



# Strategic Intentions 2023–2028

JUNE 2024



## **MBIE Karakia**

Tāwhia tō mana kia mau, kia māia.

Ka huri taku aro ki te pae kahurangi,  
kei reira te oranga mōku.

Mā mahi tahi, ka ora, ka puāwai.

Ā mātau mahi katoa, ka pono, ka tika.

Tihei Mauri Ora!

Retain and hold fast to your mana, be bold, be brave.

We turn our attention to the future,  
that's where the opportunities lie.

By working together we will flourish and achieve greatness.

Taking responsibility to commit to doing things right.

Tihei Mauri Ora!

## **MBIE STRATEGIC INTENTIONS 2023-2028**

Strategic Intentions presented to the House of Representatives pursuant to section 38 of the Public Finance Act 1989.

**PRINT: ISSN 2744-6255   ONLINE: ISSN 2744-6263**

**PUBLISHED: JUNE 2024   [www.mbie.govt.nz](http://www.mbie.govt.nz)**

### **©Crown Copyright**

The material contained in this report is subject to Crown copyright protection unless otherwise indicated. The Crown copyright protected material may be reproduced free of charge in any format or media without requiring specific permission. This is subject to the material being reproduced accurately and not being used in a derogatory manner or in a misleading context. Where the material is being published or issued to others, the source and copyright status should be acknowledged. The permission to reproduce Crown copyright protected material does not extend to any material in this report that is identified as being the copyright of a third party, in particular the photographs. Authorisation to reproduce such material should be obtained from the copyright holders.

Disclaimer: this document is a guide only. It should not be used as a substitute for legislation or legal advice. The Ministry of Business, Innovation and Employment is not responsible for the results of any actions taken on the basis of information in this document, or for any errors or omissions.

Note: Throughout this document, we use 'Aotearoa New Zealand' and 'New Zealand.'

# Contents

- Statements of responsibility ..... 2
- Minister’s foreword ..... 3
- Chief Executive’s introduction ..... 4
- About MBIE..... 6
- Summary ..... 10
- Supporting Government priorities..... 11
- Our strategic intentions .....12
  - Ministry of Business, Innovation and Employment's Outcomes Framework.....13
- The way we work..... 20
- Annex 1: Measures and indicators .....26

# Statements of responsibility

## Minister's statement

I am satisfied that the information on strategic intentions provided by my ministry, the Ministry of Business, Innovation and Employment, in Strategic Intentions 2023–2028 is consistent with the policies and performance expectations of the Government.



### Hon Melissa Lee

Minister Responsible for the Ministry of Business, Innovation and Employment  
Nā te Minita kawē i ngā mahi mō Hīkina Whakatutuki

26 June 2024

## Chief Executive's statement

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.



### Carolyn Tremain

Secretary for Business, Innovation and Employment, and Chief Executive  
Te Tumu Whakarae mō Hīkina Whakatutuki

26 June 2024

# Minister's foreword

A more dynamic and productive economy with higher living standards and opportunities for all New Zealand. This is the goal the Government is committed to delivering for New Zealand by 2040. It is my vision to see New Zealand as a country where New Zealanders are succeeding and our best talent is grown, retained and thrive on our shores rather than searching for better outcomes overseas.

Last year, New Zealanders voted for this Government to do three things – rebuild the economy, restore law and order, and deliver better public services. We are making progress towards this by focusing on removing barriers to business and enabling better economic growth. This includes working hard to reduce inflation and create the conditions for a more productive growing economy and removing the red tape that stifles opportunities for success.

This Government's economic strategy has five pillars: building infrastructure for growth and resilience; lifting educational achievement and skills; strengthening trade and investment; promoting innovation, science, and technology; and improving regulation. The Government cannot achieve this alone – we need the support of business, and this is where the Ministry of Business, Innovation and Employment will play a key role and link to the business community.

MBIE shapes and manages many of the underlying systems that contribute to achieving these goals. Its work touches the lives of almost every New Zealander and across all our businesses. As this Government focuses on better not bigger public services, the Ministry also needs to ensure it is delivering value for money out of every dollar invested so New Zealand can achieve a growing economy.

The work that MBIE does, and will do, is vital for the future of New Zealand. This Strategic Intentions document sets out the areas that I am looking for MBIE to focus its efforts on to support achieving the priorities of this Government.



**Hon Melissa Lee**

Minister responsible for  
the Ministry of Business,  
Innovation and Employment

# Chief Executive's introduction

## He Kupu Whakataki nā te Tumu Whakarae

I am pleased to present the Ministry of Business, Innovation and Employment's (MBIE's) Strategic Intentions for 2023–2028.

As the Government's lead microeconomic agency, MBIE has a key role in supporting the Government with its ambition to rebuild the economy to one that is more dynamic and productive. One where businesses can thrive, where more opportunities exist and standards of living have improved for all New Zealanders.

The global environment continues to be dynamic and uncertain. The pace of technological change is speeding up, geopolitical tensions are increasing and environmental challenges are continuing. This means both increasing opportunities as well as heightened risks to New Zealand's economic prosperity.

Using the economic and organisational levers MBIE controls, we want to deliver meaningful impact and achieve better outcomes for businesses and, as a result, for New Zealanders. We want to make sure we achieve positive results across the various economic systems we manage. To do this we need to lift our own productivity, find efficiencies and maintain strong fiscal discipline to provide greater value and higher levels of service for every dollar spent to achieve better public services.

To support the Government and drive economic growth, MBIE will lead and contribute to significant initiatives aimed at helping make Aotearoa New Zealand a better place to live and do business.

We will do this across five outcome areas:

- › Prosperous and adaptable people, sectors and regions
- › Skilled people engaged in safe and productive work
- › Competitive markets with informed consumers and businesses
- › Strong and resilient economy and value derived from natural resources
- › Dynamic business environment fostering innovation and international connections.

To successfully deliver these outcomes, we will work with other government agencies, and engage effectively with businesses, stakeholders, communities, iwi and Māori. I am confident by working closely with these partners, we can work to achieve the Government's ambitions.



A handwritten signature in black ink, appearing to read 'Carolyn Tremain', written in a cursive style.

**Carolyn Tremain**  
Secretary for Business,  
Innovation and Employment,  
and Chief Executive

He koanga ngākau tēnei te tāpae atu nei i ngā Whāinga Rautaki 2023 – 2028 a Hīkina Whakatutuki (MBIE).

Anei mātou, a Hīkina Whakatutuki (MBIE), te tari ōhanga whāiti matua a te kāwanatanga, me ō mātou tōmina nui ki te whakakaha ake i te ao ōhanga kia kakama anō, kia pūkaha anō hoki. He ao ōhanga e whai oranga ai ngā pakihī, e hua ake hoki ngā āheinga me te whakapakari ake i ngā paerewa ā-noho mō Aotearoa whānui.

He ao weherua, he ao rerekē tēnei te huri tonu nei. E kaha tonu nei ngā panonitanga hangarau, ngā pēhitanga tōrangapū a-ao me ngā uauatanga taiao. Nā whai anō e puea ake ana he āheinga me ngā tūraru e pā mai ana ki te toioranga o te ao ōhanga o Aotearoa.

Mā te kukumetanga mai i ngā whārewa ōhanga, wāhi mahi hoki, ka puta ake ngā hua hora nui, me te whakatutuki hoki i ngā putanga mā ngā pakihī me Aotearoa. Ko tā mātou e whai nei kia tutuki ngā whāinga puta noa i ngā pūnaha ōhanga whānui e whakahaeretia nei e mātou. E eke ai tēnei, me pūkaha, me rapua ngā māiatanga, me mauritau hoki te whakapau tahua e whai hua ai ngā putanga ratonga i ngā ratonga tūmatanui.

Mō te āhua ki ngā mahi tautoko i te kāwanatanga ki te whakatītina ake i ngā whanaketanga ōhanga, ko tā Hīkina Whakatutuki he arataki i ngā kaupapa hirahira kia pai ake a Aotearoa hei wāhi noho, hei wāhi whakatū pakihī hoki.

E rima ngā putanga hei whai mā mātou:

- › He iwi tōnui, he iwi urutau i roto i ngā rāngai me ngā rohe
- › He iwi whai pūkenga, he iwi whai toronga i ngā wāhi mahi haumarū, pūkaha hoki
- › He māketē toa matarau; he kiritaki, he pakihī mōhio hoki
- › He ōhanga, he wāriu titikaha e ahu mai ana i ngā rawa taiao.
- › He taiao pakihī e hihiri ana kia tipu ake te auaha me ngā tūhononga huri i te ao.

E angitu ai tā mātou whakatutuki i ēnei putanga, ka mahi tahi mātou ki ētahi atu tari kāwanatanga, ki ngā pakihī, ki te hunga whai pānga, ki ngā haporī me ngā iwi Māori. E whakapono ana au, ki te tika tā mātou mahi tahi me ngā hoa kōtui, ka tutuki pai ngā wawata a te kāwanatanga.



A handwritten signature in black ink, appearing to read 'Carolyn Tremain'.

**Carolyn Tremain**  
Hēkeretari mō Hīkina  
Whakatutuki

# About MBIE

## Who we are:

We are the Ministry of Business, Innovation and Employment (MBIE). Everything we do is about *Growing Aotearoa New Zealand for all*.

As the lead microeconomic agency, MBIE shapes and manages many of the underlying systems that contribute to national economic success.

MBIE delivers a wide range of services supporting businesses and people across New Zealand. We use our breadth and our connections to develop practical options to complex issues.

Our actions are underpinned by our Values and our commitment to the Treaty of Waitangi/ Te Tiriti o Waitangi.

## Our portfolio responsibilities include:



\*MBIE leads on Employment within the Social Development and Employment portfolio and has key Tenancy responsibilities as part of the Housing portfolio. Other portfolios we support include Māori Development, Emergency Management and Recovery, Sports and Recreation and Public Service.

### VOTES:

- = Business, Science & Innovation
- = Labour Market
- = Building and Construction



## Our outcomes:



**Prosperous** and **adaptable** people, sectors and regions



**Skilled people** engaged in safe and productive work



**Competitive markets** with informed consumers and businesses



**Strong and resilient economy** and value derived from natural resources



**Dynamic business environment** fostering innovation and international connections

## Every day we:



Deliver **services** to people and businesses



Provide **policy advice** to Ministers



**Invest** in business and sectors



**Regulate** economic systems and users



Act as **stewards** ensuring economic systems are operating well and are safe to use

## How people and businesses engage with us:



**NEW ZEALAND  
COMPANIES OFFICE**



**NEW ZEALAND  
IMMIGRATION**



**Kānoa**  
Regional Economic Development  
& Investment Unit

**EMPLOYMENT  
NEW ZEALAND**

**Tenancy  
Services**

**Consumer  
Protection**

**business.  
govt.  
nz**

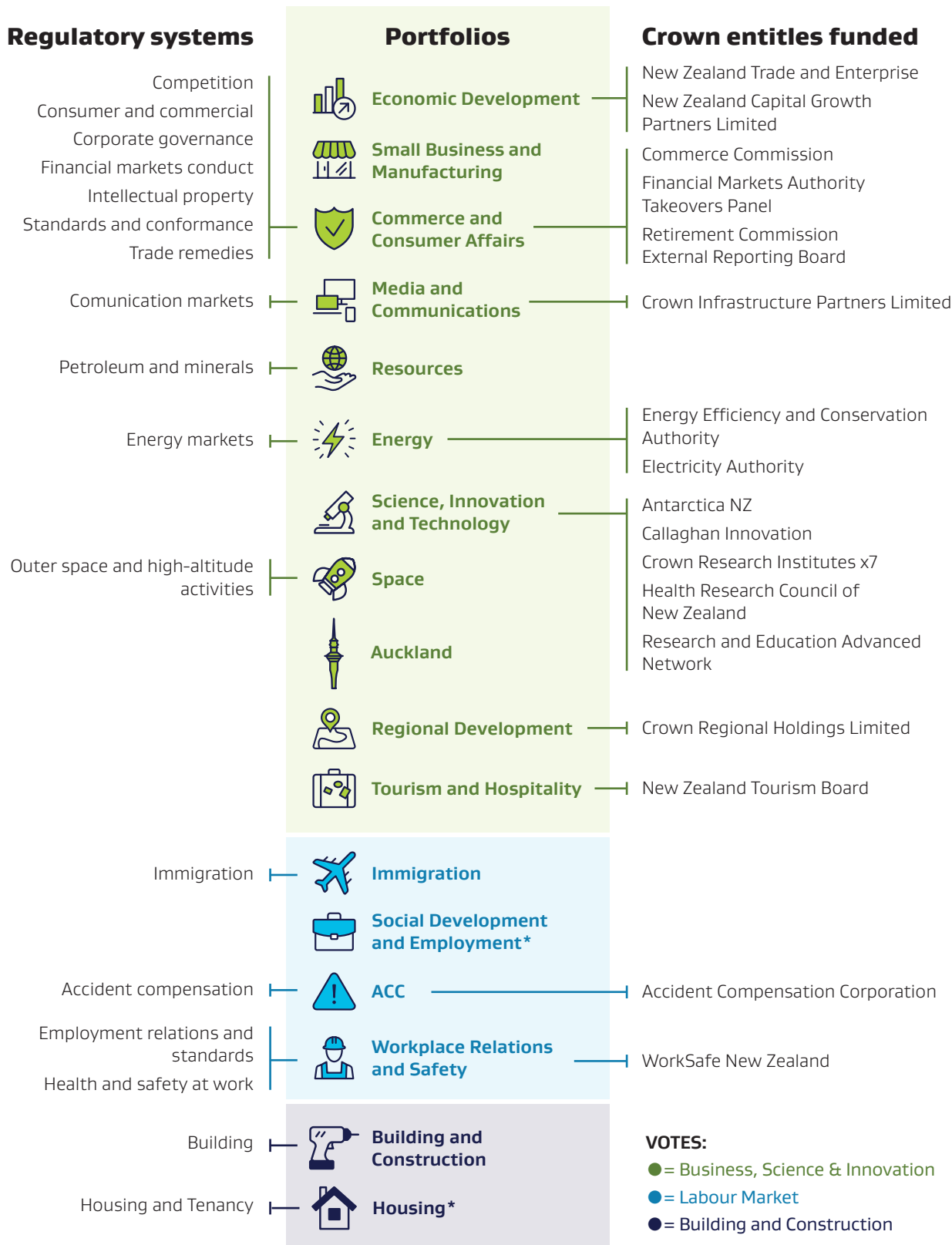
## **Our scope and responsibilities**

MBIE's main responsibilities span 15 interconnected Ministerial portfolios (with support for several more) across 3 Votes. The Minister responsible for MBIE, the Minister for Economic Development, is accountable to Parliament to make sure MBIE carries out its functions properly and efficiently.

MBIE has responsibility for 17 regulatory systems with considerable variation in scope, function, risk profile, stakeholders, interfaces, and public and political scrutiny. These systems underpin economic activity and growth and provide safety and certainty to people, businesses, and the country as a whole.

MBIE also has responsibilities relating to the operations, funding, monitoring and support of Ministers in the execution of their duties for several Crown entities and statutory bodies.

MBIE is the functional lead for the government's property and procurement functions.



\*MBIE leads on Employment within the Social Development and Employment portfolio and has key Tenancy responsibilities as part of the Housing portfolio. Other portfolios we support include Māori Development, Emergency Management and Recovery, Sports and Recreation and Public Service.

# Summary

MBIE's vision is to *Grow Aotearoa New Zealand for All*.

We develop policies and deliver core services to help New Zealand reach its full economic potential. Our work enables economic prosperity and resilience, supporting communities and businesses to succeed.

Over the next three to five years, MBIE will use the economic and organisational levers it controls to:

- › deliver meaningful outcomes for people and businesses across the country, ensuring positive results across the various economic systems we manage
- › lift productivity
- › maintain strong fiscal discipline
- › provide greater value and higher levels of service.

We support the Government in building a high-performing economy that delivers an improved standard of living for all New Zealanders. In line with Government priorities, we will:

- › help boost economic activity and stimulate innovation and productivity
- › refine immigration settings to attract the people Aotearoa New Zealand wants to work, visit and study here
- › improve the building consent and product recognition systems to boost productivity and reduce costs
- › provide capital for regional infrastructure investments to lift productivity, grow regional economies and improve New Zealand's resilience to absorb and recover from shocks and adapt to changing conditions

- › safeguard energy security and increase renewable energy options so the country has sustainable, stable and cost-effective energy options
- › review the health and safety regime to make sure it is easier for businesses and workers to comply and that it balances costs and benefits.

We will continue to improve the way we work and respond to our changing environment. Over the medium term, we will:

- › leverage our scale, depth of expertise and relationships to develop integrated responses that work for people and businesses
- › put our customers first, making sure our systems and services are customer-centric and easy to navigate
- › integrate new technology and tools, including artificial intelligence (AI) where appropriate, to improve our work and the value of services we provide
- › be fiscally prudent and flexible in deploying our resources, to make sure they are right-sized for the task.

# Supporting Government priorities

The Government is focused on increasing growth to achieve economic success and has identified five main pillars. To support the Government and drive economic growth, MBIE will lead and contribute to several significant initiatives aimed at helping achieve the main pillars, as set out below.

<b>GOVERNMENT ECONOMIC PILLARS</b>	<b>SIGNIFICANT INITIATIVES FOR MBIE INCLUDE:</b>
<b>Build infrastructure for growth and resilience</b>	<ul style="list-style-type: none"> <li>› increasing New Zealand’s renewable energy capacity</li> <li>› improving energy security and infrastructure</li> <li>› establishing a Regional Infrastructure Fund</li> </ul>
<b>Improve educational achievement and grow skills</b>	<ul style="list-style-type: none"> <li>› refine immigration settings to attract the people Aotearoa New Zealand wants to work, visit and study here</li> </ul>
<b>Strengthen trade and investment</b>	<ul style="list-style-type: none"> <li>› increasing the scale and pace of the development of mineral resources</li> <li>› supporting early-stage capital markets and international investment attraction</li> </ul>
<b>Promote innovation, science and technology</b>	<ul style="list-style-type: none"> <li>› reviewing the state-funded science system to deliver greater commercial value, boosting innovation</li> <li>› creating a more enabling biotech environment</li> </ul>
<b>Improve regulation</b>	<ul style="list-style-type: none"> <li>› streamlining the building consent system and reduce regulatory costs, as well as mandating overseas building products and systems</li> <li>› making sure seismic-related standards for buildings reflect an appropriate balance of risks and costs</li> <li>› reviewing the health and safety regime to make sure it is easier for businesses and workers to comply with, balancing costs and benefits</li> <li>› improving labour market regulation</li> <li>› modernising regulation across the media and communications sectors</li> </ul>

Additionally, MBIE provides significant system leadership across regulatory systems and through government procurement. MBIE helps to remove barriers, achieve greater public value, and build a strong, resilient country. It also provides economic and policy advice on the Government’s vision for the future.

To successfully achieve these initiatives and make sure we gain buy-in from others, we will work with other government agencies, partner with iwi and Māori, and engage effectively with businesses, stakeholders and communities.

# Our strategic intentions

## Our vision and mission

Our strategic intentions are supported by MBIE's purpose and outcomes framework. They support the Government's priorities and our purpose to *Grow Aotearoa New Zealand for All*.

We do this through undertaking our responsibilities and functions, to:

- › **Grow** the economy, prosperity and opportunities (Puāwai)
- › **Protect** people, businesses and the economy (Kaihāpai)
- › **Innovate** and navigate for the future (Auaha).

## Our outcomes

Our aim is to deliver across five outcome areas:

- › Prosperous and adaptable people, sectors and regions
- › Skilled people engaged in safe and productive work
- › Competitive markets with informed consumers and businesses
- › Strong and resilient economy and value derived from natural resources
- › Dynamic business environment fostering innovation and international connections.

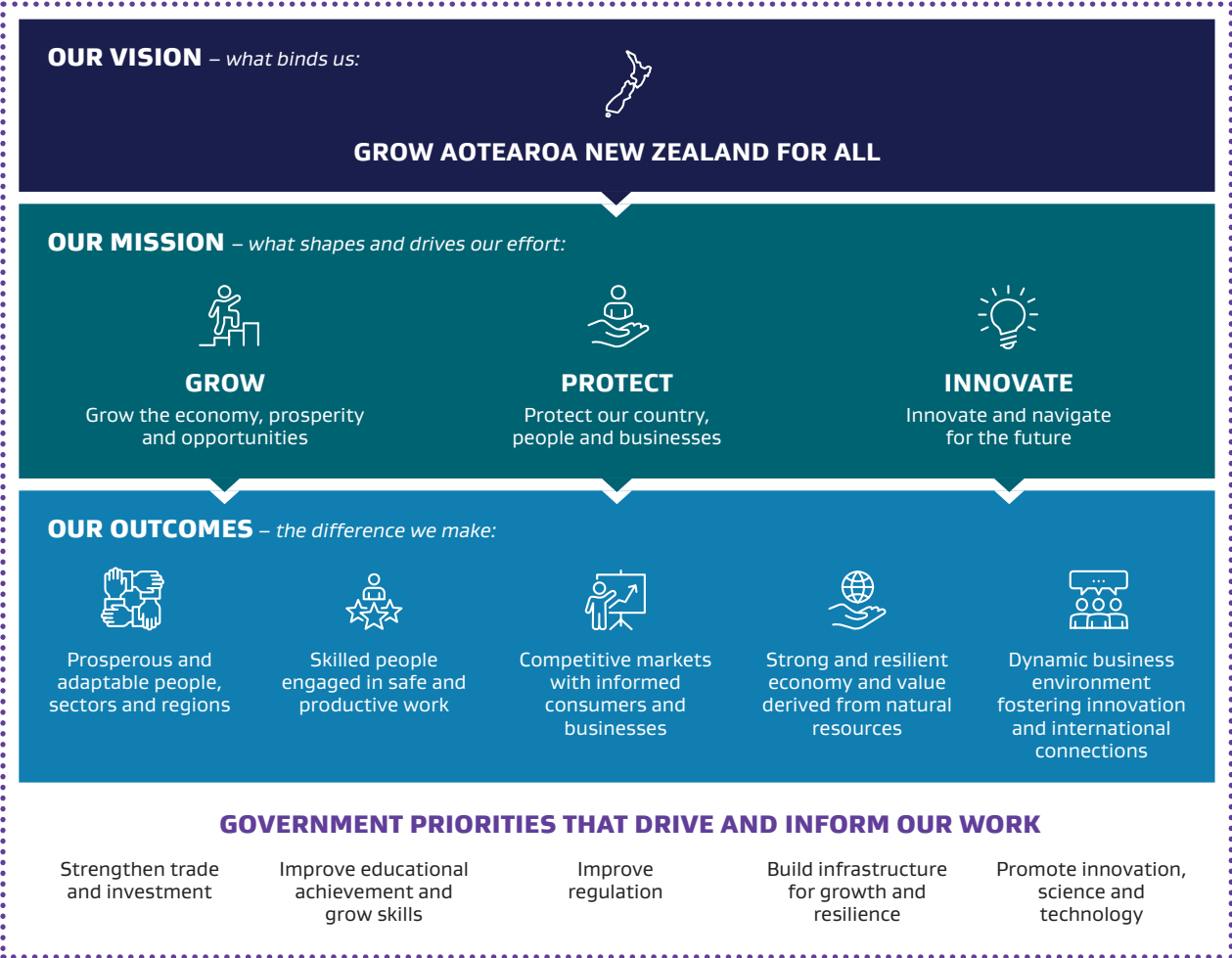
We will measure progress towards our outcomes through the indicators set out in annex 1. An explanation of trends and results will be provided in our annual reports.

## Our values

This work is supported by our people and culture, along with values that guide how we work and interact with one another, with the people who use our services, and with our partners.



**Ministry of Business, Innovation and Employment's Outcomes Framework**



## OUTCOME ONE: PROSPEROUS AND ADAPTABLE PEOPLE, SECTORS AND REGIONS

### What we're working towards

People, sectors and regions prosper and are adapting to changing national and global environments, with increased economic performance, household incomes and labour productivity.

### Why is this important

A strong and diverse economy that recognises the opportunities and strengths of different parts of the country and its population is essential for achieving growth and prosperity.

In the future, the economy will have an increasingly different mix of sectors, jobs and skills. MBIE has an important role in helping communities to prepare and prosper.

MBIE provides support for regions with an aim of accelerating regional development, lifting productivity and resilience, and boosting local employment and skills.

### Economic levers and services

- › Economic and regional investment
- › Infrastructure and industry policy
- › Tourism settings
- › Supporting major events

### Government priorities supported

- › Strengthening trade and investment
- › Building infrastructure for growth and resilience
- › Improving educational achievement and growing skills

### Key services



**Kānoa**  
Regional Economic Development  
& Investment Unit



**NEW ZEALAND**  
MAJOR EVENTS

### Key funding streams

- › Economic and regional development
- › Tourism


### Our strategic intentions

To achieve more prosperous and adaptable people, sectors and regions, MBIE will:


- › invest in regional economic activity and infrastructure to lift productivity, increase the performance of businesses and bring about the development of new and/or emerging industries
- › invest to unlock economic development opportunities and jobs
- › boost exports, increase knowledge-intensive activities and build sectors that can increase growth both at a regional and national level.



## OUTCOME TWO: SKILLED PEOPLE ENGAGED IN SAFE AND PRODUCTIVE WORK

<b>What we're working towards</b>	Businesses have access to the right labour and skills at the right time and an employment system that promotes the rights of workers and employers.
<b>Why is this important</b>	<p>Skilled and productive labour, and safe workplaces, are essential attributes of long-term economic growth. A strong economy also needs the right mix of skills, in response to global and domestic opportunities and shifts.</p> <p>Providing opportunities and support for people to upgrade their skills enables them to do better socially and economically and increases their resilience.</p> <p>Immigration is an important mechanism to secure the skills, expertise and flow of people we need for the economy: workers, visitors and students. It also has an important bearing on net migration flows.</p> <p>Accidents at work and poor employment relations damage workers, businesses and society. Our work enables an environment where employers can provide safe work opportunities.</p>
<b>Economic levers and services</b>	<ul style="list-style-type: none"> <li>› Labour supply policy system</li> <li>› Immigration settings</li> <li>› Skilled labour development</li> <li>› Workplace relations and dispute resolution</li> <li>› Workplace safety</li> </ul>
<b>Government priorities supported</b>	<ul style="list-style-type: none"> <li>› Improving educational achievement and growing skills</li> <li>› Better regulation</li> </ul>
<b>Key services</b>	
<b>Key funding streams</b>	<ul style="list-style-type: none"> <li>› Immigration system</li> <li>› Workplace health and safety</li> <li>› Accident compensation regulatory services</li> </ul>
<b>Our strategic intentions</b>	<p>To achieve more skilled people who are engaged in safe and productive work, MBIE will:</p> <ul style="list-style-type: none"> <li>› improve immigration settings and the underlying system to attract the people Aotearoa New Zealand wants to work, visit and study here</li> <li>› review the health and safety regime to make sure it is easier for businesses and workers to comply, balancing costs, benefits and risks</li> <li>› shape and improve the labour market and skills development pipelines.</li> </ul>

## OUTCOME THREE: COMPETITIVE MARKETS WITH INFORMED CONSUMERS AND BUSINESSES

<b>What we're working towards</b>	Competitive systems that enable the operations of businesses and the market, while protecting the rights of users and consumers.
<b>Why is this important</b>	<p>A market with appropriate checks and balances increases the confidence of people and businesses to participate freely in the economy.</p> <p>Making sure consumers and businesses are informed about their rights and responsibilities, and they know that mechanisms are in place to protect them from harm, including dispute resolution mechanisms if things go wrong, is vital to healthy economic activity and economic growth.</p> <p>We achieve this by regulating markets, providing critical information to consumers, providing dispute resolution services, and supporting businesses to grow and evolve.</p> <p>Well-functioning building and tenancy systems and markets are important parts of the availability, cost and quality of people's homes, and an important determinant of social and life outcomes.</p>
<b>Economic levers and services</b>	<ul style="list-style-type: none"> <li>› Foundational services and support for businesses</li> <li>› Market and regulatory settings</li> <li>› Building and tenancy systems</li> <li>› Early and alternative means of dispute resolution</li> <li>› Emergency information services</li> </ul>
<b>Government priorities supported</b>	<ul style="list-style-type: none"> <li>› Better regulation</li> <li>› Strengthen trade and investment</li> </ul>
<b>Key services</b>	
<b>Key funding streams</b>	<ul style="list-style-type: none"> <li>› Commerce and consumer affairs</li> <li>› Financial markets</li> <li>› Tenancy</li> <li>› Building</li> </ul>

---

**Our strategic intentions**

To ensure competitive markets with confident consumers and businesses, MBIE will:

- › focus on the users of MBIE systems to make sure services are customer and user-centric and easy to navigate
  - › streamline the building consent system and reduce regulatory costs
  - › enable the increased use of more overseas building products and systems
  - › make sure that building seismic systems balance risks and costs
  - › support consumers, tenants, landlords, workers and businesses by providing information and services, including dispute resolution services
  - › work to ensure well-regulated markets, including setting and enforcing market rules.
- 

## OUTCOME FOUR: STRONG AND RESILIENT ECONOMY AND VALUE DERIVED FROM NATURAL RESOURCES

**What we're working towards**

Building a strong economy with increased resilience through robust supply chains, energy security, and economic activity from New Zealand's natural resources.

---

**Why is this important**

A strong and resilient economy is foundational to our country's long-term success. It helps us weather global and national changes as well as natural disasters. Energy security and renewable energy sources provide better economic stability and ensure autonomy. We will work to make sure natural resources are used in a way that they can continue to benefit New Zealanders for generations to come. Important contributors to the economy, such as tourism and the primary sector also rely heavily on the natural environment.

We take a systems approach to climate change mitigation and adaptation, enabling businesses and regions to shift to more sustainable products and services, and encouraging people and businesses to live sustainably.


---



**Economic levers and services**

- › Supply chains and competition policy
  - › Energy and renewable energy infrastructure and market settings
  - › Management of Crown mineral estate
  - › Responding in times of emergency or national disaster
- 

**Government priorities supported**

- › Building infrastructure for growth and resilience
  - › Strengthening trade and investment
  - › Promoting innovation, science and technology
-

<b>Key services</b>	
<b>Key funding streams</b>	<ul style="list-style-type: none"> <li>› Economic development</li> <li>› Energy</li> <li>› Minerals</li> </ul>
<b>Our strategic intentions</b>	<p>To ensure a strong and resilient economy and value derived from natural resources, MBIE will:</p> <ul style="list-style-type: none"> <li>› ensure economic settings contribute to increased Gross Domestic Product (GDP)</li> <li>› increase national renewable energy capacity, improve energy security and infrastructure</li> <li>› improve the productivity of mineral resources and their contribution to the national economy</li> <li>› lift international and domestic investment in energy.</li> </ul>
<b>OUTCOME FIVE: DYNAMIC BUSINESS ENVIRONMENT FOSTERING INNOVATION AND INTERNATIONAL CONNECTIONS</b>	
<b>What we're working towards</b>	<p>A sustained lift in economic performance through the improved use of technology and innovation, greater capital investment and leveraging global connections.</p>
<b>Why is this important</b>	<p>The economy operates in a global context, and New Zealand is heavily reliant on two-way trade, based on competitive advantage. In recognising ongoing shifts in trade, productivity, preferences and technology, the country needs a dynamic business environment, where businesses are able to respond to new opportunities, increase their capital intensity, and the development of international connections to support economic growth and capability building.</p> <p>Capital investment and strategic partnerships are necessary to advance our country's interests in trade and technological developments.</p> <p>Greater diverse connectivity will make the economy more resilient to future shocks, improve economic and social wellbeing, and promote the country on the global stage.</p>
<b>Economic levers and services</b>	<ul style="list-style-type: none"> <li>› Research, science and technology settings and investment</li> <li>› Digital technologies and communication markets and infrastructure</li> <li>› Space policy</li> <li>› Government procurement</li> </ul>

<b>Government priorities supported</b>	<ul style="list-style-type: none"> <li>› Strengthen trade and investment</li> <li>› Promoting innovation, science and technology</li> </ul>
<b>Key services</b>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p><b>NEW ZEALAND</b> SPACE AGENCY</p> </div> <div style="text-align: center;">  <p><b>NEW ZEALAND</b> INTELLECTUAL PROPERTY OFFICE</p> </div> </div>
<b>Key funding streams</b>	<ul style="list-style-type: none"> <li>› Research, science and innovation</li> <li>› Technology and communications</li> <li>› International business growth and investment</li> <li>› Screen production</li> </ul>
<b>Our strategic intentions</b>	<p>To help create a dynamic business environment that fosters innovation and international connections, MBIE will:</p> <ul style="list-style-type: none"> <li>› improve the delivery of commercial value from national science funding and boost innovation</li> <li>› create an enabling biotech sector</li> <li>› support early stage capital markets and international investment attraction</li> <li>› support the growth of the digital sector and the uptake and smart use of information and communications technology</li> <li>› develop and improve initiatives that make it easier for businesses to work with government, including procurement approaches.</li> </ul>

# The way we work

We are working to create better results for people and businesses, along with lifting the productivity and efficiency of our services and how we operate. MBIE will take advantage of its span, expertise and connections to enable an environment where people can innovate and prosper.

We will make it easy for people to connect with us and stay informed, to understand their responsibilities and be supported to do the right thing. A customer- and user-centric approach will be the basis of design and delivery of our services, building on our customer service promise of “Simple, Safe, Certain”. For example, MBIE intends to invest in the immigration system to increase the efficiency of services and customer experience, improving the underlying systems and streamlining visa processing.

We will strengthen our technology and data foundations to improve decision-making. New technology and tools will be integrated into our services to lift quality and productivity.

We will exercise fiscal discipline and be flexible in how we think and operate. Progress against priorities will be regularly reviewed, with resources shifting to where they are required.

We will weave these priorities through how we work, from our leadership and governance to our finances and systems.

## Leadership and governance

Our senior leadership team consists of the Secretary (Chief Executive), eight Deputy Secretaries, and the Chief Advisor to the Secretary. They are responsible for the achievement of MBIE’s strategic outcomes, including the ongoing stewardship of MBIE, its people, systems and functions. They make sure MBIE focuses its efforts and resources in the right areas at the right time. They also champion our values and drive cultural change.

Effective governance allows MBIE to achieve its core outcomes through a framework of leadership, stewardship and decision-making. MBIE’s governance system, Mana Whakaruruhau, is made up of a series of committees that provide the architecture through which we will deliver our strategic intentions. This will allow us to solve real-time issues and consider future-focused options. The responsibilities of these committees include:

- › agreeing and delivering on our organisational strategy
- › prioritising investment
- › getting assurance on the effectiveness of our services and capabilities
- › managing systems to keep our people safe and well
- › managing risk
- › monitoring performance across the organisation.

## Our people

We are a diverse team whose work supports communities across Aotearoa New Zealand: our people are taonga (what is precious) and our greatest strength.

We want MBIE to be the place where people want to work. Our people should feel they belong, are engaged, can grow professionally, and have the skills and environment to deliver MBIE’s purpose.

MBIE's People Strategy, He Rautaki Hīkinga Tāngata, has four pillars.

1. **Empower/Whakamana:** Creating a safe, trusting and inclusive environment for our people to thrive.
2. **Develop/Whakawhanake:** Developing our people so they can grow and deliver for Aotearoa New Zealand.
3. **Evolve/Whakapakari:** Continuously improving our processes and tools to make things easier and more efficient for our people.
4. **Enable/Whakakaha:** Co-designing innovative, best-fit solutions with our stakeholders and partners, being an exemplar of people practices in the Public Service.

### **Diversity, equity and inclusion**

At MBIE, we value our people and strive to reflect the communities we serve. Our inclusion and diversity strategy, *Nō Konei–Belong*, focuses on creating a sense of belonging and meeting public sector-wide diversity, inclusion and equity objectives. An inclusive culture is essential, if we are to attract and retain great people and make sure multiple perspectives are included in policy advice and service design to help *Grow Aotearoa New Zealand for All*.

Our programmes on diversity, equity and inclusion and Māori–Crown relations outline MBIE's commitment to identifying and eliminating policies, procedures and other institutional barriers that cause or perpetuate inequality. In addition, we are committed to the Accessibility Charter and continue to make sure our public information is accessible. We assess our websites, to make sure they comply with the New Zealand Government Web Accessibility Standards, and to reasonably accommodate the needs of people with disabilities and support their health and wellbeing.

### **Employee-led networks and multi-language use**

We encourage employee-led networks to create opportunities for our people to engage, learn and take part in creating an inclusive and diverse workplace.

Our employee-led networks include:

- › African Community Employee Network
- › Arahanga Wāhine – Women's Network
- › Asia–International Network
- › Kete Taiao – Sustainability Network
- › Ngai Kahukura – Rainbow Network
- › Pacific Staff Village
- › Te Aumangea – Mental Health Network
- › Te Rau Puāwai – Wāhine Māori Network
- › Te Tae Whakapakari – ENABLED
- › Women of Colour Network.

MBIE actively supports multi-language use in the workplace. Our karakia can be heard throughout our offices. Stories are communicated internally that celebrate the language and culture of different peoples and raise awareness about our diverse workforce. MBIE supports Aotearoa New Zealand Sign Language and celebrates the official Pasifika language weeks throughout the year.

### **People Experience hub**

To understand the experiences of diverse population groups within MBIE, we use human-centred design principles through our People Experience hub. We run people experience discovery sprints, which allow us to hear directly from our diverse communities. People can share their experiences and perspectives of working at MBIE, what does and does not work for them, what matters most, and what we need to prioritise to make changes that would have positive and sustainable effects. MBIE is working on embedding recommendations from the people experience discovery sprints to better support its diverse communities to belong and thrive at MBIE.

## **Making the best use of our finances**

MBIE is focused on the efficient and effective delivery of its outcomes, reducing overall costs and making sure it is well prepared to realise the Government's priorities. We have been making sure we can respond flexibly to future demands including bringing together like functions and teams; better using the skills, experience and capabilities of our people; and automating processes to allow us to place greater focus on providing services for the people we serve.

MBIE has continued to look at how the organisation best operates in a tighter financial environment, including its programmes of work, financial position, and the size and capability of its workforce. We need MBIE's operational and financial structures to be sustainable over the long term. This lets us plan and prioritise, making sure our resources achieve positive outcomes efficiently and effectively for New Zealanders.

## **Managing the performance of our investments and assets**

MBIE has an asset base largely composed of technology assets and property assets. Our assets support our ability to successfully meet our strategic intentions. We have a responsibility to make sure these assets are managed in a way that balances service levels, risk and affordability.

Our investment plan responds to the various roles and responsibilities we have across regulatory systems, sectors, industries and regions. From 2024/25, we will shift to a four-year investment plan to undertake strategic programmes of work that support the delivery of MBIE-wide strategic priorities first. Our critical assets register also helps us prioritise where we invest. A focus for MBIE is making sure its investments deliver value for money. We will be tracking the benefits that are gained through our investments. These will be reported in our annual reports.

## **Our digital and data journey**

MBIE is creating more reliable technological foundations and robust tools, to make it easy for people to work with and for us. We are standardising our systems and investing in digital solutions that provide modern, flexible and responsive platforms to service New Zealand.

With advances in AI, particularly large language models, an increasing focus will be on how to integrate AI as a tool to improve the efficiency of MBIE's activities. This will involve both the terms of how it can be used to enhance the services we provide and to support internal activities. AI and other new technology and tools will be integrated into our activities to boost productivity and quality of service, while still meeting legal requirements and protections relating to information security and privacy.

Our data insights are used to support delivery of people-centred services, the development and monitoring of government policy and our ability to measure our outcomes. We are continuing to grow our capability as an evidence-led organisation that enables people to access and use data confidently, monitor trends, and show how our activities are making a difference.



## **Strengthening our Māori–Crown capability**

Grounded in the principles of the Treaty of Waitangi/ Te Tiriti o Waitangi, to support Māori–Crown relations, we aim to proactively listen to and recognise the needs of iwi and Māori, and to support their economic, employment and business aspirations. MBIE has around 70 ongoing relationships resulting from Treaty settlements (these include Crown mineral protocols, accords, relationship agreements and others). These serve as a focus for:

- › deepening MBIE’s network of relationships with Māori and Māori entities
- › investing in initiatives across the country that support Māori economic aspirations
- › building our internal Māori capability and applying Treaty/Te Tiriti guidance across our work and programmes.

### **Whāinga Amorangi**

Whāinga Amorangi is MBIE’s plan to strengthen Māori–Crown relations by building internal capability, growing our understanding of why the Māori–Crown relationship is important and how to reflect this in our everyday work.

We recognise that our people are at various stages of their journey and will require differing levels of support to build their capability in Māori–Crown relations. Whāinga Amorangi supports MBIE to meet its Māori–Crown responsibilities under the Public Service Act 2020.

Whāinga Amorangi includes four capability areas:

- › te reo Māori
- › te Tiriti o Waitangi/the Treaty of Waitangi and Aotearoa New Zealand history
- › tikanga/customs and kawa/protocols
- › engagement with Māori.

## **Te Ara Reo Rangatira**

Our te reo Māori competency area is supported by Te Ara Reo Rangatira. This strategy sets out MBIE’s commitment to supporting the development and use of te reo Māori as a valued and living official language of Aotearoa New Zealand. Te Ara Reo Rangatira is part of our overarching Māori capability strategy, Whāinga Amorangi. The vision and purpose of ‘kia māhorahora te reo’ are that te reo Māori is used every day by everyone within MBIE. The strategy incorporates three phases:

- › alignment to Whāinga Amorangi; building and strengthening Māori–Crown relations for all kaimahi
- › weaving te reo into how MBIE operates internally and externally
- › making sure we are doing the basics well, providing opportunities for te reo Māori to be learnt, shared and enjoyed.

### **Treaty Guidance for Policy**

Policy, and associated legislation, is a core part of how the Crown governs. A lot of our work at MBIE is based on creating comprehensive and effective policies to support Aotearoa New Zealand. This is an important way that we support the Crown in its relationship with Māori under the Treaty of Waitangi/Te Tiriti o Waitangi.

The Treaty Guidance for Policy outlines the way we can incorporate the Treaty/Te Tiriti in our policy development. It has four steps: understanding the context, identifying what good looks like, developing options and delivery. MBIE uses its Treaty Guidance for Policy to support policy practitioners and programmes to have the capability and guidance to uphold responsibilities under the Treaty/Te Tiriti and the Public Service Act 2020. It is important we maintain consistent practices when we work with iwi, hapū or within te ao Māori, and the guidance helps people to understand and apply the Treaty/Te Tiriti in their policy development process.

## Sustainability

We are committed to understanding and addressing the actual and potential effects of climate change on our operations, strategy and investments. MBIE's sustainability framework supports its contribution to a carbon neutral public sector and its broader cultural, economic, environmental and social impacts in the transition to a low-emissions economy.

We are developing a system-based approach to identifying, assessing, managing and reporting on the climate-related risks and opportunities that MBIE is exposed to. This approach is aligned with the External Reporting Board's Aotearoa New Zealand Climate Standards and the Task Force on Climate-related Financial Disclosures framework.



## **Managing risk**

Managing risk is an integral part of our business. Our risk management practices help us to clarify goals and objectives, identify what might stand in the way of their achievement and take appropriate action to mitigate risks. These practices also help us identify opportunities to exceed expectations, including adopting new and innovative approaches to our work.

The aim is to realise improved value from risk and assurance activities and prioritise the allocation of resources to those areas of greatest risk to MBIE. As a result of proactively managing our risks, we expect to see increased trust and confidence of Ministers, external stakeholders and members of the public.

MBIE has established a three-year risk management strategy that focuses on improving risk leadership and direction, people and development, processes and tools and overall business performance.

One of the strategy's main deliverables is the Risk Management Training Programme. The training programme is available to all staff and caters to varying levels of risk expertise, from the foundational level to the more advanced risk practitioner level. More than 600 MBIE staff have participated in the training since its inception in 2023.

# Annex 1: Measures and indicators

These indicators have been chosen based on several criteria:

- › appropriateness and relevance to explain the progress that can be achieved for Aotearoa New Zealand
- › availability of data that will help show comparative performance information and consistency of reporting over time.

## OUTCOME ONE: PROSPEROUS AND ADAPTABLE PEOPLE, SECTORS AND REGIONS

Performance measure	Indicator
Increase household incomes	Total real household median weekly income from all sources, by region
Increase labour productivity	Labour productivity growth
Decrease income inequality	Percentile ratio (P80:20) of household income after housing costs for all households
Growth of new businesses	Average five-year growth in employment in new businesses

## OUTCOME TWO: SKILLED PEOPLE ENGAGED IN SAFE AND PRODUCTIVE WORK

Performance measure	Indicator
Increase employment	Total employment rate
Increase skilled workforce	Skilled occupation rate
Increase skill matching of migrants	Proportion of employed Skilled Migrant Category principal applicants whose current job matches their skills and qualifications
Improve the experience for applicants applying for visas	Percentage of visa applicants satisfied with their overall experience of applying for a visa
Increase pay equity	Difference in median hourly earnings for men and women
Reduce fatal and serious work-related injury	Fatal injury rate (age standardised rate per 100,000 full-time equivalent (FTE) worker)
	Serious non-fatal injury rate (age standardised rate per 100,000 FTE worker)

### OUTCOME THREE: COMPETITIVE MARKETS WITH INFORMED CONSUMERS AND BUSINESSES

Performance measure	Indicator
Increase consumer awareness	Percentage of adult consumers who know at least a moderate amount about their rights as a consumer
Improve consumer awareness of access to resolution pathways	Percentage of consumers who agree there is adequate access to services that help to resolve disputes between consumers and business
Increase percentage of tenancy mediations settled	Percentage of tenancy mediations settled
Increase employment mediation customer satisfaction	Percentage of clients satisfied based on their last interaction with the employment mediation services
Improve the business experience when dealing with government	Customer Experience Index (MBIE CXI)

### OUTCOME FOUR: STRONG AND RESILIENT ECONOMY AND VALUE DERIVED FROM NATURAL RESOURCES

Performance measure	Indicator
Increase economic productivity	Gross domestic product per hour worked
Reduce greenhouse gas emissions from electricity generation	Greenhouse gas emissions from electricity generation
Increase sustainability of national energy system	Percentage of modern renewables in total final energy consumption
Increase efficiency of national energy system	Energy intensity (based on megajoules per dollar of gross domestic product in real 2009/10 prices)

## OUTCOME FIVE: DYNAMIC BUSINESS ENVIRONMENT FOSTERING INNOVATION AND INTERNATIONAL CONNECTIONS

Performance measure	Indicator
Increase the value of exports	Total value of exports
Increase in firms collaborating internationally for innovation	Percentage of firms collaborating internationally for innovation
Increase in firms reporting innovative activity	Firm innovation rate
Increased business research and development expenditure	Business expenditure on research and development as a percentage of gross domestic product
Increase productive capital investment	Proportion of net capital stock that is not residential





**Te Kāwanatanga o Aotearoa**  
New Zealand Government

MBIE 11018