



Data Investment Framework

Building-blocks to a desired future data system

Data has the power to change lives and create better outcomes for New Zealanders by informing government policy and decision-making.

Stats NZ is supporting and empowering agencies to use data more effectively.

Government holds a vast amount of data on behalf of New Zealanders. This data has the potential to be a valuable asset both for government, and outside of government, driving innovation and contributing to economic, social, and environmental progress.

When used securely and with integrity – protecting privacy and confidentiality – and with New Zealand’s trust and confidence, data can provide rich insights about us and our communities.

To support the government’s priority to get more value from data, Stats NZ Chief Executive Liz MacPherson was appointed as the Government Chief Data Steward (GCDS).

The GCDS leads this work by facilitating and enabling an inclusive, joined-up approach across government to set standards and establish common capabilities, including developing data policy, infrastructure, strategy, and planning. Ensuring agencies have the capability and right skills to maximise the value they get from data is key.

Recognising that data is a taonga for Māori, Stats NZ stewards data responsibly with, and for, future generations. We’re working with Māori to help build data capability, access more data, and use it as a strategic asset.

At the heart of this work is transparency around how government uses the data it holds on behalf of New Zealanders.

About the Framework

Over recent years Ministers and Officials have sought the GCDS’s view on government investment in data. The Data Investment Framework (Framework) was created to guide the way investment in the data system could be made to deliver to government priorities, while also building the foundations required to ensure New Zealand’s data system can meet future needs.

This process is overseen by the Information Group (a group of information leaders from agencies across New Zealand’s State Sector).

The GCDS works with the group and others to assess data-related budget bids against the Framework. Following this, advice is provided to The Treasury on data system investment, for potential inclusion in their budget advice to Ministers.

How it was developed

The GCDS partnered with system leaders across government to develop the framework, focussing on the future needs of the data system.

Fourteen future data use scenarios were identified that would support improved wellbeing by growing the country’s human, social, natural and financial/physical capital set out in The Treasury’s [Living Standards Framework](#).



The scenarios covered:

- service delivery
- decision-making
- evidence-informed policy
- business and process efficiency
- value to society
- risk management and
- innovation.

How it works

The Framework guides what data-related initiatives government should invest in, and is informed by:

- critical system gaps (the difference between ‘where we are now’ and ‘where we need to be’) identified to meet future data system needs
- the extent to which they deliver a ‘system-win’, which means initiatives should aim to:
 - » generate positive change elsewhere in the system
 - » be scalable to support implementation across the data system, yet flexible enough to adapt to future needs
 - » make the system sustainable in the long-term.

The Framework is used to achieve a data system:

- where people are placed at the heart, with data improving service design and delivery while fostering trust and confidence

- that enables the state sector, organisations and people to use information and data to inform their decision making, and to drive innovation and increased value
- where data is used to solve complex policy questions and drive operational decision-making.

Critical system gaps and focus areas

The critical system gaps were informed by a number of system-level groups. They were then grouped by theme to create the following focus areas for activity and investment (the focus areas of the Framework):

- Trusted and safe access to open and protected data.
- Analytics for decision making.
- Safeguards and Protections for New Zealanders.
- Transparent and open practices.
- Data to underpin new and emerging technologies for the benefit of New Zealanders.
- Data designed for system reuse.
- System stewardship.

Contact us

If you'd like more information, have a question or want to provide feedback, please email datalead@stats.govt.nz.

Connect with us