

A horizontal teal bar with a white circular icon containing a spiral pattern.

Statement of Intent 2012–17

Budget 2013



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Purpose

This is Statistics New Zealand's Statement of Intent for the five financial years 2012/13 to 2016/17.

It sets out what we aim to achieve for Statistics New Zealand and the Official Statistics System. It states what we will do to achieve the desired outcomes and how we intend to measure our performance towards meeting these outcomes.

Re-presenting the *Statement of Intent 2012–17*

This Statement of Intent was originally presented in Budget 2012, to cover the five financial years 2012/13 to 2016/17.

Statistics New Zealand is now entering its third year of a 10-year transformation programme, Statistics 2020 Te Kāpehu Whetū.

This programme means the department has clear operating intentions through to 2017, and a stable operating environment. In addition, Statistics New Zealand's management reporting and review functions have been rated as good by Audit New Zealand, and in the department's Performance Improvement Framework review.

Statistics New Zealand is therefore re-presenting this *Statement of Intent 2012–17* in Budget 2013.

Foreword by the Minister of Statistics

My Government showed its commitment to official statistics in 2011 by investing in Statistics New Zealand's Statistics 2020 Te Kāpehu Whetū business transformation programme. This organisation-wide programme of change aims to deliver more value from official statistics and the Official Statistics System, ensure the longer-term sustainability of our national statistics office, and the ongoing reliability and relevance of the statistics it produces.

Statistics New Zealand is almost one year into the Statistics 2020 Te Kāpehu Whetū programme. I am impressed with the work already achieved, and the foundations laid for the future work programme. My priorities for the Statistics portfolio for 2012–14 therefore build on those progressed during 2009–11. They are consistent with the Government's objectives over the next three years – to achieve greater value for money and lift the performance of the state sector. My priorities are:

- maximise the benefits from Government's investment in official statistics
- successfully implement the Statistics 2020 Te Kāpehu Whetū transformation programme
- finalise an agreed list of New Zealand's most important (Tier 1) statistics
- build stakeholder confidence in key statistics
- improve access to government-held data
- advance options for the future of population and social statistics, including the census
- plan and deliver the 2013 Census, Māori Social Survey, and Disability Survey
- reinstate Statistics New Zealand's Christchurch operations.

Statistics New Zealand's multiple roles as sector leader for the Official Statistics System, major producer of the country's official statistics, and official reporter on New Zealand's progress, give opportunities to provide leadership and expertise in measuring policy impact and public sector performance. I look forward to working with the department to make a significant contribution to providing better public services.

I endorse the strategic direction outlined in this Statement of Intent as being aligned with the Government's overall priorities, and confirm that the information it contains is consistent with the Government's policies and performance expectations.

Ministerial Statement of Responsibility

Statement of Intent 2012–17

I am satisfied that the information on future operating intentions provided by my department in the Statement of Intent is in accordance with sections 38, 40 and 41 of the Public Finance Act 1989, and is consistent with the policies and expectations of the Government.



Hon Maurice Williamson
Minister of Statistics
16 May 2013



Introduction from the Chief Executive

Statistics New Zealand is now nearly a year into our 10-year programme of transformation, *Statistics 2020 Te Kāpehu Whetū*. Users of official statistics, and our partners in the Official Statistics System, are already seeing large changes with real benefits for them, and will see many more in the coming years.

According to the Cambridge dictionary, the word transformation means “a complete change in the appearance or character of something or someone, especially so that they are improved”. Transformation is a word that has become part of our vocabulary and our conversations at Statistics New Zealand. But why are we doing it? And what are the benefits to New Zealand?

Statistics 2020 Te Kāpehu Whetū contributes to better public services

The Government has stated it wants to build a more competitive and internationally focused economy with more jobs, higher incomes and better living standards.

Achieving this goal requires comprehensive and high-quality information to support decision making and to monitor outcomes over time. For my department, there are opportunities to contribute to better public services by implementing *Statistics 2020 Te Kāpehu Whetū*; by providing leadership across the Official Statistics System, which will produce the indicators by which success will be measured; and by continuing to monitor and report on the country's progress.

This year, for the first time, I have provided purchase advice to ministers about statistical investment and statistical priorities for departments, including Statistics New Zealand. I was supported in this by a steering group of my fellow public sector chief executives, representing the Official Statistics System. This is a key step in demonstrating an effective whole-of-government approach, through Statistics New Zealand's leadership of the Official Statistics System, to produce the information New Zealand needs more efficiently.

Increasing access to data for users

We are also leading the way in the cross-government programme to increase access to data and for data re-use. A recent milestone was the digitisation of the Official New Zealand Yearbooks all the way back to 1893. Legislative changes to permit researchers access to microdata will support knowledge, innovation, and policy making. We are also exploring the possibilities of extending shared services across the Official Statistics System, as we seek to increase value for money.

We have secured ongoing funding to continue producing the current suite of New Zealand population and social statistics. We have also had agreement from the Government for our proposed strategy and work programme to modernise the current census model while developing a longer-term model based on administrative data.

Canterbury earthquakes affect our people and our work programme

Of course, there have been challenges this last year. The Census of Population and Dwellings was unable to be held as scheduled in 2011, for only the third time in its history, as a result of the 2010 and 2011 Canterbury earthquakes. The 2011 Census has since been rescheduled for March 2013 following the necessary legislative changes.

The difficult decision to defer the census aside, the earthquakes challenged us in other ways. Damage to our Christchurch buildings – thankfully with minimal injury to our people – meant one-quarter of our workforce had nowhere to work. We fast tracked remote access technology, redeploying hardware intended for use in the 2011 Census. This allowed our people to work from home, and subsequently from temporary offices set up around the city in the weeks after the quakes. The quakes also provided a stark reminder

about the importance of business continuity planning, which we are reviewing in light of the lessons and opportunities offered by these events. All our Christchurch staff will be back together in mid-2012 in an office designed for the future.

Despite the interruption and upheaval, the delays in our outputs were minimal, and we were able to continue to deliver the information New Zealand needs to grow and prosper. This was due to the outstanding efforts of our people, supported by our respondents, customers, suppliers, and colleagues across government.

The delivery of the 2013 Census and the move back into our repaired building in Christchurch will be important milestones in a remarkable journey for us; one that has taught us much about our organisation and its people. I look forward to continuing to work with our people, our Official Statistics System partners, and our customers over the coming years to make sure New Zealand has a world-class national statistical system.

Chief Executive Statement of Responsibility

In signing this statement, I acknowledge that I am responsible for the information contained in Statistics New Zealand's *Statement of Intent 2012–17*. This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriations (2013/14 Estimates) Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.

Signed



Geoff Bascand

**Chief Executive and Government
Statistician**

16 May 2013

Countersigned



Michael Beaver

Chief Financial Officer

16 May 2013



What Statistics New Zealand does

This section discusses the nature and scope of our functions. It gives an overview of:

- the importance of official statistics
- our role and purpose.

The importance of official statistics

Official statistics are all statistics produced by government from surveys, administrative data, and registration records that are, or can be, published. It is essential that official statistics are valued and used.

Comprehensive and high-quality information to support decision making and to monitor outcomes over time comes from having a fit-for-purpose and well-led Official Statistics System.

Official statistics are the cornerstones of good government, and support public confidence in good government. They provide a window to the work and performance of government by showing the scale of activity in areas of public policy, and by allowing citizens to assess the impact of public policies and actions. It is a government responsibility to provide such statistics and to maintain their long-term sustainability.

The Government has made building a more competitive and productive economy a priority, so that New Zealanders have jobs, higher incomes, and better living standards.

High-quality statistics allow all New Zealanders to understand how well we are doing and to make well-informed decisions. International markets and investors require New Zealand's official statistics to present a credible picture of New Zealand's finances and society. District health boards, iwi, central and local government, schools, and community and early childhood services use statistics to plan and allocate resources. Statistical information is used to inform policy formation, decision making, and evaluation in vital areas that include poverty, welfare reform, education, health, justice, childcare, housing, savings, the labour market, and tax policy. Social agencies use statistics to set benefit and superannuation rates.

The delivery of better public services to New Zealanders will be measured by a set of specific indicators that need to be accurate, robust, and trustworthy.

Our role and purpose

Statistics New Zealand is New Zealand's national statistical office. We administer the Statistics Act 1975, lead the Official Statistics System, and are the major producer of official statistics in New Zealand.

The Government Statistician, who is also the Chief Executive of Statistics New Zealand, has a legally mandated role to coordinate statistical activity across government. As the leader of New Zealand's Official Statistics System, we:

- drive the overall performance of the Official Statistics System and ensure New Zealand gets the information it needs, and that this is value-for-money at the lowest possible cost to government, the community, and suppliers of data
- provide direction to the Official Statistics System and engage other government departments to build shared ownership, minimise duplication, maximise reuse of data, and define and agree on the results that agencies will focus on together

- coordinate statistical activities across government, including setting statistical standards, reviewing and commenting on the validity of statistics, monitoring progress and performance, and ensuring that action is taken if expected results are not achieved
- advise the government on policies, priorities, and the costs and benefits of statistical activities.

The Statistics Act 1975 requires us to collect and publish statistics to inform decision making and monitor progress. As a producer of official statistics we deliver and disseminate official statistics efficiently by:

- reporting on trends, patterns, changes, and the state of New Zealand's population, economy, society, culture, and environment
- producing the most important statistics that require the highest levels of credibility and integrity
- demonstrating best practice within the framework we establish as leader of the Official Statistics System
- keeping our portfolio of statistics and means of production up-to-date
- improving access to data for all users, including government, business, the public, and Māori
- continually improving our effectiveness and efficiency.



Managing in a changeable operating environment

This section provides an overview of:

- our operating environment
- our response to change.

Our operating environment

We are in the information business, which is rapidly changing and fast-moving. The environment in which we operate is complex.

We regularly engage with Official Statistics System partners, other national statistical offices, and advisory committees, to identify changes in the environment that may affect our activities or priorities. These changes are expected to primarily come from:

- Government expectation of better public services for New Zealanders
- shifting user demands in a fast-moving world
- the needs of Māori in a post-Treaty settlement environment
- the increasing availability of statistical information from different sources
- rapid and pervasive technological advances
- our organisation's internal operating environment
- the decentralised model of the Official Statistics System.

As we implement changes under Statistics 2020 Te Kāpehu Whetū, we will continue to respond to the external environment. We will lift our leadership of the Official Statistics System, and transform the way we do business, while continuing to produce timely and high-quality official statistics, and other products and services agreed in our Purchase and Performance Agreement with the Minister of Statistics.

Government expectation of better public services for New Zealanders

New Zealand's economy is maintaining growth despite the ongoing global financial situation. However the fiscal environment remains constrained. The Government therefore expects the public sector to find efficiencies and lift productivity – to deliver better public services with the same or fewer resources.

As a sector leader, and official producer of New Zealand's key performance indicators, we have an opportunity to provide leadership and expertise in measuring outcomes and public sector performance.

Success with our organisational transformation, and having an effective cross-government Official Statistics System, will demonstrate our achievement of better public services. This will increase efficiency and produce better value for users and suppliers – by using modern technology and shared services.

Shifting user demands in a fast-moving world

Changes in social, economic, environmental, and cultural conditions continue to challenge the relevance of existing statistics, methodologies, and classifications.

New Zealand's growing diversity means that more ethnic and community groups and individuals want to use statistics that are relevant to them. This increases the demand for more statistics, on more complex topics, and at greater levels of detail.

The global financial crisis of 2008 and its ongoing impact on governments and financial institutions have changed our economic environment. As well as a desire for more timely data, there are more demands for new analyses of existing data, such as measures of vulnerability, resilience, and financial soundness.

Simultaneously, globalisation continues to create pressure for a wider range of statistics that enable New Zealand to retain international comparability and credibility.

These changes are driving us to focus more on the relevance of information for users, and ease of access to the information. We must respond more quickly to emerging and diverse user demands, while maintaining consistency of statistics over time, especially for international comparability.

The needs of Māori in a post-Treaty settlement environment

As Treaty of Waitangi settlements and the associated agreed transfer of assets from the Crown to iwi continue, we will support iwi by responding to the increasing demand for relevant information. Working with data at the iwi level challenges existing statistical concepts and frameworks. It poses challenges for our outputs at the national and regional levels and from a descent-based perspective (including collective-based measures for iwi, hapū, whānau, and collectively managed assets).

The increasing availability of statistical information from different sources

Public and private organisations are often using and publishing their own statistics. While this increases the amount of statistical information available to users, it also leads to more statistics that may be incomplete and inconsistent. This results in users facing difficulties in identifying coherent and authoritative sources of information.

We need to improve access to information through better outward-facing services, and by using new and innovative methods of delivery. This ensures authoritative and robust official statistics continue to be the first source to support well-informed decision making by government, Māori, business, and the public.

Rapid and pervasive technological advances

People are becoming more technically capable as they use the Internet for both business and social networking. Users of our data expect to be able to find statistics that are relevant to their needs – they want official statistics but in their own way.

People who contribute to statistics by responding to our surveys expect us to collect information in a manner compatible with their lifestyle and needs. When we reuse this information, they expect us to maintain their privacy and keep the information they provide secure.

Ensuring that our operating technology is up-to-date is an ongoing need. Our challenge is to leverage the opportunities that new technologies offer to work more effectively.

Our organisation's internal operating environment

A number of the information technology (IT) systems and statistical methodologies used to produce our products and services are outdated and have been costing us more than current revenue to deliver. As part of Statistics 2020 Te Kāpehu Whetū, we have a programme in place to modernise our systems, both to reduce risk and to enable a more agile and lower-cost response to emerging needs.

To achieve the transformation we want from Statistics 2020 Te Kāpehu Whetū we also need to have the right people, in the right places, at the right time. From people experienced in transformation and change management, to experts required to update the IT systems and statistical methodologies used to produce our products and services, we need to find and retain the capability we require. That may be by developing our

current people, recruiting others with the skills that are not currently within the organisation, or by securing the right external expertise.

We then need to retain our key people through recognition and reward. This will ensure the investment in Statistics 2020 Te Kāpehu Whetū reaches its potential, obtaining the full difference that official statistics can make to New Zealand's future progress and development.

The decentralised model of the Official Statistics System

The Official Statistics System is organised across a range of government agencies. This decentralised model requires strong leadership and coordination. As the system's leader, we have to deliver an efficient and effective system in a way that works for all the participating agencies, and to the benefit of data suppliers and users of official statistics.

As part of Statistics 2020 Te Kāpehu Whetū we are developing our leadership of the Official Statistics System.

Agreeing on a renewed list of the most important (Tier 1) statistics, developed by Statistics New Zealand in consultation with other producers, will inform purchase advice to ministers about statistical investment and statistical priorities for departments, including Statistics New Zealand. This purchase advice will be provided by the Government Statistician supported by a steering group of public sector chief executives who represent different sectors.

While agreement on the new Tier 1 list is close, producer agencies' adherence to the principles and protocols that go along with that status remains variable, and must be improved and monitored.

We will continue to promote common standards, classifications, and methodologies to improve the ability of users to link statistics across government, and incorporate them in the design and development process. Likewise, developing a stronger common approach to releasing statistics across government and common dissemination tools have the potential to increase the accessibility to official statistics.

Building the capability of both the producers and users of official statistics will increase their understanding and skills, and improve access and use.

We will promote the effective use of administrative records as a key data source. This, and a coordinated approach to reducing respondent burden across the system, will ensure that the Official Statistics System functions effectively and efficiently to deliver better value for money.

Our response to change

Our *Strategic Plan 2010–20* asked the question: What should Statistics New Zealand look like in 10 years' time? It laid the ground work for the programme that became Statistics 2020 Te Kāpehu Whetū – achieving the statistical system of the future.

Statistics 2020 Te Kāpehu Whetū is a programme of transformation. It will ensure Statistics New Zealand and the Official Statistics System more effectively and efficiently meet user needs, and more value is obtained from the Government's investment in official statistics.

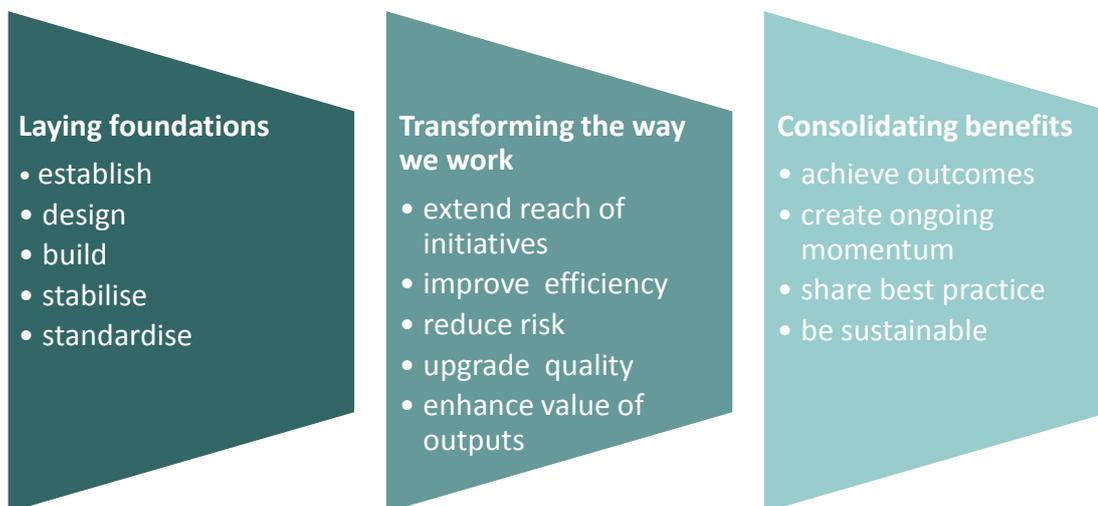
With Statistics 2020 Te Kāpehu Whetū in place, we will be more able to respond to change; official statistics will be relevant to a wide range of decision makers; and we will be a key and influential contributor to the public sector. Our reputation as an effective national statistical office internationally will be enhanced, our role as leader of the Official Statistics System will be well established, and official statistics will deliver real value for New Zealand.

The goal of Statistics 2020 Te Kāpehu Whetū is to ensure that official statistics across government efficiently meet the country's needs for relevant, trustworthy, and accessible information.

Figure 1 illustrates the Statistics 2020 Te Kāpehu Whetū pathway and how the programme extends and returns value as it progresses.

Figure 1

Development stages of Statistics 2020 Te Kāpehu Whetū



In the first three years, which began in 2011/12, Statistics 2020 Te Kāpehu Whetū is addressing the areas of greatest potential risk by stabilising our systems, developing new operating platforms, and standardising the production of groups of statistical outputs. This will markedly improve our effectiveness and efficiency, laying the foundations for our future.

The programme will expand in its mid-years, to apply the initial developments more widely across our business and increase value. The final years of the programme will see our desired outcomes achieved. We will realise the programme's benefits, and establish momentum for ongoing improvement that includes extending best practice across the Official Statistics System.

Strategic direction

This section provides an overview of:

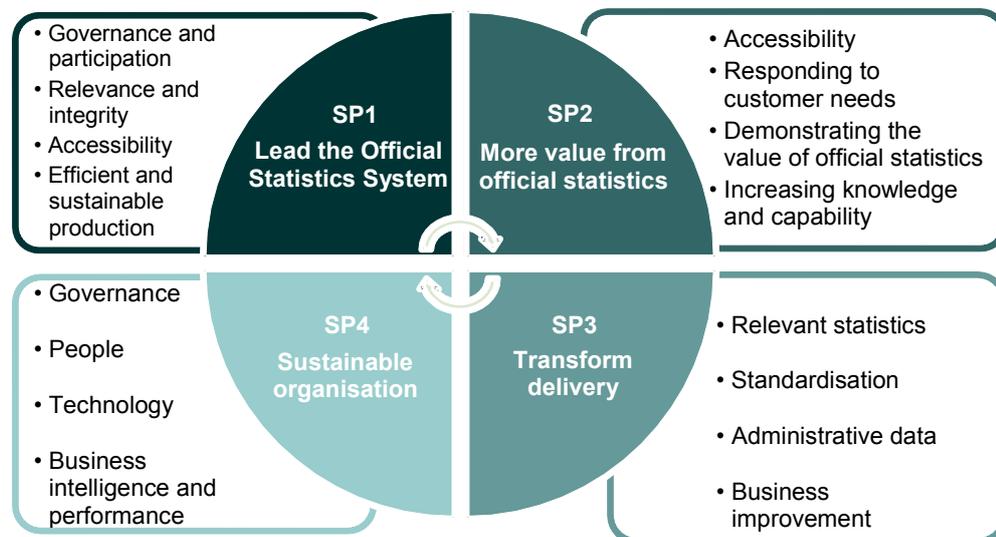
- the strategic priorities that guide our work
- our strategic framework
- our contribution to the Government's goals
- the outcome and impact we are seeking
- the outputs we deliver
- our values.

Our strategic priorities

The *Strategic Plan 2010–20* articulated our vision for the future, and laid out the pathway to that future. It introduced four strategic priorities that support this vision, which form the basis of *Statistics 2020 Te Kāpehu Whetū*. The priorities and the focus areas for their implementation are explained below.

Figure 2

Our four strategic priorities and their focus areas



These four strategic priorities strengthen the delivery of our products and services to ensure they achieve the outcome and impact we seek. The priorities do this in the following ways.

Lead the Official Statistics System – so that it efficiently produces the information New Zealand needs. We will be an active leader to help the Official Statistics System work more effectively and efficiently, and identify opportunities for improvement. We will assure the Government that its investment in official statistics is well-targeted and prioritised, and assure the public that official statistics are trustworthy and authoritative.

Obtain more value from the country's investment in official statistics – by increasing users' and potential users' awareness of official statistics; ensuring the products and tools to access official statistics meet their needs; and building their capability to use the statistics.

Transform the way we deliver statistics – to meet the growing demands from users, to maintain the relevance of our portfolio of statistics, and to increase the efficiency and flexibility of our operations to better meet users' ever-changing needs.

Be more responsive, customer-focused, influential, and sustainable – by building our core strength, agility, and viability.

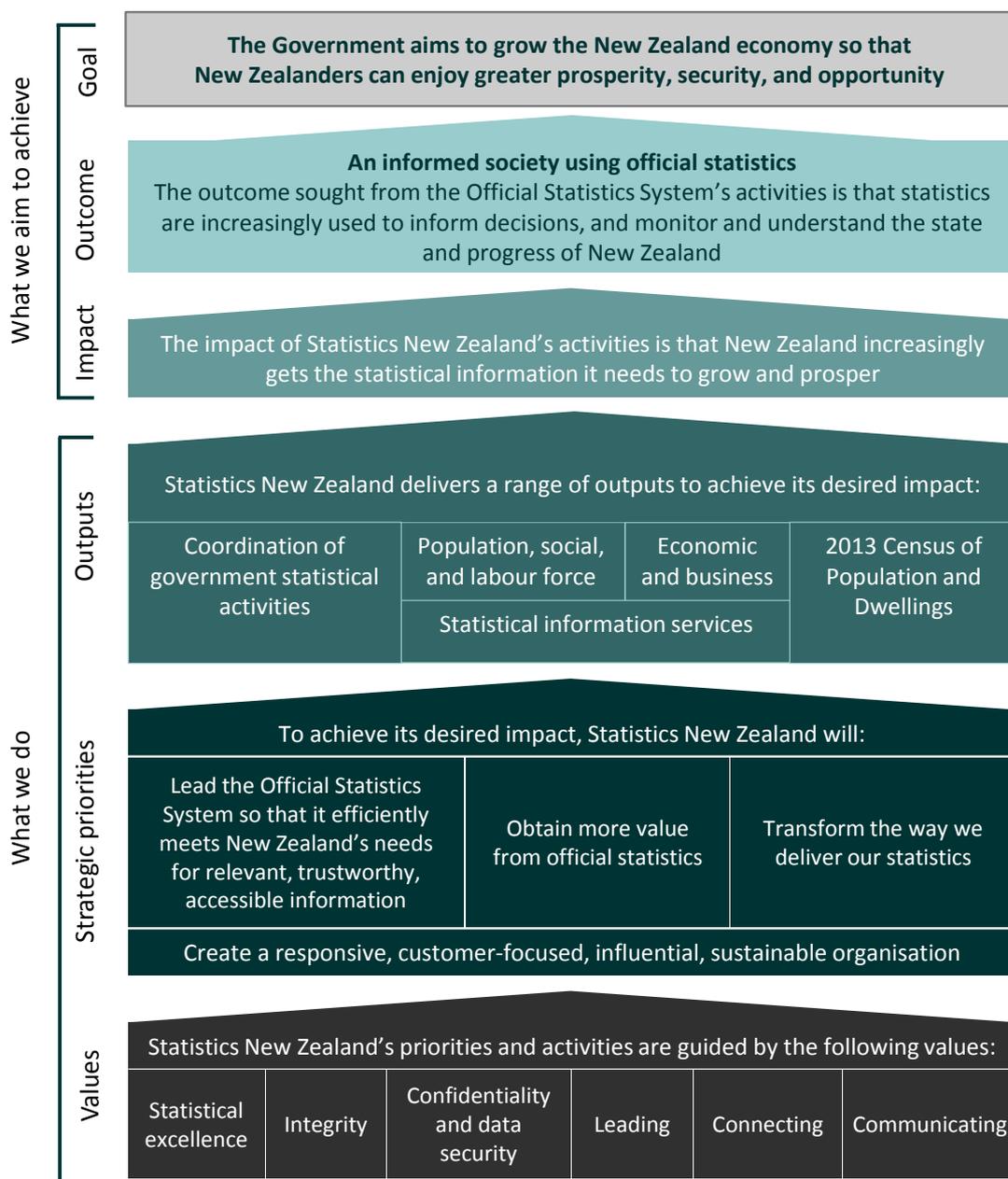
Our strategic framework

Our strategic framework shows how what we do contributes to what we aim to achieve. It shows how our values, strategic priorities, and outputs produce the desired impact of Statistics New Zealand's activities, and ultimately contribute to the outcome sought for the Official Statistics System and the Government's goal for the New Zealand economy.

Underpinning this strategic framework is recognising the uniqueness accorded Māori as tāngata whenua and the integrated implementing of our Effectiveness for Māori Strategy.

Figure 3

Statistics New Zealand's strategic framework



Our contribution to the Government's goals

The Government has outlined four priorities for 2012–14. They are:

- responsibly managing Government finances
- building a more competitive and productive economy
- delivering better public services to New Zealanders
- rebuilding Christchurch.

These initiatives contribute to the Government's goal of building a more competitive and internationally focused economy with less debt, more jobs, and higher incomes.

Achieving this goal and meeting these priorities will require comprehensive and high-quality information to support decision making and to monitor outcomes over time. The Government has committed to a set of results for New Zealanders and will announce five-year targets in June 2012.

We can provide leadership across the Official Statistics System to produce the indicators by which success will be measured, and will continue to monitor and report on other measures of the country's progress. There are also opportunities for Statistics New Zealand to contribute to better public services by implementing Statistics 2020 Te Kāpehu Whetū, which improves value for money from the Government's investment in official statistics.

The Minister of Statistics' priorities for the Statistics portfolio for 2012–14 build on those progressed during 2009–11. They are consistent with the Government's objectives over the next three years – to achieve greater value for money and lift the performance of the state sector. The priorities are:

- maximising the benefits from Government's investment in official statistics
- successfully implementing the Statistics 2020 Te Kāpehu Whetū transformation programme
- finalising an agreed list of New Zealand's most important (Tier 1) statistics
- building stakeholder confidence in key statistics
- improving access to government-held data
- advancing options for the future of population and social statistics, including the census
- planning and delivering the 2013 Census and the subsequent Māori Social Survey and Disability Survey
- reinstating Statistics New Zealand's Christchurch operations.

The outcome and impact we are seeking

The Official Statistics System's outcome: An informed society using official statistics

The outcome we are seeking is for statistics to be increasingly used to inform decisions, and to monitor and understand the state and progress of New Zealand.

For the Official Statistics System to deliver on the outcome 'an informed society using official statistics', official statistics must meet the needs of the country and its key decision makers. Statistics must be relevant, trusted, accepted as impartial, free from interference, and easily accessible to capable users who are aware that the information exists and who recognise its value. They must be presented in formats suitable to the needs of users and sufficiently documented for them to understand the data and judge its quality.

To achieve this in a decentralised system, we must be an effective leader and have shared ownership with, and participation from, our partners in the Official Statistics System.

Figure 4

The Official Statistics System’s contribution to the Government’s goal



We will know we have achieved the outcome of an informed society using official statistics when more people use official statistics for decision making, for monitoring and understanding the state and progress of New Zealand, and when more decisions are made using official statistics. By people, we mean the key client groups for official statistics; that is, ministers, central and local government, international organisations, ratings agencies, businesses, media, Māori, and the public.

See the 'Measuring our success' section for details.

Our impact: New Zealand increasingly gets the statistical information it needs to grow and prosper

We aim to increase the value of statistical information to New Zealand. This reflects the desired outcome for the Official Statistics System of 'an informed society using official statistics'.

For this to happen, the right information needs to be produced. While many government departments contribute to producing official statistics, as the leader of the Official Statistics System we have a particular role to play.

We will work with our Official Statistics System partners to create an agile, responsive, and relevant statistical system that produces the information New Zealand needs. We will achieve this by leading system planning, standard setting, and monitoring, and through producing a significant proportion of the country’s official statistics.

We will help deliver better public services to New Zealand by working with departmental chief executives and sector leaders to identify priorities for the system’s development. We will also explore ways to improve investment in the system through reprioritisation and cost efficiencies.

We will continue to convene social, economic, environmental, and Māori advisory groups, and support the Minister’s Advisory Committee on Official Statistics. These advisory and consultative processes provide expert views on statistical needs and development priorities.

Figure 5

Statistics New Zealand’s contribution to the Official Statistics System



We will know we have succeeded in ensuring New Zealand gets the statistical information it needs to grow and prosper when the right information is produced, and when users can find and use the information they need. We want people to be confident that quality official statistics are available and are easily accessible.

See the 'Measuring our success' section for details.

The outputs we deliver

We are funded through Vote Statistics, which receives two appropriations (a multi-class output appropriation for official statistics, and a multi-year appropriation for the Census of Population and Dwellings). These appropriations cover:

- coordinating government statistical activities
- providing population, social, and labour force statistical information services
- providing economic and business statistical information services
- delivering the 2013 Census of Population and Dwellings.

Coordinating government statistical activities includes leading the Official Statistics System, facilitating awareness and use of statistical information, and providing policy advice and support to the Minister of Statistics. The services we provide relating to population, social, labour force, economic, and business statistical information include releases of key statistical results, analysis of the results, tables of data and associated metadata, and databases for statistical research.

The census is the cornerstone of official population and social statistics. It provides the authoritative count of New Zealand's population and dwellings, and is the only comprehensive source of information about local communities and small population groups. As a result of the 2010 and 2011 Canterbury earthquakes, the 2011 Census was deferred. This deferral allowed our business, and the Canterbury community, to be restored to a level where we were confident the census could be successfully undertaken. Much of the preparatory work for the 2011 Census will be re-used in the next census, rescheduled for 5 March 2013.

For more detail on our outputs, refer to the Vote Statistics Main Estimates 2012/13: Information for Appropriations on The Treasury website (www.treasury.govt.nz).

Our Purchase and Performance Agreement with the Minister of Statistics agrees the specific outputs we should deliver and the standards they must meet.

Our values

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

Our values are:

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

Our cornerstone principles are:

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

Operating intentions

This section outlines the initiatives of Statistics 2020 Te Kāpehu Whetū that will enable us to achieve three of our four strategic priorities. These priorities jointly contribute to the impact and outcome sought by the Official Statistics System.

These priorities are to:

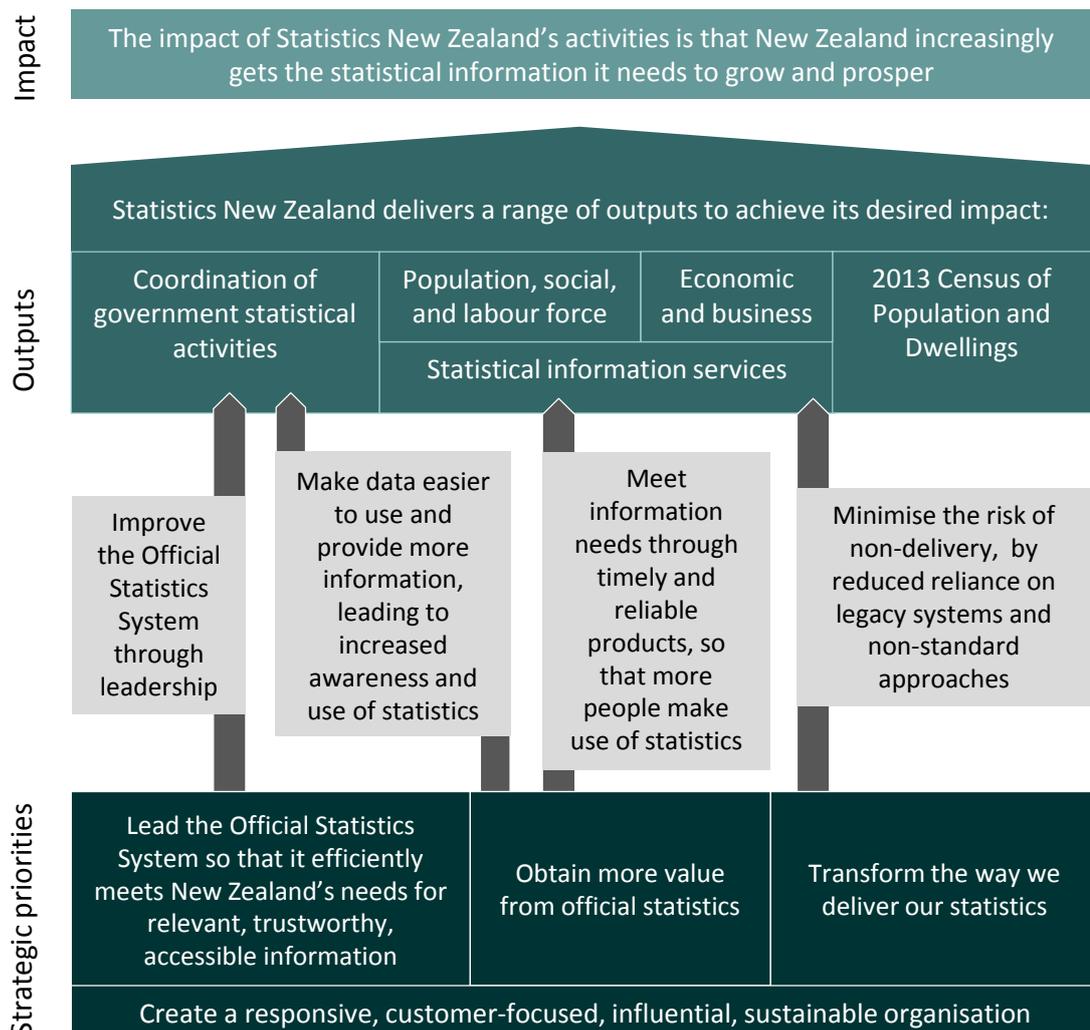
- lead the Official Statistics System so that it efficiently meets the country’s needs for relevant, trustworthy, accessible information
- obtain more value from official statistics
- transform the way we deliver our statistics.

How to achieve our fourth strategic priority, to ‘Create a responsive, customer focused, influential, sustainable organisation’, is described in the ‘Organisational health and capability’ section.

Figure 6 shows how our operating intentions link our strategic priorities to our outputs – to achieve our desired impact.

Figure 6

Outputs that ensure Statistics New Zealand has its desired impact



Lead the Official Statistics System so that it efficiently meets the country’s needs for relevant, trustworthy, accessible information

What are we seeking to achieve?

We are seeking to lead the Official Statistics System so that it efficiently meets the country’s needs for relevant, trustworthy, and accessible information. We will have a clear and comprehensive set of official statistics that reflect agreed priorities across government. These statistics can be linked together to tell stories about the country.

Decision making in the Official Statistics System will be well-informed and responsive to Māori statistical needs and interests. We negotiate with Māori to determine what statistics are most appropriate. This engagement allows us to produce high-quality official statistics that are relevant to Māori, and promote the recognition and consideration of Māori needs and aspirations across the Official Statistics System.

Statistical information produced by government departments will be widely available. Government departments release, store, and archive their data, so it can be accessed and understood by all users. There is appropriate access to data for all users, driven by their needs.

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

We will be influential across government and internationally, and our leadership of the Official Statistics System will be recognised. Producers of official statistics work together, focusing on a common objective. We have a more comprehensive overview of the system, which enables better advice to ministers on the effectiveness of the Official Statistics System and the value of investing in it. Advice on opportunities for further rationalisation and improvement, the direction and extent of future investment, and overall value-for-money is also included.

What will we do to achieve this?

Table 1

Initiatives for leading the Official Statistics System (OSS)

Area of focus and objectives	Initiative
<p>Effective governance and engagement</p> <p>Lead the OSS to achieve collective ownership of, participation in, and improved performance of the system</p>	<p>OSS governance system: develop and maintain strong governance, coordination, and advisory structures for the OSS</p> <p>OSS participation: build relationships to foster participation in the OSS by producers and users</p> <p>Health of the OSS: establish a monitoring framework and provide advice on the health of the system</p> <p>Statistics Act 1975 review: ensure that the Statistics Act 1975 provides an appropriate legislative framework for the OSS for the 21st century</p>

Table continued next page

Table 1 continued

Area of focus and objectives	Initiative
<p>Effective governance and engagement (Continued)</p>	<p>OSS strategic plan: lead development of a strategic plan for the OSS and oversee its implementation</p> <p>Implement our Stakeholder Relationship strategy: to make us fully engaged and effective in the policy environment</p>
<p>Relevance and integrity</p> <p>Ensure that the right statistical information is produced by the OSS to better support decision making and understanding</p> <p>Secure the ongoing production of population and social statistics</p> <p>Work with partners to ensure that official statistics are trustworthy and authoritative</p>	<p>Tier 1 review: lead regular reviews of New Zealand’s most important statistics and develop a plan to produce these; inform purchase advice to ministers about statistical investment and statistical priorities for departments, including Statistics New Zealand</p> <p>Domain planning: lead reviews of statistics within sectors of government to identify high priority statistical needs and topics of common interest among agencies</p> <p>Statistical advice: provide annual purchase advice to ministers about statistical investment and statistical priorities for departments, including Statistics New Zealand; and provide advice, evidence, and indicators in developing Cabinet papers. The Tier 1 list and domain planning will inform this advice by identifying gaps that exist in official statistics. We will work in association with our OSS partners to prioritise investment and fill the gaps</p> <p>Continue the programme of Population and Social Statistics: ongoing investment has been secured to continue this programme after 2015, when the current 10-year funding ceases – this will ensure the continued provision of population and social statistics, which are vital for the efficient allocation of resources to improve social and economic outcomes</p> <p>Common standards, classifications, and methodologies: improve the ability of users to link statistics across government, by promoting common classifications and methodologies in the design/development process</p>
<p>Accessibility</p> <p>Increase the accessibility of official statistics</p>	<p>OSS dissemination standards: develop a stronger common approach to releasing statistics across government</p> <p>Dissemination tools: investigate the potential for common dissemination tools (including www.statisphere.govt.nz)</p> <p>User capability: build understanding and skills to access and use official statistics</p>

Table continued next page

Table 1 continued

Area of focus and objectives	Initiative
<p>Efficient and sustainable production</p> <p>Ensure that the OSS functions effectively and efficiently</p>	<p>Shared infrastructure: investigate opportunities to share infrastructure across the OSS</p> <p>Administrative data: promote the effective use of administrative records as a key data source</p> <p>Reducing respondent burden: develop and implement a plan to reduce respondent burden across the OSS</p> <p>OSS producer capability: facilitate development of OSS producer capability</p>

Obtain more value from official statistics

What are we seeking to achieve?

In the future, when more value is obtained from official statistics, official statistics are more easily accessible and more data is widely available for use and reuse. New Zealanders are aware of the importance, relevance, and integrity of official statistics and the system that collects and maintains them. They know what statistical information is available and how it benefits them.

People access data, commentary, supporting information, and publications using the tools and access methods that best meet their needs and capability. Methods and tools to distribute data constantly evolve to meet user requirements within a changing technology environment.

Government, media, and Māori are more able to use statistics. Data is reused many times in a wide variety of scenarios to inform decision making, and users have greater access to microdata. We employ a robust system to understand both user needs and how statistics are used.

Official statistics tell the story of New Zealand. They are widely used and valued for their contribution to an informed society, and New Zealand is getting more benefit from New Zealand’s investment in official statistics.

What will we do to achieve this?

Table 2

Initiatives for obtaining more value from official statistics

Area of focus and objectives	Initiative
<p>Accessibility</p> <p>Increase accessibility, and therefore use and reuse of data, by developing channels to reach users and potential users, and by implementing new approaches to address known usage gaps</p>	<p>Dissemination approaches</p> <ul style="list-style-type: none"> • define a revised and standard suite of dissemination tools and services for Statistics New Zealand • review and promote protocols and standards regarding dissemination <p>Re-use</p> <ul style="list-style-type: none"> • develop operational policy for data re-use, including issues relating to confidentiality, data integrity, and coherence • establish the technical mechanisms to facilitate/enable re-use • explore opportunities to develop statistical resources, using Statistics New Zealand’s data, that are able to be used for wider cross-government policy development and research <p>Data management and infrastructure</p> <ul style="list-style-type: none"> • develop and implement a common data management strategy for Statistics New Zealand, including re-use • develop the statistical and technical infrastructure required to support a common data management strategy • develop supporting policies, standards, and processes for applying common infrastructure • ensure the systematic archiving of statistical data <p>Search and access tools: implement tools to enable users to search for, access, and manipulate data/information (eg search engine, machine-to-machine data transfer, and geospatial search tools)</p> <p>Access to microdata</p> <ul style="list-style-type: none"> • clarify requirements and streamline processes for researchers applying for access • expand microdata access using methods and channels that meet user needs and expectations • provide centralised microdata access services for all OSS microdata

Table continued next page

Table 2 continued

Area of focus and objectives	Initiative
<p>Understanding customer needs</p> <p>Build the mechanisms to capture one view of Statistics New Zealand's customers, and ensure the organisation has an ongoing understanding of current and future user needs and the mechanisms to respond to them</p>	<p>Market intelligence</p> <ul style="list-style-type: none"> • establish Statistics New Zealand's market intelligence capability • form market intelligence team to analyse, understand, and distribute market data to rest of Statistics New Zealand <p>CRM database: develop a tool to capture/analyse output from stakeholder management activity</p> <p>Benchmarking value: establish benchmarking for value obtained</p>
<p>Demonstrating the value of official statistics</p> <p>Raise awareness of the benefits of using statistics by increased promotion of the value and availability of statistics</p>	<p>Telling stories using official statistics: present statistical information in easy to understand forms and provide deeper context to the stories; use a range of methods to convey the statistical story</p> <p>Analysis and interpretation: confirm Statistics New Zealand's role in areas of analysis and interpretation, and develop Statistics New Zealand's analysis and interpretation capability</p> <p>National statistics office identity: scope and implement Statistics New Zealand's brand within an OSS brand</p> <p>Increasing awareness</p> <ul style="list-style-type: none"> • increase user awareness of what statistics are available, how to access them, and how to use them • increase the profile of official statistics and uptake of statistical releases by media • identify and use key influencers to broaden awareness and value of statistics
<p>Increasing knowledge and capability</p> <p>Increase the capability of users to understand and use statistics by making statistics real and meaningful to New Zealanders</p>	<p>Improve the capability of users of statistics: form partnerships with training/education providers to up-skill Statistics New Zealand priority users, with an initial focus on government, the media, and key Māori stakeholders</p>

Transform the way we deliver our statistics

What are we seeking to achieve?

In the future, when we have transformed the way we deliver our statistics, we have a portfolio of statistics that is up-to-date, affordable, and of an appropriate quality to meet users' needs. These statistics tell the story of New Zealand yesterday, today, and tomorrow.

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

We consider the relevance, quality, and cost of each output when prioritising activities and making decisions about what statistics should be produced.

Our statistical production is a model of sound practice, with standard processes and infrastructure across collections.

We are able to respond quickly to changes and we are able to minimise respondent burden. In addition, statistical products are released quickly to the public, with information collected once, using common classifications and standards, and shared across government for statistical purposes.

Administrative data is employed as the first source, supplemented by direct collection where necessary.

In designing statistical collections, we consider how multiple needs can be met in one collection. Statistical outputs meet their design requirements and are produced to agreed quality standards.

What will we do to achieve this?

Table 3

Initiatives for transforming the way we deliver statistics

Area of focus and objectives	Initiative
<p>Relevance and integrity</p> <p>Ensure that we produce the right statistical information to support decision making and understanding</p>	<p>Research and planning: maintain a continuous research programme assessing the current and future information needs of users – to be used across Statistics New Zealand to set directions and inform decision making</p> <p>Applying prioritisation frameworks: use the OSS prioritisation framework to shape internal Statistics New Zealand decision making about outputs</p> <p>Responsiveness to Māori: implement an integrated programme to ensure outputs about and for Māori are relevant in the post-Treaty settlement environment, including participation in cross-government initiatives</p>

Table continued next page

Table 3 continued

Area of focus and objectives	Initiative
<p>Ensure that official statistics produced by Statistics New Zealand are trustworthy and authoritative</p>	<p>Statistical maintenance: develop and implement Statistical Maintenance programme for priority outputs, to ensure ongoing relevance</p> <p>Continue to deliver the current suite of New Zealand's population and social statistics programme: long-term funding has been secured to continue the provision of these important statistics, and complete modernisation measures to improve production efficiency and reduce compliance costs</p>
<p>Standardisation</p> <p>Lower costs of production</p> <p>Lower costs of making changes to the statistical portfolio</p> <p>Improved production system flexibility and resilience</p> <p>Lower production risk</p>	<p>Definition and management of clusters: finalise the optimal standardisation units across the delivery functions, complete statistical architecture and develop and implement associated governance and accountability structures</p> <p>Common platforms, methods, processes and tools: develop and implement common platforms, methods, processes, and tools for delivery</p> <p>Common statistical infrastructure: design, integrate, and implement the shared infrastructure that clusters will use</p>
<p>Administrative data</p> <p>Reduced burden on survey respondents from data collection</p> <p>Increased return on investment via data re-use</p> <p>Improved ability of users to combine, integrate and re-use existing data to create richer information</p>	<p>Effective use of administrative data: develop integrated programme to increase administrative data use, and reuse of all data sources for outputs and statistical infrastructure</p> <p>Policy and standards for administrative data and data re-use in Statistics New Zealand: develop policy, principles, and standards for administrative data and data management, to enable greater use of administrative data within Statistics New Zealand and across the OSS</p> <p>Being an administrative data-first statistics office: implement the methodological and organisational-level changes needed for the move from a survey-based to an administrative-based statistical agency</p>
<p>Business improvement</p> <p>Lower the cost of collecting data</p> <p>Increase efficiency through ongoing business improvement</p>	<p>Transforming data collection: transform our collection functions to ensure a sustainable and efficient supply of data for Statistics New Zealand outputs</p> <p>Continuous improvement: implement and embed a culture of continuous improvement, to enhance efficiency and effectiveness for delivery in Statistics New Zealand</p>



Organisational health and capability

This section details our plans for becoming a more responsive, customer-focused, influential, and sustainable organisation – our fourth strategic priority. It also presents our approach to managing our strategic, operational, and project risks.

Create a responsive, customer-focused, influential, sustainable organisation

To create our desired organisation, we need a workforce that can respond quickly and efficiently to changes, to produce relevant and timely products and services, and which anticipates and responds to the needs of stakeholders.

To achieve this, we will build a comprehensive and coherent information business intelligence system to monitor our performance (more detail on this project is in the 'Measuring our success' section).

We are working with other government departments to provide effective statistical products and services, and deliver innovative customer-focused initiatives. We want our customers to continue to be satisfied with our services.

We are increasing our influence through, for example, working more closely with other government agencies in the policy area. This work includes the measurement of better public services results and the establishment of a chief executives' steering group for the Official Statistics System, which will support the Government Statistician in providing annual purchase advice. The first purchase advice was provided for Budget 2012.

Internally we are focusing on developing inspiring leaders, improving change management skills, and being more forward thinking across the organisation.

To ensure we are sustainable we are making good progress on implementing management tools such as a dynamic activity-based costing mode to monitor cost-effectiveness; a suite of key performance indicators and targets; and a Māori responsiveness and capability development plan.

The Statistics 2020 Te Kāpehu Whetū programme sees an initial lift in investment that leads to reduced expenditure as the initiatives produce efficiencies. These efficiencies, which amongst other outcomes will result in reduced staff numbers, mount over time and are substantial from 2016/2017 onwards.

In the IT environment we are: standardising and improving the use of our existing assets; enhancing productivity and lowering the total cost of ownership; making good progress on the legacy mitigation IT programme to replace and update outdated technologies; developing our annual asset management process, based on the current long-term asset management plan; integrating our annual asset management process into our internal business planning; and developing and implementing common platforms, methods, processes, and tools for delivery.

To achieve all of this, we need the right people. We want to create a productive work environment and employment conditions that encourage innovation and system-wide thinking. We are developing a performance programme with strategies that enhance retention and develop and challenge existing staff to realise their full potential.

What will we do to achieve this?

Table 4

Initiatives for creating a responsive, customer-focused, influential, and sustainable organisation

Area of focus and objectives	Initiative
<p>Leadership and governance</p> <p>Strong leadership internally and externally to ensure success of Statistics 2020 Te Kāpehu Whetū</p>	<p>Leadership: strengthen leadership skills within Statistics New Zealand</p> <p>Statistics 2020 Te Kāpehu Whetū governance: ensure effective ongoing governance for Statistics 2020 Te Kāpehu Whetū</p> <p>Organisational design: review organisational design to ensure it is aligned with the new work environment</p>
<p>People</p> <p>Statistics New Zealand is able to recruit, develop, and retain staff with the skills and experience needed to undertake change and operate in the new environment</p>	<p>Future nature of work: terms and conditions of employment reflect the future nature of work</p> <p>Market positioning: ensure that Statistics New Zealand is competitive in the market</p> <p>Attraction and retention: develop necessary strategies and policies to ensure Statistics New Zealand has necessary skills</p> <p>Learning and development: continue develop strategies to grow and challenge existing staff</p> <p>Change management: ensure the processes, policies, and conditions are in place to support change management and long-term sustainability</p>
<p>Technology</p> <p>Statistics New Zealand has current technology that is efficient and fit for purpose</p>	<p>Legacy mitigation: complete legacy mitigation</p> <p>Infrastructure and capacity management: ensure appropriate capital investment and replacement that fits with priorities and long-term plans</p> <p>Organisation and IT productivity improvements: process improvement and standardisation to improve utilisation of existing organisational assets and productivity</p> <p>Enterprise architecture: continue to develop current technology platforms</p> <p>IT strategy: review IT strategy to ensure ongoing currency</p> <p>Government standardisation initiatives: continue to participate in shared service and international standardisation initiatives</p>

Table continued next page

Table 4 continued

Area of focus and objectives	Initiative
<p>Business intelligence and performance</p> <p>Statistics New Zealand has quality management information that enables it to monitor, analyse, and report on its performance</p> <p>There is a consistent, principle-based, operational policy framework</p>	<p>Management information: implement integrated business planning and consolidate activity-based costing and long-term asset management to enable improved monitoring and reporting</p> <p>Policy framework: review and update operational policies to support future environment</p> <p>Corporate processes: develop processes and systems to provide integrated business intelligence; develop principle-based policies</p>
<p>Reinstating Christchurch operations</p> <p>Statistics New Zealand is able to recover from the serious effects of the Canterbury earthquakes</p>	<p>Reshape Christchurch operations: continue the 'outstanding' response to the earthquakes, both in meeting the needs of affected staff and in maintaining the core work from Christchurch, as noted by the Performance Improvement Framework review¹ published in October 2011</p> <p>Leadership from lessons learned: apply and share the lessons learnt from the earthquakes with other government agencies</p> <p>Move back to our repaired building</p>

1. Published on the State Services Commission website (www.ssc.govt.nz/pif).

Forecast of expenditure

The information in these tables is based on the four-year budget plan for Vote Statistics submitted to The Treasury in 2011, updated to reflect further business planning and budget decisions that have since taken place.

Table 5
Statistics New Zealand's forecast capital expenditure

2012/13–2015/16

Forecast capital expenditure	2012/13	2013/14	2014/15	2015/16
\$(000)				
Intangible assets	10,553	12,537	10,315	9,621
Property, plant, and equipment	5,354	5,411	4,829	3,871
Total capital expenditure	15,907	17,948	15,144	13,492

Table 6
Statistics New Zealand's forecast operating expenditure

2012/13–2015/16

Forecast operating expenditure	2012/13	2013/14	2014/15	2015/16
\$(000)				
Coordination of Government statistical activities	18,210	16,472	16,202	16,448
Economic and business statistical information services	40,685	36,664	35,991	36,342
Population, social, and labour force statistical information services ¹	50,548	50,809	48,944	49,552
Census 2013 appropriations ²	53,700	11,151	-	-
Total operating expenditure appropriations	163,143	115,096	101,137	102,342

1. This includes continuation of the New Zealand Population and Social Statistics Programme.

2. This is for the 2013 Census of Population and Dwellings Multi-Year Appropriation. We will submit a business case for a future census to follow the 2013 Census as part of Budget 2014.

Symbol: - indicates there is no operating expenditure against that appropriation during the reference period.

Our risk management

Our risk management framework provides a standard approach that allows us to manage risks appropriately. The framework identifies three types of risk:

- strategic – high-level risks to delivering our outcomes and outputs and achieving our strategic direction
- operational – day-to-day risks managed within individual business units
- project – risks specific to delivering project outputs.

We reviewed our strategic risks in October 2011 with reference to Statistics 2020 Te Kāpehu Whetū. We concluded that we have the opportunity to influence the size, nature, mix, and quality of the official statistics through which New Zealand becomes an informed society.

With a large, long-term transformation such as this, the major risks are that we lose focus on the outcome and impact we are seeking; we fail to deliver on some aspects of the transformation; or we fail to adapt to changes in the external environment. This would result in missing the opportunity to get the right amount and mix of official statistics, and to have New Zealanders get full value from them.

We also maintain a register of IT-related risks. Risks are primarily focused on addressing the legacy IT systems, and moving to new platform-based statistical productions systems that deliver an end-to-end business solution.

Risk management is overseen by the Audit and Risk Management Committee, which has a chair from outside the organisation as well as external membership.

Table 7

Strategic risks and how we are resolving them

Risk	Background and resolution
Leadership loses focus on the outcome and impact we are seeking	<p>Our executive leadership team has been developing its governance and management processes since its inception, and is building its capability for the challenges that Statistics 2020 Te Kāpehu Whetū brings</p> <p>Improving governance and monitoring arrangements (guided in part by recommendations from our Performance Improvement Framework review), and central agency monitoring and milestone development will all contribute to ensuring a highly focused leadership</p>
Loss of reputation by failing to deliver services (long term)	<p>We remain heavily dependent on the goodwill of the public and our national institutions to perform our functions. Producing quality statistics will maintain this goodwill and trust</p> <p>Statistics 2020 Te Kāpehu Whetū addresses this risk with initiatives designed to stabilise and enhance our operations and activities</p> <p>Governance and management processes in Statistics 2020 Te Kāpehu Whetū provide new and greatly altered service delivery</p>

Table continued next page

Table 7 continued

Risk	Background and resolution
<p>Loss of reputation by failing to deliver services (long term) (continued)</p>	<p>The standardisation arising from Statistics 2020 Te Kāpehu Whetū will greatly reduce the likelihood of major errors occurring</p> <p>A critical component of our implementation plan is our people strategy, which is designed to ensure we have the right people, in the right place, at the right time</p>
<p>Not achieving the comprehensive transformation promised</p>	<p>If we fail to achieve a comprehensive transformation across the Official Statistics System, the investment in Statistics 2020 Te Kāpehu Whetū will not reach its potential</p> <p>Statistics 2020 Te Kāpehu Whetū aims to transform the statistical system, delivering comprehensive changes to how New Zealand receives information. We need to manage every aspect of the transformation so each project reinforces subsequent changes and we obtain the best possible result. If this is done well, the result will be much more than we would achieve from a sequence of unconnected or uncoordinated improvements</p>
<p>Long-term capability</p>	<p>If the department fails to build its capacity to deliver the culture and systems changes it is aiming for, it will not be able to transform the statistical system as set out in the strategic framework. New Zealand will miss out on the progress that could come from fully exploiting such a national asset</p> <p>The future, detailed path for Statistics 2020 Te Kāpehu Whetū will be shaped by people now being recruited into the new key positions. Longer term, the calibre of these people, and the soundness of the governance and management structures, will ensure Statistics 2020 Te Kāpehu Whetū is delivered to expectations</p>
<p>Not responding to changes in external drivers</p>	<p>Statistics 2020 Te Kāpehu Whetū must provide the level of responsiveness that external stakeholders require. We risk missing opportunities if we are too internally focused on a set 10-year plan. We need to be alert to shifts in external influences and drivers and let the plan evolve in response. We work in the information business, which changes rapidly</p> <p>How the public provides and obtains information, and how they expect their information to be managed by the recipients, are areas of significant and high-paced change to which we need to respond</p>

Table continued next page

Table 7 continued

Risk	Background and resolution
Ineffective sector leadership	<p>This risk acknowledges there may be tension between our production and leadership roles, and that the cooperation of our Official Statistics System partners is critical to success</p> <p>To minimise this risk, we have, for example, enhanced our relationship management strategy and activity and brought key agencies into Official Statistics System governance and mechanisms (at all levels)</p> <p>There is currently a high level of willingness and buy-in, but there are considerable opportunities to achieve more progress in this area</p>

Measuring our success

This section provides information about some of the performance measures that will demonstrate success.

Improving our performance management and reporting

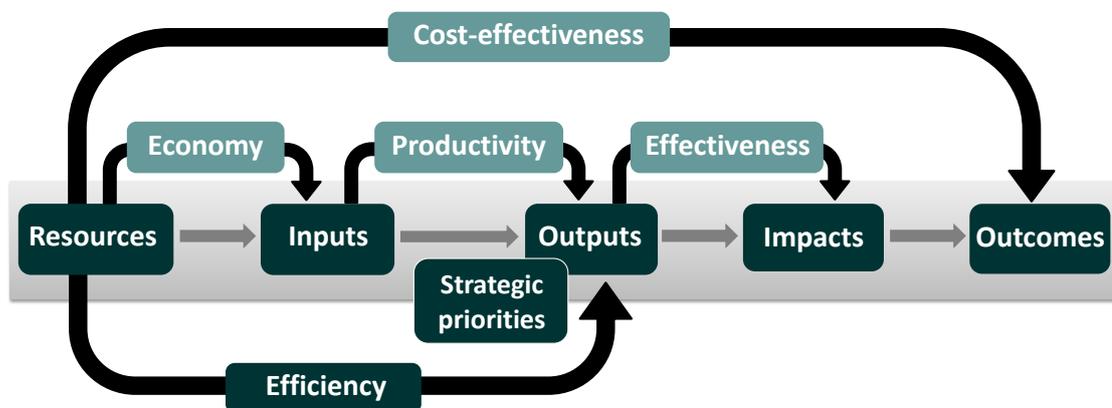
In 2011/12, we started a three-year project to improve our performance management and implement a business intelligence system. This project aims to improve the organisation's performance through better decision making, and by ensuring that the right information is provided to the right people at the right time.

The project will identify a suite of key performance indicators to monitor the organisation's progress and meet the most important external and internal information needs. Performance data will be integrated from across the business so it can be easily accessed and used, and a process will be established for regularly reviewing and improving the data.

We have developed principles for identifying and developing key performance indicators, as well as a model for assessing the quality, importance, and cost-efficiency of potential measures. This model sets out the dimensions of performance that organisations should monitor, as shown in figure 7.

Figure 7

Dimensions of performance model



We have identified external and internal information needs across all performance dimensions. We considered cross-government performance initiatives such as The Treasury's Administrative and Support Services benchmarking data, existing accountability processes such as select committee examinations, and the information our managers use every day to monitor and direct their teams. We narrowed over 200 potential performance measures to a proposed suite of around 40 measures, which meet best practice, are of good quality, and tell the full performance story for the organisation.

We anticipate that most of our current performance measures will still be the key measures we need to monitor. We expect to develop better measures for our efficiency, economy, productivity, effectiveness, and cost-effectiveness, based on our new activity-based costing model. We are also developing a suite of performance measures for monitoring performance across the Official Statistics System.

Current monitoring practices

Use and Trust in Official Statistics Survey

We have embarked on a research programme for key groups of users and potential users – to measure their use and trust in official statistics. The information they provide will be used to:

- monitor our progress towards achieving our outcome and impact
- monitor and identify actions to improve the overall health of the Official Statistics System
- inform our understanding of our customers
- help us identify actions to improve our products and services.

The key client groups for official statistics are determined by the Statistics Act 1975 and by recognising the uniqueness accorded Māori as tāngata whenua. We plan a cyclical programme of research for the key client groups, to obtain comparative data and to monitor trends over time. We will also make international comparisons where possible.

The users groups already surveyed are the public (2010) and government workers (2011). This has provided performance benchmarks against which progress can be measured. The user group to be surveyed in 2012 is the business sector.

Client satisfaction survey

Client satisfaction is measured through a voluntary survey. We send this survey to our clients after providing them with a service they requested. The survey was changed for the 2011/12 year, but we have retained a high level of satisfaction.

Staff engagement survey

We have conducted staff engagement surveys annually since 2009. The next one is planned for June 2012. We can compare internal results over time, but can also compare ourselves with a selected group of organisations. In 2011, we had an excellent response rate of 92.7 percent, up 6.3 percent from 2010.

Culture survey

A culture survey was conducted for the first time in 2012. This aims to better understand and measure our organisational culture and help us identify ways to become a more responsive, customer-focused, and sustainable organisation – a key goal of Statistics 2020 Te Kāpehu Whetū.

The 2012 survey will indicate areas needing work, and provide benchmarks for measuring changes in the culture and the success of related initiatives.

Other monitoring

Performance Improvement Framework

The report from Statistics New Zealand's Performance Improvement Framework (PIF) review was published in October 2011. It included recommendations to improve our performance, many of which are captured in the milestones for Statistics 2020 Te Kāpehu Whetū.

The PIF review is extremely valuable to us because it provides independent guidance on how we are doing, and because it comes at the early stages of our programme of change – to ensure that New Zealand increasingly gets the information it needs to grow and prosper.

Central agency monitoring agreement

A condition of the Statistics 2020 Te Kāpehu Whetū funding was agreeing to a regime of monitoring and milestones with central agencies. This type of agreement is unique, and may provide a model for future long-term government projects. Statistics 2020 Te Kāpehu Whetū is also monitored as part of the State Services Commission's major project monitoring programme.

Administrative and Support Services Benchmarking reports (formerly known as BASS reports)

We also take part in the the annual administrative and support services benchmarking exercise, which provides management information to support cross-government value-for-money assessments, target setting, and improvement tracking over time.

Performance measures

Table 8

Measuring progress towards our outcome of an informed society using official statistics

Measure	Baseline	Our target
Increase in the number of users of official statistics	64 percent of public respondents had used statistics in some way ¹	Improve result when the Use and Trust in Official Statistics Survey of the public runs again in 2013
	27 percent actively used New Zealand Government statistics in the previous 12 months	Improve result when the survey runs again in 2013
	59 percent of Māori respondents had used statistics in some way 26 percent of Māori respondents had actively used statistics ²	Maintain results for Māori at similar levels as the total sample when the survey runs again in 2013
	44 percent of government worker respondents had used statistics in the previous 12 months ³	Improve result when the survey runs again in 2014

Table continued next page

Table 8 continued

Measure	Baseline	Our target
<p>Increase the use of official statistics in central government decisions</p>	<p>Since 2010/11 official statistics were used by the following groups to report to government:</p> <ul style="list-style-type: none"> • Capital Market Development Taskforce • 2025 Taskforce • Welfare Working Group • Economic Growth Agenda • Housing Shareholders Advisory Group • Savings Working Group • Tax Working Group • New Zealand Productivity Commission • Canterbury Earthquake Recovery Authority • Electoral Commission • Central agencies⁴ 	<p>Identify and implement a method for monitoring official statistics use in central government decisions (in conjunction with Cabinet Office)</p>
<p>Ensure that the right statistical information is produced by the OSS to better support decision making and understanding</p>	<p>The list of New Zealand's most important (Tier 1) statistics was reviewed in 2011</p> <p>The Government Statistician, supported the OSS Chief Executives' Steering Group, provided purchase advice to ministers about statistical investment and statistical priorities for departments, (including Statistics New Zealand) for Budget 2012</p>	<p>Obtain agreement on the implementation of the revised Tier 1 list, including the costings and development timeline</p> <p>Provide annual purchase advice, to the satisfaction of the Minister</p>

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Table 8 continued

Measure	Baseline	Our target
Ensure that the OSS functions efficiently and effectively	<p>We currently advise producers of official statistics as requested by them, and publish some statistics on our website on behalf of other agencies (Ministry of Justice, New Zealand Police)</p> <p>We are a member of the Open Data and Information Re-use working group, which advises Government on data accessibility and integration, and the dissemination and use of administrative data</p>	<p>Increase advice to OSS partners to increase statistical capability, and progress exploration of potential shared infrastructure</p> <p>Continue to contribute to making Government data more accessible, and identify options for further data integration and reuse</p>

1. From the Use and Trust in Official Statistics Survey 2010 (Public). How people used statistics included reading about statistics – likely to be the main way people use them to monitor the state and progress of New Zealand. See Use and Trust in Official Statistics Survey 2010 for the full report (www.stats.govt.nz).
2. The two results for Māori respondents are similar to the results for the total sample listed in the table, and for the non-Māori responses (28 percent and 65 percent, respectively). Our goal is to maintain that level of relativity for Māori while increasing the overall results.
3. From the Use and Trust in Official Statistics Survey 2011 (Government workers). We invited 103 agencies to take part: all core public service departments, ministries, and crown agencies/entities; and selected other agencies, including the New Zealand Police and Reserve Bank of New Zealand. See Use and Trust in Official Statistics 2011 for the full report (www.stats.govt.nz)
4. Department of Prime Minister and Cabinet, The Treasury, and State Services Commission, in developing benchmarking for delivery of better public services.

Table 9

Measuring progress towards our desired impact

Measure	Baseline	Our target
Increase in number of users who report that government has the information it needs	48 percent of the public reported government ‘almost always’ had the information needed and 48 percent said government ‘sometimes’ had the information needed ¹	Maintain the overall levels reporting the government has the information it needs, but increase the proportion of ‘almost always’ responses when the Use and Trust in Official Statistics Survey of the public runs again in 2013

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Table 9 continued

Measure	Baseline	Our target
Increase in number of users who report that government has the information it needs	41 percent of government workers said government departments 'almost always' had the information needed, and 50 percent said government departments 'sometimes' had the information needed ²	Maintain the overall levels reporting the government has the information it needs, but increase the proportion of 'almost always' responses when the Use and Trust in Official Statistics Survey of Government Workers runs again in 2014
Increase in number of users who trust official statistics	86 percent of public respondents trusted statistics produced by government ¹ (this level is higher than for all European countries and similar to Australia's) 77 percent of Māori respondents (compared with 87 percent of non-Māori) trusted statistics produced by government ¹ 78 percent of government worker respondents trusted statistics produced by government ²	Maintain or improve this result when the survey runs again in 2013 Maintain this high level of trust in relation to Europe and Australia Decrease the gap between Māori and total proportion of respondents when the survey runs again in 2013 Maintain or improve this rate in future surveys when the survey runs again in 2014
Producers of Tier 1 statistics comply with the Official Statistics System's principles and protocols	In 2010, agencies that had not complied with aspects of the three protocols surveyed in the years up to and including 2009/10 had improved their practices	Producers of Tier 1 statistics comply with the principles and protocols

Table continued next page

Table 9 continued

Measure	Baseline	Our target
Producers of Tier 1 statistics comply with the Official Statistics System's principles and protocols (continued)	In 2010/11, producers of Tier 1 statistics evaluated themselves on a fourth protocol, Frameworks Standards and Classifications – all complied, but at different levels, ranging from excellent to acceptable	Producers of Tier 1 statistics comply with the principles and protocols
Increase in number of people aware of official statistics	<p>In 2010, 61 percent of public respondents were aware of our statistics, and at least one-third had heard of statistics produced by other government departments¹</p> <p>49 percent of Māori respondents (compared with 63 percent of non-Māori) said they were aware of our statistics¹</p> <p>In 2011, 70 percent of government worker respondents were aware of our statistics, while 23–48 percent were aware of statistics produced by other government departments²</p>	<p>Improve proportion of respondents who are aware of our statistics when the survey runs again in 2013</p> <p>Decrease the gap between Māori and total proportion of respondents when the survey runs again in 2013</p> <p>Maintain or improve this rate when the survey runs again in 2014</p>
Increase in user satisfaction with accessibility of statistics	<p>87 percent of public respondents reported they found it 'very easy', or 'fairly easy', to find the statistics they wanted from government¹</p> <p>86 percent of Māori reported they found it 'very easy', or 'fairly easy', to find the statistics they wanted from government¹</p> <p>50 percent of government worker respondents reported they found it 'very easy' or 'fairly easy' to find the statistics they wanted from government²</p>	<p>Maintain or improve this result when the survey runs again in 2013</p> <p>Maintain this high level in line with the total results when the survey is run again on 2013</p> <p>Maintain or improve this rate when the survey runs again in 2014</p>

1. From the Use and Trust in Official Statistics Survey 2010 (Public).

2. From the Use and Trust in Official Statistics Survey 2011 (Government workers).

Table 10
Measuring our progress towards creating a responsive, customer-focused, influential, and sustainable organisation

Measure	Baseline	Our target
Percentage of staff who agree that we have a clear vision of where we are going and how we are going to get there ¹	2009 – 65.8 percent 2010 – 67.3 percent (sector benchmark – 68.5 percent) 2011 – 78.6 percent (sector benchmark – 62.7 percent)	Maintain a result higher than the sector benchmark
Percentage of staff who have confidence in the leadership of the organisation ¹	2009 – 67.7 percent 2010 – 68.3 percent (sector benchmark – 68.0 percent) 2011 – 71.3 percent (sector benchmark – 59.2 percent)	Maintain a result higher than the sector benchmark
Staff engagement index ¹	2009 – 71.1 percent 2010 – 71.6 percent (sector benchmark – 74.4 percent) 2011 – 71.7 percent (sector benchmark – 67.5 percent)	Maintain a result higher than the sector benchmark
Percentage of new hires still in same role after 12 months ²	2009/10 – 86 percent 2010/11 – 90 percent (peer group median – 78 percent, peer group best performers – 90 percent)	Maintain a result higher than the peer group median, and comparable to the peer group best performers
Percentage of staff who say there are career and personal development opportunities for them in this organisation ¹	2009 – 55.9 percent 2010 – 55.3 percent (sector benchmark – 63.7 percent) 2011 result – 54.3 percent (sector benchmark – 48.4 percent)	Maintain a result higher than the sector benchmark
Proportion of managers recruited from within the organisation	2010 – 50 percent of 3rd and 4th tier managers appointed came from within the organisation 2011 – 71 percent of 3rd and 4th tier managers appointed came from within the organisation	Maintain this result, but ensure a proportion recruited externally

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Table 10 continued

Measure	Baseline	Our target
Percentage of instances dependent on legacy information technology	<p>In the year ended Feb 2012, we achieved the following reduction in the proportion of instances dependent on legacy IT:</p> <p>Centura – 25 percent (11 percent to Feb 2011)</p> <p>VB and C++ – 82 percent (44 percent to Feb 2011)</p> <p>MS shared access drives – 90 percent (56 percent to Feb 2011)</p> <p>SAS DDE – 25 percent (14 percent to Feb 2011 – may be delayed due to the Christchurch earthquake)</p> <p>SAS AF – 63 percent (0 percent to Feb 2011)</p> <p>Sybase – 30 percent (28 percent to Feb 2011)</p> <p>Other legacy tools – 0 percent</p>	<p>Complete removal of instances dependent on legacy information technology by the following dates:³</p> <p>Centura – Jul 2014</p> <p>VB and C++ – Jun 2013</p> <p>MS shared access drives – Dec 2012</p> <p>SAS DDE – Jun 2012</p> <p>SAS AF – Jun 2013</p> <p>Sybase – Jun 2015</p> <p>Other legacy tools – Jun 2016</p>
Number of statistical system and platform assets that are fully depreciated	At 31 March 2011, 68 statistical system and platform assets were fully depreciated	Reduced number of statistical system and platform assets that are fully depreciated by 30 June 2014
Cost efficiency	Work has been completed on our activity-based costing model – to develop the baseline cost drivers of activities and outputs	Develop this work into a tool to provide detailed analysis of the key cost drivers of activities and outputs – so efficiencies can be identified
Customer satisfaction	96 percent of clients rate our service as very good or excellent	Maintain this level

1. From Statistics New Zealand's staff engagement survey.

2. From The Treasury's Administrative and Support Services benchmarking report (www.treasury.govt.nz/statesector/performance/bass).

3. Target removal dates for some of the streams have been updated to reflect the shutdown dates from the department's agreed legacy roadmap. Following a risk mitigation re-planning exercise, the target shutdown date for the Sybase to SQL migration was extended to 2015, to allow for a staged migration in tandem with the other business redevelopments.