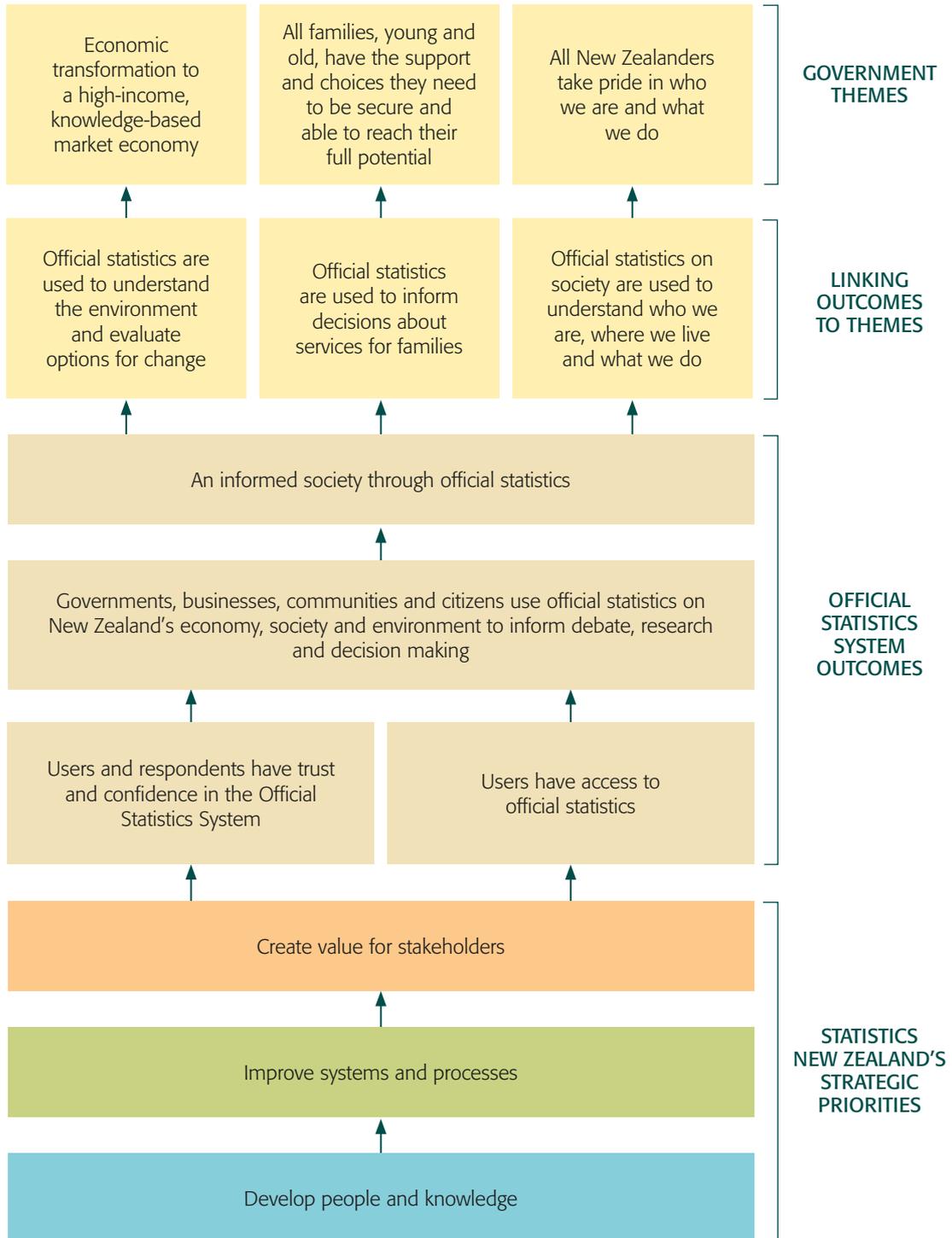


Making the connections





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Statement from the Minister of Statistics



The gathering and provision of credible, timely, independent world-class statistics represents an important investment in the future social and economic development of New Zealand. Businesses, academic and voluntary organisations, and individuals all benefit. I am proud of the reputation Statistics New Zealand is achieving both nationally and internationally, and I encourage the department to build on its existing reputation as a top-flight service provider by strengthening relationships with key stakeholders and client groups, and with the community.

It is vital that all the department's outcomes and outputs, both statistical and operational, represent good value for money, and that the department works to enhance its contribution to the Government's goals of economic transformation, families – young and old, and national identity, and awakens to the need for more sustainable use of resources.

In particular Statistics New Zealand will work on ensuring that:

- New Zealand businesses and individuals who supply survey data are better able to realise the value of their efforts, and have their survey burden reduced. Current efforts that reduce respondent burden, such as making better use of administrative data, need to continue and be accompanied by innovative ways to make information more accessible and relevant to users.
- Outputs are shown to be cost-effective, feasible, and representing value in terms of the taxpayers' investment and the community's needs. They must also represent the most efficient way of achieving the desired impact, and creating value.

I look forward to Statistics New Zealand continuing to produce key social, economic and environmental statistics; maintaining its lead role with other departments and agencies to improve quality and accessibility of statistics; and improving the services it provides to meet user and stakeholder needs.

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.

Hon Clayton Cosgrove
Minister of Statistics

Overview by the Government Statistician



Statistics New Zealand's role, as leader of the Official Statistics System, is to grow and strengthen the quality, accessibility and number of official statistics available to New Zealanders. We work together with our partners in the Official Statistics System to achieve our shared outcome of an informed society through official statistics.

Our *Statement of Intent 2007* solidifies our commitment to the development of the Official Statistics System. While we have completed the groundwork in setting up the Official Statistics System through the development of Statisphere (www.statisphere.govt.nz), the implementation of the Survey Notification System, and the establishment of the Advisory Committee on Official Statistics, more work is needed to ensure the system is operating efficiently and meeting the needs of users. We have a number of projects underway, or in the planning stages, to address these areas. One exciting area of work is the initiative to make more information freely available – this initiative will allow users access to a wider range of small area population, business demography and household expenditure data from the Statistics New Zealand website at no charge.

While on one hand it is important for Statistics New Zealand to meet the needs of our users, it is also vital to ensure that we are not placing too much burden on survey respondents. Reducing the load placed on survey respondents has been a key focus of Statistics New Zealand and of the Official Statistics System. Respondents are central to the production of official statistics, and it is by their goodwill and willingness to provide information that we are able to provide essential statistics on New Zealand's society, economy and environment. We are currently developing a strategy that will crystallise our commitment to better manage respondent burden, and will be extending our programme to promote the value of statistics for businesses.

One of the main changes you will notice in the *Statement of Intent 2007* is a further refinement of our 2006 Strategy Map. The map has been distilled from 18 objectives to seven priorities, to better define and describe our strategic direction.

It has been my privilege to be Acting Government Statistician over the past few months, and I am looking forward to working closely with the new Government Statistician, who will continue to guide a well-developed Official Statistics System.

Dallas Welch
Acting Government Statistician

PART 1 Statistics New Zealand's strategy to 2010

Our contribution to the three Government themes

In 2006, the Government determined three themes to guide investment: economic transformation, families – young and old, and national identity. Statistics New Zealand contributes to these three themes by leading the Official Statistics System, and producing statistics on New Zealand's economy, society and environment.

Here are definitions of the three themes⁽¹⁾ and examples of how we support them.

ECONOMIC TRANSFORMATION

"Working to progress our economic transformation to a high-income, knowledge-based market economy, which is both innovative and creative, and provides a unique quality of life for all New Zealanders."

Statistics New Zealand supports this theme by enabling users of official statistics to understand the economic environment, assess the potential impact of decisions on economic transformation, and to support decision making. In addition to the extensive range of economic statistics that contribute to this theme, official statistics on productivity were first released in March 2006.

FAMILIES – YOUNG AND OLD

"All families, young and old, have the support and choices they need to be secure and be able to reach their full potential within our knowledge-based economy."

Statistics New Zealand supports this theme with statistics on society, enabling service providers to understand conditions and target areas where services are needed most. The Programme of Official Social Statistics, which includes a new survey about families, will extend the range of key outputs contributing to this theme.

NATIONAL IDENTITY

"All New Zealanders to be able to take pride in who and what we are, through our arts, culture, film, sports and music, our appreciation of our natural environment, our understanding of our history, and our stance on international issues."

Statistics New Zealand supports this theme by enabling all New Zealanders to understand who we are, where we live and what we do. Official statistics from the five-yearly Census of Population and Dwellings continue to be a key output that contributes to this theme.

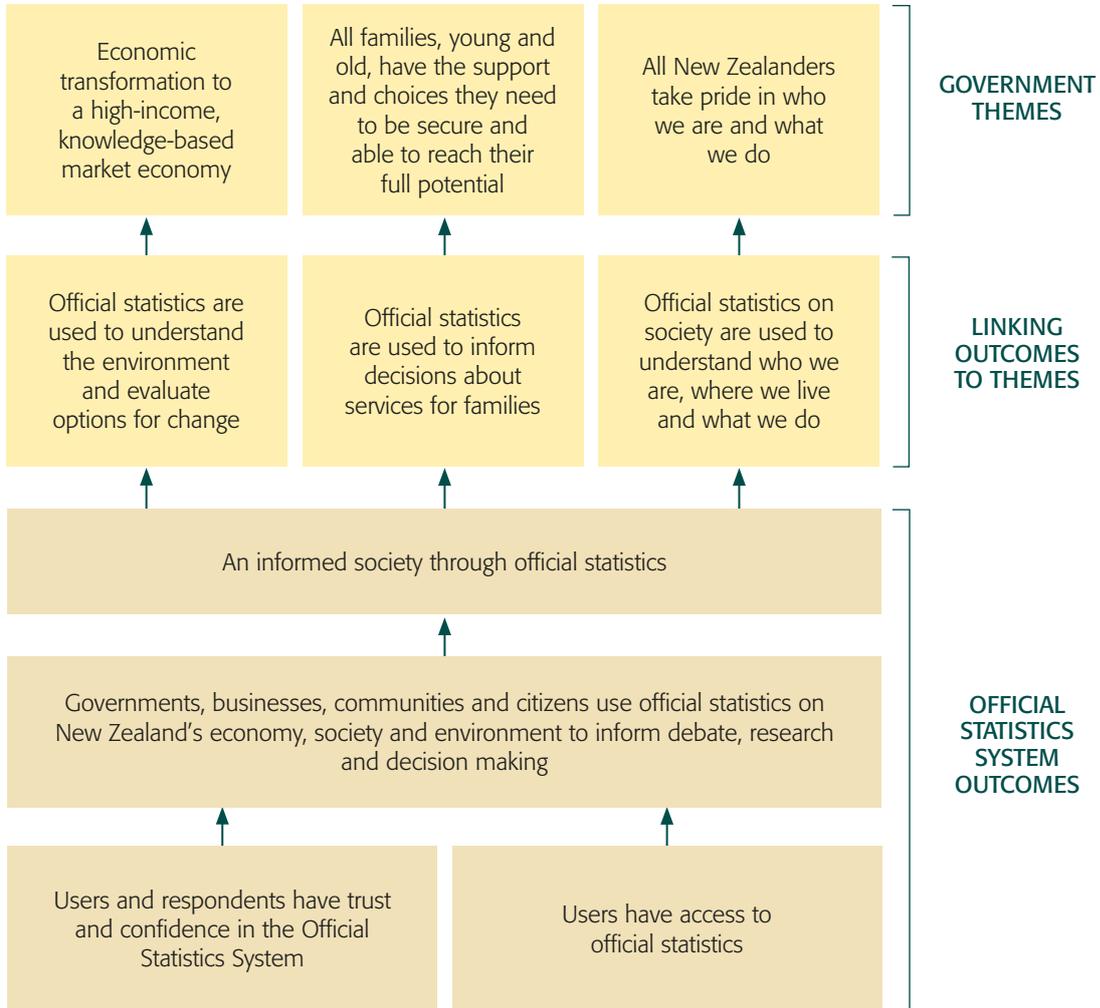
The following diagram shows how the outcomes for the Official Statistics System support these three themes.

The diagram on the inside cover shows how our strategic priorities align with these outcomes.

(1) Definitions are from the Treasury's Statement of Intent 2006–2009, <http://www.treasury.govt.nz/soi/>



RELATING OUTCOMES TO THEMES



About Statistics New Zealand

Statistics New Zealand's role is set out in the Statistics Act 1975. Broadly it is to:

- lead New Zealand's Official Statistics System
- build and maintain trust in official statistics
- be the key contributor to the collection, analysis and dissemination of official statistics relating to New Zealand's economy, environment and society
- ensure official statistics are of high integrity, quality, and are equally available to all
- guarantee that statistical information provided to Statistics New Zealand remains confidential, and that it will be used for statistical purposes only.

The Statistics Act 1975 also sets out the role of the Government Statistician. To ensure the confidence and trust of all who contribute to, and make use of the statistics collected under the authority of the Statistics Act 1975, the Government Statistician has the sole responsibility for deciding the procedures and methods employed in the provision of any statistics produced by the Government Statistician, and for deciding the extent, form and timing of publication of those statistics.

The Government Statistician is the Government's policy adviser on statistical matters and the official authority on statistical standards. The Government Statistician is the coordinator of the statistical activities of government departments, is authorised to produce official statistics on a wide range of topics, and may provide commentary and interpretation to help users understand statistics and the stories they tell about New Zealand. The Government Statistician is the head of Statistics New Zealand and also has the title of Chief Executive.

Statistics New Zealand has around 800 full-time staff across offices in Christchurch, Wellington and Auckland. The majority of our people work directly on statistics – this includes every step from survey design, data collection and analysis, to making sure results can be found and used.

Statistics play an increasingly important role in the decision making of individuals and governments worldwide. A sound and impartial system of official statistics is the cornerstone of a modern, healthy democratic state. Access to relevant, accurate and timely statistics greatly assists those making decisions. These decisions can spell the difference between a society that is functioning well and one that fails to adequately support its people.

Principle 1 of the United Nations' Fundamental Principles of Official Statistics states that:

"Official statistics provide an indispensable element in the information system of a democratic society, serving the Government, the economy, and the public with data about the economic, demographic, social and environmental situation. To this end, official statistics that meet the test of practical utility are to be compiled and made available on an impartial basis by official statistical agencies to honour citizens' entitlement to public information."⁽²⁾

In New Zealand, official statistics are all statistics produced by government departments. The Official Statistics System comprises all official statistics and the mechanisms that produce them. Statistics New Zealand is the leader of the Official Statistics System and the major producer of official statistics in New Zealand.

(2) Accessed from <http://unstats.un.org/unsd/methods/statorg>

The official statistics environment

The Official Statistics System comprises all statistics produced by all government departments, therefore all government departments are our partners in the Official Statistics System. The Official Statistics System provides measures of New Zealand's economic, social and environmental situation for governments, businesses, communities and citizens.

WORKING WITH OTHER AGENCIES

While Statistics New Zealand works closely with other government departments in the production of official statistics, we also work with international partners. We work closely with the Australian Bureau of Statistics, other national statistical offices, international statistical offices at the United Nations, the Organisation for Economic Co-operation and Development, the International Labour Organization, and at the International Monetary Fund. As members of the international statistical community, we have obligations to represent New Zealand's interests, and to assist with statistical programmes, particularly in the developing countries of the Pacific.

In 2005, the Minister's Advisory Committee on Official Statistics (ACOS) was established to represent the interests of the wider statistical community, including users, producers and suppliers of statistical data. ACOS is an independent advisory committee appointed by the Minister of Statistics, and reports to the Minister on the health of Tier 1 statistics. Further information about ACOS can be found in appendix 1.

While there are many official statistics, Tier 1 statistics are key performance measures for New Zealand. Tier 1 statistics are:

- essential to central government decision making
- of high public interest
- meet public expectations of impartiality and statistical quality
- require long-term continuity of the data
- provide international comparability in a global environment.

A list of Tier 1 statistics can be found in appendix 2.

INTEGRITY IS CRITICAL

The integrity of our organisation and the information we produce is critical to our functioning and the continued provision of official statistics. New Zealand has had a separate statistics office since 1936, and a Government Statistician since 1910. Over the past 70 years, our national statistical office has gained the public support vital to gather official information, contributing to the integrity with which markets function, and to the quality of the democratic process in New Zealand. However, we do not take this support for granted, and integrity, confidentiality and data security in the production of official statistics are upheld as core values for our organisation.

RESPONDENTS' AND USERS' NEEDS

Every person and organisation in New Zealand plays a part in progress towards the outcomes of the Official Statistics System. These people and organisations may be providers of data, users of statistical information, or both. Our key stakeholders include central and local government, businesses, communities, citizens, international agencies, and researchers. These stakeholders have differing expectations of official statistics. Researchers often require multiple data sources that can be linked together and need a high level of detail. Government requires information at the broad national level, as well as on specific sectors, communities or regions. Businesses provide a large amount of data to government agencies, as well as using economic and social information for research, planning and

investment purposes. Individuals require information on specific areas of New Zealand, as well as on social and economic trends.

Changes in social and economic conditions increasingly challenge the relevance of existing statistics, methodologies, classifications, and other aspects of statistical infrastructure. These changes include new family structures, globalisation, sustainable development, the growth of service industries, and the knowledge economy.

There is growing interest in information on economic and social subgroups and in information linked across time or across sectors, including data on small and medium businesses, Māori, ethnic groups, the elderly, younger people, and data by region.

Attitudes of data providers are also changing. Although the Statistics Act 1975 requires individuals and businesses to provide information to Statistics New Zealand, the maintenance of the willing supply of data cannot be taken for granted.

Finding the right balance between stakeholders' and respondents' needs, especially those of data providers against statistics users, is an underlying consideration for every statistic produced.

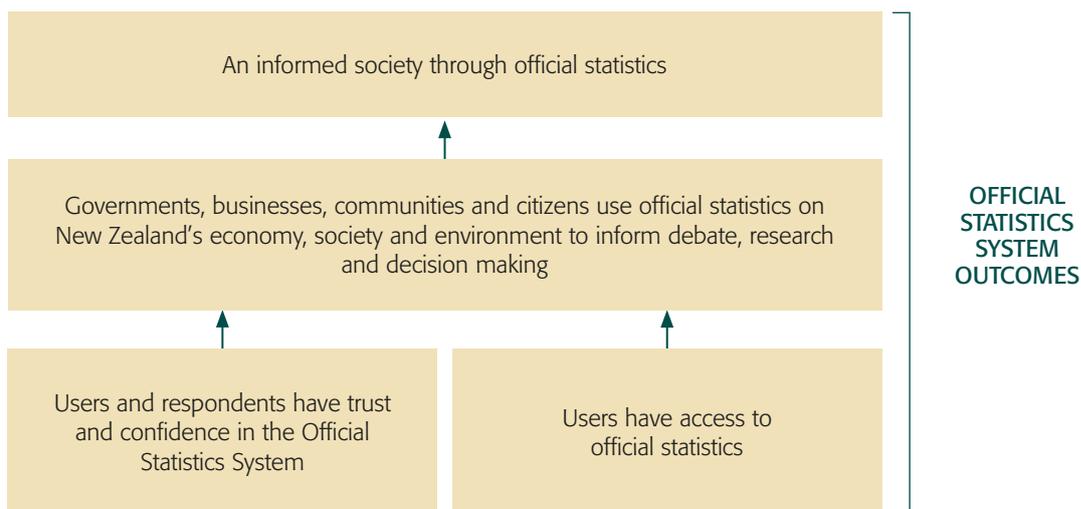
Long-term direction for the Official Statistics System



OUTCOMES FOR THE OFFICIAL STATISTICS SYSTEM

The outcomes for the Official Statistics System are listed in the table below. They are what we, with our partners in the Official Statistics System, are working towards. We have identified the overall end outcome, an intermediate outcome, and two immediate outcomes.

OUTCOMES FOR THE OFFICIAL STATISTICS SYSTEM



End outcome

An informed society through official statistics

One aspect of an informed society is that people can access and effectively use a range of statistics. This outcome requires all agencies that produce statistics to work together to ensure a consistent and cohesive approach to the production and dissemination of statistics. Working together means sharing our knowledge, coordinating our activities and collaborating, to produce the best possible statistics to inform society.

Intermediate outcome

Governments, businesses, communities and citizens use official statistics on New Zealand's economy, society and environment to inform debate, research and decision making

The use of official statistics contributes to an informed society by:

1. Allowing users to identify and examine areas of interest from an objective viewpoint

Official statistics must provide information that is fit-for-purpose and that can be relied on. We take great care to ensure our questions do not lead to biased answers, and that our survey groups are fully representative of the population. Through the use of statistics, evidence-based decision making becomes open and transparent. Society can access and effectively use an objectively compiled range of information and participate fully in a functional democracy.

2. Guiding decision makers

The Official Statistics System delivers a wide range of statistics that enable New Zealanders to make important decisions that affect our communities and our nation. Because official statistics are independent and objective, decision makers can refer to them as a trusted source of information about New Zealand's society, economy and environment. They allow decision makers using statistics to show, in a clear and transparent way, how they arrived at given conclusions.

3. Enabling stakeholders to monitor the effectiveness of policy implementations through statistical evidence

The provision of comparable statistics over time allows stakeholders to measure the impact before and after change. They provide a reference point from which to measure the effect of policy implementations and allow decision makers to respond appropriately.

MEASURES

- Use of statistics
- Users' perceptions of their usefulness

Immediate outcomes

In order for the intermediate outcome for the Official Statistics System to be met, stakeholders must be able to use and want to use official statistics. These are the immediate outcomes that Statistics New Zealand will work towards.

Users and respondents have trust and confidence in the Official Statistics System

There are three broad components to the Official Statistics System and trust and confidence is relevant to each component.

- **The organisations**

Respondents must trust that the organisations collecting information will maintain the confidentiality of individual respondent information.

- **The statistics**

Users must have confidence that official statistics are objective, enduring and fit-for-purpose.

- **The systems and processes**

Users and respondents must have confidence that the systems and processes employed by producers of statistics are robust, transparent and cost-effective.

Maintaining the trust and confidence of users and respondents is closely related to how Statistics New Zealand and other government departments act when producing official statistics. Our coordination of the Official Statistics System includes the production and monitoring of protocols for official statistics, which, when applied, mean objective, fit-for-purpose statistics are produced. The cost of complying with the demands of official statistics is also a key determinant of respondent participation in the Official Statistics System. Maintaining goodwill is critical to our ability to produce official statistics.

Achieving this immediate outcome is not reliant on the production of specific outputs, rather it relates to the way we go about the business of producing official statistics and coordinating the Official Statistics System.

MEASURES

- Public perceptions of Statistics New Zealand and the Official Statistics System



Users have access to official statistics

Access is facilitated by providing different media through which users can obtain statistics, as well as providing statistics in different formats. Statistics New Zealand also has an interest in ensuring that users can understand and analyse the statistics in order to use them in the best possible way.

The outputs Statistics New Zealand produces to achieve this immediate outcome include releases of official statistics to our website, direct mailing information releases or customised data to users, and capability building initiatives, such as educational unit standards.

MEASURES

- Users' perceptions of accessibility

ENSURING THE COST-EFFECTIVENESS OF THE OFFICIAL STATISTICS SYSTEM

The Official Statistics System will be cost-effective when:

- the right statistics are produced at the right level of quality now and for the future
- there is limited duplication of effort across all contributors to official statistics (producers, respondents, users)
- outputs are delivered at the lowest practical cost over the medium term.

The right statistics

Producing statistics requires considerable investment. Ensuring statistics are robust, relevant, and can be accessed for hundreds of years, requires considerable forethought. Statistics New Zealand is guided by a number of advisory committees, international bodies, users, respondents, and by the general public, in making decisions on which statistics are the right statistics.

Part of the role of the Minister's Advisory Committee on Official Statistics (ACOS) is to advise the Minister of Statistics, Statistics New Zealand, and all government departments, on selecting the right set of official statistics to produce. ACOS has been tasked with representing the interests of the wider statistical community to ensure all Tier 1 statistics meet the needs of users and producers. Over the next year, ACOS will review the list of Tier 1 statistics to ensure they remain relevant. This will include a comparison of the list of New Zealand's Tier 1 statistics with those produced by other countries.

While ACOS takes a sector-wide view, it is important that the right statistics are produced within sectors. Statistics New Zealand is guided by its two advisory committees in this regard: the Advisory Committee on Economic Statistics, and the Programme of Official Social Statistics Advisory Group. Each of these committees draws on leaders in their fields to identify gaps and lead Statistics New Zealand to the right investment decisions. Future plans guided by these experts will be developed jointly by Statistics New Zealand and our partners in the Official Statistics System. These plans will set out the priorities for official statistics within each domain and joint commitments to collect, analyse and disseminate official statistics.

As members of the international statistical community, we have an obligation to represent New Zealand's interests in international forums, and to bring this international knowledge and expertise back to New Zealand to ensure we produce the right statistics at the right level of quality. Statistics New Zealand participates in a number of international working groups and forums, with the intention of shaping international standards to ensure they are relevant for New Zealand, and to maintain abreast of developments in official statistics.

In developing our statistical collections, we work with potential respondents to ensure the capture of data is feasible and does not place too much burden on the respondent. This is balanced with the need to maintain the quality of our statistics and the depth of information expected by our users. Public consultation is therefore a feature of Statistics New Zealand's decision making. We aim to keep up with social and economic changes in society, and consult with the public about areas where significant changes are occurring.

The next few years will see an increase in the number of opportunities for users to tell Statistics New Zealand whether their needs are being met. The annual Official Statistics Performance Survey will provide information about users' perceptions of the relevance and reliability of Tier 1 statistics, and the usefulness of information releases. The survey results will be used to better understand users' needs, and to identify areas in which we can improve at an organisational level.

To ensure statistics across the Official Statistics System are fit-for-purpose, Statistics New Zealand has combined knowledge gained from long-standing practice with international best practice, to develop a high-level set of principles. Although these principles have been developed for Tier 1 statistics, they should apply to all official statistics.

Protocols guide the assessment of 'fitness for use' and provide practical frameworks for the application of the principles across Tier 1 statistics in particular, and the Official Statistics System generally. Each protocol contains information on:

- minimum standards for Tier 1 statistics
- guidelines for other official statistics
- best practice methodologies and procedures for producing and releasing statistics.

Statistics New Zealand will monitor the application of protocols across all official statistics.

Limiting duplication

Understanding all survey activity across the Official Statistics System is an important part of reducing duplication for respondents and producers, and of identifying information gaps for users. This is facilitated by the Survey Notification System, which has produced a repository of information on all surveys undertaken by government departments, and by many Crown entities. The notification system will help us to better understand what is being surveyed, and the overall load placed on the community by government surveys of all kinds. Information about each survey (metadata) and where to go for survey results can be found on the Statisphere website (www.statisphere.govt.nz).

Work is being conducted on the potential for Statistics New Zealand's statistical architecture to be used across the Official Statistics System. This would lead to more efficiency and a consistent approach to data analysis by all government agencies.

Reducing costs

Costs of producing and using official statistics are incurred by producers, users and respondents. Statistics New Zealand understands that cost-effectiveness needs to be a feature across the Official Statistics System. This translates to a commitment to improving access for users, reducing the load on respondents and producing official statistics that meet the needs of users, while reducing the overall costs, in the medium term.



STATEMENTS OF SUCCESS

Users' satisfaction with official statistics' usefulness, relevance and reliability is maintained at a high level.

The cost of producing official statistics decreases for government, users and respondents.



MEASURES

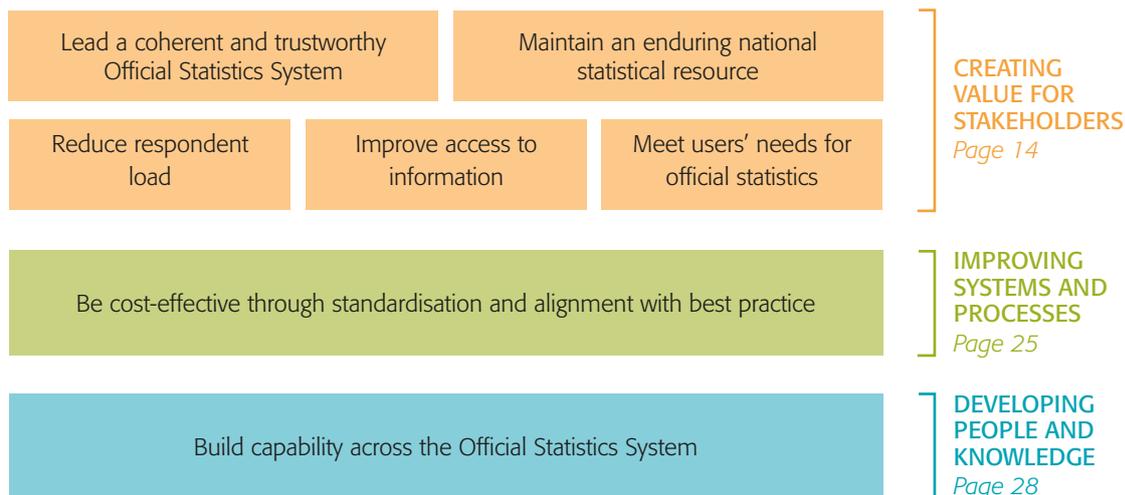
- Cost to users
- Time taken to complete surveys
- Cost per output
- Quality of Tier 1 statistics
- Users' perceptions of usefulness, relevance and reliability

Strategic priorities for Statistics New Zealand



Statistics New Zealand has identified key priorities to guide our investments, which in turn contribute to key government goals. These priorities are intended to achieve the outcomes for the Official Statistics System (outlined on pages 9, 10 and 11). They incorporate three dimensions: creating value for stakeholders, improving systems and processes, and developing people and knowledge.

STRATEGIC PRIORITIES FOR STATISTICS NEW ZEALAND



The following sections describe each priority, our specific goals, how we will meet these goals, and how we will know if we have succeeded. Measures of success are also provided for each priority.



LEAD A COHERENT AND TRUSTWORTHY OFFICIAL STATISTICS SYSTEM

What this objective means to us

Leadership of the Official Statistics System is a prescribed role in the Statistics Act 1975. Leadership is necessary, as an uncoordinated and ad hoc system of official statistics is bound to be inefficient. Statistics New Zealand provides technical advice, facilitates communication and ensures a sound approach to producing statistics across government. We have identified three components to leading a coherent Official Statistics System:

- **Leadership** is about providing direction and focus for the Official Statistics System. It is enabled by leading by example, and by delivering official statistics in a credible and cost-effective way.
- **Coherency** is about a sustainable and coordinated Official Statistics System that collectively produces official statistics to holistically describe New Zealand's economy, society and environment.
- **Shared responsibility** is about our partners being aware of their role in the Official Statistics System, and the commitment of our partners to achieving the outcomes of the Official Statistics System.

Our leadership objective supports the development goals for the State Services of 'networked state servants' and 'coordinated state agencies', as we aim to work with our partners in the Official Statistics System towards a more integrated and coherent approach to the delivery of official statistics.

Statistics New Zealand has three goals to achieve by 2010. These goals, which reflect closer working relationships with our partners in the Official Statistics System and the need to jointly plan for the future, are:

- Statistics New Zealand's relationships with our partners in the Official Statistics System will be based on trust. We will have a common understanding of statistical information gaps and joint plans to address these gaps.
- Our partners in the Official Statistics System will apply the principles and protocols of Official Statistics System, and seek Statistics New Zealand's guidance as appropriate.
- Our partners in the Official Statistics System will involve us as a valued contributor in their strategic thinking about their knowledge bases.

Achieving our goals

To achieve these goals, we will lead at an individual and an organisational level. At an individual level, the challenge is for the managers to show leadership across the Official Statistics System. Statistics New Zealand's managers' roles explicitly incorporate sector leadership. Building interpersonal relationships at senior levels is core to achieving a wide understanding of official statistics, and the Official Statistics System.

Building relationships

A relationship management strategy has been developed to better coordinate Statistics New Zealand's interactions with its key stakeholders. Some of the initiatives undertaken under this strategy include:

- implementing a relationship management database
- assigning senior relationship managers to key stakeholders
- developing strategic objectives for each stakeholder.

These strategic objectives will guide managers in their efforts to provide sectoral leadership.

Implementing principles and protocols

Principles and protocols have been developed for the Official Statistics System. When we promote these throughout the system we will focus on increasing our partners' understanding of the content of the protocols, and their understanding of the important role the protocols play in ensuring a cost-effective Official Statistics System that produces statistics that are fit-for-purpose.

Implementing the protocols will involve Statistics New Zealand's assistance, including monitoring and reporting on successful progress towards implementation.



STATEMENTS OF SUCCESS

Our partners' satisfaction with our leadership increases.

The Official Statistics System protocols are applied to all Tier 1 statistics.



MEASURES

- Proportion of Tier 1 statistics meeting Official Statistics System protocols
- Percentage of government agencies contributing to the Survey Notification System
- Our partners' satisfaction with Statistics New Zealand's leadership of the Official Statistics System

MAINTAIN AN ENDURING NATIONAL STATISTICAL RESOURCE

What this objective means to us

Maintaining an enduring national resource acknowledges that information collected today is not only important to people now, but also to the researchers and policy makers of the future. This objective is about datasets, the stories and analysis behind the statistics, and metadata. It includes official statistics produced by all government departments.

The purpose of retaining datasets is not only to enable the regeneration of official statistics in the future, but also to allow for analysis in ways that were not thought of, or not possible, at the time data was collected.

The purpose of retaining published statistical information is to keep the historical record, including the context in which statistics were created. Recognising the links between knowledge management, data management and metadata is vital to the resource enduring.

Under the Public Records Act 2005, Statistics New Zealand has an obligation to create and maintain full and accurate records in accordance with normal, prudent business practice. These records must be accessible over time. We also have an obligation to gain the authorisation of the Chief Archivist before disposing of any public records.

Our goals for 2010 are focused on creating an archival system for datasets. This includes specifying metadata in a way that is useful and takes into account future needs. Our goals are that Statistics New Zealand will:

- have developed a standard metadata framework that all new and redeveloped statistics will adhere to
- work with other agencies to ensure that Official Statistics System data becomes an enduring resource.

Achieving our goals

Archiving data

The Official Statistics Research and Data Archive Centre (OSRDAC) will provide a single reference point for unit record data for Tier 1 statistics to be used by government, university and other researchers. We have recently undertaken an appraisal of all statistical data held by Statistics New Zealand. From July this year Statistics New Zealand will begin to archive data into a central store for easier and more efficient access. Documentation will be generated as this transfer occurs, to enable appropriate use in the future.

We have begun discussing the archiving of data with other government agencies, and will work towards reaching agreement about archiving arrangements with these agencies, to ensure data is maintained as an enduring resource.

Improving metadata

Metadata is information about the content, quality, processing, storage and dissemination of data. The metadata project is part of a programme of work that will enable internal and external users to search, interpret and analyse statistical information, using metadata in an efficient, secure and timely manner. This project will not only create a framework for metadata but will also provide the tools necessary to create, store and search metadata. A key part of this project will be to modify current practices and reinforce the need to create metadata as part of normal business processes.

A robust metadata environment will provide Statistics New Zealand and its users with increased opportunities for standardisation, simplification and integration, along with a better understanding of data through appropriate supporting information (metadata). This can in turn improve the efficiency of our operation, and the quality, transparency and breadth of the statistics we produce.

STATEMENTS OF SUCCESS

Comprehensive, historically significant statistics are retained.

Statistical data will be stored and maintained in such a manner that enhances data use and access.

MEASURES

- Number of important historical publications created annually by Statistics New Zealand
- Percentage of Tier 1 statistics with an agreed retention plan

REDUCE RESPONDENT LOAD

What this objective means to us

Official statistics are a public good, but it is important to balance the demand for statistics with the load placed on businesses, households and individuals providing data.

Across the Official Statistics System, Statistics New Zealand is committed to minimising this load. Respondents are essential to our ability to produce official statistics. And so, as we embark on our Programme of Official Social Statistics, we are mindful of the respondent load for households and individuals.

This objective supports the development goal for the State Services of becoming 'trusted state services'. Trust is central to the delivery of official statistics and is one of our key areas of focus.

As Statistics New Zealand is the main producer of official statistics in New Zealand, and therefore the main collector of information for official statistics, our goals over the next three years focus on reducing the load due to Statistics New Zealand's information requests.

Our main goals are to:

- demonstrate to respondents the value of the information collected
- reduce the load on businesses
- make it easier to respond to surveys
- identify and manage areas of unreasonable individual load.

Achieving our goals

Demonstrating the value of official statistics to respondents

To ensure that respondents understand the valuable contribution of their time and input, it is important that they are aware of the range of statistics that are publicly available and that information can be tailored to meet individual needs.

We will focus on showing respondents how they can use official statistics. This initiative will also reflect research which shows most businesses want more information than is in the single survey that they may have been selected for – they want packages of information that help explain their market and industry.

Reducing the load on businesses

We recognise the important and unique role that small businesses play in our economy, and that the cost of compliance with official information requests can be disproportionately greater for these businesses. Statistics New Zealand is committed to significantly reducing the survey load on small businesses. Using administrative data to replace surveys is one important means by which the number of direct information requests made by Statistics New Zealand to small businesses has been, and will continue to be, reduced. Other ways to reduce the load on small businesses are being investigated.

Statistics New Zealand has a dedicated unit that works with New Zealand's most economically significant enterprises. This unit aims to grow Statistics New Zealand's understanding of these enterprises, and to improve the enterprises' willingness to comply with the demands of official statistics.

Making it easier to respond

A respondent load strategy supports the development of a new data collection infrastructure for Statistics New Zealand. This infrastructure will enable the deployment of additional data collection modes, such as the Internet, which will give respondents more choice on how they provide data. The new infrastructure will also ensure better management of respondent contact details across surveys, so that duplication of data requests can be minimised and changes to address or other business information are applied immediately to all applicable systems.

Standardising the technologies used to report information is another way to reduce the effort for small businesses involved in surveys. Statistics New Zealand is investigating possibilities in this area.

STATEMENTS OF SUCCESS

Respondents show a growing appreciation of the value of official statistics.

There is a measurable reduction in the respondent load associated with small businesses.

The cost of compliance associated with producing official statistics is reduced.

MEASURES

- Response rate before first reminder
- Number of complaints
- Time taken to complete surveys
- Average number of surveys per business per year
- Proportion of official statistics created from administrative data sources

Identifying and managing areas of unreasonable individual load

Where it is identified that respondents have exceeded reasonable load expectations, Statistics New Zealand will manage load issues on a case-by-case basis. This will include communicating to the respondent (or respondent group) the reasons why they have a higher than expected load, and actively working on ways to minimise the load.

Improved respondent advocacy will be important to help support this goal and to provide the Government Statistician with objective advice relating to respondent load issues.

IMPROVE ACCESS TO INFORMATION

What this objective means to us

Statistics New Zealand is committed to increasing the range of information that is freely available. An approved new initiative in Budget 2007 will enable a wider range of small area population, business

demography and household expenditure data to be available from the Statistics New Zealand website (www.stats.govt.nz) at no charge. To improve access to this information, users will be able to explore the Internet for official statistics through user-friendly interfaces.

This new initiative will significantly improve access to a range of information for all users including businesses, and community organisations. At the same time, some of our customised services will continue to be provided on a cost-recovery basis.

Improving access is about creating opportunities for people to use official statistics. As different audiences will take up different opportunities, Statistics New Zealand's focus is on providing a range of ways to access information that meet the needs of a wide variety of users.

Balancing the users' desires to access data at detailed levels with maintaining the privacy, security and confidentiality of respondents' information is a challenge. This is a foremost consideration when providing access to data in any form.

This objective supports the development goal of the State Services to have 'accessible state services', as we aim to make our information available to all.

Our main goals are to:

- understand and respond to users' needs
- create opportunities for more people to use official statistics
- facilitate access to official statistics produced by all government departments.

Achieving our goals

In order to provide the right information via the right access channels, we need to understand the needs of our users. Understanding how users access and use official statistics assists in finding ways to prioritise these needs, by considering which statistics are the most relevant and how they are best accessed. To provide better opportunities to a wider range of users, Statistics New Zealand is creating new ways to package, present and deliver official statistics.

Responding to users' needs – working with small businesses

Statistics New Zealand has undertaken, and plans to continue undertaking, initiatives to improve our services to businesses, with a focus on what we can do for small businesses.

In the past year, Statistics New Zealand has undertaken a series of business presentations, jointly hosted by the Minister of Statistics, Hon Clayton Cosgrove, and local chambers of commerce. The sessions were developed for small and medium businesses to communicate the value of data available from Statistics New Zealand. They were also intended as a way to strengthen partnerships with Statistics New Zealand and local chambers of commerce. Overall feedback from the sessions was very positive. This programme of seminars will continue in the future.

In addition, Statistics New Zealand will have a significant presence at the Small Business Expos being held in Auckland, Wellington and Christchurch. These events provide an opportunity for large numbers of small and medium businesses to directly experience how official statistics can provide value to their businesses.

Currently plans are underway to create a free tool to assist small and medium businesses. This web-based resource will create an environment where businesses can access statistical information that is directly useful to their business.

The new tool will provide access to statistical information on:

- industries, including financial benchmarks, industry growth, business demographics, geography and employment
- customers, including consumer and business markets.

Understanding users' needs – our customer services

Every day, user queries are answered through direct help from a team of dedicated people with first-hand knowledge of the information produced by Statistics New Zealand. This team handles the full spectrum of enquiries about all Tier 1 statistics, and the statistics produced by Statistics New Zealand. Users can contact Statistics New Zealand by free phone (0508 525 525), email (info@stats.govt.nz), through the website (www.stats.govt.nz), or in person (Auckland, Wellington or Christchurch). We regularly monitor the outcomes of these queries to determine whether our clients are happy with the service provided and use this information to improve the access and availability of our information. Generally these services are considered exemplary by our users.

Understanding users' needs – our role and commitment to Māori and Pacific peoples

As part of the Māori Community Capacity Building Programme six kaitakawaenga (Māori liaison officers) have been employed to promote knowledge and extend the use of official statistics in Māori communities and organisations. This year, the kaitakawaenga will focus on promoting information releases from the 2006 Census, ensuring that iwi and community groups are aware of the range of information and ways to access statistical products.

As part of the Pacific programme three Pacific liaison officers have been tasked with the responsibility to raise awareness about the value of statistics to the Pacific community, and the importance of participation, and how to access and use statistics to assist in decision making and planning.

The team maintains close contact with the Pacific communities through a variety of mechanisms, including informal networks, attending meetings and holding presentations to churches and community groups, and by participating in local and national events. One of the key roles of the team is to provide feedback to Statistics New Zealand on the statistical information needs of Pacific peoples.

Creating opportunities by making more information freely available

Statistics New Zealand will provide free access to the statistical information most needed by businesses and community organisations. In order to maximise the use of this information, easy-to-use Internet pages will be developed with a range of Internet tools, helping users get relevant information quickly. The information to be made freely available includes business demography data, small area population data, and detailed time series data.

Creating opportunities for more people to use official statistics

In 2008, the Official Statistics Research and Data Archive Centre will introduce a new microdata access service using a modified version of the Remote Access Data Laboratory software developed by the Australian Bureau of Statistics. Researchers will be able to analyse detailed unpublished data from their own desks by writing programs using the SAS statistical software language and submitting them online. The Remote Access Data Laboratory software will run the program against data held on a secure server and then automatically check that the results protect the confidentiality of respondents. The service includes security and confidentiality measures to prevent misuse.

Facilitating access through the use of visualisation

Statistics New Zealand is aiming to provide information in an innovative and informative manner. A potentially successful way to convey statistical information to a non-statistical audience is by means of a visualisation tool. An investigation into the potential of such tools and techniques will begin over the next three years.

The digital era requires a rethink of Statistics New Zealand's current geographic infrastructure, so as to better position ourselves for the twenty-first century. Linking statistics to location enables statistics to be disseminated in a more visual way. In order to do this, Statistics New Zealand is developing a geospatial strategy. This strategy looks at ways to make use of emerging technologies to present statistical information. The proposed strategy will also provide the opportunity to link statistical information with geospatial information at a more accurate level. It will improve the quality of existing standards by providing users with a framework within which to search, access, use and analyse statistics alongside geospatial information.

The development of this geospatial strategy is aligned with the New Zealand geospatial strategy, an all-of-government initiative led by Land Information New Zealand. As the national strategy develops, Statistics New Zealand will be a key contributor of its resources (data and people) to help develop and implement it, with a focus on projects, such as developing a national address register.

Facilitating access to official statistics by all government departments

Statisphere (www.statisphere.govt.nz) is New Zealand's official statistics portal. Statisphere provides links to New Zealand's official statistics by subject and by agency. It enables users, producers and researchers to quickly find all available official statistics published by government agencies.

Statisphere is an important element in strengthening and coordinating statistics on a whole-of-government basis. Statistics New Zealand is working towards raising awareness of the Official Statistics System, and of Statisphere as a recognised place to locate official statistics.

MEET USERS' NEEDS FOR OFFICIAL STATISTICS

What this objective means to us

Statistics New Zealand must understand and respond to users' needs, while balancing these needs with the need to maintain consistency of statistics over time. We must also take into account the load on respondents, and define a plan to deliver fit-for-purpose statistics in ways that make them easy to use.

Creating statistics that are fit-for-purpose is about balancing relevance, cost and quality of data in a transparent manner. It includes ensuring statistics continue to accurately reflect our society, economy and environment in an ever-changing world, with regular reviews and upgrades of systems and classifications. 'Use' is a key indicator of whether official statistics are fit-for-purpose.

STATEMENTS OF SUCCESS

High level of customer satisfaction with our customer services continue to be reported.

We engage with more people in New Zealand's business sector to promote the use of official statistics.

Statistics produced by all government departments are located on Statisphere.

MEASURES

- Attendance at GoStats! seminars
- Percentage of datasets publicly available
- Number of website hits from external users
- Number of data requests by email and phone
- Percentage of satisfied requesters
- Number of formats in which Tier 1 statistics are available

To meet the needs of users, it is essential that our outputs meet international quality standards. The key dimensions of data quality are outlined in the table below.

KEY DIMENSIONS OF DATA QUALITY

Relevance	The degree to which the statistical product meets users' needs in coverage, content and detail
Accuracy	The degree to which the information correctly describes the phenomena it was designed to measure
Timeliness	The degree to which data produced are up to date, published frequently and delivered according to schedule
Accessibility	The ease with which users are able to access and understand the statistical data and its supporting information
Coherence/consistency	The degree to which statistical information can be successfully brought together with other statistical information over time and within a broad analytical framework
Interpretability	The availability of the supplementary information and metadata necessary to interpret and use it effectively

Our goal for the next three years is to deliver statistics on the economy, society and environment that are relevant, cost-effective and of a high quality.

Achieving our goals

Delivering relevant statistics on the economy

Understanding where the New Zealand economy is, and where it is going, is underpinned by the official statistics produced by Statistics New Zealand. In 2007/08, Statistics New Zealand will produce 149 releases of economic and business statistics, to enable users to understand the economic environment, and support decisions in this arena.

In March 2006 Statistics New Zealand released the first official measures of productivity for New Zealand. Productivity is a key economic indicator that measures how efficiently inputs are used within the economy to produce outputs. Growth in productivity means that a nation can produce more output from the same amount of input. Productivity growth is an important contributing factor to improving a nation's long-term material standard of living.

Along with continuous quality improvements to the current series, there are a number of key developments planned over the next few years. Three examples of these are:

- Backdated data series to 1978. This longer time series will allow researchers and policy makers to measure the impact of past policy reforms, which will help inform debate on relevant policy decisions in the future.
- Over the next three years Statistics New Zealand will produce an experimental quality adjusted labour input measure. Quality adjustment means the measure of labour input is modified to reflect changes in the skill composition of the labour force. This will allow us to identify how much growth in productivity is due to increasing skill levels in the workforce.
- Statistics New Zealand will produce measures of productivity at the industry level. This will help inform government policy as well as investment decisions.

Delivering relevant statistics on society

Statistics New Zealand is working with other government agencies to develop a coordinated set of social statistics. These will measure population, knowledge and skills, paid and unpaid work, economic standards of living, housing, health, safety and security, culture and identity, human rights, social connectedness, and the environment. These statistics will provide policy makers with a wide range of quality data to inform policy decisions. It will also enable New Zealanders to better understand their own society and level of well-being. In 2007/08, Statistics New Zealand will disseminate 97 statistical releases on demographic, social, household and labour market statistics.

We are now in the second year of developing this coordinated set of social statistics, and the Household Disability Survey has been completed. The development of the General Social Survey is well advanced, with the delivery of results scheduled for 2009. Planning for the Time Use Survey and the Family Survey is currently underway. A domain plan for family statistics has been completed and plans for other subject areas will begin shortly.

The plan for family statistics was based on research of issues and trends overseas and public consultation within New Zealand. The plan revealed that New Zealand has a solid base of official family statistics built on the long-standing Census of Population and Dwellings, a more recently established programme of household surveys, and a set of standard statistical classifications of families and households. Nevertheless, there are a number of significant information gaps and shortcomings that need to be addressed to ensure the ongoing relevance of this body of statistics. In particular, the classifications of families and households need updating to ensure that they adequately reflect the growing diversity of family structures, particularly around step-families and children who reside in more than one household.

Two ways of filling some of the information gaps are the new survey about families included in the programme of social statistics and making better use of existing surveys, such as the Census of Population and Dwellings and the longitudinal Survey of Family, Income and Employment.

The information needs for culture and identity statistics are currently being reviewed. These statistics encompass social groupings and behaviours that derive from commonly-held values and beliefs. Although a number of official statistics exist within this area (such as statistics on ethnicity, religious affiliation, language(s) spoken and country of birth), this review will be used to engage with the users of the information to identify any significant information gaps and priorities. In particular, the review will reflect the growing interest from government agencies around issues of national identity and diversity.

Delivering statistics on society – official statistics on Māori

Statistics New Zealand has undertaken to improve the quality and relevance of official statistics on Māori. The Māori Statistics Framework was developed in order to align the collection and reporting of official statistics with Māori issues and concerns. The draft framework continues to be regarded by other statistical agencies and international research groups as the 'gold standard' in terms of its recognition of the statistical needs of indigenous people.

The outcome of the development of this framework has been a feasibility study on the production of a regular statistical series on Māori authorities. Further developmental work is planned, with the intention of producing experimental statistics within the next year. We have also completed a stocktake of data about Māori natural resources, and consultation with potential user groups is planned. This is intended to identify statistical priorities for Māori groups and organisations involved in the management of natural resources.

Delivering relevant statistics to inform sustainability

Sustainability has been highlighted by the government as a key priority. In order to shift New Zealand towards a sustainable future, all government departments must work together to make changes. For Statistics New Zealand this means providing the right information on sustainability at the right time.

Internationally there have been a large number of policy and statistical frameworks aimed at measuring sustainable development. Feedback from a range of information users shows an increasing demand for a more integrated model of decision making that spans cultural, economic, social and environment domains. Looking at aspects of sustainability in isolation overlooks their interdependency and it is at these points where the greatest need for information lies. For example, installing new power pylons may be the best option economically, but people want to understand the impact of the structures on the landscape and whether there are any health concerns associated with living nearby.

For Statistics New Zealand this means developing statistical frameworks, ensuring international comparability and rethinking how statistics can be combined to support an integrated model of decision making, in particular the different levels of information, from performance indicators to detailed statistics. Use of international best practice for measurement is critical for international comparability and it is with this in mind that an international working group was convened in 2006 by the United Nations Economic Commission for Europe, the Organisation for Economic Cooperation and Development, and Eurostat, to develop an internationally agreed framework for sustainable development statistics. Statistics New Zealand is contributing to this working group as part of developing a statistical framework for measuring sustainable development in New Zealand.

Statistics New Zealand is also participating in the World Forum – Measuring and Fostering the Progress of Societies in Turkey in June 2007, with the Minister of Statistics attending as an invited speaker. The World Forum brings together people from across the developed and developing world, at the highest levels of public, private and civil sectors. In April 2007, a workshop co-sponsored by the Ministry of Social Development and Anew New Zealand looked at how to improve measures of well-being and sustainability and ensure international comparability, where appropriate.

As the interest in sustainable progress grows internationally, having an agency in each nation that already has a trusted reputation for objective measurement and reporting will be invaluable.

STATEMENTS OF SUCCESS

Users' satisfaction with the relevance of official statistics has increased.

Users' satisfaction with the timeliness, and relevance of information releases has increased.

The cost to produce statistics has decreased, while quality and sustainability are maintained.

MEASURES

- Tier 1 statistics form a complete picture
- Use of official statistics
- Users' satisfaction with usefulness, relevance and reliability of official statistics

Improving systems and processes

BE COST-EFFECTIVE THROUGH STANDARDISATION AND ALIGNMENT WITH BEST PRACTICE

What this objective means to us

Statistics New Zealand has an obligation to the taxpayer to provide value for money. This means everything we do should be done in a way that is as efficient and effective as possible.

An improvement in cost-effectiveness means either a reduction in cost to produce the same output, or an improvement in quality or timeliness for the same (or reduced) cost. This is enabled by having sufficient internal capability, exploiting new technologies, and improving our processes, based on an agreed statistical infrastructure.

Statistics New Zealand aims to be cost-effective in the management of our information, and in the standardisation of our systems, processes and methodologies.

Information management is about managing the information necessary to run the business of Statistics New Zealand, as well as the information used to produce official statistics. Information needs to be both accessible and trustworthy, in the sense of being authoritative, accurate and complete.

Our goals are to:

- improve systems and processes
- develop and maintain an agreed statistical infrastructure to guide our data collection
- standardise business processes and align with best practice
- develop and implement sustainable business practices.

Achieving our goals

Ensuring value for money in systems and processes

Statistics New Zealand seeks to better understand where costs are incurred in our systems and processes. A benchmarking exercise will be undertaken with similar agencies and a targeted approach developed to reduce costs of delivering similar levels of output. This will be achieved through process improvements and better use of existing resources.

A long-term initiative to ensure efficiency in our systems and processes is underway. This system will deliver a new processing and information platform, based on a generic business process model. This platform will improve the way statistical information is managed by streamlining and standardising processes and systems throughout the statistical process. This will cover all steps in the process, from identifying the need for a statistical output, and designing and building systems that meet that need, through to collecting, processing and analysing input data, and subsequently producing and disseminating the final data.

We have made progress on researching and documenting best practice methods and tools to support standard statistical processes. Prototypes of key system components have been designed and built, including systems for managing unit record data. In areas such as respondent management, standard processes and systems are now in production.

Ensuring cost-effectiveness in the way we collect information

Statistics New Zealand is developing a statistical architecture to guide our data collection. Users require broad statistical aggregates, microdata and longitudinal information to develop and monitor policies. Our challenge is to respond to these needs, while minimising respondent load and maintaining the quality of existing outputs.

The statistical system will be a set of surveys to be used in conjunction with administrative data, in a way that increases the capacity of statistical analysis to inform decision making. The aim is to ensure that surveys are designed so that, together with administrative data, they inform a coherent cross-agency view of the issues of concern to policy makers.

Ensuring cost-effectiveness through standardisation

Statistics New Zealand regularly revises statistical standards. One example of a new standard has been the implementation of the statistical standard for ethnicity across government agencies.

A review of ethnicity classifications was necessary as New Zealand is characterised by high levels of ethnic and cultural diversity. Migration, global mobility, ethnic intermarriage, and changes in personal affiliation and identification all influence the way individuals and groups identify their ethnicities. This more diverse and globally mobile environment highlights that ethnicity statistics:

- must change to ensure there is provision for classifying the population that lives in New Zealand
- are limited in helping us measure and understand how connected people of different ethnic backgrounds are to New Zealand, and whether they have a sense of belonging and feel able to achieve their potential.

As the new classification is gradually implemented across government, Statistics New Zealand aims to keep up-to-date with areas of research in this area, particularly on topics such as social cohesion and cultural identity.

Ensuring cost-effectiveness through sustainable business practices

An example of how we are seeking to ensure cost-effectiveness in the way we work can be seen in a new initiative undertaken within Statistics New Zealand to look at sustainability as part of the Ministry for the Environment's Govt³ programme.

We began our initiative by developing indicators that measured resource use and waste creation in the production of official statistics. These indicators clearly showed a number of areas where cost savings could be made by using resources more efficiently. In response to these indicators, two trials at Statistics House, Wellington were initiated in January 2007 to investigate ways to make improvements. A new waste system was successfully trialled, and an education and incentive programme successfully influenced staff across the building to turn off their computers and monitors at night.

The project has successfully demonstrated that cost savings and sustainability can go hand-in-hand. Looking to the future, Statistics New Zealand is aiming to move forward from our current position and aims to fulfil our commitments to the Govt³ programme by:

- minimising waste
- reducing energy consumption
- reviewing the amount of office paper used.

Statistics New Zealand will be looking to build on other government agencies' experience in investigating and reducing the size of our eco footprint.



STATEMENTS OF SUCCESS

The cost to produce statistics decreases, while quality and sustainability are maintained.

Improvements are made in energy efficiency, and in monitoring and reporting of sustainable activities.



MEASURES

- Cost per output
- Proportion of time spent capturing and processing data versus the time spend analysing data
- Number of errata and amendments issued
- Percentage of Tier 1 statistics that use relevant standard definitions and classifications
- Waste going to landfill per staff member
- Amount of paper used per staff member



BUILD CAPABILITY ACROSS THE OFFICIAL STATISTICS SYSTEM

What this objective means to us

Building capability both within Statistics New Zealand and in the wider community is about improving the overall level of understanding of and literacy in statistics for the state sector in particular, and for other users of official statistics in general.

Where producing official statistics is not core business, building capability includes working with producers of official statistics to enhance their statistical knowledge and capability. This includes raising awareness within government departments that statistics generated from administrative systems are official statistics, and incorporating this consideration into planning and development processes. It also involves sharing our statistical knowledge with other experts nationally and internationally, to enable ourselves and others to keep abreast of and to contribute to developments in the statistical world. Statistical knowledge is also about supporting research of benefit to the Official Statistics System.

Building organisational capability is about having sufficient numbers of people with the right skills to undertake Statistics New Zealand's business. Statistical or subject-specific knowledge, as well as project and relationship management skills, are fundamental to Statistics New Zealand's role as the leader of the Official Statistics System.

Building individual capability comes about through learning and development, where individuals, supported by their managers, take responsibility for their development. Recruiting the right people and retaining them is critical to maintaining individual and organisational capability and becoming an employer of choice. A review of pay and employment equity will be conducted in 2008.

This objective supports the development goal for the State Services of having *excellent state servants*.

Our goals for the next three years reflect the need to build capability internally and externally, with a drive to:

- build statistical capability across all producers of official statistics
- share specialised knowledge with other producers of official statistics
- maintain, share and use essential organisational knowledge
- build individual and organisational capability
- be a preferred employer.

Achieving our goals

Building statistical capability across state sector agencies

In 2006, four public sector training organisation unit standards in official statistics were ratified and placed on the Qualifications Framework. In 2007, a vocational qualification certificate will be developed. Statistics New Zealand will facilitate seminars and workshops for the state sector on official statistics and on the results of official statistics research projects.

Statistics New Zealand collaborates with official statistics researchers and academics and has established a half-time Adjunct Professorship in the School of Government at Victoria University, Wellington. The aim of the position is to develop an academic programme of research and training in official statistics.



Working with researchers to increase the value of official statistics

Building statistical capability across all producers of official statistics is vital to the longevity and robustness of the Official Statistics System. The Official Statistics Research Programme commissions and funds research by government departments, academics, or private researchers, on the usefulness, reliability, coverage and availability of the statistics produced and held in the Official Statistics System. To date 26 research projects have been funded.

The priorities for the next round of official statistics research are:

- geospatial capability
- cohort and longitudinal analysis
- confidentiality
- administrative data
- reducing respondent load
- social statistics.

In 2007, Statistics New Zealand, jointly with Victoria University, Wellington, is bringing Dr Stephen Fienberg to New Zealand, to provide workshops on analysing statistical disclosure and confidentiality risks in official statistics.

Working with schools to promote the use of statistics

Statistics New Zealand has worked to influence the direction and content of the new mathematics and statistics school curriculum. The focus in 2006 was on developing teaching resources for using official statistics. An innovative synthetic unit record dataset containing 200 records and seven variables, based on Statistics New Zealand's Income Survey, was developed for classroom use.

In the future, teachers will continue to be supported through newsletters and resources placed on the Schools Corner pages of the Statistics New Zealand website. Further synthetic unit record datasets will be developed and we will continue to work jointly with the Ministry of Education on the 2007 CensusAtSchools project. CensusAtSchools is an international initiative that allows school-age children to participate in the collection and analysis of a world-wide survey.

Sharing specialised knowledge with international statistical agencies

One of the objectives of New Zealand's foreign policy is to foster financial stability, international trade and sustainable economic growth in the Pacific region. Currently Statistics New Zealand is looking to align our Pacific Strategy with the New Zealand Aid Pacific Strategy 2006–2010. The aim of this alignment is to determine the scope and amount of work that Statistics New Zealand undertakes in the Pacific.

Statistics New Zealand representatives have contributed to a number of international conferences in the past year. Conferences presented at by Statistics New Zealand staff include:

- Business Process Management Conference in Sydney
- OECD Innovation Group in Paris
- United Nations Economic Commission for Europe/OECD Working Group on Sustainable Development Statistics Conference in Oslo, Norway
- Population Association of America
- 2007 Annual Meeting and the International Association for Official Statistics in Canada.

These allowed our people to share and hear the ideas occurring at the forefront of statistical developments.

In 2007, we will be participating in the International Association of Official Statistics young statistician awards by providing a judge and assisting in the organisation of the event. We will also organise sessions and deliver papers at the International Statistical Institute in Portugal.

Building a knowledge-sharing culture within Statistics New Zealand

Statistics New Zealand facilitates the sharing of knowledge in a number of ways. Employee interaction is fostered by the working environment – each floor is equipped with quiet rooms, informal break-out areas and meeting rooms, encouraging employees to interact both formally and informally and to make use of flexible working spaces. Knowledge sharing is further facilitated by lunchtime seminars such as the ‘communities of practice’ scheme, which encourages employees to share their experiences in a range of areas and topics, for example, project management. This is an opportunity to understand, clarify or question how and why we do things and identify where improvements can be made or key learning shared.

Building analytical and organisational capability

A capability framework that has three core components – statistical, subject matter and generic – is being developed for the whole of the organisation.

To enhance statistical skills, learning opportunities, such as seminars, coaching, short courses and online exercises that already exist, will be updated and improved. Self-assessment tools are also being developed in tandem with defining the statistical expectations for each role. This will allow staff to accurately assess their current statistical skill level and compare the result to the expected level.

Similar work is being done for the other components. This involves identifying the skills, knowledge, behaviour and attributes required to perform well in roles across the organisation, and consequently creating more transparent career paths. One learning initiative that has already been introduced to encourage staff to take responsibility for meeting their own development is online learning courses, which staff can access from their desks. Courses cover a range of topics, including communication skills, coaching, project management and teamwork.

STATEMENTS OF SUCCESS

Statistics New Zealand is considered a desirable place to work by current, past and potential employees.

Statistical training is available to more people.

The number of people participating in official statistics seminars, both within and outside Statistics New Zealand, increases.

MEASURES

- Number of full-time equivalent employees
- Resignation rate
- Percentage of employees attaining ‘effective’ or above in performance reviews
- Percentage of employees participating in work-related internal or external training courses
- Number of seminars, presentations and research papers produced by Statistics New Zealand employees
- Attendance at Official Statistics System seminars

Managing risk



Statistics New Zealand has sound processes in place to identify and assess risk at a corporate and project level. Project managers identify, manage and escalate risk as necessary. The corporate risk register contains all significant corporate risks, identified by senior management through the strategic planning process or through other means. It is updated three times a year to reflect any changes in risks, their rankings and mitigation actions, and is reviewed by the Internal Audit and Risk Management Committee at each meeting. The internal auditor undertakes risk-based analysis of the work programme, and makes recommendations to address any identified areas of risk or control weaknesses.

Statistics New Zealand has identified five key risks that may impact on the department's operation. These risks and our response to them are outlined in the following table.

STATISTICS NEW ZEALAND'S RISKS

Risk	Response
The Official Statistics System becomes weak and fragmented, and loses focus	Statistics New Zealand coordinates with other agencies and works towards standardisation via principles and protocols in the Official Statistics System
The department does not have adequate capability	Initiatives to develop pools of suitable recruits and managers, and to build statistical capability across government agencies
The department is not cost-effective in the production and dissemination of official statistics	Standardisation of business processes, benchmarking studies and monitoring performance as a basis for improvements
Loss of reputation, arising from problems in collection and delivery of statistics	Returning value to respondents, having robust quality assurance processes, demonstrating the value of having quality official statistics and ensuring respondent load is not onerous in relation to value obtained
A perceived lack of objectivity and trust in official statistics from the public	Maintain the independence of the Government Statistician and continue to emphasise confidentiality and security of information

PART 2 – Statement of forecast service performance

Outputs



Two main types of outputs contribute to the outcomes of the Official Statistics System. These are leadership of the Official Statistics System and the delivery of official statistics.

LEADERSHIP

Leadership is represented by the Vote Statistics output class coordination of government statistical activities, purchased by the Minister of Statistics and provided by Statistics New Zealand.

DELIVERY

Outputs from three areas (Population, Social and Labour Force Statistical Information Services; Economic and Business Statistical Information Services; and the 2011 Census of Population and Dwellings) are purchased by the Minister of Statistics for delivering official statistics.

Official statistics produced outside Statistics New Zealand are purchased by the relevant ministers. For example, the official statistics produced by the Ministry of Health are purchased by the Minister of Health through Vote Health.

Leadership of the Official Statistics System



OUTPUT CLASS 1 – COORDINATION OF GOVERNMENT STATISTICAL ACTIVITIES

The following tables show the outputs and performance standards for output class 1, coordination of government statistical activities.

MINISTERIAL AND ADVISORY SERVICES OUTPUTS AND PERFORMANCE STANDARDS

Year ending 30 June 2008

Output	Performance standards		
	Quantity	Quality	Timeliness
Official Statistics System seminars for users	10 seminars	Positive feedback is received	Monthly – beginning 1 July, except December and January
Official Statistics System seminars for producers	10 seminars	Positive feedback is received	30 June 2008
Official Statistics Bureau Services	Demand driven	Responses are accurate, clear, concise and to the satisfaction of the clients	Queries will be responded to within 24 hours of receipt
ACOS draft annual report	1 report	Feedback from the chairperson indicates that the report is fit-for-purpose	By 31 August 2007
Prepare documentation for and arrange formal meetings of ACOS	4 meetings per year	ACOS chair considers that the committee are supplied with documents that are relevant, concise, clear and accurate	Full agenda and papers delivered to ACOS members one week before meeting

STATISTICAL COMPENDIA OUTPUTS AND PERFORMANCE STANDARDS

Year ending 30 June 2008

Output	Performance standard	
	Estimated quantity	Timeliness
New Zealand in Profile	1 publication	Release is made in accordance with Statistics New Zealand's release calendar
Key Statistics	11 publications	

The quality standards for the statistical compendia outputs are:

- publications meet the Statistics New Zealand publishing guidelines
- statistical releases are free from such significant error that they require an erratum to be published (in accordance with Statistics New Zealand's policy on errors in published statistics).

CUSTOMISED DATA OUTPUTS AND PERFORMANCE STANDARDS

Year ending 30 June 2008

Output	Performance standards	
	Number of sets (estimated)	Timeliness
2006 Census of Population and Dwellings customised datasets	200	Dispatch 75 percent of jobs within 10 working days of request confirmation
Business Demography customised datasets	90	Dispatch 100 percent of jobs by date agreed with client
Migration customised datasets	150	Dispatch 90 percent of jobs within three working days of request confirmation
Overseas Trade customised datasets	1,100	
Buildings customised datasets	120	Dispatch 100 percent of ad hoc jobs by date agreed with client
Retail Trade customised datasets	40	
Household Labour Force Survey customised datasets	20	Dispatch 90 percent of jobs within five working days of request confirmation Dispatch 100 percent of ad hoc jobs by date agreed with client

The quality standard for the customised data outputs is:

- users are satisfied that the data provided meets their needs.



OUTPUT CLASS 2 – POPULATION, SOCIAL AND LABOUR FORCE STATISTICAL INFORMATION SERVICES

The selection of outputs is made according to international guidelines and takes into account the guidance of the advisory committee on the Programme of Official Social Statistics. The relevance and usefulness of the chosen outputs is tested annually by a survey of users.

POPULATION, SOCIAL AND LABOUR FORCE STATISTICAL INFORMATION SERVICES PERFORMANCE STANDARDS

Year ending 30 June 2008

Outputs	Number of releases
2006 Census of Population and Dwellings	6
Demographic statistics	52
Social statistics	3
Household economic statistics	6
Labour market statistics	24
Regional and environmental statistics	2

The quality standards for population, social and labour force statistical information services are:

- statistics are rated under the official statistics quality protocol as currently fit-for-purpose
- publications meet the Statistics New Zealand publishing guidelines
- statistical releases are free from such significant error that they require an erratum to be published (in accordance with Statistics New Zealand's policy on errors in published statistics).

The timeliness standard for the population, social and labour force statistical information services is:

- releases of statistics are made in accordance with the Statistics New Zealand release calendar.

**OUTPUT CLASS 3 –
ECONOMIC AND BUSINESS STATISTICAL INFORMATION SERVICES**

The selection of outputs is made according to international guidelines and takes into account the guidance of the Advisory Committee on Economic Statistics (ACES). The relevance and usefulness of the chosen outputs is tested annually by a survey of users.

**ECONOMIC AND BUSINESS STATISTICAL INFORMATION SERVICES
PERFORMANCE STANDARDS**

Year ending 30 June 2008

Outputs	Number of releases
Index statistics	33
Enterprise accounts statistics	33
Enterprise production statistics	32
Business performance statistics	12
International accounts statistics	28
National accounts statistics	11

The quality standards for economic and business statistical information services are:

- statistics are rated under the official statistics quality protocol as currently fit-for-purpose
- publications meet the Statistics New Zealand publishing guidelines
- statistical releases are free from such significant error that they require an erratum to be published (in accordance with Statistics New Zealand's policy on errors in published statistics).

The timeliness standard for economic and business statistical information services is:

- releases of statistics are made in accordance with the Statistics New Zealand release calendar.