Data stewardship: managing New Zealand's data better to change lives

Well-managed data underpinned by trust

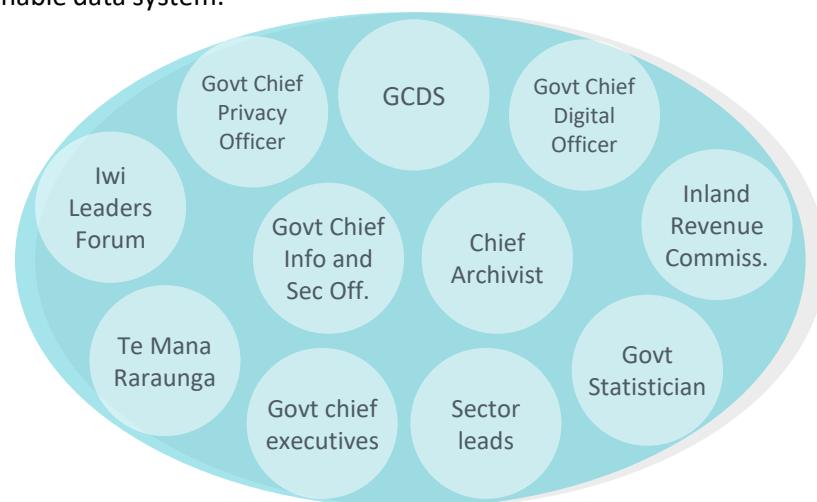Data stewardship is the careful and responsible collection, management, and use of data.

Data has the power to improve lives. Because government stewards and uses data on behalf of New Zealanders, it has a duty to ensure data is managed as a valuable asset and is used ethically.

When used securely – protecting privacy and confidentiality – and with New Zealand's trust, data can provide rich insights about us and our communities to inform decision-making, improve services, and drive innovation.

The **Government Chief Data Steward (GCDS)** is building the foundation – the stewardship framework – to enable government to better manage and safely access New Zealand's data.

Data leaders facilitate stewardship

The GCDS provides leadership of government-held data and is responsible for enabling greater data use. The GCDS partners with NZ data leaders to develop and implement the stewardship framework to enable government to maintain a sustainable data system.
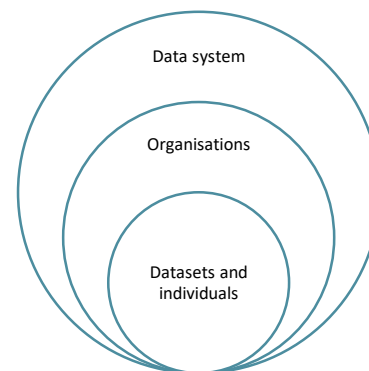

The Information Group provides governance for the data stewardship framework. The Information Group leads the information management strategy for the public sector, identifies opportunities to unlock and use government information, provides advice on data challenges, and provides governance for all-of-government data initiatives.

Development approach

To develop and implement the framework Stats NZ will:
- **collaborate** to achieve common interests and benefits
- **reuse** by adopting and adapting the good practices developed by agencies
- **encourage innovation** so agencies can implement stewardship in ways that work for them
- **maintain trust** through transparency and engagement
- **think long-term** to ensure the framework remains fit-for-purpose
- **use relevant international standards and practices**.

DRAFT – for comment

May 2019

New Zealand's data system and stewardship are multi-layered

Data system	The people and organisations that collect, manage, and use data. Effective system stewardship will sustain a data system that protects privacy and confidentiality, maintains trust, and maximises the value of data.
Organisations	Effective data stewardship will ensure the data an organisation collects, stores, uses, and releases will be well managed, ethically used, and safely shared.
Datasets and individuals	Effective stewardship will ensure individuals have the appropriate capabilities to carefully and responsibly manage and use datasets.

Everyone has a part to play to ensure New Zealand's data is managed and used responsibly.

Draft data stewardship framework elements

The framework provides a structure and common language for organizing and describing the different elements of effective data stewardship. The aim is to establish goals, boundaries, and principles (rather than rigid processes) to allow agencies to implement stewardship in ways that work for them.

Strategy and culture	A strategy that provides a shared vision and clear direction, and a data culture that enables strategy implementation and sustains good data stewardship practice.
Rules and settings	Legislation, policies, principles, and sanctions providing boundaries and guiding how the data system should operate.
Roles, responsibilities, accountabilities	Governance structures, role definitions and expectations, and leadership.
Common standards	Consistent ways of describing and recording data to make sharing, comparing, and re-using data more efficient.
Data capability and quality	Tools, processes, designs, metadata structures, and platforms for managing, storing, describing, and sharing data.
People capability and literacy	Skills, knowledge, and services for accessing, managing, analyzing, and communicating data and insights.
Influence and advocacy	Effective relationships and networks to endorse, promote, and support good data practice.
Monitoring and assurance	Assessing environmental trends and developments, measuring stewardship performance, and adapting the stewardship framework to respond to changing circumstances or new information.

Tell us what you think

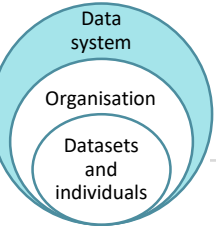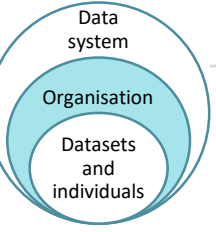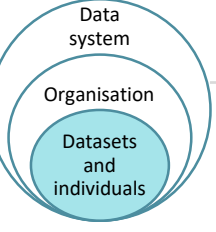Help us refine the data stewardship framework.
- Is there anything you expected to be included in the framework that isn't? If so, what were those things?
- Which parts of the framework need more explanation or a better definition?
- What else would you like to know?

Email your feedback to datalead@stats.govt.nz.

New Zealand Government

Draft data stewardship toolkit

Implementing the framework by providing access to data stewardship guidance, resources, and tools from across the data system.

Stats NZ will collaborate across government to develop the toolkit, leveraging expertise and the good practices already used in many agencies. Stats NZ will also deepen its understanding of the stewardship needs of organisations and agencies to help identify gaps in the toolkit and prioritise resource development.

Layer		Strategy	Rules & settings	Roles, responsibilities, accountabilities	Common standards	Data capability and quality	People capability and literacy	Influence & advocacy	Monitoring & assurance
Data system / Organisation / Datasets and individuals	**What's available**	Data strategy and roadmap (GCDS)	Principles for the safe and effective use of data and analytics (OPC, SNZ); Privacy human rights and ethics framework (MSD); Open Data Charter (GCDS)	Data Investment Framework (GCDS)	Data content standards development process (GCDS)			Government Analytics Network; Iwi Data Leaders Forum; Government data champions network (GCDS)	Government algorithm transparency (GCDS, GCDO)
	What's being developed		New data and statistics legislation (SNZ); Privacy Bill (MoJ); Data protection and use policy (SIA)	Co-designing a Māori data governance approach (GCDS); Advisory group on trusted data use (GCDS)	Data content standards (GCDS); Education sector data standards (MoE)	Data quality framework (GCDS); National Health Information Platform (MoH)			Artificial intelligence action plan (MBIE)
Data system / Organisation / Datasets and individuals	**What's available**								
	What's being developed	Value proposition assessment tool (GCDS)		Implementing operational data governance (GCDS)		Steady states data flow modelling (GCDS)	Data and analytics consultancy (GCDS); Data capability framework (GCDS)	Establishing a data science campus (GCDS)	
Data system / Organisation / Datasets and individuals	**What's available**						Supporting iwi data access (SNZ)		
	What's being developed					Data de-identification tool (GCDS)	Redeveloped data.govt.nz (GCDO, GCDS)		

GCDO	Government Chief Digital Officer	MoJ	Ministry of Justice
GCDS	Government Chief Data Steward	MSD	Ministry of Social Development
MBIE	Ministry of Business, Innovation and Employment	OPC	Office of the Privacy Commissioner
MoE	Ministry of Education	SIA	Social Investment Agency
MoH	Ministry of Health	SNZ	Stats NZ

Tell us what you think

Help us refine the data stewardship toolkit.
- What other resources (currently available or being developed) could be included in the toolkit?
- What resources would help you or your organization better manage and use data?
- What else would you like to know?
- Email your feedback to datalead@stats.govt.nz.

New Zealand Government

April 2019