**Stewardship**

Building, maintaining, and enhancing Māori data and statistics by:

- continuing to develop Te Ara Takatū to enable iwi to access data held by Stats NZ
- partnering with Māori to deliver official statistics that enable Māori to improve their wellbeing



**Stewardship**



**Protection**



**Wellbeing**

# Delivering for and with Māori, iwi, and hapū

## What success will look like

<p>Data gathering, and analysis capability enhanced for Māori, iwi, and hapū</p>	 <b>Stewardship</b>	 <b>Protection</b>	 <b>Wellbeing</b>
<p>Māori, iwi, and hapū are extracting better insights from data to support their social, economic, and cultural wellbeing and aspirations</p>	 <b>Wellbeing</b>		
<p>Our engagement with Māori, iwi, and hapū is meaningful and effective</p>	 <b>Stewardship</b>		
<p>Māori, iwi, and hapū recognise Stats NZ's progress towards being a capable and confident te Tiriti partner</p>	 <b>Stewardship</b>	 <b>Protection</b>	
<p>The availability and quality of data and statistics for Māori, iwi, and hapū has improved</p>	 <b>Stewardship</b>	 <b>Protection</b>	 <b>Wellbeing</b>
<p>Stats NZ and the wider government data system has developed mechanisms and channels to support iwi data needs</p>	 <b>Stewardship</b>	 <b>Wellbeing</b>	



# Become an organisation that uses administrative data first

*We continue our transition to using administrative data sources as the preference. Where these are not available, we look for customer-focused solutions that are resilient and sustainable.*

To build a robust foundation for working with administrative data, the way we work with all data providers must be collaborative and effective. We will need to meaningfully communicate, engage, and consult with stakeholders, Māori, iwi, and hapū, and the Aotearoa New Zealand public to build trust and confidence for this approach at every step of the way.

## Our medium-term focus

Ensuring our digital infrastructure sets us up for the future including:

- statistical registers and operating model both within Stats NZ and across the government data ecosystem
- data collection tools and processes to source and ingest data
- multi-channel, multi-lingual survey models



**Stewardship**



**Protection**



**Wellbeing**

Researching, designing and developing methodologies to:

- leverage the strengths and understand the limitations of combining administrative, survey, and modelled data
- inform future census models



**Stewardship**



**Wellbeing**

Working with data suppliers, our te Tiriti partners, and customers to ensure:

- the needs and supply of administrative data are aligned
- new sources of, and improvements to, administrative data align with the Data Investment Plan and customer need
- we maintain and grow our data stewardship mandate with iwi-Māori



**Stewardship**



**Wellbeing**

Ensure our internal capability and operating model sets us up for the future including:

- building the skillsets to understand and utilise administrative data
- maturing our ability to apply Ngā Tikanga Paihere guidelines to our data practices



**Stewardship**



**Protection**

# Become an organisation that uses administrative data first

## What success will look like

Our redesigned business processes enable us to be responsive to customers' information requirements



**Wellbeing**

New and existing data is sourced through an effective process for brokering, sourcing, and managing the supply of data



**Stewardship**



**Wellbeing**

Statistical registers are linked and maintained enabling effective and efficient data integration across the government data ecosystem



**Stewardship**



**Protection**



**Wellbeing**

Data practices are ethical, legal, and culturally appropriate, as guided by Ngā Tikanga Paihere



**Stewardship**



**Protection**



**Wellbeing**

Data needs for Māori, government, and other customers are understood and met



**Wellbeing**

# Our core products and services

## Statistical production of our data and statistics

We produce official statistics, delivering and communicating our most important and trusted statistics that tell us how we are doing as a country. These services ensure availability and promote the use of the highest priority data and official statistical information, to add value to decision-making both in Aotearoa New Zealand and overseas jurisdictions.

Our services include:

- delivering economic and business data and statistical information services
- delivering population, social, and labour market data and statistical information services, including census data sets
- leading the Official Statistics System – the whole-of-government system that underpins the production of official statistics
- providing methodological leadership and technical support
- ensuring our collections and outputs meet internationally accepted best practice.

## Stewardship of government data and statistical leadership

The Chief Executive is also the Government Chief Data Steward, a role formally designated by the Public Service Commissioner. The GCDS aims to establish a common approach to the collection, management, and use of data across government, empowering agencies to use data more effectively while maintaining the trust and confidence of New Zealanders.

Data is a strategic asset across government. It is used every day to help deliver better services to New Zealanders and forms the evidence base for producing meaningful insights to inform decision-making. We work closely with other system leads across government to drive system shifts that support the use of data as a resource. These include the Government Chief Digital Officer, the Government Chief Information Security Officer, and the Government Chief Privacy Officer.

# Our foundations

For us to successfully modernise and re-imagine how we sustainably deliver quality data and statistics, we also need to ensure we drive shifts in our internal capability.

## Our people

### Leadership, culture, and capability

To achieve our future state, we will ensure we have the skills and capabilities that enable us to continuously adapt to new ways of working. This will require Stats NZ to:

- invest in enhancing our leader (both people and technical) and manager capabilities
- develop our internal capabilities to:
  1. understand and utilise administrative data
  2. stay abreast of data and technology advances
  3. produce and analyse data from mixed sources (survey, administrative)
  4. be able to build capabilities of our partners
- become a confident te Tiriti partner
- develop leaders who can respond to changing system and government priorities.

### Increasing our Māori-Crown relations capability

Stats NZ is committed to increasing Māori-Crown relations capability across our organisation and our goal is to lift the capability of our staff from 'unfamiliar' to 'confident' level.

In 2023 we launched Te Amokapua, a sector-leading programme designed to:

- lift Stats NZ's capability to support the Crown to be an informed and confident te Tiriti partner
- ensure we can measure our progress towards achieving this goal, and
- meet our legislative requirements under the Public Service Act 2020 and the Data and Statistics Act 2022.

Te Amokapua takes staff on a nine-month learning journey covering all six competencies of Māori-Crown relations capability. The programme sets out specific learning objectives that align to Te Arawhiti's (Office for Māori Crown Relations) guidance and Stats NZ's Whāinga Amorangi plan.

Changes in our Māori-Crown relations capability are measured through a capability survey conducted every two years. The baseline survey, run in 2017, showed we were operating at an 'unfamiliar' capability level.

### Encouraging a culture of diversity and inclusion

A diverse and inclusive workforce strengthens our ability to provide Aotearoa New Zealand with the data and statistics that makes a difference. We are growing a diverse and inclusive workforce through:

- supporting the Public Service Commission's Papa Pounamu Diversity and Inclusion Work Programme
- addressing gender and ethnic pay gaps through Kia Toipoto Public Service Pay Gap Action Plan 2021-2024
- continuing to support employee-led networks.

### Health, safety, and wellbeing

Stats NZ is committed to the health, safety, and wellbeing of our people. We ensure our policies and procedures drive consistent and quality practices and comply with legislative obligations.

Additionally, we strive to build a culture that promotes a healthy and safe working environment. As well as health and safety representatives, we also have a network of kaiawhina volunteers who are trained in mental health first aid and can help our staff look after their mental wellbeing.

## Our stakeholders and partners

Stats NZ is committed to maintaining its visibility and relationships with a wide range of stakeholders and partners. The Data and Statistics Act 2022 sets out clear expectations for how we engage and consult with our stakeholders. In order to deliver on our strategic priorities we will continue to work with key stakeholders such as Māori and iwi, government, data customers, and data partners.

Successful delivery of our strategic priorities will include engagement and communications throughout the year to build trust and confidence in our activities and outcomes, including proactive release of information to the public on our website.

## Our resources

### Vote Statistics

We are funded through Vote Statistics. Below is our total funding over the next four years.

	June 2024	June 2025	June 2026	June 2027
Vote Funding (\$000)	\$278,956	\$269,073	\$272,131	\$272,834

*Note: this funding is as of 1 July 2023 and is subject to change through future budget processes.*

Stats NZ is committed to ensuring fiscal sustainability and efficiency. To ensure we deliver value for Aotearoa New Zealand, we will continually review our systems and processes to ensure our resources are being used to deliver the highest priorities in the most effective way.

### Carbon Neutral Government Programme

Stats NZ is part of the Carbon Neutral Government Programme (CNGP), set up to accelerate the reduction of emissions within the public sector. Under the CNGP, Stats NZ must reduce gross emissions by 21 percent by 2025 and 42 percent by 2030 from our 2018–2019 base year. To meet these targets, we are looking at the actions we will take across a number of areas, including travel, procurement, electricity and resource consumption, and waste reduction.

## Our systems and processes

We are also focused on ensuring our systems and processes are simple and responsive to current and future business requirements. We strive to provide an environment that allows our staff to be as productive as possible.

Areas of focus include:

- enhanced integration across our annual budgeting and business planning processes
- lifting the quality of our internal performance reporting and accountability
- ensuring our governance arrangements continue to support the organisation to deliver on our strategic direction
- continuing to improve our risk management maturity.

We also run an annual engagement survey, Ko Tō Reo, and quarterly pulse surveys to measure employee engagement. The results from this survey give us insights into other areas where we could make improvements to our systems and processes.

## Tracking progress

For each of our priorities we have outlined the shifts we expect to see after five years. We are developing an integrated organisation performance framework that will enable us to tell the performance story and the difference we are making. The framework will include a suite of measures and indicators to demonstrate how our work contributes to our long-term outcomes.

We will be reporting against the performance framework in our annual reports from 2023/2024 onwards.



## **Contact us**

Stats NZ  
Information Centre:

[info@stats.govt.nz](mailto:info@stats.govt.nz)  
Phone toll-free 0508 525 525  
Phone international +64 4 931 4600

[www.stats.govt.nz](http://www.stats.govt.nz)