**From:** Kim Matthews on behalf of Mark Sowden
**To:** Kim Matthews
**Subject:** Fw: Seasonally Adjusted Greetings
**Date:** Friday, 14 June 2024 11:52:32 am
**Attachments:** image003.png
image004.png
image005.png
image006.png

---

**From:** Doug Craig <x@xx
**Sent:** Monday, 21 December 2020 4:41 pm
**To:** Mark Sowden <x@xx
**Subject:** RE: Seasonally Adjusted Greetings

Kia ora Mark,

And all the best to you too.

Hope you get a lovely break and come back refreshed in the new year.

Look forward to catching up then.

Cheers

Doug

**Doug Craig**
**Director**
e. xxxx.xxxxx@xxxxxxxx.xx.xx
t. 0064 27 721 1010
www.rdcgroup.co.nz

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**From:** Mark Sowden <x@xx
**Sent:** Wednesday, 16 December 2020 8:34 AM
**To:** Doug Craig <x@xx
**Subject:** Seasonally Adjusted Greetings

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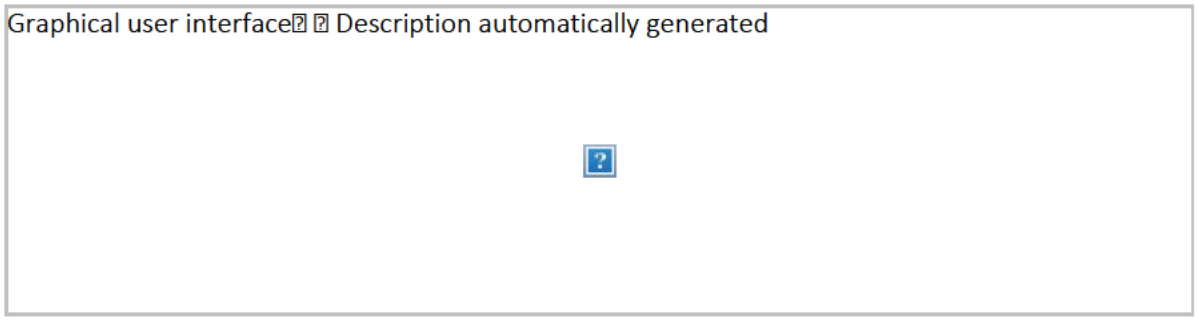


Dear Doug,

Hope all is well with you.

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Nga mihi

**Mark Sowden** (pronouns: he/him/his)

Government Statistician and Chief Executive | Tumu Whakahaere
Stats NZ Tatauranga Aotearoa

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**From:** Kim Matthews on behalf of Mark Sowden
**To:** Kim Matthews
**Subject:** Fw: Meeting re Governance Review

---

From: Mark Sowden <Mark.Sowden@stats.govt.nz>
Sent: Wednesday, 27 October 2021 10:57 am
To: s 9(2)(a) <s 9(2)(a) >; 'doug.craig@rdcgroup.co.nz' <doug.craig@rdcgroup.co.nz>
Subject: Canceled: Meeting re Governance Review
When: Wednesday, 27 October 2021 3:30 pm-4:00 pm.
Where: Room 2.01 + Teams

Dear Deb and Doug – sending this invitation blindly, so to speak – in the hope that this time/date will suit – if not, please let us know your preferred option(s) for tomorrow or Thursday, and we will try to fit in with your schedule – the meeting has been set on the assumption that a 30-minurte discussion should be enough – please let us know if you would rather spend one hour on this discussion – manythanks in advance - Marsha

Kia ora all

Thanks for this. Yes I am happy, in the interests of keeping momentum going, to free up some time tomorrow or Thursday to talk about 3rd Tier membership and I have some fairly firm views on that. Marsha can you please see if we can set something up? If that doesn't work I'll leave you to meet with Lyndsey on Friday.

On Mana Orite, I don't feel we need to wait for that meeting to occur for ELT to see the next version. I'm not looking to change anything about the way we work in that space or how MO features in our governance – it really is about ensuring that it is recognised in our governance wiring diagrams, which can wait until ELT has at least considered the next round of substance changes we are looking at. That way, again, we can keep the momentum going.

Hope all this makes sense!

Thanks

M

From: Lyndsey Dance <s 9(2)(a) <mailto:s 9(2)(a) > >
Sent: Tuesday, 26 October 2021 1:59 pm
To: dtk and associates s 9(2)(a) > >s 9(2)(a) s 9(2)(a)
<s 9(2)(a) > >; Mark Sowden <Mark.Sowden@stats.govt.nz <mailto:Mark.Sowden@stats.govt.nz> >
Cc: doug.craig@rdcgroup.co.nz <mailto:doug.craig@rdcgroup.co.nz>
Subject: RE: Papers for the session on the 1st Nov

Kia ora Deb,

I'm free between 10.30-11.30am this Friday if that would work? This week is a little gnarly as I'm on leave on Thurs and with this being a short week already, you can imagine what my calendar looks like! Eek! If that's not soon enough though, let me know and I'll see what I can shuffle.

I've just copied Mark into this thread as I know he's keen to get going with the implementation stage (and has messaged this back to the org) and it might be that he's better placed in terms of advising on the third tier membership of committees (thoughts @Mark <mailto:Mark.Sowden@stats.govt.nz> ?) I certainly don't want to hold things up!

In terms of Rhonda, she's currently on leave and I know that her calendar is even more hideous than mine so again – any suggestions @Mark <mailto:Mark.Sowden@stats.govt.nz> for how to approach this aspect of the process?

@Marsha <mailto s 9(2)(a) > – please can you work your magic and reshuffle the forthcoming ELT agendas so that the governance review report back is now set for the 8th Nov?

Ngā mihi nui,

Lyndsey

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Out of Scope

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**From:** Kim Matthews on behalf of Mark Sowden
**To:** Kim Matthews
**Subject:** Fw: Governance subgroup membership straw man for tomorrow
**Date:** Friday, 14 June 2024 11:49:33 am
**Attachments:** Potential Governance Group Members - LD comments.docx

---

**From:** Mark Sowden <x@xx
**Sent:** Thursday, 2 December 2021 9:23 pm
**To:** Lyndsey Dance s 9(2)(a) >; Deb Te Kawa s 9(2)(a) >; Doug Craig <x@xx
**Subject:** Governance subgroup membership straw man for tomorrow

Hi All

Sorry for the late evening email, did not realise until now that we were meeting on this tomorrow. Attached is a straw man of potential governance group membership that represents where Lyndsey and I have got so far. It has not yet been discussed with the rest of ELT.

Suggest we discuss tomorrow

Thanks
M

Sent from my iPad

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**From:** Kim Matthews on behalf of Mark Sowden
**To:** Kim Matthews
**Subject:** Fw: Governance review sample doc comments
**Date:** Friday, 14 June 2024 11:50:32 am

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**From:** Mark Sowden
**Sent:** Thursday, 26 August 2021 1:22 pm
**To:** Lyndsey Dance <s 9(2)(a) >; xxxx.xxxxx@xxxxxxxx.xx.xx <xxxx.xxxxx@xxxxxxxx.xx.xx>
**Subject:** Governance review sample doc comments

Hi Doug

Thanks very much for sending this through and sorry for taking so long to come back to you. I endorse Lyndsey's comments she has already sent through. A few additional thoughts from me below.

On incorporating a Maori approach or lens to our decision-making, I think that is something that we should pose to the team – given our strategy, how far do we want to go into doing this "properly" as that is a real paradigm shift and will take a lot of upskilling and conscious focus.

Board chair paper – Like Lyndsey, this struck a chord with me. I think effective chairing is something that we all (ELT and our Third Tier) need to upskill on, as we all chair various governance boards or "governing" type meetings (eg direction setting for specific work etc). And I am taken by this idea of "teaming" ie how to get the most out of the skills and perspectives around the table who are often brought together just to serve a particular purpose for that meeting – there is a real art to being both a chair and a participant in these situations. I agree with Lyndsey that we are not good at this at all levels of the org (broad generalisation of course, there are a small number of very good chairs, but not very many I have seen). So definitely something for the governance training programme and then thinking about how to roll out to lower levels in the org eg senior manager and managers/project leads.

Whilst I agree with Lyndsey about the Spark statement and liking the Ethical Behaviour and Performance concepts, and particularly the little blue-text blurbs, I don't think we need anything near as long. It needs to be short and accessible, not only for us to hold ourselves to account to, but also for our staff to see what we mean. I am learning that, despite being a highly technical organisation that speaks in a language still largely indecipherable to me after nearly 5 years, the vast bulk of Stats people are like me and actually prefer really short, simple, everyday language. So that will be the challenge in terms of our Governance Charter or Code. But I think what Lyndsey and I are both calling out is that holding ourselves to defined and specific high standards, particularly "outside the room" where behaviour is less visible to peers, is a key problem area for us, as is "walking the talk" for some ELT and Third Tier members.

I also think we need to call out something really specific and meaningful on "diversity and inclusion", as we talk a lot about this but need to define what "including different perspectives in decision-making" actually means in practice, what physically do we do to achieve this and create/nurture the environment where this happens. Same goes for getting free and frank

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advice from those who advise the governors.

I also really like the Westpac diagram, and the text made reference to some "Principles of Doing Business" which sounded interesting and the sort of language that resonates, but I could seem to find the actual Principles themselves…

Like Lyndsey I like the focus on "mechanics" within the Spark charter, as I think that's important, as is (to repeat a theme, sorry) the behaviours and norms that we can expect of each other and that staff can expect us to exhibit

On the significance policy, yes this only reinforces my view that we don't need a full formal policy but something principles-based that can be part of our wider governance policy would be useful

And one final thought – most of my comments above are from the perspective on someone being a governor or trying to lead the governance function for the org. I think the thing our staff most want out of the review is to know where to go for what decisions, how to navigate the process, and who has the final say or final decision right (ie who's direction do they take?)

Hope this is helpful, happy as always, to discuss further

Mark

**Mark Sowden** (pronouns: he/him/his)
Government Statistician and Chief Executive | Tumu Whakarae
Stats NZ | Tatauranga Aotearoa | stats.govt.nz |

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| | |
|---|---|
| **From:** | Kim Matthews on behalf of Mark Sowden |
| **To:** | Kim Matthews |
| **Subject:** | Fw: Governance Review - stress testing session (Wednesday 9 February 2022) |
| **Date:** | Friday, 14 June 2024 11:49:13 am |
| **Attachments:** | Stress Testing workshop Agenda Feb 2022.pdf<br>FINAL DRAFT Governance Policy Feb 2022.docx |

---

**From:** Mark Sowden <xxxx.xxxxxx@xxxxx.xxxx.xx>
**Sent:** Friday, 4 February 2022 4:58 pm
**To:** Executive Leadership Team <xxxxxxxxxxxxxxxxxxxxxxx@xxxxx.xxxx.xx>; Third Tier Group <xxxxxxxxxxxxxx@xxxxx.xxxx.xx>; Deb Te Kawa s 9(2)(a) ) <s 9(2)(a) >; Doug Craig (xxxx.xxxxx@xxxxxxxx.xx.xx) <xxxx.xxxxx@xxxxxxxx.xx.xx>; Heather Niven < s 9(2)(a) >; David McNaughtan <s 9(2)(a) >; Lorna Curran s 9(2)(a) >; s 9(2)(a) >
**Subject:** Governance Review - stress testing session (Wednesday 9 February 2022)

Kia ora tātou,

Please find attached, ahead of the Governance Review - stress testing session being held on Wednesday 9th February, 1:30pm – 4:00pm, the agenda and the latest governance review pack that includes the governance policy and membership of the individual committees.

Also, please refer to Doug Craig's note below in regards to this session.

Ngā mihi
Mark

*(This information is also included in the calendar invitation)*

---

Kia ora koutou,

I am really looking forward to working with you all again at next week's workshop where we will be stress testing the new governance arrangements that the ELT have approved for future use by Stats NZ. These are some of the most up to date and fit for purpose arrangements we have seen in the public service and have been commissioned and designed by the leadership of Stats NZ. As you know you have previously provided great input to the design of the new committees and significance policy.

This session will be interactive and a great opportunity to put the new arrangements to the test using some real world scenarios. We will give you more detail on the specific scenarios on the day, but here is a flavour of what we will be getting into.

By the end of the session, we want to be clear about the following sorts of things:

- Where do change requests go for current in-flight projects? Different committees

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depending on the nature of the change request or does one particular committee oversee all change requests? Is there a distinction between minor and major CRs (what's the criteria and do they go to a committee vs. ELT)?

- How will the Systems and Standards Board vs. the External Environment Board ensure standards are made mandatory across the system? Where are the decisions made about this?

- Does the External Environment drive standard setting internally or the other way round and which committees are made for what?

- The role of the programme board is articulated in a Terms of Reference and escalation pathways to ELT specified. Under the revised governance would we update the escalation pathway to a new Governance Board, probably the Investment and Delivery Board?

- There are three key areas that the Investment and Delivery Board would reasonably expect to have authority over, and these relate to changes to scope, timing and budget - above any agreed tolerance levels set at the programme board level – and these tolerances would need to be approved by the Investment and Delivery Board. It would seem that the new Investment and Delivery Board replaces the Investment Board – presumably this would also mean the programme would need to secure the approval of the ID for the drawdown of any funds?

- Will the Investment and Delivery Board approve any business cases for the programme or could this sit within the programme board's delegations/responsibilities.

- From a practical perspective, all projects and programmes will need to factor in approval for any technical documentation from the Systems and Standards Board and the cycle of meetings will need to be reflected in project/programme delivery plans particularly as part of 'go-live' planning. How will we deal with approvals that are needed out of cycle and who will be able to approve things coming direct to ELT for approval out of cycle? Chairs, DCEs, the CE?

- If the Investment and Delivery Board is simply the overarching governance in lieu of ELT as a collective then this can easily be reflected in in existing programme TOR. If a different layering of responsibility is expected e.g., for areas that the Board are currently responsible for then further work is needed to understand how the interplay between Investment and Delivery Board and programme boards will work.

- Where will chairs and staff be able to go to get advice on when it is not clear which Board a particular business case, or approval needs to go?

As noted, we will have a range of additional practical examples to work through on the day, which hopefully will also allow us to have a bit of fun along the way.

In the meantime, have a great long Waitangi weekend.

Ngā mihi nui,

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Doug

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This policy supersedes all previous versions and is valid until further notice.

# Purpose

This policy sets out the role and responsibilities of the Executive Leadership Team and how the Executive Leadership Team exercises and discharges those roles and responsibilities. It also sets out matters which are delegated to the various committees.

# Policy

Governance in Tatauranga Aotearoa: StatsNZ is a system of decision-making embedded in the organisation, over and above its basic legal obligations. This policy is focused on good governance. Good governance at Tatauranga Aotearoa: StatsNZ relies on five principles:

1. **Transparency**: being unambiguous about the organisation's strategic direction, operations, and performance, both externally and internally, while also providing insight into who makes decisions and how decisions are made.

2. **Accountability:** following the policies, charters, guidance, and institutional arrangements, that support the organisation to account for the effectiveness and efficiency of its decision-making.

3. **Stewardship:** taking a whole-of-organisation approach to decision-making.

4. **Culture of trust and respect:** using governance to build strong relationships between decision-makers by role modelling the expectations of senior leaders in all matters.

5. **Delegation and Significance:** placing decision-making as close as where the work is done, in return for decision-makers escalating significant decisions, as required. See section 3 below.

6. **Mana Ōrite:** in so much as the respective views of the parties to the mana ōrite have started to find ways to be heard, issues and ideas considered, and afforded equal explanatory power.

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# Who this applies to

All Tatauranga Aotearoa: StatsNZ managers, staff, suppliers, and contractors must comply with this policy.

# 1 Role of Executive Leadership Team

The role of the Executive Leadership Team is to:

- Shape with the Government of the day, and regularly review the appropriateness of Tatauranga Aotearoa: StatsNZ strategic direction.
- Oversee the implementation and hold one another to account for the implementation of Tatauranga Aotearoa: StatsNZ strategic direction.
- Oversee and steward Tatauranga Aotearoa: StatsNZ policies and performance.
- Oversee and steward the Mana Ōrite agreement.
- Approve and role model senior leadership behaviours.
- Approve the risk appetite.
- Establish and disestablish committees and change committee membership.

The Executive Leadership Team reserves the following decisions to itself:

## 1.1 Strategic

- Approving the strategic direction.
- Ensuring all of Tatauranga Aotearoa: StatsNZ activities support the strategic direction.
- Overseeing performance and providing assurance to the Government of the day.

## 1.2 Governance

- Adopting and regularly reviewing the delegations of authority which are attached as Appendix H.
- Approving this governance policy and any amendments.
- Assessing whether and how the senior leadership behaviours are integrated into all relevant processes, including performance and development planning and reviews, recruitment, career planning, progression, talent, and workforce planning.
- Ensuring the committees are fit-for-purpose and have the capacity and capability they need to be successful.

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- Ensuring the delegations and significance principle is in place and working so appropriate information flows through to the Executive Leadership Team and the committees.
- Inducting new members.
- Overseeing the timely, balanced, and appropriate disclosure of information to the Office of the Minister for Statistics, and any other minister(s), as appropriate.
- Considering reports on material breaches of Tatauranga Aotearoa: StatsNZ Code of Conduct, Health and Safety Policy and Whistle-blower Policy.

## 1.3 Operations

- Approving and receiving ninety-day reporting.
- Approving the annual plan.
- Approving, overseeing, and reviewing financial and non-financial risk management while seeking assurance from the Risk and Assurance Committee.
- Approving and overseeing all matters relating to health, safety and wellbeing.
- Proactively and regularly considering health and safety at work.
- Delegating all design authority – expect for financial decisions – to Systems and Standards.
- Delegating approval for all recruitment, retention, performance management, and termination policies to the People, Culture and Capability.
- Delegating approval for all plans, and policies to improve culture, including senior leadership development, succession planning, talent management to the People, Culture and Capability.
- Delegating monitoring results against that plan to the Investment and Delivery.
- Overseeing issues relating to equity, diversity, and inclusion.
- Overseeing the remuneration framework.

## 1.4 Financial

- Approving the annual budget.
- Confirming that Tatauranga Aotearoa: StatsNZ has the resources it needs to achieve its strategic direction both now and into the future.
- Delegating the monitoring of expenditure against the annual budget to the Investment and Delivery Committee.
- Determining there are satisfactory arrangements in place for auditing financial and non-financial matters and the scope of the external audit is sufficient.

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# 2 Composition of Executive Leadership Team

The Executive Leadership Team includes:

- Government Statistician and Chief Executive (Chair)
- Chief Methodologist
- Kaihautu, Te Tohu Rautaki, Angitu Māori
- Census and Collection Operations, Deputy Government Statistician and Deputy Chief Executive
- Chief Operating Officer, Deputy Government Statistician and Deputy Chief Executive
- Data System Leadership, Deputy Government Statistician and Deputy Chief Executive
- General Manager, External and Government Relations
- General Manager, Strategy and Investment
- Insights and Statistics, Deputy Government Statistician and Deputy Chief Executive

The Executive Leadership Team meets every Monday. Members are expected to use reasonable endeavours to attend meetings. Delegates can attend with the approval of the Chair. The Executive Leadership Team also have quarterly wānanga where they receive the 90-day planning report, explore medium to long-term challenges, and discover better ways of working more effectively together. For the sake of clarity the Executive Leadership Team considers health and safety at work matters at least once a month.

The Chair is Government Statistician and Chief Executive. The role of the Chair is to lead the Executive Leadership Team, facilitate constructive conversations. However, every member of the Executive Leadership Team is responsible for ensuring the team functions effectively and communicates decisions with one voice.

The Chair will appoint at least one secretary. The secretary is accountable to all members of the Executive Leadership Team. The Chair, with the assistance of the secretary, will establish the agenda and confirm the minutes and action items. The secretary shares responsibility with the Executive Leadership Team for good quality papers and clear decisions that can be easily communicated. The secretary and the Executive Leadership Team share responsibility for a 12-month pipeline of key decisions.

While the Executive Leadership Team evaluates its own performance on an annual basis, including against the requirements of this policy, that evaluation is reported to RAC for it review. The Executive Leadership Team also evaluates the performance of each of the committees. Similarly, those evaluations are reported to RAC for its review.

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# 3 Significance Principle

Tatauranga Aotearoa: StatsNZ seeks to use governance to include more people at all levels in the organisation's work and decision-making. It does this by delegating decision-making rights as close to where the work is being done as possible. In return for that degree of autonomy and trust, this policy introduces the significance principle.

The significance principle is not a 'no surprises' principle. The significance principle is a way of thinking (and a process) that encourages everyone to seek the advice of more experienced, specialised, or senior colleagues on 'significant' matters. The goal is to improve decision-making quality by addressing information asymmetry and encouraging decisions to be taken with as much information as possible. This also enables the further implementation of the expectations of senior leaders.

While there are no hard and fast rules, criteria for deciding on whether a matter is significant or not might include:

- The degree to which a decision or action is consequential to, or undermines, a decision or action that has already been taken by the Government of the day or the Executive Leadership Team.
- The cost of the decision – the higher the cost, the greater the degree of significance
- Reversibility – once done, how easily could a decision be undone – the more difficult a decision is to reverse, generally the higher the significance
- Stakeholder and community interest – the higher the degree of stakeholder and community interest in a decision, the greater the likely degree of significance
- Impact on Mana Ōrite agreement
- Impact on customers
- The degree of impact on affected individuals and groups
- Impacts levels of service – the greater the impact, the higher the likelihood that a particular decision or proposal will be significant
- The impact on fees or levies – the greater the impact, the higher the likelihood that a particular decision or proposal will be significant
- The impact on other agencies

Those holding decision-making rights are expected to demonstrate they have integrated the significance principle into their decision-making. Failure to do so may see a decision-making right suspended or revoked.

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# 4 Committees

The Executive Leadership Team has decided to establish seven committees. The role of each committee is to assist in carrying out specific responsibilities. Charters for each of those boards are attached. For now, those committees are:

- 2023 Census Board
- External Environment (EE)
- Governance Advisory Board (GAB)
- Investment and Delivery (ID)
- People, Culture and Capability (PCC)
- Risk and Assurance Committee (RAC)
- Systems And Standards (SAS)

The Executive Leadership Team can direct any committee to include an independent member or members, except for the Governance Advisory Board and the Risk and Assurance Committee. Other than those two committees, the Executive Leadership Team decides which emerging leaders from the third or fourth tier can sit as full members on any committees.

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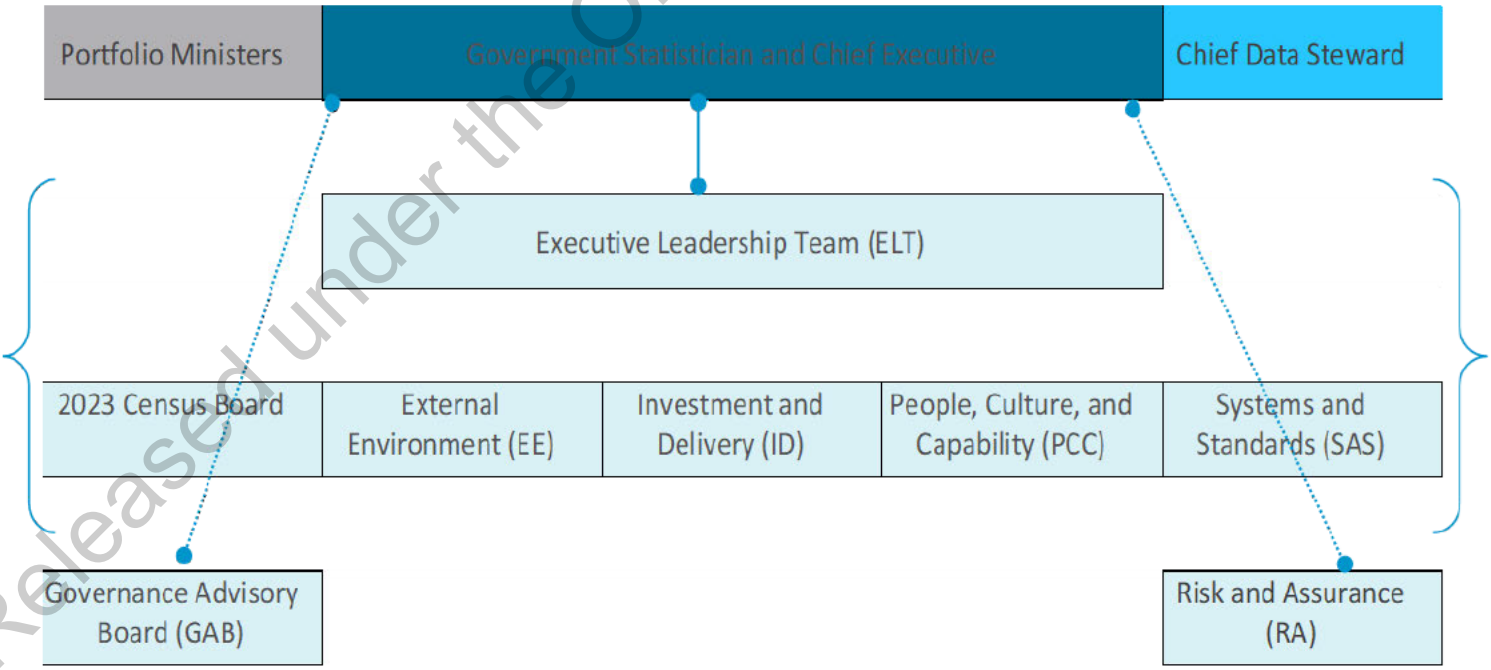
The committees – generally - meet every month. The cycle tends to look like this:

| | Week One | Week Two | Week Three | Week Four |
|---|---|---|---|---|
| **Monday** | ELT | ELT | ELT | ELT |
| **Wednesday** | EE | ID | PCC | SAS |

# 5 Relationship between Executive Leadership Team and Committees

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The Executive Leadership Team delegates all powers and authorities to the committees, except for those it has reserved for itself, or are reserved to individual roles set out in the delegations of authority attached as Appendix I.

The Executive Leadership Team may, from time to time, delegate a function or a decision to a committee or a role. Conversely, it may also choose to remove a function or a decision. This needs to be done in writing. Delegations are made in line with the strategic direction, the annual budget, and risk appetite.

Each committee is accountable to the Executive Leadership Team for exercising the delegated authority and must report on significant matters to the Executive Leadership Team with accurate and timely information. The Executive Leadership Team are expected to hear from each committee Chair at its weekly meeting. This is not an opportunity to relitigate or change decisions but rather to stay informed.

# 6 Tatauranga Aotearoa: StatsNZ references

(link to intranet with guidance, templates and tips)

## 6.1 Renewal

This policy is reviewed annually. The ELT reviews the policy with RAC provided peer review.

## 6.2 Year One Review

The year one review will review this policy and the sufficiency of the arrangements in respect of the Mana Ōrite agreement; it will offer advice to ELT on improvements. The year one review will also cover what is working in the System And Standards (SAS) Committee (being the newest committee), and what improvements can be made.

# 7 External references

The following external references have assisted the development of this policy.

## 7.1 Legislation

Act 1 (link to legislation online)

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Approved 1 July 2022 as the Tatauranga Aotearoa: StatsNZ Governance Policy

**Government Statistician and Chief Executive**
Tatauranga Aotearoa: StatsNZ

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# Appendix A: Senior Leaders Behaviours

Our people know what is expected of them.

Our people develop and grow.

Our people have the tools, information, and space to do their jobs.

We acknowledge we are collectively responsible for the Mana Ōrite agreement

We look after our staff's wellbeing at all times.

We develop a strong, high-performing, and adaptive culture.

We work as a collective in everything we do.

We are open and honest with each other.

We engage early, frequently and effectively, and model transparency.

We delegate, we make decisions consistent with this delegation, but we keep everyone informed.

We do the basics well and avoid "own goals".

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# Appendix B: 2023 Census Board

The 2023 Census Board includes:

- Independent Chair
- Census and Collection Operations, Deputy Government Statistician and Deputy Chief Executive (Senior Responsible Officer)
- Kaihautu, Te Tohu Rautaki, Angitu Māori
- Chief Methodologist
- Chief Operating Officer, Deputy Government Statistician and Deputy Chief Executive
- Data System Leadership, Deputy Government Statistician and Deputy Chief Executive
- An independent subject matter expert
- Insights and Statistics, Deputy Government Statistician and Deputy Chief Executive
- A representative from the Data Iwi Leaders Group

The role of the 2023 Census Board is to provide assurance that the 2023 Census programme will deliver strongly while continuing to be aligned with the organisation's strategic direction and the social and population statistics strategy, including census transformation. It does this by:

- Providing governance for the 2023 Census programme.
- Ensuring the 2023 Census programme partners with Māori in accordance with Te Tiriti o Waitangi as well as the Mana Ōrite relationship agreement
- Ensuring the programme is managed well and remain healthy from cost/benefit, timeline, quality, and risk/issue perspective.
- Raising programme escalations for changes to scope, cost, schedule, benefits to the Government Statistician and Chief Executive when the Senior Responsible Officer tolerances are exceeded.
- Ensuring relevant quality assurance processes are adhered to.

The 2023 Census Board has set itself the following outcomes:

- Maintaining the programme within specification.
- Providing an accurate and consistent view of programme status.
- Ensuring the benefits are delivered according to the business case and to the agreed level of quality.

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The 2023 Census Board has no decision-making rights. It supports the Senior Responsible Officer and the Government Statistician and Chief Executive to make good decisions.

For the sake of clarity, the 2023 Census Board has set itself the following scope statement. Activities within scope include:

- Governing the running of the 2023 Census programme.
- Ensuring the programme actively partners with iwi and Māori leadership to increase participation of the Crown's Tiriti partner to lift the participation of and response rates to the 2023 Census.
- Managing within budget, requesting additional funding for the 2023 Census programme from the Executive Leadership Team when it is justified (e.g., call on contingency).
- Enforcing the change management process (comprising of scope, costs, and schedule).
- Ensuring consistent monitoring of the 2023 Census programme against critical milestones to prevent unforeseen breakdowns, delays and other issues affecting successful delivery.
- Ensuring the programme adheres to all relevant All-of-Government quality assurance frameworks such as the Public Services Commission Major Projects Monitoring, Gateway and IQA processes, etc.
- Ensuring financial or reputational risks arising from programme execution issues are mitigated or accepted.
- Ensuring the defined benefit enablers are delivered to the level required by the benefit owner.

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The following activities are out of scope:

- Increasing funding that exceeds agreed thresholds without making a request through appropriate funding sources (unless approved through a suitable change mechanism).
- Setting principles or standards for matters covered by other committees.
- Census transformation research and development.
- Census coverage assessment that evaluates the 2023 Census.
- Realising the benefits - this is the responsibility of the benefit owner. However, the Census Board will periodically review the benefits realisation and trajectory.

The 2023 Census Board meets monthly. Members are expected to use reasonable endeavours to attend meetings. Delegates can attend with the approval of the Chair. A quorum is four members. If there is no quorum, the decision to reschedule is made by the Chair. Out of cycle meetings can be organised by the Chair with the Senior Responsible Officer for urgent matters.

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The Chair is Jenn Beswick. The role of the Chair is to lead the board, facilitate constructive conversations. Every board member is responsible for ensuring the board functions effectively and communicates decisions with one voice. The representative from the Data Iwi Leaders Group is Kirikowhai Mikaere. The independent subject matter expert is Duncan Young, who is also the General Manager for the Data Acquisition Operations and Transformation, Australian Bureau of Statistics.

The Chair appoints at least one secretary. The secretary is accountable to all members of the board. With the secretary's assistance of the Chair and the Senior Responsible Officer will establish the agenda and confirm the minutes and action items. The secretary and the Senior Responsible Officer shares responsibility with all board members for good quality papers and clear decisions that can be easily communicated. The Secretary and the Senior Responsible Officer, and all board members share responsibility for a pipeline of decisions to be endorsed by the Chair. The secretary is responsible for ensuring mintues and action items are available within one business day of each meeting.

The 2023 Census Board has the following values:

- Collective ownership of decisions made
- Fair
- Responsible
- Impartial and Trustworthy
- Clear accountability
- Responsiveness
- Transparency

The 2023 Census Board has the following culture and behaviours

- The membership will follow the Mana Ōrite relationship agreement with an emphasis on the relationship principles.
- Strong and decisive leadership by senior management - supported by clear and appropriate allocation of responsibility and authority without ambiguity.
- Leadership by example and strong "sponsorship" by the executive are essential to success - areas of concern or uncertainty are monitored.
- Early, consistent, and direct involvement of programme staff - with appropriate feedback mechanisms to encourage, collect and analyse criticism without fear of retribution.
- Comprehensive data analysis by experienced staff with a programmatic and systemic focus, with timely reporting of KPIs and other metrics - new skill sets and training must be implemented at an early stage.

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- Discipline in programme management - fostering a challenging culture that rigorously examines the performance of the 2023 Census programme.
- Build a culture of transparency - giving governance teams and other stakeholders the information they need to assess the 2023 Census Programme.
- Effective risk management - ensuring the 2023 Census Board meets its business objectives and legal requirements through risk identification and mitigation culture.
- Clear and effective recording of decisions and subsequent communication with important stakeholders.
- Continuous review and improvement - a culture that seeks to get better backed up by appropriate review processes.

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# Appendix C: External Environment (EE)

External Environment (EE) includes:

- Data System Leadership, Deputy Government Statistician and Deputy Chief Executive (Chair)
- Kaihautu, Te Tohu Rautaki, Angitu Māori (Deputy Chair)
- Director Marketing Communications and Engagement
- General Manager, Data System Capability
- General Manager, Data System Policy
- General Manager, External and Government Relations
- General Manager, Strategy and Investment
- General Manager Te Tohu Rautaki Angitu Māori
- Senior Manager, Executive and Government Relations
- Independent Advisor

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The role of External Environment is to consider matters relating to its public leadership role, including the health of its key institutional relationships.

It does this by:

- Developing a deep understanding of ministerial preferences, needs and risk appetites.
- Ensuring a whole-of-organisation view on how and when Tatauranga Aotearoa: StatsNZ is engaging with key partners and stakeholders in the authorising environment.
- Ensuring a whole-of-organisation view on how various communities throughout Aotearoa-New Zealand, including Māori, iwi, hapū and whānau, are affected by our activities so we ensure clear lines of communication and understanding.
- Ensuring delivery of the Deliver for and with Iwi, Māori and hapu strategic priority.
- Ensuring delivery of the Engagement and transparency transformational priorities.
- Ensuring delivery of the Proactively improving the health of Aotearoa's data system strategic priority.
- Maintaining a strategic view of mandatory standard setting and common data capabilities, with a view to enabling a common approach to the collection, management, and use of data across government.

External Environment meets on the first week of every month. Members are expected to use reasonable endeavours to attend meetings. Delegates can attend with the approval of the Chair. A quorum is five members. If there is no quorum, the decision to reschedule is made by the Chair with

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the Deputy Chair. At their discretion, the Chair and Deputy Chair can run out-of-cycle decisions, so long as they are recorded at the next available meeting.

The Chair is Data System Leadership, Deputy Government Statistician and Deputy Chief Executive. The Deputy Chair is Kaihautu, Te Tohu Rautaki, Angitu Māori.

The Chair and Deputy Chair work together to lead the committee and facilitate constructive conversations. However, every member is responsible for ensuring External Environment functions effectively and communicates decisions with one voice.

The Chair appoints at least one secretary. The secretary is accountable to all members of the committee. With the secretary's assistance of the Chair and Deputy Chair will establish the agenda and confirm the minutes and action items. The Secretary shares responsibility with all committee members for good quality papers and clear decisions that can be easily communicated. The secretary and all committee members share responsibility for a pipeline of decisions determined by the Chair and Deputy Chair. The secretary is responsible for ensuring mintues and action items are available within one business day of each meeting.

The culture of the committee should reflect the behaviours outlined in Appendix A.

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# Appendix D: Investment and Delivery (ID)

Investment and Delivery includes:

- Insights and Statistics, Deputy Government Statistician and Deputy Chief Executive (Chair)
- Census and Collection Operations, Deputy Government Statistician and Deputy Chief Executive (Deputy Chair)
- Chief Financial Officer
- Chief Digital Officer
- Data System Leadership, Deputy Government Statistician and Deputy Chief Executive
- General Manager Statistical Change and Assurance
- General Manager, Strategy, and Investment
- Senior Manager Enterprise Portfolio Office
- Independent Advisor

The role of Investment and Delivery is to consider operational delivery and customers. It also considers matters relating to in-year investment and disinvestment. It does this by:

- Ensuring investment and delivery assurance systems are fit-for-purpose.
- Strategic priorities are implemented as promised.
- Service delivery is undertaken in accordance with internal guidelines, Tatauranga Aotearoa: StatsNZ has accountability documents and international best practice.
- Insights are captured and used to improve the next delivery cycle.
- Identifying and resolving cross priority resource constraints and bottlenecks.

Investment and Delivery Committee can make decisions in relation to the following:

- Verifying performance and providing assurance to the Chief Statistician and Chief Executive and, in turn to the Government of the day.
- Verifying performance against the annual plan.
- Ensuring delivery of the Measure what matters and actively reduce core system risks strategic priority.
- Ensuring delivery of the Becoming and Admin Data First organisation strategic priority.
- Approving in-year investment, disinvestment, and reprioritisation decisions.

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- Monitoring of expenditure against the annual budget.

Investment and Delivery meets on the second week of every month. Members are expected to use reasonable endeavours to attend meetings. Delegates can attend with the approval of the Chair. A quorum is seven members. If there is no quorum, the decision to reschedule is made by the Chair with the Deputy Chair. At their discretion, the Chair and Deputy Chair can run out-of-cycle decisions, so long as they are recorded at the next available meeting.

The Chair is Insights and Statistics, Deputy Government Statistician and Deputy Chief Executive. The Deputy Chair is Census and Collection Operations, Deputy Government Statistician and Deputy Chief Executive.

The Chair and Deputy Chair work together to lead the committee and facilitate constructive conversations. However, every member is responsible for ensuring Investment and Delivery functions effectively and communicates decisions with one voice.

The Chair appoints at least one secretary. The secretary is accountable to all members of the committee. With the secretary's assistance of the Chair and Deputy Chair will establish the agenda and confirm the minutes and action items. The Secretary shares responsibility with all committee members for good quality papers and clear decisions that can be easily communicated. The secretary and all committee members share responsibility for a pipeline of decisions determined by the Chair and Deputy Chair. The secretary is responsible for ensuring mintues and action items are available within one business day of each meeting.

The culture of the committee should reflect the behaviours outlined in Appendix A.

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# Appendix E: People, Culture and Capability (PCC)

People, Culture and Capability includes:

- General Manager, Strategy, and Investment (Chair)
- Chief Operating Officer, Deputy Government Statistician and Deputy Chief Executive (Deputy Chair)
- Chief People Officer
- General Manager Te Tohu Rautaki Angitu Māori
- General Manager, Collection Operations
- General Manager, Economic and Environmental Insights
- Government Statistician and Chief Executive
- Senior Manager, Business Insights and Improvements

The role of People, Culture and Capability is to consider matters relating to people, culture, integrity, and organisational capability.

It does this by overseeing strategies, policies and processes relating to:

- Employee performance, potential and development.
- Diversity, inclusion, and equity
- Health and Safety.
- Integrity and probity.
- Organisational culture.
- Organisational design and structure and change management capacity.
- Remuneration.
- Succession planning and talent management.
- Considering significant issues relating to people, culture, and integrity.

People, Culture and Capability can make decisions in relation to the following:

- Approving all recruitment and remuneration strategies and policies while ensuring that each complies with the institutional risk appetite, role, purpose, and strategic direction.

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- Approving all strategies, plans and policies aimed at improving Tatauranga Aotearoa: StatsNZ culture, including senior leadership development, succession planning, talent management, as well as health and safety.
- Approving and overseeing Tatauranga Aotearoa: StatsNZ recruitment, retention, performance management, and termination policies.
- Ensure delivery of the leadership and culture transformational priority.
- Ensuring that appropriate policies and practices are in place to protect, promote and support the health, safety and wellbeing of employees and other relevant stakeholders, including monitoring indicators, incident reports and other key metrics, and overseeing actions taken by management in response.
- Advising and escalating health, safety and wellbeing matters to the Executive Leadership Team as a matter of urgency.
- Making recommendations to the Executive Leadership Team about change readiness and capacity while overseeing and approving the change pipeline and significant change requests.
- Making recommendations to the Executive Leadership Team about the measurable objectives for diversity, inclusion, and equity.
- Monitoring financial and corporate governance processes and reporting as it relates to individual performance and remuneration
- Overseeing delivering for and with Māori, iwi, hapū and whānau by ensuring there is a growth in internal capacity and capability across all people, culture, and integrity workstreams. This also includes ensuring there are policies and processes in place to apply a Tiriti-lens.
- Overseeing employee engagement survey results and the progress of any management actions undertaken in response to those surveys.
- Overseeing ethical compliance, including material breaches of Tatauranga Aotearoa: StatsNZ code of conduct and material incidents under Tatauranga Aotearoa: StatsNZ whistleblower policy and actions taken by management regarding breaches and incidents.
- Proactively reporting significant health and safety matters to the Executive Leadership Team.
- Verifying all of Tatauranga Aotearoa: StatsNZ people and culture activities and integrity matters support the strategic direction.

People, Culture and Capability meets on the third week of every month. Members are expected to use reasonable endeavours to attend meetings. Delegates can attend with the approval of the Chair. A quorum is six members. If there is no quorum, the decision to reschedule is made by the Chair with the Deputy Chair. At their discretion, the Chair and Deputy Chair can run out-of-cycle decisions, so long as they are recorded at the next available meeting.

The Chair is General Manager, Strategy, and Investment. The Deputy Chair is Chief Operating Officer, Deputy Government Statistician and Deputy Chief Executive.

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The Chair and Deputy Chair work together to lead the committee and facilitate constructive conversations. However, every member is responsible for ensuring People, Culture and Capability functions effectively and communicates decisions with one voice.

The Chair appoints at least one secretary. The secretary is accountable to all members of the committee. With the secretary's assistance of the Chair and Deputy Chair will establish the agenda and confirm the minutes and action items. The Secretary shares responsibility with all committee members for good quality papers and clear decisions that can be easily communicated. The secretary and all committee members share responsibility for a pipeline of decisions determined by the Chair and Deputy Chair. The secretary is responsible for ensuring mintues and action items are available within one business day of each meeting.

The culture of the committee should reflect the behaviours outlined in Appendix A.

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# Appendix F: Systems And Standards (SAS)

Systems And Standards includes:

- Chief Methodologist (Chair)
- Chief Digital Officer (Deputy Chair)
- Chief Operating Officer, Deputy Government Statistician and Deputy Chief Executive
- Deputy Chief Methodologist
- General Manager Statistical Change and Assurance
- General Manager, Collection Operations
- General Manager, Data Management and Operations
- General Manager, Data Services
- General Manager Te Tohu Rautaki Angitu Māori/technical advisor
- General Manager, Social and Population Insights

The role of Systems And Standards is to consider matters relating to mandatory standards and common data capabilities, and its impact on internal information systems. It also has a role in overseeing compliance with mandatory standards.

Systems And Standards can make decisions in relation to the following:

- Approving technical guidance and providing peer-review as required.
- Ensuring delivery of the Simply and Strategically strategic priority.
- Ensuring Tatauranga Aotearoa: StatsNZ organisational system for the ownership and approval of statistical design standards and practices are functional.
- Ensuring the overall strategy and direction of Tatauranga Aotearoa: StatsNZ statistical design architecture and recommending a road-map, priorities and an investment path for it.
- Providing a focus on the coherence of Tatauranga Aotearoa: StatsNZ standards and their fitness for purpose.
- Regularly checking in and monitoring compliance with standards.
- Highlighting good practice compliance and reporting on non-compliance.
- Managing compliance exemptions.

Systems And Standards cannot make decisions that have significant financial implications. Those decisions need to be socialised with Investment and Delivery and/or Executive Leadership Team.

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System And Standards meets on the fourth week of every month. Members are expected to use reasonable endeavours to attend meetings. Delegates can attend with the approval of the Chair. A quorum is six members. If there is no quorum, the decision to reschedule is made by the Chair with the Deputy Chair. At their discretion, the Chair and Deputy Chair can run out-of-cycle decisions, so long as they are recorded at the next available meeting.

The Chair is the Chief Methodologist. The Deputy Chair is Chief Digital Officer.

The Chair and Deputy Chair work together to lead the committee and facilitate constructive conversations. However, every member is responsible for ensuring Systems And Standards functions effectively and communicates decisions with one voice.

The Chair appoints at least one secretary. The secretary is accountable to all members of the committee. With the secretary's assistance of the Chair and Deputy Chair will establish the agenda and confirm the minutes and action items. The Secretary shares responsibility with all committee members for good quality papers and clear decisions that can be easily communicated. The secretary and all committee members share responsibility for a pipeline of decisions determined by the Chair and Deputy Chair. The secretary is responsible for ensuring mintues and action items are available within one business day of each meeting.

The culture of the committee should reflect the behaviours outlined in Appendix A.

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# Appendix G: Governance Advisory Board Charter (GAB)

This Charter sets out the role, function and operation of the Stats NZ Governance Advisory Board ("the Board").

The Board is an advisory body that supports the Chief Executive and the Executive Leadership Team (collectively, 'the executive') to ensure that the Stats NZ's organisational strategy, capability and performance make the best possible contribution to the achievement of its goals. The Board will also provide regular reports to the Minister of Statistics.

The Board's role and operating practice may evolve over time. This Charter may be updated from time to time to reflect this.

1: Stats NZ's goals

Stats NZ's vision is to unleash the power of data to change lives. Further information on Stats NZ's goals and strategy can be found in the Statement of Intent.

2: Role and Function of the Board

The Board is established as a Group 4 Advisory Board under the Cabinet Office Circular Fees framework for members appointed to bodies in which the Crown has an interest (CO(12)6).

Stats NZ aims to replicate the discipline provided by a private sector governance board as far as possible within the public sector management system, to provide additional challenge and external expertise to the executive. The Board's principal role is to provide challenge and independent advice to the Chief Executive. In performing this role, it will:

• test high-level strategy as set by the executive

• provide advice on strategy development, design, and execution

• link Stats NZ with external expertise

• provide an independent perspective on any area raised by the Chief Executive

• report on the advice the Board has provided to the Chief Executive to the Minister of Statistics bi-annually, and as required at other times by invitation.

Examples of matters the Board may discuss include:

• Is Stats NZ's strategic direction appropriate in the wider context?

• Does Stats NZ have the appropriate governance and decision-making settings?

• Does Stats NZ have the appropriate financial settings to meet its strategic objectives?

• Does Stats NZ have the appropriate capability to meet its objectives?

• Is Stats NZ taking an appropriate approach to managing its information?

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Overall, the board will seek to provide assurance to the Chief Executive that Stats NZ is doing the right things.

The statutory responsibilities and accountabilities of the Chief Executive, Government Statistician, and the State Services Commissioner remain unchanged. The Board's contribution to these is advisory, and they may choose to act with or against the Board's advice. In order to ensure this, the Board operates in accordance with the following principles:

• Board members will not comment on or represent the Stats NZ's views externally without express permission. External engagement is led by the Stats NZ's senior management.

• The Board will not become involved in internal management decisions. The executive takes management decisions to deliver on the strategic direction endorsed by the Board.

• The Board does not determine the nature of the Stats NZ's strategic direction or policy advice, or make operational decisions. These remain the responsibility of Stats NZ managers and staff.

• The Board does not engage in the design, production or dissemination of statistics. This remains the responsibility of the Government Statistician and his delegates.

The Board may develop and agree a set of outcomes and/or performance standards by which it will assess its own effectiveness. These may then be appended to this Charter.

The existence of the Board does not shift any accountabilities of either the Chief Executive or the Minister of Statistics. The Board has no decision-making ability and performs an advisory function only, and the Chief Executive maintains accountability to the Minister as standard for a government department.

3: Membership of the Board

The Board comprises an independent Chair and up to seven non-executive members. All Board members are expected to fully participate in Board meetings.

The Chief Executive of Stats NZ will be ex-officio member of the Board. Other members of the Executive Leadership team will be invited to join meetings, as appropriate.

The Chair is appointed by the Chief Executive, in consultation with the Minister of Statistics.

The non-executive members are appointed by the Chief Executive, in consultation with the Chair and the Minister of Statistics. One non-executive member will represent the Chief Executive's Risk and Assurance Committee (see below).

The Chief Executive sets their terms of engagement, and remuneration, as set out in the Cabinet Office Circular Fees framework for members appointed to bodies in which the Crown has an interest (CO(12)6).

Non-executive members agree to be subject to the State Services Code of Conduct when performing their role.

The skills sought in the non-executive members may change over time to reflect the challenges and issues facing Stats NZ. They include:

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• strong governance skills

• an understanding of organisational culture and performance issues associated with large scale operational delivery

• an understanding of te ao Māori

• experience in a challenge and performance accountability role

• experience in organisational growth and leadership in the commercial or public sectors

• an understanding of the digital challenges currently being faced in New Zealand (such as algorithms and the growth of AI)

• a balance of representation of different groups and communities of interest, for example Māori

• experience working in the data and analytics, statistical, or technology dominated sectors.

As and when existing members come up for reappointment, or new members are appointed, the Chief Executive will re-consider the balance of skills and experience desired and that is offered by existing members.

The Chair will provide overall leadership to the Board, which includes ensuring the Board has a good mix of capable members and an effective culture. In meetings, the Chair will ensure discussions are appropriately challenging and productive and that effective advice is produced.

The Chair will set the forward agenda for the meeting, to be discussed with the Board.

Ensuring an appropriate link to the Risk and Assurance Committee

The Stats NZ has elected to establish the Risk and Assurance Committee independently of the establishment of the Board. The purpose of the Committee is to provide assurance to the Chief Executive that Stats NZ is acting with probity and managing its functions appropriately. It will achieve this by reviewing and providing advice with respect to:

• risk management

• internal audit

• external audit

• internal control profiles

• financial management

• other governance and assurance frameworks and processes as appropriate.

The Chair will represent the Committee as a full member of the Board.

It is expected that the Committee's role will strengthen Stats NZ's risk management culture and process through the provision of an independent perspective, advice and challenge to management on the policies, processes, systems and controls including the governance model.

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The Risk and Assurance Committee will complement the Board by providing support to Stats NZ to do things the right way.

4: Operation of the Board

Board meetings

Meetings will be held six times a year, approximately a month after the meeting of t1he Risk and Assurance Committee. From time to time, it may also be necessary for the Board to meet on an ad-hoc basis. The minutes of the Risk and Assurance Committee will be brought to the Board for noting and discussion if required.

Each meeting will include a financial update from the organisation.

Members will use their best endeavours to attend Board meetings and to prepare thoroughly. Members are expected to participate fully, frankly and constructively in Board discussions and other activities. Members unable to attend a meeting will advise the Chair and Secretariat as early as possible.

Meetings will generally be held in Wellington, however, meetings may sometimes be held outside Wellington if this is considered appropriate, for example, in order to better engage

with business and community leaders. Where necessary and appropriate, Board members will be able to video-conference as part of meetings.

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Reporting to the Minister of Statistics

Twice a year the Board will formally report to the Minister of Statistics, outlining the Board's activities, lines of enquiry and the views it has formed. At a minimum, the report would advise the Minister on the appropriateness of Stats NZ's strategy, the strengths and weaknesses of Stats NZ's capability and performance, and risks to the organisation's delivery.

In between times, the Chair will provide a short report back from each meeting (facilitated by the secretariat) and can meet with the Minister of Statistics informally to discuss matters arising from the meetings as appropriate.

Board secretariat

The Board will be supported by a secretariat provided by the Office of the Chief Executive.

The Board will have good access to senior management and key staff, facilitated by the secretariat. The secretariat will facilitate the flow of advice to the Board, prepare the forward agenda and minutes, and co-ordinate within Stats NZ, and the secretariat of the Risk and Assurance Committee on the Board's behalf, where necessary.

5: Review of the Board

The Board and its operation will be reviewed after a year of operation, in the first half of 2021. This provides the Chief Executive and the Minister of Statistics an opportunity to:

• assess the Board's contribution to improving Stats NZ's organisational governance

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• consider changes to the relationship between the Board and the Risk and Assurance Committee

• consider whether the reporting requirements for the Board provide sufficient value to the Minister of Statistics

• consider whether the structure of the Board continues to be the most appropriate.

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# Appendix H: Risk and Assurance (RA)

The Risk and Assurance Committee includes:

- Wendy Venter (Chair)
- Michael Ahie
- TBC

The role of the Risk and Assurance Committee is to provide strategic and operational advice, challenge, and assurance to the Government Statistician and Chief Executive relating to the effectiveness and adequacy of risk and assurance, processes, and activities across Tatauranga Aotearoa: StatsNZ.

It does this by providing challenge, and an independent perspective the Risk and Assurance Committee needs to operate within an environment of cooperation and trust with Tatauranga Aotearoa: StatsNZ. It also

The outcome the Risk and Assurance Committee seeks is assurance to the Government Statistician and Chief Executive that Tatauranga Aotearoa: StatsNZ. is acting with probity and managing its functions appropriately. The Risk and Assurance Committee does this by reviewing and providing advice with respect to:

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**Risk management**

- Appropriateness of the risk management framework and practices.
- Organisational risk profile at the strategic and organisational levels.

**Internal audit**

- Internal Audit Charter, policies, and draft work programmes.
- Monitoring the implementation of recommendations by management.
- Providing support and guidance to the Internal Auditor.
- The Internal Auditor may meet independently with the Risk and Assurance Committee at either party's request.

**External audit**

- Scope of the annual audit plan.
- Issues arising from interim and final audits and any matters that the external auditors may wish to discuss.

The Risk and Assurance Committee may meet independently with the external auditors at either party's request.

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**Internal control profiles**

- Adequacy and effectiveness of internal controls from a management perspective.
- Compliance with relevant regulatory and statutory requirements.
- All policies and practices.

**Financial management**

- The clarity and completeness of information, particularly disclosures in the annual report, focuses on changes to policies and practices, significant adjustment resulting from the audit, compliance with financial reporting and appropriate standards, and compliance with relevant regulatory and statutory requirements.

**Other**

Other governance and assurance frameworks and processes as appropriate, including but not limited to the operation of the governance policy and the delegations register.

The Risk and Assurance Committee is an advisory committee. It has no management responsibilities and no decision-making rights.

Risk and Assurance Committee members have been selected for the experience in assurance, as well as public sector leadership, information ownership, us, management and maximisation, the privacy and security of information and an understanding of governance and the issues associated with large scale operational delivery, an understanding of Te Ao Māori and have some experience in a challenge and performance accountability role

The Risk and Assurance Committee meet six times a year. Members are expected to use reasonable endeavours to attend meetings.

The Chair is Wendy Venter. The role of the Chair is to lead the Committee, facilitate constructive conversations. Every committee member is responsible for ensuring the committee functions effectively and communicates decisions with one voice.

The Chair appoints at least one secretary. The secretary is accountable to all members of the committee. With the secretary's assistance of the Chair will establish the agenda and confirm the minutes and action items. The Secretary shares responsibility with all committee members for good quality papers and clear decisions that can be easily communicated. The secretary and all committee members share responsibility for a pipeline of decisions determined by the Chair.

The Risk and Assurance Committee also have, through the Chair, access to all employees. The Risk and Assurance Committee also has access to all the agendas, minutes, and papers considered by all governance arrangements described in this policy. The Risk and Assurance Committee also expect to be able to review key accountability documents as they evolve.

The culture of the Risk and Assurance Committee should reflect the behaviours outlined in appendix a. In addition, Risk and Assurance Committee members are expected to proactively disclose conflicts of interest. They also owe an obligation of confidentiality to the Tatauranga Aotearoa: StatsNZ.

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# Appendix I: Schedule of policies and renewals

The governance policy includes a schedule of all policies and their renewal dates. This will need to be covered off by legal.

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# Appendix J: Delegations of Authority

The governance policy includes the delegation of all decision-making rights. This will also need to be covered off by legal. We do not imagine any major changes to the current delegations.

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# StatsNZ
# Workshop to Scenario Test Governance Model

Wednesday 9 February 2021 – 1.30 pm – 4 pm and via Teams

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# The Session

## Feb 2022 – Workshop to Scenario Test Governance Model

### PURPOSE

An opportunity to engage in a facilitated discussion about the new governance model and supporting arrangements. A chance to get into the detail of how they will operate, using scenarios to 'stress test' the model.

### OUTCOME

A robust and open discussion on the new model, identifying the challenges, issues and risks. A discussion on how the calendar and rhythm of the arrangements will work. Using some scenarios to 'stress' test the model for real world situations to discuss how the governance model might need to respond to different situations and to build a shared understanding of the model after 'go live'.

### AGENDA

1.30 Welcome, Karakia

1.35 Housekeeping outline and purpose

1.40 CE opening remarks

1.45 Recap on where we are at and implementation timeline

2.00- 3.45 New Governance structure, scenarios, stress testing the model for the real world

3.45 Wrap up and next steps

4:00 Karakia and close

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**Potential Governance Group Membership**

*Systems and Standards*

ELT

- s 9(2)(a) (chair?)
- s 9(2)(a)
- s 9(2)(a)
- s 9(2)(a) (if he has time?)

3rd Tier

- CIO
- s 9(2)(a)
- s 9(2)(a)
- s 9(2)(a)
- s 9(2)(a) ?(if no s 9(2)(a))

*People, Culture and Capability*

ELT

- s 9(2)(a) (chair)
- s 9(2)(a)
- s 9(2)(a)

3rd Tier

- CPO
- s 9(2)(a)
- s 9(2)(a)
- s 9(2)(a)
- s 9(2)(a)

*Investment Delivery*

ELT

- s 9(2)(a) (chair)
- s 9(2)(a)
- s 9(2)(a)
- s 9(2)(a)

3rd Tier

- s 9(2)(a)
- s 9(2)(a) (CFO)
- s 9(2)(a)

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- CIO
- s 9(2)(a)

*External Environment*

ELT

- s 9(2)(a) (chair)
- s 9(2)(a)
- s 9(2)(a)

3rd Tier

- s 9(2)(a)
- s 9(2)(a)
- s 9(2)(a)
- s 9(2)(a)
- s 9(2)(a)

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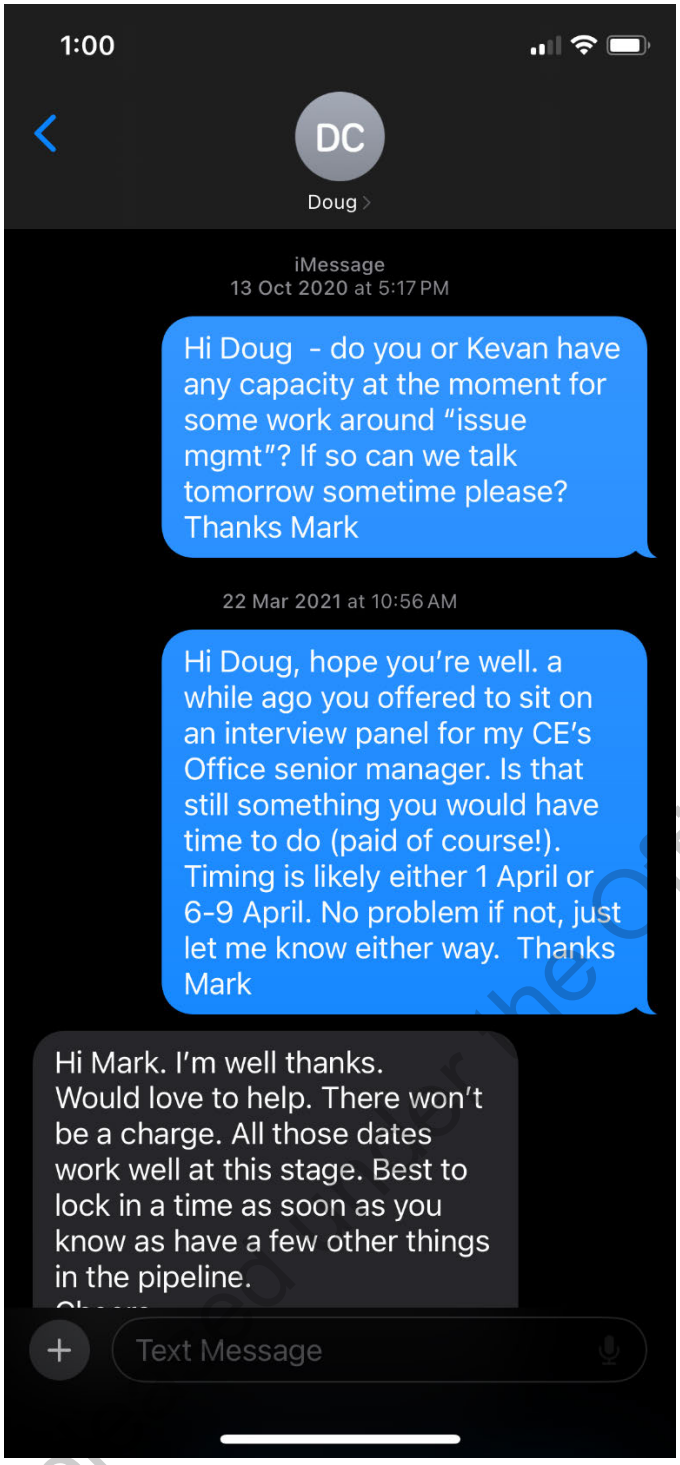

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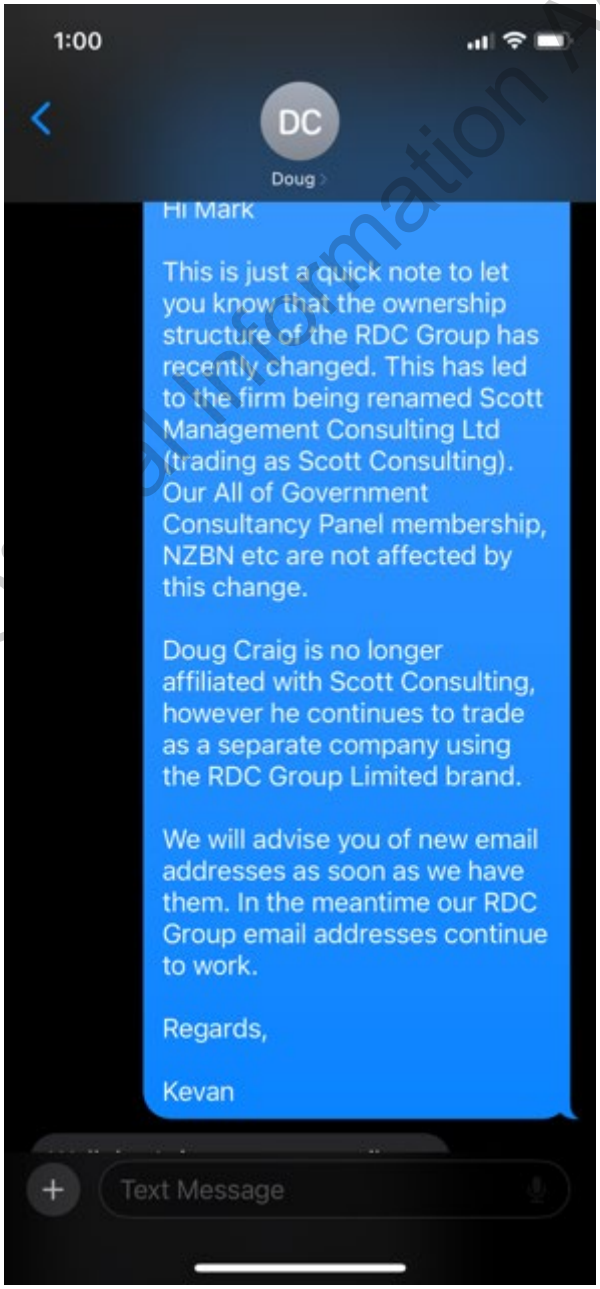


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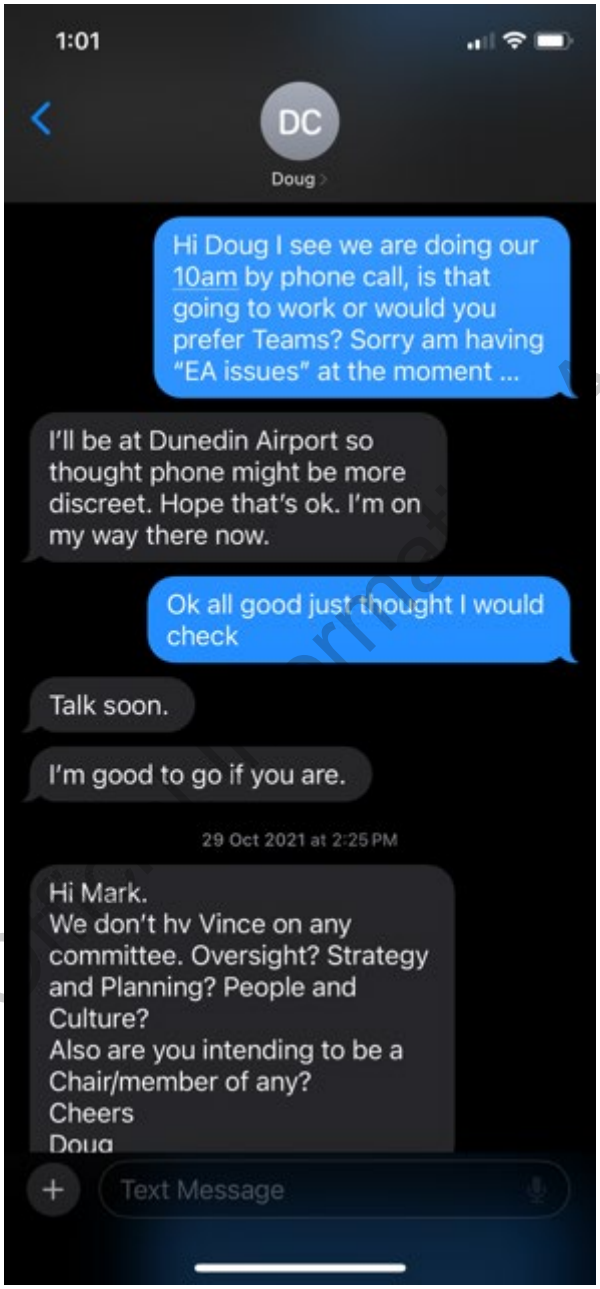


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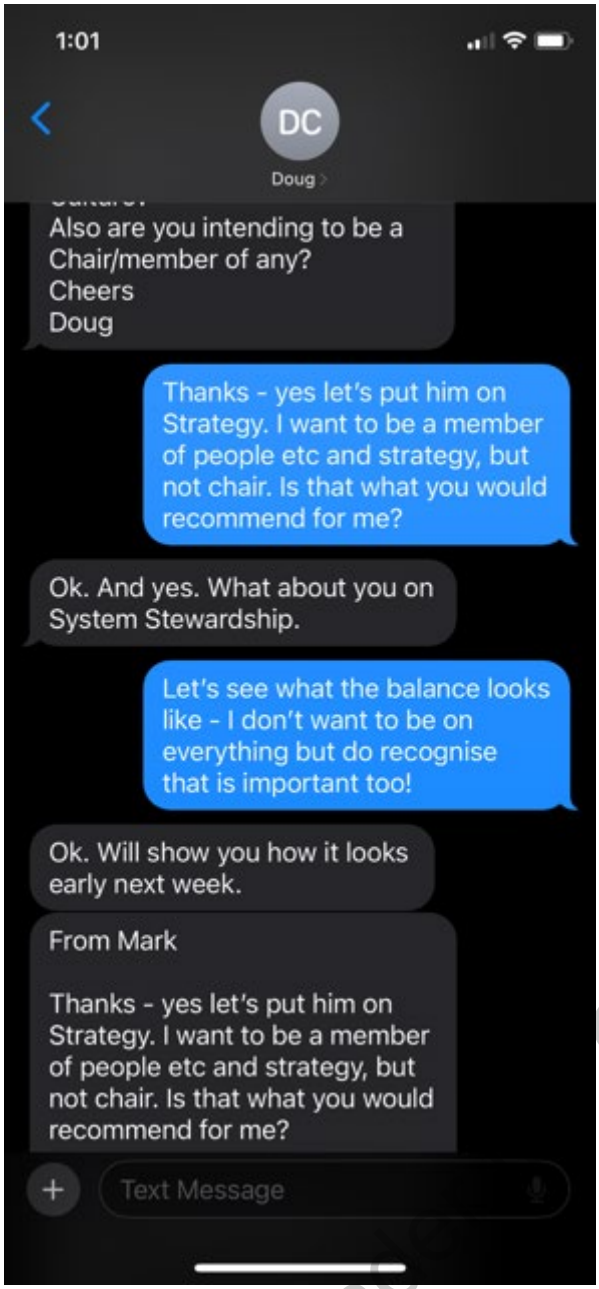


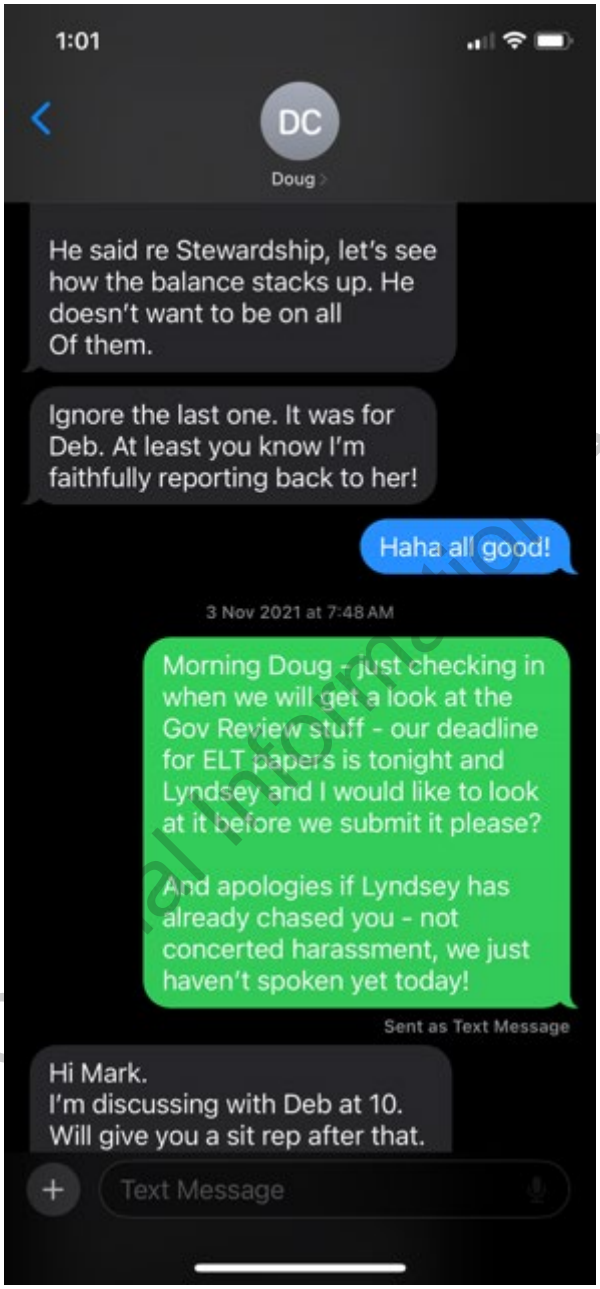


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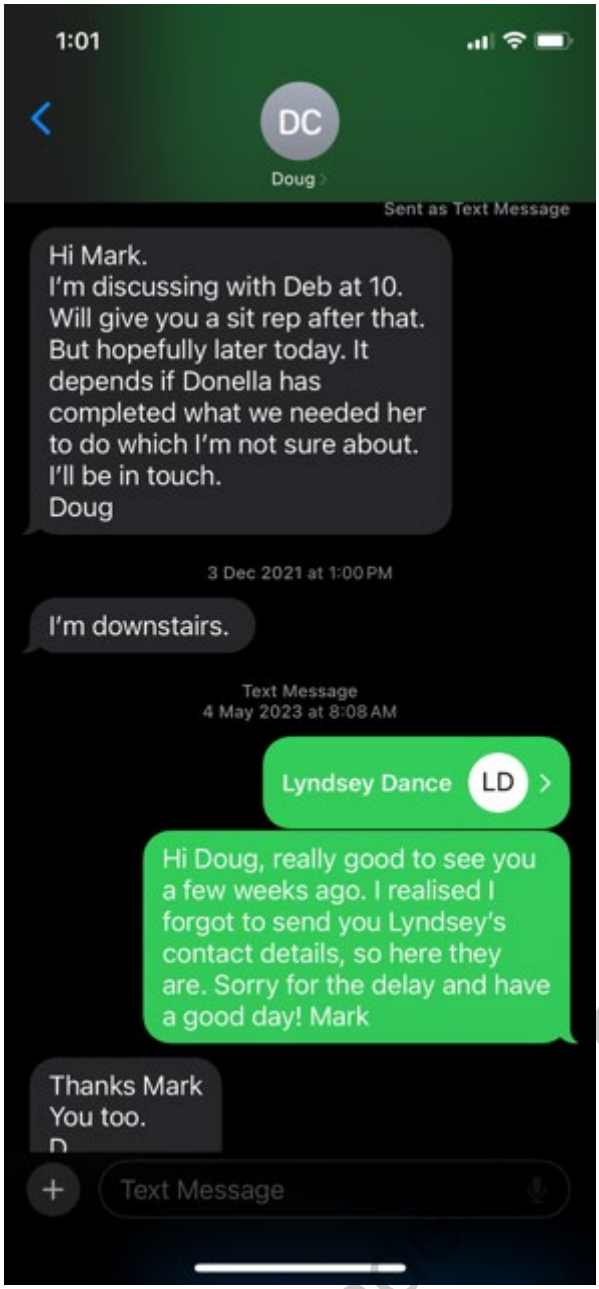


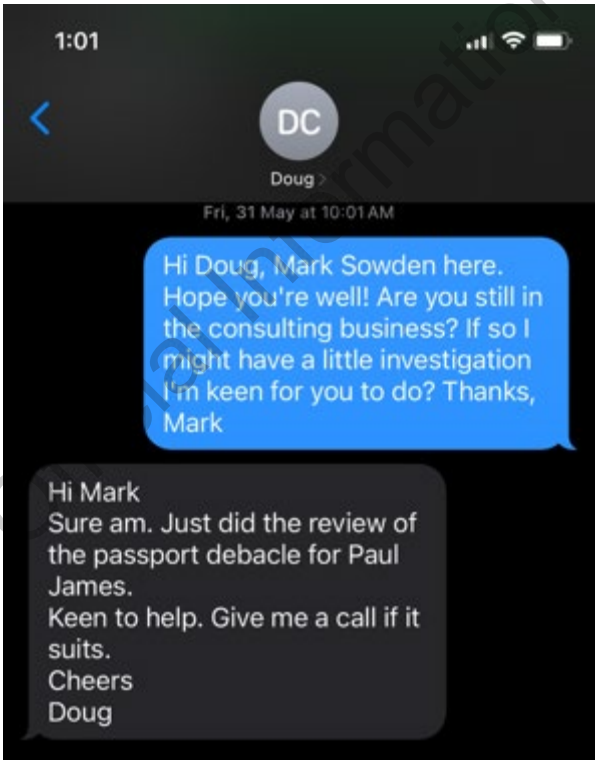


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