



**Te Whare Manaaki Tangata, Taiao Hoki**

**Data Strategy**

**2022-2025**

## Introduction

Aotearoa New Zealand is committed to using data to develop a public sector that works for all New Zealanders. Our commitment is real and measurable – we are one of five foundation members of the Digital Nations group, established in 2018, and we have planned our journey through the Government Data Strategy and Roadmap 2021. This commitment sets the data north star for us as **Te Whare Manaaki Tangata, Taiao Hoki**<sup>1</sup> (ESR) to navigate our way into the future.

ESR is a leader in the fields of forensics, health and environmental science. Our vision is creating safe communities for all New Zealanders. Our leadership is founded on **manaakitanga**<sup>2</sup> and our ability to understand our value, shape the future of our science, increase our impact, build our team and build stronger foundations. Data is at the core of us being able to realise this vision into the future, be that through the Internet of Things (IoT), edge computing, artificial intelligence, machine learning, creating digital twins, business intelligence, enabling ecosystems of data users and even how we govern and manage our data as a **taonga**<sup>3</sup>.



## Vision

It is through the **taonga** of the data under our care that we explore the unknown to see beyond the horizon, so we can build a better future for New Zealand and New Zealanders.

## Principles

1. **Mana**<sup>4</sup> before **mahi**<sup>5</sup> – we build trust and understanding before we start the work.
2. **Tikanga**<sup>6</sup> – we do the right thing for the right people at the right time.
3. **Mauri**<sup>7</sup> – we respect the life force of our data and its ability to empower insights and decision making.
4. **Kaihōpara**<sup>8</sup> – we explore with data to see beyond the horizon and discover new possibilities.
5. **Ako**<sup>9</sup> – we share our knowledge and we learn.

## The pou and manapou

The following stories describe the three **pou**<sup>10</sup> and the **manapou**<sup>11</sup> that enables us to deliver the vision of exploring the unknown through data to build a better future, in a way that is aligned to the purpose and values of ESR and good practice.

### Leadership and partnerships pou

*ESR is a bold and innovative purpose and data driven leader with a strong and united internal core, based on a shared understanding of the value we contribute to New Zealand and New Zealanders.*

What this looks like is ESR defines the north star for how data can augment our core sciences of forensics, health and environment to help us see beyond the horizon and what it takes to successfully realise the best outcomes for New Zealand and New Zealanders. And we develop the **mana** to build trusted partnerships with those who realise the benefits from our **mahi**.

This requires ESR to work as one. To act with humility, be collaborative, innovative and to proactively evolve to stay relevant through using data to understand the past, be present in today plus navigate the path into the future that will deliver the most benefit to New Zealand and New Zealanders.

### Capability, culture, technologies and practice pou

*ESR has the capability, culture, technologies and practices in place to confidently sail out of site of the shore in the pursuit of discovering new lands.*

What this looks like is ESR equips itself with the data plus the people, analytical and technical capabilities and desire to successfully realise the best outcomes for us as an organisation, as well as New Zealand and New Zealanders in an ever changing environment. We use technology to augment what we as humans can achieve. We implement an enabling approach to governance and are respectful of privacy, security, ethics, **Māori** data sovereignty and **Te Tiriti o Waitangi**.

This requires ESR to be clear on our role, the value we offer, and understand who our **mahi** benefits, while also being efficient and effective in our operations, conscious of our social licence and with the freedom and agility to adapt and evolve as we move forward.

### Our ecosystem Pou

*ESR openly builds and sustains an ecosystem based on the principle of **kotahitanga**<sup>12</sup>, where the returns will extend beyond what we can see or measure, in terms of both breadth and time.*

What this looks like is we provide detailed data, analytics and expert context securely to our trusted partners, to support research, insights and decision making in their domain. We also provide data, analytics and expert context to students (primary, secondary and tertiary), iwi, public, influencers and unknown decision makers as openly as we can safely do so. We will nurture and develop data skills, and the ability to gain insights across the fields of forensics, health and environment to the users chosen domain. Doing so will nurture new conversations and insights, creating an ecosystem that is responsive to real needs beyond our reach. We will also build relationships with other research entities including Crown Research Institutes, universities and Te Pūkenga to grow relevant data capability to meet future needs.

This requires openness, transparency, accessibility, an outside/in mindset, awareness, understanding and courage. Also, a connected internal practice and mechanisms to disseminate resources safely and respectfully to a variety of audiences.

### The taonga of data manapou

*Data is a living **taonga**, a gift from the past to the future. ESR is the **kaitiaki**<sup>13</sup> of this **taonga**, respecting and managing data in ways that nourishes us to enable a better future.*

What this looks like is collecting, managing and respecting the data we need to achieve our vision and serve our purpose. This includes sourcing, harvesting and building platforms to collect the data we need from others where it exists and using technologies to gather or create data where it doesn't. Also, maintaining the **whakapapa**<sup>14</sup> of data, storing it, sharing it and deriving value in ways that align with the CARE (collective benefit, authority to control, responsibility and ethics) and FAIR (data is findable, accessible, interoperable and reusable) principles. We will transparently and responsibly own data to ensure ongoing relevance and fitness for purpose as our business evolves.

This requires us to understand what is of value today and tomorrow; to fully know our data, to collect and to care for it in ways that enable value to be realised now and into the future, and persist beyond individuals, projects, technologies and structure.

## Translations

<sup>1</sup> Te Whare Manaaki Tangata, Taiao hoki – Institute of Environmental Science Research

<sup>2</sup> Manaakitanga - respect, humility, kindness and honesty

<sup>3</sup> Taonga - treasure

<sup>4</sup> Mana - authority

<sup>5</sup> Mahi - work

<sup>6</sup> Tikanga – correct or right

<sup>7</sup> Mauri – life force

<sup>8</sup> Kaihōpara - explorer

<sup>9</sup> Ako – both teach and learn

<sup>10</sup> Pou - pillar

<sup>11</sup> Manapou - supporting and sustaining life which allows growth and progression

<sup>12</sup> Kotahitanga - oneness

<sup>13</sup> Kaitiaki - guardian

<sup>14</sup> Whakapapa - lineage