

# Briefing for the incoming Minister Responsible for the Ministry of Business, Innovation and Employment

23 January 2025



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# 1. Introduction

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1. Congratulations on your appointment as Minister for Economic Growth. In this role you are also the Minister responsible for the Ministry of Business, Innovation and Employment (MBIE), commonly referred to as the 'Ownership Minister'.

## Purpose

2. This briefing provides an overview of MBIE and outlines your role as Ownership Minister. It should be read in conjunction with the Economic Growth portfolio briefing.
3. Further briefings will be provided to you, guided by your priorities.

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## 2. Overview

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4. As the lead microeconomic agency, MBIE's responsibilities, across multiple economic portfolios and functions, are critical to delivering on the Government's commitment to unleash New Zealand's economic growth, to make people better off, and to create more opportunities for business.
5. MBIE has five outcomes that it is formally responsible for:
  - 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.
6. MBIE's key responsibilities span over 17 interconnected ministerial portfolios (with support for several more), plus 17 regulatory systems, and over 25 Crown entities.
7. MBIE receives \$1.38 billion to deliver functions and services on behalf of the government (funded through a combination of Crown revenue, as well as significant third-party revenue) and administers \$6.34 billion in non-departmental activities on behalf of the Crown (based on OBU for 2024/25).
8. MBIE leverages its span, connections, and influence to develop integrated policy and operational responses to complex issues, especially where the issues cross multiple portfolios. This is standard practice across our work, for example, having access to insights on employment, skills requirements and immigration flows allows for more aligned advice on workforce issues and options.
9. MBIE's workforce operates across more than 40 sites in 20+ locations around the country and the world. Our work and footprint enable MBIE to regularly engage with, and understand the perspectives of, business and community. Over two-thirds of our staff are focused on delivery of services to people and businesses. Our policy staff are focused on advancing the Government's priorities and New Zealand's economic growth.

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## Advancing the Government's priorities

10. MBIE's role advancing the Government's priorities include:

- Improving education and skills outcomes
- Better regulatory and tax settings
- Promoting science, innovation and technology
- Strengthening international connections
- Delivering productivity enhancing infrastructure

11. MBIE is leading on several major reforms and key initiatives aimed at boosting economic growth in New Zealand (see **Annex 1** for a more comprehensive list) including:

- Enhancing energy security of supply through rapid growth in renewable energy generation, transmission and distribution infrastructure; ensuring supply responsiveness and appropriate competition; and improved market performance.
- Reforming the Science, Innovation and Technology system to ensure it is well positioned to contribute to economic growth and meet future challenges.
- Improving immigration pathways to ensure New Zealand can access the people it needs, when it needs it, plus changes to ensure immigration system is more self-funding and sustainable.
- Reforms to the building system to drive consistency, certainty, and efficiency across the consenting process, as well as reduce costs through improved access and use of building products from comparable jurisdictions.

## Efficiency and effectiveness

12. As an organisation, MBIE continues to be flexible and adaptable, responding to changes in Government priorities and needs, while focussing on improving efficiency and effectiveness.

13. MBIE has a strong focus on fiscal discipline. Through cost savings and Budget 2024, we returned nearly \$4.3bn of savings over the last 18 months and we continue to look for opportunities to work more effectively.

14. As at 31 December 2024, MBIE had 5,909.4 FTE and has reduced its FTE by 740.9 (11%) since 31 December 2023. This reduction has aligned our workforce to a more fiscally constrained environment and delivered efficiencies. This was achieved by the closure of some work programmes and vacancies, two voluntary redundancy programmes and 34 organisational change processes.

15. MBIE has taken a measured approach to workforce reduction, where possible, ensuring retention of the appropriate levels of specialised skills and capability to deliver to the scale and breadth of the Government's policy and operational work programme, while maintaining service delivery to New Zealanders.

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### 3. Ownership Minister's responsibilities

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16. As Minister for Economic Growth, you are the Minister responsible for MBIE.<sup>1</sup> While the term 'Ownership Minister' does not have a legal definition, it is typically used to describe the functions of a Minister responsible for a department.
17. MBIE's Ownership Minister is accountable to Parliament for:
  - ensuring MBIE carries out its functions properly and efficiently
  - the financial performance of MBIE and for protecting the Crown's interest in it.
18. In practical terms, the Ownership Minister ensures officials, through the Secretary for MBIE:
  - understand the priorities of the Government, your priorities and those of portfolio Ministers
  - are developing policy, legislative and regulatory settings aligned with these priorities and are delivering public services effectively and efficiently to the New Zealand public
  - are actively identifying and addressing risks to current and possible future functions and services through the right skills, systems, culture, and connections across MBIE and other agencies
  - are continuing to make progress in relation to protective security of people, information, and assets.

#### **Vote management**

19. You are responsible for ensuring MBIE delivers on its responsibilities as the administrator of three Votes:
  - Vote Business, Science and Innovation
  - Vote Labour Market
  - Vote Building and Construction.

#### **Budget 25 and Performance plans**

20. In November 2024, MBIE submitted a draft Performance Plan to the Treasury that covered MBIE's key impact areas and cost pressures. This plan is closely linked to MBIE's aspects of the Budget 2025 process, both of which you will have responsibility for as Ownership Minister.
21. Both the Budget 2025 and Performance Plan are covered in more detail in the table on page 21. We would welcome the opportunity to discuss how you would like to approach these aspects of your role as Ownership Minister so that we can support you in this.

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<sup>1</sup> Ministerial responsibilities are defined by the Cabinet Manual, statute and other legal instruments, including the Public Finance Act 1989 and the Public Service Act 2020. Each of these instruments uses different terms when describing Ministerial obligations. Collectively they provide the parameters of your responsibilities as Ownership Minister for MBIE.

## 4. About MBIE

### MBIE at a glance

#### MBIE's responsibilities span:



17+ Portfolios we lead, plus several others we support



17 Regulatory systems



115+ Acts

#### Budget 2024/25 (OBU)

##### \$7.72 Billion Total

- \$1.38 Billion departmental
- \$6.34 Billion non-departmental
  - \$1.93 Billion – investments, grants etc.
  - \$4.41 Billion – Crown entities

Note: includes capex and opex

#### MBIE has around 5,900 FTE\*

Over 2/3 of MBIE people are focused on **service delivery**



\*As at 31 December 2024

MBIE people work in 20+ locations across the country and around the world

40+ MBIE brands that New Zealanders engage with, including:



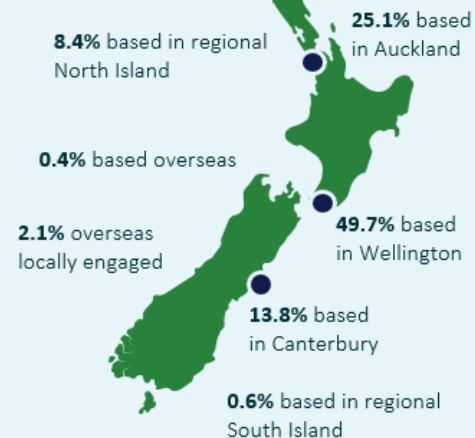
EMPLOYMENT  
NEW ZEALAND

NZBN

go**business**

TRADING  
STANDARDS

Consumer  
Protection



## Portfolios and Ministers

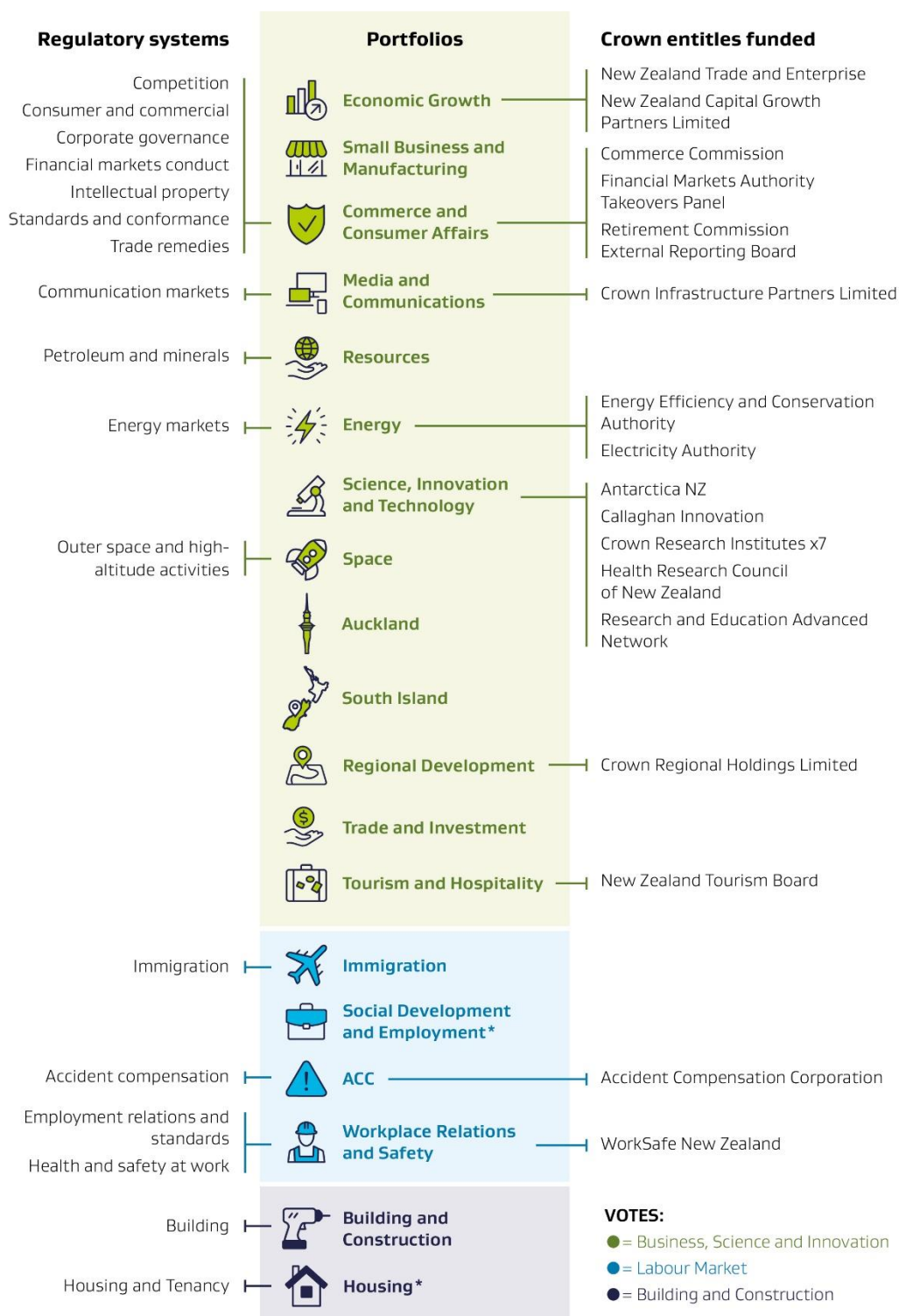
VOTE	PORTFOLIO	MINISTER
Business, Science, & Innovation	Economic Growth <i>(Minister responsible for MBIE)</i>	<i>Hon Nicola Willis</i>
	Auckland	<i>Hon Simeon Brown</i>
	Commerce and Consumer Affairs	<i>Hon Andrew Bayly</i>
	Energy	<i>Hon Simon Watts</i>
	Media and Communications	<i>Hon Paul Goldsmith</i>
	Regional Development	<i>Hon Shane Jones</i>
	Resources	<i>Hon Shane Jones</i>
	Science, Innovation and Technology	<i>Hon Dr Shane Reti</i>
	Small Business and Manufacturing	<i>Hon Chris Penk</i>
	South Island	<i>Hon James Meager</i>
	Space	<i>Hon Judith Collins KC</i>
	Tourism and Hospitality	<i>Hon Louise Upston</i>
Trade and Investment	<i>Hon Todd McClay</i>	
Labour Market	ACC	<i>Hon Andrew Bayly</i>
	Immigration	<i>Hon Erica Stanford</i>
	Social Development and Employment*	<i>Hon Louise Upston</i>
	Workplace Relations and Safety	<i>Hon Brooke van Velden</i>
Building & Construction	Building and Construction	<i>Hon Chris Penk</i>
	Housing*	<i>Hon Chris Bishop</i>

\* MBIE leads on Employment within the Social Development and Employment portfolio and supports Tenancy and Temporary Accommodation Service as part of the Housing portfolio.

Other portfolios MBIE supports include: Emergency Management and Recovery; Health; Māori Development; Pacific Peoples; Police; Public Service; Regulation; and Sport and Recreation.



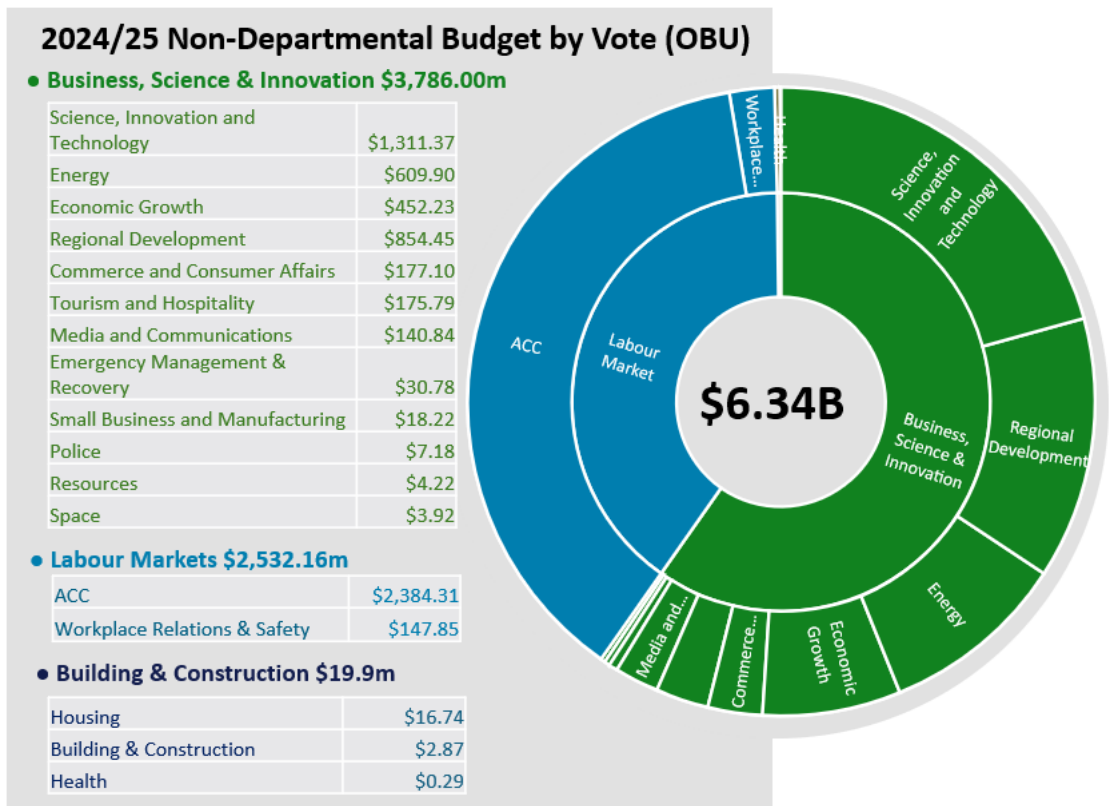
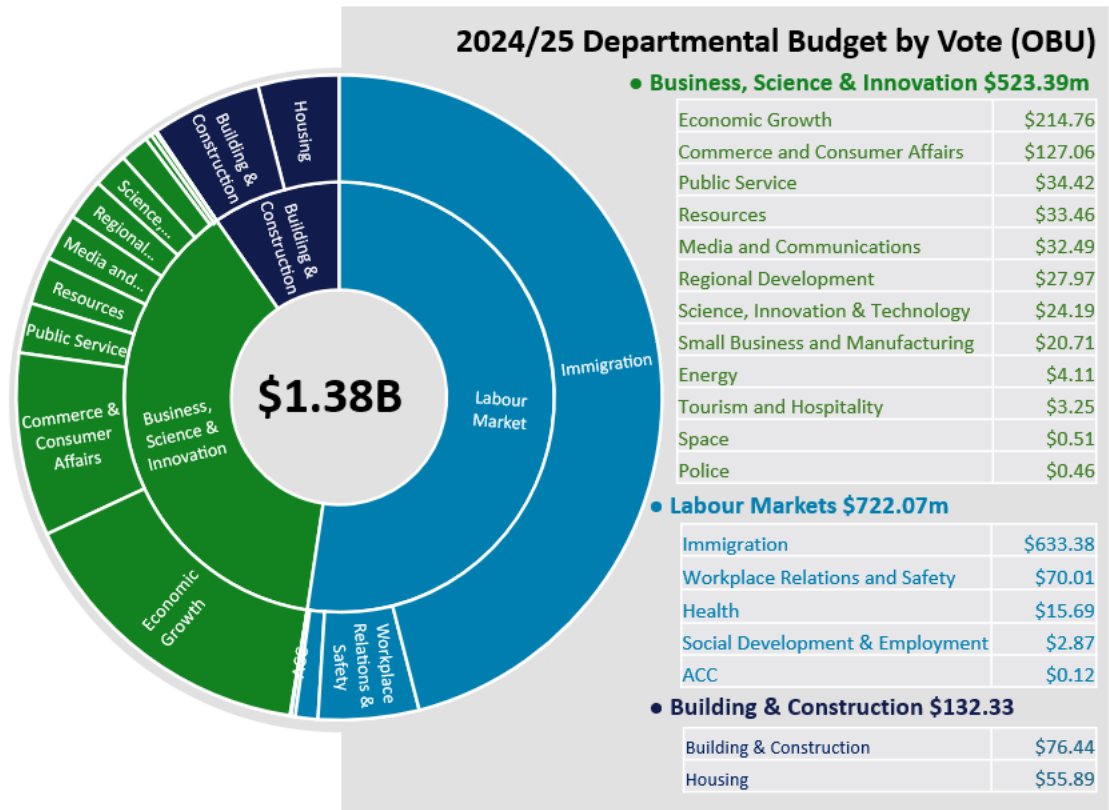
## Portfolios, regulatory systems and Crown entities



\* MBIE leads on Employment within the Social Development and Employment portfolio and supports Tenancy and Temporary Accommodation Service as part of the Housing portfolio.

Other portfolios MBIE supports include: Emergency Management and Recovery; Health; Māori Development; Pacific Peoples; Police; Public Service; Regulation; and Sport and Recreation.

# Funding by Vote and Portfolio



Note: figures above include opex and capex.

## MBIE's policy work programme and resource

22. MBIE's policy responsibilities and our workforce are distributed across 17 core portfolios and leads or contributes to other portfolios such as Auckland, Public Service (Government Property) and now South Island.
23. Our policy effort is driven by coalition, ministerial and Cabinet priorities and has been a significant feature of the Government's initial 100 day and subsequent quarterly plans. MBIE's current policy work programme will also have impacts on approximately 65 pieces of legislation, and in some cases further flow on impacts to secondary and tertiary legislative instruments. **Annex 1** provides a summary of the major reforms and key initiatives MBIE is leading.
24. Overall, MBIE's workforce is largely focused on a number of operational functions with a relatively small policy resource allocation of about 420 FTE (roughly 7% of our total FTE). For example, in 2024 while MBIE had approximately 2860 staff working in the Immigration portfolio, only 39 of those were policy staff. The following portfolio breakdown illustrates where our policy resources are currently distributed:

Portfolio	Total policy FTE
Accident Compensation	6.5
Building and Construction	46.0
Commerce and Consumer Affairs	58.0
Economic Growth (including Government Procurement)	47.2
Energy	49.2
Immigration	28.0
Media and Communications	15.5
Public Service (Government Property)	1.0
Regional Development	9.3
Resources	11.4
Science Innovation and Technology	60.4
Small Business and Manufacturing	9.0
Social Development and Employment	15.7
Space	12.5
Tourism and Hospitality	17.9
Workplace Relations and Safety	31.4
South Island	TBC
<b>Auckland portfolio</b>  <i>A small number of people support the Auckland portfolio, which largely involves supporting coordination across other relevant portfolios.</i>	

## Snapshot of service levels in 2023/24

25. The following is a snapshot reflecting the level of activity across a number of our services in the 2023/24 financial year.

### Service centre

#### Services we provide:

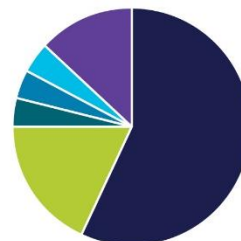
In addition to information online and via email, many people call us seeking information, including:

- › how to grow and digitise their business
- › immigration processes
- › lodging complaints because their rights as tenants, consumers, workers and so on, have not been upheld.

We have people based across the country managing over 70 different helplines: over 50 voice channels and over 20 email channels. This year, we processed over 1.5 million calls averaging over 125,000 calls per month.

#### Calls to Service Centre lines

- 57% Immigration New Zealand
- 18% Building & Tenancy
- 4% Market Integrity – Standards
- 4% Market Integrity – Registry
- 4% Employment Services
- 13% Others



#### Volume of calls through service centres



### Immigration

#### Services we provide:

- › Connecting people and enabling visitors to enter Aotearoa New Zealand
- › Attracting international talent and investment
- › Protecting the border

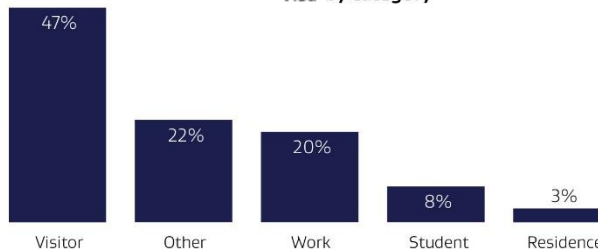
We approved over 1.1 million visa applications, which allowed nearly 845,000 people entry to the country, connecting New Zealand to the world.\*

\*This is in addition to travel authorities issued to 1.6 million visitors from visa waiver countries.

#### Visa applications received and approved



#### Visa by category



## Building and tenancy

### Services we provide:

- › Bond receipt and refunds
- › Tenancy, unit titles and weathertight mediation
- › Investigating breaches of the Residential Tenancies Act 1986, Unit Titles Act 2010 and Building Act 2004
- › Building Code determinations
- › Temporary Accommodation Service
- › New Zealand Claims Resolution Service (NZCRS)

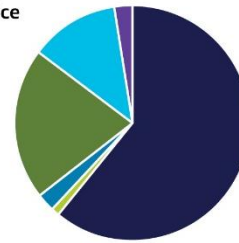
We lodged and held bonds for nearly 179,000 New Zealand households and are progressing over 900 open NZCRS cases covering several significant events. This contributes to New Zealanders' access to safe and secure housing.

### Bond refunds and lodgements



### New Zealand Claims Resolution Service open cases

- 61% Canterbury Earthquake Sequence
- 1% 2016 Kaikōura Earthquake
- 3% 2022 Nelson Flooding
- 21% 2023 Auckland Flooding
- 12% 2023 Cyclone Gabrielle
- 2% Other



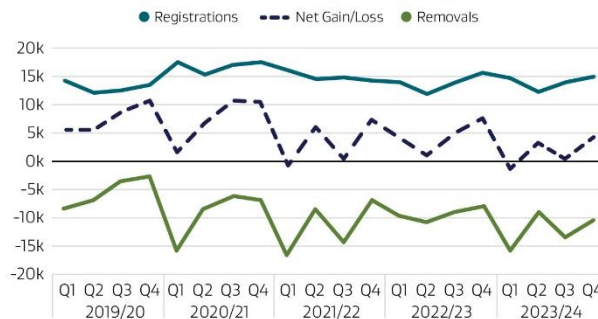
## Market integrity

### Services we provide:

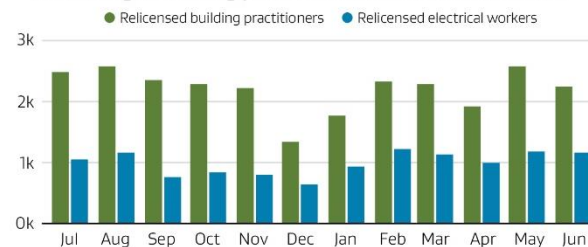
- › Business registration
- › Licensing practitioners, including building, electrical, immigration, auctioneers, motor vehicle traders
- › Radio spectrum, telecommunications infrastructure
- › Trading standards and Standards NZ

We registered over 55,600 companies and relicensed over 26,100 building practitioners and 11,900 electrical workers this year, to support a dynamic business environment and enable a fair market for consumers.

### Companies forming and ceasing



### Relicensing of building practitioners and electrical workers



## Employment

### Services we provide:

- › Information and advice about employment law, rights and obligations
- › Employment relations and dispute resolution
- › Prevention of migrant exploitation and compliance with employment standards

We led 4,580 employment mediations and delivered over 5,000 employment standards interventions enabling safe and productive workplaces. Since we reopened the borders in August 2022, over 250,000 people have arrived in New Zealand on a work visa (over 120,000 people in 2023/24). This year, we managed over 3,900 reports of migrant exploitation and completed over 3,000 Migrant Exploitation Visa assessments, of which 91% were completed within 5 days.

### Employment standards interventions



### Migrant Exploitation Reports Received



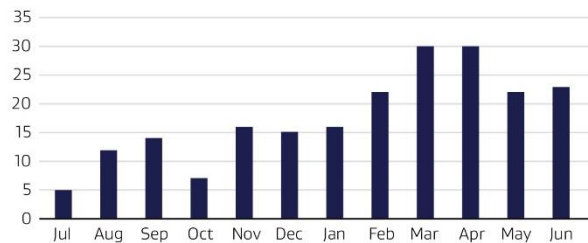
## Business and consumer

### Services we provide:

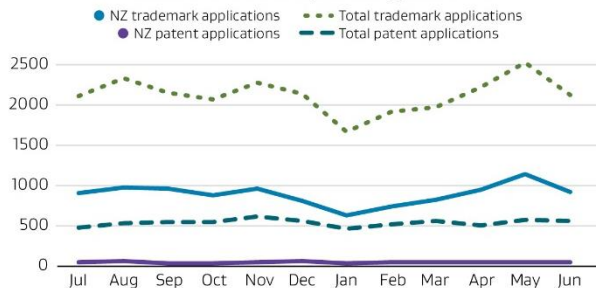
- › Information and tools to support businesses and consumers
- › Digital products and learning
- › Small business support
- › Protecting intellectual property

We published over 200 voluntary consumer product recalls to make sure goods supplied to consumers are safe and of acceptable quality. The register now contains 340,000+ trademarks to protect intellectual property.

### Voluntary recalls published



### New trademark and patent applications



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## Responsibilities and functions

26. MBIE's functions broadly fall within the following:
- **Policy advice** – MBIE provides policy advice and recommendations for Ministers to help achieve the Government's objectives.
  - **Operations and service delivery** – MBIE provides a range of foundational economic services and support to people and businesses.
  - **Legislation** – MBIE develops, reviews, and provides input into legislation related to our responsibilities and functions.
  - **Regulation** – MBIE has responsibilities relating to the health and performance of multiple regulatory systems including systems stewardship.
  - **Investing** – MBIE manages and invests non-departmental funding to lift outcomes in areas such as regional economic development, science, and technology.
  - **Monitoring entities** – MBIE monitors a range of Crown entities and other bodies to ensure they are meeting operational and performance expectations (see **Annex 2**).
27. MBIE is also responsible for various cross-government and cross-sector functions:
- MBIE is the Government's Procurement System and Government's Property System lead.
  - The Secretaries of MBIE and The Treasury co-chair the Economic Chief Executives group, supporting a system leadership approach to economic development across the public sector.
  - MBIE has 245 Treaty settlement commitments across 60 settlements (as of December 2024). The majority relate to Crown minerals and natural resources, and the formation of Crown Mineral Protocols.
  - Under the Emissions Reduction Plan and National Adaptation Plan, MBIE has a significant climate change work programme across Ministerial portfolios that aims to help businesses and the country transition towards a lower carbon profile.

## Security and Emergency Management

### National Security

28. New Zealand's National Security Strategy and national security intelligence priorities outline intentions to protect and advance New Zealand's national security interests. The strategy identifies 12 core issues, and four connected issues significant to New Zealand's security, that cut across multiple MBIE business groups.
29. MBIE plays a key role in economic security through its responsibilities for key microeconomic markets and systems (financial, energy, etc) and management of foundational platforms (for example companies, intellectual property and other registries).
30. MBIE, alongside Customs, Ministry for Primary Industries and Police, plays a significant role in border security, principally through its immigration functions. MBIE is the lead agency for national readiness and response in the event of a maritime mass arrival.
31. MBIE is the system lead for countering trafficking in persons and is responsible for cross-border trafficking cases, collaborating closely with Police, New Zealand Customs Service, Oranga Tamariki and the Department of Internal Affairs.
32. Transnational organised crime is an ongoing focus for MBIE. This includes investigation, disruption and prevention of organised criminal activities such as organised immigration crime, people smuggling, trafficking in persons, and financial crime.

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33. Alongside the New Zealand Defence Force and Ministry of Defence, MBIE has a central role regarding space security. MBIE also supports cross-cutting issues such as risks from emerging technology.

### **Emergency management and business continuity**

34. MBIE maintains an emergency management and business continuity team to support the coordination of MBIE's response during incidents, such as natural hazard events, or in the event the Officials Committee for Domestic and External Security Coordination (ODESC) system is activated.
35. MBIE is a co-lead, along with NEMA, for Space Weather events (e.g. a solar storm) and is chair of the Fuel Sector Coordinating Entity designed to provide security around supply of fuel.
36. Key focus areas include ensuring business continuity across critical business functions such as keeping the border open, temporary accommodation service for people affected by natural disasters, and the building system emergency management.



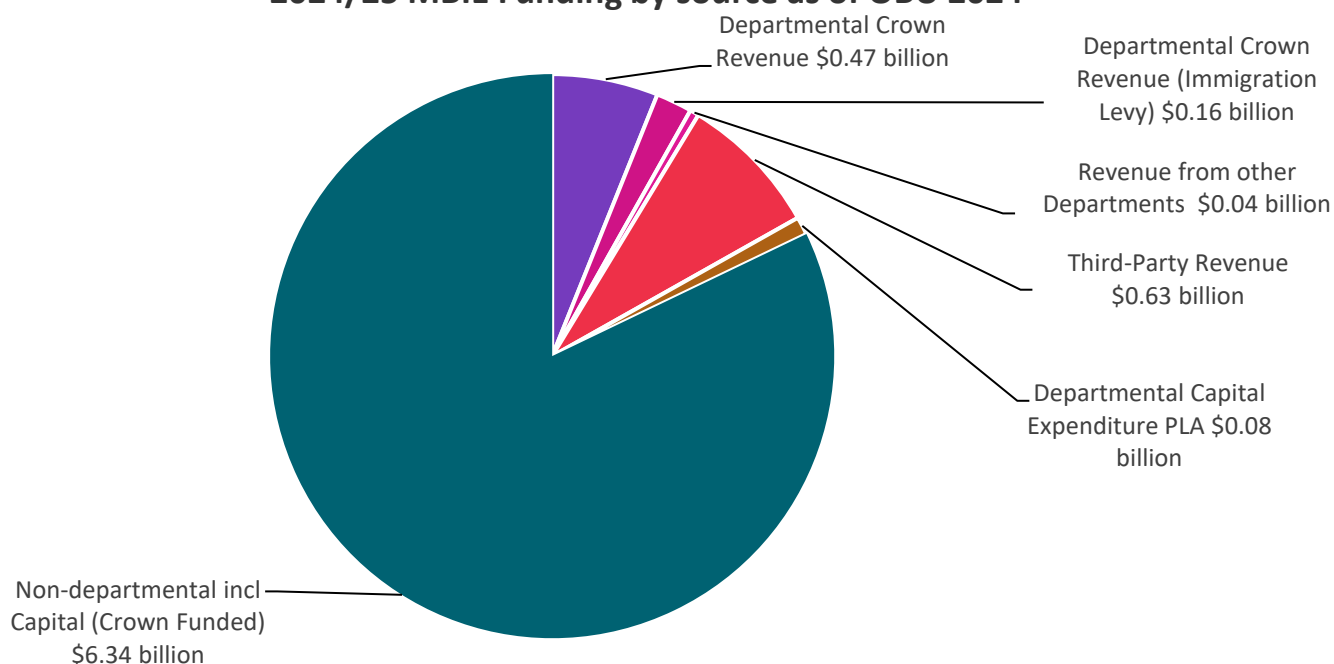
## MBIE's funding

37. MBIE is a large Ministry with just over \$7.72 billion in departmental and non-departmental funding for 2024/25 (as at OBU 2024), spanning three different votes. While we lead more than seventeen portfolios, MBIE has appropriation responsibilities across over 20 portfolios.

<b>Departmental</b> <b>\$1.38 billion</b> <b>(18%)</b> MBIE's activities, including services for people and businesses	<b>Non-Departmental</b> <b>\$1.93 billion</b> <b>(25%)</b> Regional investment, contestable funds, grants, research, etc, managed by MBIE	<b>Non-Departmental</b> <b>\$4.41 billion</b> <b>(57%)</b> Crown entities
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38. Of this total, the majority, \$6.34 billion (82%), is non-departmental – with \$1.93 billion channelled through grants and investments across a range of portfolios and \$4.41 billion for Crown entities (see **Annex 2** for details).
39. The remaining \$1.38 billion (18%) covers MBIE's departmental operations, including the provision of services to people and businesses. It is primarily funded through a combination of Crown revenue (including a ring-fenced portion collected from the Immigration Levy to fund the operation of the immigration system) and third-party revenue. The graph below shows the split by funding source across MBIE including departmental and non-departmental capital.

**2024/25 MBIE Funding by source as of OBU 2024**

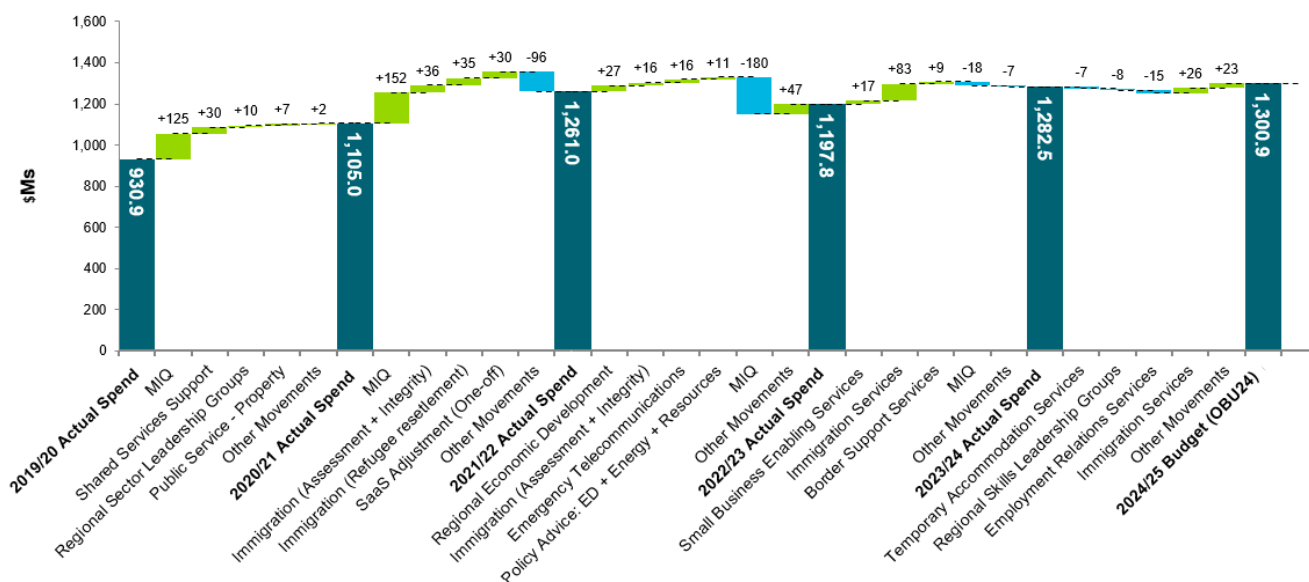


40. Third-party funding and the Crown revenue funded by Immigration levies can only be used for the purpose it was collected for – for example, revenue from the visas can only be used to fund activities as specified under the Immigration Act.

## Financial trend

41. Over the last decade, MBIE has adapted in response to changes in Government priorities and shifts in funding. This was particularly evident through the COVID-19 response, where, due to MBIE's span and scale, we were called on to support key initiatives. Key departmental funding shifts are set out in the following graph.

Departmental baseline Actual Spend 2019/20 - 2023/24 and Budget 2024/25 (OBU24)



42. The primary drivers for changes in expenditure in the last four years were:

- changes in demand for MBIE services
- non-departmental adjustments, such as ACC's 7.5% funding uplift
- science funding
- increased investment in regions through dedicated regional funding
- policy and operational support for the Governments response to the North Island Weather Events, as well as MIQ, business and employment responses, and tourism recovery funding
- inflationary increases across all MBIE costs, such as software licensing, insurance premiums, property and core ICT infrastructure enhancements. These increases contribute to MBIE-wide cost pressures going forward.

43. In addition, some expenditure has changed in nature, including the movement towards software as a service model, which has also driven a change in spending profiles away from capex and into opex (which as at June 2022 had a capex to opex adjustment).

## Savings initiatives / Cost pressures

44. MBIE has a strong focus on efficiency and fiscal discipline and has returned nearly \$4.3bn of savings over the last 18 months. MBIE has been undertaking several initiatives to align its workforce to a constrained fiscal environment. Workforce savings have been achieved through the ending of some work programmes, closure of vacancies, restricting recruitment, offering voluntary redundancy, a number of formal change processes, driving efficiencies and maintaining frontline service provision where possible.

## Managing cost pressures

45. MBIE, Crown entities, and Crown Research Institutes (CRIs) face significant cost pressures driven by increasing demand for our services, inflation and collective bargaining.
46. MBIE will continue to drive further efficiency and reprioritisation exercises to manage these pressures as far as possible, and many can be met by Ministers making trade-off decisions within their portfolios.
47. While we have largely avoided significant frontline impacts to date, further efficiency and reprioritisation exercises would result in service and regulatory system degradation.
48. Crown entities propose to manage their cost pressures through efficiencies, stopping and scaling work programmes, and reviewing third party revenue.
49. For many cost pressures, ministerial decisions are required to deal with:
  - Trade-offs within or across portfolios (including around service levels and seeking fee/levy increases),
  - Existing commitments where a funding source needs to be identified.

## MBIE's Cost profile

50. Looking at 2023/24 expenditure, MBIE's largest expense (and resource) was personnel costs, making up 60% (\$770 million) of MBIE's departmental costs.

51. ICT and Communications were the next largest, single cost to MBIE (\$195 million) and is a largely fixed cost to support MBIE's operations (including external services) and personnel.

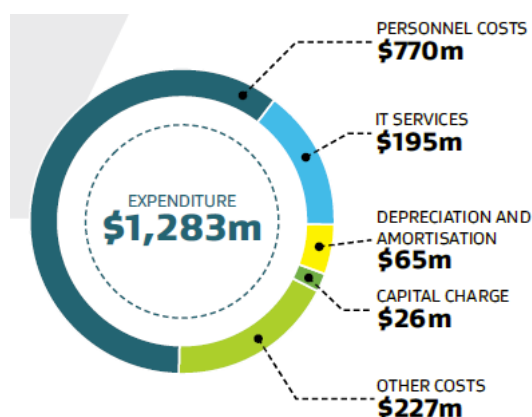
52. As an organisation we have continued to be flexible and adaptable in response to changes in responsibilities and the skillsets we require, as well as to become more efficient and effective.

53. Growth in work programmes affects not only the business unit tasked with programme delivery but also results in increased demand of cross-enterprise support services including finance, human resources, data analytics, information technology, etc.

54. In response to guidance from Te Kawa Mataaho - Public Service Commission to reduce contractor and consultant expenditure to within 11% of total workforce, MBIE has reduced its operating contractor and consultant spend to 7.5% of the total workforce – a \$34.82 million reduction on the previous financial year.

55. Reductions in contractor and consultant spend was, in part, achieved through the conversion of a number of contractors to fixed term and permanent positions. This ensured ongoing delivery of critical specialist services in difficult to source roles (such as cyber security) to maintain work programme priorities.

56. Given the breadth of the technical fields required to provide services to the public, half of MBIE's spend on consultants and professionals are on outsourced technical services that have specialist skills that MBIE cannot provide/support in-house. This is especially relevant in respect of information technology, but other specialists include legal services, migrant settlement services, laboratory testing, research, and interpretation, transcription and translation services.



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## 5. Supporting the Ownership Minister

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57. In addition to support for your Economic Growth portfolio responsibilities, as MBIE's Ownership Minister, MBIE will keep you informed of key organisational matters, as well as support you in relation to ownership responsibilities.

### **Key issues or risks**

58. Using a 'no surprises' approach, MBIE will advise you of any key issues or risks relating to the department or its overall operations and management. This includes any significant internal management initiatives, such as major structural changes or capacity or capability concerns.

### **Performance reporting**

59. The Secretary of MBIE is responsible to you for the financial management and performance of MBIE pursuant to the Public Finance Act 1989. To assist in keeping an overview of MBIE's performance, MBIE will provide you with an annual departmental report, as well as regular quarterly performance reporting. MBIE will update you on any issues raised by the Auditor-General as part of the annual audit. MBIE will also raise and discuss any major risks or issues with MBIE's performance that fall into the MBIE-related portfolios of Ministerial colleagues.

### **Select Committee processes**

60. For the Estimates Examinations (normally in June), MBIE will provide you with information to support your responses to oral questions about ownership matters before the Select Committee.



## 6. Points to discuss or note

Items for you to note	
<b>Budget 2025 and Performance Plans</b>	<p>MBIE is following the instructions of the Budget 2025 expectations letter from you, as Minister of Finance, and completed the first stage of the Budget process in December.</p> <p>We are working with Ministers in a number of portfolios that were invited into the Budget process and will cover the detail of those areas with incoming Ministers where portfolios have changed (e.g. Science, Innovation, and Technology, Energy, Tourism).</p> <p>In November 2024, MBIE submitted a draft Performance Plan that included MBIE’s key impact areas, cost pressures, and the Crown entities that it monitors. This covered 17 portfolios across three votes and 22 Crown entities. Given the breadth of MBIE’s work, MBIE also submitted portfolio plans that give visibility of the choices, opportunities, and trade-offs within each portfolio. We will also be updating MBIE’s Performance Plan and individual Portfolio Plans to reflect Budget decisions as they are made.</p> <p>The pressures identified in the draft Plan and Portfolio Plans represent challenges and opportunities across MBIE’s key impact areas. Decisions about how to manage these pressures and future opportunities sit with individual or groups of Ministers – to stop or scale back programmes of work, accept changes to levels of service, find ways to trade-off potential opportunities, identify sources or new ways of funding, or reprioritise existing funding.</p> <p>We will provide you with a more detailed briefing on the Budget 2025 process and MBIE’s Performance Plan in the coming fortnight, including choices around how you might want to work with MBIE and other MBIE Ministers around some of the trade-offs and choices identified in the Plans.</p>
<b>Collective Bargaining and Industrial Action</b>	<p>MBIE has collective agreements with two unions, Public Service Association (PSA) and National Union of Public Service Employees (NUPE). PSA have the largest membership, around 2800 members (approx. 44% of MBIE), while NUPE has 19 members. These agreements expired in March and May 2024 respectively.</p> <p>Following protracted negotiations, mediation, and a rejected offer from MBIE, the PSA commenced a partial strike action in December 2024. This was completed on 20 January 2025. The strike featured a stop on all unpaid work, as well as an alignment of rest and meal breaks across the workforce. MBIE was able to manage its workforce throughout and did not experience any service degradation as a result.</p> <p>MBIE will recommence meeting with both the PSA and NUPE from late January 2025.</p>
<b>Our Future Services (Immigration NZ)</b>	<p>Our Future Services is a programme of work to accelerate the development of a digitally enabled immigration service model. The seven-year programme will put all visa products on a single submission and processing platform, decommission old technology systems, and enhance immigration risk management practices. It will deliver a smaller, more cost-effective immigration system that is more productive, more effective at managing immigration risk, and provides a better experience for customers and staff.</p> <p>In late October 2024, Cabinet approved the direction of the Our Future Services programme and agreed that a detailed business case and Cabinet paper will be presented to Cabinet in February 2025 seeking formal agreement to the Programme.</p>

## 7. Key initial contacts and structure

### Key initial contacts

61. The key MBIE officials who will support your responsibilities as Ownership Minister are:



<p><b>Carolyn Tremain, Secretary for Business, Innovation and Employment</b></p>		<p>Privacy of natural persons</p>
<p><b>Richard Griffiths, Deputy Secretary Corporate and Digital Shared Services</b></p>		<p>Privacy of natural persons</p>


### Senior Leadership and business groups

62. The MBIE Senior Leadership Team includes the Secretary (Chief Executive), seven Deputy Secretaries responsible for individual business groups, plus the Chief Advisor to the Secretary.



63. MBIE's seven business groups that can be broadly divided across three categories.

Service delivery, operations and implementation, and regional investment		
Group	Deputy Secretary	Function
<p><b>Te Whakatairanga Service Delivery</b></p>	 <p><b>Suzanne Stew</b> Privacy of natural persons</p>	<p>Te Whakatairanga Service Delivery provides critical functions and services that support businesses, employees, and consumers to operate successfully in the marketplace. We deliver information, advisory, dispute resolution, regulatory, compliance and enforcement services across the majority of MBIE's regulatory systems and on behalf of other government agencies. Te Whakatairanga Service Delivery works to ensure Fair Markets that Thrive: an environment where businesses can succeed, and New Zealanders are protected.</p>

<p><b>Immigration New Zealand (INZ)</b></p>	 <p><b>Alison McDonald</b> Privacy of natural persons</p>	<p>Immigration New Zealand Te Rōpū Manene delivers the operational arm of the immigration system. We facilitate and protect New Zealand’s interests by granting visas to the people needed to work, visit, study, and settle here, ensuring that people crossing the border and staying in the motu are entitled to do so and helping refugees to make New Zealand their home.</p> <p>We play our part in the global immigration system, together with our border partners, to keep Aotearoa New Zealand safe.</p>
<p><b>Regional Development &amp; Commercial Services (RD &amp; CS)</b></p>	 <p><b>Robert Pigou</b> Privacy of natural persons</p>	<p>RD &amp; CS brings together the management of significant regional investments and commercial activity as a centre of commercial expertise for MBIE.</p> <p>RD &amp; CS supports the delivery of government funding, through Kānoa, to enhance economic development opportunities in regional New Zealand to build their economies, grow businesses and strengthen communities.</p> <p>We serve as the Government's Procurement System Leader to help the government to deliver better value and outcomes by lifting procurement capability and performance.</p> <p>In addition to servicing MBIE’s property needs, we also serve as the Government's Property System Leader, which leads the management of government office accommodation and works with agencies to create enhanced working environments that support a unified Public Service.</p>

<b>Policy development, investment and implementation</b>		
<b>Group</b>	<b>Deputy Secretary</b>	<b>Function</b>
<p><b>Building, Resources and Markets (BRM)</b></p>	 <p><b>Paul Stocks</b> Privacy of natural persons</p>	<p>BRM leads policy development to ensure a fair, competitive business environment and well-functioning telecommunications, building and construction, small business, manufacturing, and resources sectors and operations. BRM oversees many of the regulatory systems that govern Aotearoa New Zealand’s markets: commerce and consumer affairs; energy markets; minerals and petroleum; energy efficiency; communications; and building performance.</p>

<p><b>Labour, Science and Enterprise (LSE)</b></p>	 <p><b>Nic Blakeley</b> Privacy of natural persons</p>	<p>LSE helps boost the New Zealand economy by developing New Zealand’s skills system, science and innovation systems and labour market policy. It does this through advising on labour market, immigration, industry, investment, science, tourism, health and safety at work, and accident compensation policy. LSE supports major events, leads the science and innovation system, and invests significant public funds. LSE undertakes cross-cutting economic analysis works through international partnerships in its innovation, and space regulation functions. LSE also leads MBIE’s monitoring arrangements for its related Crown entities.</p>
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Corporate services, IT, and data analytics		
Group	Deputy Secretary	Function
<p><b>Corporate and Digital Shared Services (CDSS)</b></p>	 <p><b>Richard Griffiths</b> Privacy of natural persons</p>	<p>CDSS manages the corporate and digital systems and services that MBIE needs to operate successfully, enabling our business groups to deliver to their objectives and portfolio responsibilities.</p> <p>Our corporate and digital services are focused on continued performance improvements, deriving value for money through process and system efficiencies, and providing sustained impact to customers.</p> <p>This includes ensuring that MBIE is enabled to deliver through data and technology; leading financial and commercial planning to ensure MBIE is fiscally sustainable; and providing the frameworks, tools and infrastructure to ensure that MBIE is a safe, inclusive, highly skilled, and engaging place to work.</p>
<p><b>Strategy and Assurance</b></p>	 <p><b>Melanie Porter</b> Privacy of natural persons</p>	<p>Strategy and Assurance manages MBIE’s organisational strategy and strategic risks and provides assurance to the Chief Executive, holding a medium- to long-term focus on organisational performance.</p> <p>We support MBIE to shape and measure performance and strategy; plan and invest in future capability; act lawfully and ethically; demonstrate stewardship across our regulatory systems; engage credibly with customers and Ministers; and fulfil our obligations – with accountability for the risk, assurance compliance, and governance systems that enable us to enhance and protect MBIE’s organisational value.</p>



## Annex 1: Supporting major reforms and significant initiatives

MBIE is leading on several major reforms and key initiatives aimed at boosting economic growth in New Zealand as set out in the table below.

Portfolio / focus	Explanation	Timing/next steps
<b>Accident Compensation</b>		
Confidential advice to Government		
Review of ACC	The purpose is to ensure ACC can improve its claims management performance and performance and improve cost-effectiveness and efficiency.	Finity has been appointed as reviewer and a review is currently underway
<b>Building and Construction</b>		
Building Consent System Reform	Options for a new structure for Building Consent Authorities and considering a potentially greater role for private insurance in the building system, and changes to liability settings.	Confidential advice to Government
Earthquake prone buildings and seismic risk management	A review of the Earthquake-Prone Buildings regime is currently underway, aiming to ensure that seismic risk in existing building is managed in an effective, proportionate and workable way.  Legislation passed in November 2024 extending the remediation deadline for earthquake prone buildings.	Confidential advice to Government
Overseas building products	Deliver lower building costs through improved access and use of building products from comparable jurisdictions	Bill before Select Committee.  Development. Report back due March 2025.
'Granny Flats'	Enable small residential dwellings up to 60 square meters to be built without building or resource consent	Confidential advice to Government
<b>Commerce and Consumer Affairs</b>		
Competition review	Commerce Act review: Reviewing the merger control regime, modernising tools to address anti-competitive conduct, and introducing a code or rule-making power to promote competition	Confidential advice to Government
	Governance and effectiveness review of the Commerce Commission	Report due May 2025

Portfolio / focus	Explanation	Timing/next steps
Open banking (Customer and Product Data Bill)	New legislation providing framework for access to customers' data by trusted third parties	Expected to pass March/April 2025
	Regulations to enable open banking and potentially open electricity	In force by end of 2025
Capital markets	Make changes to enable investment into private assets by KiwiSaver and other managed funds	Confidential advice to Government
	Remove barriers to listing including through simplifying product disclosure and continuous disclosure liability settings	
Standards alignment and regulatory coherence	Strengthen trans-Tasman regulatory and standards alignment.	Confidential advice to Government
	Increase international standards use in NZ to promote trade, productivity, and economic growth.	
<b>Economic Growth</b>		
Government Procurement	Cabinet reports back on Government procurement rules and the use of woollen fibres in government-owned buildings	Report due end of February 2025.
Confidential advice to Government		
<b>Employment</b>		
In work training	Enable industries to reduce skills shortages Confidential advice to Government	Developing a test case with Advancing Manufacturing Aotearoa Advice to Ministers Confidential advice to Government
Work force planning mechanism and prototypes	Develop a workforce planning mechanism to reduce skills shortages indicated by long-term reliance on migration	Policy advice on governance and form Confidential advice to Government

Portfolio / focus	Explanation	Timing/next steps
Sector Workforce Engagement Program (SWEP)	Working with employers and sector leaders on workforce supply and skills development in specific sectors including Horticulture, Aquaculture, Wine, Dairy and in Franklin	Ongoing
<b>Energy</b>		
Energy Security	Independent review of Electricity Market Performance to advise on the impact of market structure, market design, and market rules on electricity market performance.	Review to be completed for consideration by responsible Ministers by End June 2025.
	Confidential advice to Government	
	Energy Competition Taskforce: Enable new generators and independent retailers to enter and better compete in the market	Subject to Electricity Authority Board decisions the Taskforce is expected to issue consultation papers on various measures in February 2025.
Electrify NZ / Enable new electricity generation	Reform the RMA to enable rapid growth in renewable energy generation, transmission and distribution infrastructure (including recently passed Fast Track Approvals Act)	Confidential advice to Government
	Establish a legislative regime to provide permits for offshore renewable energy infrastructure	Bill introduced in December 2024, Select Committee during February and

Portfolio / focus	Explanation	Timing/next steps
		March. Bill expected to pass during 2025.
<b>Immigration</b>		
Skilled work visas	Implement changes to Accredited Employer Work Visa including Seasonal pathways	Implementation over March/April/August 2025  Cabinet June 2025 (as part of Fee and Levy review work)
	Skilled Residence review for Green List and Residence pathways	Confidential advice to Government
Confidential advice to Government		
Active Investor Visa	Change the Active Investor Plus visa policy to better attract foreign investment	Implementation 1 April 2025
	Update guidance on acceptable direct investments to better reflect the Government's economic strategy.	Joint Ministers 24 January 2025, implementation 1 April 2025
Confidential advice to Government		
Parent Boost visa	Introduce a five-year, renewable parent category visa	Policy advice and Cabinet decisions Q2 2025  Confidential advice to Government
Confidential advice to Government		

Portfolio / focus	Explanation	Timing/next steps
<b>Regional Development</b>		
Regional Infrastructure Fund	<p>The National and New Zealand First coalition agreement committed to establishing a \$1.2 billion Regional Infrastructure Fund (RIF) to invest in regional infrastructure. The Minister for Regional Development is responsible for the fund. Confidential advice to Government</p> <p>Kānoa – Regional Development and Commercial Services continues to manage the delivery of the \$1.2 billion RIF, which is the Government commitment to investing in and improving New Zealand’s regional infrastructure.</p>	The RIF is expected to be fully allocated by the end of the parliamentary term.
<b>Resources</b>		
Security of gas supply	Confidential advice to Government	
	Removing ban on offshore drilling through changes to the Crown Minerals Act	Final reading of legislation due early 2025.
<b>Science Innovation and Technology</b>		
Science, Innovation and Technology reforms	<p>To ensure system is well positioned to contribute to New Zealand’s economic growth by:</p> <ul style="list-style-type: none"> <li>• consolidation of seven current CRIs.</li> <li>• creating an advanced technology focused public research organisation, and investment in a SSIF platform.</li> <li>• disestablishing Callaghan Innovation with its most important functions moved to other parts of the system.</li> <li>• establish Invest NZ to attract offshore investment.</li> </ul>	Confidential advice to Government

Portfolio / focus	Explanation	Timing/next steps
Gene technology	Establish a modern, enabling regulatory system for managing the use of gene technology in New Zealand.	Confidential advice to Government
Weather Forecasting Review (WFR) Implementations	Merger of NIWA and MetService to provide an integrated weather forecasting service.	Final Cabinet decisions (Feb/March 2025). Confidential advice to Government
<b>Space</b>		
Amendment of the Outer Space and High-altitude Activities Act	Implementation of recommendations from the statutory review of the Act - focused on streamlining and efficiency regarding licensing high-altitude vehicles, launch facilities, and minor and technical adjustments.	Policy papers considered in Q2 2025  Drafting instructions for amendment bill in Q3 2025  Legislation introduced in Q4 2025
<b>Tourism and Hospitality</b>		
Confidential advice to Government		
International Visitor Levy	Investment priorities and growth interventions	February 2025
Confidential advice to Government		
<b>Trade and Investment</b>		
Confidential advice to Government		

Portfolio / focus	Explanation	Timing/next steps
<b>Workplace Relations and Safety</b>		
Health and Safety review	Review of Health and Safety system	Cabinet paper on direction and next steps due Q1 2025
Employment Relations Amendment Bill	Bill implementing Cabinet decisions on threshold for personal grievances, remedies for personal grievances and the gateway test for contractors	Confidential advice to Government
Holidays Act	Pass new legislation covering employment-related leave entitlements	

## Annex 2: Crown entities

MBIE has responsibilities in relation to a range of statutory entities. MBIE assists or provides advice to the responsible portfolio Minister in relation to: entity monitoring and performance; making board appointments; and administering relevant appropriations and funding.

MBIE manages appropriations for a range of entities, as set out in the table below:

Vote	Portfolio	Entity	OBU 2024/25 (\$000s)
Vote Business, Science and Innovation	Economic Growth	New Zealand Trade and Enterprise   Te Taurapa Tūhono	221,984
		New Zealand Growth Capital Partners Limited	750
	Regional Development	Crown Regional Holdings Limited	3,990
	Commerce and Consumer Affairs	Commerce Commission	99,780
		Financial Markets Authority	76,277
		Takeovers Panel	200
		Retirement Commission   Te Ara Ahunga Ora	8,222
		External Reporting Board	8,319
	Energy	Energy Efficiency and Conservation Authority   Te Tari Tiaki Pūngo	373,277
		Electricity Authority	113,997
	Media and Communications	Crown Infrastructure Partners Limited <sup>2</sup>	49,000
		Broadcasting Commission (NZ On Air)	39,892
	Science, Innovation and Technology <sup>3</sup>	Antarctica NZ	7,151
		Callaghan Innovation	272,400
		Health Research Council of New Zealand <sup>4</sup>	128,496
		AgResearch Limited	371,929
		Institute of Environmental Science and Research Limited	
		Institute of Geological and Nuclear Sciences Limited	
		Manaaki Whenua Landcare Research Ltd	
National Institute of Water and Atmospheric Research Limited			
The New Zealand Institute for Plant and Food Research Limited			
New Zealand Forest Institute Limited (trading as Scion)			
Research & Education Advanced Network NZ Ltd (REANNZ)	6,750		
Tourism and Hospitality	New Zealand Tourism Board   Manaakitanga Aotearoa	105,902	
Vote Labour Markets	ACC	Accident Compensation Corporation   Te Kaporeihana Āwhina Hunga Whara <sup>5</sup>	2,384,307
	Workplace Relations and Safety	WorkSafe New Zealand   Mahi Haumara Aotearoa	137,645
			<b>\$4,410,268</b>

MBIE also has responsibilities across other entities, such as Licensing Boards, Advisory Boards, Ministerial Advisory Committees, Dispute Resolution Boards, Charitable Trusts, Incorporated Societies, Authorities, and Statutory Boards.

<sup>2</sup> MBIE manages policy support and appropriation while the Treasury monitors and appoints to.

<sup>3</sup> Crown Research Institute numbers are based on funding agreements.

<sup>4</sup> MBIE manages appropriation while Ministry of Health monitors and appoints to.

<sup>5</sup> MBIE provides policy support to ACC while the Treasury provides the monitoring role.