



**MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT**
HĪKINA WHAKATUTUKI

Statement of Intent

2014–2018



Presented to the House of Representatives pursuant
to Section 39 of the Public Finance Act 1989.

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Ministers' foreword

The government is building a stronger economy in which businesses have more confidence to invest and expand and New Zealanders have more opportunity to succeed.

We are doing this by improving competitiveness and productivity in New Zealand businesses, supporting the Christchurch rebuild, delivering better public services, and responsibly managing the government's finances.

The Ministry of Business, Innovation and Employment takes the lead on many key projects that are contributing to these goals.

As the lead business-facing government agency with a large service delivery function, the Ministry has substantial scope to link policy and operational activity to develop and implement well-targeted initiatives.

We expect the Ministry to continue to utilise its opportunities to the full. This will involve building closer relationships and partnerships with business, other government agencies and other stakeholders, and continuing to demonstrate leadership so all key players are moving in the same direction.

The Ministry has outlined its plans for meeting these expectations in this Statement of Intent. We endorse it as fully reflecting our current priorities.



Hon Steven Joyce

Minister for Tertiary Education,
Skills and Employment

Minister for Economic
Development

Minister for Small Business

Minister of Science and
Innovation

Minister Responsible for
the Ministry



Rt Hon John Key

Minister of Tourism



Hon Judith Collins

Minister for ACC



Hon Dr Nick Smith

Minister of Housing

Minister for Building
and Construction



Hon Amy Adams

Minister for Communications
and Information Technology



Hon Craig Foss

Minister of Commerce

Minister of Consumer Affairs



Hon Simon Bridges

Minister of Energy and Resources

Minister of Labour



Hon Michael Woodhouse

Minister of Immigration

Ministerial statement of responsibility

I am satisfied that the information on strategic intentions provided by my Ministry, the Ministry of Business, Innovation and Employment, in this Statement of Intent is consistent with the policies and performance expectations of the Government.



Hon Steven Joyce

Responsible Minister for the Ministry of
Business, Innovation and Employment

Chief Executive's foreword

As the lead business-facing government agency with a large service delivery and regulatory function, we have significant scope to link our policy and operational activity to develop and implement well-targeted initiatives that will grow the New Zealand economy to provide a better standard of living for all New Zealanders.

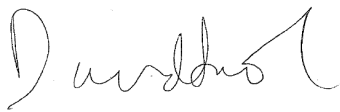
Our economy has performed relatively well over the past few years. Much about life in New Zealand is good. But we share a common aspiration for a higher performing economy that can support high employment, higher wages, more affordable housing and a better quality of life for all New Zealanders.

The Ministry brings together many of the central government policy and operational organisations that are at the core of microeconomic policy and strategy. These include innovation and technology, skills, immigration, capital markets, infrastructure, intellectual property rights and procurement. We are well placed to provide leadership and to drive the policies needed to help New Zealand reach its full economic potential.

We have set ourselves the ambitious target of increasing real median household income by 40% by 2025 (from the 2012 level) – an increase from around \$1,300 to \$1,800 a week.

Achieving our target will require a sharp focus on results and continual improvement in the way we deliver services, carry out our regulatory responsibilities and develop our policy advice.

This Statement of Intent sets out the priorities on which we will focus to maximise our contribution to growing New Zealand for the benefit of all. The capability and commitment of our people gives me great confidence that we will be effective in pursuit of this goal.

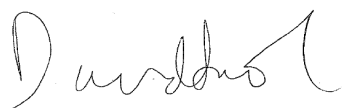


David Smol

Chief Executive
Ministry of Business, Innovation
and Employment

Chief Executive's statement of responsibility

In signing this statement, I acknowledge that I am responsible for the information on the strategic intentions for the Ministry of Business, Innovation and Employment. This information has been prepared in accordance with sections 38 and 40 of the *Public Finance Act 1989*.



David Smol

Chief Executive
Ministry of Business, Innovation
and Employment

7 May 2014

Strategic direction

CHALLENGES AND OPPORTUNITIES

The fast-changing international environment, characterised by transition and volatility, presents significant opportunities and challenges for New Zealand. We are confronting the cumulative impact of economic challenges resulting from the global financial crisis, shifting international power, the changing nature of trade, growing and ageing populations, increased urbanisation, resource scarcity, and climate change and related adverse events.

Some aspects of these trends are positive for New Zealand. In particular, they present economic opportunities in the form of export diversification, new markets and sources of knowledge, and increasing demand for our traditional primary products from developing and newly industrialised countries.

However, the combination of New Zealand's small size and distance from other markets creates particular challenges. It partially shields businesses from the competitive pressures that would otherwise drive them to become more productive, constrains the scope for them to achieve economies of scale domestically, and makes it difficult for them to build scale by expanding into foreign markets.

New Zealand needs to be able to position itself confidently in Asia–Pacific to take advantage of the region's strong growth. In particular, China and ASEAN (Association of Southeast Asian Nations) are large and growing markets that present opportunities for New Zealand businesses to improve their export performance.

The scale and pace of change means New Zealand's policies and responses need to be well informed, flexible and resilient to maximise opportunities for higher living standards for all New Zealanders.

Despite having policy settings that are seen as above average in many areas, New Zealand has under-performed relative to other similar sized advanced economies in recent decades. This hampers our ability to have the living standards

(including in areas such as health and welfare) enjoyed by countries with stronger economic performance.

Sound structural policies, therefore, appear to be necessary, but not sufficient, to deliver high and sustained rates of economic growth. This is particularly the case when we compare our performance against that of other small advanced economies.

Increasing New Zealanders' incomes and employment opportunities within a challenging global environment, therefore, requires improvements in the domestic economy as well as increased international connectedness.

We must also ensure that everyone has an opportunity to benefit from increased economic prosperity. We need to identify and remove barriers to groups that have traditionally had lower participation in the labour market and in overall economic success.

The Ministry's challenge is to develop, recommend and deliver policies and services that achieve the best outcomes for New Zealanders. To do this we need to take advantage of our strengths, including our broad geographic reach – nationally and globally.

WHAT WE ARE SEEKING TO ACHIEVE

The Ministry's purpose is to 'grow New Zealand for all'. To be successful we need a substantial and sustained lift in the capacity of the New Zealand economy to grow while also meeting the community's wider environmental, cultural and social concerns. We want to help to create a strong and high-performing economy without compromising the integrity of the environment or the safety of workplaces.

We will achieve our aims by building a high-performing ministry based on a culture of shaping, collaborating and delivering.

HOW WE WILL ACHIEVE

The Ministry has a broad scope of government responsibilities, which provides us with a unique opportunity to better meet the economic challenges facing New Zealand.

We have a comprehensive set of interventions, explicit all-of-government mandates, a network of 23 Crown entities and 14 portfolio ministers.

The Ministry has responsibilities in the following areas:

- › labour markets
- › capital markets
- › product markets
- › skills
- › workplace safety
- › science and innovation
- › business growth
- › housing
- › building and construction
- › telecommunications and energy infrastructure
- › petroleum and mineral resources
- › immigration
- › tourism.

Our regulatory activities include regulation to ensure workers, consumers and investors are appropriately protected and are aware of their rights and obligations.

The breadth of our responsibilities and our broad domestic and global presence enable us to coordinate improved business access to skilled people, ideas, investment, productive relationships and trade opportunities.

This makes us well placed to provide leadership and drive the policies needed to help New Zealand reach its full economic potential.

OUR PRIORITIES

The government has outlined four strategic priorities to help deliver a stronger and more prosperous New Zealand:

- › building a more productive and competitive economy
- › rebuilding Christchurch
- › delivering better public services
- › managing the government's finances responsibly.

Over the next four years, our focus is on delivering the government's priorities as well as a large

business-as-usual programme while ensuring we make progress towards the bold targets we have set ourselves.

We have identified a portfolio of 11 cross-cutting programmes on which we are collectively focusing and that have substantial potential to contribute to our targets. In some cases, it will take several years for this potential to be fully realised.

We will work closely and collaboratively with other government agencies, local government, businesses, industry, sectors, union and employer groups, consumer groups, Māori and Pacific leaders, and scientists.

We will progressively implement a best practice governance framework to influence the performance of the statutory entities we monitor.

Our work to improve the efficiency and effectiveness with which we deliver results for ministers, business and consumers will include:

- › continuing to build and develop an agile, responsive and efficient service-delivery model with simplified processes, increased online access and greater partnership with business
- › delivering immigration services to better target the skills and visitors that support growth
- › pursuing a major programme of work to build well-functioning housing and construction markets to deliver safe, affordable and fit-for-purpose residential and commercial buildings
- › improving the quality and effectiveness of alternative dispute resolution regimes within the Ministry and across government
- › delivering excellent performance across all the regulatory systems for which we have responsibilities
- › continuing to use evaluation and stakeholder assessment to ensure all our major programmes, regulation and services are cost-effective and focused on contributing to our purpose and targets.

At the same time, we will continue to build our ministry as a single strong organisation, realising the expected benefits from its formation. This will include the ongoing integration and development of our systems and capability, as well as completing the major change programmes under way in several areas of the organisation.

We will also help the government to deliver its additional key aim of managing its finances responsibly. We are continuing to look for opportunities to reduce costs, including by

consolidating staff in a smaller number of buildings and participating in all-of-government initiatives to share more corporate services.

Our work to reduce our costs will achieve efficiency gains of between \$7 million and \$12 million a year through economies of scale, the integration of corporate services and improvements in processes and systems.

CROSS-AGENCY LEADERSHIP

As the primary business-facing government agency and one with a large service delivery role, we will continue to lead, coordinate and deliver the government's Business Growth Agenda and the rebuilding of Christchurch.

The Business Growth Agenda is an integrated programme focusing on six key inputs for business success, growth and job creation. These inputs are skilled and safe workplaces, innovation, capital markets, infrastructure, natural resources and export markets.

We are contributing to the rebuilding of Christchurch by supporting the Canterbury Earthquake Recovery Authority across all its Christchurch revitalisation work-streams.

We also oversee the Māori Economic Development Strategy and Action Plan, He kai kei aku ringa, to boost Māori economic performance and benefit all New Zealanders.

We are leading the development and implementation of the Pacific Economic Strategy alongside our economic development partners. This will set the strategic objectives for the Ministry in our work to help improve Pacific peoples' economic participation.

We support the delivery of better public services by leading work on Better Public Services Result 9: Better Public Services for Business. This work aims to make public services for business faster, integrated, online and better suited to customer needs.

We are actively contributing to the government's other Better Public Services results as well.

Our work to improve government procurement practices is expected to deliver value to taxpayers of about \$330 million over the all-of-government contract lifetimes.

We will continue to lead this, and also continue to work to reduce the Ministry's own costs and improve the efficiency and effectiveness with which we deliver results for ministers, business and consumers.

Operating intentions

TARGETS

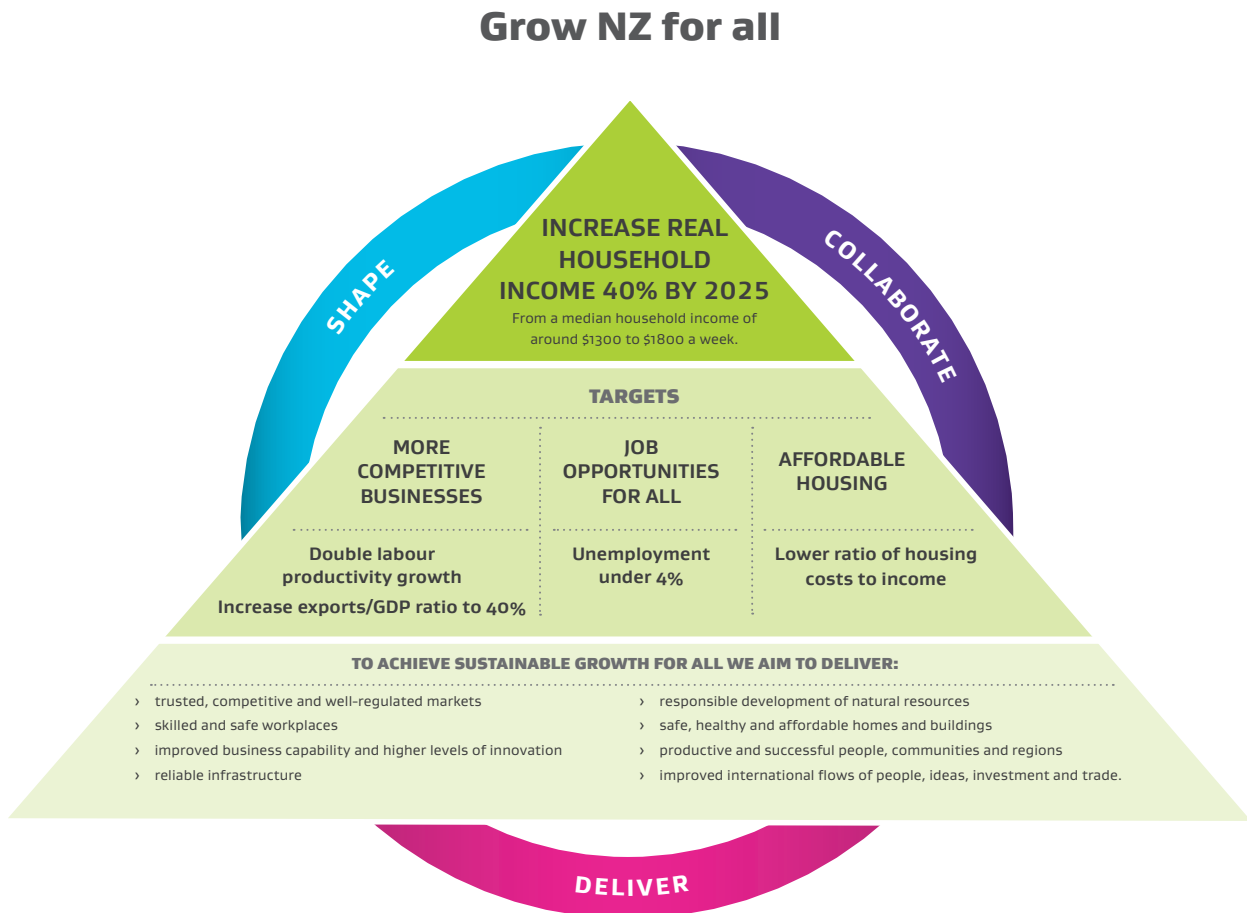
Our purpose is to grow New Zealand for all. Our primary target is to increase New Zealanders’ real household income by 40 per cent by 2025, equivalent to the median real household income increasing from around \$1,300 to around \$1,800 a week.

Our three supporting targets are:

- › more competitive businesses – doubling labour productivity growth, increasing the exports to gross domestic product ratio to 40 per cent

- › job opportunities for all – unemployment below 4 per cent
- › affordable housing – a lower ratio of housing costs to income.

We will achieve our targets by helping businesses to become more productive and internationally competitive and by increasing opportunities for all New Zealanders to contribute to the economy. These aspirations are echoed in our Māori identity, Hikina Whakatutuki, which broadly means ‘lifting to make successful’.



Growth needs to be sustainable – it cannot be at the cost of New Zealand’s environment or workers. To achieve sustainable growth for all, we aim to deliver:

- › better functioning markets that are more trusted and more competitive
- › safer and more skilled workplaces
- › improved business capability and higher levels of innovation
- › more-reliable infrastructure and responsible development of natural resources
- › safer, healthier and more affordable homes and buildings
- › more productive and successful people, communities and regions
- › improved international flows of people, ideas, investment and trade.

We also aim to provide clear and compelling leadership to help the government set and implement an ambitious business growth agenda.

Our targets will help us to monitor our progress towards achieving our purpose and, taken together, they describe the kind of economy we seek for New Zealand. These targets are ambitious and require us to work collaboratively with our stakeholders. They support and are aligned with the government’s main goals and priorities and reflect the challenges facing New Zealand.

We seek a significant and sustainable improvement in economic performance to achieve these targets. This requires game-changing initiatives as well as best practice core activities.

CHARACTER

Our targets are challenging and cannot be achieved by the Ministry alone. They require us to work in a way that makes the most of our size and scope. We will work in a way that enables us to expand and deepen our understanding of businesses and markets. We will use our extensive presence across New Zealand and around the world to make and leverage domestic and global connections.

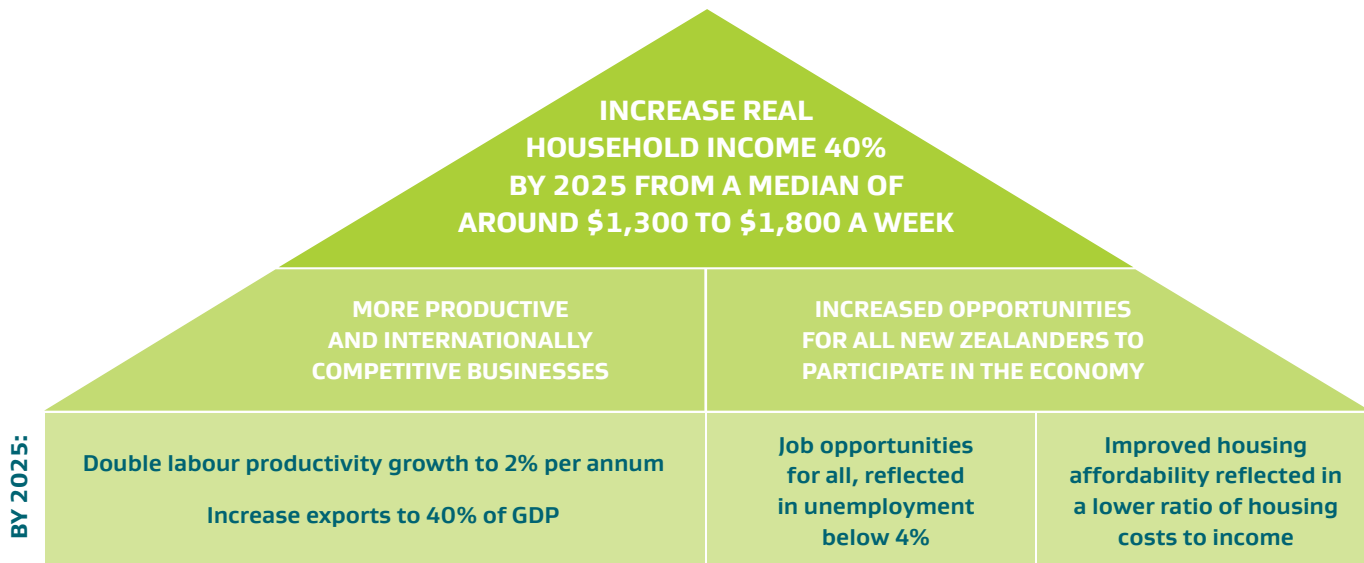
We will work collaboratively with our Crown entity partners and other government agencies, local government, businesses, and industry, sector, union and employer groups as well as consumer groups, Māori and Pacific leaders, and scientists. As the lead business-facing government agency, we are focussed on reducing the costs for business in dealing with government.

We will be joined-up and take a disciplined approach to our work. With better linking of our policy and operational activities, we will develop and implement ideas that work.

We will achieve our targets by working in the following ways:

- › **Shape** – we shape the agenda by challenging the status quo, generating and adopting new ideas, to bring those ideas to life.
- › **Collaborate** – we support each other, engage early and proactively partner in pursuit of shared goals.
- › **Deliver** – we have a ‘can do’ attitude, take ownership, act with purpose, urgency and discipline, take calculated risks, celebrate success and learn as we go.

Grow NZ for all



SUPPORTING INTERMEDIATE OUTCOMES

- BETTER FUNCTIONING MARKETS THAT ARE MORE TRUSTED AND MORE COMPETITIVE
- SAFER AND MORE SKILLED WORKPLACES
- IMPROVED BUSINESS CAPABILITY AND HIGHER LEVELS OF INNOVATION
- MORE RELIABLE INFRASTRUCTURE AND RESPONSIBLE DEVELOPMENT OF NATURAL RESOURCES
- SAFER, HEALTHIER AND MORE AFFORDABLE HOMES AND BUILDINGS
- MORE PRODUCTIVE AND SUCCESSFUL PEOPLE, COMMUNITIES AND REGIONS
- IMPROVED INTERNATIONAL FLOWS OF PEOPLE, IDEAS, INVESTMENT AND TRADE

Note: GDP = gross domestic product

OPERATING MODEL

The framework for our operating model is based on strong leadership from our Senior Leadership Team following a tight-loose-tight approach. This approach involves setting sharp, clear expectations (tight), trusting and empowering our people to deliver (loose), and holding ourselves to account (tight). This snapshot of our organisational development intentions links our operating model with our purpose and targets:

OUR PURPOSE AND TARGETS

Grow NZ for all
HIKINA WHAKATUTUKI



OUR OPERATING MODEL



OUR PORTFOLIO OF PRIORITY PROGRAMMES



OUR CHARACTER

We will achieve our targets by working in the following ways:



SET PRIORITIES & PLANS (TIGHT) → **EMPOWER & DELIVER** (LOOSE) → **ASSESS & HOLD TO ACCOUNT** (TIGHT)



GOVERNANCE FRAMEWORK



HOW WE WILL MEASURE AND DEMONSTRATE OUR PROGRESS AND SUCCESS

The ultimate measure of our success will be the achievement of our 2025 targets. Intermediate outcome success indicators are included at the conclusion of each section.

Our aim, over the timeframe of this Statement of Intent (2014–2018), is to establish a sound foundation for these targets to be achieved.

The output indicators we will use to measure our shorter-term delivery performance are in the Information Supporting the Estimates of Appropriations.

We will continue to refine these indicators and report on them in our Annual Report.

GROW NEW ZEALAND FOR ALL		
PERFORMANCE INDICATOR	BASELINE	LATEST DATA
Increase real household income by 40% from a median of around \$1,300 to \$1,800 a week by 2025	2012: \$1,300	2013: \$1,358
Source: New Zealand Income Survey and Consumer Price Index, Statistics New Zealand		
Double labour productivity growth to around 2% per year by 2025	Years to 31 March 2012: Around 1% per year	Year to March 2013: 2.0%
Source: Productivity statistics, Statistics New Zealand (index of gross domestic product (GDP) per hour worked, measured by sector)		
Increase value of exports of goods and services to 40% of GDP by 2025	2011/12: 33.1% of GDP ¹	December 2013: 32.7% of GDP
Source: Gross domestic product release, Statistics New Zealand		
Job opportunities for all reflected in unemployment below 4% by 2025	June 2012: 6.8%	December 2013: 6.0%
Source: Household Labour Force Survey, Statistics New Zealand		
Improved housing affordability: The Ministry is developing a tier one official statistic for measuring housing affordability. This statistic will measure household residual income which is defined as the after-tax income remaining after housing costs are paid. Baseline data is expected to be available in late 2014.	Baseline to be established	This is a new measure

Note

¹ This figure was previously reported as 30.2% in the Ministry’s Annual Report 2012–2013. Due to revisions to macroeconomic statistics made in December 2013, estimates of total exports were revised upwards but trends remained substantively the same.

Our intermediate outcomes

This section summarises how we will achieve our intermediate outcomes and, in turn, our higher-level outcomes, targets and purpose.

BETTER-FUNCTIONING MARKETS THAT ARE MORE TRUSTED AND MORE COMPETITIVE

Well-functioning markets are the most efficient and effective way of allocating resources to where they will generate the best economic return. Markets that work well give certainty for businesses' investment and employment decisions and can lower costs and stimulate innovation. But markets do not always operate perfectly. Well-designed regulation to address market failures can help to address this problem.

Regulation is also required to achieve additional social and environmental benefits. It should distort the functioning of markets as little as possible while generating the social or environmental benefits desired.

Economic returns can be increased by making it easier and less costly for businesses to transact and interact with government.

■ Our portfolio programmes

We will deliver excellent regulatory performance, by developing and applying robust processes to identify whether the regulatory systems we are responsible for are performing well and by addressing regulatory failures that impact on New Zealand's workplaces and markets.

We will systematically identify the best elements of regulatory practice and apply those practices across all of the regulatory systems.

We will identify risks that require further attention and address issues through policy and legislative processes, including a regular Regulatory Systems Reform Bill and operational improvements.

The government's Better Public Services programme details 10 challenging results for the public service to achieve during 2015–2017. We will deliver Better Public Services Result 9, which aims to reduce effort for business in dealing with government and improve services for business.

Our performance targets for Result 9 are to reduce the cost for business of dealing with government by 25 per cent and ensure our service performance is comparable with that of leading private sector businesses by 2017.

Work includes:

- › using customer insights to inform the programme design and priorities
- › undertaking initiatives to address the 'pain points' for businesses when they interact with government, including ensuring businesses need to supply information to government only once
- › setting up targeted and integrated services to reduce effort and duplication by businesses and add value to businesses
- › making it easier for businesses to understand what they need to do to comply with regulations.

We will also contribute to delivery of Result 10, which aims to ensure New Zealanders can complete their transactions with government easily in a digital environment.

■ Our other priorities

We will improve the functioning of the labour market. This work will include supporting the passage of the Employment Relations Amendment Bill, which will implement government's policies for a flexible and fair employment relations framework.

This Bill extends the rights of employees to request flexible working arrangements and make collective bargaining provisions more efficient and effective, while retaining sufficient employee protection.

We will review employment standards to make sure they are encouraging fair and productive workplaces.

The nature of families and their working arrangements is changing. We will review the framework for paid parental leave to assess whether it sufficiently reflects these changes and is encouraging sufficient interaction between employers and employees during leave periods.

We will also look at the employment framework more generally to ensure it remains fit for purpose for the changing nature of work, and consider how the government can best support productive and engaged employment relationships.

We will continue to monitor other labour market issues and provide advice on such issues as they evolve.

We will improve the performance of product markets by supporting legislation¹ to:

- › enable pro-competitive collaboration between businesses while deterring anticompetitive cartel conduct
- › tighten the rules for company directors and the misuse of company registration and addresses by overseas entities
- › strengthen consumer protection against loan sharks and mitigate product safety and trade measurement risks
- › enable the accounting and audit industry to be more efficient and effective.

We will ensure consumers and traders are aware of the new consumer rights and simplified business compliance introduced in the Consumer Law Reform Bill², and continue to promote access to best practice schemes to resolve consumer disputes with traders.

The inherent characteristics of some activities, such as electricity and gas transmission and distribution, limit the scope for competition. We will continue to monitor the regulation of such activities, in conjunction with other agencies.

Subject to enactment of legislation, we will strengthen the development and delivery of New Zealand standards through a new standards model, supported by independent committees, and standards approval by an independent statutory board.

We will improve the performance of capital markets by working with other agencies to implement the Business Growth Agenda's Building Capital Markets programme, including finalising regulations to give effect to the *Financial Markets Conduct Act 2013*.

Small businesses face particular challenges when dealing with government. We will work with the Small Business Development Group to address these challenges. This will include identifying laws that impair the performance of small businesses, ensuring the impact of new policies and regulations are well considered and making it easier for small businesses to find government information and transact with government.

We will improve the quality of all the information, advice, resolution and regulatory services we provide to businesses, workers and the public, so businesses and people can participate with confidence in markets.

These services include:

- › advice, information and education services to business, workers and the public
- › employment and mediation services
- › business integrity services such as business registration, intellectual property and insolvency services
- › consumer services to support product standards and safety
- › immigration services
- › building and housing services such as residential tenancy, unit titles dispute resolution and weathertight services and the licensing of electrical workers and building practitioners.

Our leadership of work to improve government procurement practices and make them simpler and clearer has already led to substantial savings. We will expand the scope of this work across the public service and the wider state sector with the aims of:

- › contributing to an environment for New Zealand businesses to succeed
- › increasing performance, adding value and maximising results by lifting procurement capability
- › unlocking further cost savings.

1 In the form of the Commerce (Cartels and Other Matters) Bill, the Companies and Limited Partnerships Amendment Bill, the Accounting Infrastructure Reform and the Credit Contracts and Financial Services Law Reform Bill.

2 The Consumer Law Reform Bill was passed by Parliament in December 2013 and is awaiting enactment.

HOW WE WILL MEASURE OUR SUCCESS

BETTER-FUNCTIONING MARKETS THAT ARE MORE TRUSTED AND MORE COMPETITIVE		
PERFORMANCE INDICATOR	BASELINE	LATEST DATA
An improvement in New Zealand's global competitiveness index rating in World Economic Forum Global Competitiveness reports	2012/13: 23rd out of 144 countries	2013/14: 18th out of 148 countries
Source: Global Competitiveness reports, World Economic Forum		
A reduction in business costs from dealing with government as measured by the perceived effort, compared with 12 months ago, for businesses to interact with government	2012: 100%	2013: 104%
Source: Result Area 9 Benchmark Report, Research New Zealand, September 2013		
An improvement in New Zealand's position in the World Economic Forum Global Competitiveness Index on Burden of Government Regulation	2012/13: 14th out of 144 countries	2013/14: 13th out of 148 countries
Source: Global Competitiveness reports, World Economic Forum		
Maintenance of New Zealand's position in the World Bank Ease of Doing Business survey	2012: 3rd out of 183 economies	2014: 3rd out of 189 economies
Source: Doing Business reports, World Bank Survey		
An improvement in businesses' access to finance for growth	2011: 88% of businesses that sought debt finance and 79% of firms that sought equity finance obtained it on acceptable terms	2012: 87% of businesses that sought debt finance and 77% of businesses that sought equity finance obtained it on acceptable terms
Source: Business Operations Surveys, Statistics New Zealand		
An improvement in New Zealand's position on ranking of level of cooperation reported in labour–employer relations	2011/12: 13th out of 142 countries	2013/14: 11th out of 148 countries
Source: Executive Opinion Survey, Global Competitiveness Report, World Economic Forum		
An increase in or maintenance of the proportion of employers who report all their employees have a written employment agreement	2011/12: 84%	2012/13: 88%
Source: National Survey of Employers, Ministry of Business, Innovation and Employment		
Consumers experience a competitive market environment and know how to exercise their consumer protection rights ¹	Baseline to be established	A new survey is being developed. Results are expected from late 2015
Source: National Consumer Survey (new survey under development)		
A material improvement in government procurement capability and performance, leading to savings from value-based procurement including:		The baseline results are the latest available data
<ul style="list-style-type: none"> • cost savings of at least \$68.6 million realised from the all-of-government contracts in 2014/15 • cost savings of at least \$347.9 million realised over the life of the all-of-government contracts 	<ul style="list-style-type: none"> • \$65.7 million in 2013/14 • \$107 million by 31 December 2013 	
Source: Internal operations data, Government Procurement Branch, Ministry of Business, Innovation and Employment		

Note

1 This measure was previously reported as "Consumers show an increasing level of understanding of consumer law".

SAFER AND MORE SKILLED WORKPLACES

Successful businesses operating in the competitive global economy depend on skilled people who can create and sell high-value products and services to the world. An effective system for developing the skilled people businesses need both now and in the future is, therefore, critical.

Given the global mobility of labour, New Zealand must also be an attractive and competitive place where skilled people want to live and work, as well as a place that attracts investment and grows more competitive businesses.

Businesses that make good use of these skilled workers are more likely to grow, improve their productivity and exporting, and employ more New Zealanders.

Workplaces that are safe and healthy are equally fundamental to improving productivity, as well as directly protecting the wellbeing of employees and their families.

A broader distribution of skills across the workforce and higher levels of labour market participation will enable the benefits of economic growth to flow to a wider variety of people.

■ Our portfolio programmes

We will build a world-class health and safety regulatory system and increase the contribution of skills to economic growth. Our work on this will include implementing the Business Growth Agenda's Building Skilled and Safe Workplaces programme. As a key part of this programme, we will work with the Ministry of Education and other agencies to implement the Tertiary Education Strategy.

This work programme will contribute to two Better Public Service results, as well as the Ministry's broader targets:

- › Result 5: increase the proportion of 18-year-olds with National Certificate of Educational Achievement Level 2 or equivalent qualifications
- › Result 6: increase the proportion of 25 to 34 year olds with advanced trade qualifications, diplomas and degrees.

Our immigration system generally performs well in providing additional essential skills and potential investment capital. However, the global market for skilled labour is increasingly competitive. To reflect this, we will continue to implement an attraction and retention strategy for skilled migrants that helps them to settle and ensures their skills are well utilised in the economy.

New Zealand's rates of work-related deaths and injuries are unacceptably high by international standards. We will address this by implementing

the Working Safer blueprint for a world-class health and safety regime. The government launched this blueprint in August 2013.

Our work on the blueprint will include support for the passage of the Health and Safety Reform Bill, which will provide clear and consistent information for business, workers and government about what they need to do to keep workers and others safe.

We will ensure sufficient regulation and guidance are in place, so people can comply with this legislation and change their health and safety practices, but without being overly prescriptive or creating unnecessary costs.

Success will also depend on the ability of WorkSafe New Zealand and the wider health and safety industry to deliver on the Working Safer blueprint. We will work with WorkSafe New Zealand and the wider industry to help them build their capacity and capability.

We will support WorkSafe New Zealand's implementation of its new functions to improve workplace health and safety.

■ Our other priorities

We will provide policy advice and work with the Accident Compensation Corporation (ACC) to:

- › keep accident compensation levies as low as possible while ensuring ACC remains solvent and performs its tasks well, through developing a funding policy of levied accounts, providing advice on levy setting and non-earners' appropriations
- › develop and introduce a safety star rating system for employers that acknowledge, showcase, and incentivise best practice in workplace health and safety
- › implement a more robust intervention approach to injury prevention
- › work across government on a variety of entitlement and treatment cost regulations to ensure an appropriate balance between scheme viability and rehabilitation outcomes, and on enhancements to the accident compensation legislation to increase its workability.

HOW WE WILL MEASURE OUR SUCCESS

SAFER AND MORE SKILLED WORKPLACES		
PERFORMANCE INDICATOR	BASELINE	LATEST DATA
An increase in the proportion of workers in skilled jobs	December 2011: 58.8% of workers in skilled jobs	June 2013: 59.7% of workers in skilled jobs
Source: Household Labour Force Survey, Statistics New Zealand		
A decrease in the proportion of employers who find it harder to get skilled staff	December 2011: 19% of employers found it harder to get skilled staff than they had three months ago	December 2013: 30% of employers found it harder to get skilled staff than they had three months ago
Source: Quarterly Survey of Business Opinion, New Zealand Institute of Economic Research		
At least a 25% reduction in workplace fatalities by 2020 with an interim target of a 10% reduction in workplace fatalities by 2016	2008–2010 average: 2.74 ^a fatalities per 100,000 workers	2011 (provisional): 3.5 ^b fatalities per 100,000 workers
Source: Serious Injury Outcome Indicators, Statistics New Zealand		
At least a 25% reduction in serious workplace injuries by 2020, with an interim target of a 10% reduction in serious workplace injuries by 2016	2008–2010 average: 16.09 ^c serious injuries per 100,000 workers	2012 (provisional): 16.0 serious injuries per 100,000 workers
Source: Serious Injury Outcome Indicators, Statistics New Zealand		
An increase in durable return-to-work rates after injury ^d	June 2012: 80%	June 2013: 78%
Source: Australia and New Zealand Return to Work Monitor, Campbell Research & Consulting		
An increase in the proportion of employers with a formal system for employee participation in managing health and safety	2011/12: 61%	2012/13: 58%
Source: National Survey of Employers, Ministry of Business, Innovation and Employment (former Department of Labour baseline figures)		

Notes

- a The workplace fatality baseline is the average rate for 2008–2010. The 29 deaths from the Pike River Coal Mine Tragedy in 2010 are excluded from the fatality baseline figure, but are included in the monitoring data.
- b This result includes provisional 2012 data and may be subject to change. The fatal work-related injury rate is reported as a three-year moving average.
- c The serious workplace injuries baseline is the average rate for 2008–2010.
- d Durable return-to-work rate refers to the proportion of injured workers who returned to work and were working at the time of the interview, seven to nine months after their claim. It is measured by the injured workers self-reporting their work status.

IMPROVED BUSINESS CAPABILITY AND HIGHER LEVELS OF INNOVATION

19

Success in growing New Zealand for all ultimately depends on improving the competitiveness and performance of businesses and key sectors. Businesses that build their capability and successfully innovate are likely to grow, improve their productivity and exporting, and employ more New Zealanders.

Such success depends in turn on a strong science system. This system contributes know-how for economic growth, helps to identify and manage risks in the natural world, and provides skilled researchers and workers to support an innovation economy.

■ Our portfolio programmes

We will increase the economic contribution of the skills, science and innovation systems.

The contribution of these systems can be maximised only if they are focused on the right objectives with the right incentives to achieve them. To ensure this greater economic contribution we will:

- › continue to reform the science system to ensure a clear line of sight between science investment, desired outcomes and end users, and encourage greater collaboration
- › implement and engage on the National Science Challenges to focus effort on the challenges and opportunities of greatest national significance
- › develop a national statement of science investments and review contestable science funding
- › ensure the right incentives and funding are in place to improve research institutions' ability to undertake relevant and high-quality research and, where appropriate, commercialise it
- › continue to develop collaborative working relationships with the Crown Research Institutes.

Callaghan Innovation will make an important contribution to increased commercialisation and innovation by:

- › developing systems to enable firms to engage more intensively and productively with research and technical providers
- › working with high-tech manufacturing and services businesses to provide them with technical solutions
- › helping to develop workers' skills and facilitating network development.

We will work closely with Callaghan Innovation to support its work and ensure its services and products are well integrated with other business support programmes, particularly those New Zealand Trade and Enterprise offers.

We will work with New Zealand Trade and Enterprise to help firms develop their managers' ability to improve business performance, thereby generating economic benefits for New Zealand.

We will work with other agencies to implement the other components of the Business Growth Agenda's Building Innovation programme.

■ Our other priorities

We will continue to develop and implement other initiatives to help businesses and key sectors build their capability and realise their potential.

This work will include preparing and publishing a regular analysis of the economic performance of key sectors to highlight critical business issues and shape the future economic agenda.

HOW WE WILL MEASURE OUR SUCCESS

IMPROVED BUSINESS CAPABILITY AND HIGHER LEVELS OF INNOVATION		
PERFORMANCE INDICATOR	BASELINE	LATEST DATA
An increase in business expenditure on research and development with a long-term aim of this increasing to at least 1% of gross domestic product	2011/12: 0.58%	The baseline result is the latest available data
Source: Statistics New Zealand, Research and Development Survey 2012		
An increase in the share of the world's top 1% most-cited science and innovation publications that are attributed to New Zealand research	New measure. Baseline to be established	New measure
Source: World Development Indicators, World Bank		
An increase in the percentage of businesses reporting innovation activity	2011: 46% of businesses (16,443 out of 35,499) reported innovation activity	2013: 46% of businesses (16,725 out of 36,360) reported innovation activity
Source: Business Operations Survey, Statistics New Zealand		
An improvement in New Zealand's ranking for quality of scientific research institutions in the World Economic Forum global competitiveness index	2013/14: 18th out of 148 countries	The baseline result is the latest available data
Source: Global Competitiveness reports, World Economic Forum		
An increase in Crown Research Institutes' (CRI) commercially focused research as measured by the proportion of CRI revenue that comes from the private sector	2012: 42.5%	The baseline result is the latest available data
Sources: Statistics New Zealand (2012), Crown Research Institutes' statistics (annual update) 2012		
An increase or maintenance of the greater profitability of innovative businesses compared to non-innovative businesses	2011: \$12,000 average increased profit per employee at innovating businesses (\$67,000 profit per employee at innovating businesses, \$55,000 at non-innovating businesses)	The baseline result is the latest available data
Sources: Innovation in New Zealand (2011), Statistics New Zealand (2012)		

MORE-RELIABLE INFRASTRUCTURE AND RESPONSIBLE DEVELOPMENT OF NATURAL RESOURCES

Reliable and efficient infrastructure networks and services are vital to a well-running economy. They enable the movement of people, goods and information, service households, and improve New Zealanders' overall quality of life.

The development of minerals and petroleum can similarly boost employment and raise incomes. It can also generate royalties that can be used for investment to improve the foundations for business growth and New Zealanders' wellbeing.

■ Our portfolio programmes

We will continue to promote quality and enduring investment in, and the responsible development of, New Zealand's petroleum and minerals resources to maximise the economic benefit to New Zealanders while effectively managing any risks and costs. This will include maintaining an attractive environment for petroleum and minerals exploration, including knowledge and information about its prospectivity.

Open competition and rigorous assessment will ensure that only fit-for-purpose companies receive permits to explore and develop New Zealand's petroleum and minerals resources. We will review, from time to time, the strategies and policies that support this approach to ensure the best outcome for New Zealand.

Significant improvements have been made to the regulatory framework for the responsible development of petroleum and minerals, and we, with the various regulators (e.g. Environmental Protection Authority, Maritime New Zealand and WorkSafe New Zealand), will continue to strengthen, coordinate and integrate the supporting regulatory system.

It is also important New Zealanders are well informed about the benefit of responsibly developing the country's petroleum and mineral resources and about how risks and costs can be managed and mitigated.

■ Our other priorities

We will promote telecommunications services that support New Zealand as a competitive business location and improve living standards. This work will include continuing to ensure the effective deployment and use of high-speed broadband and mobile communication.

We will continue the review of the policy framework for regulating telecommunications services in New Zealand that started last year. The review will focus on what settings will be needed post-2020 to ensure the regulatory framework promotes competition for the benefit of end-users, while providing the necessary certainty for market participants.

We will continue to provide scope for innovation by making spectrum available for new wireless technologies. We will continue to work to provide regulators in Australia and New Zealand additional tools to use in responding to high trans-Tasman mobile roaming charges, if required.

We will ensure secure and efficient use of energy supplies. This work will include continuing to promote competition in the retail electricity market and monitoring electricity pricing to keep downward pressure on prices. It will also include energy security improvements through legislation for a 90-day oil stock levy, reviewing gas supply resilience, and implementing actions from the domestic oil security review.

New Zealand has substantial renewable energy sources. We will continue to ensure there are no unnecessary barriers to the further development of these energy sources. We will also explore the potential for greater use of New Zealand's extensive geothermal resources for energy and heat applications.

We will support the work of the Energy Efficiency and Conservation Authority to improve energy efficiency, including reviewing its business programmes to ensure they are targeted at the greatest opportunities, and supporting the Warm Up NZ programme.

We will support the effective implementation of the other initiatives in the Business Growth Agenda's Building Infrastructure and Building Natural Resources programmes.

HOW WE WILL MEASURE OUR SUCCESS

MORE-RELIABLE INFRASTRUCTURE AND RESPONSIBLE DEVELOPMENT OF NATURAL RESOURCES				
PERFORMANCE INDICATOR	BASELINE	LATEST DATA		
<p>A continued improvement in New Zealanders' broadband and telecommunications services through:</p> <ul style="list-style-type: none"> at least 90 per cent of New Zealanders have access to a 4G network by 2019 ultra-fast broadband (UFB) (capable of peak speeds of at least 100 megabits per second) is available to schools, hospitals and 90% of businesses in UFB candidate areas by the end of 2015 and to 75% of New Zealanders by the end of 2019 increase the percentage of non-UFB premises able to access broadband capable of peak speeds of at least 5Mbps 			<p>2012: 4G wireless broadband not available in New Zealand</p> <p>2011: 0% of New Zealanders had access to UFB</p> <p>Baseline to be established during 2014/15</p>	<p>December 2013: urban 4G deployments have commenced¹</p> <p>March 2014: 31% of New Zealanders had access to UFB</p> <p>March 2014: 86% of schools in UFB candidate areas² had access to UFB</p> <p>This is a new measure</p>
Sources: Quarterly Broadband Deployment Reports, Ministry of Business, Innovation and Employment and Crown Fibre Holdings Annual Reports				
An annual increase in NZ average fixed line broadband download speed	Baseline to be established during 2014/15	This is a new measure		
Source: To be determined				
An improvement in naked broadband pricing, as measured in the Commerce Commission's International Price Comparison for Retail Fixed-line Telecommunications Services report	2011: 60GB naked broadband basket cost \$96	2013: 60GB naked broadband basket cost \$56 – a fall of 41% from 2011		
Source: International Price Comparison for Retail Fixed-line Telecommunications Services report, Commerce Commission				
Longer-term growth in petroleum production	<p>2011: Oil, condensate and naptha production: 16.6m barrels</p> <p>2011: Net gas production – 142 billion cubic feet or 155 petajoules</p>	<p>2012: Oil, condensate and naptha production: 14.7m barrels</p> <p>2012: Net gas production – 151 billion cubic feet or 170 petajoules</p>		
Source: New Zealand Energy Data File, Ministry of Business, Innovation and Employment				
An improvement in, or maintenance of, New Zealand's energy sustainability as measured by:	2011:	2013:		
<ul style="list-style-type: none"> country ranking balance score 	<ul style="list-style-type: none"> 9th of 129 countries AAB 	<ul style="list-style-type: none"> 8th of 129 countries AAB 		
Source: Energy Sustainability Index, World Energy Council				
A reduction in New Zealand's industrial and residential electricity prices relative to the OECD average price	2011: The industrial electricity price for New Zealand was 38.4% below the OECD average and for households 7.1% above the OECD average	2012: The industrial electricity price for New Zealand was 39% below OECD average and for households 11% above the OECD average		
Source: IEA Energy Prices and Taxes publication and International Comparisons web table, Ministry of Business, Innovation and Employment				

MORE-RELIABLE INFRASTRUCTURE AND RESPONSIBLE DEVELOPMENT OF NATURAL RESOURCES

PERFORMANCE INDICATOR	BASELINE	LATEST DATA
An improvement in New Zealand’s energy intensity over time by an average 1.3% per year ³	1990–2012: The energy intensity of New Zealand’s economy improved an average 1.4% per year. It was 4.97 megajoules per dollar of GDP in 1990 and 3.67 MJ in 2012	2012: The average energy intensity of the New Zealand economy was 3.67 MJ per dollar of GDP (in real 1995/96 prices), a 2.9% improvement on the 2011 figure
Source: New Zealand Energy Data File, Ministry of Business, Innovation and Employment		
Progress towards 90% renewable electricity generation by 2025	2012: 72%	2013: 75.1%
Source: New Zealand Energy Data File, Ministry of Business, Innovation and Employment		
A reduction in electricity system interruptions according to the system average interruption duration index	2011: 202 minutes/year	2012: 195 minutes/year
Source: Reports on electricity distributors’ performance, Commerce Commission		

Notes

- 1 The first two phases of the 700MHz auction are complete. Once the auction is complete, network operators will be able to deploy 4G networks in rural areas.
- 2 Measures for hospitals are still in development. March 2014 data for businesses is not yet available.
- 3 Energy intensity is a measure of the energy used (in MJ) per unit of GDP (in real 1995/96 New Zealand dollars).

SAFER, HEALTHIER AND MORE AFFORDABLE HOMES AND BUILDINGS

New Zealanders need to have confidence in their buildings and be able to make informed choices about their housing. They need construction to be undertaken efficiently and in a way that supports the New Zealand economy and their way of life.

Better quality and affordability require better-functioning housing and construction markets that are productive, responsive to demand, stable and transparent. Participants need certainty about the regulatory environment, access to information to make informed decisions, and to be free to participate to the extent of their means.

For those who cannot secure suitable housing independently, targeted assistance will be available.

■ Our portfolio programmes

We will build well-functioning housing and construction markets to deliver safe, affordable and fit-for-purpose residential and commercial buildings.

We will co-lead (with The Treasury) a cross-government programme of work to tackle barriers to greater housing affordability. As part of this, we will extend the use of Housing Accords and Special Housing Areas beyond Auckland. By negotiating with local councils, we will secure agreements on future land supply and affordable housing developments in priority areas. The associated streamlining of the consent process and decrease in compliance costs will reduce delays and overall building costs in these areas.

We will improve the consistency, effectiveness and efficiency of the national building consent system to ensure new buildings are safe, remove unnecessary construction costs and delays, and improve sector productivity.

We are using the lessons from the Canterbury earthquakes to improve standards and practices for the performance of new and existing buildings across the country. We are developing guidance and options for property owners to make earthquake-prone buildings safer. We will continue to improve the Building Code and related guidance to enhance and provide confidence in the structural performance of future buildings.

We will work with the sector to provide a clear picture of rolling three to five year demand and investment intentions, including a construction forecast 'pipeline' to better match supply with demand.

We will work with the private sector, local government, iwi and community groups to secure large-scale housing developments with a mix of

social and affordable housing.

We will support the growth of the community housing sector to increase the provision of innovative, niche and efficient services to those in need of social housing assistance.

We will trial a housing warrant of fitness for Housing New Zealand homes to determine whether this is a useful way of ensuring all state housing meets minimum quality requirements.

Our work to build well-functioning housing and construction markets to deliver safe, affordable and fit-for-purpose residential and commercial buildings will contribute to the delivery of Better Public Services Result 3 (reducing the incidence of children with rheumatic fever) as well as Ministry targets.

■ Our other priorities

Our work to resolve housing issues in Canterbury is covered in the next section *More productive and successful people, communities and regions*.

HOW WE WILL MEASURE OUR SUCCESS

The Ministry’s high-level target to improve housing affordability will be measured by a tier one official statistic and is under development. This statistic will measure household residual income which is defined as the after-tax income remaining after housing costs are paid (see page 13). In addition to this we will measure our success by the following indicators.

SAFER, HEALTHY AND MORE AFFORDABLE HOMES AND BUILDINGS

PERFORMANCE INDICATOR	BASELINE	LATEST DATA
An improvement in social housing through an increase in the number of social housing properties owned or managed by registered community housing providers	About 800 units have been funded by the Social Housing Fund since its inception in 2011/12 22 pre-qualified community housing providers were confirmed by the Social Housing Unit as at 30 June 2013	The baseline is the latest available data

Sources: Financial and operational data, Housing New Zealand and Social Housing Unit (Te Wāhanga Kāinga Pāpori) and the Ministry of Social Development

An improvement in the performance of the construction industry (commercial and residential) measured by the number of buildings consented per year:

- value of non-residential building consents
- new dwellings consented per year

2012:

- \$3.9 billion
- 16,929

2013:

- \$4.2 billion
- 21,288

Source: Statistics New Zealand

MORE PRODUCTIVE AND SUCCESSFUL PEOPLE, COMMUNITIES AND REGIONS

Growth in incomes depends on productive and successful people participating fully in the economy.

It also depends on well-functioning and vibrant communities, regions and cities. These provide employment and support skills development and innovation to drive improved productivity and export performance.

Potential exists to develop a more productive, innovative and internationally connected Māori economic sector that will raise national exports and income and deliver greater prosperity to Māori.

■ Our portfolio programmes

As the government's lead economic development agency, we have a key facilitation role in the economic recovery of Canterbury. We also have a role as a government regulator and contributor to social recovery in the region.

We will support the rebuilding and economic recovery of Canterbury by:

- › responding to the accepted recommendations of the Canterbury Earthquakes Royal Commission
- › encouraging and supporting growth in the region's housing supply, including required temporary accommodation and an adequate supply of affordable housing
- › supporting the recovery of the built environment generally, including the safety of the rebuild
- › providing advice and services to support and facilitate the efficient functioning of the labour market's response to the rebuild and recovery
- › supporting the Canterbury Earthquake Recovery Authority (CERA) and other agencies in the delivery of the Greater Christchurch Economic Recovery Plan
- › leading work to ensure a thriving, knowledge-intensive innovation ecosystem in the city
- › working with CERA to establish a procurement centre of expertise to support the rebuild.

We will work closely with the Auckland Council to help increase Auckland's contribution to the economy and improve outcomes for Aucklanders.

This work will include supporting the delivery of Auckland's Economic Development Strategy, developing Auckland's skill and innovation systems, helping to lift skills, and maximising the contribution of migrants. It will also include making housing more affordable for Aucklanders.

We have oversight of He kai kei aku ringa – the Crown–Māori Economic Development Partnership. This partnership seeks to support stronger economic outcomes for Māori by lifting the utilisation and value of the Māori asset base, increasing Māori participation in training and education, and supporting Māori businesses to develop their capability.

Our immediate focus will be on:

- › building a smooth transition from compulsory education to post-secondary skills
- › identifying ways to build greater demand for skilled Māori workers
- › optimising the value of, and returns from, the Māori asset base.

■ Our other priorities

We will support the economic development of regions across New Zealand, including by publishing regular reports on the performance of regional economies to highlight regional challenges and opportunities.

The Pacific community is also an important part of the New Zealand economy. Harnessing the economic potential of the Pacific population is essential to lifting New Zealand's overall economic performance. We are developing a Pacific Economic Strategy that will advance interests for Pacific peoples in New Zealand and in the Pacific region.

We will seek to improve opportunities for all sections of the population to participate in productive work by:

- › working with other agencies to implement the Business Growth Agenda's Building Skilled and Safe Workplaces programme
- › working with the Ministry of Social Development to ensure welfare programmes focus on people finding employment
- › keeping the minimum wage under regular review to maintain a good balance between protecting the incomes of low-paid workers and minimising job losses.

HOW WE WILL MEASURE OUR SUCCESS

MORE PRODUCTIVE AND SUCCESSFUL PEOPLE, COMMUNITIES AND REGIONS		
PERFORMANCE INDICATOR	BASELINE	LATEST DATA
An increase in the rates of overall labour participation and labour participation of young people, Māori and Pacific peoples	June 2012: Total: 68.4% Māori: 65.6% Pacific: 59.8% Young people (15–24 years): 59.5%	December 2013: Total: 68.9% Māori: 67.5% Pacific: 64.2% Young people (15–24 years): 62.8%
Source: Household Labour Force Survey, Statistics New Zealand		
An increase in the median weekly income for Māori with a longer-term aim that this should equal the national median by 2040	2012: median weekly income for Māori equals 85% of national median weekly income	2013: median weekly income for Māori equals 85% of national median weekly income
Source: New Zealand Income Survey, Statistics New Zealand		
A decrease in the proportion of young people not in employment, education and training (NEET)	June quarter 2013: 12.1%	December quarter 2013: 11.3%
Source: Household Labour Force Survey, Statistics New Zealand		

IMPROVED INTERNATIONAL FLOWS OF PEOPLE, IDEAS, INVESTMENT AND TRADE

International connections give businesses access to resources, skills, knowledge and ideas that can stimulate innovation and boost productivity. They are particularly vital in a country like New Zealand in which the growth of businesses is constrained by the economy's size and remoteness.

■ Our portfolio programmes

We will continue to implement our multi-year programme of work to achieve our vision for immigration to be recognised as a trusted partner, delivering outstanding immigration services and bringing the best people New Zealand needs to prosper.

The new Immigration Global Management System will replace ageing systems and technology progressively with a new information and communications technology system. This new system will speed up the processing of visa applications and enable better management of immigration risk and more-consistent decision making.

The roll-out of online application services is scheduled to start in 2014 with online student applications.

We will seek to maximise the net economic value from New Zealand's relationship with China, which is now the country's second-largest and most rapidly growing export market. This will include implementing a tourism China market review, contributing to an export education strategy, engaging across government on China market access and product protection, and developing and implementing a China science strategy.

■ Our other priorities

We will smooth the path to internationalisation for New Zealand businesses by:

- › giving New Zealand Trade and Enterprise information about sectors and regions to support better decision making and engagement with regional entities
- › supporting the Ministry of Foreign Affairs and Trade to achieve high-quality trade agreements that improve market access for New Zealand goods and services
- › pursuing cross-agency work to identify, assess and resolve regulatory barriers to exporting
- › further reducing regulatory barriers to exporting by enhancing regulator-to-regulator cooperation
- › promoting the ability of businesses to take advantage of the trade opportunities resulting from the initiatives listed above.

New Zealand Trade and Enterprise helps businesses to address the challenges they face as they grow internationally, such as developing market entry or expansion strategies, identifying the right business model, finding partners or contacts in market, utilising branding and design to be internationally competitive, and using market research and intelligence to understand their customers in international markets.

We will work closely with New Zealand Trade and Enterprise to support this work and ensure its services and products are integrated with other business support programmes, particularly those offered by Callaghan Innovation.

We will further maximise the contribution of our immigration services to economic growth by working with employers and migrants to help migrants settle and contribute quickly to economic prosperity, continuing to attract migrants with significant investment funds, ensuring policies are in place to retain well-qualified international students in our labour market, and providing immigration support for growth of the tourism sector.

International connectedness brings increased value to New Zealand, but it also brings added immigration risk. We will increase immigration border intelligence and analytical capability, including through a greater regional presence.

We will review the *Immigration Advisers Licensing Act 2007* to ensure it is working as effectively and efficiently as possible.

We will also implement a refugee resettlement strategy to improve independence and employment, and strengthen measures to deter and prevent the arrival of unlawful migrants (including any large maritime arrival).

We will grow revenues from international visitors and tourists by working closely with Tourism New Zealand to deliver results from the additional investments made in tourism promotion. This will involve more active targeting of higher-value visitors and realisation of the potential value from them.

Revenues from international visitors can also be grown by attracting more business visitors and overseas students. We will promote this growth by supporting the development of international-

standard convention centres and associated promotion of New Zealand as a venue for business events, and by supporting Education New Zealand’s work to help the international education industry double its economic value to \$5 billion by 2025.

We will also continue to support major events that enhance New Zealand’s economic, social, cultural and international profile.

We will work with other agencies to support the effective implementation of all the other initiatives in the Business Growth Agenda’s Building Export Markets programme.

HOW WE WILL MEASURE OUR SUCCESS

IMPROVED INTERNATIONAL FLOWS OF PEOPLE, IDEAS, INVESTMENT AND TRADE		
PERFORMANCE INDICATOR	BASELINE	LATEST DATA
An improvement in the levels of migrant investors’ investment in New Zealand	July 2009 to June 2012: \$313 m	July 2009 to June 2013: \$671 m
Source: Operational data from Immigration New Zealand, Ministry of Business, Innovation and Employment		
An increase in the contribution to New Zealand’s economy from: • international students • tourists	March 2012: • \$1,810 m • \$5,034 m	March 2013: • \$2,021 m • \$4,833 m
Sources: Ministry of Business, Innovation and Employment, Balance of payments, Statistics New Zealand		
An improvement in New Zealand’s ranking in the World Economic Forum enabling trade index	2010: 6th out of 125 countries	2014: 4th out of 138 countries
Source: Enabling trade index, World Economic Forum		
An increase in the proportion of innovating businesses that have international linkages	2011: 51%	The baseline result is the latest available data
Source: Innovation in New Zealand (2011), Statistics New Zealand (2012)		
An improvement in international engagements as measured by the adoption of an agreed set of priorities for all the Ministry’s international engagements	Baseline to be established	New measure
Source: Ministry of Business, Innovation and Employment reports		

Managing in a changing environment

Our Senior Leadership Team will regularly review our four-year success aims and priorities, and revise them according to what we learn from our work to develop greater understanding of business and markets as well as our intensified stakeholder engagement, our evaluation processes and changes in the external environment.

We will prepare for and respond to changes by discussing progress and priorities with ministers and flexibly allocating resources to meet those changes.

We will assess our organisational performance and financial position regularly and refine our management strategies in the light of the findings of those assessments.

PROCUREMENT OPPORTUNITIES

We will continue to improve our procurement of goods and services using a ministry-wide approach to maximise our purchasing power. Opportunities include property, fleet, travel, telecommunications, information systems, utilities, postal services and other administration costs.

PROVIDING ASSURANCE

The Ministry's Risk and Assurance unit provides independent assurance advice to the Audit and Risk Committee and Chief Executive. It advises on the systems, processes and controls that the Ministry relies on to deliver effective and efficient services to all New Zealanders.

The Ministry's Audit and Risk Committee, operating independently of the Senior Leadership Team, provides expert advice directly to the Chief Executive.

RISK MANAGEMENT

The Risk and Assurance unit is refreshing the Ministry's risk management approach. The aim of this work is to better support quality decision making and promote good judgement about the risks and opportunities for the Ministry.

GOVERNANCE

The Chief Executive is supported by seven deputy chief executives. The Senior Leadership Team provides ministry-wide direction and leadership.

The Senior Leadership Team meets weekly.

As a relatively new organisation, we are testing the best way to provide strategic governance and robust information for decision making while still leaving room for strategic issues.

We expect this governance arrangement will evolve as we grow as an organisation.

Organisational health and capability

Our targets are ambitious and will be achieved only if we become an integrated and high-performing organisation that works effectively with others.

Our overall strategy for building an integrated and high-performing organisation, including our purpose, targets, operating model, governance arrangements and portfolio programmes, is summarised in the diagram on page 12 with further detail on pages 9 and 11.

ORGANISATIONAL DEVELOPMENT

Our organisational development strategy to become a high-performing organisation is based on what success in four years will look like. Our external Performance Improvement Framework reviewers helped us to develop this strategy.

SET PRIORITIES AND PLANS

To be successful in setting tight priorities and plans, we will be clear about what we will do, why we are doing it, and who is responsible. We will plan and prioritise based on strong knowledge of our business and stakeholder perspectives, our expertise and good data, and lessons from the past. We will be flexible and change priorities and move resources quickly when that will increase our impact.

Our immediate priorities are to:

- › develop and promote a ministry view of the economy and lifting economic performance
- › ensure the rationale and actions for each of our portfolio programmes are clear and the programmes are resourced to succeed.

EMPOWER AND DELIVER

To be successful in empowering and delivering, all our people will be highly engaged in achieving our targets and meeting our customers' needs. We will be trusted, accurate, timely and joined-up – both internally and externally. Our character of Shape, Collaborate and Deliver will be evident in all our behaviours.

Our immediate priorities are to:

- › empower our people to deliver by:
 - › delegating to the lowest practicable level
 - › improving our human resources frameworks so they support us in working effectively
 - › improving our policy advice capability and quality
- › deepen our knowledge of markets, firms and sectors and strengthen our connections with stakeholders, including by jointly developing new approaches
- › invest in knowledge as a key asset and ensure we have the systems and processes to capture and share that information (which will also support the all-of-government open data priorities).

ASSESS AND HOLD TO ACCOUNT

To be successful in assessing ourselves and holding ourselves to account, our governance arrangements will be fit for purpose. We will hold ourselves to account against measurable outcomes. We will challenge ourselves, accept constructive feedback and act on it. We will be proud of our achievements and celebrate them.

Our immediate priorities for success are to:

- › measure and evaluate what matters most
- › improve our governance arrangements and capability
- › be open, honest and clear in performance discussions
- › identify actions arising from staff engagement surveys and follow them through
- › celebrate our achievements and progress.

Partnerships with many government agencies, Crown entities and other stakeholders will be crucial to our success. The table in the Appendix summarises the main organisations with which we seek to collaborate in each of our areas of work.

OUR PEOPLE

Our work is challenging and meaningful. The Ministry employs over 6 per cent of the total public service across a variety of professions.

The Ministry has an ethnically diverse group of staff:

- › 7 per cent of staff identify as Māori
- › 8 per cent identify as Pacific
- › 17 per cent identify as Asian.

Over half our staff (59 per cent) are women.

STRENGTHENING OUR CULTURE

We recognise we are still in the process of building our organisational cultural with a new approach to the way we think and behave. We are moving towards a new way of working with less duplication, increased collaboration, and accountability distributed to lower levels through the organisation.

When staff are engaged at work it shows in the results they achieve. This is good for us as an organisation and good for the people we work with.

We ran our first ministry-wide engagement survey in March 2014. We will use the information from this survey to continue to shape our culture, behaviours and leadership.

POSITIVE AND STABLE INDUSTRIAL RELATIONS

Our service agreement with the PSA outlines a positive working relationship. The agreement confirms our shared commitment to work together on innovation, productivity and value for money and outlines how we will continue to engage and develop our joint work programmes.

HEALTH AND WELLBEING

We are working towards secondary level accreditation in the ACC Partnership Programme.

The programme encourages a culture of safety awareness and supports injured staff to return to work as soon as practicable, reducing the cost and impact of work-related accidents. Our successful participation in this programme means we will receive discounts on our accident compensation levies.

HOW WE WILL MEASURE OUR SUCCESS

ORGANISATIONAL HEALTH AND CAPABILITY		
PERFORMANCE INDICATOR	BASELINE	LATEST DATA
Ranked in the top quartile for: <ul style="list-style-type: none"> • ministerial satisfaction • the quality of our policy advice 	2013: <ul style="list-style-type: none"> • 7.13 (ministerial satisfaction) • 7.4 adequate (the quality of our policy advice) 	The baseline is the latest available data
Source: Ministerial satisfaction ratings June 2013 and New Zealand Institute of Economic Research Overview Report 2013		
Improved results from stakeholder evaluations	2012/13: 61% said the Ministry displays real or genuine collaboration well or very well 16% said the Ministry displays the collaborate characteristic poorly or very poorly	The results for 2012/13 establish a baseline for future years' results
Source: Ministry of Business, Innovation and Employment stakeholder engagement Survey 2013		
Improved results for Crown entity monitoring	Baseline to be established	This is a new measure
Source: Ministerial satisfaction ratings December 2013		
Staff engagement improves annually	2014: Engaged 16%	The result for 2014 establishes a baseline for future years' results
Source: Ministry of Business, Innovation and Employment Kenexa Staff Engagement Survey 2014		
A reduction in our administrative and support service costs as a proportion of total running costs	2012/13: 25.15%	The result for 2012/13 establishes a baseline for future years' results
Source: Ministry of Business, Innovation and Employment statement of accounts and Benchmarking Administrative and Support Services reporting to the Treasury		

Ministers and portfolios

The Ministry administers 10 Votes and supports 14 portfolios as listed in Table 1.

Table 1: Votes administered and portfolios supported by the Ministry of Business, Innovation and Employment

MINISTER AND PORTFOLIO	ASSOCIATE MINISTER	VOTE
Hon Steven Joyce Responsible Minister for the Ministry of Business, Innovation and Employment Minister for Tertiary Education, Skills and Employment	Hon Tariana Turia	Economic Development and Employment
Minister of Science and Innovation		Science and Innovation
Minister for Economic Development		Economic Development and Employment
Minister for Small Business		Economic Development and Employment
Rt Hon John Key Minister of Tourism	Hon Todd McClay	Tourism
Hon Judith Collins Minister for ACC	Hon Craig Foss	ACC
Hon Dr Nick Smith Minister of Housing Minister for Building and Construction	Hon Paula Bennett Hon Tariana Turia	Housing
Hon Amy Adams Minister for Communications and Information Technology		Communications
Hon Craig Foss Minister of Commerce Minister of Consumer Affairs		Commerce and Consumer Affairs Commerce and Consumer Affairs
Hon Simon Bridges Minister of Energy and Resources Minister of Labour		Energy Labour
Hon Michael Woodhouse Minister of Immigration	Hon Nikki Kaye	Immigration

We also work with other ministers. In particular, we support the Canterbury Earthquake Recovery Minister, the Hon Gerry Brownlee, with the Canterbury rebuild.



Organisational structure

The **Corporate Services group** provides internal services for finance, information and communications technology, legal, information management, internal procurement, property and fleet management, capital portfolio, security, business continuity, and people and capability.

The **Market Services group** works with businesses, employees and consumers to help them operate successfully in the market place. The Market Services group also includes the Immigration Advisers Authority.

The **Labour and Commercial Environment group** provides policy advice and labour inspectorate services to ensure a productive, safe and fair business environment that supports internationally competitive businesses.



The **Immigration New Zealand group** is responsible for delivering immigration services and for bringing the best people to New Zealand to enhance our social and economic outcomes.

The **Science, Skills and Innovation group** works to develop the skills, science and innovation systems, international connections and develop cities, regions and sectors to enhance New Zealand's prosperity and wellbeing.

The **Strategy and Governance group** supports the Ministry's leadership team to set and guide strategic direction and governance. This group also includes the Canterbury Recovery Programme and Māori economic development teams.

The **Infrastructure and Resource Markets group** ensures infrastructure and resources (including the built environment) are managed efficiently as part of a productive, internationally competitive business environment. The group also ensures the effective stewardship and management of Crown-owned resources.

Asset management and performance

The Ministry has been developing its asset management plan during 2013/14. This plan will establish procedures for monitoring the performance of assets and enable more-efficient capital replacement and investment decisions.

INTERNAL CAPITAL EXPENDITURE INTENTIONS

Capital expenditure forecasts are summarised in Table 2.

Table 2: Fixed asset book value as at 30 June 2013 and forecasts for 2013/14–2017/18

	Actual book value	Forecast capital additions				
	30-Jun-13	2013/14	2014/15	2015/16	2016/17	2017/18
ASSETS	\$m	\$m	\$m	\$m	\$m	\$m
Leasehold fit-outs	18.113	9.454	8.597	2.724	2.724	2.724
Information technology	92.819	63.570	39.313	46.414	39.472	27.472
Vehicles	3.008	3.500	1.162	1.162	1.162	1.162
Other assets	9.056	2.626	2.700	2.811	2.753	2.753
Total	122.996	79.150	51.772	53.111	46.111	34.111

■ Leasehold fit-outs

Leasehold improvements include the relocation of the four former agencies' head office functions to a single location during 2013/14 and 2014/15. This will reduce our office space footprint by a third.

■ Information technology

Outside the business-as-usual replacement spend on information technology (software and hardware) are three separate projects.

The first project is the Ministry's Information and Communications Technology Integration Project. This project includes new financial management and human resource management systems and information technology infrastructure for the new head office.

The second project is the Immigration Global Management System implementation. This project accounts for over half of the forecasted capital spend for 2013/14 at about \$40 million.

The third project is the establishment of a National Building Consent System spanning 2014/15 to 2016/17. This project has a capital forecast spend of \$39 million. A business case is being developed.

■ Vehicles

A motor vehicle replacement programme occurred during 2013/14. The Ministry is developing a new motor vehicle policy.

■ Other assets

Other assets relate to asset categories such as furniture and fittings and plant and equipment. The forecasts relate to normal business-as-usual replacements.

Appendix



Appendix:

Collaborating for outcomes

OUTCOMES

- › More productive and internationally competitive businesses
- › Increased opportunities for all New Zealanders to participate in the economy

SUPPORTING INTERMEDIATE OUTCOMES	SUPPORTING POLICY ADVICE AND SERVICES FUNDED THROUGH DEPARTMENTAL APPROPRIATIONS BY VOTE	
<p>BETTER FUNCTIONING MARKETS THAT ARE MORE TRUSTED AND MORE COMPETITIVE</p>	<p>Labour</p> <ul style="list-style-type: none"> • Employment Relations Services • Policy Advice and Related Outputs MCA <p>Commerce and Consumer Affairs</p> <ul style="list-style-type: none"> • Consumer Information • Official Assignee Functions • Policy Advice and Related Outputs MCA • Registration and Granting of Intellectual Property Rights • Registration and Provision of Statutory Information • Trading Standards • Upgrading and Promoting the Consumer Powerswitch Website 	<p>Economic Development and Employment</p> <ul style="list-style-type: none"> • Employment, sector and regional information, analysis and facilitation • Implementation of Improvements in Public Sector Procurement and Services to Business • Policy Advice and Related Outputs MCA

<p>KEY CONTRIBUTIONS FROM CROWN ENTITIES AND OTHER CROWN ORGANISATIONS FUNDED FROM NON-DEPARTMENTAL APPROPRIATIONS</p>	<p>OTHER GOVERNMENT AGENCIES AND STAKEHOLDERS WITH WHICH WE HAVE KEY SUPPORTING PARTNERSHIPS</p> <p><i>This shows only our main stakeholder relationships: we also work with many other government organisations and external stakeholders</i></p>	
<p>Commerce Commission – works to achieve the best possible outcomes in competitive and regulated markets for the long-term benefit of New Zealanders</p> <p>Financial Markets Authority – works to deliver fair, efficient and transparent financial markets to assist in the effective allocation of capital in the economy</p> <p>Takeovers Panel – promotes an effective and efficient takeovers market</p> <p>External Reporting Board – helps to lift the quality of financial reporting and audit and assurance</p> <p>Standards New Zealand – develops, promotes, encourages and facilitates the use of standardisation to improve the quality of goods and services</p>	<p>Commission for Financial Literacy and Retirement Income – helps New Zealanders to prepare financially for retirement, particularly by improving their financial literacy</p> <p>New Zealand Venture Investment Fund – acts as a catalyst to build a vibrant and self-sustaining venture capital and angel investor market in New Zealand</p> <p>Testing Laboratory Registration Council – adds value to business by independently assuring technical competence and compliance with regulatory requirements</p> <p>Electricity Authority – promotes competition in, reliable supply by, and the efficient operation of the electricity industry for the long-term benefit of consumers</p>	<p>Ministry for Primary Industries, Ministry for the Environment, Ministry of Justice, Employment Court, Serious Fraud Office</p> <p>All other government agencies with regulatory responsibilities that impact on business</p> <p>Employment Relations Authority</p> <p>All other agencies providing services to, or interacting with, business</p> <p>All agencies engaged in government procurement</p> <p>The Treasury, State Services Commission, Department of the Prime Minister and Cabinet, Statistics New Zealand, Local Government, Māori and Pacific leaders and community groups, industry, sector, union, and employer groups, including Business New Zealand, New Zealand Council of Trade Unions, industry training organisations, and Chambers of Commerce consumer groups</p>

SUPPORTING INTERMEDIATE OUTCOMES	SUPPORTING POLICY ADVICE AND SERVICES FUNDED THROUGH DEPARTMENTAL APPROPRIATIONS BY VOTE	
SAFER AND MORE SKILLED WORKPLACES	<p>Labour</p> <ul style="list-style-type: none"> • Policy Advice and Related outputs MCA <p>Economic Development and Employment</p> <ul style="list-style-type: none"> • Employment, sector and regional information, analysis and facilitation • Policy Advice and Related Outputs MCA 	<p>Immigration</p> <ul style="list-style-type: none"> • Immigration Services • Policy Advice and Related Outputs MCA • Refugee and Protection Services • Regulation of Immigration Advisers <p>ACC</p> <ul style="list-style-type: none"> • Policy Advice and Related outputs MCA • Regulatory Services
IMPROVED BUSINESS CAPABILITY AND HIGHER LEVELS OF INNOVATION	<p>Science and Innovation</p> <ul style="list-style-type: none"> • Advice and Support on Shaping the Science and Innovation System MCA <p>Commerce and Consumer Affairs</p> <ul style="list-style-type: none"> • Policy Advice and Related Outputs MCA 	<p>Economic Development and Employment</p> <ul style="list-style-type: none"> • Policy Advice and Related Outputs MCA

KEY CONTRIBUTIONS FROM CROWN ENTITIES AND OTHER CROWN ORGANISATIONS FUNDED FROM NON-DEPARTMENTAL APPROPRIATIONS		OTHER GOVERNMENT AGENCIES AND STAKEHOLDERS WITH WHICH WE HAVE KEY SUPPORTING PARTNERSHIPS <i>This shows only our main stakeholder relationships: we also work with many other government organisations and external stakeholders</i>	
<p>Accident Compensation Corporation (ACC) – provides comprehensive, no-fault personal injury cover for all New Zealand residents and visitors to New Zealand</p> <p>WorkSafe New Zealand – works collaboratively to transform New Zealand’s workplace health and safety performance and to significantly reduce the workplace death and injury toll</p> <p>Callaghan Innovation – creates and delivers innovative products and services that enable businesses to invest more in research, science, engineering, technology, and design</p>		<p>Ministry of Education, Tertiary Education Commission, Ministry of Social Development, Ministry of Health, Maritime New Zealand, Civil Aviation Authority</p> <p>Business Leaders’ Health and Safety Forum</p> <p>Fairway Resolution</p> <p>New Zealand Association for Migration and Investment, immigration advisers, refugee and migrant bodies</p>	
<p>New Zealand Trade and Enterprise – helps grow companies internationally for the benefit of New Zealand</p> <p>Callaghan Innovation – creates and delivers innovative products and services that enable businesses to invest more in research, science, engineering, technology and design</p> <p>AgResearch – undertakes research and transfers of technology and knowledge to enhance the value, productivity and profitability of pastoral, agri-food and agri-technology sector value-chains</p> <p>Institute of Environmental Science and Research – provides operational science and research services to underpin health, justice and biosecurity systems</p> <p>GNS Science – provides earth, geoscience and isotope research and consultancy services</p>	<p>Landcare Research – drives innovation in the management of terrestrial biodiversity and land resources</p> <p>National Institute of Water and Atmospheric Research – conducts leading environmental science to enable the sustainable management of natural resources</p> <p>Scion – specialises in research, science and technology development for the forestry, wood product and wood-derived materials, and other biomaterial sectors</p> <p>Plant and Food Research – undertakes research and development that adds value to fruit, vegetable, crop and food products</p>	<p>Ministry of Education, Ministry of Health, Ministry for Primary Industries, Ministry of Social Development, Ministry for the Environment, Department of Conservation, Ministry of Foreign Affairs and Trade, Tertiary Education Commission, Te Puni Kōkiri, Federation of Māori Authorities, Te Tumu Paeroa, Poutama, New Zealand Māori Tourism, Land Information New Zealand, Inland Revenue Department, Canterbury Earthquake Recovery Authority, Canterbury Development Corporation</p> <p>Research and Education Advanced Network New Zealand</p> <p>Universities, independent research organisations, technology transfer offices, incubators, commercialisation partners, regional business partners, Royal Society of New Zealand, Health Research Council</p>	

The Treasury, State Services Commission, Department of the Prime Minister and Cabinet, Statistics New Zealand, Local Government, Māori and Pacific leaders and community groups, industry, sector, union, and employer groups, including Business New Zealand, New Zealand Council of Trade Unions, industry training organisations, and Chambers of Commerce consumer groups

SUPPORTING INTERMEDIATE OUTCOMES	SUPPORTING POLICY ADVICE AND SERVICES FUNDED THROUGH DEPARTMENTAL APPROPRIATIONS BY VOTE	
<p>MORE RELIABLE INFRA-STRUCTURE AND RESPONSIBLE DEVELOPMENT OF NATURAL RESOURCES</p>	<p>Communications</p> <ul style="list-style-type: none"> • Communications and ICT Operational Policy, Ministerial Servicing, and Crown Entity Monitoring • Management and Enforcement of the <i>Radio-communications Act 1989</i> • Policy Advice – Communications 	<p>Energy</p> <ul style="list-style-type: none"> • Administration of Fuel Quality Monitoring Programme • Energy and Resource Information Services • Energy and Resources Operational Policy, Ministerial Servicing, and Crown Entity Monitoring • Management of the Crown Minerals Estate • Policy Advice – Energy and Resource Issues
<p>SAFER, HEALTHIER AND MORE AFFORDABLE HOMES AND BUILDINGS</p>	<p>Housing</p> <ul style="list-style-type: none"> • Canterbury Earthquake: Building and Housing Assistance • Residential Tenancy and Unit Title Services • Social Housing Unit • Special Housing Areas • Policy Advice and Related Outputs MCA <p>Building and Construction</p> <ul style="list-style-type: none"> • Building Regulation and Control • Occupational Licensing • Weathertight Services 	<p>Energy</p> <ul style="list-style-type: none"> • Energy and Resource Information Services • Energy and Resources Operational Policy, Ministerial Servicing, and Crown Entity Monitoring • Policy Advice – Energy and Resource Issues
<p>MORE PRODUCTIVE AND SUCCESSFUL PEOPLE, COMMUNITIES AND REGIONS</p>	<p>Labour</p> <ul style="list-style-type: none"> • Policy Advice and Related Outputs MCA <p>Economic Development and Employment</p> <ul style="list-style-type: none"> • Employment, sector and regional information, analysis and facilitation Policy Advice and Related Outputs MCA 	<p>Housing</p> <ul style="list-style-type: none"> • Canterbury Earthquakes: Building and Housing Assistance <p>Immigration</p> <ul style="list-style-type: none"> • Immigration Services • Policy Advice and Related outputs MCA • Refugee and Protection Services

<p>KEY CONTRIBUTIONS FROM CROWN ENTITIES AND OTHER CROWN ORGANISATIONS FUNDED FROM NON-DEPARTMENTAL APPROPRIATIONS</p>	<p>OTHER GOVERNMENT AGENCIES AND STAKEHOLDERS WITH WHICH WE HAVE KEY SUPPORTING PARTNERSHIPS</p> <p><i>This shows only our main stakeholder relationships: we also work with many other government organisations and external stakeholders</i></p>	
<p>Crown Fibre Holdings – leads rollout of ultrafast broadband Energy Efficiency and Conservation Authority – contributes to improved security of energy supply, productivity and health outcomes through energy efficiency, energy conservation and use of renewable energy resources Commerce Commission – works to achieve the best possible outcomes in competitive and regulated markets for the long-term benefit of New Zealanders</p>	<p>Ministry of Transport, Ministry of Education, Ministry of Health, Government Communications Security Bureau, Ministry for the Environment, Department of Conservation, Environmental Protection Agency, Gas Industry Company</p>	<p>The Treasury, State Services Commission, Department of the Prime Minister and Cabinet, Statistics New Zealand, Local Government, Māori and Pacific leaders and community groups, industry, sector, union, and employer groups, including Business New Zealand, New Zealand Council of Trade Unions, industry training organisations, and Chambers of Commerce consumer groups</p>
<p>Housing New Zealand Corporation – provides social housing and housing support throughout New Zealand Energy Efficiency and Conservation Authority – contributes to improved security of energy supply, productivity and health outcomes through energy efficiency, energy conservation and use of renewable energy resources</p>	<p>Ministry of Social Development, State Housing Appeal Authority, Tenancy Tribunal, Ministry of Justice, Department of Internal Affairs, Land Information New Zealand, Tāmaki Redevelopment Company</p>	
<p>New Zealand Trade and Enterprise – helps attract investment into companies for the benefit of New Zealand Callaghan Innovation – creates and delivers innovative products and services that enable businesses to invest more in research, science, engineering, technology and design</p>	<p>Ministry of Education, Tertiary Education Commission, Ministry of Social Development, Te Puni Kōkiri, Ministry of Pacific Island Affairs, Ministry of Women’s Affairs, Department of Internal Affairs, Canterbury Earthquake Recovery Authority, all other member agencies of the Auckland Policy Office Equal Employment Opportunities Trust regional business partners</p>	

SUPPORTING INTERMEDIATE OUTCOMES	SUPPORTING POLICY ADVICE AND SERVICES FUNDED THROUGH DEPARTMENTAL APPROPRIATIONS BY VOTE
<p>IMPROVED INTER-NATIONAL FLOWS OF PEOPLE, IDEAS, INVESTMENT AND TRADE</p>	<p>Immigration</p> <ul style="list-style-type: none"> • Immigration Services • Policy Advice and Related outputs MCA • Refugee and Protection Services • Regulation of Immigration Advisers <p>Tourism</p> <ul style="list-style-type: none"> • Policy Advice – Tourism • Tourism Data and Operational Policy, Ministerial Servicing and Crown Entity Monitoring <p>Commerce and Consumer Affairs</p> <ul style="list-style-type: none"> • Policy Advice and Related Outputs MCA <p>Economic Development and Employment</p> <ul style="list-style-type: none"> • Policy Advice and Related Outputs MCA <p>Labour</p> <ul style="list-style-type: none"> • Policy Advice and Related outputs MCA <p>Science and Innovation</p> <ul style="list-style-type: none"> • Advice and Support on Shaping the Science and Innovation System MCA <p>Energy</p> <ul style="list-style-type: none"> • Energy and Resource Information Services • Energy and Resources Operational Policy, Ministerial Servicing, and Crown Entity Monitoring • Management of the Crown Minerals Estate • Policy Advice – Energy and Resource Issues

<p>KEY CONTRIBUTIONS FROM CROWN ENTITIES AND OTHER CROWN ORGANISATIONS FUNDED FROM NON-DEPARTMENTAL APPROPRIATIONS</p>	<p>OTHER GOVERNMENT AGENCIES AND STAKEHOLDERS WITH WHICH WE HAVE KEY SUPPORTING PARTNERSHIPS</p> <p><i>This shows only our main stakeholder relationships: we also work with many other government organisations and external stakeholders</i></p>	
<p>New Zealand Tourism Board – helps increase the value added to the New Zealand economy from international visitors</p> <p>New Zealand Trade and Enterprise – helps grow companies internationally for the benefit of New Zealand</p> <p>AgResearch – provides research and transfer of technology and knowledge to enhance the value, productivity and profitability of pastoral, agri-food and agri-technology sector value-chains</p> <p>Institute of Environmental Science and Research – provides operational science and research services to underpin health, justice and biosecurity systems</p> <p>GNS Science – provides earth, geoscience and isotope research and consultancy services</p> <p>Landcare Research – drives innovation in management of terrestrial biodiversity and land resources</p> <p>National Institute of Water and Atmospheric Research – conducts leading environmental science to enable the sustainable management of natural resources</p> <p>Scion – specialises in research, science and technology development for the forestry, wood product and wood-derived materials and other biomaterial sectors</p> <p>Plant and Food Research – undertakes research and development that adds value to fruit, vegetable, crop and food products</p> <p>Callaghan Innovation – creates and delivers innovative products and services that enable businesses to invest more in research, science, engineering, technology and design</p>	<p>Ministry of Foreign Affairs and Trade, Ministry of Social Development, Department of Internal Affairs, New Zealand Customs Service, Ministry of Education</p> <p>Immigration and Protection Tribunal New Zealand, Association for Migration and Investment, immigration advisers, refugee and migrant bodies</p> <p>Education New Zealand, New Zealand Māori Tourism</p> <p>International agencies</p>	<p>The Treasury, State Services Commission, Department of the Prime Minister and Cabinet, Statistics New Zealand, Local Government, Māori and Pacific leaders and community groups, industry, sector, union, and employer groups, including Business New Zealand, New Zealand Council of Trade Unions, industry training organisations, and Chambers of Commerce consumer groups</p>

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