

# Strategic plan

**Kia whakahaumarū, kia whakapūawai  
tātou mai i tā mātou paerewa**

**Prosperity and protection through  
trusted standards**

**2023 – 2027**

## **Ministry of Business, Innovation and Employment (MBIE) Hīkina Whakatutuki – Lifting to make successful**

MBIE develops and delivers policy, services, advice and regulation to support economic growth and the prosperity and wellbeing of New Zealanders.

### **MORE INFORMATION**

Information, examples and answers to your questions about the topics covered here can be found on our website: [www.standards.govt.nz](http://www.standards.govt.nz) or by calling us free on: **0800 782 632**.

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## Our vision

Prosperity and protection through trusted standards.

## Our mission

Bringing leading experts together to develop high-quality, accessible standards to support New Zealand's economic growth and keep New Zealanders safe.

## Our functions

Standards New Zealand is the national standards body for New Zealand. It is governed by the Standards and Accreditation Act (2015), the Public Finance Act (1989) and the Public Service Act (2020).

As New Zealand's national standards body, we represent New Zealand on the international stage, develop and review standards (adopting international standards where appropriate) and sell standards. For a full list of our statutory functions, please go to [www.legislation.govt.nz](http://www.legislation.govt.nz).

## Our principles

**International first** // We don't reinvent the wheel, but instead look to international standards first to help ensure global connection, compatibility, consistency, and market access.

**Consensus** // We get agreement across industry and government, resulting in better buy-in, support and adoption of solutions.

**Consultation** // We consult far and wide.

**Representation** // We make sure everyone's views are captured and heard. Everyone is represented and has a voice.

**Partnership and collaboration** // We work with commissioning organisations, industry, government regulators, consumer groups and international standards bodies to deliver our products and services.

**Integrity** // We are independent and transparent. We follow international good practices.

## Our goals

- To improve the sustainability and growth of our business through our strategic priority initiatives that focus on our services and products, operating model, partnerships and business efficiencies.
- To make an active and valuable contribution to New Zealand efforts to address climate change issues and reduce our carbon footprint as a nation.
- To make an active and valuable contribution to New Zealand's evolving digital economy by helping define good practice, performance and protection requirements.
- To develop our people, including committee members, so that we have the right skills, capabilities, diversity, and cultural awareness to serve the needs of our customers, industry, the public sector, and consumers and meet the government's priorities.

## Our values

Māia – Bold & brave

Pae kahurangi – Build our future

Mahi tahi – Better together

Pono me te tika – Own it

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# National Manager's foreword

## Introduction

Standards New Zealand has come a long way in its 91-year history and has made significant progress along the way. 2016 saw a major change, with the then Standards Council being disestablished and standards development, access (sales) and international participation functions brought into the Ministry of Business Innovation & Employment (MBIE) under the then-new piece of legislation, the Standards and Accreditation Act 2015.<sup>1</sup>

In response to this change, Standards NZ developed and implemented a five-year strategy, which took effect in 2016. Since then, the standards landscape and operating environment has changed considerably, presenting new challenges, new customer needs, new areas of focus and new opportunities, necessitating a new strategy to take account of these changes.

To this end, our 2023 strategy focuses on delivering against four priority areas – **customer services**, **climate change**, the **digital economy**, and the ongoing **sustainability** of our business to ensure we can continue to provide value to Aotearoa New Zealand. To be sustainable, and provide good customer service, Standards NZ needs to remain relevant, adaptable and financially resilient in a fast-changing world.

## Standards to help address climate change

The threats posed by climate change are significant, both domestically and internationally. Our products and services can add real value to the efforts of the New Zealand Government and industry to address some of the effects of this change. Through work underpinned by standards, we can help reshape our energy landscape and support the decarbonising of our key sectors. Areas of standardisation include the adoption of new renewable energies and technologies and systems that help with climate resilience, decarbonising industries, waste minimisation and increased energy efficiencies.

## Standards to support the digital age and economy

Every aspect of our economy is reliant on rapidly evolving digital technologies and data information and management. Standards can help Aotearoa New Zealand to keep pace with developments in international markets and technology, ensuring that industry and government have the safeguards and protections in place and can operate smoothly and effectively in an increasingly digital world.

## Standards New Zealand needs to evolve

Just as industry and government need to evolve, so too must Standards NZ. Standards NZ relies on a fully cost recoverable user-pays model to cover its costs and fund its activities. The current operating environment presents challenges to this model, especially with industry's – and government's – financial means having been impacted by recent global and domestic events and economic conditions. As an organisation we need to respond to this challenge by growing and investing in our offerings to provide competitively priced and accessible standards that meet users' needs.

To this end, we need to continue to work closely with our industry and government partners to understand and respond to their changing needs and those of standards users. Collaboration is at the heart of what we do, and with agreement from all, standards provide the right solutions, adding value for all users and benefiting New Zealand.

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<sup>1</sup> The Act's objectives are focused on achieving a high level of responsiveness to users, the timely development and maintenance of standards through an independent, representative and consensus-based model, and on maximising the contribution of standards to the economy (by helping to facilitate trade and market access, increase productivity, consumer protection and confidence and improve the health, safety and well-being of New Zealanders).

## The next five years

Our new strategy tells the story of where Standards NZ is going over the next five years, how we intend to get there, and importantly why. This strategy provides the direction needed to help Standards NZ adapt to changing environmental and economic conditions and customer needs. Standards NZ's sustainability will be enhanced through modernisation and diversification of our products, services and infrastructure and by delivering on the government's Te Tiriti o Waitangi<sup>2</sup> obligations.

The challenges we face are not unique. Engagement with other international standards bodies has shown that the issues and priority areas identified by Standards NZ are shared by many standards bodies in other countries. There is a worldwide focus on climate change and the digital economy and, through participation in international standards committees, we offer New Zealanders the opportunity to engage with a global pool of experts with high levels of specialist knowledge that can be drawn upon to enhance NZ's standards in these areas.

The following sections of this document set out:

- **our vision** – why we do what we do
- **our mission** – what we do and how we do it
- **our goals** – what we need to achieve to realise our mission and vision
- **our priorities** – including key initiatives and where we need to focus our resources and efforts
- **the value** that Standards NZ contributes to New Zealand
- **our international** engagements, participation in standards development, relationships, and contributions
- **our strategic priorities** – where we will focus our efforts and attention over the next five years.

Our strategic priorities are designed to be regularly reviewed, and adjusted when needed, to respond to any changes in our external environment.

The objectives and deliverables associated with these strategic priorities will help us to determine the progress we are making towards achieving our vision. They will also help demonstrate to our stakeholders how we are delivering against our core purpose of harnessing the power of standards to support and facilitate New Zealand's international trade and market access, economic prosperity and keep New Zealanders safe and well.



**Malcolm MacMillan**

*National Manager, Standards New Zealand*

*Ministry of Business, Innovation and Employment*

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<sup>2</sup> Te Tiriti o Waitangi (the Treaty of Waitangi) is a living document that is fundamental to the relationships between Māori (known in Aotearoa as tangata whenua) and tangata Tiriti (people of the Treaty e.g. non-Māori, including European settlers). Te Tiriti o Waitangi influences all aspects of life in Aotearoa New Zealand. The Treaty of Waitangi is a document of central importance to the history of New Zealand, its constitution and its national mythos.

# Executive summary

## **New Zealand needs standards**

There can be little doubt as to the value of standards. They provide safety and quality assurance, business efficiencies and support interoperability, market access and trade opportunities, and are often the benchmark for the right way to do things. This value remains timeless and inclusive to all. However, how standards are developed and applied will need to change to meet shifting consumer needs and the larger issues they address.

## **Time for change**

Part of this change will be the need to do more in adding value where it is most needed – addressing climate change, strengthening the digital economy and supporting industries to do the right thing and meet their regulatory obligations. These are issues that have a direct impact on the safety and prosperity of all New Zealanders.

Just as standards have needed to evolve from paper books to digital PDFs, so too must they continue to evolve to meet the demands and needs of today's and tomorrow's users. There is a need to keep up to date with competitors' more progressive digital offerings that provide better convenience, utility and interactivity.

## **Time to be competitive**

To meet the cost-recovery funding model with funding from industry and government regulators, our strategy will need to be competitive and commercially driven, and yet this exists within a challenging economic environment amidst recent recessions, global pandemics, costly natural disasters and reduced budgets. Business costs continue to rise and yet remain necessary to maintain service. Standards New Zealand exists within a very challenging economic environment.

Standards New Zealand's purpose and value offering aligns with Government's focus on building strong economic growth and a robust regulatory environment – fair markets that thrive. Standards underpin good practice and policy and only exist to address a need. Challenges can be turned into opportunities to create consistent solutions to larger issues built on tried and tested practice. First must come business sustainability.

## **Time for collaboration**

As Standards New Zealand evolves as an organisation there is a need to look at diversity and building our capability to engage with and support the needs and aspirations of Māori, so we too can be more reflective of modern Aotearoa New Zealand. Challenges exist where pools of expertise can be limited in some industries. Here looking beyond our shores at international engagement can benefit New Zealand.

New Zealand is not alone. Similar challenges are being experienced with international counterparts whose strategic priorities mirror much of our own. There are macro contexts relating to climate change, digital evolution, high customer expectations, funding constraints and relevance.

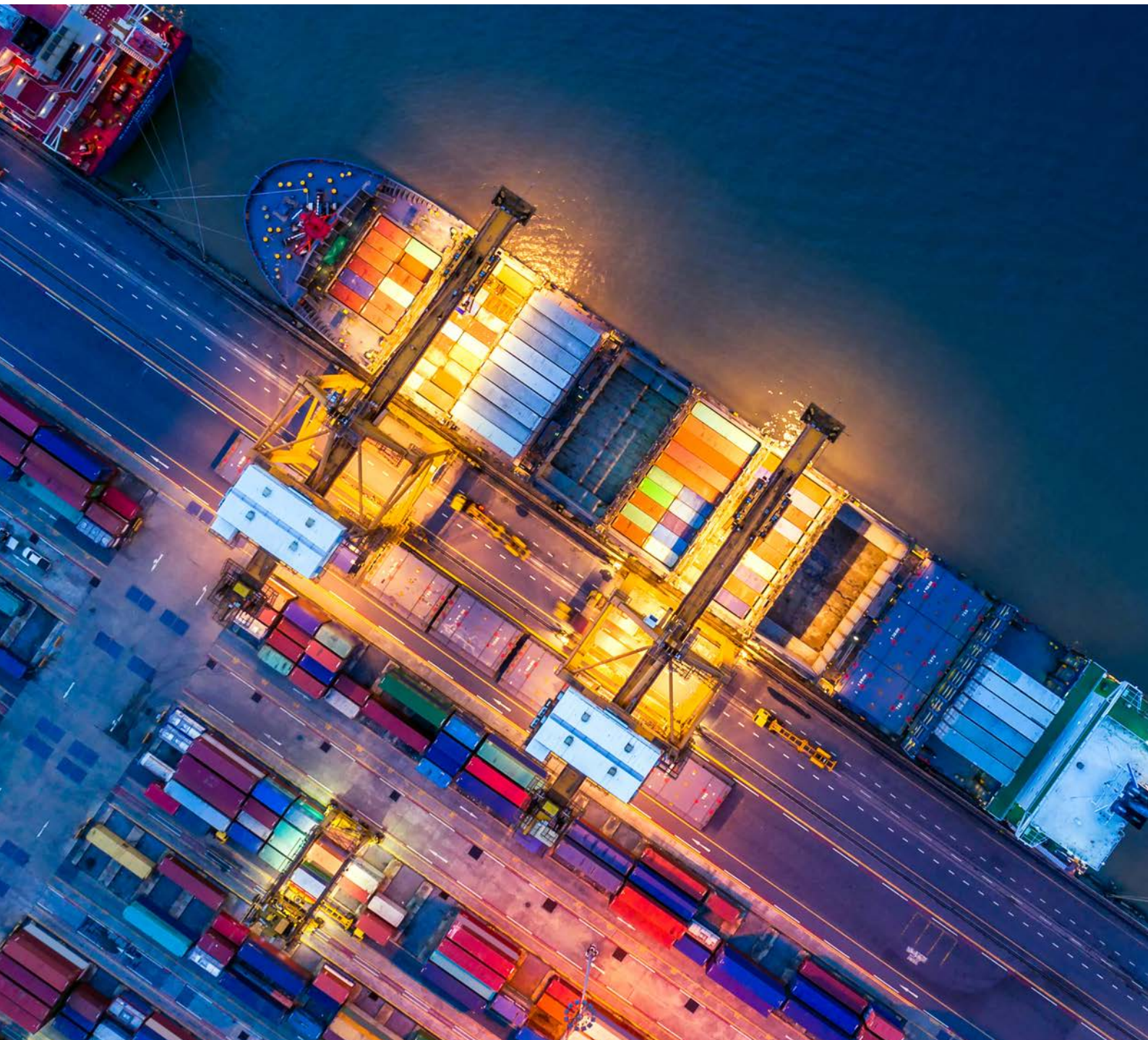
Long-established international relationships help us provide the gateway to international participation. Participation provides New Zealand with an avenue to understand and influence the development of international standards that will have an impact on New Zealand's interests. This ensures industry has their finger on the pulse of global issues and global responses.

We must also maintain our relationship with Standards Australia, a critically important relationship that underpins the development and maintenance of thousands of joint Australian and New Zealand standards, many of which are cited in legislation supporting regulatory systems here in New Zealand. These joint standards also support a one-economic-market objective, supporting interoperability of goods and services on both sides of the Tasman.

## **Standards exist for all**

What is clear is that there is an ongoing need in industry and government for the value standardisation brings. This strategic plan clarifies the priorities Standards NZ has chosen, the key activities and outcomes and the benefits they could bring.

Standards NZ exists not to better its own interests, but to serve the interests of all New Zealanders and the work outlined here will be necessary to support a safe and prosperous future. A future-proofed national standards body will be responsive to the needs of industry and government, appropriately resourced to provide products and services that benefit all New Zealanders and well connected to remain relevant and trusted. Herein lie the opportunities ahead.





## Who we are

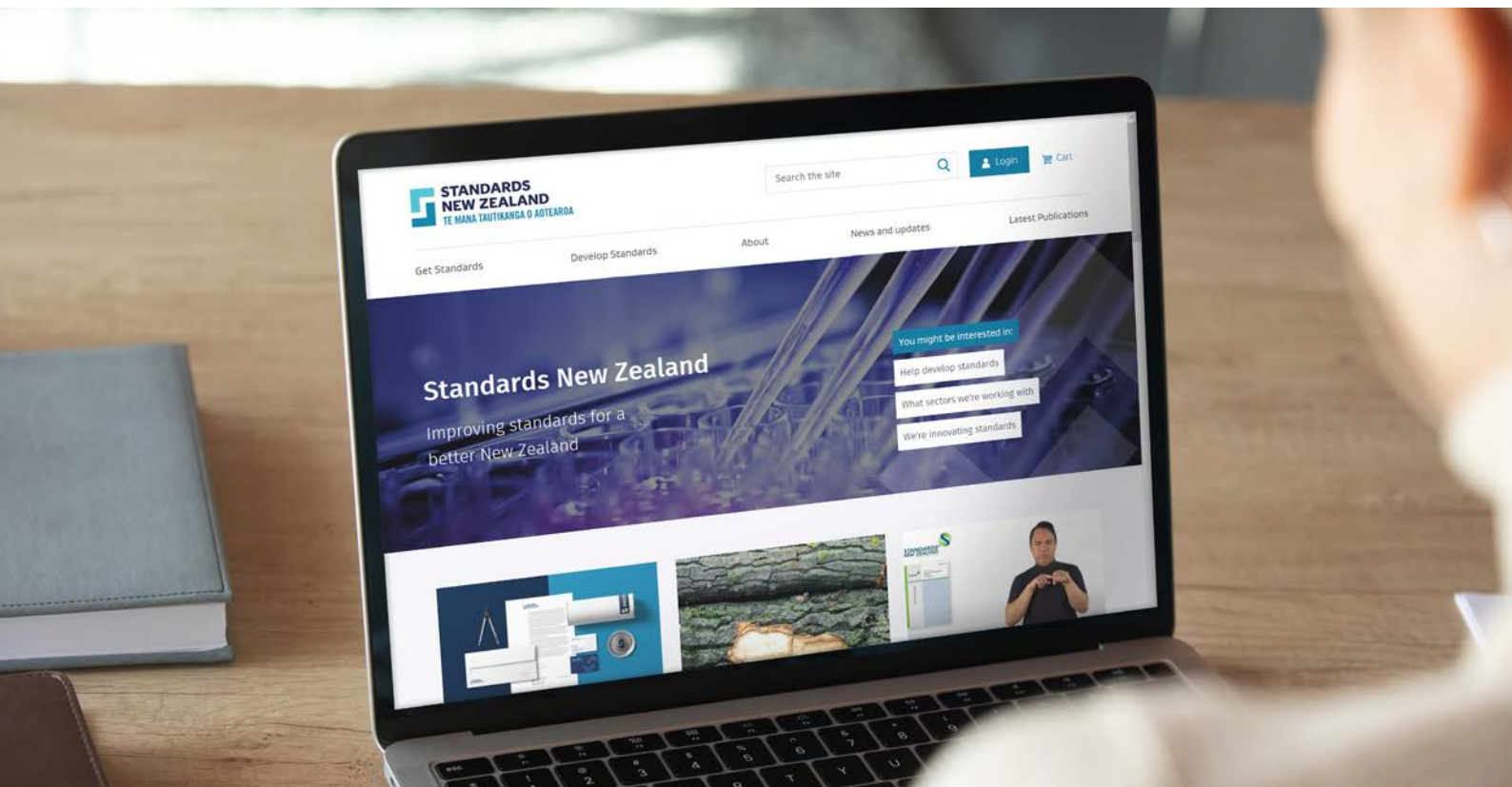
Standards New Zealand is a business unit within the Ministry of Business, Innovation and Employment (MBIE). We are also New Zealand’s internationally recognised and statutorily independent national standards body. We manage the development and publication of standards and standards-related solutions. We adopt and modify for adoption international standards for the New Zealand market. We also publish and sell New Zealand, joint Australian/New Zealand and international standards.

Our extensive experience, gained over 90 years, means that our products and services carry a reputation for being trusted, authoritative, accurate and credible. During this time, we have forged and maintained strong working relationships with a wide range of government organisations, industry groups and the business sector.

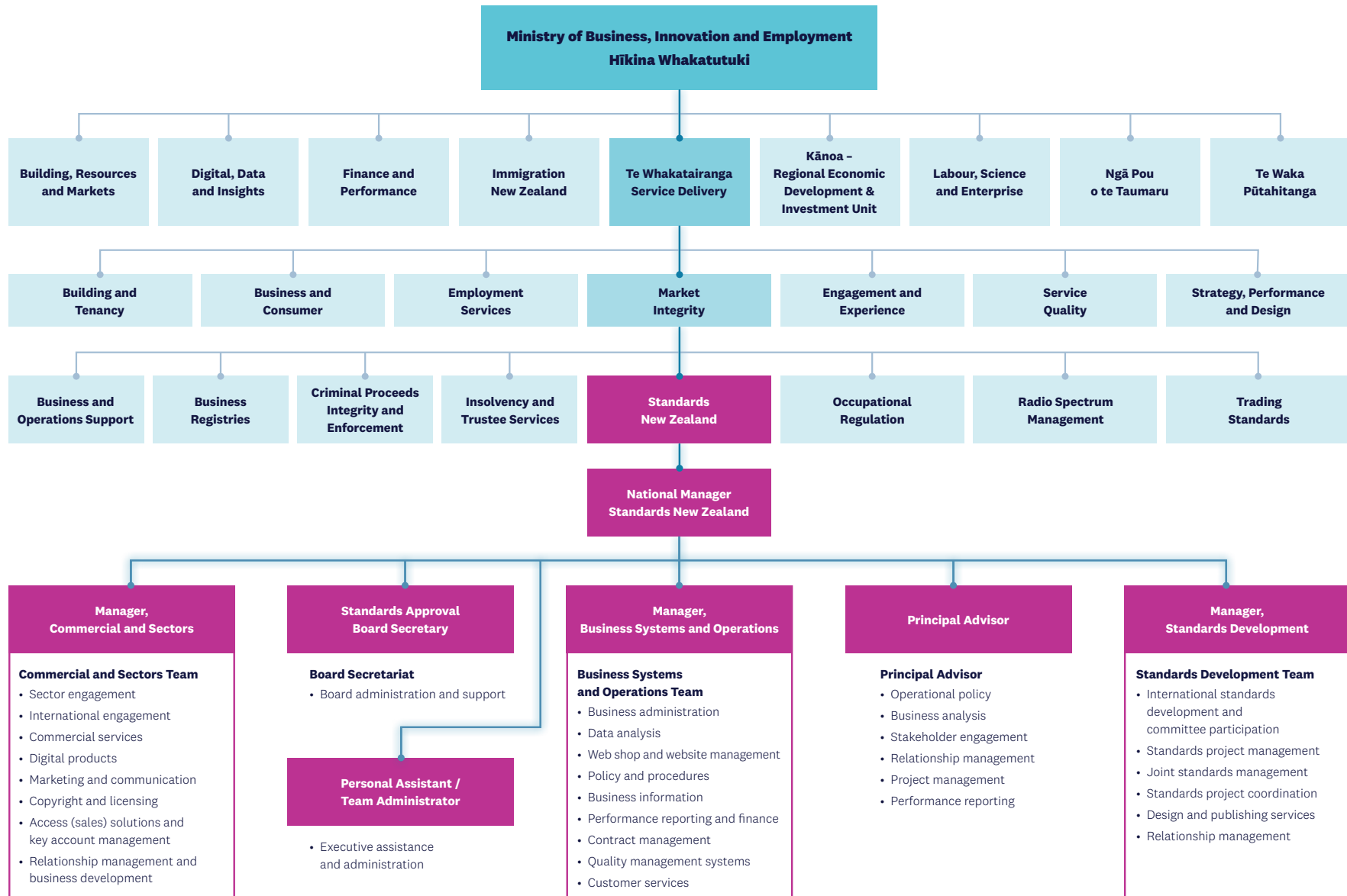
Our international connections have ensured that we keep up to date with the latest standards innovations, and that we are strongly aligned to international best practice for standards development, with New Zealand standards being recognised, and utilised, internationally.

As New Zealand’s representative for the International Organization for Standardization (ISO) and, via a National Committee, the International Electrotechnical Commission (IEC), we ensure New Zealand has a voice in the international standards community by participating in international standards development activities, forums, workshops, general assemblies and other activities.

As a part of MBIE, Standards NZ is well placed to engage with a wide range of government agencies, providing new opportunities for standards to be adopted as a means for supporting existing and planned government regulations and regulatory reforms.



Organisation chart



## Our value proposition

### The way we work

**Independently** // Our standards development decision making is statutorily independent, and free from undue industry, government, or political influence.

**Representatively** // Our standards development committees are made up of technical and industry subject matter experts, and consumer and government representations.

**By consensus** // We take a consensus-based standards development approach that is unbiased, representative and fair, and which achieves agreement.

**Globally connected** // We participate internationally to represent New Zealand's expertise and interests and make a valuable contribution to global needs and international standardisation.

### Our products and services

**Trusted** // Our reliably developed standards carry significant influence and credibility.

**High quality** // Our standards set requirements for quality and performance, helping to ensure that products and services are safe and fit for purpose.

**Good practice** // Our standards can help establish consistent industry practice as they are based on the combined professional skills and expertise of standards development committees.

### Benefits

**Trade** // Standards help provide assurance to support international trade, market access and economic prosperity.

**Productivity** // Standards can enable efficiency improvements and cost savings for business, helping rationalise production and service costs and satisfying consumer demands for lower cost while maintaining quality standards.

**Innovation** // Standards can serve as a catalyst for innovation by helping anchor new solutions into markets and value chains.

**Protection** // Standards support health, safety, security and well-being by setting requirements for the protection of people and the management of risk.

# Context

## Standards and their benefits

Standards are agreed specifications for products, processes, services, and performance. They are generally voluntary but become mandatory when cited in Acts, regulations or other legislative instruments, with several hundred New Zealand standards cited.

Standards provide solutions to a wide range of issues experienced by government, industry and the public, are often used by businesses to demonstrate compliance with legislation and can also help create a range of commercial benefits.

Key examples include:

- keeping people safe and healthy, and helping prevent accidents and injuries
- minimising unnecessary duplication, confusion and inconsistencies in business systems and processes
- encouraging consistency of best practice within sectors, and supporting quality regulation, assurance and compliance
- increasing productivity, and boosting economic growth and trade opportunities by supporting access for New Zealand businesses to both domestic and international markets.

Standards help our customers to save time and money, foster innovation, meet regulatory requirements, achieve business efficiency and protect consumers.

## Case for change

### Opportunities

A well-functioning standards system is critical to support a well-functioning economy, effective regulatory systems and achieving the Government's economic and social objectives and to ensure the health, safety, security and well-being of New Zealanders.

Standards have high intrinsic value for New Zealand, helping assure the quality and safety of New Zealand products and services used both in New Zealand and overseas. However, there currently appears to be limited public knowledge or appreciation of the importance of standards for New Zealanders and the key role that Standards NZ, as Aotearoa New Zealand's internationally recognised national standards body, plays in their development, management, access and promotion.

Opportunities for "doing more" in this regard lie in demonstrating how standards can add value and make a real difference to people's lives, with a focus on the areas of climate change and the digital economy in particular. The New Zealand Government, the public and industry currently face significant challenges and uncertainty in these areas – a situation which seems likely to continue into the foreseeable future. By leveraging its role as Aotearoa New Zealand's national standards body, Standards NZ has the opportunity to create more certainty and confidence for all New Zealanders through its climate change and digital economy-related products and services.

For example, climate change presents an opportunity for Standards NZ to demonstrate how it can help government and industry develop and adopt renewable energies, decarbonise industries, minimise waste and improve climate resilience. In the area of digital economy, Standards NZ work can directly support efforts by government and industry to adopt these new technologies in a safe and secure manner while encouraging innovation and remaining competitive.

Further, Standards NZ could increase customer satisfaction and confidence by offering its products and services in ways that are more accessible and affordable, potentially increasing the adoption of its standards products and growing its customer base as a result.

Finally, Standards NZ could explore different ways of working to deliver our products and services more efficiently, building the capacity to respond to changing market requirements with greater agility.

This could mean, for example, looking to leverage wider MBIE capabilities to help deliver activities targeted by this strategy or looking at options for taking a more flexible and innovative approach to meeting demand by making the best use of our resources. In doing so, Standards NZ will ensure that it remains relevant and operationally sustainable, adding greater demonstrated value for New Zealand.

This strategy deliberately targets priority areas that are most likely to help Government, iwi/Māori and industry to meet the needs of Aotearoa New Zealand now and into the future.

## Environmental factors

The government's economic plan, released in late 2022, is focused on "supporting Aotearoa New Zealand to become a high wage, low emissions economy that provides economic security in good times and bad". The plan includes two priorities with a strong economic growth focus, which Standards NZ sees strong alignment to advance our own strategic aims, namely:

- **Unleash business potential** by building a supportive and flexible business and regulatory environment that promotes innovation, knowledge generation, capability building, integrity and quality investment, and by partnering with key industries to develop focused transformation programmes.
- **Strengthen our foundations** by investing in quality, future-focused infrastructure and institutions that will provide the foundations to support high-wage jobs and a sustainable, climate-resilient economy. A regulatory environment that supports resilience and change will also be key.

While maintaining a focus on these priorities, we also note that the economic climate poses certain challenges that Standards NZ will need to factor into its planning, to achieve the desired outcomes.

Domestically (at the time of this strategy), business and consumer confidence has dipped, and Aotearoa New Zealand has been in a period of recession. For Standards NZ, an economic recession could serve to dampen demand for our products and services, negatively impacting our revenue capability and the potential to add value to New Zealand.

Internationally, the world economy is in a period of structural and geopolitical change and the destructive impacts of climate change and conflict are increasingly being felt. While an increasing awareness of climate change impacts represents an opportunity for Standards NZ to increase the range and volume of climate change related standards on offer, growing global instability has the potential to change the international standards landscape, as other countries focus their efforts on addressing shifts in the geopolitical climate. It is important that Standards NZ pay close attention to international developments, to ensure that it is well placed to respond appropriately to any global changes likely to affect its interests. For example, there is a trend associated with greater nationalism than has been the case in the past to the detriment of globalisation, a concept which is important to the ongoing support for, value of, and spread of international standards.

Now more than ever, standards to support trade, market access and effective supply chains and product and service innovation are needed, to support New Zealand's economy.

## Our overseas counterparts

Many national standards bodies in other countries have selected strategic priorities comparable to those identified in this strategy, in particular in the areas of climate change and the digital economy. For a snapshot of other standards bodies and their associated priorities, please refer to Appendix 1.

These common priorities offer the best opportunity for cross-country collaboration, potentially enabling Standards NZ to more readily achieve its strategic goals.

Other national standards bodies advise that they also face a number of challenges to their operations. The following themes arose during the ISO General Assembly in 2022:

- **Relevance** – Suitable standards are available from non-standards bodies (e.g. private organisations and industry bodies), which are perceived as being able to produce standards more nimbly than national standards bodies. The “classical” standards development approach<sup>3</sup> may be regarded by parts of the sector as very “old world” and not fit for purpose for today’s needs. Other obstacles noted relate to the technical nature of standards, which are not always easily understood by laypeople.
- **Speed to market** – The market demands speed, but national standards bodies take time to develop consensus-based standards. The area of digital technology and its associated rapid pace of change poses a particular challenge for standards bodies.
- **Relationships with governments** – Standard bodies that are not part of government struggle to forge effective working relationships with governments, and many regard working with government as a new frontier. Standards NZ is ahead of the game in this respect, as it is now part of government.
- **Diversity and inclusiveness** – It is challenging to get better representation on standards committees so that they, and the standards produced, better reflect the wider societies that they operate within.

This information provides a high level of reassurance that many of the issues faced internationally are comparable to those faced by Standards NZ, and the priorities identified overseas and in New Zealand are well aligned.

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<sup>3</sup> One that is based on consensus standards development, which is regarded by some as overly cumbersome and slow.

## Alignment to organisational and Government priorities



## Building our capability to engage, support and partner with Māori

Standards NZ will deliver on the Ministry of Business, Innovation and Employment's (MBIE) Te Ara Amiorangi Organisation-Wide Strategy, Te Whakatairanga Service Delivery's Wawata Māori Strategy, and our broader Te Tiriti o Waitangi Crown obligations by being an active and effective Te Tiriti partner. Implementing a Standards NZ Māori engagement capability work programme will increase Standards NZ's ability to partner better with Māori, while continuing to increase our capability under the government-wide strategy, to increase Māori capability – Whāinga Amorangi and the Public Services Act 2020.

This programme will encompass the following elements:

- **building the capability** of Standards NZ staff through professional development. Areas of focus will include:
  - Māori language and cultural knowledge
  - awareness and appreciation of the needs and aspirations of Māori, and
  - Standards NZ's Crown/iwi partnership obligations.
- **building Māori capability and representation** within our standards development committees, chiefly through an active focus on recruitment of Māori onto standards committees. This will ensure that Māori interests and needs are better represented and catered to in the work committees undertake and the standards they produce.
- **building Standards NZ's relationship and engagement** with organisations representing and championing Māori needs and aspirations and focused on delivering outcomes for Māori, e.g. Te Whatu Ora Health NZ, Te Aka Whai Ora the Māori Health Authority, Te Puni Kokiri. It is intended that, over time, these relationships will strengthen and translate into concrete partnerships that may deliver on specific pieces of work overtime.

By forging new and stronger connections with iwi/Māori, Standards NZ will support MBIE and the Crown by meeting its obligations to be an active and effective Te Tiriti Partner. We can do so by developing standards focused on supporting Māori needs across a range of important areas, e.g. hauora (health), mātauranga (education), pakihi Māori (Māori businesses), tāpoi (tourism), taiao (environment) and papakāinga (Māori housing).





# International contribution

## Trans-Tasman

Aotearoa New Zealand and Australia are committed to creating a seamless trans-Tasman economic environment and progressing towards a Single Economic Market (SEM) under the New Zealand-Australia Closer Economic Relations (CER) Agreement and Trans-Tasman Mutual Recognition Arrangement (TTMRA), among other bilateral agreements and arrangements.

Much like our closely connected economies, Standards Australia and Standards NZ have had a long and enduring relationship, with around 70% of NZ's standards being jointly developed with Australia for both territories and economic markets. Developing and promoting regionally and internationally recognised and accessible standards plays an important role in delivering a secure, globally connected and prosperous future for both New Zealand and Australia. The ongoing benefits of our joint standards work is clear. With stronger standards in place, both countries can enjoy greater safety and protection for its people, enhanced economic growth and trade opportunities, and increased prominence, influence, and connectivity on the international stage.

Aotearoa New Zealand's international trading landscape has evolved over the past few decades. In Europe and Asia in particular, more and varied trade opportunities have emerged over the past 20 years, with new opportunities in this area identified on a regular basis. Consequently, standards need to be fit for purpose to meet the needs posed by this changing economic landscape.

Over time, this situation will likely have an impact on the current joint Australia/New Zealand standards development work and catalogue, as we, like Australia, are likely to see more international standards adoptions to help ensure global market access and connectivity, where historically we have developed joint Australian/New Zealand standards.

Despite this situation, Standards NZ's relationship with Standards Australia will remain a critically important one for the foreseeable future. Careful consideration needs to be given on how to best manage this relationship moving forward, and transition to more international standards in a harmonised way, and ensure that both organisations benefit equitably and contribute fairly to the development and implementation of, access to, and value of standards to support both of our economies and shared national interests.

## Global

As a national standards body of Aotearoa New Zealand, Standards NZ contributes internationally by:

- facilitating committee membership representation for standards development committees. In total, Standards NZ manages the participation of technical experts in approximately 83 international committees annually. Standards NZ targets International Organization for Standardization (ISO) international committees based on priority sectors and topics important to New Zealand's economy.
- holding the secretariat for several Australasian committees in the area of electrical safety
- as country member, participating in monthly Asia Pacific and annual International Organisation for Standardisation (ISO) and International Electrotechnical Commission (IEC) general assembly and other meetings and forums
- as a country member of the Asia Pacific Standards Congress (PASC) and Pacific Islands Standards Committee (PISC). Two Asia Pacific Rim forums committed to progressing the interests of our neighbouring Pacific Nations and representing this region's needs and interests on a global standards stage.

This work is important because it enables Aotearoa New Zealand to understand and influence the development of regional and international standards that will have an impact on New Zealand's interests (for example, in the areas of international trade and interoperability of products and professional services).

We have seen consistent themes in standards development work emerging from our ISO and IEC international forums. These include renewable energies, carbon emissions reduction, energy efficiency, transport, consumer protection and digital technology. In particular, governments and industry increasingly use national standards bodies to help support climate change action.

As a member of the Pacific Area Standards Congress (PASC) and Pacific Islands Standards Committee (PISC) Standards NZ has a focus on supporting specific development initiatives for the benefit of Aotearoa New Zealand's Pacific neighbours. In the longer term, as Standards NZ achieves its aspirations to increase its access to technical resources and funding, Standards NZ will look to increase the scope of its international participation activities and influence in the Pacific region.



# Strategic priorities

## Customer service



### What does customer service mean for Standards New Zealand?

- customers' needs at the centre of our decision making
- delivering value to Aotearoa New Zealand, and
- providing a high-quality customer service and experience.

### What are our key activities to achieve this?

- Make Standards NZ's products and services more attractive by identifying ways to speed up the standards development process, without compromising quality, and to improve self-help functionality of our e-commerce business for our customers on our website and web-shop.
- Achieve greater diversification of products and services to meet market needs more effectively, for example more non-traditional products such as codes of practice, publicly available specifications, technical specifications, guidelines, webinars, explanatory videos, etc.
- Gain a deeper understanding of our customers, enabling us to design systems and processes that make co-designing, accessing and using our services and products easier. This will allow our customers to receive the right information at the right time, in the right way, meeting their diverse needs.
- Use plain language that customers can easily understand, so they can more confidently use standards.
- Maintain our existing, and build new, strategic partnerships with Government regulators and other organisations.
- Reduce cost barriers to market access by increasing sponsorship arrangements.

### What does success look like?

#### Our services and products meet our customers' needs

This means:

- having services and products that meet market needs including the delivery of standards products in a timely fashion which are relevant, affordable, and accessible, for example via a fully digitised catalogue and expanded subscription services
- ensuring that our role as the national standards body is well recognised and products and services are seen as trusted, credible, accurate and authoritative
- A diversified customer base, targeting new sectors and organisations effectively supporting their needs
- supporting businesses to access markets and establish new trade opportunities by enabling more international standards to be adopted.

#### What benefits/outcomes will we achieve?

- Our products and services offer greater value to what matters the most to New Zealand, e.g. prosperous economy, industry performance, effective regulatory systems, and consumer protection.
- Standards are easily understood by more customers and can be more readily used to support business innovation.
- Greater active international participation places Standards NZ in a strong position of influence in the global standards community that supports NZ economic interests, by helping increase Trans-Tasman and global market access for NZ industries' products and services.

## Business sustainability



### What does sustainability mean?

Business sustainability for Standards NZ means we:

- are commercially viable
- fulfil our statutory obligations
- employ and retain a highly capable and professional workforce by being an attractive place to work, providing a safe, flexible and inclusive work environment
- operate a lean, flexible and efficient business operation – resourcing to demand.

### What are our key activities to achieve this?

#### 1. Our operating model

- Explore then implement different ways for Standards NZ to deliver its business activities, to improve the efficiency and effectiveness of existing resources as well as its business systems and processes. For example, leveraging wider MBIE functional capabilities could help grow Standards NZ's capacity to engage with its customers and manage backend systems capitalising of economies of scale. For example operating a mixed model of in-house and outsourced resources and technical expertise to support a more flexible resourcing to demand business model.
- Explore options, then take steps, to reduce vulnerabilities associated with an over-reliance of specialist knowledge and expertise held in one place, including with vendors.

#### 2. Our services and products

- Continue to implement necessary pricing adjustments to our products and services to recover our business costs.
- Build brand and value recognition, and raise awareness and understanding with industry of our products and services, and the value they can add, positioning Standards NZ as go-to organisation for standards.

#### 3. Our partnerships

- Strengthen our iwi/Crown partnership capabilities, relationships and activities.
- Establish stronger domestic and international networks and partnerships. For example, strengthen Standards NZ's international participation and influence in standards systems, with particular focus on advancing Aotearoa New Zealand's and Pacific region interests, and grow Standards NZ's strategic and operational partnerships to more effectively align its activities to government priorities.
- Strengthen and maintain Standards NZ's relationship with Standards Australia so that both organisations benefit equitably and contribute fairly to the development and implementation of, and access to, standards. New Zealand to deliver an increased, proportionate and appropriate contribution to the development of joint standards.
- Identify current commercial arrangements that are detrimental to the business and resolve these. For example, areas where Standards NZ has an over-reliance on a single supplier or critical institutional knowledge resides with only one individual or external vendor.

#### **4. Our people**

- Provide greater recognition and acknowledgement of committee members, their work and contribution to New Zealand.
- Actively recruit, retain and plan succession for committee members, with a focus on growing diversity within committees.
- Take an active relationship management approach to committee members.
- Attract the right talent. Train and upskill with a particular focus on sharing knowledge and expertise across our people to increase their utility and grow our collaborative and people centric leadership capability.
- Focus on health, well-being and safety by creating a safe, inclusive environment.
- Grow our Māori cultural and linguistic knowledge and capability through professional development and working together with Māori organisations.

#### **What does success look like?**

##### **1. We are financially sustainable and operate an efficient business model**

This means having sufficient revenue/funding to fulfil our statutory functions and legislative purpose as the national standards body as defined by the Standards Accreditation Act 2015. Sufficient funding means:

- Meeting our ongoing and escalating business costs e.g. information technology, wages, digital publication, e-commerce
- making reasonable and expected business investment to meet market needs e.g. technology infrastructure, e-commerce services
- meeting our international participation obligations, and
- Pro-actively adopting international standards in the best interests of Aotearoa New Zealand's economy and social well-being.

##### **2. We have a wide range of strong partnerships**

This means:

- having a wider range and increased number of partnerships to mitigate the risk of over-reliance on a small number of partnering agencies.
- actively fulfilling our Treaty of Waitangi partnership obligations to achieve the economic, employment and wellbeing aspirations of Māori.

##### **3. We have the right people with the right skills available at the right time**

This means:

- ensuring that committee participation is seen as an attractive and valuable role, resulting in high retention and easier resourcing of committees
- achieving a high degree of diversity and inclusion of committee membership, resulting in innovative and representative standards
- building and maintaining strong relationships with committee members to support business efficiency, e.g. helping speed up the standard development process
- developing the skills and expertise to help ensure our products and services meet the needs for Māori, e.g. by representation on committees with relevant customs and protocols adhered to
- ensuring that we have a motivated, productive and skilled workforce that feels their work and voice matters

- establishing high trust, a healthy team culture and strong work ethic
- ensuring that the team continues to evolve and is resourced to demand to deliver high-quality standards that meet government priorities, private sector needs and New Zealand's international obligations.

**What benefits/outcomes will we achieve?**

- Standards NZ is able to leverage specialist knowledge and expertise quickly and easily to deliver business efficiencies and effectiveness.
- Standards support Māori economic, employment, education, housing, health and well-being aspirations, where appropriate or relevant.



## Climate change



### What does a priority focus on climate change mean for Standards New Zealand?

- Standards New Zealand will have a stronger focus on climate change initiatives across a wider range of sectors.
- Globally climate change is a priority for national standards bodies. They have an important role to play in supporting governments and industry deliver on their climate change goals. Standards are one lever or tool able to be used to inform and prescribe new regulatory requirements and acknowledged industry best practice.
- Standards New Zealand recognises this and sees that we have a part to play in supporting, both domestically and internationally, Government's and industry's climate change initiatives. For example, helping define carbon emissions reduction requirements in the building and construction sector, or defining industry practice on renewable energies such as electric vehicle or hydrogen technologies.

### What are our key activities to achieve this?

- Develop standards products and services that help deliver on Government priorities, e.g. renewable energies, carbon emissions, waste minimisation, infrastructure resilience and energy efficiency.
- Promote and market standards products and services which support climate change action.
- Share specialist knowledge and expertise on climate change standards initiatives.

### What does success look like?

- Increased use of our existing products and services relating to climate change regulation and industry practice and performance requirements.
- Increased demand for new products and services relating to climate change regulation and best practice.
- Demand for our products and services from a wider range of organisations, both public and private sector, relating to climate change initiatives.
- Increased participation and influence on climate change issues on international standards development committees.

### What benefits/outcomes will we achieve?

- Contribute to climate change goals, e.g. Net Zero by 2050, National Adaptation Plan.
- Provide certainty to industry through New Zealand standards on the performance and implementation requirements needed to meet climate change objectives.
- Help other government agencies to deliver on their own climate change priorities' objectives and work programmes.

## Digital economy



### What does a priority focus on digital economy mean for Standards New Zealand?

- A digital economy is one that is changing from traditional brick-and-mortar economic activities (production, distribution, trade) to internet, e-commerce, data management and blockchain technologies amongst other things.
- For Standards New Zealand this means a deliberate focus on supporting this economic transformation, through our products and services on areas such as: cybersecurity, privacy, identity authenticity, e-commerce, digital trade and artificial intelligence. This also includes supporting the Government's strategy for a digital public service, [Strategy for a Digital Public Service | NZ Digital government](#) and industry's Digital Technologies Industry Transformation Plan (ITP) [Digital Technologies | Ministry of Business, Innovation & Employment \(mbie.govt.nz\)](#)
- It also means Standards New Zealand must further modernise our business in a digital way, for example digitalising our standards catalogue and continuing to enhance our web-shop features and customers offers.

### What are our key activities to achieve this?

- Through standards, support New Zealand Government and industry digital services and ambitions, e.g. data interoperability, cybersecurity, digital trade, AI application, information security etc.
- Digitalise Standards NZ's catalogue to improve accessibility and functionality for customers.
- Continue to develop and evolve Standards NZ's web-shop and website to meet ever-changing market needs, e.g. customised collections, feeds to international standards, digitalised catalogue, multiple digital formats, increased subscription services etc.
- Make better use of Standards NZ's data and information holdings to generate more targeted business insights and operational intelligence.
- Identify and gather additional information (e.g. customer service performance data) needed to improve Standards NZ's service delivery.

### What does success look like?

- Increased products and services focused on digital technology and services (e.g. web browser and app accessible formats) to meet customer expectations and industry needs.
- As the digital economy continues to be regulated, Standards New Zealand leverages this opportunity by partnering more with Government regulators to develop required standards and performance requirements.
- Standards NZ is able to keep pace with digital economy changes, achieving agility and speed to market and recognised as a preferred provider of standards in this area.

### What benefits and outcomes will we achieve?

- Standards are current, reflecting the latest digital economy developments and customer needs, aligning to the government's and MBIE's goals, e.g. data interoperability across Government, high-wage low-emissions economy, support Māori and Pacifica aspirations, unleash business potential.
- Support industry to remain competitive and prosperous through digital means.
- Standards New Zealand's online experience is intuitive, fast and accessible for all existing and prospective standards users.
- Market needs are met, including speed of developing and implementing standards.
- Data insights and operational intelligence inform business decisions including optimisation of customer experience.



# Appendix 1 – Environmental scan

## Strategic themes and priorities of a number of other national standards bodies

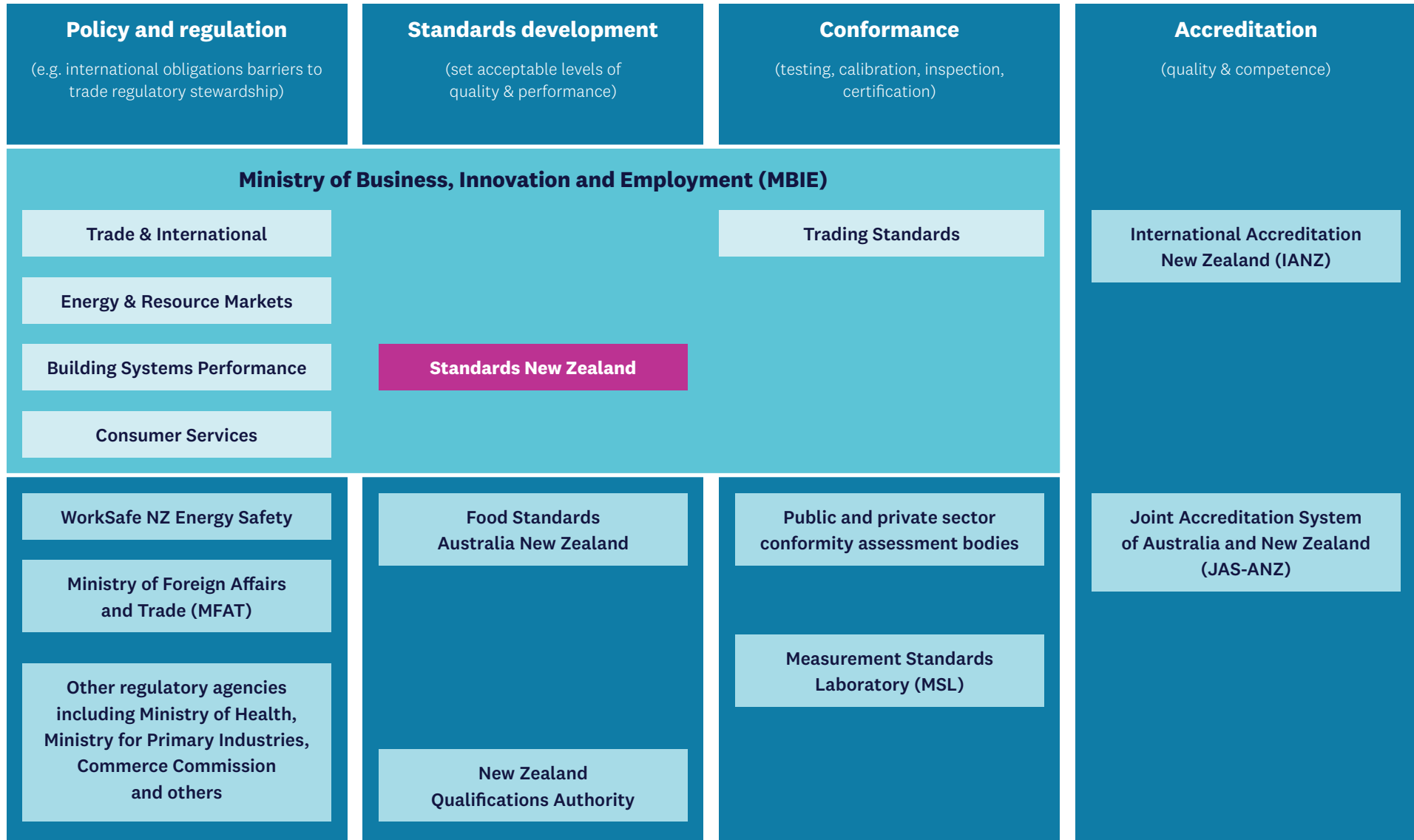
Climate change	Digital economy	Business sustainability
<b>Australia</b>		
Smart energy Hydrogen Circular economy Environmental and social governance	Smart devices Cybersecurity Labelling schemes	Revenue – revenue-generating business activities Reputation – brand Reach – international influence
<b>Canada</b>		
Sustainability	Digital economy	Diversity and inclusion Health, well-being and safety Engagement with Indigenous Peoples
<b>China</b>		
Green (low carbon), energy conservation and ecological standardisation	Technological innovation Digital innovation and transformation	Health and safety
<b>Denmark</b>		
	Data sources – reporting solutions Data security	Processes – efficiency in processes and employee development
<b>Finland</b>		
Sustainability and climate change	Digitisation	Organisational culture and capability
<b>International Organization for Standardization (ISO)</b>		
Climate change	Innovation and technology	Demonstrate benefits of standards Inclusion and diversity
<b>Singapore</b>		
Energy, waste and water management GHG accounting and sustainability reporting Renewables and low carbon solutions	AI and cybersecurity Digitalisation of documents E-commerce	Business continuity and resilience Supply chain resilience
<b>South Africa</b>		
		Improve operational performance Organisational culture and capability
<b>Sweden</b>		
Climate change and energy		Social – human rights and working conditions
<b>UK</b>		
Sustainability and climate action	Technology and digital transformation	People and culture
<b>US</b>		
Environment Sustainability		Efficient and timely development of standards Health and safety

# Appendix 1 – Environmental scan continued

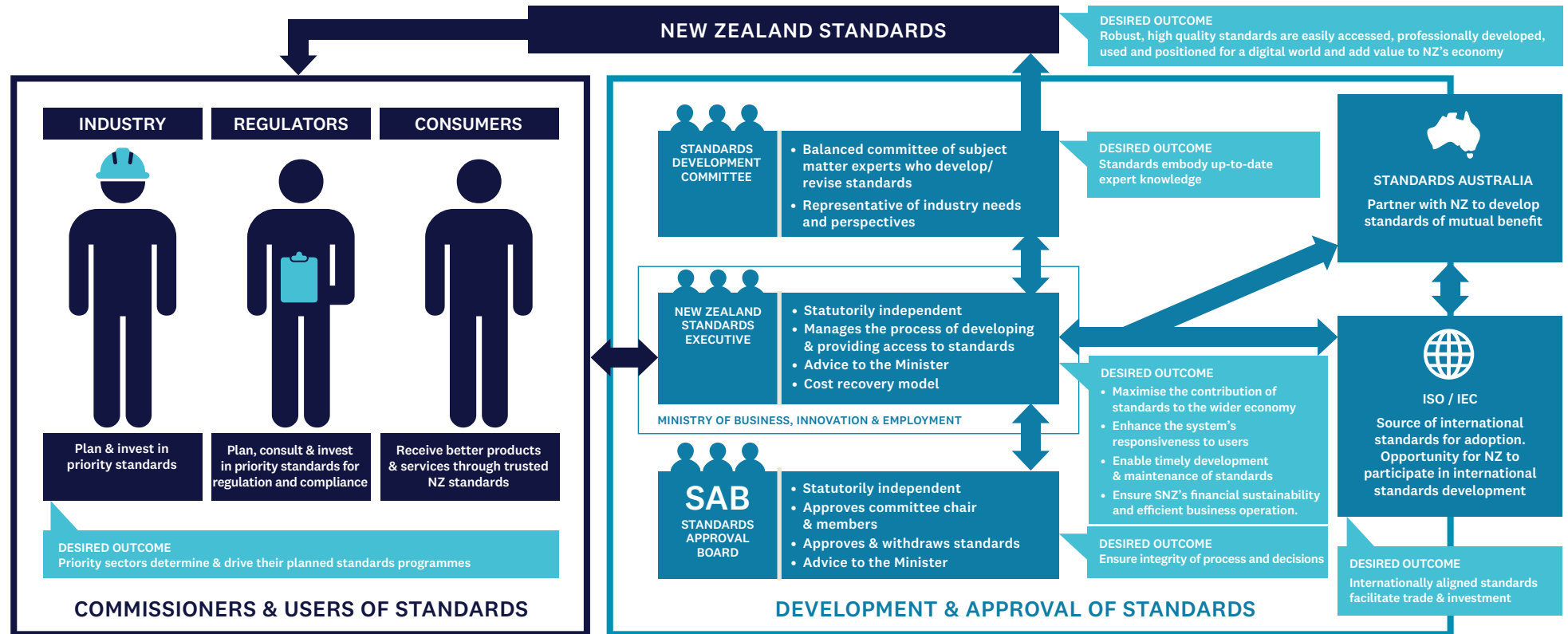
## Strategic themes and priorities of a number of other national standards bodies

Customer service	Other
<b>Australia</b>	
Relevance – innovation and change	
<b>Canada</b>	
<b>China</b>	
	Support industry development including electronics, consumer products, health and automotive Urban governance and public services and administration
<b>Denmark</b>	
Services – add more value	
<b>Finland</b>	
Customer experience	Innovation Competitiveness
<b>International Organization for Standardization (ISO)</b>	
	Capacity-building of ISO membership
<b>Singapore</b>	
Increase awareness and adoption of standards by stakeholder	Public health and safety
<b>South Africa</b>	
Customer at the forefront	Broaden scope and reach of services
<b>Sweden</b>	
	Governance – ethics, anti-corruption, rules and regulations
<b>UK</b>	
	Enabling innovation
<b>US</b>	
	Technical barriers to trade

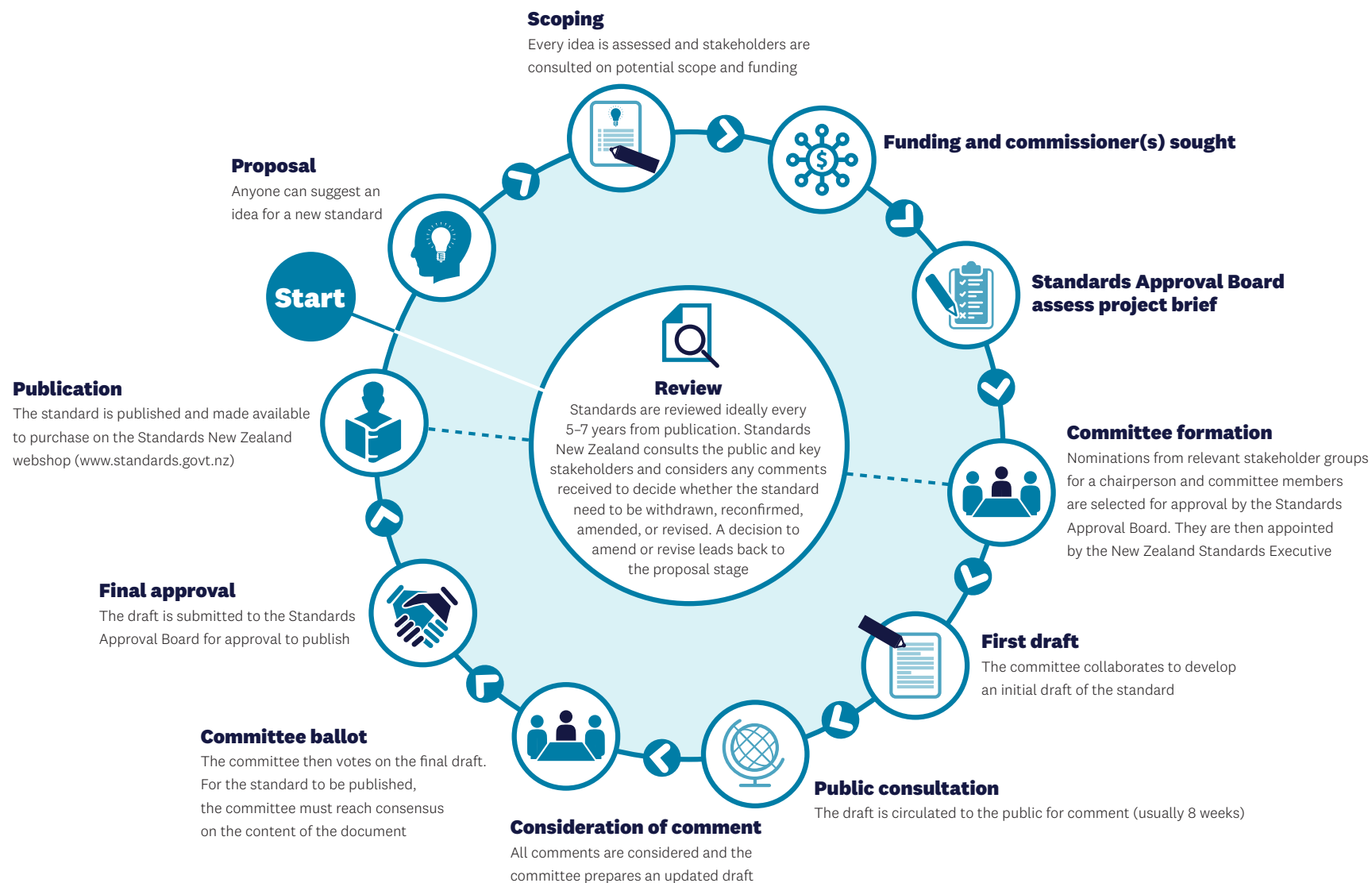
# Appendix 2 – New Zealand’s standards and conformance regulatory system



# Appendix 3 – Standards New Zealand’s standards development ecosystem



# Appendix 4 – Standards New Zealand’s standards development process



## Appendix 5 – New Zealand Standards Approval Board

The Standards Approval Board has seven members with a mix of skills and expertise drawn from the technology, science, engineering, design, health, construction, building and gas sectors.

The Board is an independent statutory decision-making body, appointed by the Minister for Commerce and Consumer Affairs, with administration and support provided by MBIE. It is not a Crown entity and does not have a governance role.

The Board's main functions are to:

- approve or decline proposed New Zealand standards, joint New Zealand and Australian standards, chairmanship and membership of standard development committee
- adopt or decline other standards organisations' standards as New Zealand standards, for example ISO and IEC international standards
- approve or decline modifications to New Zealand standards
- revoke and archive New Zealand standards
- advise the Minister on any matter referred to the Board by the Minister
- advise the Minister on the currency of New Zealand standards, and on priority areas for the development and review of New Zealand standards.

In addition to its statutory functions, the Board engages with key stakeholders including industry bodies to support the value of Standards New Zealand's products and services.

### Board Members 2023



**Victoria MacLennan** – *Chair*

Victoria MacLennan is a technology entrepreneur and champion of New Zealand digital innovation and growth and has been a ministerial advisor. An experienced CEO, managing director and chair, she has been actively involved in community engagement, supporting start-ups and chairing the charity Digital Future Aotearoa which provide free digital education with a focus on rural, Māori and Pacifica.

Victoria is passionate about growing great companies, raising digital literacy, growing New Zealand's economy, and brings an equity and inclusion lens championing equality for women. She has won numerous awards including a lifetime achievement award for her contribution to business and technology.

Victoria's professional vision is to help change the face of the digital industry to collectively embrace manaakitanga, focus on diversity, create new pathways into the workforce, support reskilling and upskilling and help the digital technology industry solve large complex challenges like equity, sustainability and climate change.



**Brian Watson** – *Board Member*

Brian is an experienced business leader having held CEO and other senior leadership roles in New Zealand, Australia and Asia over the last 30 years. His science and management qualifications together with more than 40 years of experience in the science sector (including the global Testing, Inspection and Certification (TIC) sector) give him an excellent understanding of the benefits and needs of standardisation.

He is an experienced company director and board chair and graduate director of the Australian Institute of Company Directors and Member of the Institute of Directors in New Zealand who has had extensive Board interactions and held more than 12 directorships in Australia, New Zealand and Singapore.

Brian has a pragmatic and consultative approach which together with his knowledge and experience with science and technology has enabled him to find win-win solutions to complex business challenges and value diversity of thought. He is now a professional consultant, mentor and company director.



**Fiona van Petegem** – Board Member

Fiona has spent over 20 years working in manufacturing and product development in New Zealand, China, the Netherlands and Germany both as a design and industrialisation engineer and in areas including lean management, effective process improvement, global product compliance, efficient product development, improved product safety and quality and risk assessment procedures.

Fiona is a mechanical engineer with a BE (Hons) from Canterbury University and a MBA in International Industrial Management from Germany. She has been part of AS/NZS and DIN (Deutsches Institut für Normung, the German Institute for Standardisation) standards committees and works with New Zealand manufacturers and other organisations looking to improve their practices to secure future resilience.



**Susan Iversen** – Board Member

Susan Iversen is the ex-director of Karo Data Management and has over 30 years of experience in digital health and data analytics. This included participation in the development of several health information standards. Earlier in her career Susan trained as a civil engineer and worked in roles related to workplace health and safety.

Her board experience includes Age Concern Wellington Region (member and past president) and Hutt Union and Community Health Service and a representative of Healthcare Aotearoa on PHO Services Agreement Amendment Protocol.



**Richard Merrifield** – Board Member

Richard is a building consultant based in Mahana, rural Nelson, undertaking project management and consulting work on housing projects. Richard is a Trade Qualified Builder and a Licensed Building Practitioner.

He is a former Deputy Chairman of the Building Practitioners Board and a former member of the Plumbers, Gasfitters and Drainlayers Board.

Richard's previous roles include Director of the Building Research Association New Zealand and Chairman of the Building Research Advisory Council.

He is a Life Member and former Chairman of the New Zealand Certified Builders Association, he was a member of the Construction Strategy Group which has now been disestablished.

He was a member of the Minister of Building and Housing Task Force on productivity and the Building Act Review Advisory Group.



**Peter Gilbert** – Board Member

Peter Gilbert has over 40 years' experience in the natural gas and LPG industries. He has been Executive Director of the LPG Association of New Zealand and Executive Officer of the Gas Association of New Zealand. He is also Chair of the Standards New Zealand Gas Sector Board and a member of various Australian/New Zealand standards committees.

He has considerable experience in the regulatory system and the use and development of standards in the energy sector.



**Fa'asalele Malo** – Board Member

Fa'asalele Malo is of Samoan heritage and grew up in the community of Cannons Creek in Porirua, Wellington, which fostered his passion for providing culturally appropriate quality architecture.

He is a registered architect with 20 years' experience practising in Wellington, nationally and in the Pacific including Samoa, Fiji and Vanuatu. He is a co-director and co-owner of Malo Architecture Ltd, an architecture, design, project management, construction, and cultural consultancy based in Wellington, where he lives with his family.

Fa'asalele has public sector, construction and building compliance and quality assurance experience. He sits on a number of boards and leadership teams based locally and abroad, that have an ethnical approach for business, educational and leadership development, including Victoria University of Wellington's Komiti Pasifika board.

## Appendix 6 – Standards New Zealand’s Management Team



**Malcolm MacMillan** – *National Manager, Standards New Zealand*

Malcolm leads Standards New Zealand’s team of 32 staff, including carrying delegated authority for the statutory role of New Zealand Standards Executive, under the Standards and Accreditation Act 2015. He brings a background in strategic and operational leadership across the Government sector, including design and delivery of regulatory reform initiatives and programme delivery across a range of sectors. He is very familiar with the standards and conformance world having working experience with New Zealand Standards, accreditation, certification, occupational licensing, registration, audit, performance review, and quality management and assurance schemes during his career.

Relationship management, engagement and collaboration with stakeholders is at the heart of Malcolm’s role and he has seen first-hand how standards benefit those in the diverse sectors he has worked in, in leadership roles, including building and construction, health and safety, primary industries, housing, COVID-19 response, emergency response and recovery, aviation, and central and local government building and planning functions. Malcolm has worked across a range of government agencies, often working closely with leading industry organisations both domestic and international, represented Aotearoa New Zealand and our interests at international forums, and spent some time on an advisory oversight committee for an independent accreditation body.

**Stanil Stanilov** – *Manager, Standards Development*



Stanil and his Standards Development Team are responsible for the development, revision and updates of New Zealand, Joint Australia and New Zealand Standards, and adoption of International Standards. Managing a range of relationships with commissioning organisations, Standards Australia and other national standards bodies, and standards development committee members.

Stanil joined Standards New Zealand in 2016 from the Licensed Building Practitioners Team within MBIE, where he guided a nationwide network of building and construction assessors and played a leading role in development and implementation of regulatory policy, including the LBP Skills Maintenance Scheme. Stanil has a Masters Degree and Post Graduate Certificate in Music and is a certified Prince 2 Practitioner.

**Danielle Aberdeen** – *Manager, Commercial and Sectors*



Danielle and her Commercial and Sectors team deliver key initiatives within the Standards NZ business strategy and support its day-to-day operations. The team is responsible for a lot of the externally focused activities including Communications, Marketing, Stakeholder Engagement and Business and Product Development, Key Customer Account Management, Copyright and Licensing, Digital Standards, and International Engagement and Participation.

Danielle has both private and public sector experience, which spans business development, stakeholder engagement, commercial, digital solutions, account management, recruitment and client relationships. She brings valuable experience from her 13 years at PwC, where she developed effective growth and client development strategies across multiple market segments and service lines. Danielle has a Bachelor of Science Degree in Environmental Science.





**JT Schutte** – *Manager, Business Systems and Operations*

JT leads our front facing business team, incorporating customer services, our e-commerce platform, ICT business systems, finance, data analytics, quality management systems and business administration.

JT’s previous experience includes various operations, business support, stakeholder engagement and programme and product management roles with Xero, Wellington City Council, MBIE and Capitec Bank in South Africa. He holds a Bachelor of Commerce and is currently working on his MBA at Victoria University of Wellington.



**Clare Francis** – *Principal Advisor, Standards New Zealand*

Clare’s role spans all the business teams within Standards NZ. Delivering operational policy, strategic and business planning, business and organisational development, project leadership and performance and reporting responsibilities.

Clare joined Standards NZ from the Ministry for Primary Industries, and prior to that the Ministry for Agriculture and Forestry, where she held a number of Specialist Advisor, Programme Advisor and Business Analyst roles in the areas of animal welfare and biosecurity. Clare holds a post graduate Hons Degree in Science.

# Strategic direction 2023–2027

For 91 years Standards New Zealand has been New Zealand's national standards body, and is responsible for managing the development, publication and access of standards. Due to changes occurring globally, we need to ensure that our standards continue to be accurate, accessible, affordable and relevant, meeting the needs of New Zealanders now and into the future. Our strategy, with its focus on customer service, sustainability,

climate change, and the digital economy, will help to make sure that our national standards body is best placed to support New Zealand's industries and government agencies by adapting to changes in these areas. Globally, climate change is rapidly affecting the lives of many around the world and standards are an important means of helping deliver new regulatory requirements and good industry practice. Digital economy developments are

a core driver of global economic transformation, and standards can help ensure that this takes place responsibly across all facets of this transformation. Within the context of rapid changes in these areas, standards can help continue to keep New Zealanders safe and support businesses to make better business decisions, access new markets, and create new, value-added products and services.

Our vision	Our mission	Our goals	Our principles	Our functions	Our values	The way we work	Our products and services	Our benefits
Prosperity and protection through trusted standards.	Bringing leading experts together to develop high quality accessible standards to support New Zealand's economic growth and keep New Zealanders safe.	Contribute to New Zealand's efforts to address climate change and New Zealand's digital economy and improve the sustainability and growth of our business.	Consensus decision making, balanced representation, international first, and independence.	To develop, review, and sell standards. To adopt international standards. To represent New Zealand on an international stage.	Māia – Bold & brave Mahi tahi – Better together Pae kahurangi – Build our future Pono me te tika – Own it	Independently Representatively By consensus Globally connected	Trusted High quality Good practice	Trade Productivity Innovation Protection

## Strategic Priorities

### Customer service



#### Goals

Having services and products that meet market needs – timely, relevant, affordable, accurate and accessible.

#### Key initiatives

- Diversify products and services to meet market needs more effectively, e.g. developing codes of practice, technical specifications, guidelines, webinars, explanatory videos.
- Gain a deeper understanding of our customers, so that we can make our services easier to use. Provide our customers with the information they are searching for, meeting their diverse needs.

- Use plain language that customers can easily understand, so they can more confidently use standards.
- Maintain our existing, and build new, strategic partnerships with Government regulators and other organisations.
- Reduce cost barriers to market access by increasing sponsorship (pre-funded access) arrangements.
- Make our standards development service more attractive by identifying ways to speed up the process, without compromising quality, consensus and representation.
- Improve self-help functionality of our e-commerce business for our customers on our website.
- Digitalise Standards NZ catalogue to improve accessibility and functionality for customers.

#### What does success look like?

- We provide a high-quality customer experience to deliver value to New Zealand.
- Our services and products achieve strong customer satisfaction, with a large customer base, due to:
  - high levels of trust and confidence in the standards development process and the standards themselves
  - services and products that meet the needs of a diverse customer base, delivered in a timely manner, and which are relevant, affordable and easily accessible
  - increasing our online self-help services and range of products
  - effective marketing and communications that highlight the value of using standards.

#### Impact

- Our products and services offer greater value to what matters the most to New Zealand.
- Standards are easily understood by more customers and can be more readily used to support businesses.
- Greater international influence to support New Zealand economic interests.

### Climate change



#### Goals

To make a valuable contribution to New Zealand's efforts to address climate change and to reduce our carbon footprint.

#### Key initiatives

- Develop standards that help deliver on Government priorities, e.g. renewable energies, carbon emissions reduction, waste minimisation, climate resilience and energy efficiency.
- Promote and market standards products and services which support climate change action.
- Share specialist knowledge and expertise on climate change standards domestically and internationally.

#### What does success look like?

- Widespread use of our existing products and services relating to climate change regulation, industry practice and performance requirements.
- Strong demand for new products and services relating to climate change regulation and best practice.
- Participation and influence on climate change issues on international standards development committees.
- Recognition of Māori as equal partners in the development of standards promoting Māori cultural and spiritual values.

#### Impact

- Reduced carbon footprint due to greater use of renewable energy sources, reduced waste, and more sustainable land management and business practices.
- Improved climate resilience in our built environment.

## Digital economy



### Goals

To make an active contribution to New Zealand's evolving digital economy by helping define good practice, performance and protection requirements.

### Key initiatives

- Support through standards NZ Government and industry digital services and ambitions e.g. data interoperability, cybersecurity, digital trade, AI application, information security.

- Digitalise Standards NZ catalogue to improve accessibility and functionality for customers.
- Continue to develop and evolve Standards NZ's web-shop and website to meet changing market needs e.g. customised collections, feeds to international standards, multiple digital formats, increased subscription services.
- Make better use of Standards NZ's data and information holdings to generate more targeted business insights and operational intelligence.

### What does success look like?

- Standards NZ's products and services are digitalised (e.g. in web browser and app-accessible formats), making access easy for our customers.
- As the digital economy continues to be regulated, Standards NZ partners with a range of Government regulators to develop required standards and performance requirements.
- Standards NZ keeps pace with digital economy changes, achieving agility and speed to market, and is recognised as a preferred provider of standards.

### Impact

- Increased public trust and confidence in the digital economy due to standards that support ethical practices in this area e.g. privacy, security, and data protection.
- Increased accessibility and protection within the digital economy as a result of standards that specify website accessibility, digital literacy, and digital inclusion for underserved communities.
- Recognition and protection of Māori cultural and intellectual property rights in the digital space.

## Business sustainability



### Goals

To improve the sustainability and growth of our business by focusing on our services and products, operating and funding model, partnerships and business efficiencies.

To develop our people, including committee members, so that we have the right skills, capabilities, diversity and cultural awareness to serve the needs of our customers and stakeholders.

### Key initiatives

#### Our operating model

- Explore opportunities for establishing new and sustainable funding models/sources.
- Explore and implement different ways for Standards NZ to deliver its business activities to improve the efficiency and effectiveness of existing business resources, systems and processes.
- Explore options, then take steps, to reduce the over-reliance of specialist knowledge and expertise held in one place, including with vendors.
- Develop and adopt disciplined quality assurance systems, practices and processes, underpinned by ISO 9001 certification.

### Our services and products

- Continue to implement necessary pricing adjustments to our products and services to recover our business costs.
- Build brand and value recognition, and increase understanding with industry of our products and services, and the value they can add, positioning Standards NZ as go-to organisation for standards.

### Our partnerships

- Strengthen our iwi/Crown partnership capabilities, relationships and activities.
- Establish stronger domestic and international networks and partnerships.
- Strengthen Standards NZ's relationship with and contribution to Standards Australia so that both organisations benefit equitably and contribute fairly to the development of standards.
- Identify current commercial arrangements that are detrimental to the business and resolve these.

### Our people

- Provide greater recognition and acknowledgement of committee members, their work and contribution to New Zealand and international standards.
- Actively recruit, retain and plan succession for committee members, with a focus on growing diversity within committees.

- Take a stronger relationship management approach with committee members.
- Attract the right talent. Train and upskill staff with a particular focus on sharing knowledge and expertise across our people and fostering collaborative and people-centric leadership.
- Focus on health, well-being and safety by creating a safe, inclusive environment.
- Grow our Māori cultural and linguistic knowledge and capability.

### What does success look like?

- Standards NZ's role as the national standards body is well-recognised, and we are widely regarded as the leading authority on standards in New Zealand, in both national and international settings.
- We are financially sustainable, with sufficient funding to fulfil our functions as defined by the Standards and Accreditation Act 2015. This means that we are appropriately resourced in the right areas to respond to a changing business environment.
  - Our partnerships are wide-ranging and enduring, due to successful stakeholder engagement and improved standards development processes and support Māori to achieve their economic, employment and well-being aspirations.

- Through these partnerships, we are able to incorporate diverse perspectives into the development of standards and more readily adopt international standards to support trade and market access.
- Committee participation is seen as an attractive and valuable role resulting in high retention and easy resourcing of committees, with a high degree of diversity and inclusion of committee membership, resulting in innovative and representative standards. Strong relationship management practices are in place with committee members to support high levels of business efficiency.
- Standards NZ people are motivated, productive and skilled, and feel their work and voice matters.
- We have the skills and expertise needed to ensure our products and services meet the needs for Māori (e.g. by representation on committees and applicable customs and protocols included).

### Impact

- Standards better reflect, and deliver tangible benefits to, more of the businesses and communities that they serve by:
1. Contributing to improved personal safety and protection outcomes for New Zealanders and
  2. Supporting more of New Zealand's international trade endeavours.

#### Standards New Zealand

Prosperity and protection through standards

Climate change // Digital economy // Sustainability // Customer service

#### Market Integrity

Delivering world-leading regulation to protect fairness and integrity of markets in New Zealand

Self-help // Smart regulation // Sharp connections // Sustainable model

#### Te Whakatairanga Service Delivery

Fair markets that thrive

Impactful // Accessible // Data-driven // Sustainable // Encouraged // Safe and well // World-class stewards of our systems // People and communities at the centre of what we do // Fairness and respect // Best-possible value from our services and regulatory systems

#### Ministry of Business, Innovation & Employment

To grow Aotearoa New Zealand for all

Digitally enabled // Partnering with Māori // Thought leadership // Regulatory stewardship // Empowered by data // Financially sustainable // Our people // People-centred // Transition pathways

#### The Government's economic plan

Unleashing business potential // Strengthening international connections // Increasing capabilities and opportunities // Supporting Māori and Pacific aspirations // Strengthening our foundations

