



Strategic Intentions 2021–2025



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

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He Kupu Takamua nā te Minitā

Ko te tirohanga ōhanga a te Kāwanatanga ko te whakatika i ngā pae oranga, me ngā pae nohoanga o Aotearoa mā roto i tōna waihanga i tōna ao ōhanga kia whai hua, kia toitū, kia whai urunga hoki. Ka tika rā, me pakari ake a Aotearoa whai muri mai i te mate urutā KŌWHEORI-19, me te tārai hoki i tētahi ao ōhanga whai oranga, me te aro pū ki ngā kaupapa hokohoko kāinga, noho kāinga kore hoki; ki ngā tamariki rawakore; ki ngā take āhuarangi o te ao, tae noa mai ki te ao ōhanga e ngoikore nei.

E tutuki ai tēnei, me mātua kōrerotia ētahi whakapātaritanga, me te whai hoki i ngā āheinga hou e puta ake ana. Mā ngā tikanga whai take o te ao whānui, me te whānuitanga ake o ngā mahi auaha e kitea ai te mārama o ngā huarahi anga whakamua o te ao ōhanga ki ērā huarahi i kitea ai i ngā tau ki muri. Mā te ipurangi, te ao matihiko, te pūoho punenga, ngā take whakatika i te āhuarangi, ngā haumitanga whai uaratanga, ngā take mana ōrite, me te ao ōhanga whānui ka mārama ake ai te ahungaroa o te ao ōhanga i roto i ngā tekau-tau maha e tū mai nei. Ko ngā tūraru a te KŌWHEORI-19 kei te whakararu tonu mai i ngā mahi kia whai oranga ai te ao ōhanga. E pā tonu ana tēnei mate urutā ki ngā take hokohoko ki tāwāhi, tae noa mai ki ngā pakihiki e whakahaeretia ana ki tēnei whenua tonu.

Me mātua whāia te mahi tahi, te auahatanga, te whakaaro ahunga whakamua, me te toitūtanga e taea ai ngā kaupapa mana ōrite te whakatika, ngā whakararu mai hoki a te KŌWHEORI-19, me ētahi atu tikanga whai take o te ao whānui ka ara ake, hei ngā rā ki tua.

Mātua rā, me tika tā tātou waihanga i tētahi poutarāwaho whakatakoto rautaki ōhanga e pipiri ana, e tūhonohono ana. Mā tēnei ka tika ake tā tātou aro ki te whakatutuki i ngā whāinga a te katoa mā roto i te whakahāngai ake i ngā haumitanga a te kāwanatanga ki ngā kaupapa e kitea ai ngā hua, me te whanaketanga hoki. Hei tauira, ko te huatika, kaua ko te huanunui, me whāiatia tonutia e tātou. Mēnā ka tutuki, tēnā nei tātou ka kite i tō tātou huringa ake i roto i ngā mahi o te ao whānui, me te tōritenga hoki o ngā raru whakaputaranga ō mōhōa nei, nā ngā māketē itī o tēnei whenua, nā te te taratahi, nā te pāpaku o ngā māketē haupū rawa, me te iti rawa o ngā ūmanga nui e kōkiritia ana i te ao. Heoi, arā noa atu te nui o ngā mahi e ōrite ai tā Aotearoa whakatutuki i ēnei whakaputaranga huhua noa kia whakaihuwaka i roto i Ngā Ōhanga Pae Mutunga Whāiti.

E tutuki ai ngā kaupapa āhuarangi, e tika ana kia whakahaumanutia ngā kaupapa whakamauru, whakahāngai hoki. Kei te ratonga tūmatawhānui, kei a Hīkina Whakatutuki (MBIE) tonu te mahi nui ki te whakapaipai ake i ngā pūnaha tauturuki, te whakarite i ngā tohu waihanga, me te rapu huarahi auaha tūhonohono ki te rāngai tūmatawhāiti, ki ngā iwi, ki ngā hapori, ki te rāngai mahi tūao e taea ai te mahi tahi ki te rapu i ngā huarahi tika e whai oranga ai, e toitū ai hei ngā rā ki tua.

Ko te whakaaro e paihere nei i te oranga tonutanga o te iwi whānui kia whai pūkenga hou, kia mārohirohi, ā mā reira rawa hua ake ai ētahi āheinga mahi, me te whai wāhitanga ki te ao ōhanga, pāpori hoki. He mea nui rawa atu tēnei i te hurihanga ake o te ao ahumahi me ngā momo pūkenga e hāngai ana, he momo huringa kua kore nei e kitea i te ao ōhanga, ā, tae noa mai ki tēnei rā.

Kei ngā whāinga matua o *Te Rautaki Whāinga a MBIE 2021-2025* kitea ai te mahi nui a MBIE ki te whakatau haere i ngā uauatanga, me te whakawhānui ake i ngā huarahi taunaki i te oranga o Aotearoa whānui mā roto i tētahi ao ōhanga e whai hua ana, e toitū ana, e urukahika ana.



Hon Stuart Nash
Nā te Minitā kawē i ngā mahi mō Hīkina Whakatutuki

Minister's Foreword

The Government's economic vision is to improve the wellbeing and living standards of New Zealanders by building a productive, sustainable and inclusive economy. Aotearoa New Zealand must build back better from the COVID-19 pandemic and shape a thriving economy with continued focus on longstanding issues such as affordable housing and homelessness, child poverty, the global climate crisis and low economic productivity.

To achieve this we must address a number of challenges and capitalise on emerging opportunities. Global trends and the increasing pace of innovation will determine the direction of our economy to a much greater extent than they have in the past. The internet, digitalisation, intelligent automation, climate change mitigation, values-driven investment, mitigating inequality and inequity, and the sharing economy will continue to influence the direction of our economy over the next few decades. The ongoing impact of COVID-19 on the global economy is the most significant and immediate risk to our future prosperity. The virus' spread has, and will probably continue to, impact exporters and domestically focused businesses.

A collaborative, innovative, future-focused and sustainable approach is necessary to address increasing inequality and the many implications of COVID-19 and other global trends into the future.

We need to ensure a more coherent and coordinated strategic economic framework. This will include a sharper focus on achieving collective impact by better aligning government investments into areas that will make a meaningful difference and drive much-needed change. For example, we must continue to accelerate the move from volume to value. If successful, we are more likely to enhance our points of global comparative advantage and go some way to offsetting current productivity performance issues resulting from a small domestic market, geographic isolation, comparatively shallow capital markets and a lack of large firms competing internationally. However, much more will need to be done in order for Aotearoa New Zealand to achieve similar levels of multi-factor productivity as the top small advanced economies (SAEs).

In addressing climate change, we need to progress initiatives in both mitigation and adaptation. The public service, and the Ministry of Business, Innovation and Employment (MBIE) in particular, can take the lead in improving regulatory systems, setting parameters and finding innovative ways to partner with businesses in the private sector, iwi and the community and voluntary sector to co-design solutions for a better and more sustainable future.

Underpinning all this is the continued importance of investing in our people to improve their skills, increase their resilience and, therefore, ensure better employment opportunities and participation in the economy and society. This is all the more important in a world where industry requirements and skills are changing and evolving at a pace not seen at any point in our economic history.

The priorities set out in *Strategic Intentions 2021-2025* speak to MBIE's role in addressing challenges and developing opportunities to support wellbeing for New Zealanders through a more productive, sustainable and inclusive economy.



Hon Stuart Nash
Minister Responsible for the Ministry of Business, Innovation and Employment

He Kupu Whakataki nā te Tumu Whakarae

He koanga ngākau tēnei te tāpae nei i *Te Rautaki Whāinga a MBIE 2021–2025*.

Tēnei wāhi mahi, a Hīkina Whakatutuki, ko te iwi me ngā hapori kei te uho o ā mātou mahi katoa.

Hora ana ā mātou ratonga ki te tangata kotahi, me ngā pakihi kei ngā rohe puta noa. Ka waihanga kaupapa here mātou; ka whakahaere pūnaha tauturuki; ka tautoko, ka arotia ngā uauatanga maha e whakararu nei i a Aotearoa whānui. Hei ngā tau e tū mai nei, ka haere tonu ā mātou mahi tautoko i te oranga o ngā pakihi ki Aotearoa nei; ngā mahi whakapai ake i ngā mahi tauārai; ngā mahi manaaki i te hunga kiritaki; te pōhiri mai hoki i te hunga rāwaho e kawē mai ana i ngā tini pūkenga; me te mahi tahi me ētahi atu ki te waihanga i tētahi rautaki ōhanga i runga i te whakaurunga, me te toitūtanga kia anga whakamua ai a Aotearoa.

He tari Kāwanatanga nui tēnei e whātoro nei ki te nui, ki te rahi, ā, kei te kite mātou i te hiranga ake o te aro ki ngā rohe e kaha puta ai ngā hua pai ki a Aotearoa, mō te ināiane, mō ngā rā hoki ki tua.

I te mea, e whakahaeretia ana ngā mahi i roto i ngā hurihurutanga ki Aotearoa nei, ki te ao hoki, me mātua tūmanakotia, me tere hoki te urupare i ngā āhuetanga wero hou, ā, me kaha ake te whakahaumanu i ngā āheinga ka puea mai. Ko te mea kē, ko ā mātou mahi nui ko te hāpai i te Kāwanatanga me tāna mahere ki te whakaora ake anō i te ōhanga, ko te titiro ki ngā whakararu mai a te KOWHEORI-19, me te whakatū kaupapa e whai māhōra atu ai a Aotearoa ki ngā toronga whenua o te ao hei te wā e tika ana.

Ka aro ake ki tā mātou rautaki hinonga, *Te Ara Amiorangi*, hei ārahi i te huarahi anga whakamua. Ko *Te Ara Amiorangi* te tūāpapa o tā mātou ahunga rautaki mō ngā tau e whā e tū mai nei, me te aro pū hoki ki ngā wāhanga mahi e taea ai mātou te:

- › titiro ki ngā āheinga me ngā uauatanga ki tētahi ōhanga whai muri mai i te KOWHEORI-19
- › tohu i te hunga ka whai wāhi atu ki te waihanga me te whakatutuki i ngā ratonga
- › mahi tahi me ngāi Māori
- › whakaū i ngā tikanga tauturuki.

Ko tā mātou e whakapono nei, mā tā mātou aro pū ki ngā momo wāhanga mahi e tutuki ai ā mātou mahi tautiaki, te tautoko i ngā whāinga matua a te Kāwanatanga, ā, me te whakatutuki hoki i ngā putanga e tūmanakotia ana e mātou mō Aotearoa.

E mōhio ana mātou, mā roto mai i ngā mātāpono o Te Tiriti o Waitangi, me te kotahitanga e puta ake ai te oranga; mā te mahi tahi me ngā tari Kāwanatanga i runga i te wairua pai; me te torotoro atu hoki ki roto ki ngā hapori, ki ngā iwi, ki ngā pakihi, me ngā rohe. Ka whaiā hoki e mātou tētahi tirohanga whānui ki te whakapakari ake i ā mātou ake pūkenga. Ngā akoranga mai me ngā wheako i roto i ā mātou mahi ki te whakaū i ngā urupare a te Kāwanatanga mō te mate urutā KOWHEORI-19 ka titi kau rawa ki ngā tikanga kakama, auaha hoki. E mau tonu ana ki ā mātou uaratanga e āhei tonu ai te mahi ngātahi, haere ake nei. Ka mataara tonu mātou, me te wero i a mātou anō kia pai ake te puta haere mai o ngā hua, kia whai oranga ai a Aotearoa whānui.



Carolyn Tremain
Te Tumu Whakarae
mō Hīkina Whakatutuki

Chief Executive's Introduction

I am pleased to present the MBIE *Strategic Intentions 2021–2025*.

At Hīkina Whakatutuki, we put people and communities at the heart of everything we do. We offer services to individuals and businesses across regions. We develop policies, manage regulatory systems, and provide support and advice on many issues that touch on the lives of all New Zealanders. In the coming years we will continue to help Aotearoa New Zealand businesses thrive, improve security at our borders, protect consumers, welcome newcomers and bring new skills into Aotearoa New Zealand and collaborate with others to develop a more inclusive and sustainable economic strategy to take the country forward.

As a large ministry that influences people's daily lives, we see the significance of focusing on key areas that will help us to deliver the best results for Aotearoa New Zealand, now and into the future. Operating in a rapidly shifting domestic and global environment, we must anticipate and respond with agility to new challenges and have the capabilities to capitalise on emerging opportunities. Importantly, our work is focused on contributing to the Government's plan to accelerate economic recovery, addressing the impact of COVID-19 and creating opportunities for Aotearoa New Zealand to open up to the international community at the right time.

We look to our organisational strategy, *Te Ara Amiorangi/Our Path, Our Direction* as we navigate our way forward. *Te Ara Amiorangi* forms the basis of our strategic direction for the next four years, and is investing in priority work areas that will enable us to:

- › address opportunities and challenges of a post-COVID-19 economy
- › place people at the centre of the design and delivery of our services
- › partner effectively with Māori
- › deliver robust regulatory stewardship.

We believe a strong focus on our carefully identified work areas will help us carry out our stewardship role, support the Government's priorities, and achieve the outcomes we aspire for Aotearoa New Zealand.

We recognise that success should be built on Te Tiriti o Waitangi/the Treaty of Waitangi principles and partnership, collaborating with other government agencies in the spirit of service, and engaging with diverse communities, iwi, businesses and regions. We will also apply a holistic approach to strengthening our internal capabilities. The lessons and experience we acquired from playing a critical role in the Government's response to the COVID-19 pandemic will be further embedded into our culture of agility and innovation. Our values have been and will continue to be our way of working better together towards the future. We will continue to be bold and challenge ourselves to deliver better in order to improve the wellbeing of the people of Aotearoa New Zealand.



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

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 2021–2025* is consistent with the policies and performance expectations of the Government.



Hon Stuart Nash

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

6 August 2021

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

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

6 August 2021





Our Context & Role

Ko Ranginui ki runga, ko Papatūānuku ki raro, ko ngā tāngata kei waenganui.
Tihei Mauri Ora.

Ko wai mātou: who are we?

Hīkina Whakatutuki is the te reo Māori name for the Ministry of Business, Innovation and Employment.

Hīkina means to uplift. Whakatutuki means to move forward, to make successful.

Our name speaks to our purpose to *Grow Aotearoa New Zealand for All*. This means growing an inclusive, sustainable and prosperous Aotearoa New Zealand for today and future generations.

Tō mātou aronga: What we do for Aotearoa New Zealand

To *Grow Aotearoa New Zealand for All*, we put people at the heart of our mahi.

Based on the principles of Te Tiriti o Waitangi/the Treaty of Waitangi, we are committed to upholding authentic partnerships with Māori.

As agile public service leaders, we use our breadth and experience to navigate the ever-changing world.

We are service providers, policymakers, investors and regulators. We engage with diverse communities, businesses and regions.

Our work touches on the daily lives of New Zealanders. We grow opportunities (Puāwai), guard and protect (Kaihāpai), and innovate and navigate towards a better future (Auaha).

Puāwai – To grow opportunities, we:

- › help communities thrive by investing in regional initiatives
- › enable partnerships between businesses, communities and industries
- › promote Aotearoa New Zealand on the world stage
- › attract talent and investment to Aotearoa New Zealand
- › create an enabling environment for Aotearoa New Zealand's businesses and communities to succeed.

Kaihāpai – To be a guardian and to protect, we:

- › fulfil our Te Tiriti o Waitangi/Treaty of Waitangi responsibilities
- › ensure safe and fair settings for consumers and businesses in workplaces, buildings and markets
- › manage and provide protection at the border
- › support sustainable management of natural resources
- › provide guidance to businesses through major economic events.

Auaha – To innovate and navigate, we:

- › invest in research, science and innovation
- › support mātauranga Māori
- › enable New Zealanders to participate in the digital age
- › participate in space research and exploration
- › work collaboratively to address climate change
- › explore new ideas and question the status quo.

Our nature and scope

MBIE was formed in 2012 by uniting four agencies: the Department of Building and Housing, the Department of Labour, the Ministry of Economic Development, and the Ministry of Science and Innovation. Over the years, we have taken on new functions and roles, including Kānoa (the Regional Economic Development & Investment Unit) and Managed Isolation and Quarantine (MIQ). As an agency, we continue to adapt and change to respond to the needs of Aotearoa New Zealand.

As Aotearoa New Zealand's lead microeconomic agency, we take our stewardship responsibilities seriously and always provide free and frank advice to government. We are the functional lead for the government's property and procurement functions. We help government agencies deliver better public services for better value, through the likes of the Government Centre for Dispute Resolution, Language Assistance Services, and our leadership on regulatory stewardship.

Our MBIE values

At MBIE, our way of working and our behaviour is guided by our values, which are helping to create an inclusive culture.

Our values were co-designed with our people and launched in June 2019. Work continues on embedding our values, which provide us with a common language that guides our way of working together. They define how our people behave towards each other, our customers and the partners we work with, and how we work to serve the people of Aotearoa New Zealand.

Alongside our values, MBIE's culture embraces a spirit of service to the community. Spirit of service is about respecting the experience of others, delivering our services to Grow Aotearoa New Zealand for All and working together (Mahi Tahī) with other public service agencies to achieve shared outcomes that make the biggest difference for New Zealanders.

Our values are set out in the graphic on page 11.

Our operating context

The global environment is dynamic and uncertain. The climate is warming, technology is advancing rapidly, demographics are shifting, and geopolitical dynamics remain. The COVID-19 pandemic has caused unprecedented disruption and has added to this complexity.

MBIE has a broad set of responsibilities. We navigate an expansive environment and assess the implications of change on our country. While Aotearoa New Zealand has been highly successful in its response to COVID-19, some individuals, sectors, and communities have experienced hardship, and the future global recovery path is uncertain. Long-standing challenges to wellbeing, which manifest in areas such as productivity performance, environmental costs, and the unequal distribution of economic outcomes, are even more relevant now than they were before the pandemic.

Our focus is on building a better future for Aotearoa New Zealand. Some examples of the opportunities on our horizon are:

- › resetting our economy towards a high value, high employment, and low emission society through a productive, sustainable, and inclusive recovery
- › leveraging the acceleration in uptake of digital technologies
- › embracing circular and purpose-driven business models and the future of energy
- › enhancing services for consumers through a better understanding of their needs
- › understanding the future needs of society.

As an organisation, MBIE will adopt a future-focused and sustainable approach to our services and advice. We will incorporate new economic thinking that recognises the role of the economy in supporting people's wellbeing and achieving a healthy regenerative natural environment, and leverage our breadth, experience and Aotearoa New Zealand's unique advantages.

MAHI TAHI
BETTER TOGETHER

Mā mahi tahi, ka ora, ka puāwai
By working together we will flourish and achieve greatness

- › We collaborate and respect the experiences of others
- › We share our knowledge
- › We connect and partner with our communities

PAE KAHURANGI
BUILD OUR FUTURE

Ka huri taku aro ki te pae kahurangi, kei reira te oranga mōku
We turn our attention to the future, that's where the opportunities lie

- › We learn from the past to shape the future
- › We protect what's precious, our taonga
- › We listen to lead the way

MĀĪA
BOLD & BRAVE

Tāwhia tō mana kia mau, kia māia
Retain and hold fast to your mana, be bold, be brave

- › We challenge the status quo
- › We're curious
- › We explore new ideas

PONO ME TE TIKA
OWN IT

Ā mātou mahi katoa, ka pono, ka tika
Taking responsibility to commit to doing things right

- › We take responsibility and do what we say we will
- › We embrace the differences of others, always
- › We hold ourselves and each other to account

MBIE's ministers, portfolios and funding

We support ministers across 18 portfolios. The portfolios are funded by three Votes (broad funding themes). MBIE's ownership minister, the Minister for Economic and Regional Development, is accountable to Parliament to ensure we carry out our functions properly and efficiently. We also provide advice and support to the Minister of Finance on regulatory reform, as well as to five Associate Ministers for the portfolios marked with an asterisk (*) in the list below.

Vote/Funding theme	Ministerial portfolio
BUILDING AND CONSTRUCTION	<ul style="list-style-type: none"> › COVID-19 Response
	<ul style="list-style-type: none"> › Building and Construction › Housing
BUSINESS, SCIENCE AND INNOVATION	<ul style="list-style-type: none"> › Broadcasting and Media › Commerce and Consumer Affairs › Digital Economy and Communications › Economic and Regional Development › Energy and Resources › Infrastructure › Māori Development › Public Service › Research, Science and Innovation* › Small Business › Tourism*
	<ul style="list-style-type: none"> › ACC* › Employment* › Immigration* › Workplace Relations and Safety

Entities and delivery partners

Entities

MBIE has responsibilities covering many organisations. To assist ministers, we monitor a wide range of Crown entities, Crown entity companies and Schedule 4A companies, as listed in the table below.

Crown entities	Crown entity companies – Crown research institutes	Crown entity companies – Other	Schedule 4A companies
<ul style="list-style-type: none"> Accreditation Council Callaghan Innovation Commerce Commission Commission for Financial Capability Energy Efficiency and Conservation Authority External Reporting Board Financial Markets Authority New Zealand Electricity Authority New Zealand Tourism Board New Zealand Trade and Enterprise Takeovers Panel WorkSafe New Zealand 	<ul style="list-style-type: none"> AgResearch Ltd Institute of Environmental and Scientific Research Ltd Institute of Geological and Nuclear Sciences Ltd Landcare Research New Zealand Ltd National Institute of Water and Atmospheric Research Ltd New Zealand Forest Research Institute Ltd New Zealand Institute for Plant and Food Research Ltd 	<ul style="list-style-type: none"> New Zealand Growth Capital Partners Ltd 	<ul style="list-style-type: none"> Crown Regional Holdings Ltd Research and Education Advanced Network New Zealand Ltd

Our other responsibilities include assisting ministers with board appointments to Crown entities and a range of other entities, including occupational licensing boards, tribunals, advisory boards and committees/panels, dispute resolution entities, trust boards and industry councils. We also assist ministers to design regulatory frameworks for implementation by Crown agents. Additionally, we administer appropriations covering many of the Crown's activities and provide policy advice on the appropriations for various entities; for example, the Accident Compensation Corporation (ACC) and Crown Infrastructure Partners Ltd.

We also have a secondary monitoring role for some other entities (not listed above) and undertake some limited monitoring of two incorporated societies that are not Crown entities: the Building Research Association of New Zealand (BRANZ) and the Heavy Engineering Research Association (HERA).



Te Tiriti/Treaty partnerships

Our work supports the Crown in honouring Te Tiriti o Waitangi/the Treaty of Waitangi. We believe that success is built on partnership. Effective and enduring relationships between iwi, other Māori groups and the Crown are critical to enable economic and social development, both for Māori and for wider Aotearoa New Zealand. We will continue to partner with Māori in order to find new sustainable solutions to long-standing systemic and cross-cutting issues facing Māori and wider Aotearoa New Zealand.

Collaborating across agencies and beyond government

We embrace opportunities to collaborate with other government agencies and local government, recognising the spirit of service to the community we share as public servants. We work across the breadth of government activities – from early identification of issues, policy development, regulation, investment, service delivery, and dispute resolution, through to monitoring and compliance. We value the support we receive from a wide range of businesses, organisations, communities and individuals across many regions.

Given our inter-related responsibilities in the fields of innovation, economic development and immigration, Aotearoa New Zealand benefits from the strength of our international connections and respect in our partnerships. We will continue to develop good relationships with researchers, innovators, policymakers and thought leaders in other parts of the world as we explore innovative and sustainable ways to Grow Aotearoa New Zealand for All.

Government and ministerial priorities

The Government's economic vision is to improve the wellbeing and living standards of New Zealanders by building a productive, sustainable and inclusive economy. In addressing the challenges brought about by COVID-19, the Government has adopted a set of priorities to drive cross-government work programmes. The three overarching objectives are to:

- › continue to keep Aotearoa New Zealand safe from COVID-19
- › accelerate the recovery and rebuild from the impacts of COVID-19
- › lay the foundations for the future, including addressing key issues such as our climate change response, housing affordability and child poverty.

MBIE has a key role in supporting the Government to deliver its economic vision and achieve the above objectives. MBIE's critical role in the Government's response to the COVID-19 pandemic and our effort in managing Aotearoa New Zealand's border and running the MIQ function will contribute to keeping Aotearoa New Zealand safe from the virus in the short to medium term.

In our work to support the Government in accelerating the economic recovery, we see ourselves as leading and contributing to all five points of the Government's most recent economic plan:

- › Investing in our people
- › Creating jobs and improving productivity
- › Preparing for the future
- › Supporting small businesses and entrepreneurs
- › Positioning Aotearoa New Zealand globally.

Additionally, MBIE provides economic and policy advice on supporting thriving and sustainable regions post-COVID-19 and into the longer term. Our services across a wide range of matters such as employment and the labour market, small business, building, tenancy and immigration will continue to support the Government to address key economic and social issues.

To harness the collective impact to address Aotearoa New Zealand's most critical opportunities and challenges, we partner with Māori, take a system leadership role and collaborate with other government departments and agencies, and engage with businesses and diverse communities. MBIE's strategic intentions for the next four years will help us carry out our stewardship roles and our purpose to Grow Aotearoa New Zealand for All alongside supporting Government priorities.



Our Strategic Intentions

Our strategic intentions for the period 2021–2025 are embedded in our organisational strategy *Te Ara Amiorangi/Our Path, Our Direction*.

Our strategy, *Te Ara Amiorangi*, was developed with the ability to adapt and weave in necessary changes as we progress our work to support Aotearoa New Zealand now and into the future. Additionally, we are developing other strategic work, including our first Long Term Insights Briefing (as required by the Public Service Act 2020) for publication in June 2022, and will factor the future thinking this generates into subsequent iterations of *Te Ara Amiorangi*.

Te Ara Amiorangi gives our people, as service providers, policymakers, investors and regulators, a common set of ambitions and direction to help realise our purpose to Grow Aotearoa New Zealand for All. Key components of *Te Ara Amiorangi* are as follows:

- › Our five outcomes articulate our contribution to making Aotearoa New Zealand a better place. These outcomes have remained relevant since our *Statement of Intent 2018–2022*.
- › Our four collective focus areas identify opportunities for MBIE to work collaboratively across our organisation, and beyond, on areas significant to Aotearoa New Zealand's future prosperity. Harnessing the unique breadth and experience of MBIE is key to achieving this.
- › Our six capability priorities will position MBIE to deliver on our collective focus areas and outcomes. These are the capabilities we need to invest in to ensure we continue to be a successful organisation both now and in the future.
- › Our four values, which are well embedded, identify the aspirations and behaviours we bring to our mahi (work) and our interactions across and outside of MBIE.

TE ARA AMIORANGI

Our Path, Our Direction



WHAKAWHANAKE I A AOTEAROA MŌ TE KATOA

NGĀ UARATANGA

TE AROTAHINGA Ā-RŌPŪ

NGĀ ARONGA ĀHEINGA

NGĀ PUTANGA

PUĀWAI • KAIHĀPAI • AUHAHA
GROW • PROTECT • INNOVATE



TE TIROHANGA KI TE ANGITŪ

- E tōnui ana, e urutau ana ngā kaimahi, ngā rāngai, me ngā rohe.
- Ahu mai ana te rangatiratanga o ngā mahi i te oranga o te taiao.
- He pakihī hihiri e whakatipu haere ana i te auahatanga, me ngā hononga huri noa i te ao.
- E tautōhito ana, e haumarū ana te marea ki roto i ngā mahi kia ea noa.
- E whai mōhiotanga ana ngā kiritaki me ngā pakihī e tūhonohono nei i runga i te angitū.

NGĀ ARONGA MATUA A TE KĀWANATANGA

TE ARA AMIORANGI

Our Path, Our Direction



GROW AOTEAROA NEW ZEALAND FOR ALL

OUR VALUES

OUR CAPABILITY PRIORITIES

OUR COLLECTIVE FOCUS

OUR OUTCOMES

PUĀWAI • KAIHĀPAI • AUHAHA
GROW • PROTECT • INNOVATE



WHAT SUCCESS LOOKS LIKE

- Prosperous and adaptable people, sectors, and regions.
- Value is sustainably derived from the natural environment.
- A dynamic business environment fostering innovation and international connections.
- People are skilled and engaged in safe and fulfilling work.
- Informed consumers and businesses interacting with confidence.

GOVERNMENT PRIORITIES



Our Outcomes

MBIE collectively works towards the following outcomes.

Outcome One: Prosperous and adaptable people, sectors and regions.

Outcome Two: Skilled people engaged in safe and fulfilling work.

Outcome Three: Informed consumers and businesses interacting with confidence.

Outcome Four: Value is sustainably derived from the natural environment.

Outcome Five: A dynamic business environment fostering innovation and international connections.

Outcome One: Prosperous and adaptable people, sectors and regions

To ensure prosperity now and into the future, our people, sectors and regions will need to continue to adapt to changing national and global environments.

In the future, Aotearoa New Zealand's economy will have an increasingly different mix of sectors, jobs and skills. Needs, challenges and opportunities will differ across population groups, regions and sectors. It will be necessary to help communities adapt to this changing environment and identify those that face significant challenges in doing so.

Income inequality in Aotearoa New Zealand is well above the OECD average, and for some people poor social and economic outcomes persist across generations. When people are unable to reach their full potential, it is a loss to them, to their communities, and to Aotearoa New Zealand as a whole. MBIE is focusing on identifying and delivering solutions to those groups in need.

Māori have distinct knowledge and cultural approaches. This understanding, mātauranga Māori, has potential to help everyone prosper.

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

- › increase knowledge-intensive activities and exports and build key sectors that can drive growth both at a regional and a national level
- › integrate demographic, sectoral and regional perspectives into our policy development across all our areas and build inclusive growth and resilience into urban centres
- › continue to work with Te Puni Kōkiri and iwi to foster Māori economic development
- › support Pacific peoples to reach their potential through partnering with Pasefika communities and the Ministry for Pacific Peoples
- › invest to unlock economic development opportunities, sustainable jobs and infrastructure in the regions to foster regional growth, including through the work of Kānoa - Regional Economic Development & Investment Unit
- › balance the dual imperatives of immigration, so that we bring in the skills Aotearoa New Zealand needs while protecting our national interests and the interests of those arriving into our country.



Outcome Two: Skilled people engaged in safe and fulfilling work

Jobs are continuing to change as the economy transforms. MBIE supports a responsive labour market where people make the best use of their skills and contribute towards Aotearoa New Zealand's success. Providing opportunities and support for people to upgrade their skills is likely to enable them to do better socially and economically and increase their resilience. In turn they will also help businesses to drive innovation, productivity, growth and global competitiveness.

Safe and fulfilling work opportunities pay fairly, provide satisfaction, and support physical and mental well-being. MBIE is responsible for ensuring that the labour market functions well to provide people with this safe and fair working environment. Accidents at work and poor employment relations damage workers, businesses and society.

We also influence the market to make sure people and businesses have access to the skills they need. Initiatives to boost skills are directed at specific groups, such as youth not in employment, education or training (NEET). Immigration is part of this picture, and we provide advice on the overseas skills that Aotearoa New Zealand may need.

To achieve more skilled people engaged in safe and fulfilling work, MBIE will:

- › regulate labour markets to ensure a safe, fair and equitable working environment
- › provide advice on the labour market and skills systems to ensure people and businesses have access to the skills they need
- › progress the Future of Work programme responding to workers facing the changing nature of work
- › ensure immigration settings are appropriate to improve the long-term labour market needs of Aotearoa New Zealand business and are appropriate for Aotearoa New Zealand's broader economic settings
- › support people and businesses as part of the overall post-COVID-19 economic recovery strategy and beyond.

Outcome Three: Informed consumers and businesses interacting with confidence

Both consumers and producers are market participants. MBIE works to achieve outcomes for both groups.

A market with appropriate checks and balances reduces costs and complexity for firms and individuals, and it increases everyone's confidence in their economic participation and transactions.

For people and businesses to be confident to participate in the market, whether buying or selling, they need to be informed about their rights and responsibilities and know that there are mechanisms in place to protect them from harm, including mechanisms to resolve disputes when things go wrong. It is also important that buyers have accurate information about the goods and services they purchase.

Knowing that protections are in place increases everyone's confidence in their economic participation and transactions. This is essential to economic growth and delivering broader social outcomes.

To ensure consumers and firms are informed and interact with confidence, MBIE will:

- › support consumers, tenants, landlords, workers and businesses by providing information and services, including administering funding options and dispute resolutions
- › provide advice on the framework within which market activity occurs, and help to set and enforce market rules across a diverse range of systems
- › work to ensure well-regulated markets across 19 regulatory systems
- › take primary responsibility for regulation of building and construction markets, and provide advice on telecommunications regulation
- › take responsibility for the effective functioning of the immigration system to facilitate and protect Aotearoa New Zealand's interests

- › work in partnership with Crown and external entities responsible for aspects of regulatory systems to ensure these systems support business and protect consumers
- › increase business and consumer confidence in markets by designing, implementing, monitoring and reviewing competition and consumer protection regimes
- › focus on improving the consistency and coordination of government services delivered to businesses
- › use evidence-based insights to collaboratively work with central and local agencies to reimagine the design and delivery of the tools and services businesses need to thrive
- › design, implement, monitor and review a cyber-security protection regime
- › improve the quality and safety of buildings by ensuring a well-functioning building and construction market that delivers safe, healthy, affordable and fit-for-purpose residential and commercial buildings
- › support reduced emissions through construction and buildings that can better withstand changes in climate
- › work closely with businesses, including small to medium sized businesses, to ensure the challenges they face are considered in the development of regulation, and to deliver the tools and services they need to thrive
- › oversee Tenancy Services to uphold the rights and responsibilities of tenants and landlords.



Photo credit: Dave Allen, NIWA

Outcome Four: Value is sustainably derived from the natural environment

Aotearoa New Zealand's natural environment is important to our sense of identity and has great cultural and recreational significance. It also supports crucial economic activity. Some of our biggest exports, such as tourism and the primary sector, rely heavily on using the natural environment.

Additionally, natural resources dominate energy production, with most of our electricity coming from renewable sources. Our economy needs to use natural resources more productively and sustainably in order to deliver wellbeing for all New Zealanders, now and into the future.

MBIE plays an important role in ensuring Aotearoa New Zealand's successful transition to a low-carbon economy while managing the impact on the future of work and workers.

We are responsible for seeing that businesses and residents have access to secure, affordable and environmentally responsible energy. We oversee the responsible development of Aotearoa New Zealand's petroleum and mineral resources. It is also our job to work with scientists and innovators to develop technologies that will more efficiently manage natural resources, such as precision agriculture and water monitoring. At the same time, we want to explore opportunities in the tourism sector that are sustainable and protect Aotearoa New Zealand's natural environment.

To ensure value is sustainably derived from the natural environment, MBIE will:

- › play a lead role in developing the settings to support the transition to a low-carbon economy while maintaining secure and affordable energy for New Zealanders
- › continue to play a supporting role in much of the management of our natural environment
- › manage Aotearoa New Zealand's petroleum and mineral resources, ensuring they are developed in a responsible manner for the benefit of all New Zealanders
- › monitor and advise on electricity, gas and fuel markets
- › provide advice on lifting innovation, research and technology to more effectively manage and take care of natural resources
- › improve energy productivity and management of resources
- › support the transition to a low-emissions economy, including through the work of the Just Transitions Unit and through government procurement settings
- › provide oversight of Aotearoa New Zealand's petroleum and mineral industry to make sure it responsibly delivers for Aotearoa New Zealand as we transition to a low-emissions economy
- › explore opportunities through tourism to protect and grow Aotearoa New Zealand's natural environment.

Outcome Five: A dynamic business environment fostering innovation and international connections

To achieve a sustained lift in economic performance and participation, we need a business environment that is dynamic, where businesses are able to respond to new opportunities, and where resources are allocated to the most productive use. We also need to innovate sustainably and adopt new economic thinking at pace.

As a small, geographically isolated export-oriented nation, our international connections are critically important. International skills, capital, ideas and networks help Aotearoa New Zealand build scale and competitiveness. Aotearoa New Zealand companies need investment and the right connections to be able to imagine, develop and achieve more for Aotearoa New Zealand. The ideas from overseas can be used to find better ways of doing things here.

The business environment is the context in which businesses operate. It is affected by global economic, social, technological and demographic trends as well as domestic factors such as culture, social norms and more formal influences like regulation. The business environment has become even more complex with the implications of COVID-19 and interruptions brought on by closed and restricted borders.

Aotearoa New Zealand needs investment to deliver a dynamic, diversified, high-tech, low-carbon and resilient economy as part of the productive, sustainable and inclusive framework. However, currently we have a low savings rate and shallow capital markets, and our levels of investment in non-housing assets are low. We must enable an increase in productivity, including by reducing barriers to investment, addressing distortions to signals for productive investment and increasing the supply of investment capital.

To ensure a dynamic business environment that fosters innovation and international connections, MBIE will:

- › develop initiatives that make it easier for business to work with government
- › carry out its regulatory and investment attraction function to ensure stable financial management
- › build government procurement practices and an environment that supports Aotearoa New Zealand's business experience, capability and innovation
- › foster an environment that supports increased international trade and quality investment, including advice on barriers to trade and international regulatory cooperation
- › drive transformation of particular sectors of the economy through Industry Transformation Plans, with a focus on lifting productivity and improving environmental and labour market outcomes
- › increase capital supply and encourage more productive investment to support a thriving economy
- › advise on financial market regulation
- › work with other agencies, particularly New Zealand Trade and Enterprise, to give Aotearoa New Zealand businesses a competitive edge in the global market
- › develop initiatives to lift Aotearoa New Zealand's investment in research and development (R&D), including by incentivising business expenditure on R&D
- › maximise the impact of our science investments and provide stewardship of the research, science, and innovation (RSI) system
- › support the growth of Aotearoa New Zealand's digital sector and the uptake and smart use of information and communications technology (ICT) across the economy – particularly when working with international partners to facilitate global movement in a post-COVID-19 world
- › oversee the application of competition policy to ensure a competitive environment that supports innovative and efficient businesses.

Measuring success

We will measure progress towards our outcomes through a range of indicators as set out in Appendix 1. The indicators have been chosen based on a number of criteria:

- › appropriateness and relevance to explain the progress that can be achieved for Aotearoa New Zealand
- › availability of data that will help demonstrate comparative performance information and consistency of reporting over time
- › alignment with wellbeing indicators as per Indicators Aotearoa New Zealand – Ngā Tūtohu Aotearoa.

Explanation of trends and results will be provided in our annual reports.

Our Collective Focus Areas

Our collective focus areas identify opportunities for MBIE to work collaboratively across our organisation on areas significant to Aotearoa New Zealand's future prosperity and resilience. Harnessing the unique breadth of functions, experience, and knowledge across MBIE is key to achieving these.

Our collective focus areas are:

- › **Transition Pathways:** reset the post-COVID-19 economy towards a high value, high employment, and low emissions economy
- › **People Centred:** people are at the very centre of the design and delivery of our services
- › **Partner with Māori:** partner and collaborate with Māori to achieve their economic, employment and wellbeing aspirations
- › **Regulatory Stewardship:** deliver a robust, agile and fair regulatory environment that supports Aotearoa New Zealand's economic recovery.

Transition Pathways

Climate change, technological advancement and demographic shifts are shaping our lives and the way we and our economy work. The COVID-19 pandemic has caused unprecedented disruption and made the global environment more complex and less certain. As a country, we must transition towards a more productive, sustainable, and inclusive economy that is better at meeting the ambitious goals this country has set and delivering wellbeing for all. This means actions such as leveraging digital technologies and the potential of our bio-economy; embracing circular and purpose-driven business models and diverse world views; accelerating shifts to more renewable energy sources; creating liveable, light footprint, and connected future communities; and developing more resilient supply chains.

Integrating productive, sustainable, and inclusive lenses into policy thinking and advice also involves deliberate partnering – with Māori, businesses, regional entities and communities – as well as collaborating across industries.

Specific examples of work in this area include MBIE's lead of components of the Emissions Reduction Plan and National Adaptation Plan, and producing research and thought leadership on what Aotearoa New Zealand's economy could look like in 2050 and the sort of market-shaping and co-creating roles this calls for from MBIE and across wider government.

People Centred

As MBIE's work touches on the daily lives of people across Aotearoa New Zealand and beyond our borders, we must understand the diverse needs of our users, partners, and stakeholders, and weave this into the design and delivery of our services. A people-centred approach is relevant across all of what we do – from our service providers and policymakers to our investors and regulators. This focus is critical to better serving Aotearoa New Zealand and ensuring people are able to engage and participate in the economy and society.

A people-centred approach will improve the user experience and generate better outcomes. Services must be effective and efficient – especially from a user experience. Everyone MBIE interacts with deserves to be treated fairly and with dignity.

This collective focus area also emphasises the need for MBIE to ensure New Zealanders understand their responsibilities and are supported to do the right thing. We need to make it easy for people to connect with us and stay informed. MBIE will specifically address barriers holding back our engagement, implement a common customer experience model, trial improved communications approaches, and identify opportunities to work more closely with community agencies, iwi, and external agencies.

Partner with Māori

Māori are the tangata whenua of Aotearoa New Zealand. Partnering is about listening to and recognising the needs of the communities we serve. Grounded in the principles of Te Tiriti o Waitangi/the Treaty of Waitangi, we aim to proactively listen to and recognise the needs of our Māori communities to enable their economic, employment and wellbeing aspirations.

Success means:

- › MBIE has a deep network of relationships with Māori and Māori entities, which are valued and actively supported
- › a Māori and Te Tiriti/Treaty lens is standard across policies and programmes developed by MBIE
- › internal Māori capability and capacity is increased, especially at leadership levels.

In order to achieve this, we recognise that MBIE needs to do more. We must continue to apply the principles of Te Tiriti o Waitangi/the Treaty of Waitangi and apply a te ao Māori worldview to what we do. We must lift te ao Māori capacity and capability for everyone who works at MBIE. We must proactively invest in this strategic objective and ensure its success. This is a journey that will be approached with authenticity and open minds. We might stumble along the way but we will be continually listening, learning and adapting – living our value of Pono me te Tika (Ā mātou mahi katoa, ka pono, ka tika – Taking responsibility to commit to doing things right).

MBIE's Māori strategy will better integrate te ao Māori across our work, ensure Māori–Crown relationship priorities are incorporated throughout our strategic and accountability documents, and establish additional senior kaupapa Māori positions and a Māori leadership forum. Our Māori strategy will also build on the progress of various Māori projects and initiatives, such as \$680 million of Provincial Growth Fund/ Infrastructure Reference Group investment to date.

Regulatory Stewardship

MBIE has responsibility for 19 regulatory systems with considerable variation in scope, function, risk profile, stakeholders, interfaces, and public and political scrutiny. These regulatory systems keep Aotearoa New Zealand safe and help us thrive as a country. The most recent addition is MBIE's responsibility for delivering MIQ as part of border measures to keep COVID-19 out of Aotearoa New Zealand's communities and support economic recovery.

MBIE is committed to delivering a robust, agile and fair regulatory environment that protects consumers and employees from harm, creates and enables fair markets for people to interact with, and supports Aotearoa New Zealand's post-COVID-19 economic recovery.

Success should be viewed through the lens of stewardship, reflecting the needs of today and into the future, including:

- › understanding how systems are performing and having highly skilled regulators
- › enabling the application of best practice and continuous improvement, with strong links to domestic and international knowledge and standards
- › ensuring we have resilient systems that are agile and able to anticipate, respond and adapt to changing needs – as reinforced by the disruptive impact of COVID-19
- › enabling regulatory systems to work together to maximise collective impact.





The Way We Work

Leadership and governance

Senior Leadership Team

MBIE's Senior Leadership Team (SLT) has ownership and overall responsibility and accountability for MBIE's organisational strategy and achievement of MBIE's strategic outcomes and priorities. The SLT ensures we focus our efforts and resources in the right areas at the right time. They work to establish systems and processes so MBIE can perform effectively. They also champion our values and drive cultural change.

Our SLT includes the Secretary (Chief Executive), nine Deputy Secretaries, the Chief Financial Officer and the Head of the Secretary's Office.

Mana Whakaruruhau: MBIE's governance system

Strong governance allows MBIE to achieve our core outcomes through a framework of leadership, stewardship and decision making. It is how our senior leaders ensure MBIE operates well, works collaboratively, and is held to account.

Mana Whakaruruhau is made up of a series of committees that provide the architecture through which we will deliver our organisational strategy, *Te Ara Amiorangi*, allowing us to solve real-time issues and consider future focused options.

Ultimately, these committees create dedicated forums to:

- › determine what the government and New Zealanders need from us and what we need to do to make that happen
- › provide kaitiakitanga (stewardship) of MBIE
- › oversee risk, performance and delivery.

Our capability priorities

Our capability priorities, as articulated in *Te Ara Amiorangi*, position MBIE to deliver on our collective focus areas, outcomes, and purpose as we grow opportunities, protect Aotearoa New Zealand, and innovate for a better future. These are the capabilities we will invest in to ensure we continue to be a successful organisation both now and in the future. Our capability priorities are:

- › **Our people:** MBIE is the place people want to work
- › **Financial sustainability:** we use our resources effectively and efficiently to deliver our outcomes
- › **Digitally enabled:** we make it easy for people to work with us and for us
- › **Empowered by data:** we are a data and evidence led organisation
- › **Impact through others:** our partnerships are collaborative and enduring
- › **Thought leadership:** we are leaders of economic thinking and delivery for Aotearoa New Zealand.

Our people

Our people are our taonga (what's precious) and our greatest strength. We will deliver on MBIE's purpose to Grow Aotearoa New Zealand for All through our people. Our strength is in our diverse team of over 5,000 people whose work supports communities and businesses across Aotearoa New Zealand. We aspire to better reflect the communities we serve and manaaki (uplift and care for) one another.

Our People Strategy vision is for MBIE to be the place people want to work. It is an inclusive environment where our people are safe, valued and listened to while experiencing growth and meaning in their work. Delivering on our vision requires us to empower and develop our people and continually evolve our people practices in partnership with our key partners and stakeholders. These important elements make up the four pillars that describe how we will bring our vision to life, as follows:

- › **Whakamana/Empower:** We create a safe, inclusive environment for our people to thrive
- › **Whakawhanake/Develop:** We develop our people so they can grow and deliver for Aotearoa New Zealand
- › **Whakapakari/Evolve:** We continually improve our processes and tools to make things easier for our people
- › **Whakakaha/Enable:** We co-design innovative best fit solutions with our stakeholders and partners.

Financial sustainability

COVID-19 has affected MBIE's financial position due to the ongoing impact on revenue, such as in the case of immigration system funding. In the short-term we have focused on a fiscal plan to address this impact. In the longer term, we will look at overall funding models, cognisant of the shifting global environment resulting from both COVID-19 and broader strategic trends. As future-focused stewards of MBIE, we will ensure we continue to deliver our services and invest funding effectively and efficiently to provide value to Aotearoa New Zealand.

Digitally enabled

In a technology-driven society, it is necessary for government agencies, businesses and communities to embrace technology and digital enablement. The unprecedented adoption of new technologies during the COVID-19 pandemic and dramatic shifts in how we work only serve to highlight the importance of addressing our future technological capabilities. It is crucial that MBIE embraces technology and uses robust and reliable software and hardware to make it easy for people to work with us and for us.

Empowered by data

Quality, timely and useful data alongside strong analytical capabilities allows MBIE to better predict issues, strengthen our policy advice and provide people-centred services across Aotearoa New Zealand. In doing so, we will not underestimate the importance of following strong ethical considerations, building data security, and engendering trust from the public.

We will invest in new technologies, improve our data stewardship, and grow our people capability to leverage data as a strategic asset and meet growing expectations of ministers and the public. This means designing an MBIE-wide operating model, a Data Governance Framework, and a range of integrated data and analytics platforms and tools. In particular, in partnership with Māori, we will co-create a picture of Māori data needs that includes a te ao Māori worldview and respects Māori data sovereignty.

Impact through others

Through collaborative partnerships and relationships we can extend our reach and impact. We will identify opportunities to influence and encourage the people and organisations we work with to support our progress towards a productive, sustainable, and inclusive economy. We will take a deliberate approach to leverage our relationships, research grants, loans and contracts to advance our collective focus areas and Aotearoa New Zealand as a whole.

Thought leadership

MBIE plays a key role in considering and answering the toughest questions that are facing Aotearoa New Zealand. This must come from a place of sharing and collaboration, and thinking beyond the obvious to lead innovation and effect positive system change. We recognise that we work best as one organisation and one public service, and we seek out new and emerging knowledge and insights from our partners. Our thought leadership ensures we are planning for the future now.

Māori cultural intelligence

MBIE is in the process of developing its te reo Māori strategy, Te Ara Reo Rangatira. The draft strategy sets out the commitment of Hīkina Whakatutuki/MBIE to support the development and use of te reo Māori as a valued and living official language of Aotearoa New Zealand. This includes incorporating te reo Māori across everything we do. It will enable MBIE to deliver on our commitment to partnership because language is the key to the door that will open the pathway across the bridge to te ao Māori.

MBIE's capability in te ao Māori is key to delivery across one collective focus in *Te Ara Amiorangi* – partnership with Māori. MBIE as a Te Tiriti/Treaty partner will consult and collaborate with Māori to achieve economic and wellbeing aspirations. This will be enabled through a long-term programme of work that aligns with Te Arawhiti – the Office for Māori Crown Relations, and is aimed at building our people's capability in relation to te reo, tikanga and Te Tiriti o Waitangi/the Treaty of Waitangi.

Inclusion and diversity strategy

At MBIE, we value our people. We reflect, embrace and nurture the communities we serve. We place inclusion before diversity because an inclusive environment recognises, values and respects the differences of our people. It allows everyone to be the best they can be. An inclusive culture is essential for diversity to thrive. We want MBIE to be a safe, trusting and inclusive place to work where people have a strong sense of belonging, are comfortable bringing their whole selves to work, feel safe to raise concerns around non-inclusive behaviour, and are supported in their opportunities for growth.

Our people strategy continues to focus on building an inclusive and supportive workplace to support attraction and retention of people from diverse backgrounds. Additionally, our inclusion and diversity strategy, Nō Kōnei (Belong), and its supporting programme of work, is focused on three guiding principles:

- › **Reflect:** this helps us assess and review where we stand in our journey and acknowledges the work that needs to be done
- › **Embrace:** this moves towards shifting our thinking for what we need to do to make MBIE more inclusive and diverse
- › **Nurture:** this is about embedding an inclusive culture by celebrating diversity so our people can thrive.

We have embarked on a series of people research exercises to understand the experiences of our Māori, Pasefika, Asian and LGBTQIA+ people, to help to identify and address issues throughout the employee lifecycle. There has been interest in this work from Te Kawa Mataaho Public Service Commission and the wider public service.

We will continue to build on the success of our inclusive leadership and intercultural awareness capability programmes, such as the roll out of the Mana Āki Intercultural Competency Programme.

Building a diverse leadership pipeline

In line with the Public Service Act 2020, MBIE strives to have a workforce that reflects the communities we serve. Towards this, MBIE continues to take steps to ensure our people from diverse backgrounds have a pathway to leadership opportunities.

MBIE is developing programmes to target the development of Māori and Pasefika leadership across the organisation with a view to significantly grow representation at all levels and to improving the pipeline of potential leadership candidates from these communities.

MBIE's career and pay progression framework supports positive reductions in the gender pay gap and removes performance-based pay decisions, which can be subject to unconscious bias. MBIE's gender pay analysis also focuses on identifying and closing pay gaps for Māori and Pasefika. This will be closely monitored as part of MBIE's starting salary tracking to ensure any changes are sustainable.

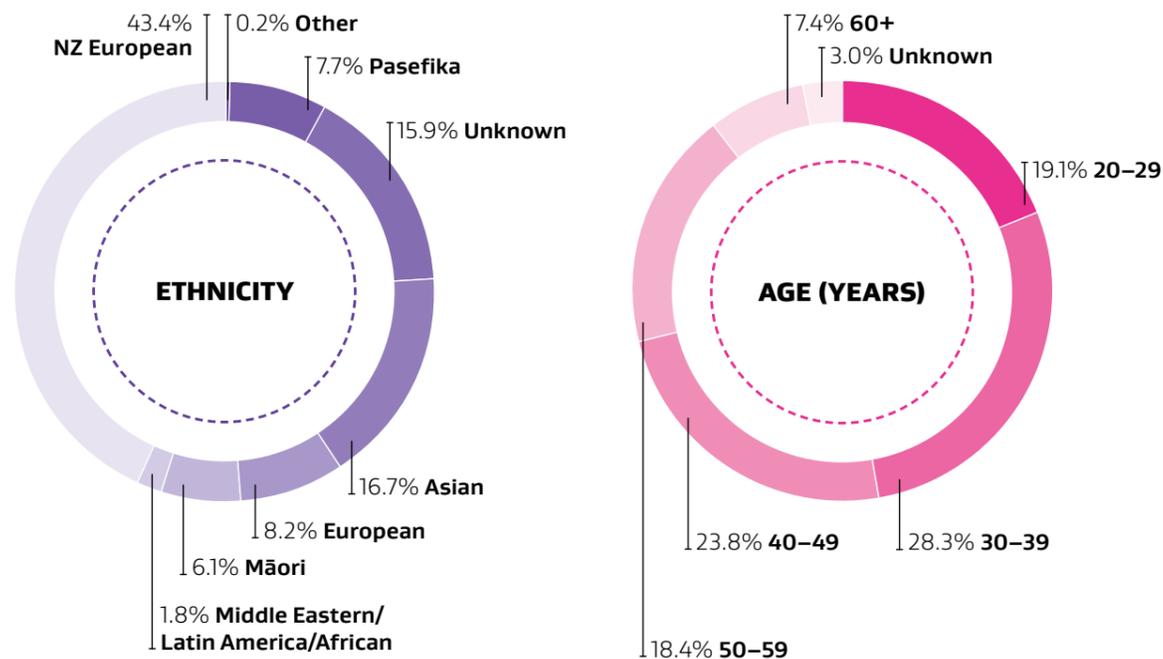
Employee-led networks and multi-language use

We continue to encourage our employee-led networks to create opportunities for our people to engage, learn and play a role in creating an inclusive and diverse workplace. Our networks are all sponsored by a senior leader and include:

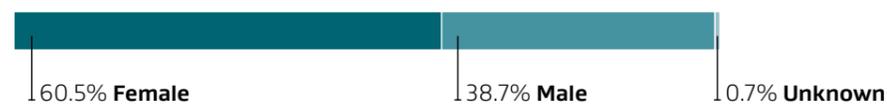
- › Ngāi Kahukura – Rainbow Network
- › Arahanga Wāhine – Women’s Network
- › Te Aumangea – Mental Health Network
- › The Pacific Staff Village
- › Te Rau Puāwai – Māori Women’s Network
- › Kete Taiao – Sustainability Network.

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 a range of different peoples and raise awareness about our diverse workforce. MBIE has an ongoing poster campaign focused on Aotearoa New Zealand Sign Language and a list of interpreters MBIE can call on to assist with working together with the diverse communities we serve. MBIE also celebrates all seven of the official Pasefika language weeks throughout the year.

Our ethnicity and age profile (as at 31 March 2021)



GENDER (%)



These are all based on permanent and fixed-term employees only. The numbers exclude casuals, contractors, locally engaged staff and employees on extended unpaid or parental leave.

For the gender data, the unknown category may include some individuals who are gender diverse or transgender. However, we do not yet have sufficient data to confidently place these individuals into a specific category.

Towards a greater understanding of our diverse workforce

Under MBIE’s new payroll system, employees have more ethnicity options to choose from, and they can identify with more than one group. This allows MBIE to better understand the ethnicity mix of our people, accurately measure people outcomes by ethnicity and identify future opportunities over the coming years.

Managing our risks

Managing risk is an integral part of our business. We operate in an increasingly uncertain environment that often requires flexibility to respond to new and complex demands, such as the transfer of MIQ in July 2020.

Risk management helps us to clarify goals and objectives, identify what might stand in the way of their achievement, and take appropriate action to mitigate risks. It helps us to identify opportunities to exceed expectations, including adopting new and innovative approaches to our work.

We are committed to developing and embedding risk management into our culture, governance arrangements, business planning and decision-making processes. We are investing in an integrated risk, incident and compliance management platform that will enable:

- › accurate, timely, enterprise-wide information and tracking of risks, incidents, controls, compliance and assurance activities
- › linking of incidents, risks and audits to inform risk assessments and assurance activities
- › increased evidence of MBIE’s legislative and policy compliance
- › identification of targeted and coordinated improvement opportunities across MBIE.

We are adopting a phased implementation approach. Phase 1 (Risk and Hazard Tool) was completed in December 2020. Phase 2 will include rolling out the Risk and Hazard Tool to MIQ and expanding the use of the tool to include site inspections, controls testing, compliance attestations and tracking of audit recommendations. We will also replace our incident management, gifts and hospitality, and declarations of interest registers.

A high priority example of risk mitigation is our continuing Cyber Security work. This work includes a number of initiatives that continually review and refine our capability to identify and protect against cyber security threats, detect successful attacks and other unauthorised actions, and recover from them. This is important ongoing work that is necessary as those who seek to exploit organisations using technology similarly continue to evolve their techniques.

A fully integrated and standardised approach will deliver improved governance, decision-making, resilience and management of risks across MBIE. We will be able to realise improved value from risk and assurance activities as we reduce the amount of time spent on manual reporting 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, key external stakeholders and the public.

Managing the performance of our investments and assets

MBIE has an asset base largely composed of technology assets (both hardware and software) and, to a lesser extent, property assets. Our assets support our ability to deliver successfully against our strategic intentions. To achieve the level of support required, we have developed a Long-Term Investment Plan 2019–2029. The plan responds to the various roles and responsibilities that we have across regulatory systems, sectors, industries and regions. It demonstrates that we are responding to government priorities, and delivering on our stewardship role.

MBIE plans and prioritises its investment and capability to ensure we obtain the best return from programme and project investments. We have a responsibility to ensure that these assets are managed in a way that balances service levels, risk and affordability.

A significant proportion of our capital investment is in technology that supports the services we deliver. Those services are affected by key trends such as volumes (eg, visa applications), the increasing sophistication of security risk, and the importance of customer-centred systems.

MBIE is classified as a tier-two investment-intensive agency due to the level of service criticality our assets have. The Treasury provided our latest Investor Confidence Rating (ICR) in March 2020. We maintained our B rating from the previous round (2017), with the Treasury noting that we have made good progress in investment and asset management. The main areas we are responding to are developing and embedding internal capability to sustain the improvements made.

Performance measures for our two major asset portfolios, technology and property, will be reported in our annual report.

Appendix 1: Measures and indicators

Outcome One: Prosperous and adaptable people, sectors and regions

MEASURES	INDICATORS
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

Outcome Two: Skilled people engaged in safe and fulfilling work

MEASURES	INDICATORS
Increase skilled workforce	Qualification attainment rate: percentage of 25–34-year-olds with New Zealand Qualifications Framework (NZQF) level 4 qualifications or above
	Skilled occupation rate
Increase skill matching of migrants	Proportion of employed principal migrants whose occupations in Aotearoa New Zealand match their skills and NZ-ready qualifications
Increase employment	Total employment rate
Reduce underutilisation	Total underutilisation rate
Reduce unemployment	Total unemployment rate
Reduce proportion of people not in employment, education or training (NEET)	NEET rate (15–24-years-olds)
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) workers)
	Serious non-fatal injury rate (age standardised rate per 100,000 FTE workers)

Outcome Three: Informed consumers and businesses interacting with confidence

MEASURES	INDICATORS
Increase consumer awareness	Percentage of adult consumers who know at least a moderate amount about their rights as a consumer
Increase consumer confidence in business	Percentage of adult consumers who agree that in Aotearoa New Zealand you can generally buy products and services and feel confident that businesses will do the right thing and not try to mislead or cheat you
Improve access to dispute resolution services	Percentage of consumers who agree there is adequate access to services that help to resolve disputes between consumers and business
Increase tenancy mediation satisfaction	Percentage of clients satisfied based on their last interaction with the tenancy mediation services
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 (CXI)
Improve the experience for applicants applying for visas	Percentage of visa applicants satisfied with their overall experience of applying for a visa
Reduce burden of government regulations on institutions	Burden of government regulations on institutions

Outcome Four: Value is sustainably derived from the natural environment

MEASURES	INDICATORS
Reduce net greenhouse gas emissions (using levers that MBIE has available)	Net greenhouse gas emissions
Increase sustainability of Aotearoa New Zealand's energy system	Percentage of total primary energy supply (TPES) coming from renewables
Increase efficiency of Aotearoa New Zealand's energy system	Energy intensity (based on mega joules per dollar of GDP in real 2009/10 prices)

Outcome Five: A dynamic business environment fostering innovation and international connections

MEASURES	INDICATORS
Increasing the proportion of businesses exporting	Percentage of firms exporting
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 GDP
Increase business dynamism	Average 5-year growth in employment in new businesses
Increase capital intensity	Net capital stock per capita
Increase productive capital investment	Proportion of net capital stock that is not residential
Increase early stage capital investment	Capital investment in early stage companies
Improve quality of foreign direct investment (FDI)	Potential direct economic impact (pDEI) multiplier: ratio of pDEI to FDI
Maintain position in the World Bank Ease of Doing Business Survey	Ease of doing business ranking



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