IN CONFIDENCE

Stats NZ
Tatauranga Aotearoa

Measuring a Modern Economy

Detailed Business Case

Te Kāwanatanga o Aotearoa
New Zealand Government

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Document control

Document information

Issue date	20 February 2026

Document Approval

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Executive summary

Introduction

Stats NZ is operating in an environment of rapid technological, social, and economic change. The increasing digitisation of society, growing reliance on data to inform decision-making, and shifting public expectations mean that Stats NZ needs to invest in modern systems and processes to meet the changing needs of central and local government, businesses, and communities.

In response, Stats NZ has established the **Deliver 2030 Programme**, a suite of transformative investments that will future-proof our data and statistics system by modernising how data is collected, shared, and used. Central to this transformation is a shift toward greater use of administrative data, reducing the burden and cost of data collection while improving accessibility, relevance, and global alignment.

Measuring a Modern Economy (the project) is one of six key projects under the **Deliver 2030 Programme**. It responds to one of the most pressing challenges in the data system – how to measure economic activity in ways that reflect the realities of a modern, digital, and increasingly complex economy.

Budget 2025 allocated $106.26 million in tagged contingency funding (over 8 years) to support this work. This Detailed Business Case (DBC) sets out how Stats NZ will deliver on that commitment (outlining the scope, approach, and expected benefits of the project) and seeks Cabinet approval to draw down the tagged contingency.

This DBC is not a request for new funding but a critical step to enable Stats NZ to begin a major modernisation of New Zealand's macroeconomic data and statistics, including implementing updated international standards by 2030.

Strategic case

Robust macroeconomic statistics are essential for understanding and managing New Zealand's economy. Measures such as Gross Domestic Product (GDP), inflation indexes, and the Balance of Payments underpin effective policymaking, forecasting, investment decisions, and public confidence. They are the foundation for assessing economic health and guiding responses to emerging challenges.

However, New Zealand's economy is evolving rapidly, and our statistical systems are not keeping pace. The rise of digital services, intangible assets (like data), environmental pressures, and growing demand for distributional insights, such as household vulnerability and the Māori economy, are exposing critical gaps in our current data. At the same time, Stats NZ's production systems are outdated, fragmented, and increasingly costly to maintain, limiting our ability to deliver timely, relevant, and high-quality statistics.

International standards for macroeconomic statistics have also changed. From 2020- 2025, the United Nations Statistical Commission and other international financial institutions coordinated an international collaboration to update the System of National Accounts (SNA), involving statistics agencies (including Stats NZ), economists and other experts. The updated standards were approved by independent Government Statisticians in 2025, including the goal to implement the standards in 2030. At the same time, the International Monetary Fund released updated

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standards for the Balance of Payments and International Investment Position Manual (BPM7). Work on SNA and BPM7 was undertaken in parallel to ensure close conceptual alignment.

Key trading partners, including Australia, are preparing to implement these updated standards by 2030. It is critical that New Zealand's macroeconomic statistics maintain international comparability and that international institutions and investors can continue to make informed assessments of New Zealand's economy.

As a small, open economy, New Zealand relies on access to international capital markets. This is underpinned by high levels of trust in the quality and accessibility of economic data. Increasing gaps in our macroeconomic data could impact the risk premium applied to interest rates, increasing the cost of borrowing for the New Zealand government and businesses. This would have long-term economic consequences. Modernising our macroeconomic statistics is therefore a strategic necessity to safeguard New Zealand's economic reputation, resilience, and global standing.

Economic case

Stats NZ assessed four options against the Investment Objectives and Critical Success Factors (CSFs) for the MME project, including a 'do nothing' status quo option. The preferred option (Option 3: Compliance plus new industry indicators) best meets the Investment Objectives and CSFs (see Strategic Case), while delivering the greatest benefits.

The preferred option delivers:

- More coherent and robust GDP and national accounts
- Better measures of household income and spending
- New statistics on digital trade and data as an asset
- Improved measures of natural resources
- Consultation on new or improved measures of Māori business and the Māori economy's contribution to GDP, with the aim of introducing these from 2030 (in line with consultation requirements under the Data and Statistics Act 2022).

The preferred option:

- Aligns with the Government's priorities and Stats NZ's strategic direction
- Delivers the most value across the system supporting better policy, investment, and economic decision-making
- Strengthens New Zealand's international reputation for high-quality, trusted statistics.

Other key benefits of the preferred option include:

- A major step-change in 2030, with early improvements by 2027
- Better, more detailed data to support government policy and advice
- Stronger, more reliable statistics for private-sector and regional decision-making
- Continued confidence of international lenders
- Improved access to high-quality data for stakeholders, customers, and the public.

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Commercial case

Personnel is the largest cost component of the preferred option (Option 3: Compliance plus new industry indicators). Delivering Option 3 will require a short-term implementation workforce with the right mix of skills, recruited at a cost acceptable to Stats NZ. Securing this workforce presents a delivery risk, but one that Stats NZ is confident it can manage. As outlined in the commercial case, mitigation strategies will ensure the right capability is in place at the right time to deliver successfully.

Financial case

The total cost of the preferred option (including depreciation, capital charge and overheads) is $104.28m over the eight financial years 2025-26 to 2032-33. The cost includes capital of $17.47m and operating of $86.81m. Approximately 71% of the cost over eight financial years is personnel.

Implementation is largely over four peak years, from 2026-27 until 2029-30. Average spending across these years is $17.98m per annum. This peak period amounts to 69% of the total cost of implementation. Implementation costs then decline steeply, beginning from 2029-30. There is no third-party revenue anticipated, i.e. no fees or charges earned. There is no private investment component, i.e. this is not a public-private partnership.

Management case

The project will have its own dedicated project board. This board will be overseen by the Investment Monitoring Committee (IMC), which governs all six projects within the Deliver 2030 Programme.

Stats NZ recognises that the project, alongside other major initiatives (such as Modernising the Census), represents a significant internal workload over the next five years. To manage this, Stats NZ has established a fit-for-purpose governance structure that brings all major change projects under coordinated oversight. This includes robust risk management arrangements and the appointment of an independent quality assurance provider to offer third-party assurance throughout delivery.

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1. Strategic Case

1.1 Stats NZ is operating in an environment of rapid change

Stats NZ is operating in an environment of rapid technological, social, and economic change. The increasing digitisation of society, growing demand for data to inform decision-making, and shifting public expectations are reshaping how data is collected, used, and shared across New Zealand.

The rise of misinformation and disinformation has reinforced the importance of national statistical offices as providers of impartial, high-quality, and trusted information. Meanwhile, geopolitical instability and climate-related disruptions are creating a pressing need for a resilient data system that can support rapid decision-making, economic resilience, emergency response, and long-term planning.

Within this shifting landscape, Stats NZ must navigate a critical moment of transition. The demand for more frequent, granular, and accessible data, statistics, and insights is rapidly increasing. Equally, the costs of collecting, managing, and maintaining the relevance of official data and statistics are growing.

Decision-makers across central and local government, businesses, and community organisations, are relying more on timely, high-quality data to respond to complex challenges from social challenges to economic volatility. This surge in expectations is placing pressure on Stats NZ to evolve beyond traditional data collection methods and legacy processing and integration systems, which are becoming increasingly costly to operate and maintain and less adaptable to modern needs.

Efforts to modernise New Zealand's data and statistics system are also challenged by low system interoperability and different data standards, which hinder efficient data sharing across agencies and sectors. As Government evolves and becomes more digital in how it operates, the need for a more integrated, responsive, and future-focused data system becomes urgent.

1.2 The Deliver 2030 Programme aims to respond to this change

Stats NZ, as the national statistical office and lead agency for the government data system, is responding to these challenges through the Deliver 2030 Programme. This programme will modernise how data is collected, shared, and used, placing greater emphasis on the reuse of existing administrative data. The Deliver 2030 Programme includes four key transformation projects and two critical enabling projects.

The four key transformation projects are:

- **Census**, which will transition New Zealand from a survey-based Census towards a new model that relies primarily on the collection and use of administrative data.[1]

[1] Generally refers to government administrative data collected by agencies, or for macroeconomic statistics, can also refer to data collected directly from businesses.

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- **Measuring a Modern Economy**, which will align New Zealand to new international macroeconomic standards and deliver the statistics needed by economic policymakers and other customers to capture the complexity of a modern economy.
- **Monthly Consumers Price Index (CPI)**, which will increase the frequency of CPI releases.
- **Modernising the Integrated Data Infrastructure (IDI) to support social investment**, which will deliver an updated, scalable IDI that provides faster, more reliable insights, with new tools and improved access.

The two critical enabling projects are:

- **Integrated Statistical Data System (ISDS)**, which will develop and evolve three integrated statistical registers for people, business, and places. This system will enable Stats NZ to integrate administrative and survey data from a range of sources to produce key statistics and outputs for Census (such as a national list of dwellings) and other transformation projects.
- **Admin Data Supply Network**, which will extend and improve Stats NZ's admin data sources and create sustainable data supply agreements. High-quality admin data is a critical input that will be processed by the ISDS to produce key statistics and outputs for Census and other transformation projects, such as Measuring a Modern Economy.

Measuring a Modern Economy is a key project under the Deliver 2030 Programme, responding to one of the most pressing challenges in the data system – how to measure economic activity in ways that reflect the realities of a modern, digital, and increasingly complex economy. Further detail on the rationale for this investment is provided in the 'Case for Change' section below.

1.2 Case for change

Robust macroeconomic statistics are critical for a modern economy

Macroeconomic statistics (e.g. GDP, Balance of Payments, price and inflation indexes) are the key measures of economic activity that provide information about the health of and trends within New Zealand's economy. Robust macroeconomic statistics underpin critical functions, such as:

- **Effective policymaking** – timely economic measures help decision-makers to understand economic change as it is occurring and respond more quickly.
- **Forecasting** – reliable economic statistics help analysts to forecast future economic developments and highlight potential risks.
- **Investment decisions** – clear, comprehensive economic measures help to inform and give confidence to private- and public- sector investment decisions.
- **Promoting stability and growth** – trustworthy statistics give the public and international markets confidence in the quality of Government decision-making.

Macroeconomic statistics are the language through which we understand and communicate the health and direction of New Zealand's economy.

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New Zealand's economy is evolving, but our statistical systems are not keeping pace

The rise of digital services, intangible assets, and environmental pressures is reshaping economic activity in ways that are not adequately captured by current statistical measures.

Stats NZ customers—including key government agencies—would like to see official macroeconomic statistics provide more information on:

- How growth is distributed across households and where there are vulnerabilities, e.g. whether debt burdens are concentrated or low-income households are dis-saving.
- Digital services and intangible assets, which are growing rapidly but difficult to measure.
- Natural asset depletion, which is not accounted for in GDP but provides information about the sustainability of our natural resource industries.
- A better understanding of the Māori economy and the contribution of Māori businesses to GDP.

While the economy is evolving and our customers are seeking new and different information, Stats NZ's statistical production systems and processes are outdated, fragmented, and increasingly costly to maintain. Many core IT systems, such as those used to produce the Balance of Payments and CPI, are more than 25 years old. They lack interoperability and are not equipped to handle modern data sources or analytics tools. This results in duplication of effort, slower data releases, and increased burden on data suppliers. Without investment in configuring new systems for statistical production, existing systems will continue to degrade, undermining the timeliness, relevance, and credibility of New Zealand's macroeconomic statistics.

International standards for macroeconomic statistics are also changing

In 2025, major updates were issued to the international standards that set the global benchmark for macroeconomic statistics[2]:

- The United Nations Statistical Commission and other international agencies led an international collaboration to update standards for the System of National Accounts (SNA), which is the international standard used by statistics agencies to construct consistent and comparable macroeconomic statistics about a country's domestic economy. It reflects major changes in the global economy since the last update in 2008, such as the need to value a nation's digital services, data assets, and biological, mineral, and renewable assets.

- The International Monetary Fund released updated standards for the Balance of Payments and International Investment Position Manual (BPM7), which standardises how a country's economic relationships with the rest of the world are measured.

There are close conceptual links between these two sets of standards, ensuring harmonised standards across macroeconomic statistical domains.

The updated standards were ratified by all 193 member nations of the United Nations, who are expected to implement the updated standards by 2030. New Zealand is collaborating on

[2] Note: references to implementing updated international standards throughout this Detailed Business Case are references to both sets of updated standards.

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implementation with our key trading partners such as Australia.[3] It is therefore critical that New Zealand adopts a 2030 implementation plan to ensure our macroeconomic statistics continue to be internationally aligned, consistent, and comparable.

Failure to modernise will degrade New Zealand's statistics over time, and affect our international standing

New Zealand relies on international confidence in the quality and consistency of our official statistics to attract foreign investment. International institutions, global lenders, and trading partners must be able to trust that our data meets the same benchmarks as theirs, that our official statistics provide a credible view of New Zealand's economy, and that they are directly comparable with peer nations.

There could be economic consequences from failing to modernise our macroeconomic statistics in line with our international trading partners. Firstly, New Zealand's position in the global GDP per-capita ranking would fall, as the size of our GDP could begin to decline in comparison to other countries who would reflect a broader range of economic value in their GDP. This may weaken perceptions of New Zealand's economic performance. Second, growing gaps in our economic data could result in international lenders applying an increased risk premium to interest rates, leading to increased borrowing costs for the New Zealand government and businesses.

The project will respond to these challenges

The project will modernise our suite of macroeconomic statistics, including the underpinning methodologies and data sources, so that Stats NZ is able to provide more robust, relevant, timely and reliable inputs into key economic analyses and investment decisions.

The project will deliver on the needs of our key customers—providing them with more detailed and granular information to complement major statistical releases—and ensure continued confidence in the quality of New Zealand's macroeconomic statistics. In addition, modernising and futureproofing underpinning statistical production systems (primarily through the ISDS) will ensure that Stats NZ is well placed to continue adapting to and delivering on future needs.

The project is aligned with Government priorities and Stats NZ's strategic intentions

This project supports the **Government's overarching goals** for its term of office, as outlined in the 2026 Budget Policy Statement, which includes to:

- **Build a stronger, more productive economy:** reliable data supports Government and businesses to make decisions that drive productivity and economic growth, and ensures international credibility, making it easier to attract investment and trade.
- **Deliver more efficient, effective, and responsive public services:** high-quality, timely data and statistics help government to target effective public services to those who need them most.

It also delivers on **Budget 2025 commitments**, which allocated $106.26 million in tagged contingency funding to support the modernisation of macroeconomic statistics by 2030.The

[3] Stats NZ is part of a nine-nation coordination group of countries working towards 2030 implementation, which includes Australia, the United Kingdom, Canada, the United States, Japan, Germany, Norway, and Belgium.

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project also directly contributes to the fourth strategic priority as set out in **Stats NZ's Statement of Intentions 2025-2029**:

- driving better decisions and services with admin data
- powering social investment with integrated data
- better delivering to customer and partner need
- measuring what matters in a modern economy.

1.3 Stakeholder Engagement

Testing customers' expectations

As part of developing this DBC, we undertook extensive engagement with key stakeholders and customers in 2023. Stats NZ published a discussion document, *Measuring an inclusive and sustainable economy*, and asked for feedback on an assessment of high, medium, and low priority initiatives for updating, upgrading, or maintaining the relevance of economic statistical outputs.

We received 35 written submissions in response to this discussion document, with around half coming from government agencies, a quarter from local government, and the remaining from businesses and educational institutions.

We followed this up with online and in-person workshops, attended by 41 people drawn predominantly from central and local government. These workshops allowed us to explore responses to the discussion document in more detail and elicit more in-depth understandings of customers' expectations for future macroeconomic statistics.

The engagement exercise resulted in key themes being identified:

- Stakeholders wanted to see improved accuracy, timeliness, and granularity in macroeconomic statistics.
- Stakeholders identified multiple areas across the suite of macroeconomic statistics where new and/or improved statistics would be of high value.

Appendix 3 further discusses stakeholder engagement and how the preferred option incorporates our customer's needs.

Key Stats NZ customers

Outside of this engagement exercise, Stats NZ regularly engages with and receives feedback from the two biggest users of macroeconomic statistics –Treasury and the Reserve Bank of New Zealand (RBNZ). It is critical that they are centrally involved in the project. Representatives from these organisations will be invited to sit on the project governance board.

1.4 Investment objectives and scope of options

Key investment objectives for a modernised suite of macroeconomic statistics were developed during two Investment Logic Mapping (ILM) workshops in August 2025. The workshops included

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representation from RBNZ and Treasury (Appendix 2 provides a list of participants). The resulting Investment Objectives for the project are to:

1. Provide macroeconomic statistics that are comparable and aligned with international trading partners
2. Deliver statistics that meet the needs of macroeconomic policy makers, and other customers
3. Meet international statistical obligations in a way that is relevant to the New Zealand context.

The scope of options considered

To derive maximum impact and value from this project, the agreed scope is that this investment should **ensure the modernisation of New Zealand's suite of macroeconomic statistics in line with international expectations and the needs of our key customers.** These should be modernised without compromising the continued production of accurate statistical outputs during the implementation phase.

To provide decision-makers with a range of options, Stats NZ undertook a scoping exercise in late-2024, as part of the 2025 Budget process. Options were designed that could either fully or partially meet the investment scope, presenting choices and trade-offs. These options were further refined during the August 2025 ILM workshops. The table below outlines the four agreed options.

Table 1: options considered to deliver investment scope

Agreed options for consideration
• **Option 1 (Status Quo):** continues with current approach, making no changes to macroeconomic statistics or statistical outputs to meet updated international standards and customer needs. • **Option 2 (Compliance only):** partially modernises the suite of macroeconomic statistics by implementing only the updated international standards by 2030, but developing no other new products or making technology changes. • **Option 3 (Compliance plus new industry indicators):** comprehensively modernises the suite of macroeconomic statistics. Implements updated international standards by 2030, develops 25 new monthly industry measures to meet domestic customer need for more frequent indicators of key sectors within the New Zealand economy, and updates systems to leverage new technologies and analytical tools and maximise efficiencies. • **Option 4 (Delayed compliance only):** partially modernises the suite of macroeconomic statistics by implementing only the updated international standards, but over a longer timeframe (by 2035), and developing no other new products or making technology changes.

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1.6 Expected benefits

Benefits

Participants at the second ILM workshop, which focused on benefits, included representatives from Stats NZ, Treasury and RBNZ. At this workshop, stakeholders identified two key benefits arising from the project, namely that modernising the suite of macroeconomic statistics would:

1. Contribute to improved economic outcomes, and
2. Provide independent, authoritative, reliable and trusted data.

Benefit 1: Contribute to improved economic outcomes

Accurate, reliable, and comprehensive economic data is essential for improving outcomes across the economy. Timely and detailed macroeconomic statistics enable government, businesses, iwi, and other key users to make informed decisions, implement effective policies, and plan major investments. They also support more accurate forecasting, helping to anticipate and respond to future economic conditions.

Modernising New Zealand's macroeconomic statistics ensures we remain aligned with international standards and best practice. This strengthens the credibility and comparability of our data globally, reducing economic risk and supporting investor confidence. It helps safeguard against potential negative impacts, such as higher borrowing costs.

Benefit 2: Provide independent, authoritative, reliable and trusted data

This benefit is about ensuring Stats NZ improves and sustains its reputation as the trusted, authoritative, reliable, and independent provider of macroeconomic statistics for New Zealand. Delivering the project will ensure our statistics meet updated international standards and reflect the needs of users across government, business, iwi, and the wider public. By introducing new and improved measures, and reducing the scale of statistical revisions, the project will enhance the quality, consistency, and timeliness of economic data, even during the transition period. This will help maintain confidence in the reliability of our statistics over time.

A strong reputation for independence and trust is essential. Major national and international decisions rely on our data. Customers must be confident that the statistics they use are accurate, impartial, and free from external influence. Maintaining this trust also supports New Zealand's global reputation as a transparent, well-governed democracy with robust institutions.

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Table 2: Benefits and measures

Benefit	KPI	Measures	Baseline	Target
Benefit 1: Contribute to improved economic outcomes.	KPI 1: Improve quarterly economic reports and GDP coherence	Statistical releases are free from errors classified as 'high' for Economic and Business Data.	99.5%	100%
		% of critical economic and business data releases published on the advertised date.	100%	100%
		% of other economic and business data releases published on the advertised date.	97.7%	95%
	KPI 2: Provide more accurate data to improve forecasting accuracy	Progress against implementation of new international standards.	NZ does not meet 2030 implementation goal.	NZ meets 2030 implementation goal.
		# of additional economic data series available on new Aotearoa Data Explorer tool	0	In development
	KPI 3: Reduce risk profile and cost of borrowing	IMF Data Adequacy Assessment	Overall: **A** Prices frequency: **B** Statistics consistency: **B**	Maintain overall **A** rating Reduce **B** ratings
Benefit 2: Provide independent, authoritative, reliable and trusted data.	KPI 4: Reduce the magnitude of annual revisions to the national accounts and GDP	Statistical releases are free from errors classified as 'high' for Economic and Business Data (**same for KPI 1**)	99.5%	100%
	KPI 5: Maximise the value of third-party data	% of total business survey responses submitted through online survey mode	This is a 2026/2027 Service Performance Measure and will be advised in March as part of Estimates	
		# of new admin data supply agreements in place for statistical production purposes	Under development, due to be reported in 2026 Annual report.	

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		# of new admin data supply variables (from new data supply agreements) being used in statistical production	

Disbenefits

Disbenefits are changes to ongoing operating costs because of a project, and they can be perceived as either positive or negative. Four main disbenefits have been identified, outlined in the table below. Note disbenefits may change if the preferred option is not approved.

Table 3: Analysis of expected disbenefits

Disbenefit	Description
Some aspects of the updated standards will not be implemented	To ensure macroeconomic statistics are relevant for the New Zealand context, some components of the updated international standards will be omitted or implemented only in part. This is consistent with the approach taken by our major international trading partners. We will need to ensure that our closest trading partners understand which components of the standards this relates to, and that we take into consideration the statistics valued by Australian users.
A change proposal may be required as the project enters mid/later phase(s)	Although no redundancies or redeployments are anticipated as a direct result of the project, there will be changes to some jobs and how they are organised. This may require Stats NZ to undertake a change proposal in future.
Competing priorities	There are four key projects in Stats NZ's Deliver 2030 Programme, as outlined above. A major focus on one project, in this case, modernising macroeconomic statistics, may distract attention and resources from the other three (e.g. Delivering a monthly CPI). Conversely, having to focus on four significant work programmes may result in insufficient focus on one or more of the four projects.

1.7 Main risks anticipated from implementation

A risk is an uncertain event or circumstance that, if it occurs, has a negative effect on at least one investment objective. Significant risks that might prevent, degrade, or delay the achievement of the investment objectives were identified and assessed in line with Stats NZ's enterprise risk management framework, and are outlined in the table below. They will be monitored, managed, and updated as the project progresses.

Table 4: Main risks identified

Main risks	Comments and risk management strategies (mitigations)
Recruitment and retention of sufficient personnel with required skills and experience;	Implications: • Could impact delivery of the project, which would have a reputational risk for Stats NZ.

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Main risks	Comments and risk management strategies (mitigations)
deploying them internally across multiple tasks. **Likelihood: Possible** **Impact: Major**	• Could temporarily impact quality and delivery of macroeconomic statistics. Mitigations: • Ensure comprehensive procurement plan is in place (following early market engagement in 2025) and consider bulk labour-supply. • Ensure appropriate attention given to site and cyber-security, and safety, as part of risk management. Run formal in-advance assessment if required.
Aspects of the wider Deliver 2030 Programme are not delivered on-time or do not include all the new/enhanced platforms, systems and tools required for macroeconomic statistics processing and analysis. **Likelihood: Possible** **Impact: Major**	Observation: • This project relies on delivery of the ISDS, a new enterprise Data Platform, and the Processing and Analytical Platform for Price Indexes currently being built. Delivery failure or delay would have significant impact on delivery of this project. Implications: • Aspects of the project would be delayed or alternative solutions may need to be procured at significant (unfunded) cost. Mitigations: • Core components of these wider projects are already well underway. • Project team to maintain close contact and coordination with other project teams (e.g. Digital and Data Workstreams, Prices Project).
Data suppliers are unable or unwilling to supply required data, or datasets are incomplete or have quality issues. There are legal or technological obstacles to supply. **Likelihood: Possible** **Impact: Moderate/Major**	Observation: • There are data quality issues and gaps in some areas. Implications: • Could impact delivery of the project, which would have a reputational risk for Stats NZ. • Could temporarily impact quality and delivery of statistics. Mitigations: • Complete discovery phase of data needs early, no later than Q1 2026. • Maximise use of Stats NZ brokers to establish data supply agreements. • Early engagement with complex business units and other data suppliers where there may be barriers to work through. • Issue mandatory data requests under the Data and Statistics Act 2022 (as a last resort).
The project does not deliver a better understanding of the Māori economy or the contribution of Māori businesses to GDP and therefore fails to meet customer needs. **Likelihood: Possible** **Impact: Moderate**	Observation: • This work requires reaching agreement on what is to be measured, how, and how we integrate mātauranga Māori. It requires Stats NZ to meet engagement requirements under s91 of the Data and Statistics Act 2022. Implications: • Could impact delivery of the project, which would have a reputational risk for Stats NZ. • Could delay full implementation of new indicators and impact the

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Main risks	Comments and risk management strategies (mitigations)
	quality of macroeconomic statistics. Mitigations: • Ensure agreed scope is maintained, accommodating desire for co-build response among iwi and hapū. • Early engagement with iwi and other stakeholders. Maximise use of Stats NZ internal Māori capability.
Applying new statistical methods could potentially produce discontinuities in the time series or require large revisions (e.g. one-off aberrations that make it difficult to compare the current period with previous periods). **Likelihood: Possible** **Impact: Moderate**	Implications: • Could have impacts on longitudinal analysis. Mitigations • Engage customers as soon as is practicable on a 'no surprises' basis. • Provide adequate back-dated series at the same time new or improved statistics are published.
Uncoordinated project/programme management leads to inefficient use of personnel resources and risks cost blow-out. **Likelihood: Possible** **Impact: Moderate**	Implications: • Could impact delivery of the project. Reputational risk for Stats NZ. • Further investment could be necessary if cost blow-out is significant. Mitigations: • Change plan in place no later than 20 March 2026 (see C-4 below). Ensure close governance and oversight maintained. • Consider commercial arrangements that reduce risk of not having the right people, at the right time.

1.8 Key constraints, dependencies and assumptions

The three tables that follow outline the key constraints, dependencies and assumptions identified.

Table 5: Key constraints

No.	Constraint	Consequences	Required action
C-1	The project requires substantial procurement of personnel across peak years.	Close attention to procurement necessary.	Early market engagement (Q4 2025) followed by procurement plan in place no later than 20 March 2026.
C-2	Existing internal demand for personnel with macroeconomic statistics skills.	Ability to support high-expertise parts of the project, potential distraction from Stats NZ's on-going production of macroeconomic statistics.	Project includes funding of $1.224m to build skills of Stats NZ's macro-economic workforce. Ensure internal learning and development team engaged from Q1 2026.
C-3	The project requires support	Privacy Impact Assessment	Ensure internal economic statistics

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No.	Constraint	Consequences	Required action
	from multiple internal teams and subject-matter experts across the organisation, from IT services to statistical methods and design, data brokering and integration, legal, privacy and assurance, Māori partnerships, etc.	proceeds. Consultation with Māori as required under the Act proceeds. Methodologies and classifications agreed and approved. Data-brokering underway in 2026, incl. engagement with key and complex data providers.	teams understand needs no later than Q1 2026, incl. quantification and sequencing. Other internal teams understand respective requirements from Q1 2026 (e.g. legal, strategic engagement). Data-brokering team engaged in data discovery phase and anticipated actions that will come out of that phase.
C-4	There are two other major statistical initiatives occurring simultaneously within the Delivery 2030 Programme, Census and Monthly CPI.	This will place a lot of demand on internal resources, with the potential for conflicting demands across corporate and project services, technology services, etc.	Ensure demands on Stats internal services quantified by Q1 2026. Work closely with relevant teams, ensure demand fully communicated internally no later than Q1 2026. Change plan in place no later than 20 March 2026.

Table 6: Key dependencies

No.	Dependency	Consequences	Required action
D-1	UNSD agrees changes, adjustments, or extension to implementation of updated international standards.	Project dimensions change.	Ensure New Zealand maintains leading role in UNSD and other key international statistics fora.
D-2	IMF's forthcoming updates to International Government Financial Statistics (GFS), proposed for 2027, can be accommodated within the project.	As above.	As above.
D-3	Maintain close alignment with Australian Bureau of Statistics (ABS), incl. on factory-less production and other updates not expected to proceed.	Fine-tunes aspects of the updated standards that are implemented in NZ and Australia, to reflect local conditions.	Maintain close collaboration with ABS, share information and learning. NB: ABS has yet to confirm 2030 implementation and is subject to federal Government funding.
D-4	Government formed after the 2026 general election maintains the same	Dimensions of project change partway through implementation.	n/a.

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No.	Dependency	Consequences	Required action
	priorities for Stats NZ.		
D-5	Positive response among data providers to requests for new/revised data.	Cash costs rise.	Complete full identification of data needs no later than Q4 2026 and make early decisions on data acquisition. Early use of Stats NZ's data brokers, engage data-brokering team in data discovery phase.

Table 7: Key assumptions

No.	Assumption	Consequences	Required action
A-1	ISDS provides required registers.	Registers available on time.	Ensure close coordination with ISDS team.
A-2	Digital programme and Prices project provide required new or enhanced platforms, systems and tools.	Platforms, systems, tools replaced or improved, on-schedule.	Ensure close coordination with Digital programme and Prices project.
A-3	Early decision on the future of SAS, and what will replace it (if at all).	Certainty re. long-term future of statistical analytics system(s), and any knock-on effects of change (if any).	Ensure the project's reliance on this decision remains salient.
A-4	Successful engagement proceeds and te ao Māori products meet Government Statistician's responsibilities under the Act.	Reduced risk of a mismatch between what Stats NZ can deliver, and what customers expect or hope for.	Ensure consultation proceeds in 2026-27, and meet s14 responsibilities of the Government Statistician to consult with Māori.
A-5	Privacy Impact Assessment completed successfully (see also A-6 below).	Ensured compliance with Privacy Act 2020. All privacy implications recognised and acted upon.	Complete Privacy Impact Assessment during data discovery phase, 2026.
A-6	Existing macroeconomic products will be reviewed. Retire products overtaken by new or improved products.	Reduction in use of surveys, which is a short-term reduction in transaction costs for respondents. Full macroeconomic suite modernised, with lower-value products retired. Reduce Stats NZ net ongoing operating costs.	Consultation with major customers, 2026-27, and 2029-30, on proposed retired products.

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No.	Assumption	Consequences	Required action
A-7	Stats NZ achieves statutory and regulatory compliance, in project implementation, and on-going (see also A-4 above).	Ensured compliance with requirements of Data and Statistics Act 2022, relevant common law, relevant regulation.	See statutory and regulatory compliance statement at Appendix 10, which provides summary of statutory and regulatory compliance required.
A-8	ABS implements on largely the same timetable as Stats NZ.	Ensured maximum value achieved for both countries by providing macroeconomic statistics that are directly comparable. Share experience incl. coordinating on skills.	Ensure close coordination with ABS, anticipate any changes in timetable on either side of Tasman. Maintain frank, regular communication.
A-9	Back-dating of series on a scale sufficient to satisfy customers and users is achieved.	Users can quickly use new or improved stats, no unanticipated discontinuities in economic record as a result of the project. Recognise potential for anticipated, one-off substantial revision to some series, as a result of (among other things) revised methodologies. This includes GDP.	Back-dating built-in to project. Ensure communications with major customers and users, accommodate feedback about back-dating. Ensure Stats NZ can provide advance notice for major customers, and necessary technical advice, for any potential large one-off revisions. Use preview publications, in-person workshops where necessary.
A-10	Cabinet approval to proceed by March 2026, funding released immediately.	Project deliverables achievable, in 2027 and 2030.	Detailed Business Case submitted for Cabinet consideration in March 2026. Gateway 0 for programme, and Gateway 2 for the project, completed by December 2025. Preparation work completed to enable immediate project scaling (see Appendix 8).

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2. Economic Case

The Economic Case identifies options to optimise the value of investment provided for the project (in contingency) in Budget 2025. Having determined the strategic context and established a robust case for change, the Economic Case:

- Identifies and describes the Critical Success Factors for assessing investment options
- Outlines and analyses the options developed
- Analyses the preferred option in detail.

2.1 Critical success factors

Six CSFs were developed at the ILM workshops in August 2025 and agreed by the Senior Responsible Owner. They are outlined in the table below.

Table 8: Critical Success Factors

Critical Success Factor	Discussion
CSF1: Deliver new and improved products on time.	How this will be measured: • 25 new monthly sector indicators are delivered by Q4 2027 • Remaining updates to international standards, new products, and all system changes required to sustain them are delivered by Q4 2030 • Te ao Māori improvements delivered from 2030 onwards.
	How this will be monitored: • Project board completes monthly review of on-schedule performance and reports to the programme/project governance boards. • Continue with Treasury Gateway review stages. • Monthly progress updates provided to the Minister of Statistics.
CSF2: Deliver agreed new statistical products, and all system changes required, within approved budget.	How this will be measured: • Close scrutiny of financial management by project board to ensure phasing of expenditure. • Ensure comprehensive procurement plan is in place no later than 20 March 2026 so Stats NZ uses the best value-for-money approaches for Deliver 2030 Programme. • Notify relevant Ministers and Treasury of any emerging risks early, under 'no surprises' policy.
	How this will be monitored: • Project board completes monthly review of on-schedule performance and reports to the programme/project governance boards. • Continue with Treasury Gateway review stages. • Monthly progress updates provided to the Minister.
CSF3: Maintain credibility and	How this will be measured: • There are no unmanaged or unmitigated disruptions to business-as-usual for

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consistency of existing statistical products.	Stats NZ's statistical production during implementation of the project, including impacts on quality and timeliness of existing statistical series. • Stats NZ maintains important international relationships (UNSD, OECD, World Bank, IMF), with no reduction or change in the quality of New Zealand's contribution.
	How this will be monitored: • A comprehensive change plan is in place by 20 March 2026. • The project board undertakes six-monthly reviews, including assessments of anticipated, potential, unmitigated, or unmanaged impacts, and acts accordingly. • Stats NZ ensures ongoing coordination and prioritisation of bilateral international relationships and contributions to international bodies.
CSF4: Bring major customers along.	How this will be measured: • Prioritise ongoing engagement with Treasury and RBNZ, providing early notice of emergent risks, potential impacts and mitigation plans. • Draw on expertise of the existing Macroeconomic Statistics Advisory Group[4] and the Monthly CPI advisory group[5] to shape the implementation and prioritisation. • Provide backdated statistical series for new or improved products so they can be used in policy advice with comparisons over recent history. • Manage expectations around unique/untested/experimental nature of new products or improvements to enable a better understanding of the Māori economy, and the contribution of Māori businesses to GDP. • Ensure other major users are well informed about what the project will deliver, and when (e.g. local government, tertiary institutions, consultancies, private sector, iwi and Māori businesses).
	How this will be monitored: • Maintain existing close relationships and free and frank communication with RBNZ and Treasury; continue with Treasury Gateway review stages. • Implement the formal consultation plan, with consultation underway in 2026 and subject to project board oversight. • Begin outreach for major customers in 2027, subject to project board oversight, to help them understand the release of new monthly indicators from Q4 2027 and changes they will experience in macroeconomic statistics from Q4 2030. • Provides backdated series at the time new or improved series are released.
CSF5: Ensure full coordination with ABS.	How this will be measured: • Stats NZ and ABS are planning to maintain largely the same timetable for delivering the updated international standards. • We will maintain regular contact to share knowledge and experiences, and coordinate on personnel and skills where possible.
	How this will be monitored: • The project board will establish and maintain a regular joint ABS-Stats NZ forum for our mutual projects, focused on free and frank communication and identifying areas for formal coordination or cooperation.
CSF6: Provide stronger te ao	How this will be measured:

[4] See Appendix 7 for members of macroeconomic statistics advisory group (MSAG)

[5] Represented on this group – alongside Stats NZ – are: RBNZ, Treasury, ABS, ANZ, Westpac, BNZ, Infometrics

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Māori perspectives.	• Iwi have a substantial role in new or changed measures relevant to Māori. Mātauranga Māori incorporated into design. Stats NZ provides statistical products that have practical applications for iwi, Māori businesses, hapu, and their advisors.
	How this will be monitored: • Ensure consultation is consistent with requirements under the Data and Statistics Act 2022. Provide consistent feedback to consultation parties, to ensure proposed statistical products achieve objectives.

2.2 Options analysis

Options were developed around the implementation of updated standards

Options were developed as part of the 2025 Budget process, and further during the August 2025 ILM workshops. A range of ideas were tested that would respond to the core issues and challenges (see Strategic Case – Case for Change) and meet the Investment Objectives.

The starting point for modernising the suite of macroeconomic statistics is delivery of the updated international standards, ensuring measures of the New Zealand economy remain consistent and comparable with our major trading partners. Also important is the needs and priorities of key users of macroeconomic statistics – and Stats NZ undertook extensive stakeholder engagement to understand these and develop them into options for a modernisation programme (see Strategic Case – Stakeholder Engagement).

The final options centred on on-time or delayed compliance with international standards, incorporating customer needs to deliver added value, and a status quo option included as a baseline comparator. The final options are:

- **Option 1: Status quo**. Continue as we are. Updated international standards are not implemented and no other major changes to current statistics and statistical products are made.
- **Option 2: Compliance only**. Updated standards are implemented in line with international expectations (by 2030), but no other major changes to current statistics and statistical products are made to meet customer needs and priorities.
- **Option 3: Compliance plus new industry indicators**. Updated standards are implemented in line with international expectations (by 2030), along with 25 new monthly industry indicators to enable new statistical products (by Q4 2027). Technology changes and strengthened internal capability support delivery of modernisation programme.
- **Option 4: Delayed compliance only**. Updated international standards are implemented, but over a longer timeframe (by 2035), and no other major changes to current statistics and statistical products are made.

Options were assessed against the Investment Objectives and CSFs, and the strength of these connections were tested using intervention logic mapping assessed against the Investment Objectives and CSFs. The table below sets out this assessment.

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Table 9: Options assessment

How well each option achieves Investment Objectives and CSFs	Option 1: Status quo	Option 2: Compliance only	Option 3: Compliance plus new industry indicators	Option 4: Delayed compliance only
Investment Objectives				
IO1: Provide macroeconomic statistics that are comparable and aligned with international trading partners.	No	Yes	Yes	Partial
IO2: Deliver statistics that meet the needs of macroeconomic policy makers, and other customers.	No	Partial	Yes	Partial
IO3: Meet International statistical obligations in a way that is relevant to the NZ context.	No	Partial	Yes	No
Critical Success Factors				
Deliver new or improved products on time.	No	Partial	Yes	No
Deliver agreed new statistical products, and all system changes required, within budget.	No	Partial	Yes	Partial
Maintain credibility and consistency of existing statistical products.	Partial	Partial	Yes	No
Bring major customers along.	No	Partial	Yes	Partial
Ensure fully coordinated with Australian Bureau of Statistics.	No	Yes	Yes	No
Measure Māori business and contribution to GDP.	No	No	Yes	Partial
Rating			**Preferred**	

Option 1: Status Quo

The status quo option makes no changes to Stats NZ BAU operations for macroeconomic statistics and has no additional investment cost. Given this, it does not deliver to any of the Investment Objectives or meet any CSFs, and is included as a baseline comparator only.

The status quo option has a number of disadvantages. It would:

- Undermine the credibility of New Zealand's macroeconomic statistics both domestically and internationally.
- Reduce the quality of macroeconomic statistics over time and the ability to compare New Zealand with major trading partners.
- Result in GDP figures that do not accurately reflect the modern New Zealand economy.
- Reduce New Zealand’s ability to influence statistical standards.

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Option 2: Compliance only ($84.9m over 8 years)

This option would implement the updated standards for macroeconomic statistics by 2030, but make no further changes to current statistics or statistical products. As a result, it would only partially deliver to the Investment Objectives and meet the CSFs. The total cost would be $84.9m over 8 years, incorporating Capex of $13.9m, and Opex of $71.0m. Key advantages and disadvantages of this option are set out in the table below.

Table 10: Option 2 (Compliance only) – Advantages and disadvantages

Advantages	Disadvantages
• Modernises the suite of macroeconomic statistics and meets demand for improved relevance, coherence, frequency, and accuracy; reduces the frequency and scale of revisions needed. • Meets international expectations and aligns with major trading partners. • Ensures New Zealand's economy continues to be directly comparable with other major economies. • Maintains New Zealand's influence in international statistical community. • Scaled back work programme reduces risk.	• Does not implement new monthly industry indicators and deliver a more detailed and granular understanding of the economy. • Does not meet the needs or priorities identified by key customers. • Does not provide policymakers and others with the rich, detailed information about the modern economy needed to make informed decisions. • Does not leverage the opportunity to update the systems needed to support measuring a modern economy – prolonging inefficiencies and reliance on outdated technology. • Is dependent on delivery of other projects within the Deliver 2030 Programme and wider Stats NZ investments – with any delays impacting delivery of this option.

Option 3: Compliance plus new industry indicators ($104.28m over 8 years)

This option would implement the updated standards for macroeconomic statistics by 2030, and deliver 25 new monthly industry indicators to enable new statistical products (by Q4 2027). Technology changes and strengthened internal capability also support delivery of the modernisation programme. Option 3 meets all Investment Objectives and CSFs. The total cost would be $104.28m over 8 years, incorporating Capex of $17.47m, and Opex of $86.81m. Key advantages and disadvantages of this option are set out in the table below.

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Table 11: Option 3 (Compliance plus new industry indicators) – Advantages and disadvantages

Advantages	Disadvantages
• Modernises the suite of macroeconomic statistics and meets demand for improved relevance, coherence, frequency, and accuracy; reduces the frequency and scale of revisions needed. • Meets international expectations and aligns with major trading partners. • Ensures New Zealand's economy continues to be directly comparable with other major economies. • Delivers more detailed and granular understanding of the economy to meet key customer needs and priorities. • Provides policymakers and others with detailed information needed to make informed decisions. • Updates the systems needed to measure a modern economy, leveraging opportunities within Stats NZ's wider investments. • Strengthens Stats NZ macroeconomic capabilities and maintains New Zealand's influence in international statistical community.	• Is dependent on delivery of other projects within the Deliver 2030 Programme and wider Stats NZ investment – with any delays impacting delivery of this option.

Option 4: Delayed compliance only ($71.2m over 8 years)

This option would update international standards, but over a longer timeframe (by 2035), and make no other major changes to current statistics and statistical products. As such, it would only partially meet some Investment Objectives and CSFs due to its implementation not meeting international expectations and delaying the continued comparability of New Zealand's economy with our major trading partners. The total cost would be $71.2m over 8 years, incorporating Capex of $13.9m, and Opex of $57.3m. Key advantages and disadvantages of this option are set out in the table below.

Table 12: Option 4 (Delayed compliance only) - Advantages and disadvantages

Advantages	Disadvantages
• Lowest implementation cost. • Longer timeframe for delivery reduces risk and dependency on other Deliver 2030 projects and wider Stats NZ investment programme.	• Significant lag in the modernisation of macroeconomic statistics and ongoing comparability of New Zealand's economy with other major economies. • Does not meet international expectations or align with intentions of major trading partners. • Does not implement new monthly industry indicators or deliver a more detailed and granular understanding of the economy. • Does not meet the needs or priorities identified by key customers. • Does not provide policymakers and others with the rich, detailed information about the modern economy needed to make informed decisions • Does not leverage the opportunity to update the systems needed to support measuring a modern economy – prolonging inefficiencies and reliance on outdated

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	technology. • Undermines New Zealand's influence in international statistical community.

Costing the options

Costs exclude GST, include a 5.0% per annum capital charge, and include Stats NZ's internal overhead costs. Inflation is set at 0% for these cost estimates.

No discount or hurdle rate has been applied, i.e. the costings are presented as total cost over eight years. They are not net present value. No third-party revenue (fees or charges) is included, i.e. there are no revenue effects.

There are no sunk costs included. Stats NZ has proceeded with an 8–10 member project team, which is preparing the project on the assumption it will proceed, but those costs are met from Stats NZ's ongoing departmental appropriation.

2.3 Analysing the preferred option

Option 3: Compliance plus new industry indicators is the preferred option and reflects the investment approved through the 2025 Budget process (CAB-25-MIN-0126.65 refers). The preferred option is the only option that meets all three Investment Objectives and six CSFs. The other two viable options—Compliance only or Delayed compliance only—only partially deliver, as they are limited to updating the international standards only.

The preferred option delivers a major modernisation of macroeconomic statistics in line with international expectations, introducing new measures and improving existing ones. It goes beyond international compliance to also deliver more granular and timely information about the economy that meets the needs and priorities of key domestic customers, thereby maximising value from the investment. It delivers the updated technology and builds the internal capability required to produce and deliver modern macroeconomic statistics at the required quality and in a timely fashion. Further, it ensures Stats NZ continues to produce core macroeconomic statistics during the transition.

Key deliverables

The full set of changes and new and/or improved products resulting from the project is too extensive and detailed to list. However, as an overview, the project will deliver:

- **Improved accuracy of key macroeconomic statistics** such as Quarterly GDP, Balance of Payments, Quarterly National Accounts, and Overseas Prices Index.
- **Eight new and/or updated macroeconomic measures** that are part of the updated standards, plus improved measurement of value of import/export of digital services
- **New monthly industry indicators** covering at least 25 industries.

The updated standards, including the new/updated macroeconomic measures and improvements to key macroeconomic products and series, **will provide a more accurate and comprehensive measurement of the economy**. It also means headline GDP figures remain consistent with major international trading-partner countries, where they would otherwise appear relatively weaker and make New Zealand's economy look smaller than it actually is.

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The **new/updated macroeconomic measures** will better capture areas where New Zealand—like other advanced economies—is experiencing structural shifts. They will provide new insights into productivity, growth, and the effects of fiscal decisions, and include:

- **Improved capture of the digital economy** including the value of imports and exports of digital services, and a new measure capturing the value of data as an asset.
- **Improved measures of economic distribution** – expanding and adding new depth to GDP per-capita figures can reveal how income, consumption, and wealth are shared across households. Among other uses, this would provide evidential information to address issues such as child poverty and inequality.
- **Improved measures of knowledge-based capital and non-market services** (e.g. goods and services that aren't bought or sold, such as healthcare and education) and recording of compulsory taxes (e.g. taxes, levies and licences collected by governments) to understand their role in national economic activities.
- **Improved information about natural resources and the economy** meaning New Zealand will have more accurate measures of the value of our natural resource assets, and changes to the value of those assets, to inform investment decisions and providing information about the sustainability of our industries.

The **new monthly industry indicators** will offer timely insights into trends, changes, and shifts covering at least 25 industries, including manufacturing, construction, and retail/consumer activity. These indicators will be based on GST sales data, which reflect the total sales and provide valuable information on consumption patterns and overall economic activity. For instance, higher GST sales signal increased consumer spending and economic activity within those industries. We will undertake a process of determining which indicators are most valuable for businesses and which industries they will target.

The table below outlines the key products that will be a focus for the project. Most of these are inputs into quarterly GDP figures and other key economic statistics. Table 14 also provides a summary of the benefits key customers will experience as a result of improvements made and products delivered by this project.

Table 13: Key products delivered by the project

Product (time series, index, or similar)	New or improve existing	Publishing date and reference period[6]
25 new monthly industry indicators covering key business sectors	New	Publish Q4 2027 (December), for September 2027 month reference period.
Eight new/improved macroeconomic measures: • Value of data as an asset • Value of biological, mineral and renewable resources • Value of depletion of natural resources • Value of non-market Government services • Factoryless goods producers (companies that	New/improved	Publish Q4 2030 (November), for March 2029 annual reference period.

[6] These dates are based on initial planning as of September 2025 and may change with further planning.

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Product (time series, index, or similar)	New or improve existing	Publishing date and reference period
produce goods through outsourcing or contracts) • Distributional accounts – income & expenditure • Recording of compulsory taxes (a standardised framework for accounting for taxes collected by governments) • Enhanced international standards reporting (to make it easier to compare and analyse information across countries.		
Value of import/export of digital services	Improve existing	Publish Q4 2030 (December), for September 2030 quarter reference period.
Quarterly GDP (incorporate additional measures, improve coherence, reduce impact of revisions)	Improve existing	Publish Q4 2030 (December) for September 2030 quarter reference period.
Improve coherence of Balance of Payments (BOP)	Improve existing	Publish Q4 2030 (December), for September 2030 quarter reference period.
Quarterly National Accounts	Improve existing	Publish Q1 2031 (January), for September 2030 quarter reference period.
Overseas Price Index – Services	Improve existing	Publish Q4 2030 (December), for September 2030 quarter reference period.
Update/modernise commodity classifications (last updated in 2006)[7]	Improve existing	Publish Q4 2030 (November), for March 2029 annual reference period.
Improve and extend measures of Māori economy, contribution to GDP	Improve existing	2030 and later.
Treatment of emissions permits (forestry only)	Improve existing	Publish Q4 2030 (November), for March 2029 annual reference period.
Treatment of dividends and earnings paid out to households, businesses, and Government	Improve existing	Publish Q4 2030 (November), for March 2029 annual reference period.

[7] A classification system that segments the economy into approximately 320 commodities, not unlike the 'basket of goods' used to measure CPI. Updating it will provide a more up-to-date view of production and use and reflection of a modern New Zealand economy.

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Back-dating statistical series

In addition to producing new and improved measures, the project will also provide backdating, i.e. retrospectively producing statistics using updated standards and modernised methods that refer to recent historical periods. This makes the new and improved measures more useful, both for forecasting (understanding the future) and for empirical analysis (understanding the past).

In undertaking this work, Stats NZ will aim to:

- Provide backdating to the earliest possible date for key measures such as GDP; for example, for annual GDP, this could be back to 1972.
- Take into account feedback from key customers (RBNZ and Treasury) with the aim of doing the maximum possible, within budget, to make backdating useful (recognising data-quality and availability is a constraint).
- Ensure back-dated statistics are available at the same time as the new series is released, i.e. no lag between the new series and back-dated statistics.

One-off large revision(s)

There may be a one-off significant revision(s) of some statistics, which will align the new measures with the back-cast series (including GDP). The extent of this will be monitored by the project board. Stats NZ will communicate with major customers throughout the project, as the possibility of this revision becomes clearer.

Analysis of costs and benefits

The project does not deliver cash-releasing or directly quantifiable benefits. Instead, the benefits are primarily qualitative but still carry real financial value.

One of the most significant benefits is the increased international confidence in New Zealand's economic data. By aligning with updated international standards, New Zealand reinforces its reputation for high-quality, credible statistics. This matters to international institutions and lenders, who rely on these statistics when assessing actual and perceived risks of investing in New Zealand. While it's not possible to assign a precise dollar value, this credibility likely contributes to lower borrowing costs for government and businesses.

Domestically, improved macroeconomic statistics will support better decision-making. More timely, granular, and reliable data (subject to fewer revisions) adds value. However, as with the international case, it is difficult to quantify the alternative scenario: the cost of degraded data quality or missed opportunities if the system is not modernised.

In both cases, the benefits are real and material, even if not directly measurable in financial terms.

Treasury's view on value

In its latest Long-Term Insights Briefing to the Government, Treasury identified improvements in the quality of economic statistics as central to better policymaking. It notes that, although the vast majority of Government decision-making is subject to uncertainty (i.e. it is impossible to know in advance exactly the impacts of particular policy decisions), the past – as measured by statistics – provides some insight as to what might happen.

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Treasury highlights:

- Better inputs, such as maintaining and enhancing the quality, timeliness, and frequency of New Zealand's economic statistics, may help make decisions under uncertainty. This could include, for example, investment to improve the timeliness of GDP releases and reduce the extent to which they are revised after initial release.
- Other areas of possible improvement include labour market data and collecting more real-time data sources arising from new technologies such as detailed electronic transactions, location, and traffic data.[8]

The preferred option benefits our key customers

The table below summarises benefits customers will experience as a result of key improvements made and products delivered by this project. Meeting key customers' needs and priorities is a significant driver of this project.

Table 14: Summary of key customer benefits

Improvements/Deliverables	Customer Benefits
New and improved key measures and GDP inputs, e.g. capitalisation of data as an asset; value of depletion of natural resources. *(core requirement of updated international standards)*	• Better understanding of real incomes and impacts of monetary policy and insights into equity and cohesion to inform policy targeting. • Insights into intergenerational asset management, economic resilience, and financial stability. • Closes a gap by ensuring measures visibly reflect the digital economy. • Greater understanding of productivity and future growth drivers, including regional.
Improvements to Balance of Payments (BOP) and GDP, including measures of foreign tourist spend and New Zealand household spending abroad; improved Quarterly Building Activity Survey (QBAS) to better measure building activity. *(core requirement of updated international standards)*	• Better understanding of international investment flows and New Zealand's exposure to global shocks and competitiveness. • Reduced impact of revisions to GDP through more reconciliation and updated commodity data. • Improved coherence and accuracy of economic statistics, especially GDP. • Increased alignment with Australia ensuring ease of trans-Tasman comparability.
Improvements to commodity (prices) data (which provide up-to-date measures of the goods and services consumed), **upgrade Business Price Indexes methods** and improve coherence across Prices and other economic activity measures to provide deeper insight into household expenditure. *(core requirement of updated international standards)*	• Reduced impact of revisions to GDP. • Increased alignment with Australia. • Shift to administrative-data first principle, reducing supplier burden. • Better understanding of real incomes and impacts of cost of living.

[8] Treasury, Te Ara Mokopuna: Treasury's 2025 Long-term Insights Briefing, August 2025, p. 57.

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Improvements/Deliverables	Customer Benefits
Ensure updated international standards reflect New Zealand conditions, with opportunities for key customers (e.g. RBNZ, Treasury) to influence implementation. **New monthly industry indicators** to measure economic activity more quickly and complement quarterly GDP releases. *(Additional value to meet customer needs)*	• Maximise local usefulness of statistics by adapting international standards to domestic conditions. • More granular description of the economy. • Increase economic story-telling capacity of macroeconomic statistics, and provide more accuracy for government and private sector forecasters drawing on statistics. • Higher frequency macroeconomic statistics.
Other improvements to macroeconomic statistics that respond to customer needs, such as: • Expanded quarterly national accounts • Improved annual reconciliation of data • Improved data inputs into quarterly GDP series • Improves data about international trade in services to better measure digital economy. *(Additional value to meet customer needs)*	• Ensure NZ economic performance can be compared directly with peer nations, especially Australia. • Increase economic story-telling capacity of macroeconomic statistics, and provide more accuracy for government and private sector forecasters drawing on statistics. • Reduced revisions and improved coherence of GDP through greater reconciliation of data. • Better understanding of New Zealand's exposure to global shocks and competitiveness.
Improved data collection systems to reduce reliance on surveying. Recognise larger private and public sector organisations as Complex Business Units (CBUs) for the purposes of statistics, and work with CBUs to establish digital data feeds.	• Reduced burden on complex businesses through effective relationship management and more streamlined data supply and processing e.g. digital data feeds. • Maximise value of existing data, or administrative data, for purposes of national statistics.
Improved internal capability to ensure consistency and maximise value of modernised macroeconomic statistics programme and underpinning systems and methodologies.	• Ensure continued, uninterrupted delivery of existing macroeconomic statistics. • Stats NZ is work-ready so new/improved products are quickly transitioned to business-as-usual and start benefitting customers. • Workforce is well equipped to work in a new technology and data environment and design products that respond to customer needs.

The preferred option meets international expectations

The project is centred on implementing the 2025 update to the System of National Accounts, coordinated by the United National Statistics Division. The 2025 update is only the sixth update in approximately 70 years (previous updates were issued in 2008 and 1993) and, for the first time, the updated standards are aligned with complementary standards issued by the IMF, including the Balance of Payments and International Investment Position Manual (BPM7), also issued in 2025, and the requirements for Government Finance Statistics (GFS), due for release in 2027. Taken together, these will represent the gold standard of international economic statistics, from 2030. They are recognised and used by international economic organisations such as the OECD, IMF, and the World Bank, and by the three international credit-rating agencies, among others.

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The updated standards were the result of a five-year international collaboration overseen by the UN, IMF, OECD, World Bank, and European Commission, and involved country experts from statistical agencies (including Stats NZ), central banks and academia. Stats NZ's input was informed by consultation with key domestic users of macroeconomic data and statistics. The updated standards were ratified by all 193 members of the United Nations in 2025, including the goal to implement by 2030.

As well as ensuring New Zealand is aligned with our key counterparts and trading partners, implementing the updated international standards by 2030 guarantees that New Zealand's macroeconomic statistics will continue to meet the expectations of these global institutions. It will ensure that New Zealand continues to score highly in the IMF's annual assessment of member countries' official economic data and statistics, regarded as a global 'Warrant-of-Fitness' for National Statistical Offices such as Stats NZ.

It is especially important to align implementation with Australia to ensure we maintain apples-with-apples comparability of trans-Tasman macroeconomic statistics. This was not the case when international standards were last updated in 2008. While Australia implemented early, New Zealand postponed, and the result was that the two countries effectively provided national economic statistics on different bases until 2014. At times, this led to considerable work to reconcile statistics for statisticians and policy advisors on both sides of the Tasman. Aligned implementation will also provide opportunities for collaboration and making joint decisions on aspects of the updated standards.

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3. Commercial case

3.1 Procurement requirements

Categories of procurement and provisional procurement plan

This project has the following procurement categories:

- Personnel, including
  - Fixed-term personnel
  - Permanent statistical personnel
- Specialised professional services/advice
- Data acquisition
- Technology, comprising
  - Services (e.g. Cloud provision, licenses and other cloud infrastructure)
  - Platforms, systems and tools.

Personnel

Personnel is the largest single procurement component – equalling 71% of the total implementation cost over eight years. This includes those personnel costs that are proposed to be capitalised (see financial case). Stats NZ undertook a skills analysis to arrive at the personnel requirements.

Fixed-term personnel

The anticipated net roles for project implementation are forecasted to be 105.5 FTE and 102.5 FTE during the peak years (2026-27 and 2027-28 respectively) before falling away steeply – to 81.4 FTE in 2028-29, 58.8 FTE in 2029-30, and 21.8 FTE in 2030-31. It is effectively a short-term workforce to undertake a large number of tasks simultaneously across workstreams and statistical areas. The vast majority of the fixed-term implementation roles will be filled by people who are net additional to Stats NZ's current headcount. The roles comprise:

- Statistical experts (58-63% of headcount during peak years) – who will design new or improved statistical series, overhaul the statistical classification(s), and backdate revised statistical series.
- Technology experts (17-18% of headcount) – who will reconfigure existing systems and introduce new tools and systems.
- Project staff (7-8% of headcount) – who will manage the overall implementation including internal change management, coordinating professional services, and coordinating external consultation and customers.
- Specialist professional expertise, such as legal advice and accounting.

There are also some technical and/or people leaders and a small number of data-brokers who act as intermediaries and establish Data Sharing Agreements between Stats NZ and third-party data providers (e.g. government agencies or private enterprises).

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The high demand for statistical expertise reflects the depth and range of work required to implement the updated standards and develop 25 new monthly industry measures – e.g. establishing new methodologies, designing new or improved statistical series, overhauling classification(s), and backdating revised series. It is labour-intensive work, and requires a sophisticated understanding of data, statistics, and statistical methodologies. The long-term quality and utility of modernised macroeconomic statistics will depend on the quality of work undertaken during this phase. In addition, identifying new sources of data as inputs into new statistics is a major task. Most of the data discovery work occurs during the peak years for personnel demand.

The table below provides an overview of the fixed-term implementation workforce across financial years. For ease of comprehension, skills are grouped under general headings, where each group contains a range of experience and skills.

Table 15: Fixed-term personnel requirements

Fixed-term personnel – Statistical	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Programme management	2.7	8.2	7.8	8.1	8.1	4.5	0.00	0.00	0.00
People/Technical Lead	3.1	10.6	11.8	11.8	9.3	1.1	0.00	0.00	0.00
Design Analyst	8.2	44.7	41.7	36.2	24.9	6.3	2.0	1.0	1.0
Insights Analyst	0.8	4.0	3.3	2.0	2.0	3.0	2.0	1.0	1.0
Senior Design Analyst	2.7	16.2	15.4	12.4	10.1	6.4	4.0	2.0	2.0
Data Broker	0.7	2.0	2.0	2.0	1.3	0.5	0.0	0.0	0.00
Accounting Advisor (Chartered)	0.0	0.5	0.5	0.5	0.5	0.00	0.00	0.00	0.00
Principal Economist	0.0	0.5	0.5	0.5	0.5	0.00	0.00	0.00	0.00
Total	**18.2**	**86.7**	**83.0**	**73.5**	**56.7**	**21.8**	**8.0**	**4.0**	**4.0**
Technology	**25/26**	**26/27**	**27/28**	**28/29**	**29/30**	**30/31**	**31/32**	**32/33**	**33/34**
Architect	0.5	2.5	2.7	1.4	0.4	0.00	0.00	0.00	0.00
Build, SME	3.5	16.4	16.8	6.5	1.7	0.00	0.00	0.00	0.00
Total	**4.0**	**18.8**	**19.5**	**7.9**	**2.1**	**0.0**	**0.00**	**0.00**	**0.00**
Grand Total	**22.2**	**105.5**	**102.5**	**81.4**	**58.8**	**21.8**	**8.0**	**4.0**	**4.0**

NB: FTE, non-cumulative, rounded to nearest decimal point. See Appendix 4 for details of the content of roles. People/Technical Leads include Senior Lead, Unit Manager, Senior Advisor, Principal Analyst, and Product Owner roles.

Permanent statistical personnel

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A number of personnel will be required to develop the new or improved statistical products, and maintain the new statistical series on an ongoing basis (as opposed to the fixed-term statistical personnel involved in methodological, design, and classification work that underpins statistical products). These roles are summarised in the table below.

Table 16: Permanent statistical personnel requirements

NB: FTE, non-cumulative, rounded to nearest decimal point.

Role types	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Design Analyst	2.9	9.5	10.3	10.5	10.5	10.5	10.5	10.5	10.5
Insights Analyst	0.1	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Senior Design Analyst	1.3	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Statistical & Data Analyst	0.3	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Data Quality	0.7	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Total	**5.3**	**17.5**	**18.3**	**18.5**	**18.5**	**18.5**	**18.5**	**18.5**	**18.5**

Specialist professional services/advice

The following professional services – provided on a commercial basis – are required (or may be required):

- Quality assurance and advice, including risk (this will be a total-programme procurement, see 5.3)
- Legal advice
- External probity assurance (this will be a total-programme procurement)
- Cybersecurity assurance.

The quantity and phasing of these professional services—and any others that are identified—will be agreed by the project board no later than 20 March 2026. This will be added to the project procurement plan (see actions underway in Appendix 8).

Data acquisition

It is estimated that 10-12 new data sources and 15 updated and/or expanded Data Sharing Agreements will be required to implement the project (NB: these numbers may be revised in the data discovery phase of the project, in 2026). These new and updated/expanded sources of data are from a combination of private-sector organisations, Government departments, and Crown agencies.

A nominal figure of $500,000 p.a. has been allocated in the project budget for data supply establishment and provision costs, most likely as a contribution to support third-party set-up costs. This sum may be revised. It does not include the cost of data brokers, which are included in personnel costs, above. The project recognises data acquisition and data quality as a risk.

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Technology

The project is not a technology project per se, and the vast majority of procurement need is personnel, as outlined above. Technology personnel will largely work to configure new systems for statistical production to meet the updated international standards.

The project will be supported by the wider Deliver 2030 Programme and technology changes underway to modernise Stats NZ's systems. This includes shifting towards the use of 'off-the-shelf' systems where possible, that can be used across Stats NZ's statistical domains (e.g. social, economic and environmental) and have requirements built in (e.g. for data governance and catalogues; open-source language support; data science; automation; and machine-learning).

In particular, the project will be supported by, and is dependent on, the new Processing and Analytical Platform for Prices Indexes that is currently being built; and the ISDS, which will provide a centralised processing and integration system for all Stats NZ data across social, economic and environmental domains.

Technology changes will meet all-of-Government (AoG) standards, including alignment with the New Zealand Information Security Manual and Protective Requirements, and Stats NZ's strategic technology strategy (including accounting for Cloud, Cloud-native applications, Artificial Intelligence (AI) integration, integrated security (DevSecOps), and testing and environments).

Cloud provision, licenses and Cloud infrastructure costs

Stats NZ does not anticipate having to invest in on-premises technology infrastructure to deliver this project, but may incur additional licensing and cloud infrastructure costs. A total of $4.184m is budgeted across the life of the project for total hosting and support costs (including licences).

Platforms, systems & tools

Stats NZ prefers to procure platforms that provide base capability, and then configure them directly, or with other systems, to run statistical production. This means that Stats NZ expects to use 'off-the-shelf' platforms and then customise configuration, workflows, and integration for data collection, processing, analysis, and dissemination.

In addition, a small number of bespoke or niche tools will need to be procured. These are typically developed in partnership with other National Statistical Offices and shared internationally – the cost to Stats NZ is therefore development and maintenance costs.

Appendix 9 provides further detail about the interplay of technologies required to deliver macroeconomic statistics, as well as the wider systems for data and statistical production, including:

- What has been assessed as in-scope and out-of-scope for the project.
- Details about the platforms, systems or tools needed to deliver the project, including those to be delivered by other Programmes/Projects, and the current solutions.
- Where these platforms, systems and tools fit into the cycle of statistical production.

3.2 Recruitment approach

Stats NZ's preferred recruitment approach, in prioritised order, is as follows:

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- Recruitment using in-house recruitment services
- Maximising opportunities for secondments or redeployments of people already in Public Service departments or agencies or relevant private sector organisations
- Using external recruitment specialists or long-term leasing arrangements.

The table below outlines five procurement options considered for fixed-term personnel recruitment.

Table 17: Contingent personnel, procurement options

	Recruiting using Stats NZ internal services (RATA)	RATA + boost by external provider	External recruiter (fully)	Long-term secondment from specialist firms	Part/full outsource, professional services firm(s)
Summary	Fully recruit and retain multiple contracts direct to Stats NZ.	External provider provides services, extension of Stats NZ recruitment team.	External provider undertakes full process on behalf.	Specialists provided by staffing firm.	Contract-out parts of work to professional services firm.
Risk mitigation	No risk sharing.	No risk sharing – Stats NZ pays for input (hours worked).	Medium risk sharing – Stats NZ only pays for successful placement.	Medium risk sharing.	Medium-high risk sharing, assuming output-based contracts.
Sourcing	RATA.	RATA, plus AoG talent services panel.	AoG talent services panel.	AoG provider(s) or identify firms.	AoG provider(s) or identify firms.
Anticipated contract terms	Conventional employment.	AoG talent services order.	AoG talent services order incl. customised terms.	AoG consulting services order.	AoG.

To inform the decision on recruitment approach, Stats NZ undertook market discovery. Specifically, Stats NZ tested:

- Willingness of contingent labour providers to work under the proposed model(s)
- Capacity of the New Zealand market to provide the number of personnel and range of skills required across peak years
- Likely prices, both for personnel and transaction costs
- Optimal procurement option(s).

Throughout the market-discovery process, providers confirmed that the market can supply both the number of personnel and the specialist skills required to deliver MME. This confidence is

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supported by the appealing nature of the work, our flexibility in where these roles can be located, and the strong reputation of Stats NZ as an employer.

Based on the insights gained during market discovery and given the critical importance of these roles to programme delivery, we made a deliberate decision to manage recruitment internally rather than engage external consultancies or recruitment agencies.

This decision was influenced by several factors:

- Retention of organisational knowledge: Internal recruitment enables the MME programme to embed organisational context and sector-specific understanding into the process, reducing onboarding risk and ensuring alignment with public-sector values and expectations.
- Cost efficiency: Running recruitment in-house removes consultancy and agency fees, allowing funding to be directed towards induction, capability development, and early programme activities.
- Consistency, compliance, and transparency: Internal processes ensure recruitment meets established public-sector standards, including merit-based selection, fair and transparent assessment, and consistent application of security requirements.

This approach draws on existing organisational capability and supports long-term workforce planning and resourcing sustainability. To underpin this, we have implemented a set of controls to manage the typical risks associated with internally led recruitment, including timeliness, candidate quality, market reach, and internal capacity.

If highly specialised or hard-to-fill roles require additional support, we will engage external All-of-Government (AoG) recruitment services on an as-needed basis.

3.3 Managing recruitment risk

Given the level of overall personnel required, recruiting and retaining a sufficient level and quality of personnel is a major project risk. Specifically, the risks are:

- Availability of labour: This means having the right people available, with the right skills and competencies, at the right time, the right scale, and the right price. This is especially heightened in the peak implementation years (2026-27 and 2027-28).
- Controlling the cost of labour: The range of skills required, and the number of people, presents a risk in ensuring Stats NZ pays no more than the market rate, while maintaining the level of experience and skills Stats NZ requires.
- Security and safety: Specifically, this is ensuring physical safety and security for a short-term workforce, and the existing Stats NZ personnel, and ensuring Stats NZ's technology and cyber-security is maintained.

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Stats NZ proposes to mitigate these risks, by:

- Ensuring recruitment and any supporting procurement decisions are endorsed centrally, by the project board, on expert advice, and with agreed criteria in place and in accordance with Stats NZ policies.[9]

- Drawing on findings from the market discovery exercise to inform and shape our strategy and risk mitigations for cost and availability, among other things.

- Drawing on third-party quality assurance advice to the project board.

- Availability of labour: Recruitment will be sequenced to align with programme milestones and use forward workforce planning to ensure the right mix of skills is secured when required. Broader sourcing channels—including secondments, fixed-term appointments, and targeted outreach—will support access to specialist capability during peak years (2026–27 and 2027–28).

- Controlling the cost of labour: Appointments will be anchored to established salary bands and market-validated rate cards, supported by regular benchmarking to maintain discipline around cost. Workforce mix planning will ensure the most cost-effective deployment of permanent, fixed-term, and seconded staff while preserving capability. Clear approval pathways and HR assurance will ensure that remuneration remains aligned to market without paying premiums.

- Security and safety: Consistent safety, security, and cyber-security controls for all short-term and permanent personnel will be applied, including mandatory pre-employment checks, appropriate vetting, and role-specific induction. Physical access will be managed through established site protocols, and technology access will follow least-privilege and MFA requirements. Regular access reviews and prompt de-provisioning will ensure ongoing protection of systems, people, and information.

Stats NZ does not anticipate any redundancies as a result of this project. The fixed-term and permanent personnel will be managed to avoid the need for redundancies.

[9] SRO will sign contracts on behalf of Stats NZ. Under Stats NZ policy, the head of commercial arrangements must give final approval.

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4. Financial Case

4.1 Revenue

Public-private partnership and third-party revenue

The project is not a public-private partnership, and there is no private capital contribution. Stats NZ does not anticipate receiving third-party revenue from this project.

4.2 Customer and Provider Costs

Customer costs

Stats NZ does not anticipate substantial net additional costs for customers as a result of this project.

The two key users of GDP and macroeconomic statistics—RBNZ and Treasury—have confirmed they do not anticipate substantial net additional costs that should be funded as part of this business case. Any cost(s) to major customers (for example, back-dating statistical series) will be mitigated through clear communication and engagement.

Provider costs

Stats NZ anticipates some organisations that currently provide data, or from whom we will request data, may face additional net costs. These costs, and how they will likely be apportioned, will be quantified in the data-discovery phase. The project has allocated $500,000 p.a. for data-provider costs. This may be revised.

Appendix 10 provides further detail about how Stats NZ can request data from organisation under the Data and Statistics Act 2022.

4.3 Other Financial Costs

Financing costs

There are no direct financing costs as a result of this Project.

Depreciation

Most of the capital cost anticipated for the project is capitalised labour. This decision is in line with Stats NZ's policy regarding capitalisation. Depreciation will be applied in line with Stats NZ's depreciation policy.

Supplier contracts – labour

Stats NZ does not pre-pay supplier contracts, so the balance sheet effect of labour-supply agreements for this project is nil.

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4.4 Financial Forecasts

The tables below provide details of the forecast Capex and Opex over the life of the project (Table 19) and the funding requirement (Table 20). Assumptions for the financial forecasts are:

- Investment commences no later than March 2026, with tagged contingency available to Stats NZ immediately
- Salaries are based on mid-point of remuneration bands as at July 2025
- Direct overhead of $20k per FTE is included to meet the marginal costs of providing technology equipment, licensing, support and other marginal costs
- Capital projects are costed in line with the on-going digital programme
- Capital costs assume that Stats continues to deliver its enterprise capability, so the capital investment is marginal investment only
- Depreciation is calculated over seven years, beginning in the first year the asset is in use
- Capital charge, as required by Treasury, is 5% p.a.
- There is no contingency provided
- Inflation is set at 0% p.a.

A Quantitative Risk Analysis (QRA) is currently being undertaken by a third-party provider.

Table 18: Forecast in $m (financial years)

Capital	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33 and outyears	Total
Personnel	0.71	4.96	5.41	3.56	2.15	0.67	0.00	0.00	**17.47**
Total capital	**0.71**	**4.96**	**5.41**	**3.56**	**2.15**	**0.67**	**0.00**	**0.00**	**17.47**
Opex	**25/26**	**26/27**	**27/28**	**28/29**	**29/30**	**30/31**	**31/32**	**32/33 and outyears**	**Total**
Personnel	2.99	12.15	11.48	10.53	8.76	5.15	3.73	3.14	**57.93**
Infrastructure, hosting, support	-	0.04	0.09	0.51	0.66	0.96	0.96	0.96	**4.18**
Data collection	-	-	0.50	0.50	0.50	0.50	0.50	0.50	**3.00**
Data migration	-	-	-	1.68	2.88	1.44	-	-	**6.00**
International travel	0.01	0.03	0.03	0.03	0.03	0.01	-	-	**0.13**
Advisory fee	0.01	0.04	0.04	0.04	0.04	0.02	-	-	**0.18**
Depreciation	-	-	0.04	1.36	1.49	2.44	2.50	2.50	**10.32**
Capital charge	0.04	0.28	0.55	0.73	0.84	0.87	0.87	0.87	**5.07**
Total Opex	**3.05**	**12.54**	**12.73**	**15.38**	**15.19**	**11.40**	**8.56**	**7.97**	**86.81**

Table 19: Funding requirement in $m (financial years)

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	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33 and outyears	Total
Total funding (tagged funds)	3.76	17.50	18.14	18.94	17.34	12.07	8.56	7.97	**104.28**
Shortfall/Excess – Opex	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	**0.00**
Shortfall/Excess – Capex	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	**0.00**

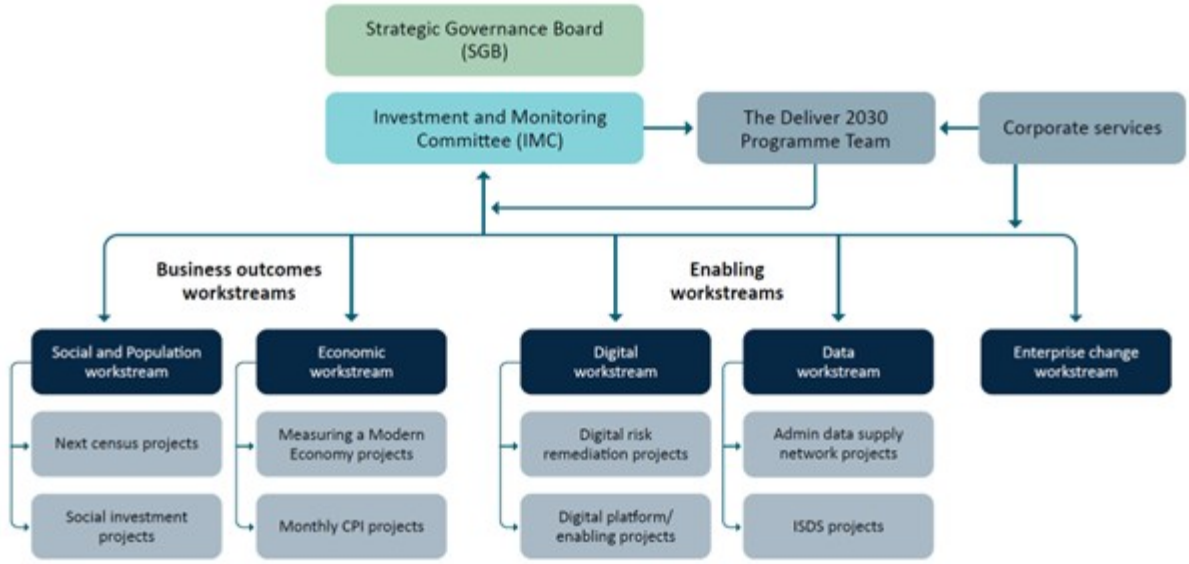
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5. Management Case

5.1 Governance and Project staff

The project sits within the Deliver 2030 Programme and its governance structure (see the figure below). Four Workstream Boards (Economic, Social and Population, Data, and Digital) are overseen by the Investment and Monitoring Committee, which reports to Stats NZ's Strategic Governance Board. The project will have its own project board, reporting to the Economic Workstream Board.

Figure 1: Deliver 2030 Programme governance



Project board and project staff

The project board meets monthly and comprises only internal staff at present. It will expand as the project scales up, and include external members able to bring statistical, and data and digital expertise, and customer perspectives.

The project board will undertake monthly reviews of progress, including:

- Delivery to date, against projections
- Performance against budgeted expenditure
- Progress on the change plan (see 5.5, below)
- Progress with external stakeholders, including major customers, users of Stats NZ's statistics, data-providers, iwi, and the Minister of Statistics
- Risk and risk mitigation over the coming two quarters
- In addition, six-monthly reviews will also be completed (see 5.4 below).

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Project staff are currently undertaking planning, set-up, and discovery work to ensure Stats NZ is ready to initiate largescale recruitment no later than 31 March 2026 (pending Cabinet approval of the DBC). Appendix 8 provides an overview of work underway.

The current project board and project staff are set out in Appendix 8.

5.2 Risk Management

Each project within the Deliver 2030 Programme will employ the same risk management approach and have their own respective project management plans. The approach is consistent with Stats NZ's enterprise risk management framework.

The Project Manager is responsible for the day-to-day management of the risks. This includes:

- Running regular risk workshops (at minimum half-yearly)
- Recording risks in agreed template/format
- Reporting (no less than monthly), in dashboard form, to the project board.

If agreed, the project board will escalate risks to the Economic Workstream Board, who can further escalate risks to Stats NZ's Investment Monitoring Committee, as required.

5.3 Gateway Reviews and Project Assurance

Gateway Reviews

Gateway reviews are intended to ensure that Treasury, as the Government's chief advisor on spending and investment, understands the trajectory of the Project. The Gateway schedule agreed by Stats NZ and Treasury reflects the Risk Profile Assessment (RPA) provided by Treasury in 2024, which rated the project as high-risk. The first review of the MME project (Gateway Round 2) was conducted from 1–5 December 2025, and the recommendations from this review have been incorporated into delivery of the project. Further Gateway Review processes will take place as per Treasury guidance. A Quantitative Risk Analysis (QRA) has also been completed.

Project Assurance

Stats NZ leadership will retain an Independent Quality Assurance Advisor (IQA Advisor) outside of the Gateway review process for the full Deliver 2030 Programme. The IQA will advise the Economic Workstream Board directly, and report formally no less than half-yearly.

Notwithstanding the IQA Advisor, the project will also be subject to Stats NZ's in-house assurance process, which is outlined in Appendix 5.

5.4 Project Delivery

The project comprises four workstreams. Workstreams 1–3 deliver the new or updated/improved measures, but respond to different drivers and/or deliver at different times; workstream 4 delivers underpinning system:

- **Workstream 1** focuses on implementing the updated international standards in Q4 2030 (in line with international expectations and key trading partners).

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- **Workstream 2** focuses on updating and improving other current measures to reflect changes in the modern economy. They will be delivered in a staggered fashion, as updates are completed and new data is ready for release. Four improved measures will be delivered between mid-2027 and mid-2028, with major updates to quarterly GDP following at the end of 2028 and 2029, and updated classifications for commodities in line with Q4 2030 delivery of Workstream 1.
- **Workstream 3** focuses on new and updated measures that respond to the needs and priorities of key customers. These will also be released as work is completed, with key delivery milestones in the second half of 2027 (digital services and the 25 new monthly industry indicators).
- **Workstream 4** provides the underpinning technology systems and platforms that support Workstreams 1–3.

Each new or updated standard or measure within Workstreams 1–3 can more-or-less be split into distinct phases of work, each of which will be completed by small groups of specialists. These phases are:

- **Phase 1**: **Scope and discovery**, which includes assessing the availability and quality of data sources and stakeholder consultation.
- **Phase 2**: **Method and Design**, which involves designing the methods by which data inputs become statistical outputs, including aspects such as confidentiality and privacy, data adequacy and availability, technical processes for managing data errors or gaps, and quality assurance.
- **Phase 3**: **Build, process and analyse**, which includes data collection and analysis, technology enablement, and resolving any quality assurance issues through further methodological and/or design work.
- **Phase 4**: **Release**, which includes the releases of new statistical data, publication of methodological papers, seasonal adjustments and back casting of historical data.

Work on different standards or measures will be in different phases at different times across the lifecycle of the project. A number of reasons drive this, such as:

- Targeted delivery dates (‘pull factors’) – where work is sequenced to deliver to targeted dates (e.g. updated international standards for Q4 2030; other new/updated measures for Q4 2027).
- Other delivery dates (‘push factors’) – where new/updated measures will be delivered as work can be sequenced and is completed.
- Interdependencies – e.g. some new/updated measures will require work on other measures to be completed first.
- Resource smoothing – in order to avoid large swings in resource needs, some smoothing has been necessary, and this will impact the sequencing of some work (e.g. a small pause between phases may be necessary on some measures until resources become available).

A simplified view of delivery milestones, including key deliverables within workstream 4, is provided below.

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Table 21: Project delivery milestones – simplified view

Workstream	2026		2027		2028		2029		2030	
	Q1-2	Q3-4	Q1-2	Q3-4	Q1-2	Q3-4	Q1-2	Q3-4	Q1-2	Q3-4
Workstream 1: International standards										◆
Workstream 2: Updating measures to reflect modern economy				◆				◆		◆
Workstream 3: Responding to key customer needs and priorities				◆						◆
Workstream 4: Systems and platforms										
• GDP platform replacement								◆		
• Balance of Payments system replacement						◆				
• Micro Economic Platform replacement (survey data storage)									◆	
• Configure Aotearoa Data Explorer for new products										◆

NB: Timeframes are correct as at February 2026, but will evolve as project gets underway.

Review and Change Management

Where there are changes to the Project's timeline, spending, or schedule, and these exceed the agreed tolerance, the project team will submit a change request. This request will be reviewed and endorsed by the project board, for review by the Economic Workstream Board. If required, due to tolerance settings, change requests will be escalated to the Investment Monitoring Committee.

Every six-months the project board will conduct a full review, which will be a separate and additional process to the monthly reviews. These will occur in June and December, and will consider potential off-ramps, i.e. where the project may be abbreviated, substantially adjusted or, in extraordinary circumstances, stopped. In these reviews, the project board will:

- Assess delivery to date, against projections and budget
- Anticipated performance in the next six months, including anticipated deliverables and budgeted expenditure
- Progress with external stakeholders, including major customers, users of Stats NZ's statistics, data-providers, iwi, and the Minister of Statistics
- Risk(s) and risk mitigation over the coming six months.

The six-monthly review will also include the most recent IQA report.

The first six-month review was completed in February 2026, and will followed in June and December 2026 to establish the regular cadence.

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The project board will provide the Economic Workstream Board with a report on six-monthly reviews, including changes or adjustments made as a result.

5.5 Change Management Plans

Stats NZ is developing a series of change management products to identify and manage internal impacts resulting from the project. This includes a detailed impact assessment, change approach, stakeholder engagement plan, communications plan and change plan. The change plan will be a rolling 12-month plan and will be presented to the project board meeting in March 2026. This will be regularly updated and presented to the board through the duration of the project. Change management will plan for:

- Ensuring the right engagement is occurring at the right time with internal stakeholders.
- Ensuring external stakeholders are engaged with appropriately.
- Ensuring appropriate corporate support is in place.
- Outlining the onboarding process and support for personnel joining the organisation and project, with an initial focus on onboarding and capability uplift, and further iterations to include change training.

The project manager will have overall responsibility for the change management plans, but day-to-day implementation will be carried out by relevant project and wider Stats NZ staff.

5.6 Benefit Management

Benefits will be captured in the business cases and benefits realisation plan for each individual project. A benefits realisation plan for this project will be provided to the Economic Workstream Board no later than 20 March 2026.

Every benefit and measure will be agreed by the benefit owner by completing an investment accountability statement. The investment accountability statement summarises the agreed benefits to be delivered based on the approved business case. It will be used alongside the benefits realisation plan and benefits register to ensure a structured approach to managing and realising benefits.

A benefits register will be created to report quarterly to the Investment Monitoring Committee and Strategic Governance Board on benefit realisation progress.

Progress against benefit management will be included in monthly status reports (e.g. RAG status on benefits recorded, agreed, measures confirmed). A benefits report will also be provided to respective workstream boards each month.

Realisation

Project managers will ensure benefits management is transitioned into business-as-usual as part of project closure. Benefit realisation review will be managed by the benefit owner.

Changes to benefits

A change request will be required if there is a change to an agreed benefit outside of programme tolerances. Once the benefit realisation plan is approved for a project, this would include any proposed changes to the benefit description and benefit measures.

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5.7 Post-Implementation Reviews

Stats NZ will undertake two substantive Post-Implementation Reviews (PIRs) of the project:

- **Interim (Q2-3 2028)** – covering products delivered in 2027-28 and benefits provided for first round of products
- **Final (Q2-3 2031)** – covering products delivered in 2030-2031 and total benefits provided (including benefit realisation still to be achieved).

The PIR evaluation criteria is based on an OECD framework (Appendix 6 provides an overview) and will comprise the following components:

- Project review report (relevant to the period covered), completed by the project manager and endorsed by the project and programme boards
- Lessons-learnt review, provided by the Enterprise Portfolio Office
- Benefits management, reflecting the Benefits Realisation Plan
- Post-implementation evaluation, taking all the above into account, and completed by a third-party Independent Quality Assurance Advisor.

The main users of Stats NZ's macroeconomic statistics—RBNZ and Treasury—will provide input to the PIRs, with other key users invited. Iwi will be asked to provide feedback via Stats NZ's Māori engagement function.

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Appendix 1: CEO and CFO attestation

This Detailed Business Case is a significant deliverable of a strategic project to investigate value-for-money options to meet future Measuring a Modern Economy requirements.

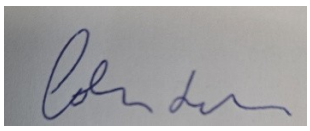
We have:

- Been actively involved in the development of the attached investment proposal through its various stages.
- Accepted the strategic aims and investment objectives of the investment proposal, its functional content, size and services.
- Accepted cost and benefits estimates of the proposal as sound and based on best available information.
- Accepted the financial costs of the proposal can be contained within the agreed and available budget.
- Agreed the organisation has the ability to pay for the services at the specified price level.
- Suitable contingency arrangements in place to address any current or unforeseen affordability pressures.

This letter fulfils the requirements of the current Better Business Cases guidance.

Should either these requirements or the key assumptions on which this case is based change significantly, revalidation of this letter of support will be sought.

Yours faithfully



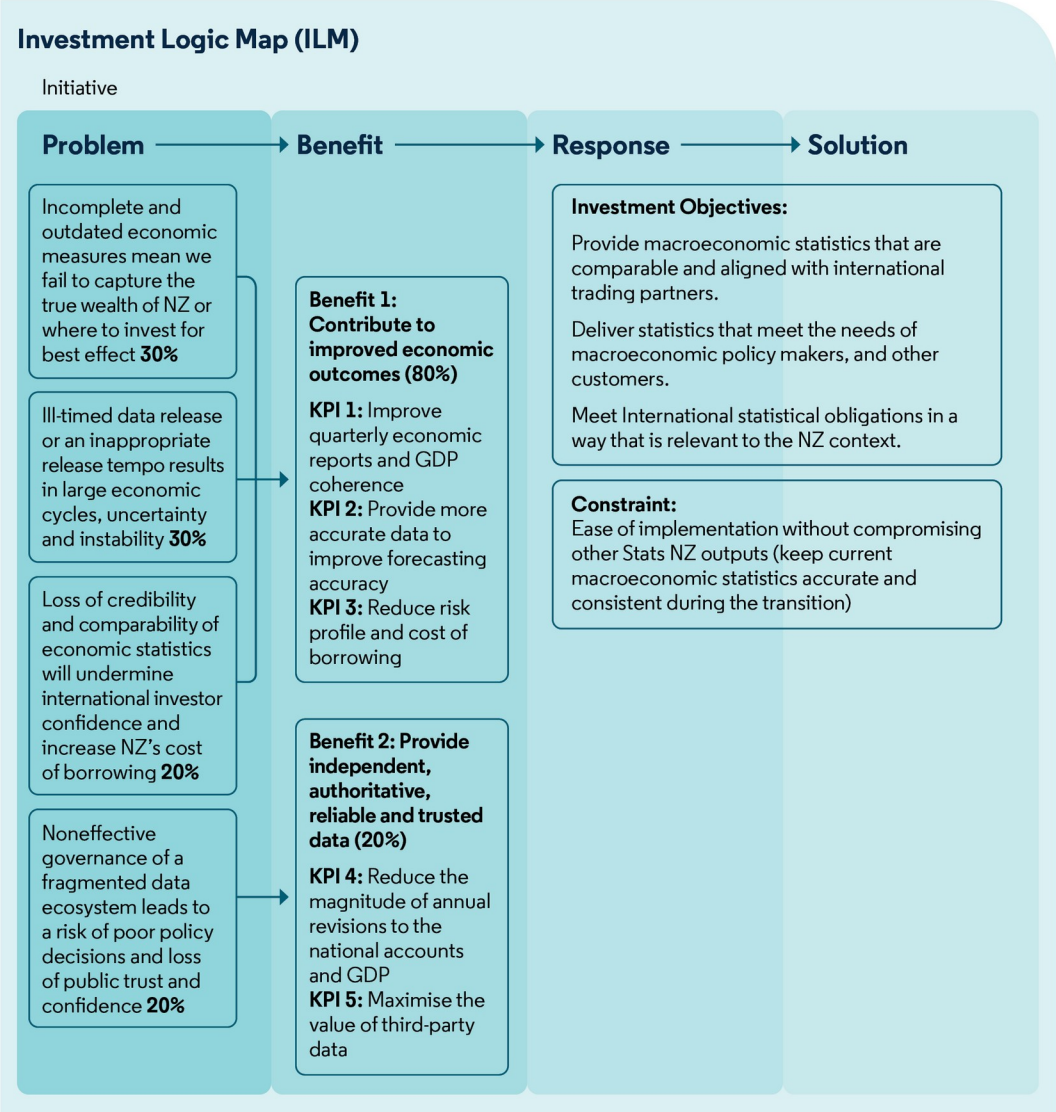
Colin Lynch
Chief Executive and Government Statistician
20 February 2026



Trish Mcauliffe
Chief Financial Officer
20 February 2026

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Appendix 2: Investment Logic Map and workshop attendees



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Table 22: Attendees at ILM workshops

Attendee	Agency or department	Attended
Stephen Davies Howard	Facilitator	Both
Jason Attewell	Stats NZ – General Manager, Statistical Delivery	21 Aug
Lucy Nie	Stats NZ – Chief Policy Advisor	29 Aug
Rachael Milicich	Stats NZ – Deputy Chief Executive	Both
Desmond Tupangaia	Stats NZ – General Manager, Enablement	Both
Owen Gill	Stats NZ – Business Case Lead	Both
Shane Goodwin	Stats NZ – Transformation Director	Both
Sharon Duda	Stats NZ – Director, Enterprise Portfolio Office (standing-in for CFO)	29 Aug
Peter Gardiner	Treasury – Manager, Forecasting	21 Aug
Nairn MacGibbon	Treasury – Senior Analyst	Both
Paul Pascoe	RBNZ – Stats Manager, Deposit takers	21 Aug
Evelyn Truong	RBNZ – Manager, Modelling	21 Aug
John Knowles	RBNZ – Advisor, Economics	29 Aug
Ruvani Ratnayake	RBNZ – Stats Manager, Financial System Statistics	29 Aug

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Appendix 3: Summary of key stakeholders' needs and priorities

Across 2023 and 2024, Stats NZ engaged with key stakeholders to understand their needs and priorities for the future development of macroeconomic statistics – by issuing a discussion document for feedback and following this up with online and in-person workshops.

The result of this engagement identified:

- Three qualities of economic statistics where customers would like to see improvements: accuracy and coherence, timeliness, and granularity.
- Six aspects of the economy where customers identified the need for new or improved statistics that would provide high value:
    - Modern economy and national accounts
    - Prices
    - Trade and International
    - Productivity and labour
    - Māori business and economy
    - Measures beyond GDP.

Further information about these needs and priorities is provided in the table below.

Some of these priorities cannot be met, due to the likely cost outweighing the benefits delivered and/or exceeding the current capacity of the statistical system. This is primarily the priorities identified beyond GDP, which would be a significant project within itself.

The majority of expectations can be met, though, and will be delivered either through the current project plan, or can be worked on once implementation of the project has been completed. Implementation of the updated international standards will improve the overall accuracy, granularity and timeliness of New Zealand's macroeconomic statistics.

In addition, the project will primarily focus on improving/introducing measures across three areas —modern economy and national accounts, trade and international, and Māori business and economy—and incorporate some aspects of Prices and Productivity and Labour.

Table 24: Needs and priorities

Quality	Summary examples
Accuracy and coherence	• Ensure there is consistency in the data used within and between measures, e.g. common definitions, classifications and methodologies. • Distinguish income growth from rising assets values. • Update industry/commodity classifications. • Improve quality of productivity and labour data, including incorporating new and emerging industries and less-recognised productivity contributions e.g. voluntary work.

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Quality	Summary examples
	• Improve the quality and breadth of data covering Māori businesses and the Māori economy, including incorporating aspects of Te Ao Māori and Mātauranga Māori.
Timeliness	• Accelerate the pace of statistical releases. • Move to a monthly CPI release (already being delivered under a separate Deliver 2030 project).
Granularity	• Provide a regional breakdown of export statistics, improved measure of imports vs. exports (especially in waste products), new measures for agri-tech as a discrete sector and digital/creative services in exports. • Provide more granularity in productivity and labour statistics, including weekly hours worked, origin-to-destination employment, and regional breakdown of work and labour.
Aspect of economy	
Modern economy and national accounts	• Measure the flow of lending by source and its ultimate application. • Provide quarterly institutional sectors and balance sheets. • Provide a measure for the digital economy.
Prices	• Update the Commodities Index and Business Prices Index. • Review the Labour Cost Index.
Trade and international	• Measure the expenditure of New Zealanders travelling overseas and of overseas visitors to New Zealand. • Measure the contribution of digital economy to international trade.
Productivity, labour	• Update the Quarterly Employment Survey (QES). • Provide a comprehensive picture of business activity flowing into labour market outcomes and households.
Māori business and economy	• Expand the Māori business population that is used in Tatauranga Umanga Māori. • Apply Te Ao Māori perspective to business series.
Beyond GDP	• Improve measure of greenhouse gases. • Measure losses by natural disaster. • Measure climate/natural disaster losses, by region.

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Appendix 4: Statistical analysis – permanent personnel

Table 25 (overleaf) shows the permanent personnel required. On the whole, these are professional statisticians or people who hold relevant tertiary-qualifications. Mostly, these personnel will work on the following products, which are either new series or statistics, or new inputs required:

- GDP: Annual Volume Supply-Use (AVSU), experimental quarterly supply use, which is central to Stats NZ's three approaches to GDP measures.
- National Accounts: improve quality of national accounts, incl. how flow of funds leads to private and public balance sheets, and ultimately to quarterly accumulation accounts.
- Household consumption: design more comprehensive approach to household income and expenditure, to provide per-quintile division of household income and expenditure.
- Core new measures: incl. data as an asset, depletion of natural resources, treatment of emissions, export and import of digital services.
- Commodities and indexes: incorporate commodity information into business price indexes (BPIs), and supply-use (SU) for GDP. Sourcing new or better commodity data information.
- Complex business units (i.e. larger businesses or enterprises upon which Stats NZ relies for data), improving data specification, how Stats NZ receives that data, identify data that may not be used currently.
- Brokering administrative data sources: identify administrative data that is currently not used, or used only in-part, assess usefulness for current and future statistics.
- Te Ao Māori: consultation with Māori under the Data and Statistics Act 2022 (see Appendix 10), provisional statistical series design, data discovery.
- International and trans-Tasman: coordination with ABS and group of nine countries following 2030 implementation track; ongoing engagement with OECD member countries re. national economic statistics.
- Major customers: coordination with RBNZ and Treasury, who are the two immediate customers of Stats NZ, re. quality, statistical design, improvements/reductions in post-publication revisions.

Stats NZ's approach to building pool of professional statisticians

Stats NZ prefers an approach which makes these permanent roles attractive to people who have the qualifications and experience required, and recognising other employers in New Zealand and Australia are competing to take-on such people.

Stats NZ's experience is that qualified people in this area prefer permanent employment arrangements. Permanent employment also allows Stats NZ to deepen its internal talent pool and provide opportunities for staff by rotating them around different areas of statistics.

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Stats NZ is by far the largest single employer of statistical experts in New Zealand. As such, it gives priority to ensuring New Zealand has a pool of experienced, qualified statistical experts who are available to the Government, universities, and private sector.

The table below outlines the proposed permanent workforce, which will run and maintain the improved or new series for the foreseeable future. Table 27 is a breakdown of the work for each role in table 26.

Table 25: Permanent statistical personnel requirements (financial years)

Role	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Design analyst	2.9	9.5	10.3	10.5	10.5	10.5	10.5	10.5	10.5
Insights analyst	0.1	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Senior design analyst	1.3	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Statistical & data analyst	0.3	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Data quality	0.7	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Total	**5.3**	**17.5**	**18.3**	**18.5**	**18.5**	**18.5**	**18.5**	**18.5**	**18.5**

Total FTE cost per financial year, non-cumulative. Decimal point rounding (1 d.p.) is applied.

Table 26: Details for permanent statistical personnel roles

Role title	Role details
Design analyst	Researching, designing, and implementing a range of innovative statistical, data and analytical solutions, to provide expert support and inform data and statistical lifecycles.
Insights analyst	In-depth analytical work and research to derive insights on a range of subject matter areas. Providing input and advice to, internal and external stakeholders.
Senior design analyst	Additional to the design analyst, providing strong technical skill sets and expertise to support and collaborate with design analysts for best data and statistical solutions and delivery.
Statistical & data analyst	Cover a wide range of our more complex data curation tasks and take a lead on calculating statistical products using appropriate methods and processes, relying on their awareness of specific fields.
Accountant	Qualified accountant, providing technical accounting expertise and knowledge in the extraction of macroeconomic information from business accounts as part of the development of the system of national accounts.

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Economist	Experienced economist providing strategic economic input into the design and methodologies, research and sectorial engagement, stakeholder engagement and advocacy, statistical analysis and data interpretation.

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Appendix 5: Stats NZ Internal Assurance

Table 27: Assurance

Line of defence	Source	Purpose	Responsible
1st – Project management process	Management products	Products that will be required as part of managing the project and establishing and maintaining quality – e.g. project assurance plan, project plan, reports, terms of reference, change request etc.	Project manager, Project team.
	Status reports	Provide project board with summary information on the status of a project for their governance meetings.	Project manager, Project team.
	Risk register	Identify, manage, and review risks that the project faces in its day-to-day business.	Project manager, Project team.
	Agile delivery documentation & team activities	Agile approaches focus on creating and delivering value incrementally – e.g. road map, prioritised product backlog, iteration plan, release plan, demos, stand-ups, sprint planning, retrospectives.	Agile team(s), Product owner.
2nd – Governance	Risk assessments	Facilitate identification and prioritisation of key project risks that are most relevant to project's success.	Panel – project manager, and business rep (reviewed by EPO).
	Checkpoint reviews	Recommend improvements to critical processes and deliverables.	Manager - EPO (not involved on project) or as delegated.
	Go-live readiness	Confirm that people, processes, and systems are ready to adopt the changes to be implemented.	Report by project manager. Approval by project board.
	Benefits assessments	Confirm the benefits of the project have been or are being achieved	Benefit/measurement owners. EPO and programme (reporting).
3rd – Independent assurance	Audit	To review processes, standards, guidance and practices used in the governance and management of the project, and of progress towards stated goals (time, cost, scope, quality)	Internal audit team.

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Line of defence	Source	Purpose	Responsible
	Independent Quality Assurance (IQA)	To review processes, standards, guidance and practices used in the governance and management of the project, and of progress towards stated goals (e.g. time, cost, scope, quality).	External third party.
	Gateway reviews, international review	Peer-review process that examines investments at key points in their life cycle to assess their progress and to rate the likelihood of successful delivery. NB: New Zealand can request global bodies —namely, UNSC and OECD—review its implementation of updated standards. No decision has been made at this stage.	Gateway reviewers. Stats NZ.

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Appendix 6: PIR evaluation criteria

Table 28: PIR evaluation criteria

Criteria	Scope	Focus
Relevance	Assesses whether the intervention is aligned with the needs and priorities of the target population and the context in which it operates.	Strategic fit: was project aligned with Stats NZ's strategic goals and New Zealand's macroeconomic needs? Stakeholder needs: did the new products meet the evolving needs of users e.g., Treasury, RBNZ, territorial authorities, iwi, researchers, private sector users, students? Contextual alignment: was the timing and scope appropriate given global and domestic economic trends? Responsive to needs of Māori and those customers who draw on statistics relevant to Māori?
Coherence	Evaluates how well the intervention fits within the broader context of other interventions and policies, ensuring that it complements and does not conflict with them.	Policy integration: how well did the project align with other national data or statistics initiatives (e.g., wellbeing indicators, climate-related statistics)? Institutional fit: was there consistency with other government reforms or digital transformation efforts? International standards: did the implementation harmonise with our major trading partners, esp. Australia?
Effectiveness	Measures the extent to which the intervention achieves its intended outcomes and objectives.	Outcome achievement: were the intended outcomes namely, improved data quality, timeliness, accessibility, fewer revisions, clearer picture of the economy, better picture of Māori business and contribution to GDP, achieved? Performance metrics: what KPIs were met or missed? User satisfaction: how did stakeholders rate the usefulness and clarity of the new products?
Efficiency	Assess the relationship between the resources used and the results achieved, assessing whether the intervention is cost-effective.	Resource use: was the project delivered within budget and timelines? Process improvements: did automation or system upgrades reduce manual effort or duplication? Value for money: was the investment justified by the benefits?

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Criteria	Scope	Focus
Impact	Evaluates the long-term effects of the intervention on the target population and the broader context, including any unintended consequences.	Long-term effects: what are the broader effects on economic analysis, policy-making, and public trust? Unintended consequences: were there any unexpected positive or negative outcomes? Innovation enablement: has the project enabled new, anticipated analytical capabilities or research?
Sustainability	Assesses whether the benefits of the intervention are likely to continue after the funding or support has ended.	Capability building: are staff and systems equipped to maintain and evolve the new standards? Ongoing support: are there clear plans for maintenance, updates, and governance? Resilience: can the system adapt to future changes in international standards or economic conditions?

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Appendix 7: Key external stakeholders

The table below summarises key external project stakeholders and how Stats NZ is engaging with them. Once the project commences, Stats NZ will ensure:

- Fully coordinated engagement and communications with stakeholders, incl. international counterparts.
- The publication of technical papers, so customers and users understand new or improved products in advance.

The project board will oversee this.

Table 29: Key project stakeholders

Stakeholder	What this stakeholder expects	Engagement mechanism	Next scheduled activity/meeting
Minister of Statistics	Confidence in the delivery of the project.	Weekly updates to the Minister. Meetings as required.	Ongoing.
Treasury (Vote Analyst)	Confidence delivery is on schedule and budget.	Gateway reviews, vote-reporting as required.	Awaiting date from Treasury.
Macroeconomic statistical advisory group (MSAG)[10]	To represent key users of economic statistics in decision-making.	Quarterly meetings.	3 March 2026
MBIE, RBNZ and Treasury	As primary users of economic statistics, their input and feedback is considered closely.	See S-1 and S-2, Appendix 3.	Meeting to be scheduled as soon as Detailed Business Case is approved to discuss how best to engage during MME
MFAT, MPI, MFE, TPK	To provide direct input and feedback to project team.	See S-2, Appendix 3.	Meeting to be scheduled as soon as Detailed Business Case is approved to discuss how best to engage during MME
Banks, Business NZ; Retailers Association; research institutes; universities	As key users of macroeconomic statistics (and may also be data suppliers), ability to provide direct input and feedback.	See S-2, Appendix 3.	No planned meetings as yet.
Complex business units, survey respondents, specialist	Advance information as to what Stats NZ anticipates, technical information where	Existing data-broker relationships.	Coordinated engagement required.

[10] MSAG comprises Treasury, RBNZ, MBIE, Victoria University, Bank of New Zealand, Business New Zealand, New Zealand Council of Trade Unions

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Stakeholder	What this stakeholder expects	Engagement mechanism	Next scheduled activity/meeting
data providers	required.		
Iwi Māori, iwi corporations	To be engaged with the project and provide input and feedback (meeting statutory requirement to consult with Māori – see Appendix 10).	Determine approach with Strategic Partnerships team. See S-2 in Appendix 3, and Appendix 10.	No planned meetings as yet.
Australian Bureau of Statistics	Coordinated trans-Tasman delivery.	Monthly meetings.	11 March 2026
Group of 9 countries (AU, UK, Canada, USA, Norway, Germany, Japan, Belgium, NZ)	Maximise coordinated delivery, share experience, reduce cost.	Regular, scheduled meetings.	Last meeting December 2025 ; next meeting TBC
OECD National Accounts working party	International coordination, information-sharing.	Regular meetings.	22-23 June 2026
UNSD	International decisions, information-sharing, decisions on future updates to international standards.	Annual meeting, see S-3 in Appendix 3, Appendix 8.	March 2026.
International credit-rating agencies (Moody's, Fitch, S&P)	Credible national economic statistics that can be used in credit-rating analysis and decisions.	Managed by Treasury, on behalf of NZ Government.	n/a.
Users of Stats NZ online resources, e.g. school students, universities, analysts, small businesses	Easy access to resources, 'no surprises' for regular and repeat users, delivery of new or improved products as promised by Stats NZ, free-to-user access.	Requires consumer-users plan, approved by project board.	n/a.

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Appendix 8: Actions underway

Table 30: Actions underway, to March 2026

March 2026		
20 March	First rolling 12-month change plan provided to Board	Rolling 12-month change plan approved and actioned.
20 March	Draft benefits plan provided to board for approval	Benefits plan approved, provide to economic workstream board
By 31 March	Early-stage data discovery assessment complete. Gap analysis complete. Statutory or regulatory hurdles identified (see 'PIA' entry below). Potential cash costs identified	Gap analysis complete re. data. Potential statutory and legal hurdles clarified. Recommendations for action over coming 12 months in place
	Technology enablement, initial needs assessment and proposed architecture, provided to project board with recommendations	Proposed architecture approved, gap analysis complete. Recommendation for actions over coming 12-24 months in place
	Project critical path, and process map(s) provided to project board with recommendations	Agreed critical path to delivery, at least to 2027. Procurement, demands on Stats NZ internal units, and required personnel, all synchronized to critical path Process map(s) for proposed new series, or improvements, agreed Recommendation for actions over coming 12-24 months in place
	Annual meeting of United Nations Statistics Commission in New York. Stats NZ attending.	Summit on international statistics, incl. updated international standards.
May 2026	Provide project board with proposed consultation re. statistical products relevant to Te Ao Māori, as required under s14 and s91 of the Data and Statistics Act 2022.	Project board approval of consultation plan no later than 31 May 2026. Meet Government Statistician re. s14 responsibilities. SEMPO and Legal.
Q3 2026	Scope Privacy Impact Assessment (PIA) – establish scale, risks, statutory and regulatory compliance, and timing of PIA	Project board and Stats NZ legal

Table 31: Project Board

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Name	Organisational role	Project role
Rachael Milicich	Deputy Government Statistician, and Deputy Chief Executive – Insights & Statistics	Senior Responsible Owner
Jason Attewell	General Manager – Statistical Delivery, Macroeconomic Statistics	Internal Customer
Desmond Tupangaia	General Manager – Business Enablement & Delivery, Insights & Statistics	Project Executive

Table 32: Current project staff

Name	Organisational role	Project role
Jac Burke-Flockton	Principal Advisor – Finance	Finance Advisor
Karl Cloutman	Senior Business Analyst	Business Analyst – Project
Hamish Grant	Principal Statistical Analyst	Statistical Advisor – data, methodologies, new and improved series
Neil Kelly	Principal Statistician	
Nic Hayward	Business Partner – People and Culture	Recruitment – Personnel
Glenn Crafts	Head of Commercial Arrangements	Procurement
Jennifer Lai	Project Manager	Manager – Project
Melissa Taylor	Senior Change Manager	Manager – Change
Quintes van Aswegen	Principal ICT Architect	Technology Services

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Appendix 9: Technology

The tables below outline what was assessed as in-scope and out-of-scope for this Project. The figure describes how these platforms, systems, and tools required fit into the statistical production cycle.

Table 33: Technology in-scope/out of scope assessment

In-scope	Out-of-scope
• Alignment with the ICT strategies such as IT strategic plan, the cloud strategy and overall technology direction towards the use of modern evergreen platforms. • Migrating macro-economic functionality from BoP and micro economic platform (MEP) to the enterprise replacement solution once built. • Move quarterly GDP to new storage platform, i.e. off legacy system (TSDM). • Configuration of enterprise solutions to ensure compliance with new international standards, including, but not limited to, Banff, G-series, BoP, MEP and other systems possibly impacted by the new standards or migration activities (e.g. CANCEIS, seasonal adjustment). • Configuration of any new data tables to support the implementation of new or amended data. • Migrate survey data from MEP to new enterprise data store. • Configuration of the enterprise managed file transfer solution for new file-based data collection from data supplier. • Configuration of any data integration or dissemination pipelines between system components. • Configuration of new data series in the Aotearoa Data Explorer (ADE). • Enhancements or remediation to existing technologies to address the use of non-standard tools, in national accounts. • Developing the design and requirements for any new specific project needs or enhancements to be implemented by other Stats NZ programme or projects delivering new platforms/systems or to legacy system components by Stats NZ technology services service lines and through its vendors/partners where required.	• Addressing at risk or legacy systems or technologies. • Implementing the ICT 10-year strategies i.e. cloud computing, use of AI, data lake/warehouse. • Capital investment in IT infrastructure – met through other parts of the Deliver 2030 Programme. In line with the Stats NZ cloud strategy and AoG digital investment principles, the focus is on public cloud adoption, with no expected need for on-premises infrastructure. • The implementation (build and testing) of any new solutions resulting from specific macroeconomic needs of other Stats NZ programme or projects delivering new platforms/systems, or to legacy system components by Stats NZ technology services service lines and through its vendors/partners where required.

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Table 34: Platforms, Systems, and Tools required to deliver the Project

Critical platform, system or tool	Purpose of platform, system or tool	Proposed solution	Programme or project responsible
JScape managed file transfer[1]	File ingest / transfer into Stats NZ environment for statistical analysis.	Config. for new data sources and suppliers.	MME.
Forsta	Survey management platform.	Config. for new Quarterly Building Activity Survey (QBAS).	MME (QBAS only) All other surveys are in other migration plans.
Salesforce	Survey management.	Config. for surveys.	n/a.
R / Posit	Statistical analysis language and platform.	No change.	No change.
Time Series Data Mart/Manager (TDSM)	Data store for editing, processing and analysing quarterly GDP.	Migrate GDP off legacy system (TDSM) onto new system.	MME provides requirements and provides capital. Digital programme to build and deliver.
Banff	NSO product, written by Stats Canada. Applies imputed (substitute) values to data sets.	Migrate to a newer version of Banff.	MME provides requirements and provides capital. Digital programme to build and deliver.
BOP (Balance of Payments)	Capture and edit survey data, then process, analyse and translate it into balance of payments, external debt, and international investment position.	New requirements, design and rebuild on new platform. MME-specific config. of replacement.	MME provides requirements and provides partial capital. Digital programme to build and deliver.
G-series / Seasonal adjustment	Bespoke tool for time series disaggregation of data sets.	Configuration changes for new series.	MME.
MEP - migration [2]	Platform for micro-economic data, incl. GST, international accounts, national accounts.	Shift to modernised system. MME-specific config. of replacement.	MME provides requirements and provides partial capital. Digital programme to build, part capital cost, and delivery.
Business register(s)[3]	Statistical business register supporting sample selection for surveys and analysis.	Config. of business register to support MME.	ISDS.
Prices/Price Indexes	Indexes feed into various Macroeconomic outputs.	Replace existing 25-year-old systems.	Prices project (already funded).
ARIA – Coding and classification[4]	System for coding and classifications of data.	Config. new classifications.	MME.
Aotearoa Data Explorer tool[5]	Online tool for users of Stats NZ's online series. Provides statistics in a searchable, usable way.	Ensure new series are available through Stats NZ's new online tool.	MME.

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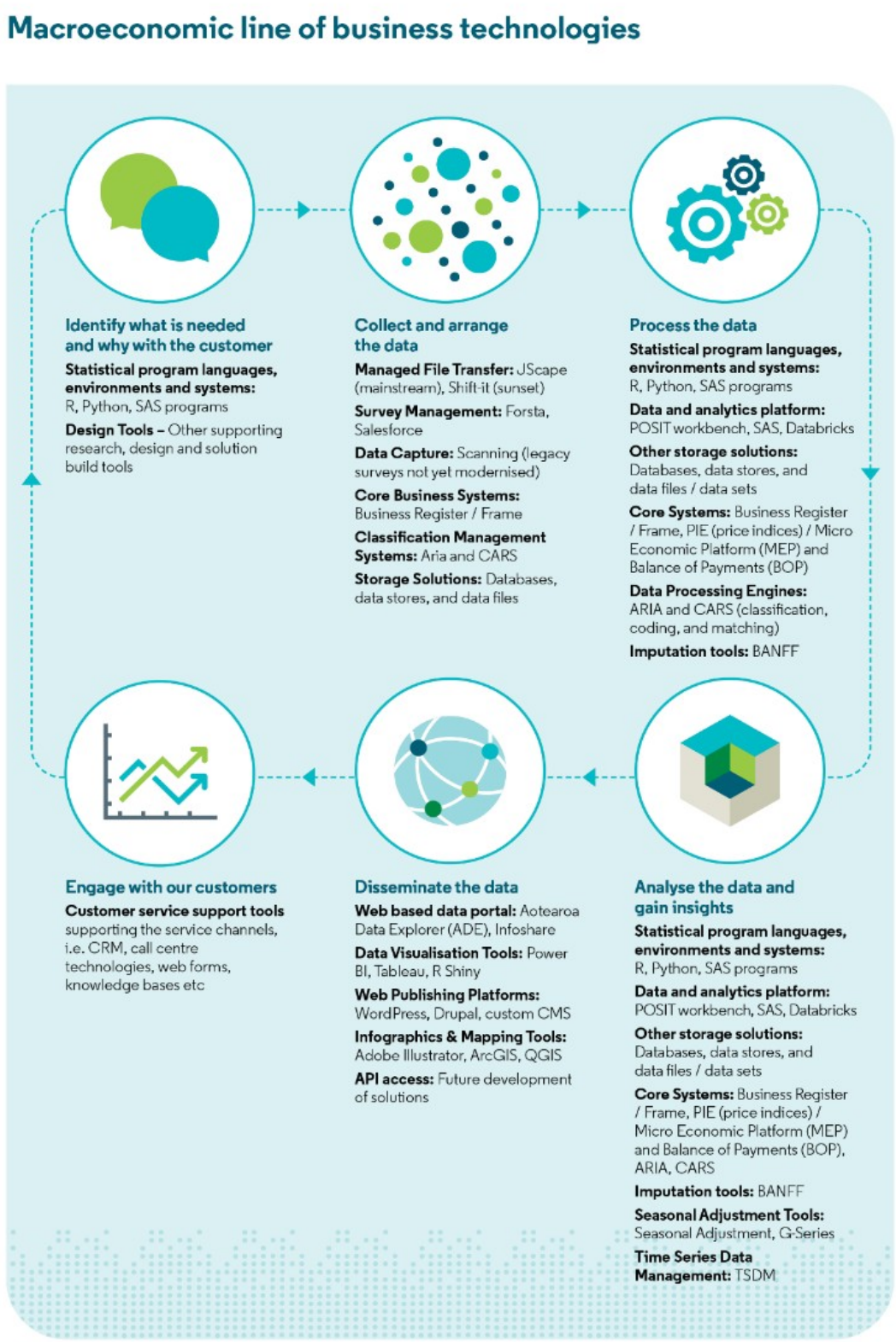
Critical platform, system or tool	Purpose of platform, system or tool	Proposed solution	Programme or project responsible
Stats NZ data platform, incl. open source code (R/Python)	Future enterprise data and analytics platform.	This is a preferred target for any new builds.	MME provides requirements and partial capital cost. Digital programme to build, part capital cost, and delivery.
Data stores, databases, file-shares, SAS datasets	Various repositories for data.	Configuration, creation and governance over data sets and data stores.	MME.

Notes:

1. Replacing SHIFT IT, assumes JScape is in place.
2. Some SAS programme, code and data sets will be migrated to target platforms - not a whole-of-SAS migration
3. Dependency on the ISDS economics domain and registers, If not available use existing legacy business register
4. Replaces CARS – legacy coding and classification tool
5. Replaces InfoShare

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Figure 2: How the Platforms, Systems, and Tools required to deliver the project fit into the statistical production cycle



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Appendix 10: Statutory and Regulatory Compliance

Stats NZ (under delegation from the Government Statistician) has the sole responsibility to decide to implement changes in national accounts methodologies and collect supporting data, under the Data and Statistics Act 2022.

Stats NZ must consult on multi-year data and statistical programme in accordance with the Data and Statistics Act 2022, including consultation with Māori.

No legislative or regulatory change to other legislation is required for this Project. No regulatory impact statement (RIS) is required. See 'regulatory impact statement' below.

Data and Statistics Act 2022

New Zealand's statistical system is governed by the Data and Statistics Act 2022, which:

- Provides that the Government Statistician has the sole responsibility for deciding on methods for the production of statistics (including whether to adopt methodologies consistent with international standards such as SNA (2025) and BPM7
- Supports flexibility in updating methodologies and classifications
- Recognises Māori interests in data and statistics
- Provides safeguards for privacy, confidentiality, and data access.

This means Stats NZ has the statutory ability to implement changes in national accounts methodologies (s13 and s16), and set relevant standards (s 90), without needing new legislation and following statutory consultation on the new standards (s91 and s92), when data is requested from other public sector agencies.

Statutory power to request data

Requests for new data to support the project may be made under s23, including data for research purposes to support the development of new methodologies.

No Ministerial directives, under the Data and Statistics Act 2022, requiring parties to provide data to Stats NZ, have been made (s23 and s26) at 4 February 2026.

Requests for data can be mandatory or voluntary; when mandatory, ministerial approval is required unless the request for information is from public sector agencies (s28).

The table below summarises the statutory powers being applied for this Project.

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Table 35: Summary of statutory powers being applied

Activity	Data and Statistics Act 2022 – relevant section
Methodological changes	s13
Request data, for methodology work/research	s23 (request), s29 (obligation to provide)
Request data for producing macro-economic statistics (public)	s23 (request), s29 (obligation to provide), s28 (mandatory request – Ministerial approval)
Request data for producing macroeconomic stats (public agencies)	s23 (request), s29 (obligation to provide)
Setting standards regarding data to be collected (public, public agencies)	s90
Consult regarding changes	s92, if standard set under s90
Consult Māori regarding changes	s91, if standard set under s90 and s14 (Treaty of Waitangi obligations)

Impact on policymaking

While the updated international standards have indirect broader policy implications, where macroeconomic statistics produced by Stats NZ are used, there are no legislative or regulatory implications:

- Economic policy and reporting – changes in GDP or sectoral statistics do not require changes to legislation governing fiscal, monetary, budget planning, or reporting obligations under other laws (e.g. Public Finance Act 1989).
- Environmental and sustainability reporting – new treatment of natural resource depletion and renewable energy assets may influence reporting under environmental legislation or climate-related frameworks, but no changes to legislation is required (e.g. Climate Change Response (Zero Carbon) Act 2019).
- Māori data Interests – enhanced measurement of informal and non-market activities and setting new standards intersect with Māori economic activity and data sovereignty and requires consultation or policy alignment. The Data and Statistics Act 2022 requires consultation with Māori (sections 14 and 91), which will be undertaken
- Inter-agency data-sharing – if new data sources are needed (e.g., from IRD, MBIE, or RBNZ), existing data-sharing agreements will need to be updated or formalised.

Regulatory impact statement

A regulatory impact statement (RIS) is not required for this project.

Notwithstanding the adjustments in policy outlined above, there is no substantive change(s) in statute or regulation. No ministerial powers are being exercised as at 4 February 2026. No substantive costs will be imposed on the economy, or any enterprises(s). Internationally, this project means New Zealand is meeting its obligations as a member nation of the UN and IMF.

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