



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Te Kāwanatanga o Aotearoa
New Zealand Government

Annual Report 2024/25

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MBIE Karakia

Tāwhia tō mana kia mau, kia māia.

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

Mā mahi tahi, ka ora, ka puāwai.

Ā mātau mahi katoa, ka pono, ka tika.

Tihei Mauri Ora!

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

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

By working together we will flourish and achieve greatness.

Taking responsibility to commit to doing things right.

Tihei Mauri Ora!

MBIE ANNUAL REPORT 2024–2025

Presented to the House of Representatives pursuant to section 44(1) of the Public Finance Act 1989.

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Chief Executive's introduction

Tēnā koutou katoa,

As the Government's lead microeconomic agency, the Ministry of Business, Innovation and Employment (MBIE) has a key role in supporting the Government to drive economic growth. Our collective efforts across MBIE are focused on creating an economy where New Zealand businesses and New Zealanders can thrive.

Throughout the past year, we have delivered a large programme of work in support of this ambition, including the delivery of Budget initiatives and Quarterly Action Plan short-term priorities. In support of the Government's economic strategy, we worked at pace to support the launch of the Government's 2025 economic growth agenda, *Going For Growth*. We have a central role in the delivery of this programme of work and managing the cross-government co-ordination of this agenda.

Actions in support of competitive business settings have included tackling non-tariff trade barriers with the Ministry of Foreign Affairs and Trade (MFAT) and the Ministry for Primary Industries (MPI), creating the Tourism Growth Roadmap to meet the Government's ambitious goal of doubling export value in 10 years, launching Invest New Zealand to attract foreign investment, and implementing the Minerals Strategy to grow that sector.

Developing a dynamic business environment that supports science, technology and innovation has seen us contribute to the delivery of the Gene Technology Bill, support the growth of the space and aviation sector by reducing red tape, the development of a national artificial intelligence (AI) strategy and engaging with businesses to boost research and development and technology adoption, as well as expanding access to capital for start-ups via the Elevate NZ Venture Capital Fund.

MBIE has a critical role in facilitating greater and more resilient energy generation to drive a strong and resilient economy and value from resources, this has included supporting offshore renewable energy and Electrify NZ and the Electricity Market Review.

Ensuring New Zealand has skilled people engaged in the economy is key to this success and we have supported adjustments to immigration settings to attract skilled migrants, advised on long-term workforce planning and partnered with the Ministry of Social Development (MSD) to enhance in-work training and labour market programmes.

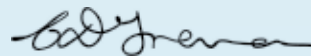
We continue to provide our core services to New Zealanders, ensuring we have markets with appropriate checks and balances to enable businesses and people to be confident and participate freely in the economy. We achieve this by regulating markets, providing critical information to consumers, providing a dispute resolution service and supporting businesses to grow and evolve. Moderating regulation settings where needed is important for economic growth, and changes to building regulations include enabling the use of overseas building products have been implemented to ease construction costs and streamline building consents.

MBIE also continues to work hard to meet its Treaty settlement commitments. To be successful with these commitments, we need to ensure we develop and maintain effective ongoing relationships with iwi groups.

As a public sector agency, our focus remains on ensuring we are right sized with high performing people delivering value for money services. Leadership accountability for delivering our priorities is key to our success and this is being strengthened through our leadership expectations framework.

Work is also ongoing to ensure we have strong systems and processes in support of the delivery of our services. It is a priority to ensure that we are leveraging the opportunities that arise from AI while maintaining a focus on safety and security.

Our people continue to deliver high-quality work and demonstrate an unwavering commitment to our vision of growing New Zealand for all, and I am grateful for their efforts and have been proud to lead them over the past year and the whole of my term as Chief Executive and Secretary.



Carolyn Tremain

Secretary for Business, Innovation and Employment
and Chief Executive

Ngā kupu whakataki a te Kaiwhakahaere Matua

Tēnā koutou katoa,

Ko MBIE te umanga ohaoha-moroiti takitaki o te Kāwanatanga, ā, kei a mātou tētahi mahi matua, arā ko te tautoko i te Kāwanatanga ki te kōkiri i te whakawhanaketanga ohaoha. Ko te whakapau kaha a te katoa i MBIE e aro ana ki te hanganga mai o tētahi ōhanga e taurikura ai ngā pakihi me ngā tāngata o Aotearoa.

I te tau kua hipa, ka whakataki mātou i tētahi hōtaka mahi nunui hei tautoko i tēnei awhero, kei roto ko te whakatakinga o ngā kaupapa Tahua me te pae tata o te Perēne Mahi ā-Koata. Hei tautoko i te rautaki ohaoha a te Kāwanatanga, i upoko karawhiu mātou ki te hāpai ake i te whakarewatanga o te kaupapa whakawhanake ohaoha a te Kāwanatanga mō te tau 2025, *E Tupu, E Rea*. Ko mātou tētahi pou matua mō te whakatakinga o tēnei hōtaka mahi me te whakahaere i te tū kotahi a ngā tari kāwanatanga mō tēnei kaupapa.

I ngā mahi tautoko i ngā taiao pakihi whakataetae, kua whai wāhi mai: te aro ki te rutu i ngā ārai hokohoko (atu i ngā tāke hoko tāwāhi) ki te taha o te Manatū Aorere (MFAT) me te Manatū Ahu Matua (MPI); te hanga mai i tētahi Mahere Whakawhanake Tāpoi ki te whakatutuki i te whāinga hao nui a te Kāwanatanga kia tāpara i ngā hua o te hoko ki tai i roto i ngā tau 10; te whakarewa i a Haumi Aotearoa kia tōia mai ai te haumitanga i a tau iwi; me te whakatinana i te Rautaki Kohuke ki te whakawhanake i tēnā rāngai.

Mā te whakawhanake i tētahi taiao pakihi hihiri e tautoko ana i te pūtaiao, te matihiko, me te auahatanga, ka whai mai ko: tā mātou tautoko i te whakatakinga o te Pire Matihiko Ira; tā mātou tautoko i te whakawhanaketanga o te rāngai tuarangi, rererangi hoki mā te whakaiti i ngā taero; te whakawhanaketanga o tētahi rautaki atamai hangahanga (AI) ā-motu; me te whakapāpā atu ki ngā pakihi ki te whakapakari i te rangahau me te whakawhanaketanga, te whakamahi hangarau; me te whakawhānui hoki i te āheitanga ki te haupū rawa mō ngā pakihi tauhou mā te Tahua Whakatairanga Haupū Rawa Pakihi.

He tūranga matua tō MBIE i roto i ngā mahi whakapai ake, whakamanawaroa ake hoki i te whakaputa pūngao e kōkiri ai he ōhanga pakari, he ōhanga toka tū, ā, kia whai mai hoki ai ko ngā hua o ngā rawa, ka mutu, kua tautoko hoki mātou i te pūngao whakahou i tai, Whakahiko Aotearoa, me te Arotakenga Māketē Hiko hoki.

Ko te whakaū i te whai wāhitanga mai o ngā pūkenga ki tō tātou ōhanga tētahi take matua i angitu ai ā mātou mahi, ā, kua rawekehia e mātou ngā here manene e tōia mai ai ko ngā manuheke whai pūkenga, kua tuku kōrero tohutohu mātou mō te perēne pae

tawhiti i te rāngaimahi, kua mahi tahi hoki mātou ki te Manatū Whakahiato Ora (MSD) ki te hāpai ake i te whakangungutanga i te wāhi mahi me ngā hōtaka o te māketē hunga mahi.


E whakarato tonu ana mātou i ō mātou ratonga matua ki ngā tāngata o Aotearoa hei whakaū i ō tātou māketē me ō rātou papanga kia pai ai tā ngā pakihi me ngā tāngata tū māia, tā rātou whai wāhi noa hoki ki te ōhanga. Ka tutuki tēnei i a mātou mā te whakarite i ngā māketē, mā te whakarato i ngā mōhiohio arohaehae ki ngā kiritaki, mā te whakarato i te ratonga whakatau wenerau, mā te tautoko hoki i ngā pakihi kia whanake, kia tupu hoki ai rātou. Ko te mātairua i ngā here whakariterite i ngā wāhi e tika ana tētahi mea nui mō te whakawhanake ohaoha, ā, ko ētahi panonitanga ki ngā whakaritenga hanganga ko te āhei kia whakamahia ngā rauemi hanganga nō tāwāhi kua whakaurua mai ki te whakaheke i ngā utu hanganga, ki te whakakoutata hoki i ngā whakaaetanga hanganga.

Kei te whakarīrā tonu a MBIE ki te whakatutuki i ā mātou herenga i raro i ngā whakataunga Tirti. E tutuki ai i a mātou ēnei herenga, me ū mātou ki te whakawhanake, ki te tiaki hoki i ngā hononga whakamana ā moroki noa nei ki ngā iwi.

He umanga Rāngai Tūmatanui mātou, nō reira e aro tonu ana mātou ki te whakarite i a mātou anō kia tika tō mātou rahi, kia whai wāhi mai hoki ko ngā tāngata whai hua e whakataki nei i ngā hua o ngā ratonga pūtea. Ko te papanga hautūtanga ki te whakataki i ā mātou whakaarotau tētahi āhuatanga matua e angitu ai mātou, ā, kei te whakapakaringia tēnei mā tā mātou anga Kawatau Hautūtanga.

Arā hoki ngā mahi e haere tonu ana ki te whakaū i te pakari o ā mātou pūnaha me ā mātou tukanga e tautoko ana i te whakatakinga o ā mātou ratonga. Ko tētahi whakaarotau ko te whakaū i tā mātou whai hua i ngā āheinga e puta ana i te Atamai Hangahanga (AI) i runga tonu i te aro ki te haumarua me te tūwhita.

Ko ō mātou tāngata e whakataki tonu nei i ngā mahi kairangi, e whakaatu hoki nei i te titikaha ki tā mātou kaupapa ki te whakawhanake i a Aotearoa mō te katoa, ā, ko au e whakawhetai nei ki tā rātou whakapau kaha, e noho poho korerū hoki nei i taku tūranga ārahi i a rātou i te tau kua pahure, otirā i te roanga o taku wā hei kaiwhakahaere matua, hei hēkeretari hoki.



Carolyn Tremain

Te Hēkeretari, Te Tumu Whakarae mō Hikina Whakatutuki

About MBIE

Who we are:

At the Ministry of Business, Innovation and Employment (MBIE), everything we do is about Growing New Zealand for all. As the lead microeconomic agency, MBIE shapes and manages many of the underlying systems that contribute to national economic success. MBIE delivers a wide range of services supporting businesses and people across New Zealand. We use our breadth and our connections to develop practical options to complex issues.

Our actions are underpinned by our Values and guided by our organisational strategy, Te Ara Amiorangi.

Our outcomes:



Prosperous and adaptable people, sectors, and regions



Skilled people engaged in safe and productive work



Competitive markets with informed consumers and businesses



Strong and resilient economy delivering energy security and value from resources



Dynamic business environment fostering innovation, technology, and international connections

Every day we:



Deliver **value for money** services that drive productivity improvement



Regulate to ensure **fair, efficient** economic systems



Invest to grow economic performance



Provide **quality advice** to ministers to drive better public outcomes



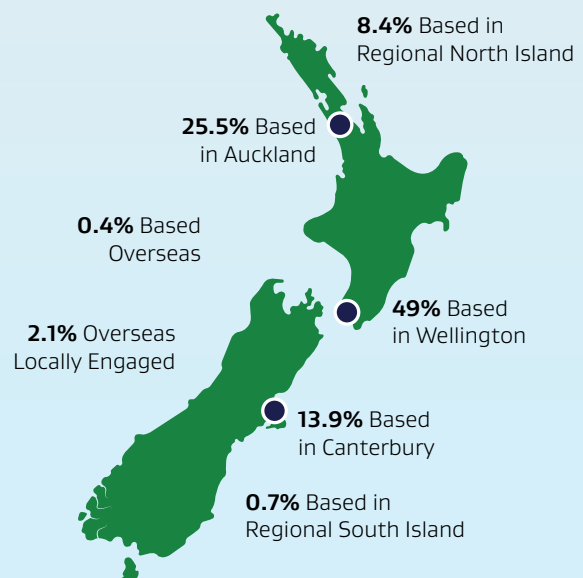
Monitor entity performance to **drive accountability and results**

Our people and funding:

We are over 6,000 people (5,804 FTE) in 40+ offices across New Zealand and abroad.

We receive \$1.2 billion to deliver services and functions on behalf of the Government.

We administer \$5.7 billion in non-departmental activities on behalf of the Crown.



Our promise:

We are committed to providing a great experience to our customers, and 'Our Promise' outlines what customers can expect when they interact with us, whether in person, by phone, email or on our website:

Simple	Safe	Certain
We listen to you, and we keep it simple	We help keep people safe through consistent and appropriate application of the law	We help you know what you need to do, how to do it, and why

How New Zealanders and businesses engage with MBIE:



Our scope and responsibilities

MBIE's main responsibilities span 19 interconnected ministerial portfolios (with support for several more) across three funding areas (known as Votes). The Minister responsible for MBIE, the Minister for Economic Growth, is accountable to Parliament to ensure MBIE carries out its functions effectively and efficiently.

MBIE has responsibility for 17 regulatory systems, with considerable variation in scope, function, risk profile, stakeholders, interfaces, and public and political scrutiny. These systems underpin New Zealand's economic activity and growth and provide safety and certainty to people and businesses.

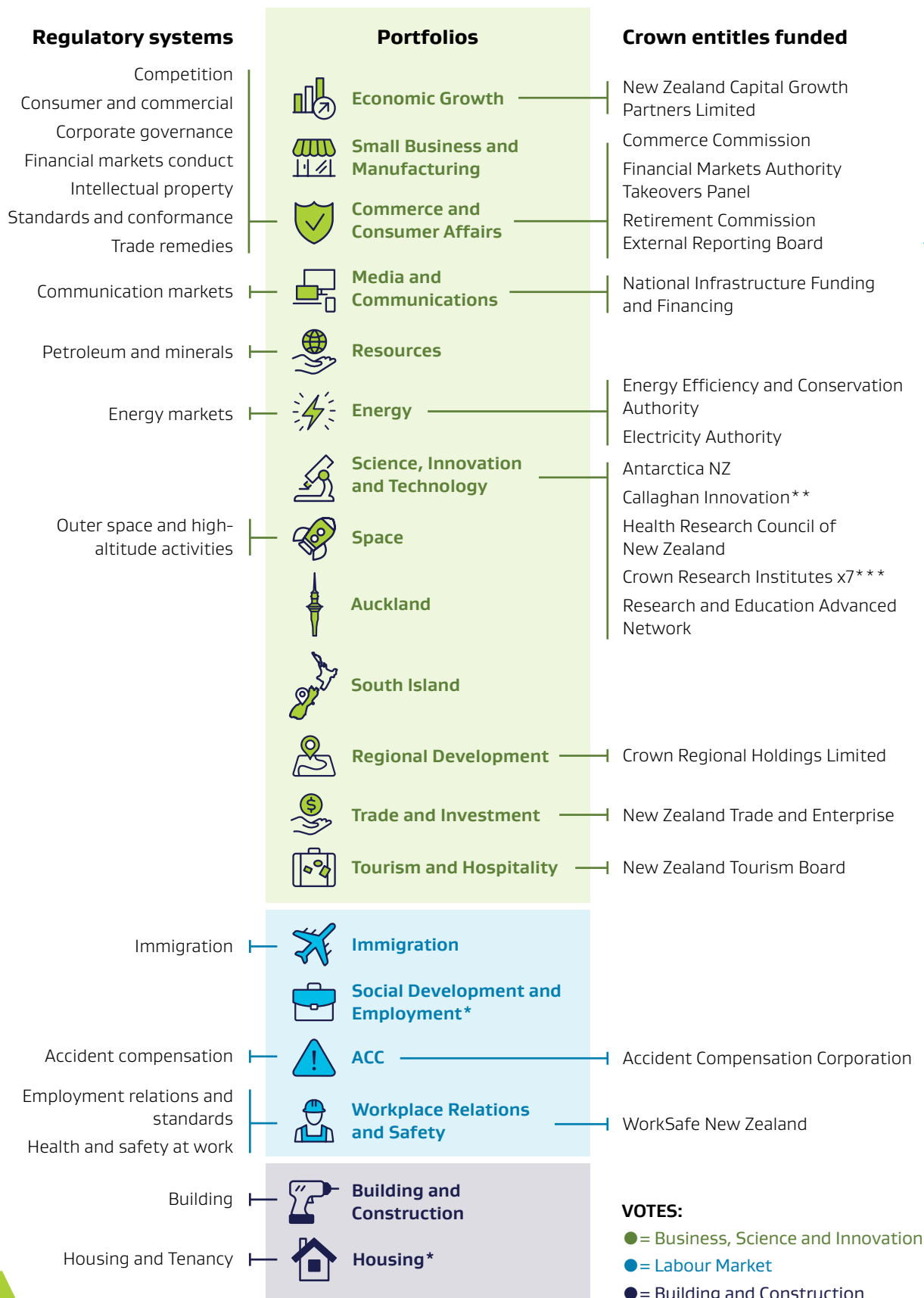
MBIE has responsibilities relating to the operations, funding, monitoring and support of ministers in the execution of their duties for many Crown entities and statutory bodies.

MBIE is also the system leader for the Government's property and procurement functions.

MBIE has several critical national risk and resilience responsibilities, including:

- › National Security Board (lead for mass arrivals, also responsible for the deliberate interference, disruption or destruction of the space assets, infrastructure or services New Zealand relies on)
- › National Hazard Board (lead for space weather, lead for commodity and energy price shocks)
- › fuel security lead
- › joint governance responsibility for significant disruption or failure of critical infrastructure.

MBIE is responsible for performance monitoring, appointments and relationship management arrangements for various Crown entities, as well as licensing boards, advisory boards, ministerial advisory committees, dispute resolution boards, charitable trusts, incorporated societies, authorities, and statutory boards.



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

** As at 30 June 2025, in the process of being disestablished.

*** Being replaced with four public research organisations: New Zealand Institute for Bioeconomy Science, New Zealand Institute for Earth Science, New Zealand Institute for Public Health and Forensic Science, and New Zealand Institute for Advanced Technology, effective from 1 July 2025.

Our strategic intentions

Te Ara Amiorangi is MBIE's organisational strategy. Te Ara refers to a pathway, and Amiorangi refers to a celestial navigation point. It sets the direction, highlighting where we need to focus our efforts to achieve our vision – to Grow New Zealand for all. This year, we updated Te Ara Amiorangi to reflect our current priorities and way forward.

The five outcomes¹ reflected in Te Ara Amiorangi and in our *Strategic Intentions 2023–2028* explain how MBIE works to improve the lives and livelihoods of New Zealanders. We do this through the delivery of core services to businesses and people, advancing government initiatives and implementing changes to the rules that shape how the country's economic systems operate.

Measuring progress

MBIE has many policy and service delivery functions that affect the economy and related systems. To make sure we are delivering effectively for New Zealand, we track and assess our performance. This includes coverage of:

- › development and implementation of government priorities spanning the economic portfolios MBIE leads and supports, including important economic metrics (see page 10-11)
- › outcome indicators that represent movement towards our longer-term goals and are trend based. These need to be viewed over the mid to long term (multi-year) and often reflect the efforts of many entities, including MBIE
- › output performance measures that assess whether we have achieved targets for specific services that collectively support the overall achievement of our outcomes. Results of outcome and output measures can be found starting on page 61.

¹ As part of the strategy refresh, we updated our collective focus areas and made minor wording changes to Outcome 4 and Outcome 5, which have been reflected in Te Ara Amiorangi diagram on page 9. These changes provide additional clarity and do not affect how we report against our outcomes.

TE ARA AMIORANGI

Our Path, Our Direction

OUR VISION – what binds us:



GROW NEW ZEALAND FOR ALL

PURPOSE – what we do to achieve our vision:



GROW

Grow the economy, prosperity and opportunities



PROTECT

Protect our country, people and businesses



INNOVATE

Innovate and navigate for the future

OUTCOMES – the difference we make:



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 delivering energy security and value from resources



Dynamic business environment fostering innovation, technology and international connections

COLLECTIVE FOCUS – where we need to focus to succeed:



ECONOMY

Implement the Government's economic growth agenda



LEADERSHIP

Strengthen leadership capability and accountability



TREATY SETTLEMENTS

Fulfil our Treaty settlement commitments



EFFICIENCY

Improve efficiency, ensure value for money



EFFECTIVENESS

Deliver with impact, generate measurable improvements

VALUES – what we bring to our work and engagement:

MAHI TAHI
BETTER TOGETHER

PAE KAHURANGI
BUILD OUR FUTURE

MĀIA
BOLD & BRAVE

PONO ME TE TIKAI
OWN IT

GOVERNMENT PRIORITIES THAT DRIVE AND INFORM OUR WORK

Developing talent

Competitive business settings

Promoting global trade and investment

Innovation, technology and science

Infrastructure for growth

Government priorities

MBIE supports the Government of the day in delivering core priorities, including the Government's Quarterly Action Plans, as well as economic strategies and policies.

Going For Growth

Since the start of 2025, we have been supporting the Government in delivering *Going For Growth*, which sets out the Government's approach to making New Zealand's economy grow faster and increasing opportunities for all New Zealanders. It consists of actions organised around five pillars. MBIE plays a significant role in progressing work under each pillar. We track key metrics (see graphs) to understand progress over the long term.

Pillar 1: Developing talent: Developing the human capital we need to create more and better-paying jobs for New Zealanders, so businesses can access the skilled people they need to grow. MBIE's actions include:

- › **immigration settings** – introducing changes to attract the skills and talent the country needs (see page 23, for more details)
- › **regional investment** – growing regional economies by improving resilience and increasing productivity (see page 20, for more details).

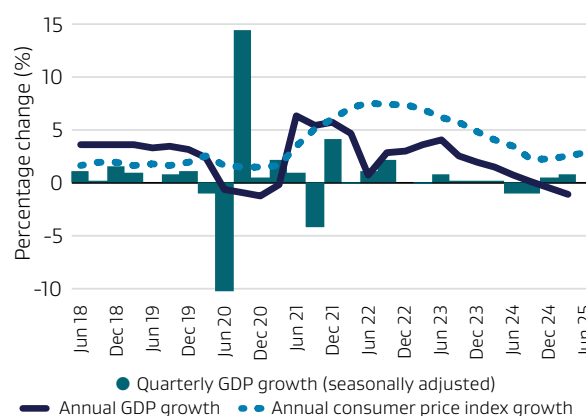
Pillar 2: Competitive business settings: Cutting the red tape that holds back sensible, innovative businesses from growing, while ensuring we have rules that foster competition between firms to deliver a better deal for consumers and encourage investment. MBIE's actions include:

- › **employment settings** – progressing work on employment relations legislation, including progressing reforms to the Holidays Act 2003 and Employment Relations Act 2000, to simplify them, give businesses certainty and reduce compliance costs (see page 24, for more details)
- › **competition** – conducting reviews of the electricity, banking and grocery sectors, and progressing work on legislation to streamline financial services regulations (see page 27, for more details).

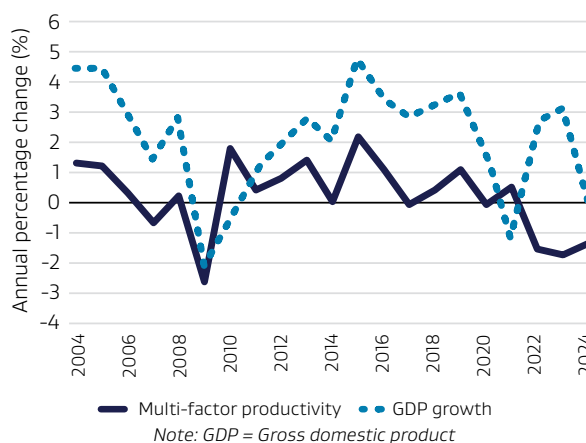
Pillar 3: Promoting global trade and investment:

Strengthening New Zealand's trade relationships and promotion of New Zealand as open for business, so the value of exports is doubled within the next 10 years and capital intensity is lifted. MBIE's actions include:

Gross domestic product (GDP)



Productivity statistics



- › **growing tourism** – developing the Tourism Growth Roadmap to boost international visitors and doubling export value in the next 10 years (see page 15, for more details)
- › **minerals and resources** – implementing the Minerals Strategy for New Zealand, ensuring the sector can grow and contribute positively to New Zealand’s economic prospects (see page 37, for more details)
- › **investment** – working with New Zealand Trade and Enterprise (NZTE) to establish Invest New Zealand as a one-stop shop to attract foreign direct investment (see page 43, for more details).

Pillar 4: Innovation, technology and science:

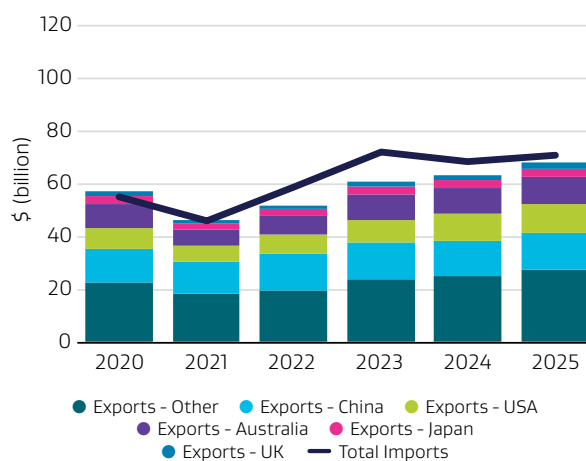
Making it easier for New Zealand businesses and industries to pursue innovation, lift capital intensity and connect the science system to the needs of a growing economy. MBIE’s actions include:

- › **science system** – reforming the innovation, technology and science system, including setting up four new public research organisations and establishing the Prime Minister’s Science, Innovation and Technology Advisory Council to enable prioritisation and focus across the system (see page 39, for more details)
- › **gene technology** – introducing legislation to remove the gene technology ban and establish a gene regulator (see page 39, for more details).

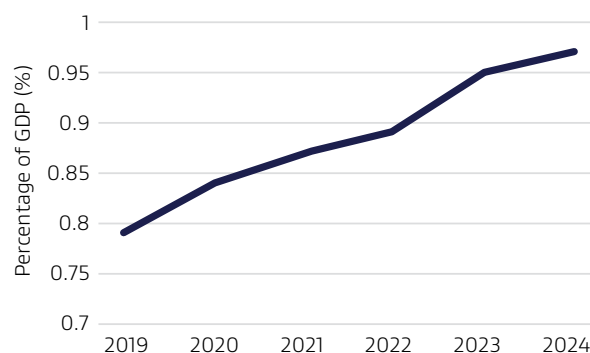
Pillar 5: Infrastructure for growth: Changing how modern infrastructure is planned, funded and built, and unlocking access to more private capital for major infrastructure projects, to lift productivity and living standards. Focusing on housing growth to improve housing affordability. MBIE’s actions include:

- › **energy** – facilitating a greater and more resilient energy system (see page 36, for more details)
- › **regional infrastructure** – considering and approving investments made by the Regional Infrastructure Fund, contributing to regional economies and creating jobs (see page 20, for more details)
- › **streamlining building** – enacting legislation to allow more overseas building products to be used and improving the building consent and planning system to make it easier to build homes (see page 27, for more details).

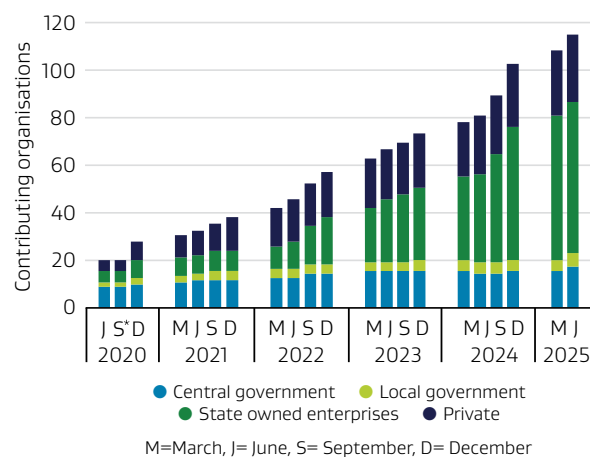
International trade



Business research and development expenditure



National infrastructure pipeline



*Pipeline project information was not updated in the September quarter of 2020

Implementing fiscal priorities

MBIE's baseline was reduced by \$56 million in 2024/25 through the Budget 2024 Initial Baseline Exercise.

We achieved these savings from general operational efficiencies and reductions in discretionary spending for back-office functions, including property, information technology, data and insights, legal, human resources, finance, communications, and strategy services within the Ministry.

Savings were also achieved from ending and scaling back programmes that were not aligned with the Government's priorities. For non-departmental expenditure, the following baseline savings of \$152 million were made:

- › overall, around \$105 million saved in 2024/25 from the Science, Innovation and Technology portfolio, comprising a combination of time-limited and permanent saving reductions through reduced research and operational funding
- › just over \$13 million saved in 2024/25 of New Zealand Trade and Enterprise operational funding and from the International Growth Fund
- › just under \$9 million saved in 2024/25 from the Tourism and Hospitality portfolio, with around \$6 million relating to Marketing New Zealand as a Visitor Destination
- › just under \$8 million saved in 2024/25 from the Energy portfolio due to discontinued programmes and funds, as well as scaling down other programmes
- › overall, just over \$7 million saved from the Economic Growth portfolio in 2024/25 from the return of funding from various programmes, funds and forums
- › just over \$3 million saved in 2024/25 of Commerce Commission funding due to reduced contractor and consultant expenditure, a slowing of activities on the fuel and retail payment regulatory regimes, as well as competition studies, and efficiency gains across the Commission
- › the remaining savings of just under \$7 million are from initiatives returning funding in the Building and Construction, Commerce and Consumer Affairs, Small Business and Manufacturing and Workplace Relations and Safety portfolios.

In addition to the above savings in 2024/25, there was an initiative of just under \$1 million relating to Employment Services and Equivalent Increase in Immigration Fees and Levies.

MBIE incurred a contractor and consultant operating spend of \$30.622 million in 2024/25, which represents 4.6 per cent of total departmental workforce expenditure and a reduction of \$24.4 million from the previous year.² This compares with expenditure of \$89.847 million and \$55.019 million for 2022/23 and 2023/24 respectively, which represent 12.8 per cent and 7.5 per cent of total departmental workforce expenditure in these years respectively.

Major spending decisions and Budget significant initiatives

Each year, MBIE is provided with funding from the Government to deliver significant initiatives in response to current or ongoing challenges facing New Zealand.

In Budget 2024, Cabinet agreed to 11 major spending decisions across government. This included over \$1.2 billion in funding to support economic development opportunities and infrastructure in regional New Zealand through the Regional Infrastructure Fund (RIF). As part of this, \$200 million in funding was made available to the RIF for flood resilience projects across the country. Other priority areas include energy security, enabling infrastructure, Māori economic development, and resilience. An additional \$18.4 million per year was approved for ongoing contract management and evaluation, and management of various other regional funds and investments. Regional development is critical to improving resilience, increasing productivity and growing regional economies, and more information about the RIF can be found on page 20.

The items below reflect several Budget significant initiatives that are important to the Government's and MBIE's strategic priorities, as well as Parliament and the public.

- › The Government is undertaking significant reforms to New Zealand's science, innovation and technology system to improve economic outcomes and harness advanced technologies for a more prosperous future.



² For more detailed information, see Note 6 under The Costs We Incur to Achieve Our Goals on page 158.

In total, \$20 million dollars has been invested to establish public research organisations through the merger of seven Crown research institutes, and \$38 million for the wind down and transfer of functions from Callaghan Innovation over the next three years. The establishment of the new Prime Minister's Science, Innovation and Technology Advisory Council (\$5.8 million over the next five years) will provide advice on long-term priorities for government-funded science and innovation in New Zealand. For more information about these reforms, see page 39.

- › New industries, and supporting them to grow and develop, create jobs and bring investment to New Zealand shores. The New Zealand Screen Production Rebate remains a cornerstone of support for the country's creative industries. It enables international productions to contribute meaningfully to the growth and sustainability of the domestic screen sector and workforce. In Budget 2025, the sector received increased baseline funding of \$63.8 million, as part of a broader five-year investment totalling \$576.9 million. For more information, see page 16.
- › The Government set aside \$200 million in contingent funding for co-investment in new gas development over the next four years, to secure New Zealand's energy supply. For more information, see page 36.

Our outcomes

OUTCOME ONE: PROSPEROUS AND ADAPTABLE PEOPLE, SECTORS AND REGIONS

What we're working towards	People, sectors and regions prosper and are adapting to changing national and global environments, with increased economic performance, household incomes and labour productivity.	
Expenditure	<ul style="list-style-type: none"> › Departmental: \$56 million › Non-departmental: \$659 million 	
Ministerial portfolios	<ul style="list-style-type: none"> › Economic Growth › Regional Development › Tourism and Hospitality › Auckland › South Island 	
Agencies	<ul style="list-style-type: none"> › Tourism New Zealand 	
Core responsibilities	<ul style="list-style-type: none"> › Economic and regional investment › Infrastructure and industry policy › Tourism settings › Supporting major events 	
Key services	 Kānoa Regional Economic Development & Investment Unit  NEW ZEALAND MAJOR EVENTS	
2024/25 initiatives	<ul style="list-style-type: none"> › Going For Growth › Enhancing New Zealand as an event destination › Māori economic development › Strengthening key industries › Regional economic development 	
Outcome measure trends Key: – Negative shift = Unchanged	<ul style="list-style-type: none"> › – Household income › – Labour productivity › = Income inequality › – Growth of new businesses 	
Performance measures	Achieved 48/56 <ul style="list-style-type: none"> › Milestones 15/16 › Quality 6/8 › Satisfaction 7/10 › Timeliness 9/10 › Volume 11/12 	

A strong economy is essential to New Zealand's prosperity.

MBIE helps regions, businesses and communities to grow and diversify their opportunities. We work to ensure New Zealand is better placed to adapt to global shifts. This requires ongoing investment and adaptation.

We continue to learn from our work with regions, businesses and communities and undertake evaluations to help inform future approaches.

Going For Growth

Going For Growth is a significant programme of work led out of the Economic Growth portfolio. Each of the five pillars – Developing talent, Competitive business settings, Promoting global trade and investment, Innovation, technology and science, and Infrastructure for growth – contribute to prosperous and adaptable people, sectors and regions.

As well as leading work under each pillar, MBIE manages the cross-government co-ordination of the *Going For Growth* agenda. In early 2025, MBIE was commissioned by the Minister for Economic Growth to lead the development of this flagship economic programme. MBIE assembled a cross-agency sprint team to drive the production of this high-priority initiative. MBIE also led the development and implementation of ministerial oversight arrangements, ensuring strong governance and alignment across agencies.

For more information on *Going For Growth*, see www.mbie.govt.nz/business-and-employment/economic-growth/going-for-growth. MBIE's contribution to this programme of work is covered throughout this annual report.

Strengthening key industries

Tourism

The tourism sector is New Zealand's second largest export earner, contributing over \$12 billion to the economy and directly supporting nearly 200,000 jobs. To maintain and grow the tourism industry, we are supporting the Government to implement several changes to make it easier for visitors to come to New Zealand.

Boosting tourism

The Tourism Growth Roadmap, launched in June 2025, sets out the Government's strategic vision and plan to double the value of tourism by 2034, drive economic growth, and enhance the visitor experience in New Zealand. The Tourism Growth Roadmap objectives are to:

- › increase the number of international visitors to at least 2019 levels by the end of 2026
- › double the export value in the next 10 years (from \$9.9 billion to \$19.8 billion)
- › increase the number of Kiwis working in tourism and hospitality jobs.

As part of the first phase of the Roadmap, the Government invested \$35 million in 2025/26 to boost international visitor numbers, enhance tourism infrastructure and drive long-term economic growth. Investments included \$19.5 million to lift international marketing in our core and emerging markets, \$3 million to attract additional business events, \$5 million to secure more major events, \$4 million to support the Milford Road corridor improvements and \$1.6 million to replace the Totara River Rail Bridge on the West Coast Wilderness Trail.

The Roadmap investments complement the \$20 million Tourism Boost package announced earlier in 2025. This included \$14 million to uplift international marketing, \$3 million to attract business events to New Zealand and \$3 million for the Regional Tourism Boost Fund for regions to collaborate to attract international visitors. Initial results show that Tourism Boost is successfully supporting visitor growth:

- › The \$800,000 'Everyone Must Go' marketing campaign delivered by Tourism New Zealand exceeded expectations, attracting almost 8,000 additional visitors from Australia over the autumn, with the value of those bookings worth \$22 million. The campaign was also an example of effective collaboration with the tourism industry, with more than 800 deals from 450 operators across accommodation, transport and experiences available during the campaign.
- › The business events funding has so far enabled Tourism New Zealand to submit 112 additional conference bids with a value of \$173 million (more than 100 per cent of the targets), with subvention funding specifically supporting 8 bid wins worth \$17 million and 9 incentive groups worth \$4.85 million.

All Tourism Boost and Tourism Growth Roadmap initiatives are funded by the International Visitor Conservation and Tourism Levy (IVL).

Visiting New Zealand

This year, visitor visa requirements changed to allow visitors to work remotely while visiting New Zealand. This will help to make the country more attractive to 'digital nomads' – people who work remotely while travelling – and boost New Zealand's attractiveness as a destination. We have launched a global marketing campaign about the visitor visa changes to educate travellers considering New Zealand as a destination.

Most visitors do not need a visa to come here and instead can travel on a New Zealand Electronic Travel Authority (NZeTA), of which over 1.6 million were issued in 2024/25. NZeTA requests are being decided within 72 hours, and many much quicker. For visitors from countries where a visa is required, we approved nearly 450,000 visitor visas (over half a million applications decided), with an average processing time for all visitor visas reduced from nine working days in 2023 to five working days as at 30 June 2025. More than 2 million people were able to visit New Zealand in 2024/25.

Screen production

Rebates for international screen production help attract film, television and other format productions to New Zealand, along with the resulting production expenditure. Screen production can attract international investment and skilled workers, help New Zealand's brand and reputation, and deliver value through innovation, technology transfer and tourism. Budget 2025 provided an additional \$577 million, totalling \$1.09 billion over four years.

Production activity in the past year indicates that New Zealand remains a competitive production location with a solid reputation internationally. In 2024/25, 38 international productions received rebate payments of about \$128.5 million, against production spend of \$654 million in New Zealand, with a total of 22 new productions registered.

Since the rebate policy took effect in November 2023, 64 productions have registered for the international rebate of 20 per cent. It is estimated that 11 'Uplift'³ productions (which receive an additional 5 per cent), registered to date under the 2023 criteria, will collectively spend \$1.26 billion of relevant expenditure, qualifying for about \$315 million in rebate payments.

Enhancing New Zealand as an event destination

Hosting major events helps grow the economy, create social connections, reflect and celebrate New Zealand culture and build national pride. We advise government about investing in major events and partner with the events sector to attract events, boost sector capability and build on event benefits for New Zealand.

This year, the Government released a new strategy to ensure future investments in major events generate significant immediate and long-term benefits for New Zealand that align with government objectives. The new strategy sets out a vision for the Major Events Fund: that New Zealand is internationally recognised as a desirable major events destination, delivering world-class events that generate economic and social outcomes, enhance the country's global reputation and enrich the lives of New Zealanders.

³ 'Uplift' productions can get an additional 5% on top of the 20% rebate, if they meet certain criteria.

This year, the Major Events Fund supported several successful events, including:

- › the World Choir Games, hosted in Auckland from 10 to 20 July 2024, received just over \$7 million from the fund. It attracted over 11,000 singers from over 42 countries, generating over 81,000 international visitor nights nationally and over \$19.9 million in international visitor expenditure
- › the New Zealand Sail Grand Prix (Sail-GP), held in Auckland from 18 to 19 January 2025. The event was broadcast to a dedicated television audience of 16.9 million and generated 15,000 visitor nights for Auckland. The Government committed to an investment of \$5.4 million across four years (2023 to 2026) to support Sail-GP events in New Zealand
- › the Supercars ITM Taupō Super400, held from 1 to 13 April 2025. While outcomes from the 2025 event are still being finalised, the 2024 event attracted 3,300 international visitors, generating 22,300 visitor nights for New Zealand and \$5.2 million in international visitor spending. The event broadcast was distributed to 98 countries, including Australia, Japan, the United Kingdom and the United States, with a total reach of 246 million viewers.

Regional events

This year, 123 events across the country received \$2,206,301 from the Regional Event Promotion Fund. This fund supports regions to promote local events and attract more domestic visitors to the regions, particularly in quieter parts of the year for the tourism sector. A further 152 events planned for 2025/26 have approved funding of \$2.6 million.

The funding comes from the IVL and, over two rounds, has invested in 277 regional events. Events funded in the second round include the National Waka Ama Sprint Championships in Waikato, the National Jazz Festival in Bay of Plenty, the 2026 Hokitika Wildfoods Festival and the NZ Premier Motorsport Summer Series events around the country.

Māori economic development

In March 2025, MBIE released *Te Ōhanga Māori – The Māori Economy 2023* (www.mbie.govt.nz/assets/te-ohanga-maori-2023-report.pdf), providing a picture of Māori economic growth over five years from 2018 to 2023. Main findings include:

- › The Māori economic contribution to the New Zealand economy had grown from \$17 billion to \$32 billion.
- › While agriculture, forestry and fishing were the main contributors to gross domestic product at the start of the period, this shifted to professional, scientific and technical services.
- › The Māori asset base had grown from \$69 billion to \$126 billion.
- › The rates of entrepreneurship had risen significantly over the five-year period, with a 49 per cent increase in Māori self-employment and a 31 per cent increase in Māori employers.
- › The number of Māori-owned businesses totalled nearly 24,000, with the largest number located in Tāmaki Makaurau Auckland.
- › A positive shift occurred in the skill levels of Māori workers, with 46 per cent in high-skilled jobs, up from 37 per cent.

LONG-TERM OUTLOOK: REGIONAL ECONOMIC GROWTH

MBIE has been a significant investor for the Government across New Zealand's regions, communities and sectors. This section provides an overview of the investment in regional economic growth over the past seven years.

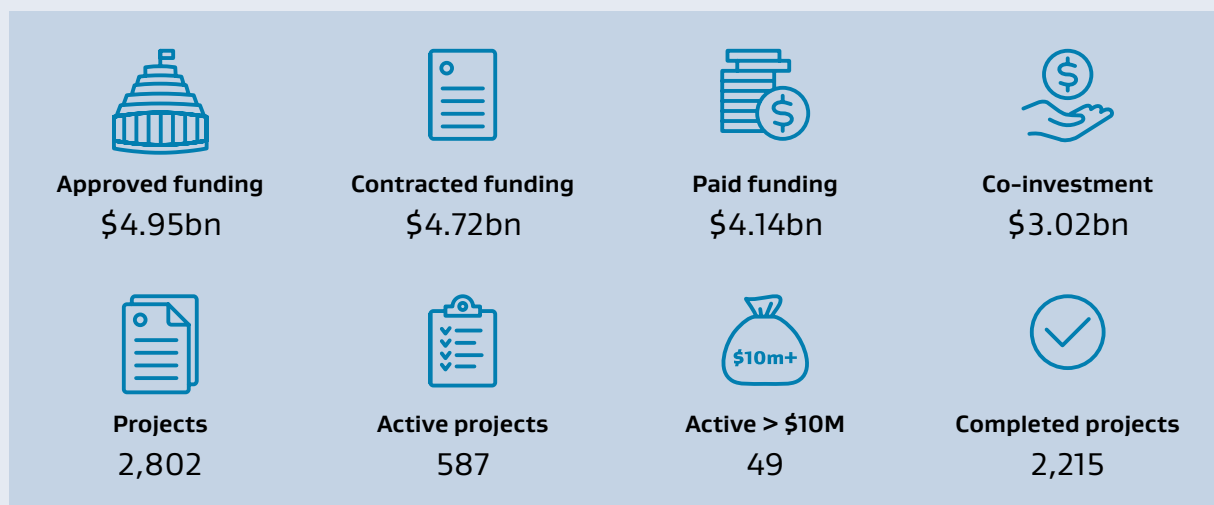
Why regional investment is important

Government investment in regional development helps unlock local potential, drive innovation and create opportunities that benefit all New Zealanders. It supports national productivity by diversifying the economic base, builds resilience to shocks and reduces regional disparities by creating jobs and improving access to services. Regional investment is also important in supporting Māori economic growth and building a more balanced, forward-looking economy.

MBIE's role in strengthening regional economies

Through Kānoa – Regional Development and Commercial Services, MBIE plays a leading role for the Government in regional investment. Since its establishment in 2018, Kānoa has funded more than 2,800 projects through 13 regional development funds, managing over \$4.95 billion of approved funding to support thriving, future-ready regional communities.

The following shows the key metrics of all funding and projects delivered through Kānoa as at 30 June 2025.



Kānoa-funded investments span multiple sectors, including energy, manufacturing, engineering, aquaculture, tourism, infrastructure, agriculture and many more.

These investments have been the catalyst for \$3.02 billion in co-investment, resulting in \$7.97 billion being committed to supporting regional development. These combined investments have contributed to an estimated \$13.48 billion in additional expenditure,⁴ underscoring the significant effect of strategic

investment in the regions.

Many projects attract co-funding from private and local investors. This multiplies the total amount of project funding available, increasing its scale and impact. For example, on 26 July 2024, the Experimental Future Vineyard at Te Pokapū Wāina o Aotearoa (New Zealand Wine Centre) in Blenheim was opened. The Marlborough Research Centre Trust received \$3.79 million in loan funding to create an integrated innovation, research and education centre for grape and wine research.

⁴ Calculated using an input-output multiplier model, this is a quantitative model based on the interdependencies between different economic sectors or industries. It estimates direct effects, such as employment growth, and the indirect and induced effects of expenditure.

The project also received \$5.21 million in co-funding through the Marlborough Research Centre.

Other forms of financial support

Kānoa also works with other government organisations, industry bodies, communities, iwi and local government to deliver and manage strategic, regionally focused economic interventions and funding.

Financial support is sometimes delivered using loans, equity and asset investments, which are managed by Kānoa under Crown Regional Holdings Limited (CRHL), a Schedule 4A asset holding company. CRHL engages Kānoa to provide expert day-to-day management and administrative support for CRHL projects to ensure investments are well-managed and deliver strong outcomes for the regions.

As at 30 June 2025,⁵ the CRHL portfolio covered 201 contracts, with contracted funding totalling \$1.09 billion. This includes 185 loan contracts valued at \$822 million, 14 equity contracts totalling \$140 million and 2 asset contracts worth \$123 million.

Insights from past regional investment performance

Across 2022/23 and 2023/24, MBIE undertook four independent evaluations covering investments in engineering, aquaculture, Northland/Te Tai Tokerau and Ōpōtiki. These evaluations highlighted positive impacts in employment, innovation and skills development, as well as some unintended consequences like increased pressure on rental housing and social support services. We are factoring these insights into future work.

The full evaluations can be found at www.growregions.govt.nz/about-us/studies-on-our-funds-and-investments

In addition, insights from previous funds show that regional investments have had a positive impact and delivered a range of benefits. These include development of physical assets, enhanced regional productive capacity, improved transport infrastructure, making it easier for people and goods to move within

and between regions, skills development, resilience and liveability. These are important factors that help attract and keep people in the regions, which supports long-term economic growth.

For example, Ruakura Inland Port and Superhub in Hamilton is a major infrastructure project designed to enhance freight efficiency and unlock long-term regional and national economic benefits. Funded in 2020, the hub officially opened in 2023, and the total cost of the initial roading infrastructure package was around \$38.6 million. This was funded through the Provincial Growth Fund (\$16.8 million grant), alongside Tainui Group Holdings (\$16.8 million contribution) and Hamilton City Council (\$5 million contribution). The funding enabled the construction of the first stage of the Ruakura “spine road” and connecting roads, linking the inland port to the Waikato Expressway and enhancing Hamilton’s transport network. The inland port is expected to generate between 6,000 and 12,000 jobs, once fully developed and is a major component of New Zealand’s future supply chain strategy.

Regional development recognition

Government investment in regional development continues to deliver tangible results across New Zealand, with several projects receiving national recognition. In May and June 2025, seven projects supported through regional development funds received ten nationally recognised awards across multiple categories, from revitalising Māori-owned farmland to transforming cultural landmarks and enabling high-tech industry growth. These awards recognised the importance of regional investment and the strength of partnerships between government, communities, iwi and industry.

For example, the Whangaroa Ngaiotonga Trust Farm Revitalisation in Te Tai Tokerau/Northland won the 2025 Ahuwhenua Trophy for Excellence in Māori Sheep and Beef Farming. With a \$940,000 grant from the Provincial Growth Fund, the Trust revitalised 650 hectares of ancestral Māori land into a thriving 1,200-head bull beef operation. The project reconnected Māori landowners with their whenua, created employment opportunities and enhanced biodiversity through sustainable land management.

⁵ Unaudited figures are included due to timing of this publication and may vary slightly from official CRHL Annual Report figures.

Regional economic development across 2024/25

MBIE provides support to regions to help accelerate regional development, lift productivity and resilience, and boost local employment and skills. MBIE's regional economic development and investment unit, Kānoa, leads this work.

As at 30 June, Kānoa was managing 11 active funds, supporting 587 active projects. These projects account for \$1.82 billion in approved funding that is actively being managed across New Zealand's regions, from Te Tai Tokerau to Southland to the Chatham Islands, and spanning multiple sectors. In 2024/25, 285 projects were completed across nine funds, totalling \$964.55 million.

FUND	PROJECTS COMPLETED	AMOUNT PAID (\$ MILLIONS)
Provincial Growth Fund	190	690.85
Strategic Tourism Assets Protection Programme	45	61.98
COVID-19: Infrastructure Investment	29	173.45
Regional Infrastructure Fund (RIF)	6	2.07
Regional Strategic Partnership Fund	6	13.6
Cyclone ⁶	5	3.24
Regional Investment Opportunities (New Zealand Upgrade Programme)	2	15.94
COVID-19 Response – Worker Redeployment Package	1	0.41
North Island Weather Events Primary Producer Finance Scheme	1	3.01
Total	285	964.55

Regional Infrastructure Fund

A strong focus across 2024/25 was on the early phase of the \$1.2 billion RIF, which went live on 1 July 2024.

As at 30 June 2025, over \$756 million has been allocated to projects across 14 regions. The funding supports initiatives in flood resilience, energy security, water storage, Māori economic development, and enabling infrastructure, with several projects already completed. In the year ahead, our focus will shift to contracting and delivery oversight, to ensure projects are completed on time and within budget.

An important pioneering initiative is the Supercritical Geothermal Energy Project. This project is assessing the commercial viability of extracting energy from supercritical geothermal fluids, ultra-hot resources found at depths greater than 3 kilometres and temperatures that exceed 400 degrees Celsius. This year, a governance group was established, a supercritical geothermal energy forum was held, which brought together iwi, landowners and other stakeholders, and a site selection framework was

developed to identify optimal locations for the first well.




The RIF is also supporting critical flood resilience projects, allocating \$101 million to co-invest up to 60 per cent of total costs, with local councils funding the remaining 40 per cent. As at 30 June 2025, of the 42 RIF-funded flood resilience projects, 41 have secured consents, 38 have commenced construction and 6 have been completed.

In June 2024, Cabinet approved a comprehensive monitoring and evaluation framework for the RIF, designed to assess short-, medium- and long-term outcomes. Insights from previous regional development evaluations helped develop the evaluation framework for the RIF. This monitoring and evaluation approach reflects best practice and will ensure a robust and transparent assessment of the RIF's effectiveness.

The RIF is considered a Major Spending Decision from Budget 2024 and is subject to additional reporting requirements. Monthly progress reports can be found at www.growregions.govt.nz/about-us/documentation-and-reporting.

⁶ Regional support for the impacts of Cyclone Gabrielle and January 2023 weather events.

OUTCOME TWO: SKILLED PEOPLE ENGAGED IN SAFE AND PRODUCTIVE WORK

What we're working towards	Businesses have access to the right labour and skills at the right time and an employment system that promotes the rights of workers and employers.
Expenditure	<ul style="list-style-type: none"> › Departmental: \$679 million › Non-departmental: \$2,536 million
Ministerial portfolios	<ul style="list-style-type: none"> › Immigration › Social Development and Employment › Workplace Relations and Safety › Accident Compensation Corporation
Agencies	<ul style="list-style-type: none"> › WorkSafe New Zealand › Accident Compensation Corporation (ACC)
Core responsibilities	<ul style="list-style-type: none"> › Labour supply policy system › Immigration settings › Skilled labour development › Workplace relations and dispute resolution › Workplace safety
Key services	  
2024/25 initiatives	<ul style="list-style-type: none"> › Immigration settings, including visas for workers and investors › Protection of workers › Enabling a safe and productive work environment › Employment relations and employment standards
Outcome measure trends Key: + Positive shift – Negative shift = Unchanged	<ul style="list-style-type: none"> › – Employment › + Skilled workforce › = Migrant skills matching business needs › + Migrant visa application experience › + Pay equity › + Fatal work-related injuries › + Serious work-related injuries
Performance measures	Achieved 31/42 <ul style="list-style-type: none"> › Milestones 0/0 › Quality 6/9 › Satisfaction 7/8 › Timeliness 16/22 › Volume 2/3

Skilled and productive labour and safe workplaces are essential attributes of long-term economic growth. A strong economy also needs the right mix of skills and labour supply to respond to global and domestic opportunities and shifts.

Providing support for people to upgrade their skills enables them to do better socially and economically and increases their resilience. Under this outcome, we also make important contributions to two pillars of *Going For Growth* (Pillar 1: Developing talent and Pillar 2: Competitive business settings).

New Zealand’s immigration system

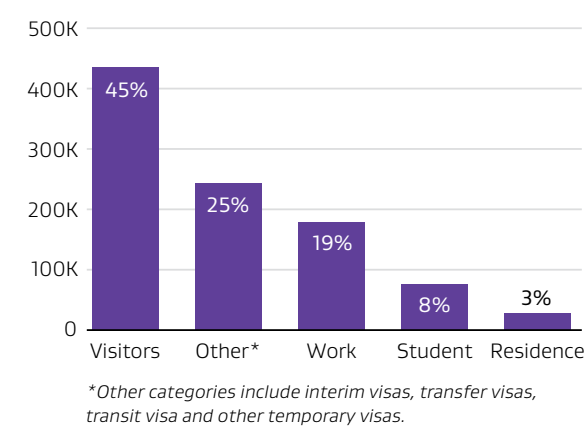
Immigration makes a vital contribution to New Zealand’s economy, workforce and community. It provides employers with access to important skills and capital, supports educational institutions in accessing international talent, reunites friends and families and contributes to New Zealand’s international and humanitarian commitments while maintaining the security and integrity of the border. MBIE supports the immigration system with policy development that helps shape the system through to delivery of core immigration services.

In addition, during 2024/25, we have been improving the quality of our service and visa processing times approved across all three visa categories (visitor, student and work). As well as an improvement in timeliness, we also saw an improvement in the quality of our decisions in both the temporary and residence categories, which resulted in an increase in customer satisfaction across the board.

The volume of work across the immigration system shows how integral immigration is to the country and the economy. In 2024/25:

- › there were 3.6 million arrivals at the New Zealand border by non-New Zealand citizens
- › over 500,000 visitor visa applications were decided, with an average processing time of 7 working days
- › over 1.6 million New Zealand Electronic Travel Authority (NZeTA) requests were decided
- › over 47,550 working holiday visa applications were decided
- › 36,250 Accredited Employer Work Visa (AEWV) applications were decided, with processing speed improving significantly at various stages of the process
- › over 22,200 employers became accredited or had their accreditation reviewed under the AEWV policy, bringing the number of current accredited employers to just over 24,200
- › over 70,000 international student visas were decided, with the average processing time improving from 22 to 13 working days
- › just over 1,500 refugees were able to call New Zealand home through New Zealand’s Refugee Quota Programme
- › over 420 investigations into immigration breaches were opened, including investigations of over 210 cases with allegations of migrant exploitation
- › over 1,250 deportations took place, the most since the border reopened in 2022.

Visa approvals by category



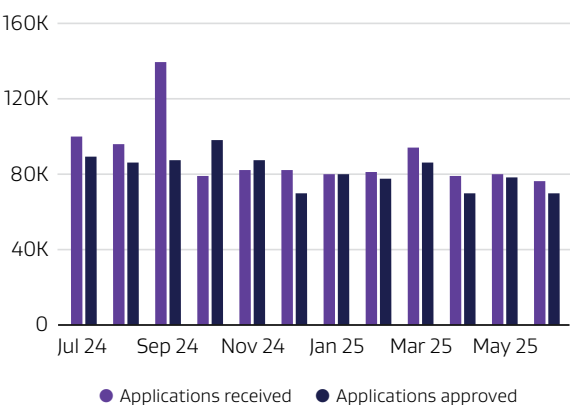
Growing the New Zealand labour market and attracting investment

MBIE works to understand the skill demand and supply in the New Zealand labour market. Working with others, we align options across education, employment and immigration, and provide data and analysis on developing economic and labour market trends.

This year, we supported the Government in implementing an ambitious policy work plan, including:

- › changing the AEWV to better facilitate skilled migration and streamline settings for employers
- › reviewing settings to broaden the residence setting for skilled and experienced migrants, particularly tradespeople and technicians
- › returning open work rights to partners of high-skilled migrants
- › refreshing the Active Investor Plus visa policy to attract more investor migrants to support New Zealand’s economic growth. In the three months since its launch, the Active Investor Plus Visa has surpassed \$1 billion of committed investments, demonstrating its appeal to high-value investors worldwide
- › revitalising the Recognised Seasonal Employers (RSE) Scheme, including improving the flexibility for workers under the scheme to move between employers and regions, and increasing the cap on the number of workers by 1,250 to 20,750 for the 2024/25 season
- › establishing the new Parent Boost Visitor Visa to support parents to visit and stay with their families in New Zealand for longer.

Visa applications received and approved



International students

Over the past year, we have implemented initiatives to help facilitate student visa processing. We have done this while protecting the integrity of the immigration system, including through increasing visa processing capacity and encouraging students to submit good quality visa applications early. As a result, in 2024/25, we improved our processing time from 22 days on average in 2023/24 to 13 days. In 2024/25, we received over 71,400 international student visa applications compared with just over 66,900 in 2023/24.

Immigration New Zealand’s future services

Immigration New Zealand (INZ), the operational arm of New Zealand’s immigration system, is undergoing a multi-year customer-focused transformation programme that will include moving all visa products onto a single online platform following approval by the Government in February 2025.

By 2031, all visa applications will be processed online. When fully implemented, this is expected to save tens of millions of dollars in annual processing and operational costs. Previous product transitions, such as for Permanent Resident Visa applications, have already demonstrated consistent improvements in staff productivity. Customers will also find it easier to interact with us, for example, they will be able to check on their application status through an online portal, reducing the need to contact our service centre.

Protecting migrant workers

The AEWV is the main temporary work visa in New Zealand. It allows a migrant to work for an accredited employer for up to five years. It is designed to ensure New Zealanders are first in line for jobs and makes it easier for employers to hire skilled migrants where genuine skill or labour shortages exist.

This year between September and December 2024, INZ had a dedicated team focused on improving processing times (working days), managing risks and ensuring high-quality decisions. This led to significant improvements in processing and in average processing times.

ACCREDITED EMPLOYER WORK VISA STEPS	JUNE 2025	SEPTEMBER 2024
Accreditation applications	2 working days	44 working days
Job check	3 working days	45 working days
Work visas	11 working days	52 working days

As at 30 June 2025, the total number of accredited employers was just over 24,200.

In April 2024, the Government also introduced a new infringement scheme to ensure fair treatment of migrant workers and improve compliance with immigration rules. The scheme enables MBIE to fine employers who commit immigration violations, such as employing people in breach of their visa conditions or employing a person unlawfully in New Zealand.

In its first year of operation, the scheme has resulted in 120 infringement notices issued to 118 employers, leading to \$372,000 in penalties. The top three industries to receive the most infringements were construction, hospitality and the beauty industry. Infringements also remove the ability of employers to hire migrants for a minimum of six months, depending on the number of infringement notices the employer receives. This helps tackle non-compliance more effectively and swiftly, ensuring employers are aware of their responsibilities when it comes to hiring migrants.

As part of our work to prevent and respond to migrant exploitation, when it does happen, and to enforce compliance with employment standards, we conduct investigations and progress prosecutions where appropriate.

This year, over 420 immigration investigation cases were opened, of these, over 210 were allegations of migrant exploitation and over 70 trafficking in persons. This year, four criminal prosecutions have been conducted along with an additional 132 individual actions spanning infringement notices, formal warnings and referrals to partner agencies. We assessed 96 per cent of reports of migrant exploitation within five days for eligibility for the migrant exploitation protection visa, to support workers to rapidly leave potentially exploitative situations.

Enabling a safe and productive work environment

We supported the Government's agenda to enable more productive work environments, including:

- › amending the Employment Relations Act 2000 to clarify contracting arrangements, simplify personal grievances, reduce complexity at the start of employment relationships and reintroduce the ability to make pay deductions in response to partial strikes
- › amending the Equal Pay Act 1972 to make the process of raising and resolving pay equity claims more robust, workable and sustainable, including changing the process to raise and resolve claims of sex-based undervaluation in the pay of female-dominated work when a pay equity claim is made
- › progressing the Holidays Act 2003 reforms, focusing on simplicity, improving workability and reducing compliance costs
- › leading system-wide reforms of health and safety at work law and regulations. This included nationwide consultations, changes to legislation, and new expectations for WorkSafe performance to reduce unnecessary costs for businesses, increase certainty about what to do, and improve health and safety outcomes for businesses, workers and New Zealanders.


Employment relations and employment standards

MBIE provides dispute resolution services to support employers and employees to resolve problems, including early resolutions (a free, impartial phone-based service that helps resolve issues quickly and informally) and mediation. This year, in response to higher demand, we delivered 13.19 per cent more dispute resolution interventions (over 23,800) across our certification of private records of settlement, early resolution and scheduled mediation services. We broadly maintained our customer satisfaction, with 82 per cent of our customers rating our dispute resolution services as good or very good.

Employment Mediation Services provides a mediation service for any employee or employer with an employment relationship problem. This year, applications to Employment Mediation Services rose by 9.1 per cent. Employers and employees sought our help to resolve work-related problems commonly involving dismissals, redundancies, restructuring and insolvencies, reflecting current economic and labour market conditions. The settlement rate for mediations was 66.2 per cent, however, due to significant peaks in demand, wait times increased for scheduled mediation services over the second half of the year.

This year, a significant reduction occurred in reporting of employment standard concerns. Reporting of migrant exploitation also decreased significantly, with just over 2,700 reports this year, down 32 per cent compared with last year. This is in line with the reduction in reporting of employment standards concerns. We delivered over 4,400 employment standards interventions, a 12 per cent decrease on the previous year. Timeliness of investigations by the Labour Inspectorate continued to improve, with 92 per cent completed in 12 months and 74 per cent in 6 months.

OUTCOME THREE: COMPETITIVE MARKETS WITH INFORMED CONSUMERS AND BUSINESSES

What we're working towards	Competitive systems that enable the operations of businesses and the market, while protecting the rights of users and consumers.
Expenditure	<ul style="list-style-type: none"> › Departmental: \$297 million › Non-departmental: \$282 million
Ministerial portfolios	<ul style="list-style-type: none"> › Small Business and Manufacturing › Commerce and Consumer Affairs › Media and Communications › Building and Construction › Housing (Tenancy)
Agencies	<ul style="list-style-type: none"> › Commerce Commission › Financial Markets Authority
Core responsibilities	<ul style="list-style-type: none"> › Market and regulatory settings › Foundational services and support for businesses › Building and tenancy systems › Early and alternative means of dispute resolution › Emergency information services and national disaster response
Key services	
2024/25 initiatives	<ul style="list-style-type: none"> › Competitive and fair markets › Better housing, building and infrastructure › Providing core services to New Zealanders
Outcome measure trends Key: + Positive shift = Unchanged ‡ Not comparable	<ul style="list-style-type: none"> › + Consumer awareness of rights › + Consumer awareness of resolution pathways › = Tenancy mediation › + Employment mediation › ‡ Business experience with government agencies
Performance measures	Achieved 55/65 <ul style="list-style-type: none"> › Milestones 2/2 › Quality 19/21 › Satisfaction 8/9 › Timeliness 19/22 › Volume 7/11

A market with appropriate checks and balances increases the confidence of people and businesses to participate freely in the economy. We achieve this by regulating markets, providing critical information to consumers, providing dispute resolution services, and supporting businesses to grow and evolve. Under this outcome, we also make important contributions to two pillars of *Going For Growth* (Pillar 2: Competitive business settings and Pillar 5: Infrastructure for growth).

Competitive and fair markets

Competitive and fair markets boost productivity and competition, create employment opportunities and lift living standards by encouraging innovation, efficiency and better prices for consumers. This year, we focused on a range of areas:

- › **Banking and energy competition:** MBIE supported the passing of the Customer and Product Data Act 2025 to improve competition in banking, energy and other main sectors. The Act establishes a framework for secure data sharing necessary for open banking and open electricity provision, and aims to enable greater choice and lower costs for New Zealanders.
- › **Grocery competition:** In response to ongoing concerns from the Commerce Commission and other stakeholders, we supported the delivery of a work programme to improve grocery competition. This included engaging with industry on what changes are needed to increase competition and drive grocery prices down, addressing these changes and strengthening enforcement settings.
- › **Financial services reform:** MBIE progressed financial services reforms, which aim to rebalance the system to ensure consumer protection without stifling access to credit or innovation. The Credit Contracts and Consumer Finance Amendment Bill, Financial Markets Conduct Amendment Bill, and Financial Service Providers (Registration and Dispute Resolution) Amendment Bill have all been put in front of select committees.
- › **Monopolies and productivity:** MBIE progressed a review of New Zealand's competition rules, as set out in the Commerce Act 1986, to combat monopolies and improve economic productivity. This aims to strengthen competition across the economy, reduce costs and improve choice for consumers. We consulted on changes and are coordinating a review of New Zealand's competition regulator, the Commerce Commission.

Better housing, building and infrastructure

Well-functioning housing and construction markets support growth and employment and help ensure people have good, safe buildings and homes. This year, we supported initiatives that aim to create better housing and a more productive building and construction sector, including:

- › **'Granny' flats:** The introduction of the Building and Construction (Small Standalone Dwellings) Amendment Bill will exempt granny flats of up to 70 square metres from requiring a building consent. The change aims to free up consenting resources for higher-risk work and is expected to result in up to 13,000 more granny flats being built over the next decade, improving housing capacity.
- › **Using overseas building products:** The passing of the Building (Overseas Building Products, Standards, and Certification Schemes) Amendment Bill will remove barriers to overseas building products being used in New Zealand to improve competition in the construction sector and lower building costs.
- › **Accountability when things go wrong:** Progressing work to strengthen accountability for poor workmanship by improving the licensed building practitioner complaints and disciplinary processes, updating the public register to show builders who have had their licence suspended, and introducing codes of ethics for licensed electrical workers, plumbers, gasfitters and drainlayers.
- › **Liability and risk:** Early engagement with the building and construction, insurance and legal sectors to explore a more balanced approach to liability and risk allocation alongside a review of the structure of building consent authorities to enhance consistency and efficiency.
- › **Timeliness of building inspections:** Developing a new requirement for building consent authorities to conduct 80 per cent of inspections within three working days to reduce delays.

In addition, to enable accelerated infrastructure growth, MBIE supported the passing of the Fast-track Approvals Bill, which creates a one-stop shop, fast-track consenting regime for regionally and nationally significant projects to help rebuild the New Zealand economy.

Healthier homes for renters

From 1 July 2025, all residential rental properties must comply with the Healthy Homes Standards. The standards became law on 1 July 2019 and introduced minimum standards for heating, insulation, ventilation, moisture ingress and drainage, and draught stopping in rental properties. Landlords are responsible for ensuring their properties meet the standards and continue to do so over time.

MBIE and the Ministry of Housing and Urban Development (HUD) worked together to close the quality gap between rental properties and owner-occupied homes. This allowed the nearly 600,000 households renting in New Zealand to have warmer, drier places to call home. Activities included:

- › **Information and engagement on new requirements:** Supporting the 2025 healthy homes campaign, and communicating the final compliance deadline, including pointing landlords and tenants to information to help them comply and understand their rights, with over 119,000 sessions on our website. Advertisements were shown over 8.9 million times and reached over 1.6 million people. MBIE also responded to over 9,450 queries to the Service Centre on the Healthy Homes Standards from calls taken in 2024/25, with over 4,650 on the topic of how to be compliant.
- › **Monitoring:** Monitoring levels of compliance in rental properties before the 1 July deadline. Over 3,700 healthy homes cases were assessed between July 2021 and June 2025. In the same period, our Tenancy Dispute Resolution service processed over 5,300 Tenancy Tribunal cases that included a healthy home claim.
- › **Enforcing:** Managing enforcement actions related to breaches of the Residential Tenancies Act 1986, which increased by 41 per cent compared with the previous year. This included the issuance of six infringement notices and twice as many improvement notices. Eight landlords were taken to the Tenancy Tribunal for serious breaches, resulting in \$192,906.31 being awarded to MBIE on behalf of affected tenants.

Providing core services to New Zealanders

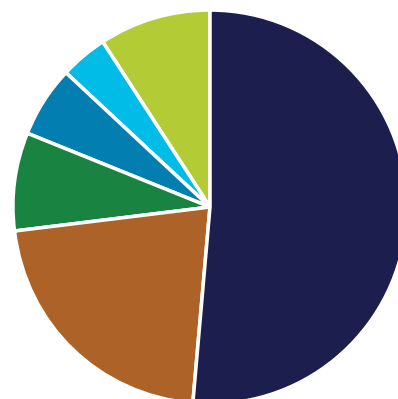
MBIE provides a range of information, support and services to people and businesses. These enable economic participation and activity and provide important checks and balances.

Keeping people and businesses informed and safe

To help keep people and businesses informed and safe, MBIE manages a wide network of communication channels, including: 38 branded websites, 8 social media accounts and over 75 public-facing service channels. These service channels are operated through the Service Centre, comprising 55 voice lines and 23 email channels.

Over the past year, MBIE recorded more than 40 million customer interactions across its websites, phone lines and email channels. The Service Centre handled 1.3 million calls, averaging over 108,000 calls per month. These interactions covered issues relating to immigration, tenancy, employment, company services and workplace safety, amongst many others.

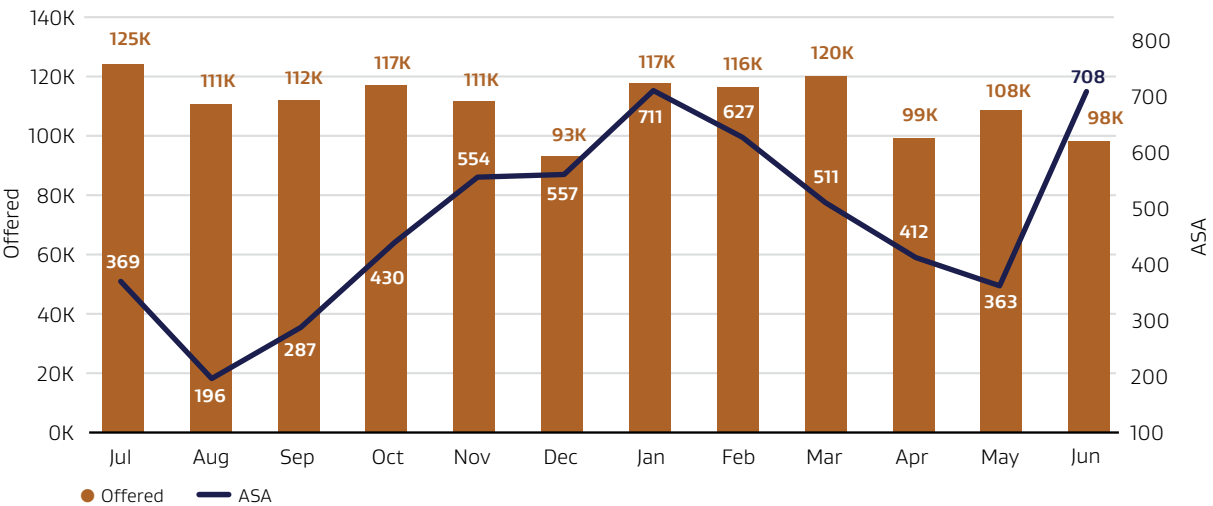
Calls to Service Centre lines



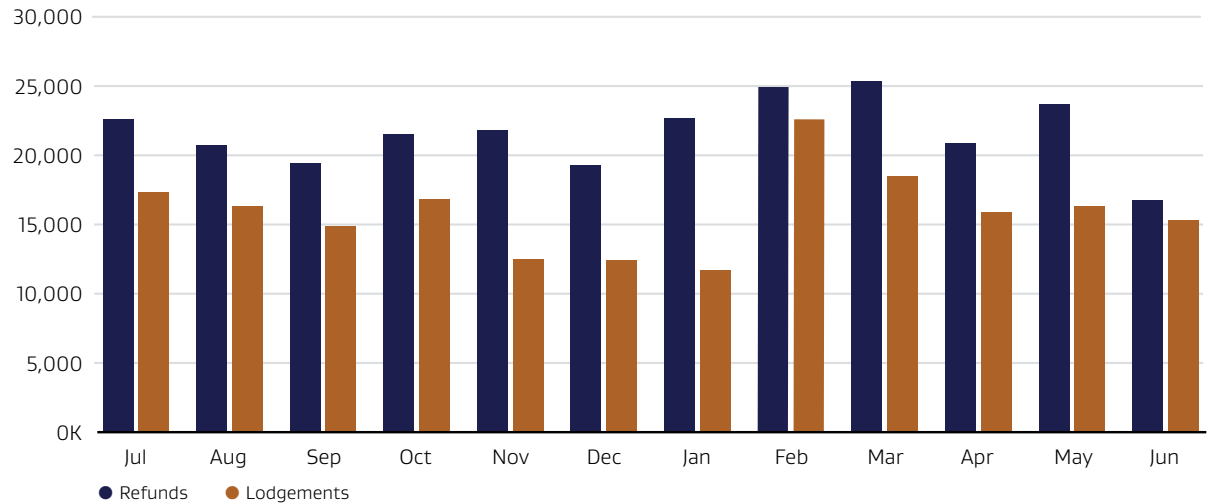
- 52% Immigration New Zealand
- 22% Building and Tenancy
- 8% Market Integrity – Registry
- 6% Market Integrity – Standards
- 4% Employment Services
- 9% Other

This year, our target was to have an average speed to answer (ASA) of 5 minutes (300 seconds) across all 55 voice lines. We answered 61.4 per cent of calls within 5 minutes, and our ASA across the year was 7 minutes 45 seconds. Call volumes are seasonal and variable, and between January and March, calls exceeded forecasted volumes, which affected the ASA for those months. We continue to use technology to balance efficiency with good customer service.

Average speed to answer across all calls offered to Service Centre voice lines in 2024/25



Bond refunds and lodgements 2024/25



MBIE’s efforts to make sure New Zealanders are informed and protected span many areas and services, including:

- › **Rental bonds:** Lodged over 191,000 bonds and refunded over 160,000 bonds.
- › **Product recalls:** Published 497 voluntary consumer product recalls and have 160 high-risk consumer products on our watchlist. For example, a joint

product safety campaign with Maritime New Zealand to recall Hutchwilco Lifejackets with faulty inflatable mechanisms, and a nationwide compulsory recall on all Serene S2068 bathroom heaters, following several fires related to this product. Of around 44,000 Serene S2068 heaters sold in New Zealand, 21,900 units have been returned or replaced as part of a compulsory nationwide recall campaign.

- › **Awareness campaigns:** Delivered multiple consumer awareness activities providing consumers with information on consumer laws, scams and fraud, and protecting children from unsafe products. The Consumer Protection website had over 746,000 visits during the year. We ran a campaign with Safekids Aotearoa to increase awareness of serious safety risks of children under 5 years around button batteries and high-powered magnets, which generated 1.2 million views and over 900,000 engagements.
- › **Insurance reform:** Supported significant policy and legislative reform, including the passing of the Contracts of Insurance Bill, which provides consumers with significant new safeguards, including changes that ensure fairness and clarity for New Zealanders when they take up an insurance policy.

Foundational economic services

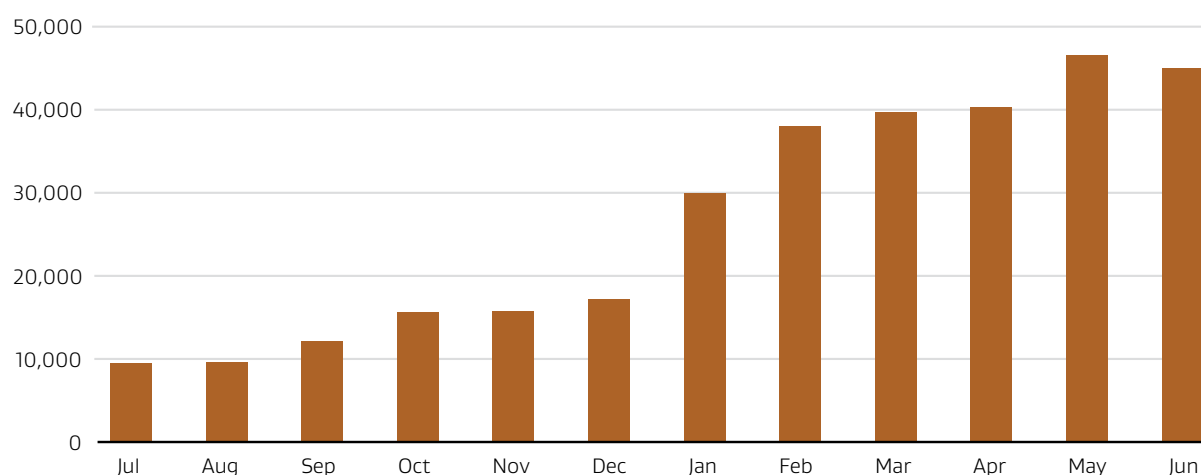
MBIE also provides foundational services that underpin commercial operations, such as:

- › **Business tools:** The business.govt.nz website, which offers 10 interactive tools to support businesses at every stage, 138 downloadable resources, and over 780 online learning videos to help businesses grow and succeed.
- › **Digital interaction:** Business Connect, which is a digital platform that enables businesses to interact with government agencies online, in one place.

Over 113,000 businesses are registered and over 60 services are available.

- › **Intellectual property:** The Intellectual Property Office of New Zealand (IPONZ), whose register contains over 13,300 registered designs, 24,000 granted patents, 1,280 granted plant variety rights, 347,000 registered trademarks and over 2,000 registered geographical indications.
- › **eInvoicing:** MBIE is responsible for increasing the use of eInvoicing, the direct exchange of invoice data between any two accounting systems, which makes doing business smoother, faster and safer. This has productivity benefits and helps speed up processing and payment to improve business cash flow. To increase uptake, MBIE has been engaging with government agencies, large businesses, relevant software providers and relevant industry leaders. It also held the first-ever government eInvoicing day in March 2025, with 140 attendees, including 80 government agencies. As at 30 June, more than 51,000 businesses, including government agencies and large businesses like Datacom, Bunnings, Countdown, One NZ, Westpac and Office Max, have chosen eInvoicing. This result is thanks to the drive to increase eInvoicing's adoption and use, with the number of eInvoices being exchanged growing 479 per cent in the past year. The economic benefits of New Zealand moving to eInvoicing are estimated at \$4 billion over 10 years.

eInvoices received 2024/25



- › **Digital details:** The New Zealand Business Number (NZBN), which is a globally unique identifier that allows parties to quickly and digitally access all the basic details of a business and confirm whether it is real. Over 1 million businesses are now registered with an NZBN, with over 4,660 identifying as Māori businesses and 200,000 unincorporated entities (sole traders, trusts and partnerships) who voluntarily register. Full adoption of NZBN will return over \$500 million per year. In 2024, the New Zealand Institute of Economic Research (NZIER) estimated around \$170 million of this value was being realised.
- › **Creating common standards:** Standards New Zealand, which is New Zealand's leading developer of standards. New Zealand and Australia have been working together on shared standards for over 40 years, making it easier to operate and trade across the Tasman. These joint standards are important for protecting consumers and supporting trade and market access. This year, to ensure consistent standards across New Zealand and Australia, dedicated funding has supported over 20 joint projects, helping small businesses and significant sectors stay aligned.
- › **When things go wrong:** The New Zealand Insolvency and Trustee Service, which supports administrators liquidations, bankruptcies and insolvencies. This year, personal insolvency increased slightly to just over 1,200, and company liquidation allocated to the Official Assignee increased 53 per cent from 381 to 586 on the previous year. Total liquidations were just over 2,600, a 23 per cent increase on the previous year.
- › **Establishing a company:** the New Zealand Companies Office, with 745,000 total companies registered at the end of June 2025, and 57,000 new company registrations and over 44,000 removals across the year.

Building resilience after severe weather events

Due to its geography and location, New Zealand is prone to natural hazards. As the climate changes, an increase in the frequency and severity of damaging environmental events can be expected. In recent years, New Zealand has experienced a series of severe weather events, including flooding, cyclones and landslides. These place significant pressure on communities, infrastructure and housing, and show the importance of robust building emergency management, accessible temporary accommodation, effective claims resolution, and a coordinated and resilient response system.

Temporary Accommodation Service

The Temporary Accommodation Service (TAS) activates in response to significant civil defence emergencies. It provides temporary support for those who have been displaced from their damaged homes for longer than two weeks. TAS helps identify temporary accommodation options and provides guidance on how to access support services, such as insurance advice and financial assistance. TAS was activated twice in 2024/25:

- › on 9 July 2024 for the 25–26 June Wairoa flooding event, following a period of heavy rain
- › on 17 October 2024 in Otago, following heavy rainfall that resulted in significant flooding and landslides.

In October 2024, TAS divested five houses in Westport, built to support the West Coast Flooding Event in 2021, to the Buller District Council. The accessibility and proximity of these houses to central Westport allowed for their easy conversion to housing for the aged community.

In November 2024, TAS collaborated with mana whenua at Ōmāhu Marae to create a temporary housing village, named Ūtainia Ōmāhu. Ōmāhu Marae was one of the seven marae devastated by Cyclone Gabrielle in February 2023 in Heretaunga, Hastings. The temporary accommodation village is made up of 11 relocatable homes constructed by businesses that are 100 per cent Māori owned. The houses are for eligible whānau who need accommodation while their homes are being repaired or rebuilt following the cyclone.

The delivery of these homes was a collaborative effort between MBIE, the people of Te Piringa Hapū, Ōmāhu Marae and Ngāti Kahungunu Iwi Incorporated.

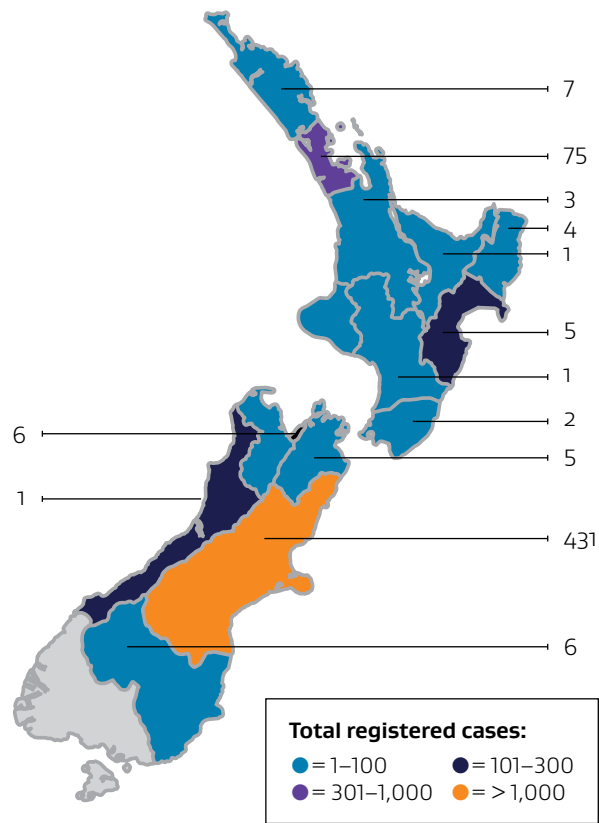
New Zealand Claims Resolution Service

MBIE continues to support households to resolve residential insurance issues resulting from disasters and extreme weather events. This year, just over 600 cases were registered through the New Zealand Claims Resolution Service (NZCRS) and over 960 cases were closed.

As at 30 June 2025, NZCRS (and its predecessor, the Greater Christchurch Claims Resolution Service) had resolved over 6,400 cases across 15 regions, with over 540 still open across 13 regions.

NZCRS works collaboratively with insurance industry stakeholders to educate customers about the limitations of the Natural Hazards Commission Land Cover because it will often not be enough to fully reinstate the damaged land, and should be treated as a contribution only. In addition, NZCRS continues to raise issues with the industry on the amount of temporary accommodation cover available and limits on retaining wall cover.

Registered and open New Zealand Claims Resolution Service cases by region



OUTCOME FOUR: STRONG AND RESILIENT ECONOMY DELIVERING ENERGY SECURITY AND VALUE FROM RESOURCES

What we're working towards	Building a strong economy with increased resilience through robust supply chains, energy security, and economic activity from Aotearoa New Zealand's natural resources.
Expenditure	<ul style="list-style-type: none"> › Departmental: \$47 million › Non-departmental: \$421 million
Ministerial portfolios	<ul style="list-style-type: none"> › Energy › Resources
Agencies	<ul style="list-style-type: none"> › Electricity Authority › Energy Efficiency and Conservation Authority
Core responsibilities	<ul style="list-style-type: none"> › Energy and renewable energy infrastructure and market settings › Management of Crown-owned mineral estates
Key services	 NEW ZEALAND PETROLEUM & MINERALS
2024/25 initiatives	<ul style="list-style-type: none"> › Review of energy markets' performance › Supporting small-scale energy initiatives › Minerals strategy › Repeal the ban on offshore oil and gas exploration
Outcome measure trends Key: + Positive shift – Negative shift ‡ Not comparable	<ul style="list-style-type: none"> › – Greenhouse gas emissions from electricity generation › + Sustainable national energy system › + Efficient national energy system › ‡ Economic productivity
Performance measures	Achieved 18/21 <ul style="list-style-type: none"> › Milestones 0/0 › Quality 7/7 › Satisfaction 0/2 › Timeliness 8/9 › Volume 3/3

LONG-TERM OUTLOOK: NEW ZEALAND'S ENERGY SYSTEM

Energy is fundamental to economic activity and the conduct of much of our daily lives. New Zealanders and businesses depend on affordable and secure energy. Compared with many other countries, New Zealand's energy supply is reliable, renewable and affordable. We have a highly renewable electricity system, and our abundant resources provide a strong platform to meet increasing electricity demand over the coming decades.

While New Zealand's energy system has served the country well to date, the gas and electricity sectors currently face significant issues that are driving elevated prices and risks to security of supply. Gas is an important contributor to New Zealand's economy, and it will continue to be vital to the country's energy security for the foreseeable future. Gas production is at a 40-year low and continues to be below the sector's own forecasts. In winter 2024, New Zealand faced historically low inflows into its hydro catchments, a significantly constrained gas supply and a 'wind drought'. These compounding factors resulted in high wholesale electricity and spot gas prices, affecting the commercial viability of some firms.

MBIE's role in the energy system

The energy system encompasses institutions and markets involved in the production, supply and consumption of energy, including electricity, gas, liquid fuel and new fuels. New Zealand's energy is delivered by the private sector.

MBIE's role is to help ensure New Zealand has the right regulatory and market environment so that the sector delivers energy that is secure, reliable and affordable. Recent security of supply and affordability concerns have triggered a review of electricity market performance, with a focus on ensuring the market delivers reliable electricity at the lowest possible cost to consumers.

We also monitor and work with agencies with significant roles in the energy system, including:



the Electricity Authority, which regulates the operation of the electricity market and promotes competition, reliable supply and efficient operation of the electricity industry for the long-term benefit of consumers

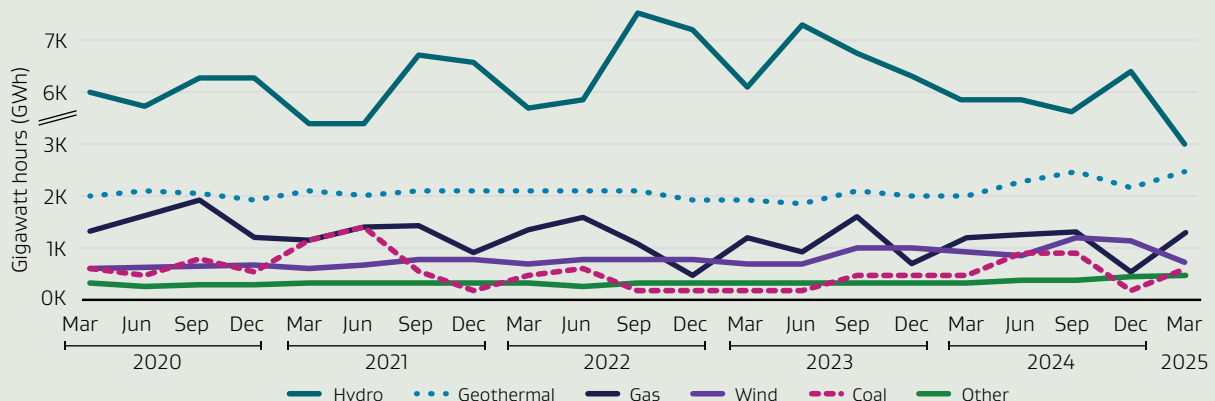


the Energy Efficiency and Conservation Authority (EECA), which regulates for energy efficiency, funds investments (grants and loans) for energy efficiency and decarbonisation projects, and provides information to consumers and businesses.

New Zealand energy performance

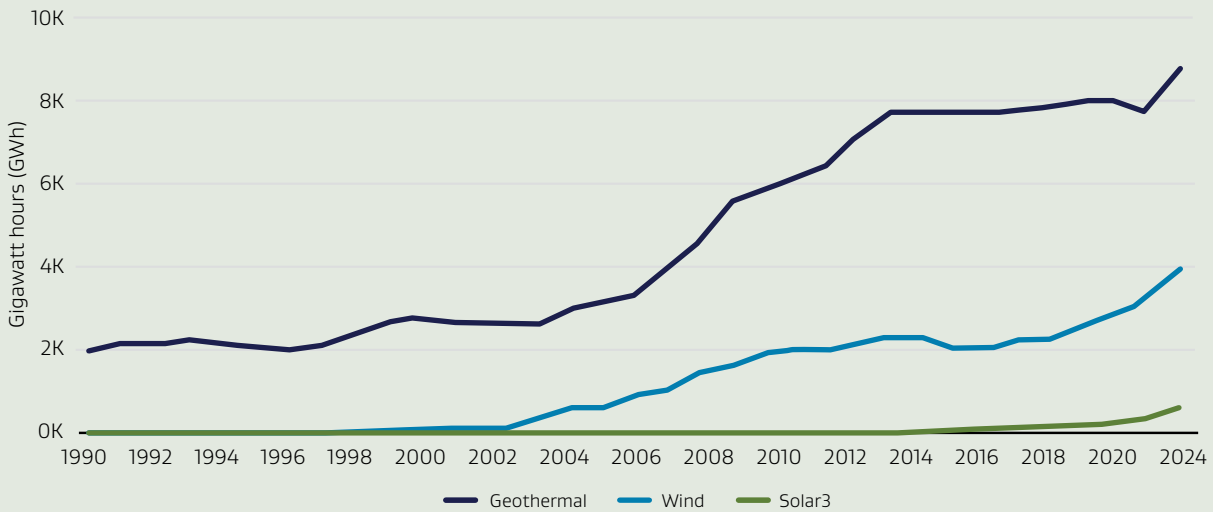
- › In 2024, 85.5 per cent of New Zealand's electricity was generated from renewable sources, lower than the previous year and reflecting low hydro inflows.

New Zealand electricity generation

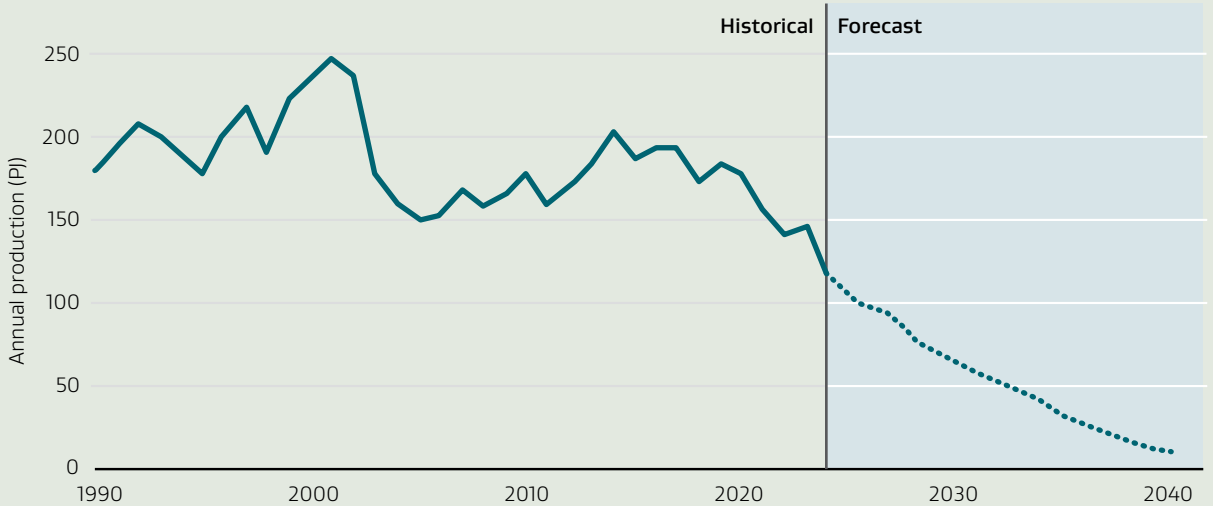


While hydro generation fell, other renewable sources reached new records as newly commissioned wind, solar and geothermal plants led to increased capacity. More generation capacity was added in 2024 than in any year since 2007, and the forward pipeline of renewable developments is strong.

Electricity generation – geothermal, wind and solar



- › Gas supply for 2024 was down 19 per cent on 2023 levels, mainly due to natural field decline. Because New Zealand has a ‘closed’ gas system, with limited ability to import gas, total gas use in the economy fell by a similar amount.
- › New Zealand’s natural gas reserves (an indication of the amount of gas that can be extracted from existing gas fields) as at 1 January 2025 were estimated to be 948 petajoules, a drop of 27 per cent on 1 January 2024 figures.



A strong and resilient economy is essential to the country's long-term success and to helping weather global and national changes and natural disasters. Energy security and renewable energy sources provide better economic stability and ensure the nation's autonomy. The strategic and responsible development of New Zealand's natural resources enables economic growth and activity. Under this outcome, we also make important contributions to three pillars of *Going For Growth* (Pillar 2: Competitive business settings, Pillar 3: Promoting global trade and investment and Pillar 5: Infrastructure for growth).

Energy security and fuel resilience

Because New Zealand relies on imported transport fuels, it makes the country vulnerable to disruptions, like supply issues, price volatility and other global risks. Maintaining minimum fuel stockholding and diversifying energy sources helps protect New Zealand against such disruptions and ensures essential services like transport, health care and emergency response can continue operating during crises or shortages.

In 2024, New Zealand experienced an electricity shortage. It was a 'dry year', where the lakes were low, the wind wasn't blowing, and the supply of natural gas was inadequate to meet demand. This pushed up energy prices. To address this, we are supporting the Government to explore an increase in the scale and pace of energy and resource development, to ensure secure, resilient and reliable production and supply.

Strengthening New Zealand's fuel resilience

Throughout the past year, the Government introduced a range of actions to help support the security of the country's fuel supply. These included focusing on:

- › **Fuel security:** Developing a fuel security study, released in February 2025, to identify the current state of fuel security and provide recommendations that feed into a fuel security plan.
- › **Jet fuel reserves:** Increasing requirements for fuel companies to hold at least 10 days of jet fuel near Auckland airport, which will come into force in November 2026.
- › **Diesel reserves:** Increasing the minimum stockholding obligation for diesel importers from 21 to 28 days, to bolster New Zealand's diesel reserves and resilience to supply disruptions.

Secure and affordable energy

This year, we worked on improving energy security and ensuring New Zealand's energy system is stable, reliable and affordable. This included focusing on:

- › **Offshore oil and gas:** Supporting the passage of the Crown Minerals Amendment Bill, to reverse the ban on offshore oil and gas exploration.
- › **New gas development:** Supporting the Government in its co-investment (with up to \$200 million of tagged contingent funding) into new gas development over the next four years to secure New Zealand's energy supply.
- › **Review of the electricity market:** Supporting an independent review of the electricity market, to ensure it supports economic growth and access to reliable and affordable electricity.
- › **Consenting process:** Working with the Ministry for the Environment to develop reforms to streamline consenting processes for renewable electricity generation and electricity networks and developing proposals to enable carbon capture and storage.
- › **Solar:** Enabling greater solar uptake in New Zealand by expanding the permitted voltage range for electricity networks that power households and businesses, enabling people with rooftop solar panels to send more electricity back to the grid and reduce electricity bills.
- › **Offshore renewables:** Developing a regulatory regime for offshore renewable energy, to give greater certainty for developers to invest in offshore renewable energy developments.
- › **Hydrogen:** Releasing a hydrogen action plan that outlines the Government's commitment to boosting the hydrogen sector through removing regulatory barriers and supporting international trade and investment.
- › **Consumer data right for electricity:** Securing the data sharing necessary for open electricity (see page 27, for more details).

Deriving value from resources

The Government released the report *A Minerals Strategy for New Zealand to 2040* in January. This sets a long-term vision to responsibly grow the minerals sector while supporting economic resilience. The strategy is built on three pillars: enhancing prosperity for New Zealanders, demonstrating the sector's value, and delivering minerals for a clean energy transition. It emphasises responsible development aligned with the Treaty of Waitangi/Te Tiriti o Waitangi, environmental stewardship, and improved regulatory settings to attract investment and innovation in the sector.

In alignment with the strategy, the Government also published New Zealand's first *Critical Minerals List*. This identifies 37 minerals essential to the country's economy, national security and clean technology ambitions.

By increasing efficiency in MBIE's permitting processes, New Zealand Petroleum and Minerals successfully resolved more than 80 per cent of its historical minerals permit application backlog through a focused five-month 'permitting sprint', addressing long-standing processing delays. This initiative cleared more than 130 applications by improving operational efficiency and laid the groundwork for enhanced transparency ahead, with the introduction of quarterly processing timeframes being published from July 2024.

The Government published a discussion document proposing new regulatory approaches to support the development of naturally occurring and orange hydrogen, an overlooked resource that could drive economic growth, energy resilience and innovation. Natural and orange hydrogen could be game-changers for New Zealand's energy sector, particularly for the hard-to-electrify industries and in reducing the country's reliance on imported fossil fuels.

MBIE developed a draft geothermal strategy to unlock the potential of New Zealand's geothermal resources. In addition to energy outcomes, the draft strategy aims to extend New Zealand's position as a world leader in geothermal innovation and strengthen regional economies and the Māori economy. It will advance geothermal development and help unlock industrial growth, tourism and trade to support the country's goal of doubling exports.



Tui oil field decommissioning

In 2025, Tui was the first offshore oil and gas field to be decommissioned in New Zealand, both on time and below budget.

MBIE has been engaged in the decommissioning of the Tui oil field in the offshore Taranaki Basin since early 2020. This project came about after the permit operator was placed into receivership and liquidation in 2019, which meant the obligation for decommissioning fell to the Crown. This left a significant reputational and financial risk in the hands of the New Zealand taxpayer.

MBIE acted urgently to manage the decommissioning, and due to strong and proactive management, the project was completed well within budget and will return \$150 million. Successful completion represented a significant milestone for the energy sector and MBIE, with all important technical, environmental and regulatory objectives achieved without any significant health and safety or environmental incidents. Post-decommissioning monitoring has confirmed any adverse effects of decommissioning were minor, highly localised and largely temporary. A second and final round of environmental monitoring of the decommissioned wells is planned for 2027.

OUTCOME FIVE: DYNAMIC BUSINESS ENVIRONMENT FOSTERING INNOVATION AND INTERNATIONAL CONNECTIONS

What we're working towards	A sustained lift in economic performance through the improved use of technology and innovation, greater capital investment and leveraging global connections.
Expenditure	<ul style="list-style-type: none"> › Departmental: \$220 million › Non-departmental: \$1,521 million
Ministerial portfolio	<ul style="list-style-type: none"> › Science, innovation and technology › Space › Trade and Investment
Agencies	<ul style="list-style-type: none"> › New Zealand Trade and Enterprise › Callaghan Innovation* <p><i>*Being disestablished as at 30 June 2025.</i></p>
Core responsibilities	<ul style="list-style-type: none"> › Science, innovation and technology settings and investment › Digital technologies and communication markets and infrastructure › Space policy › Government procurement
Key services	<div>   </div>
2024/25 initiatives	<ul style="list-style-type: none"> › Changes to the science system › Research funding and investment › Space and advanced aviation initiatives › Investing in New Zealand
Outcome measure trends Key: + Positive shift ‡ Not comparable = Unchanged	<ul style="list-style-type: none"> › + Export income › ‡ International collaboration on innovation › ‡ Innovative business activity › + Business research and development expenditure › = Productive capital investment
Performance measures	Achieved 24/40 <ul style="list-style-type: none"> › Milestones 10/10 › Quality 8/10 › Satisfaction 0/5 › Timeliness 5/12 › Volume 1/3

The New Zealand economy operates within a global context and is heavily reliant on two-way trade, based on competitive advantage. It is important for the economy to adapt and innovate. MBIE also seeks to increase capital intensity, develop international connections and boost innovation. Under this outcome, we also make important contributions to two pillars of *Going For Growth* (Pillar 3: Promoting global trade and investment and Pillar 4: Innovation, technology and science).

Changes to the science system

We supported the largest reset of the New Zealand science system in more than 30 years. The reforms aim to maximise the value of the \$1.2 billion in government funding that goes into the science sector each year. The objective is to create a more dynamic science, innovation and technology system that can respond to priorities and keep pace with technological advances. The reforms, which will progress over the coming years, include:

- › **New public research organisations:** Transforming the current seven Crown research institutes into three public research organisations: the New Zealand institutes for Bioeconomy Science, Earth Science, and Public Health and Forensic Science. These institutes, established on 1 July 2025, will focus on delivering science that strengthens the economy, supports the environment and builds resilience for the future. Wider changes also involve disestablishing Callaghan Innovation and moving its most important functions to other parts of the system
- › **New Zealand Institute for Advanced Technology:** Working to establish an advanced technology public research organisation to deliver research, capability and commercial outreach around technology, such as artificial intelligence, quantum (advanced computing) and synthetic biology
- › **New advisory council:** Establishing the Prime Minister's Science, Innovation and Technology Advisory Council to provide strategic direction and oversight of the system, advise on priorities and identify the biggest opportunities to leverage science, innovation and technology for economic growth
- › **Intellectual property:** Developing a national policy for managing intellectual property for science, innovation and technology-funded research.

Alongside the science reforms, we have supported other major changes for the science system, including:

- › **Genetic modification:** Lifting the ban on genetic modification and engineering outside laboratories, and introducing a national regulator aligned with Australia's Gene Technology Act 2000 to manage associated risks
- › **Doctoral scheme:** Enabling a new applied doctorates scheme, which launched in February 2025, providing \$20 million to train over 100 doctoral students in commercially relevant science fields.

Empowering Māori innovation

MBIE has launched a new science and innovation fund, He Ara Whakahirihiko, designed to unlock the economic potential of the Māori economy through science and innovation. Formed through the merger of Te Pūnaha Hihiko – Vision Mātauranga Capability Fund and the He Aka Ka Toro Navigation Fund, He Ara Whakahirihiko aims to strengthen the capability of the science system and the Māori economy.

The fund will back science projects that foster effective partnerships between Māori-facing organisations and established research organisations, with a strong emphasis on commercialisation and measurable economic outcomes. He Ara Whakahirihiko has two focused funding streams:

- › **Ara Whaihua – Impact Pathways for Research:** supporting 12-month, implementation-ready research programmes with a clear path to commercialisation
- › **Rangapū Rangahau – Research Partnerships:** investing in two-year science initiatives that build enduring connections between Māori-facing organisations and the science and innovation ecosystem.

LONG-TERM OUTLOOK: SCIENCE SYSTEM

MBIE supports the Government in its investment in science, innovation and technology. This section takes a mid- to long-term look at this investment.

Why it is important

Science, innovation and technology are essential for New Zealand's economic growth, wellbeing and global competitiveness. The world is facing rapid change and uncertainty, and countries that invest in these areas are better equipped to create new industries, solve complex problems and improve everyday life.

Public investment is important for building a strong, effective science system. It helps reduce the financial risks of early stage research, giving new ideas the time and support they need to grow. This early support allows innovations to develop to the point where private businesses can invest, helping turn research into real-world products, services and knowledge.

New Zealand's investment in science helps build the skills, knowledge and infrastructure needed to tackle major issues, such as climate change, public health and emerging technologies. These efforts lead to new ideas and discoveries that can transform industries and boost productivity, create new jobs and open up business opportunities.

MBIE's role in science and innovation

MBIE leads the Government's work in science, innovation and technology. It sets the strategic direction, funds impactful research, monitors public research organisations, and manages the rules that support a dynamic and inclusive science system.

MBIE oversees around \$1.2 billion in public science funding through programmes such as the Endeavour Fund and the Strategic Science Investment Fund. We also provide core funding to organisations such as the Royal Society Te Apārangi and the Health Research Council, supporting fundamental science, health research and business-led innovation across the country.

Broad investment with real-world impact

Research shows that government investment pays off and delivers real results, from better health outcomes and environmental solutions to new technologies and economic growth.

According to Australia's Commonwealth Scientific and Industrial Research Organisation, every dollar New Zealand spends on research and development returns \$3.50 in value.

A recent 10-year evaluation of the Commercialisation Partner Network and PreSeed Accelerator Fund, which support the commercialisation of public research, has shown positive results. So far, these funds have supported nearly 3,000 projects, resulting in:



995
commercial deals
and 112 start-ups



\$960 million
delivered in private sector
value and a \$13 return for
every \$1 invested



1,515 jobs created
5,600-plus training registrations,
591 mentorships, 66 investor
engagements

Examples of significant government-funded initiatives enabled by public research funding include:

- › **Alimetry:** This world-first in gut diagnostics is a wearable medical device that performs body surface gastric mapping using artificial intelligence (AI) to read gut activity and diagnose gut disorders non-invasively. So far, it has been used in 40-plus hospitals across 10 countries, created 50-plus New Zealand jobs and 10 patents, been nominated or won multiple innovation awards, and has potential for strong export growth. Led by the Auckland Bioengineering Institute, Alimetry received funding from the Endeavour Fund (Smart Ideas), the Health Research Council Career Development Award and programme grants, and the Callaghan Innovation – Ārohia Innovation Trailblazer Grant.
- › **TAIAO – Smarter Flood Forecasting:** This is an AI-powered tool improving flood prediction and emergency response across New Zealand. It has the potential to save \$20 million to \$50 million per major event, support councils, civil defence and farmers and create high-value jobs in AI and environmental science. It also has potential for commercial licensing and export. This initiative was funded by the Strategic Science Investment Fund Data Science Platform.
- › **New frontiers in antiviral development:** This involves two advanced broad-spectrum antiviral agents, namely viral polymerase and protease inhibitors, with proven efficacy against a range of viruses, including SARS-CoV-2 and MERS. This research has led to the filing of four patents and plans for commercialisation through a new New Zealand-based start-up company. This five-year research programme was funded in 2019 by the Endeavour Fund and led by the University of Otago.
- › **Novel infant formula emulsions:** This project developed a novel infant formula based on microalgae-derived oil, which is a preventative against diabetes and inflammation, as well as being immunity boosting. AgResearch Ltd is currently assessing commercialisation options for this novel formula. This is a three-year Smart Idea funded by the Endeavour Fund in 2021 and led by AgResearch Ltd.
- › **Novatein:** This involves transforming blood meal into innovative bioplastics. Protein-based bioplastics, such as Novatein, offer a sustainable and biodegradable alternative to conventional plastics. Novatein is produced from blood meal, a byproduct of meat processing. Significant advancements through this research have led to the production of high-quality Novatein sheets, which have several emerging and promising applications, particularly in sustainable materials and packaging. This work was part funded through the Strategic Science Investment Infrastructure fund.

Investing in science: Activities across 2024/25

We invest in science to help build high-performing science, technology and innovation systems. In 2024/25, science funding and projects delivered included the following.

- › **119** active organisations
- › **630** active contracts
- › **16** new investment rounds
- › **170** new contracts
- › **642** reports assessed

The Strategic Science Investment Fund (SSIF), a important investment fund, supports strategic investment in research programmes and scientific infrastructure that have long-term beneficial effects on New Zealand's health, economy, environment and society. In 2024/25, SSIF investments for programmes and infrastructure totalled \$368 million per year.

One significant initiative funded through SSIF is the breeding of a 'storm-proof oyster', which started in 2023/24 and continued through 2024/25. Following the lessons of Cyclone Gabrielle, the Cawthron Institute, an independent science organisation, collaborated with farmers to identify oyster breeding lines that have added resilience to freshwater runoff, high temperatures and suspended sediments. They are also examining risks and opportunities associated with methods to produce triploid, fast-growing, non-reproductive oysters. This work improves economic resilience by reducing losses from disease and climate events, which supports stable production and export growth. It is also improving environmental sustainability by reducing reliance on wild spat through selective breeding and improving farming efficiency without compromising ecological integrity.

The Endeavour Fund is New Zealand's largest contestable research fund, providing investment in projects to improve the country's future. In the Endeavour 2024 funding round, \$57 million was invested across 19 Research Programmes and 53 Smart Ideas, which have the potential to transform the economy, environment and society.

Examples of successful projects include:

- › a novel medical device for delivering therapies to the ear, led by the University of Auckland. This aims to develop a medical device to transform the treatment of hearing loss by enabling rapid assessment and precision treatment. The device will be inserted down the ear canal and through a small hole in the eardrum to assess the cochlea and quickly deliver drugs and other treatments.
- › scalable cryogenic memory technology for superconducting and quantum computing. This project is led by The Research Trust of Victoria University of Wellington and aims to build prototypes of the cryogenic memory arrays required for the high-performance computers of the future.

New Zealand's space and advanced aviation sectors

An economic analysis of New Zealand's space and advanced aviation sectors shows the space sector has grown by 53 per cent since 2019 and contributed nearly \$2.5 billion to New Zealand's economy in 2023/24. In addition, the advanced aviation sector overlaps with the space sector and was measured for the first time, contributing close to \$500 million to the economy over the same period.

This year, we released the *New Zealand Space and Advanced Aviation Strategy 2024 to 2030*. This sets out the Government's approach to supporting the development of the space and advanced aviation sectors and supporting principles for New Zealand's wider space interests. The aim is to double the size of New Zealand's space and advanced aviation sectors by 2030.

We also supported the development of legislation to regulate ground-based space infrastructure in New Zealand, which passed into legislation in July 2025 under urgency. The new legislation manages the risks to national security and other national interests that arise from the operation of ground-based infrastructure and contributes to the development of New Zealand's space industry by ensuring the safe, secure and responsible use of space.

Investing in New Zealand

Overseas investment brings both foreign capital and expertise to New Zealand. It is critical to New Zealand’s competitiveness and productivity. MBIE plays a major role in supporting the Government’s focus on attracting investment and investors and advancing *Going For Growth* priorities.

Invest New Zealand was established on 1 July 2025 as a dedicated agency intended to attract global capital, businesses and talent. An autonomous Crown entity, Invest New Zealand will have a clear commercial focus and work directly with global investors to unlock opportunities that create jobs, boost innovation and lift New Zealand’s long-term productivity. It will also streamline the investment process and provide tailored support to foreign investors, to increase capital investment across critical infrastructure, fostering greater innovation in significant sectors and attracting world-class talent.

MBIE also progressed changes designed to encourage investment in infrastructure and productive businesses. We consulted on potential changes to the climate-related disclosures regime and on potential changes to make it easier for KiwiSaver funds to invest in unlisted assets. We also progressed adjustments that will reduce costs and barriers to companies listed or listing on the New Zealand Stock Exchange.

MBIE supported initiatives to strengthen early stage capital markets announced as part of Budget 2025. This included \$100 million of additional capital for the Elevate Fund. Elevate is designed to boost New Zealand’s growth and productivity by investing

in early stage venture capital funds alongside matching levels of private capital. Through Elevate, the Government has invested in 12 venture capital funds and catalysed the growth of 151 of the most promising New Zealand start-ups including Auror, Tradify, Foundry Lab, OpenStar, Tracksuit, Mint Innovation and Halter.

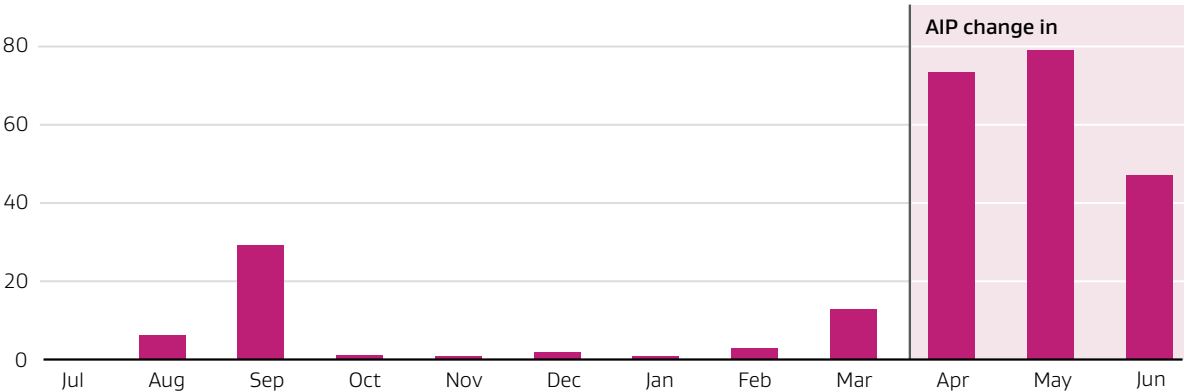
Attracting international investors

The Active Investor Plus Visa category incentivises direct investment and encourages greater economic benefit to New Zealand. Changes made in April 2025 have simplified the investment process and introduced two investment categories.

- › **Growth category:** This focuses on higher-risk investments, including managed funds and direct investments in New Zealand businesses. It will require a minimum investment of \$5 million for a minimum period of three years.
- › **Balanced category:** This focuses on mixed investments, with the ability to choose ones that are lower risk. A minimum investment of \$10 million over five years will be required.

In 2024/25, we received 254 applications under the Active Investor Plus category, of which 199 were received after the setting changes in April 2025. Of the 199 under the new policy, 142 have been approved in principle, of which 114 are under the Growth category and 28 are under the Balance category and amount to a minimum investment of over \$1.1 billion. The remaining applications are still in progress. The average time for an application to be approved in principle under the new settings is 11 working days, compared with 55 working days under the previous settings.

Active Investor Plus (AIP) applications in 2024/25



The way we work

As a core public service agency, MBIE has an important role in supporting the Government and providing key services to New Zealanders. To do this well, we lift our productivity, find efficiencies and maintain strong fiscal discipline. We make sure MBIE's operational and financial structures are sustainable over the long term and that our resources achieve positive outcomes efficiently and effectively for New Zealanders.

MBIE continues to look at how it best operates, including its programmes of work, financial position and the size and capability of its workforce. This year, Crown funding for departmental expenditure is down from \$800m to \$631m and now makes up 52% of overall funding compared to 60% in 2024, and there are ongoing increases in third party revenue. A realignment of MBIE's groups to establish foundations for the future came into effect in December 2024. This brought together like functions and teams to simplify our organisational structure into centres of expertise and reflect core policy, regulatory, customer, assurance, and shared service functions. This resulted in consolidation of MBIE's groups from eight to seven, a reduction of one deputy secretary position and an 18 per cent reduction in Tier 3 roles between June 2024 and 2025 through the phased integration of functions.

MBIE strives to create an environment where people are motivated, engaged in meaningful work and aim for excellence. MBIE was ranked New Zealand's second most attractive employer in Randstad's 2025 Employer Research. This is a testament to the positive reputation we have as an organisation and reflects the continued recognition of the importance of the work we do.

At MBIE, we want to be a place where people are proud to contribute to the work we do for New Zealanders. Strong leadership and the ongoing development of leadership capability are essential. Just as important is making sure MBIE is an equitable, diverse and inclusive workplace where our people can develop, thrive and deliver impact. This strengthens our workforce and the outcomes we deliver for the people we serve.

We take an integrated approach to inclusion and diversity, making sure it is woven through our policies, strategies, leadership capability, wellbeing, health and safety, and other significant internal drivers. By aligning these areas, we create the conditions for our people to contribute fully and for MBIE to deliver effectively for New Zealand.

Finally, our values are central to how we work and interact with one another and with our customers and partners.



Leadership, governance and risk

MBIE's chief executive is accountable for the leadership and overall performance of the organisation and has representation on various boards and governance entities, such as the Council of Financial Regulators.

Our Senior Leadership Team (SLT) consists of the Secretary (Chief Executive), seven deputy secretaries and the Chief Advisor to the Secretary. They are responsible for the achievement of MBIE's strategic outcomes, including the ongoing stewardship of MBIE, its people, systems and functions. They make sure MBIE's efforts and resources are focused on the right areas at the right time.

Effective governance allows MBIE to achieve its core outcomes through a framework of leadership, stewardship and decision-making. MBIE's governance system, Mana Whakaruruhau, is made up of several committees that provide the architecture through which the organisation delivers its strategic intentions. Our governance structure is led by our SLT, and their responsibilities include:

- › agreeing and delivering on our organisational strategy – Te Ara Amiorangi
- › prioritising investment
- › getting assurance on the effectiveness of our services and capabilities
- › keeping our people safe and well
- › managing risk
- › monitoring performance across the organisation.

Monitoring risk is an important part of how we operate, and we integrate effective risk management into our culture, governance arrangements, business planning and decision-making processes. Monitoring and managing risk is the responsibility of everyone at MBIE, but we also have risk and assurance specialists to manage strategic and operational risks. Additionally, an external risk and advisory committee provides independent, objective advice on the framework and insights on risks and how MBIE is responding to these.

The Internal Assurance function provides assurance of the effectiveness of governance, risk management, and internal controls across the organisation, ensuring that the activities of the first and second lines are operating as intended and aligned with organisational objectives.

Strengthening leadership capability is a strategic priority for MBIE. This year, MBIE released leadership expectations, which are:



Leadership Expectations

Ngā Kawenga Ārahitanga



Lead by **example**

Whakatinana hei tauria



Enable our **people**

Whakaāhei ō tātou tangata



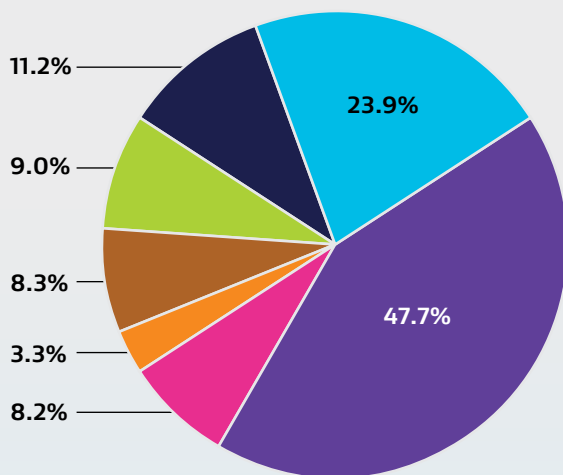
Deliver what **matters**

Whakatutuki ngā manako

Our people

Everyone at MBIE contributes to delivering improved outcomes for New Zealanders. We want our people to reflect and support the communities we serve.

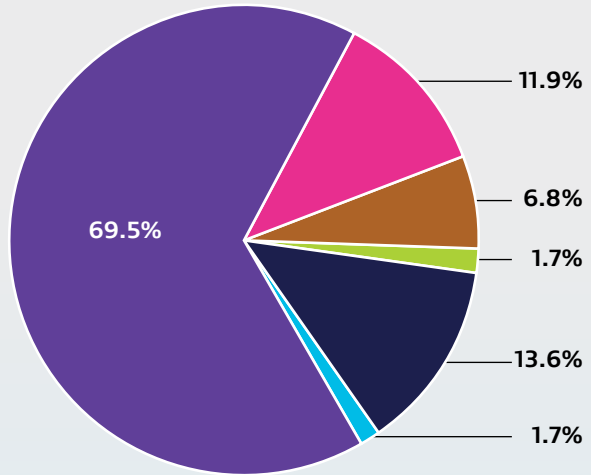
MBIE staff by ethnicity



● Asian
 ● European
 ● Māori
 ● Middle Eastern, Latin American, African
 ● Other Ethnicity
 ● Pacific Peoples
 ● Unknown

Note: Employees are able to identify multiple ethnicities so the percentage total does not add up to 100%.

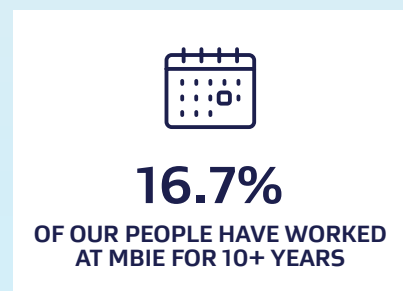
**MBIE leadership by ethnicity
Tiers 1–3**



MBIE staff by gender



**MBIE leadership by gender
Tiers 1–3**



*Total headcount (and full-time equivalent positions), as at 30 June 2025.

We are taking a streamlined and integrated approach to inclusion and belonging to make sure we are aligning with the evolving needs of our workforce while remaining fiscally responsible and operationally effective. Through People Experience Reports, our wider MBIE strategies and programmes of work, MyVoice employees' surveys, workforce data and external benchmarks, we have gained important insights to ensure we remain grounded in evidence and are responsive to the needs of our workforce.

In aligning with Te Kawa Mataaho – Public Service Commission's guidelines, MBIE combined its diversity, equity and inclusion work programme with *Kia Tū Ranga*, MBIE's pay gap action plan, recognising the shared outcomes and strong connections between them.

MBIE's gender pay gap has reduced and continues trending downwards. As of June 2025:

- › 13.3 per cent gender pay gap (a 0.9 per cent decrease from the previous year)
- › 4.3 per cent pay gap for Māori (0.1 per cent increase from the previous year)
- › 19.6 per cent pay gap for Pacific peoples (0.5 per cent decrease from the previous year)
- › 18.0 per cent for Asian peoples (0.7 per cent decrease from the previous year)
- › 10.3 per cent for Middle Eastern, Latin American and African peoples (2.1 per cent decrease from the previous year).

For more information about our inclusion and belonging work programme, and what we are doing to close gender and ethnic pay gaps, see appendix 8.

Māori–Crown relations

Te Tāpuhipuhi

As part of our Te Ara Amiorangi collective focus area, MBIE is committed to fulfilling its Treaty settlement commitments in a way that upholds the integrity of settlements and strengthens relationships with iwi and hapū. At the centre of our work to lift economic outcomes, we need to engage with iwi and hapū and continue to do so respectfully and with tikanga. Te Tāpuhipuhi is the strategy that sits underneath Te Ara Amiorangi, which guides our work in this area. This strategy has four areas of focus to enable us to do this:

- › Māori Crown Capability
- › Treaty settlements and obligations
- › Engagement with Māori
- › Waitangi Tribunal Inquiries and reports.

Treaty settlement commitments

He Korowai Whakamana, a Cabinet-agreed framework, requires core Crown agencies to record and track the status of, and report annually on, their settlement commitments. Te Arawhiti – the Office for Māori Crown Relations was lead agency and responsible for tracking the Crown's overall progress with delivering on Treaty settlement commitments. In February 2025, functions for post-settlement matters transferred to Te Puni Kōkiri, which now holds the system lead role for oversight and accountability of Treaty settlements.

As part of *He Korowai Whakamana*, core Crown agencies were also required to report on the status of their settlement commitments from 2023/24.

MBIE, on behalf of the Crown, is responsible for fulfilling various commitments made to iwi groups as part of the settlement of historical Treaty claims. These commitments are recorded in deeds of settlement and Treaty settlement Acts. MBIE has 251 Treaty settlement commitments across 61 settlements:

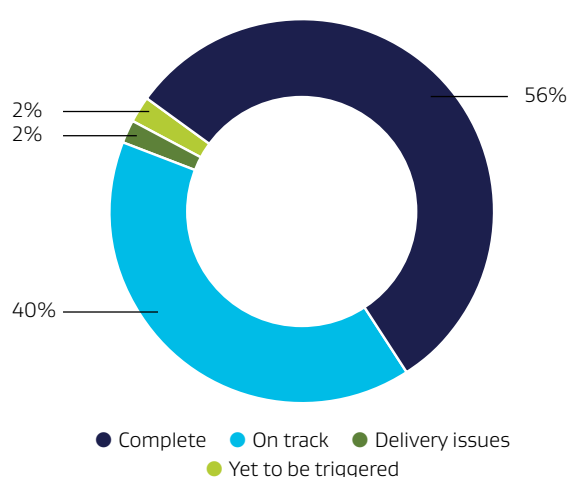
- › 178 commitments relate to minerals under the Crown Minerals Act 1991 or natural resources
- › 40 commitments relate to the establishment of Accords, including Iwi–Crown Accords, Energy and Resources Accord as well as Social and Economic Accords
- › 12 commitments relate to the establishment of relationship agreements (bilateral and multi-agency) relating to iwi social and economic aspirations
- › 21 commitments relate to other miscellaneous commitments, including transfer of land and assets.

As at June 2025, the status of MBIE's commitments is:

- › completed (56 per cent – 140 commitments) – fully delivered according to agreed terms and timeframes
- › on track (40 per cent – 100 commitments) – progressing according to planned timelines and meeting milestones; commitments reflect the ongoing nature of relationship-based obligations like Crown Minerals Protocols and Iwi–Crown Accords

- › yet to be triggered (2 per cent – 5 commitments) – experiencing delays, typically a result from cross-agency co-ordination challenges or evolving iwi needs requiring updated approaches. The action is to be triggered by another agency or iwi and no further steps required from MBIE at this stage
- › delivery issues (2 per cent – 6 commitments) – these are commitments that are not confirmed as completed. These commitments relate to one settlement and the transfer of parcels of land.

Status of Treaty settlement commitments



A significant number of MBIE's settlement commitments relate to establishing and maintaining ongoing relationships, particularly regarding Crown minerals and resources, and economic and social development.

MBIE has made progress on Treaty settlements through engagement and internal frameworks but must further improve compliance, accountability, leadership, co-ordination and tracking. MBIE's approach to monitoring, reporting and relationship management ensures continued progress toward full delivery of all commitments while building enduring partnerships with iwi.

Aligning internal systems with recommendations made in the Auditor-General report on *How public organisations are fulfilling Treaty settlement* will help MBIE meet its obligations and deliver timely benefits to iwi and hapū, supporting trust and partnership. Our work demonstrates that successful Treaty settlement

implementation requires sustained attention, adequate resources and genuine partnership with iwi to support their aspirations for their communities.

Whāinga Amorangi and Te Ara Reo Rangatira

The Public Service Act 2020 places explicit responsibilities on Public Service leaders to develop and maintain the capability of the Public Service to engage effectively with Māori and to understand Māori perspectives.

To support the Public Service in meeting these commitments, Te Tari Whakatau – Office of Treaty Settlements and Takutai Moana (formerly Te Arawhiti – Office for Māori Crown Relations) developed and led the implementation of Whāinga Amorangi: Transforming Leadership. This was supported by Te Kawa Mataaho – Public Service Commission, Te Puni Kōkiri – Ministry of Māori Development and Te Taura Whiri i te Reo Māori – Māori Language Commission.

Whāinga Amorangi supports the successful delivery of building and strengthening our people's capability in Māori–Crown relations. It is both engaging and empowering. The overarching goal of this plan is to enable the successful delivery of Te Ara Amiorangi and Te Tāpuhipuhi by strengthening our partnering capabilities. MBIE is still in Phase 1, and its Whāinga Amorangi Plan outlines the refresh of the collective outcomes for this phase throughout 2024 to 2030. Whāinga Amorangi includes four capability areas:

- › Te reo Māori
- › Te Tiriti o Waitangi/the Treaty of Waitangi and Aotearoa New Zealand history
- › Tikanga/customs and kawa/protocols
- › Engagement with Māori.

An integral part of Whāinga Amorangi is our Māori language strategy, Te Ara Reo Rangatira. This strategy outlines MBIE's commitment to supporting the development and use of te reo Māori as a valued and living official language of Aotearoa New Zealand, and the normalisation of te reo Māori at MBIE.

For more information on how we are progressing Whāinga Amorangi and Te Ara Reo Rangatira, see appendix 8.

Wellbeing, health and safety

Workplace wellbeing, health and safety are top priorities at MBIE. As part of the Accident Compensation Corporation's (ACC's) Accredited Employers Programme (AEP), MBIE underwent its annual audit in October 2024. Once again, we achieved a 'tertiary' rating, the highest level of performance. This rating, which we have consistently maintained since 2022, reflects our commitment to continuous improvement and best-practice frameworks in workplace safety.

As part of the AEP, MBIE partners with a third-party administrator to manage ACC claims. In the past year, 50 work-related and 48 non-work-related ACC claims were recorded (a decrease in both from the previous year), and no incidents required notification to WorkSafe New Zealand.

To further strengthen our safety culture, we continue to use WorkSafe New Zealand's SafePlus quarterly surveys. These help us monitor progress and guide us towards becoming a 'leading' organisation in health and safety excellence.

To ensure strong leadership and strategic direction, our Wellbeing, Health, Safety and Security Governance Committee meets monthly. The committee is responsible for reviewing, approving and recommending actions, and conducting quarterly analysis to drive continuous improvement. The committee includes Senior Leadership Team members, general managers, subject matter experts, PSA representatives and health and safety representatives from across the organisation.

Managing critical risks

MBIE takes an all-hazards approach to managing critical wellbeing, health and safety risks. This includes addressing psychosocial hazards as part of our risk assessment and control processes. This year:

- › The Get Home Safe App was upgraded, and this tool is now widely used by field workers for risk assessments and safety check-ins. It also allows staff to raise alerts in emergencies, supported by the National Communications Centre.

- › Situational Safety and Tactical Communication Training is undergoing a five-phase refresh, with Phase 1 (e learning foundations) completed in October 2024.
- › Drive Safe at MBIE, a new e-learning module, was developed with input from field staff. It replaces three older driving courses and provides updated guidance to reduce driving-related risks.
- › We strengthened risk management processes and systems for reporting and managing: challenging communications, duress alarm responses, contractor management, senior leadership engagement, and use of critical controls based on risk.

For more information about our wellbeing, health and safety work, see appendix 8.

Our digital and data work programme

MBIE is driving more efficient, effective and responsive public services. Our digital infrastructure continues to have a foundational role in delivering essential services and supporting strategic functions across the organisation. Our enterprise systems enable service delivery to a range of stakeholders, from employees and consumers to landlords, migrants and business owners, while also supporting internal resource management through integrated digital platforms. These systems are underpinned by a robust infrastructure that is continuously maintained and modernised to ensure reliability, security and performance.

As part of a cross-sector working group led by the Department of Internal Affairs, MBIE is also digitising government services and modernising service delivery. By strengthening digital infrastructure, we are contributing to a wider public sector transformation, making services more accessible, resilient and future-ready.

In 2024/25, MBIE invested significantly in strengthening its digital environment. This included modernising server operating systems and storage platforms, upgrading software and refreshing older desktop devices. These initiatives were supported by structured maintenance plans designed to prevent service disruptions, manage costs and ensure compliance with security and regulatory standards.

A major focus this year has been the adoption and responsible integration of artificial intelligence (AI) technology. MBIE is actively exploring the use of AI across various functions, from machine learning to generative AI, with a strong emphasis on governance, safety and value. In 2024/25, Microsoft Copilot Chat was rolled out to all staff, providing AI-powered support for content generation, research and productivity. In parallel, a targeted rollout of Microsoft 365 Copilot began, offering intelligent assistance with document creation, editing and communication tasks.

To support the safe and effective use of AI, MBIE is establishing an AI incubator, an environment where emerging tools can be tested and evaluated under strict oversight. This incubator will help us explore new use cases, such as AI-assisted script translation, which has already shown early efficiency gains. These initiatives are part of a broader effort to embed AI into our digital ecosystem in a way that enhances staff capability, improves service delivery and supports evidence-based decision-making.

Complementing this work is the continued development of MBIE's data infrastructure, following the launch of the data strategy, *Te Mātahi*. This year, we began building the Cloud Data Platform, which will help MBIE store and process data, improve reporting, enhance security and support data recovery in the event of a significant outage. Together with our AI efforts, this work is laying the foundation for a more intelligent, responsive and data-driven MBIE.

Sustainability

We are committed to improving operational efficiency and understanding and addressing the actual and potential effects of climate change on our operations, strategy and investments. We have targets to reduce our emissions by 25 per cent by 2025 and 46 per cent by 2030, compared with the base year 2018/19.

Our 2024/25 emissions are 45 per cent less than 2018/19, surpassing the 2025 emissions reduction target. This has been achieved through the implementation of the following initiatives:

- › continuing to prioritise and manage employee travel demand to reduce cost and meet our emissions reduction targets
- › partnering with our travel providers to increase bookings of lower emissions travel options
- › embedding sustainability into our property and leasing strategies, prioritising energy efficiency and resilience in our decision-making
- › improving the operational efficiency of our fleet and transition of light vehicles to electric or plug-in hybrid vehicles
- › identifying opportunities in our procurement processes to reduce operational emissions and improve sustainability reporting.

We continue to develop a system-based approach to identifying, assessing, managing and reporting on the climate-related risks and opportunities that MBIE is exposed to. This approach is aligned with the External Reporting Board's Aotearoa New Zealand Climate Standards. For more information about our sustainability work programme and Carbon Neutral Government Programme reporting, see appendix 9.

OUR PERFORMANCE ON OUR SERVICES & FUNCTIONS: OUTCOME & OUTPUT MEASURES 2024/25

This section of the report includes information on the performance for services delivered through the year that contributed to the achievement of our outcomes. This includes information on some services delivered by Crown entities where they were funded by multi-category appropriations (MCAs), multi-year appropriations (MYAs) and permanent legislative authorities (PLAs).

Performance information replicates wording as set out in our Strategic Intentions 2023-28, the 2024/25 Main Estimates and Supplementary Estimates across Votes Building and Construction; Business, Science and Innovation; and Labour Market.

Outcome indicators and output performance measures are different ways of assessing performance. Our outcome indicators represent movement towards our longer-term goals and are trend based. They need to be viewed over the long term (multiyear) and often reflect the efforts of many actors, including MBIE. They provide a view of whether the indicators are moving in the right direction. All outcome indicators are reported using the most up-to-date data available at the time of analysis. Our output performance measures assess whether we have achieved specific services or functions that collectively support the overall achievement of our outcomes.

Disclosure of Judgements

Reporting Entity

The Ministry of Business, Innovation and Employment (MBIE) is a New Zealand government department as defined in section 5 of the *Public Service Act 2020*. The relevant legislation governing MBIE's operations includes the *Public Finance Act 1989*, *Public Service Act 2020* and *Public Accountability Act 1998*. MBIE's ultimate parent is the New Zealand Crown.

MBIE's primary objective is to provide services to the Government and New Zealand public. MBIE does not operate to make a financial return and is a public benefit entity (PBE) for performance reporting purposes. The Performance Report covers all of MBIE's activities as set out in the 2024/25 Main and Supplementary Estimates of Appropriations for Votes Building and Construction; Business, Science and Innovation; and Labour Market.

In the Performance Report, MBIE has reported against performance measures for both departmental activities and activities performed on behalf of the Crown. See pages 61 to 129. The Performance Report for MBIE is for the year ended 30 June 2025.

The Performance Report was authorised for issue by the Chief Executive of MBIE on 26 September 2025.

MBIE's performance measures are reported from pages 14 to 43 and pages 61 to 129. Additional information including Budget significant initiatives (page 12), our outcomes (pages 14 to 43) and the way we work (organisational capability) (pages 44 to 50), provide context to MBIE's performance for the year ended 30 June 2025.

Statement of Compliance

The Performance Report has been prepared in accordance with Tier 1 PBE financial reporting standards, which have been applied consistently throughout the period. The financial statements and service performance information have been prepared in accordance with PBE Standards and in accordance with Generally Accepted Accounting Practice (GAAP).

Purpose and Strategic Outcomes

MBIE is a large and complex organisation whose work touches on the daily lives of all New Zealanders. We are the lead micro-economic agency. We work across 19 interconnected ministerial portfolios, three Votes, 17 regulatory systems and are responsible for over 112 Acts. We have over 160 appropriations and over 220 non-financial departmental performance measures.

MBIE's purpose is to Grow Aotearoa New Zealand for All. We grow opportunities (Puāwai), guard and protect (Kaihāpai), and innovate and navigate towards a better future (Auaha). This provides the context for the five strategic outcomes detailed below that help us work towards achieving this purpose.

Outcome One: Prosperous and adaptable people, sectors and regions

Outcome Two: Skilled people engaged in safe and productive work

Outcome Three: Competitive markets with informed consumers and businesses

Outcome Four: Strong and resilient economy delivering energy security and value from natural resources

Outcome Five: Dynamic business environment fostering innovation and international connections

Outcomes are long-term in nature. Within each outcome are measures and associated indicators that assess MBIE's progress towards achieving the outcome and allow progress to be reported to stakeholders. Changes to MBIE's outcome measures and indicators through its Strategic Intentions 2023-2028 are outlined in the 'Changes to outcome measures' section.

MBIE delivers through policy, regulation and investment. We also provide direct services to the public, such as immigration, employment relations services, public sector procurement, services to business, and temporary housing.

Critical Reporting Judgements, Estimates and Assumptions

Performance measures have been selected for each of the activities that MBIE performs. In selecting performance measures for these activities, judgements must be made to determine which aspects of performance are relevant and meaningful to users of the Performance Report. Except for policy advice measures, MBIE has discretion to select its measures and targets.

Judgement is also involved in determining how to measure performance against the measures selected.

To disclose material judgements, MBIE has aggregated performance measures into the following subsets:

1. research
2. regional investment
3. new initiatives
4. service delivery
5. policy advice and related services to ministers.

The judgements that have the most significant impact on selection and measurement are disclosed below.

For each performance measure, we determine a basis for measurement. Where measures have certain common themes or characteristics, we endeavour to be consistent in applying a similar basis for measurement. For example, when assessing satisfaction of stakeholders and customers, we look for a common measurement technique such as the Lyfort Scale.

1. Research

Overview

MBIE administers the Government's scientific research investments to meet New Zealand's economic, social and environmental goals. MBIE awards funding to applicants through a variety of investment processes and devolves funding to a variety of organisations to administer their investments.

Where entities have been awarded funding, we monitor the progress of the funded projects to:

- › ensure government funding is being spent appropriately
- › support the delivery of science excellence and impact
- › inform future investments.

How we measure performance

MBIE has many contracts in the research space that sit inside the various grants and funds managed by MBIE. Predominantly, it monitors contracts and assesses performance within agreed timeframes.

Measures

MBIE manages a significant number of research contracts each year. Performance measures for contract management and monitoring have been selected because these have a material impact on ensuring that funding is being used appropriately to generate the research it was granted for, which contributes to MBIE's strategic outcomes.

What MBIE manages and monitors within each contract depends on the contract and work programme. Judgements are made for each contract about the elements that are relevant and material, for example, progress on delivering the work programme, significant changes and highlights. Key performance indicators are set at the contract level. Contract holders generally provide annual reporting, and these reports are assessed and may be moderated, depending on the type of science and research fund.

Due to the high number of contracts and projects involved, in the case of monitoring, MBIE has made a judgement to provide aggregate contract monitoring measures in the annual report.

Basis of measurement

The targets for contract monitoring measures have been set mostly at 100 per cent, to promote comprehensive monitoring to ensure funds are provided to third parties with adequate accountability, and appropriate quality of contractual arrangements.

2. Regional investment

Overview

The overarching purpose of the Regional Investment Fund is to improve the wellbeing of New Zealanders living in regional New Zealand. More information can be found on the following website: <http://www.growregions.govt.nz>.

The Kānoa – Regional Economic Development and Investment Unit (Kānoa – RD) is responsible for directly managing contracts as part of its role in administering the Crown's investment funds. This includes managing loan and equity contracts on behalf of Crown Regional Holdings Limited (CRHL). The secondary role is administering and reporting on contracts directly managed by partner agencies.

How we measure performance

MBIE oversees a large number of contracts across many spheres of activity, which collectively results in the stewardship of significant levels of public funds. The primary means of assessing performance involves a regime of assessments of the delivery of contracted milestones, in order to release contract payments.

Measures

MBIE has 5 performance measures on 'the satisfaction of the Crown Regional Holdings Limited Directors' that support MBIE's role in managing loan and equity contracts on behalf of CRHL. There is a management agreement between MBIE and CRHL that sets out what services MBIE (through Kānoa – RD) will provide.

This measure has been selected because MBIE is providing services to another entity. Therefore, the entity's satisfaction with services provided is a relevant and reliable measure of the quality of those services.

MBIE also has measures that assess the proportion of contracted milestones completed both for the Regional Investment Fund subset as well as the full set of contracts within all relevant funds.

Basis of measurement

We undertake a survey to measure CRHL Directors' satisfaction with the Kānoa – RD services and timeframes and to give directors a chance to provide feedback and to identify any improvement opportunities. This survey, run through MBIE's SurveyMonkey account, ensures that Kānoa – RD is providing services at agreed levels and timeframes for directors.

Contract management measures are calculated by documented evidence that contract milestones across the financial year have been completed by the due date (for all relevant MBIE contracts as well as the Regional Investment Fund).

3. New initiatives

Overview

MBIE establishes initiatives to deliver on its long-term outcomes and respond to government priorities. Initiatives typically go through a series of stages before a policy, legislation or service is delivered.

Timeliness of deliverables is a significant material element of performance at the early stages of getting initiatives off the ground and operational.

The selection of measures is based on which phase of development the initiative is at. For start-up and programme initiation stages, measures usually cover the timeliness of specific deliverables that typically include the planning, development and design stages of new initiatives.

How we measure performance

We measure performance based on an assessment of the delivery of initiatives.

Measures

New initiatives contain a range of different types of measures with different evaluation methods, covering quantitative (numeric, ratio based) and descriptive (narrative text based). The commonality across the methods is that each is measuring a start-up phase of a new appropriation initiative.

Basis of measurement

This focuses on the timeliness of delivery of milestones, activities and the initiative itself.

4. Service delivery

Overview

Customer satisfaction surveys are important instruments for understanding customer experiences and expectations of the services that MBIE provides. Surveying service users can be critical for providing information for individual service enhancements and supporting accountability and improvement. Collectively, these surveys can also provide the basis for understanding how well MBIE engages with its operational stakeholders across the Ministry.

How we measure performance

Service delivery performance is measured by a range of evaluation methods, predominantly quantitative in nature that capture many different spheres of performance, including decision accuracy, service availability, and timeliness. Secondary evaluation methods are used, for example, descriptive (funding, service level and other one-off activities) as are qualitative evaluation methods (asset use, regulatory compliance and customer satisfaction).

Measures

Survey performance measures have been selected because they have a material impact on ensuring that the service being provided by MBIE meets customer standards. These measures allow the Ministry to measure indirectly the impact of the service it provides, which contributes to MBIE's strategic outcomes.

MBIE has implemented an organisation-wide policy on client satisfaction surveys that also ensures consistency with accountability documents such as the Statement of Intent.

MBIE's customer satisfaction survey guidelines outline the approach and principles for creating effective surveys. This includes instructions on how to properly design surveys, select participants, adhere to ethical standards, and handle data storage in accordance with industry best practices.

The survey questions are designed by each business group to cover the specific aspects of its service.

In-house experts review the surveys to make sure they meet best practice and follow MBIE's client satisfaction survey guidelines. Questions are written

in plain language and short sentences, are not leading questions, and response options are balanced.

The frequency of each survey varies, depending on the extent of the interaction and size of the customer base. Some are conducted more frequently (monthly or quarterly rather than annually) to ensure a better and more considered response rate, as well as to provide continuous feedback and make improvements.

Basis of measurement

Typically, MBIE uses external survey companies to conduct surveys appropriately, with well-established methodologies (sample size, method, margin of error, and so on) to assess performance across a range of satisfaction measures.

5. Policy advice and related services to Ministers

Overview

In keeping with the Department of the Prime Minister and Cabinet's (DPMC's) Policy Quality Framework,¹ MBIE measures progress towards delivering quality policy advice. It does this by applying the prescribed measures for quality of policy advice and Ministerial satisfaction that all government agencies with policy advice appropriations must apply. This includes a target score for the quality of policy advice using the Policy Quality Framework.

Within the policy advice and related services to Ministers' appropriations in MBIE's three Votes, MBIE also measures progress on the timeliness of services provided to Ministers.

How we measure performance

In applying the DPMC's Policy Quality Framework, MBIE has established its own assessment panels for reviewing the quality of its policy advice and to undertake assessments on a quarterly basis. Assessing quality of advice quarterly allows MBIE to establish how well new initiatives and practices are being used, and what difference they are making to the quality of advice.

The process to assess the quality of MBIE's policy advice is known as Te Ara Poutama and includes assessing a random sample of papers using panels covering MBIE's policy areas.

¹ Policy Quality Framework: A guide on panels and processes for assessing policy advice papers | Department of the Prime Minister and Cabinet (DPMC).

Measures

Ministerial satisfaction is measured by a survey completed by the portfolio Minister that contains a set of common questions as instructed by DPMC.²

Quality of service across timeliness of advice, ministerial correspondence, parliamentary questions and official information requests are measured by percentage standards.

The quality of policy advice provided to Ministers is measured by an internal assessment of a random sample of ministerial papers.

Basis of measurement

MBIE provides surveys to the primary Ministers of the MBIE policy areas with a *Policy Advice and Related Services to Ministers* appropriation category in the Estimates of Appropriations. MBIE does not survey Ministers who have been in their role for less than four months, or other portfolio Ministers who also receive MBIE's policy advice, including Associate Ministers or Parliamentary Under-Secretaries.

The Ministerial surveys ask each Minister to answer 21 questions about general satisfaction, quality of policy advice and overall performance using 1 to 5 Likert scales, as well as three free-text questions about satisfaction. Where Ministers do not complete any surveys during the year, that portfolio is excluded from the calculation for the overall measure.

The standard is equivalent to the previous measure, i.e. 3.3 is equivalent to 73% (note this is based on statistics rather than a direct proportion), and results from 2024/25 onward are comparable to previous years' results.

Because the timeliness of statutory requests is important to MBIE's role in supporting responsible Ministers, MBIE measures the percentage of types of correspondence sent in the relevant financial year that were delivered to Ministers' offices within an agreed deadline.

These performance measures are stated as 'percentage of requests completed within either specified or statutory timeframes' covering responses to ministerial correspondence, written parliamentary questions and Ministerial *Official Information Act 1982* requests, and "Ministers receive advice on entities' accountability documents within statutory timeframes" relating to Crown entities' statutory documents.

MBIE has selected this method based on the need to support wider government processes and to fulfil MBIE's responsibilities to its Ministers (part of this includes delivering responses on a timely basis).

MBIE randomly samples policy papers in each portfolio for review, ensuring at least a minimum sample size, around 10 per cent, is obtained. Papers are assessed by a panel against MBIE's quality criteria for policy advice; these criteria are derived from the DPMC Policy Quality Framework.

The timeframes for all categories are agreed with each Minister's office.

² Guide to the Ministerial Policy Satisfaction Survey | Department of the Prime Minister and Cabinet (DPMC).

Performance measures footnotes

MBIE has established specific criteria to determine when it is desirable to provide additional information relating to a performance measurement via footnotes for some non-financial performance measures. MBIE sets targets for performance based on historical performance, where appropriate, to encourage continued improvements, as well as on what it expects to deliver and to the expected level.

The following criteria were applied to ensure MBIE discloses the most relevant and useful information including where performance results are:

- › materially different³ from the target
- › materially different from the prior period⁴
- › for a measure with a binary performance target (achieved/not achieved), and where the result was “Not achieved”
- › Ministerial Servicing quality and volume measures that do not achieve the target:
 - ministerial correspondence
 - Official Information Act requests
 - parliamentary questions
- › in relation to contract monitoring or management
- › derived from surveys
- › for a measure that has had an appropriation change that has had an impact on the measure
- › for a measure with high public interest
- › material⁵ changes in performance measures and targets for an appropriation⁶
- › for a new measure.

Material changes in performance measures for an appropriation

The most significant changes to MBIE's performance measures and targets are outlined in the tables and footnotes within the Output Measures sections for each outcome.

New measures are identified in the 2023/24 Actual column as 'New measure for 2024/25. Significant changes to appropriations that affected performance measures are also outlined, including results presented in the 2024/25 Actual column as 'Reported elsewhere' and 'Not reported'. Further details are provided in the relevant measures' footnotes.

Our services and functions, outcome and output measures 2024/25

Outcome and output measures and statement of budgeted and actual expenses and capital expenditure incurred.

This section includes information on the performance of services delivered throughout the year that contributed to the achievement of our outcomes.

This includes information on services delivered by Crown entities where they were funded by multi-category appropriations (MCAs), multi-year appropriations (MYAs) and permanent legislative authorities (PLAs).

The performance information replicates wording as set out in the 2024/25 Main Estimates and Supplementary Estimates across Votes Building and Construction; Business, Science and Innovation; and Labour Market.

³ Results where the variance between actual and target is greater than or equal to 5 per cent.

⁴ Results where the variance between actual and prior period is greater than or equal to 5 per cent.

⁵ Changes in performance measures and targets for an appropriation that have an effect on the year-end results.

⁶ Additional information on changes to performance measures and targets can be found in the 2024/25 Supplementary Estimates documents across Votes Building and Construction; Business, Science and Innovation; and Labour Market.

Reconciliation to outcomes

Actual 2024 \$000		Page reference	Actual 2025 \$000
Departmental operating expenditure			
83,505	Outcome 1: Prosperous and adaptable people, sectors, and regions	Page 69	55,663
697,870	Outcome 2: Skilled people engaged in safe and productive work	Page 81	679,202
320,617	Outcome 3: Competitive markets with informed consumers and businesses	Page 94	296,552
45,748	Outcome 4: Strong and resilient economy delivering energy security and value from resources	Page 105	46,824
133,940	Outcome 5: Dynamic business environment fostering innovation and international connections	Page 120	130,714
1,281,680	<i>Total departmental operating expenditure per outcome tables</i>		1,208,955
Other reconciling items			
858	Remeasurements for other operating expenses		765
1,282,538	Total expenditure in Statement of Comprehensive Revenue and Expense	Page 142	1,209,720

The table above is required as per Public Benefit Entity Financial Reporting Standard 48.

Changes to outcome measures

This annual report reflects recent changes to MBIE's outcome measures and indicators through MBIE's *Strategic Intentions 2023-2028*. These are aimed at: improving the overall alignment and coherence of the report, measures with closer links to MBIE's contribution, and removing duplication.

Under the new structure, MBIE still retains five outcome areas and 25 formal measures and indicators. Measures or indicators that have been removed or substantially changed, are reflected in the following table.

Outcome area	Measure / Indicator	Rational for adjustment
Outcome 2: Skilled people engaged in safe and productive work	Measure: Increase skill matching of migrants	Indicator language updated to focus on matching of skills and qualifications rather than like-for-like match of jobs.
	Updated indicator: Proportion of employed principal migrants whose current job matches their skills and qualifications	
	Measure: Increase skilled workforce Indicator: Qualification attainment rate: percentage of 25 to 34-year-olds with New Zealand Qualifications Framework (NZQF) level 4 qualifications or above	Indicator removed due to overlap with indicator on skilled occupation rate (also for the same measure), where MBIE's contribution through immigration settings is more significant.
	Measure: Reduce underutilisation	Measure removed due to similarity with headline measure of increasing employment.
	Measure: Reduce unemployment Measure: Reduce proportion of people not in employment, education or training (NEET)	As above. As above. It was also assessed that other public agencies have greater influence and attribution in the NEET area.
Outcome 3: Competitive markets with informed consumers and businesses	Measure: Increase consumer confidence in business.	Removed due to overlap with Commerce Commission which reports separately.
	Updated measure: Improve consumer awareness of access to dispute resolution pathways	Minor change in measure language to focus on dispute resolution 'pathways', rather than just 'services', in light of range of MBIE offerings.
	Measure: Improve the business experience when dealing with MBIE Indicator: Customer Experience Index (MBIE CXI)	Change in measure and indicator to focus on customer experience with MBIE.
	Measure: Reduce burden of government regulations on institutions	Measure removed as original World Economic Forum source indicator is no longer available.
Outcome 4: Strong and resilient economy and value derived from natural resources	Updated measure: Reduce greenhouse gas emissions from electricity generation Updated indicator: Greenhouse gas emissions from electricity generation	Change in measure and indicator to align more with MBIE responsibilities in energy markets, rather than total national emissions.
	Measure: Increase sustainability of Aotearoa New Zealand's energy system Updated indicator: Percentage of modern renewables in total final energy consumption	Indicator adjusted to focus on the renewable share of energy consumption, providing a more comprehensive view of the use of renewable energy sources across the system.
	New measure: Increase economic productivity New indicator: GDP per hour worked	New measure to cover national economic productivity.
	Updated measure: Increase the value of exports Updated indicator: Total value of exports	Shift in focus to value of exports rather than the percentage of businesses exporting.
Outcome 5: Dynamic business environment fostering innovation and international connections	Measure: Increase capital intensity	Removed in favour of focus on single headline measure of increasing productive capital investment, but retained for 2023/24 report.
	Measure: Increase early-stage capital investment	As above.
	Measure: Improve the quality of foreign direct investment	As above.
	Measure: Maintain position in the World Bank Ease of Doing Business Survey	Measure removed due to consistency of World Bank survey.

Changes to performance measures and targets between 2023/24 and 2024/25

MBIE applies the Public Benefit Entity Financial Reporting Standard 48 (PBE FRS 48) for service performance reporting, ensuring that performance information is both relevant and meaningful to users. Changes to performance measures are driven by the evolving nature of MBIE's priorities, funding and initiatives, and the desire to continuously align

measures with the qualitative characteristics of the PBE Conceptual Framework, which includes:

1. relevance
2. faithful representation
3. understandability
4. timeliness
5. comparability
6. verifiability.

New measures

New measures are identified in the 2023/24 Actual column as 'New measure for 2024/25. New measures may be introduced to reflect changes in MBIE's strategic objectives, government priorities, or changes in funding and appropriations. Specifically, new measures are added in response to:

- › **new funding or initiatives:** When the Government allocates funding for new programmes or initiatives, MBIE introduces measures to track the effectiveness and outcomes of these new activities. This ensures accountability and provides transparency on how public resources are being used
- › **improved relevance:** Sometimes new measures are developed to better capture the performance of an existing programme or service. This may occur when previous measures no longer sufficiently reflect the outcomes or impact of the programme, or when a shift in focus is required to meet evolving public or government expectations
- › **shifts in funding or responsibility:** If the responsibility for a particular programme is transferred from another department or government agency, MBIE may add new measures to capture its responsibilities for new activities or services previously managed elsewhere
- › **alignment with reporting standards:** MBIE is committed to improving the quality of its reporting. New measures are added to ensure that performance information is relevant, understandable and comparable, aligning with the principles outlined in the PBE FRS 48 standard.

Removed or discontinued measures

Conversely, performance measures may be discontinued for several reasons, reflecting changes in MBIE's operations and government priorities. See the 'Removed measures' table reflected in appendix 10, for an outline of the measures removed. Reasons for removing measures include:

- › **completed or discontinued programmes:** Measures may be removed when a programme or initiative has been successfully completed or funding for the programme has ceased. In such cases, continuing to report on these measures would not provide relevant performance information

- › **fund transfers:** In cases where programmes are transferred to different departments or agencies, MBIE will discontinue its associated performance measures
- › **redundancy or duplication:** Over time, some performance measures may become redundant or overlap with other existing measures. Removing these measures helps to streamline reporting and focus on metrics that provide the most meaningful insight
- › **better measurement options:** In some cases, measures are replaced with more robust or refined indicators that offer better alignment with MBIE's performance goals and the qualitative characteristics of the PBE FRS 48 standard. This ensures that MBIE's reporting continues to meet the needs of stakeholders with more accurate and insightful data.

Other updates to measures – wording changes and target adjustments

MBIE updates measures and targets to reflect changing priorities within appropriations, ensuring that measures remain aligned with MBIE's strategic goals. See the 'Other updates to measures – wording changes and target adjustments' table, for an outline of the measures removed. These are reflected in appendix 10, reasons for other updates include:

- › **changes in the wording of measures:** In some cases, the wording of performance measures is refined to better reflect the intent of the appropriation
- › **target adjustments:** In some cases, performance targets are revised to reflect more realistic expectations based on past performance or changes in resource allocation. These updates allow MBIE to provide more meaningful and achievable benchmarks.

Outcome one: Prosperous and adaptable people, sectors and regions

Overview (full view on page 14)

Expenditure	Our Outcomes	Performance Measures
Departmental \$56 million Non-Departmental \$659 million	– Household income – Labour productivity = Income inequality – Growth of new businesses	Achieved 48/56 Milestones 15/16 Quality 6/8 Satisfaction 7/10 Timeliness 9/10 Volume 11/12
Key: + Positive shift – Negative shift = Unchanged		

Outcome Measures

ID	Performance Measure	Indicator	Source	Unit	2024/25 result
1.01	Increase household incomes	Total real household median weekly income from all sources, by region	Stats NZ (SNZ) Labour Market Statistics (income) and SNZ Consumer Price Index	\$	Negative
<p>Total real household median income (from all sources, based on June 2012 prices) was \$1,720 per week in the year to June 2025. This is a decrease of \$39 compared with 2024 (–2.2 per cent growth). Over the past five years, real median income has grown on average by 1.6 per cent per year.</p> <p>Regions with the highest annual growth rates in total real household median income in the year to June 2025 (based on June 2012 prices) were Otago (11.3 per cent), Southland (6.0 per cent) and Bay of Plenty (8.4 per cent). Northland saw the largest decline in real median household income (–14.8 per cent). Auckland (–5.6 per cent), Bay of Plenty (–4.7 per cent) and Gisborne/Hawkes Bay (–4.8 per cent) also had annual falls greater than 4 per cent. Northland and Gisborne/Hawkes Bay and Bay of Plenty were the regions with the strongest household income growth between 2023 and 2024.</p>					
1.02	Increase labour productivity	Labour productivity growth	SNZ Productivity Statistics	%	Negative
<p>Annual labour productivity growth in the measured sector (covering around 80 per cent of the total industry contribution to national gross domestic product) was –0.7 per cent in the year to March 2024, following a –0.2 per cent decline in the year to March 2023 (revised figure)*. The five year (2019–2024) compound annual growth rate was 0.2 per cent.</p> <p>*This figure has been revised down from –0.9 per cent. Revisions of statistical data typically occur when more updated information is available or provisional data is finalised.</p>					
1.03	Decrease income inequality	Percentile ratio (P80:20) of household income after housing costs for all households	SNZ Household income and housing-cost statistics	Percentile ratio	Unchanged
<p>In the year ended June 2024, for the total person population, the equivalised household disposable income of the top 20 per cent was at least 3.0 times greater than that of the lowest 20 per cent (after adjusting for housing costs). This matches the result for year end June 2023.</p>					
1.04	Growth of new businesses	Average five-year growth in employment in new businesses	SNZ Integrated Data Infrastructure (IDI)	%	Negative
<p>The provisional average five year employment growth rate for new businesses for 2018–2023 was 23 per cent, a drop from 25.8 per cent* for 2017–2022.</p> <p>*This figure has been revised up from 25.6 per cent. Revisions of statistical data typically occur when more updated information is available or provisional data is finalised.</p>					



Achieved 48 out of 56 output performance targets

Output Measures

ID	Vote Building and Construction		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
1.01	Isolation and Quarantine Management MCA This appropriation is intended to achieve the improvement in debt recoverability of Managed Isolation Quarantine debt as a result of stays in isolation and quarantine facilities.	Debt recovery: Percentage of debt recovered against invoices raised	90%	92.8%	91%
1.02	<i>Residual Invoice and Debt-related Costs</i> This category is intended to achieve the improvement in debt recoverability of Managed Isolation and Quarantine debt.	Debt recovery: Percentage of debt recovered against invoices raised	90%	92.8%	91%
1.03	Temporary Accommodation Services MCA This appropriation is intended to achieve coordination and provision of temporary accommodation to people displaced by a civil emergency.	Percentage of users who were satisfied with overall effectiveness of the service (from Survey)	75%	55%	78%
		The lower overall satisfaction rate is due to the increase in occupancy agreement terminations made by Temporary Accommodation Service (TAS) under its updated arrears and eligibility policies. With lower overall household numbers due to fewer emergency events, just 75 households were sent the exit survey, 29% of surveys were completed (22 responses received). Twelve households were very satisfied or satisfied, five households were dissatisfied, and the remaining five households were neutral. The result has a margin of error of $\pm 1\%$ at a 95% confidence level.			
1.04	<i>Readiness, Response and Recovery</i> This category is intended to achieve fulfilment of MBIE's fundamental temporary accommodation responsibilities and roles.	Percentage of users of the service contacted within 5 working days of registration	75%	95%	80%
		The result has exceeded the performance standard and last year's result due to improved processes and more effective alignment with demand and operational capacity.			
1.05	<i>Temporary Accommodation Housing Initiatives – Operations</i> This category is intended to provide a broad range of flexible temporary accommodation options.	Percentage of users who were satisfied with effectiveness of the service to resolve temporary accommodation needs	75%	55%	80%
		The lower satisfaction rate compared to the standard and last year's result is due to an increase in occupancy agreement terminations made by Temporary Accommodation Service (TAS) under its updated arrears and eligibility policies. With lower overall household numbers due to fewer emergency events, just 75 households were sent the exit survey, and 22 responses received (29% of surveys were completed). Twelve households were very satisfied or satisfied, four households were dissatisfied, and six households were neutral. The result has a margin of error of $\pm 1\%$ at a 95% confidence level.			
1.06	<i>Transfer of Temporary Accommodation Service Assets</i> This category is intended to measure ongoing social benefit from asset transfers conducted by TAS when assets are no longer required for the provision of temporary accommodation under the Civil Defence Emergency Management legislation.	Percentage of asset transfers which have an ongoing social benefit to the community	75%	100%	No divestment decisions formally agreed
		This is a demand-driven measure. The standard was surpassed due to the divestment of five TAS houses, up from zero in the previous year. These houses were no longer in use and have been divested to a local council where they are used as senior community housing.			
1.07	<i>Temporary Accommodation Housing Initiatives – Capital</i> This category is intended to increase housing supply levels in emergency affected areas.	Percentage of users who were satisfied with effectiveness of the service to resolve temporary accommodation needs	75%	Not reported	80%
		This result has not been reported due to there being no increase in housing supply levels.			

ID	Vote Business, Science and Innovation		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
1.08	Economic Development: Tupu Tai Internship Programme This appropriation is intended to support an increase in Pacific peoples representation in the public sector’s policy workforce through creating an early-in-career skills pathway that builds the confidence, skills and capability of Pacific tertiary students.	Number of interns that agencies have committed to hosting for the Tupu Tai programme	15	17	New measure for 2024/25
		This new measure was selected to provide a clear and accurate reflection of the redesign process, supported by the evidence base that informed the programme’s redevelopment. The result has exceeded the standard due to stronger than expected agency support (due to active relationship management, targeted promotion and increased confidence in the value of the redesigned initiative).			
1.09		Recommendations for a revised programme delivered and accepted	By 31 December 2024	Achieved	New measure for 2024/25
		This new measure was selected to provide a clear and accurate reflection of the redesign process, supported by the evidence base that informed the programme’s redevelopment.			
1.10	Regional Development: Operational support This appropriation is intended to achieve the effective management, administration and reporting on the funds administered by Kānoa - Regional Economic Development & Investment Unit.	The number of monthly reports to Crown Infrastructure Partners on Regional Economic Development & Investment Unit managed infrastructure projects	12	12	12
1.11		Percentage of contract milestone assessments that meet performance targets in the financial year	90%	18.7%	New measure for 2024/25
		This new measure was selected to provide information on the delivery of a contract milestone using a payments as a basis to determine overall contract performance and delivery quality and formed the basis for calculating the performance standard. Upon review, it was noted that while payments are a proxy for contract milestones being met, it does not provide an accurate basis of measuring whether contracted milestones with target delivery dates within the financial year have been met. Due to this difference in methodology, the result did not meet the standard. MBIE will review the measure’s value for future reporting and may consider alternatives.			
		Percentage of requests completed within either specified or statutory timeframes:			
1.12		Ministerial Correspondence	95%	98.7%	100%
1.13		Ministerial <i>Official Information Act 1982</i> requests	95%	100%	100%
1.14		Parliamentary questions	95%	100%	100%
1.15	Tourism: Tourism Fund Management This appropriation is intended to achieve efficient and effective management of the investments under the Tourism portfolio.	Percentage of contracts that have been monitored and performance assessed within agreed timeframes	100%	100%	100%
1.16	Economic Development: Supporting Regional Just Transitions This appropriation is intended to achieve the support for regions to plan, manage and implement just transitions to manage the impacts and opportunities of change in ways that are fair and equitable, ultimately creating a path to a more resilient future.	Contracts are monitored through agreed reporting programmes	Achieved	Achieved	New measure for 2024/25
		This new measure was selected to reflect MBIE’s role in monitoring existing contracts. Within this appropriation, the Ministry has monitored the performance of four contracts in 2024/25.			
1.17	Economic Development: Management of Just Transition Programme This category is intended to achieve the support of regional just transition processes and Ministerial decision making through policy advice.	Contracts are monitored through agreed reporting programmes	Achieved	Achieved	New measure for 2024/25
		This new measure was selected to reflect MBIE’s role in monitoring existing contracts. Within this appropriation, the Ministry has monitored the performance of four contracts in 2024/25.			

ID	Vote Business, Science and Innovation		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
1.18	Economic Development: Support of Regions' Just Transitions This category is intended to achieve the support for regions to develop transition plans to manage the impacts and opportunities of change in ways that are fair and equitable, develops regional leadership and supports community engagement, ultimately creating a path to a more resilient future.	Percentage of Southland just transition contracts that have been monitored and performance assessed within agreed timeframes This is a new measure to reflect MBIE's role in monitoring Southland just transition contracts for the duration of the programme.	100%	100%	New measure for 2024/25
1.19	Policy Advice and Related Services to Ministers MCA (Business, Science and Innovation) This appropriation is intended to achieve effective policy advice and support to Ministers.	Average satisfaction of Ministers annually	Average score of 4 out of 5 or better	4.1	4.2
1.20	Policy Advice and Related Services to Ministers – Tourism and Hospitality This category is intended to achieve the provision of high quality policy advice and support to Ministers and ensure Crown entities are appropriately monitored.	The average quality of policy advice papers, using an appropriately robust assessment process, meets a standard of 'acceptable' as defined by quality advice standards This new measure was selected to improve understandability of the assessment process of the quality of policy advice. See the Disclosure of Judgements section. A sample of 11 papers was reviewed, and most were of an acceptable or higher quality, but the result did not meet the standard due to papers with lower ratings for option analysis, articulation, and structure. The Ministry is committed to continuous improvement and is actively building policy capability to address gaps and meet the 2025/26 standard.	At least 3.3/5.0	3.0	New measure for 2024/25
1.21		The satisfaction of the Minister for Tourism and Hospitality with the policy advice service, as per the common satisfaction survey The result has exceeded the standard due to the Ministry's efforts to better understand how it can best support its Ministers. The Minister has responded to one of two satisfaction surveys, this result is based on the information from that survey, covering the period from January to June 2025.	Average score of 4 out of 5 or better	4.7	4.0
1.22		Ministers receive advice on entities' accountability documents within statutory timeframes Percentage of requests completed within either specified or statutory timeframes:	100%	100%	100%
1.23		Ministerial correspondence	95% or above	95.2%	98%
1.24		Ministerial <i>Official Information Act 1982</i> requests The Ministry achieved a 25% increase in performance for 2024/25, driven by ongoing enhancements to its systems and processes, which included providing additional training and improving reporting mechanisms.	95% or above	100%	75%
1.25		Parliamentary question One-hundred-and-ninety of the 203 Written Parliamentary Question responses were delivered on time. The delays were primarily due to administrative errors. The Ministry is committed to continuous improvement and is actively addressing the remaining gaps to meet the performance standard for 2025/26.	95% or above	93.6%	98%
1.26	Regional Development: Infrastructure Reference Group Fund MCA This appropriation is intended to achieve the support of regional economic development by providing operational and capital funding for infrastructure initiatives that lift regional productivity potential.	Percentage of contracts monitored against their milestones and reporting requirements	100%	100%	100%

ID	Vote Business, Science and Innovation		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
1.27	Grants to support Infrastructure Projects	Percentage of contracts monitored against their milestones and reporting requirements	100%	100%	100%
1.28	This category is intended to achieve the support of regional economic development by providing grant funding for infrastructure initiatives that lift regional productivity potential.	The number of monthly reports to Crown Infrastructure Partners on Regional Economic Development & Investment Unit managed infrastructure projects	12	12	12
1.29		The satisfaction of the Crown Regional Holdings Limited Directors with agreed service levels and timeframes, on a scale of 1 to 5	Average score of 4 out of 5 or better	4.3	4.5
	This category is intended to achieve the holding of the Crown's infrastructure-related investments by Crown Regional Holdings Limited. The purpose of the investments is to reduce the economic impact of the COVID-19 on the construction industry.	The current survey does not establish the drivers of the level of satisfaction in the result. MBIE will review the methodology of the survey to address this issue.			
1.30	Regional Development: Provincial Growth Fund MCA	Number of reports provided to Ministers per year on the progression of the Fund	4	4	4
	This appropriation is intended to achieve a lift in the productivity potential of the regions through the delivery of regional, sectoral and infrastructure initiatives.	Two hundred and nineteen contracts were monitored in 2024/25.			
1.31		Percentage of contracts monitored against their milestones and reporting requirements	100%	100%	100%
1.32	Management of Investments in Crown-owned companies	The satisfaction of the Crown Regional Holdings Limited Directors with agreed service levels and timeframes, on a scale of 1 to 5	Average score of 4 out of 5 or better	4.3	4.5
	This category is intended to achieve the effective delivery and management of the funds administered by Crown Regional Holdings Limited.	The current survey does not establish the drivers of the level of satisfaction in the result. MBIE will review the methodology of the survey to address this issue.			
1.33	Grants to support regional and sector initiatives	Number of reports provided to Ministers per year on the progression of the Fund	4	4	4
1.34	This category is intended to achieve the support of regional economic development by providing grant funding to regional, sectoral and infrastructure initiatives that lift regional productivity potential.	Percentage of contracts monitored against their milestones and reporting requirements	100%	100%	100%
1.35		Investment through Crown-owned companies	The satisfaction of the Crown Regional Holdings Limited Directors with agreed service levels and timeframes, on a scale of 1 to 5	Average score of 4 out of 5 or better	4.3
	This category is intended to achieve the holding of the Crown's provincial growth fund investments by Crown Regional Holdings Limited. The purpose of the investments is to make a significant contribution to a region's future growth potential, including investments that enable regions to be well connected from an economic and social perspective.	The current survey does not establish the drivers of the level of satisfaction in the result. MBIE will review the methodology of the survey to address this issue.			
1.36	Regional Development: Regional Infrastructure Fund MCA	Percentage of the Regional Infrastructure Fund committed to projects	80%	100%	New measure 2024/25
	This appropriation is intended to achieve a boost in productivity, resilience and prosperity in New Zealand's regions, by investing in new and existing infrastructure assets that are used by, and generate benefits for, multiple businesses, organisations or communities.	This new measure was selected to provide a clear and accurate reflection of the intention to allocate the Regional Infrastructure Fund 2024/25 appropriations in 2025. RDMG Ministers have made decisions to fully commit funding to projects within the 2024/25 appropriations.			

ID	Vote Business, Science and Innovation		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
1.37	Regional Infrastructure Fund – Investigation and Feasibility Studies This category is intended to achieve the effective delivery of investigation and feasibility studies and other supporting materials for major infrastructure projects within the Regional Infrastructure Fund.	Production of advice that supports Ministerial decisions	At least two pieces of advice	13	New measure 2024/25
		This new measure was selected to obtain external advice to help progress major projects that Kānoa will be delivery partners for. The result has exceeded the standard due to having to advise and manage projects that are much larger in cost than originally anticipated.			
1.38	Regional Infrastructure Fund – Operating This category is intended to achieve the support of regional economic development by providing grant funding for infrastructure initiatives that improve regional resilience	Percentage of RIF fund milestone assessments that meet performance targets in the financial year	90%	19%	New measure 2024/25
		This new measure was selected to provide information on the delivery of contract milestone using payments as a basis to determine overall contract performance and delivery quality and formed the basis for calculating the performance standard. Upon review, it was noted that while payments are a proxy for contract milestones being met, it does not provide an accurate basis of measuring whether contracted milestones with target delivery dates within the financial year have been met. Due to this difference in methodology, the result did not meet the standard. MBIE will review the measure's value for future reporting and may consider alternatives.			
1.39		Percentage of the Regional Infrastructure Fund operating funds committed to projects	80%	100%	New measure 2024/25
		This new measure was selected to provide a clear and accurate reflection of the intention to allocate the Regional Infrastructure Fund 2024/25 operating category in 2025.			
1.40	Regional Infrastructure Fund – Capital This category is intended to achieve the effective delivery and management of the funds administered by Crown Regional Holdings Limited.	The satisfaction of the Crown Regional Holdings Limited Directors with agreed service levels and timeframes, on a scale of 1 to 5	Average score of 4 out of 5 or better	4.3	New measure 2024/25
		This new measure was selected to provide a clear and accurate reflection of the satisfaction of Crown Regional Holdings Limited (CRHL) Directors with advice and guidance on investment. The current survey does not establish the drivers of the level of satisfaction in the result. MBIE will review the methodology of the survey to address this issue.			
1.41		Percentage of the Regional Infrastructure Fund capital funds committed to projects	80%	100%	New measure 2024/25
		This new measure was selected to provide a clear and accurate reflection of the intention to allocate the Regional Infrastructure Fund 2024/25 appropriations in 2025. RDMG Ministers have made decisions to fully commit funding to projects within the 2024/25 appropriations.			
1.42	Regional Development: Regional Strategic Partnership Fund MCA This appropriation is intended to achieve improved regional economic and business development, accelerate Māori economic aspirations and support sector transformations.	Percentage of contracts monitored against their milestones and reporting requirements	100%	100%	100%
1.43	Grants to Support Regional and Sector Initiatives This category is intended to achieve strong regional strategic partnerships within each region, progress regional economic development action plans and identify regional priorities. The category will hold grant funding for regions to invest in identified regional priorities.	Percentage of contracts monitored against their milestones and reporting requirements	100%	100%	100%

ID	Vote Business, Science and Innovation		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
1.44	<i>Investment through Crown-owned companies</i> This category is intended to achieve the holding of the Crown's regional strategic partnership fund investments by Crown Regional Holdings Limited. The purpose of the investments is to improve regional economic and business development, accelerate Māori economic aspirations and support sector transformations.	The satisfaction of the Crown Regional Holdings Limited Directors with agreed service levels and timeframes, on a scale of 1 to 5 The current survey does not establish the drivers of the level of satisfaction in the result. MBIE will review the methodology of the survey to address this issue.	Average score of 4 out of 5 or better	4.3	4.5
1.45	Sector Analysis and Facilitation MCA This appropriation is intended to achieve the generation of more trust and confidence in markets, allow business to assess and develop markets with ease, and increase international trade and investment.	Statistics and insights are released on published dates and agreed timeframes	95%	100%	95%
1.46	<i>Sectoral and Regional Data and Analysis – Economic Development</i> This category is intended to achieve the generation of more trust and confidence in markets, allow business to assess and develop markets with ease, and increase international trade and investment.	Number of page views on externally published data tools and platforms The result has exceeded the standard due to active campaign and promotional efforts driving the strong page view numbers observed for the Tourism and Evidence Insights Centre in 2024/25. This result was also assisted by increasing tourism numbers. The result is lower than last year's result due to the discontinuation of the Monthly Regional Tourism Estimates (MRTE) and the reduction in the number of Regional Economic Activity tools releases.	250,000	303,026	341,868
1.47	<i>Tourism Data and Analysis – Tourism</i> This category is intended to achieve knowledge and understanding that enables businesses to assess and develop markets with ease and increases international trade and investment.	Number of completed international Visitor Survey interviews per annum to ensure sufficient data quality for reliable tourism insights This new measure was selected to show whether the International Visitor Survey is capturing enough visitors to meet the standards for statistical quality agreed with StatsNZ. The result exceeded the standard due to the Ministry's efforts to increase response rates, most notably by improving the Chinese language version of the survey.	At least 8,900	9,136	New measure 2024/25
1.48		Percentage of core data releases from International Visitor Survey data delivered on time This new measure was selected to show whether the International Visitor Survey was released on time, meeting the Ministry's obligations as a publisher of a Tier 1 Official Statistic.	100%	100%	New measure 2024/25
1.49	Science, Innovation and Technology: Digital Technologies Sector Initiatives MCA This appropriation is intended to achieve a stronger growth of the digital technologies sector.	90% of partners fulfil the objectives set out in their funding agreements	Achieved	Achieved	Achieved
1.50	<i>Delivery and Management of Digital Technologies Sector Initiatives</i> This category is intended to achieve stronger growth for the digital technologies sector.	90% of partners fulfil the objectives setout in their funding agreements	Achieved	Achieved	Achieved
1.51	<i>Game Development Sector Rebate Administration</i> This category is intended to achieve more sustainable growth and job creation for mid to large-sized game development studios to strengthen the New Zealand economy.	Minimum deliverables specified in Funding Agreement achieved by rebate administrator	Achieved	Achieved	Achieved

ID	Vote Business, Science and Innovation		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
1.52	Game Development Sector Rebate Scheme This category is intended to achieve more sustainable growth and job creation for mid to large-sized game development studios to strengthen the New Zealand economy.	Value of video game development activity supported by the 20% rebate This new measure was selected to reflect the volume of video game development activity supported by the Game Development Sector Rebate Scheme. The result is below the standard due to the forecast level of rebateable expenditure being lower than the anticipated initial demand for the scheme. Forecasting assumptions are currently under review.	Greater than \$120 million per annum	\$111.5 million	New measure for 2024/25
1.53	Delivery and Management of Digital Technologies Sector Initiatives This category is intended to achieve stronger growth for the digital technologies sector.	90% of partners fulfil the objectives set out in their funding agreements	Achieved	Achieved	Achieved
1.54	Tourism Facilities MCA This appropriation is intended to achieve reliable, sustainable and high quality tourism facilities and infrastructure that attract tourists to a region or New Zealand.	Tourism facilities and infrastructure is improved or maintained	Achieved	Achieved	Achieved
1.55	Ngā Haerenga, The New Zealand Cycle Trail Fund This category is intended to achieve the success and long term sustainability of the Ngā Haerenga, the New Zealand Cycle Trail Network.	Funding agreements are monitored and assessed in line with contractual requirements	100%	100%	100%
1.56	Tourism Facilities Development Grants This category is intended to achieve an improvement in the quality and reliability of tourism facilities and services.	Tourism facilities and infrastructure is improved or maintained	Achieved	Achieved	Achieved

How Much We Spent

Actual 2023/24 \$000	Our expenditure summary	Actual 2024/25 \$000	Supplementary Estimates 2024/25 \$000	Main Estimates 2024/25 \$000
83,505	Departmental expenses	55,663	69,766	58,589
439,018	Non-departmental expenses	330,608	495,748	347,340
–	– Departmental capital	–	–	–
140,062	Non-departmental capital	328,442	353,472	182,839
662,585	Total expenditure for outcome	714,713	918,986	588,768

Our Services and Functions, Departmental

Actual 2023/24 \$000	Appropriation name	Location of year-end performance information	Actual 2024/25 \$000	Supplementary Estimates 2024/25 \$000	Main Estimates 2024/25 \$000
Departmental outputs					
568	Economic and Regional Development: Operational Support of the Regional Business Partner Network		–	–	–
25,995	Regional Development: Operational Support		23,900	25,471	17,908
486	Economic Development: Tupu Tai Internship Programme		327	734	734
1,793	Tourism and Hospitality: Tourism Fund Management		1,340	1,446	1,256
15,306	Border Support Services – MYA	1	12,199	15,689	15,644
8,239	Employment – Regional Skills Leadership Groups		–	–	–
52,387	Total departmental output expenditure		37,766	43,340	35,542
Multi-category expenses and capital expenditure					
209	Isolation and Quarantine Management MCA		90	291	50
	<i>Non-departmental other expenses</i>				
–	› Managed Isolation and Quarantine Loans – Impairment of Debt	2	–	10	10
209	› Residual Invoice and Debt-related Costs		90	281	40
72,274	Temporary Accommodation Services MCA		17,466	23,904	23,904
	<i>Departmental output expenses</i>				
14,503	› Readiness, Response and Recovery		7,731	7,162	7,162
	<i>Non-departmental output expenses</i>				
48,537	› Temporary Accommodation Housing Initiatives – Operations		7,221	15,473	15,984
	<i>Non-departmental other expenses</i>				
2,256	› Temporary Accommodation Housing Initiatives – Depreciation	3	2,276	758	758
6,916	› Transfer of Temporary Accommodation Service Assets		238	501	–
	<i>Non-departmental capital expenditure</i>				
62	› Temporary Accommodation Housing Initiatives – Capital		–	10	–
4,577	Policy Advice and Related Services to Ministers MCA		5,311	5,609	8,109
	<i>Departmental output expenses</i>				
4,577	› Policy Advice and Related Services to Ministers – Tourism and Hospitality		5,311	5,609	8,109

Actual 2023/24 \$000	Appropriation name	Location of year-end performance information	Actual 2024/25 \$000	Supplementary Estimates 2024/25 \$000	Main Estimates 2024/25 \$000
32,893	Digital Economy and Communications: Digital Technologies Industry Transformation Plan MCA		–	–	–
	<i>Departmental Output Expenses</i>				
124	› Delivery and Management of Digital Technologies Industry Transformation Plan		–	–	–
	<i>Non-Departmental Output Expenses</i>				
1,655	› Game Development Sector Rebate Administration		–	–	–
22,264	› Game Development Sector Rebate Scheme		–	–	–
	<i>Non-Departmental Other Expenses</i>			–	
2,250	› Centre of Digital Excellence (CODE) Regional Hubs	3	–	–	–
6,600	› Delivery and Management of Digital Technologies Industry Transformation Plan by Partners		–	–	–
–	Science, Innovation and Technology: Digital Technologies Sector Initiatives MCA		27,993	43,911	43,911
	<i>Departmental Output Expenses</i>				
–	› Delivery and Management of Digital Technologies Sector Initiatives		34	257	569
	<i>Non-Departmental Output Expenses</i>				
–	› Game Development Sector Rebate Administration		1,756	1,742	1,742
–	› Game Development Sector Rebate Scheme		22,441	38,150	38,150
	<i>Non-Departmental Other Expenses</i>				
–	› Centre of Digital Excellence (CODE) Regional Hubs	3	2,250	2,250	2,250
–	› Delivery and Management of Digital Technologies Sector Initiatives		1,512	1,512	1,200
14,354	Economic Development: Industry Transformation Programme MCA		–	–	–
	<i>Departmental Output Expenses</i>				
3,788	› Development, Delivery, and Management of Industry Transformation Plans		–	–	–
487	› Economic Development: Agritech ITP – Management of the Horticulture Technology Catalyst		–	–	–
	<i>Non-Departmental Output Expenses</i>				–
10,079	› Development, Delivery, and Management of Industry Transformation Plans by Partners	3	–	–	–
86,850	Regional Development: Infrastructure Reference Group Fund MCA		47,850	69,288	55,000
	<i>Non-Departmental Other Expenses</i>				
86,850	› Grants to support Infrastructure Projects		47,850	69,268	54,990
	<i>Non-Departmental Capital Expenditure</i>				
–	› Investment through Crown-owned companies		–	20	10
121,894	Regional Development: Provincial Growth Fund MCA		59,372	78,512	54,000
	<i>Non-departmental output expenses</i>				
3,818	› Management of Investments in Crown-owned companies		4,000	3,990	3,990
	<i>Non-departmental other expenses</i>				
61,876	› Grants to support regional and sector initiatives		38,872	58,022	50,010
	<i>Non-departmental capital expenditure</i>				
56,200	› Investment through Crown-owned companies		16,500	16,500	–

Actual 2023/24 \$000	Appropriation name	Location of year-end performance information	Actual 2024/25 \$000	Supplementary Estimates 2024/25 \$000	Main Estimates 2024/25 \$000
52,401	Regional Development: Regional Strategic Partnership Fund MCA		45,728	61,938	57,829
	<i>Non-Departmental Other Expenses</i>				
8,601	› Grants to support regional and sector initiatives		8,199	24,409	10,000
	<i>Non-departmental capital expenditure</i>				
43,800	› Investment through Crown-owned companies		37,529	37,529	47,829
4,596	Economic Development: Supporting Regional Just Transitions MCA		1,065	1,200	1,699
	<i>Departmental Output Expenses</i>				
1,643	› Economic Development: Management of Just Transition Programme		30	100	1,209
	<i>Non-Departmental Output Expenses</i>				
2,953	› Economic Development: Support of Regions' Just Transitions		1,035	1,100	490
943	Research, Science and Innovation: Wellington Science City MCA		–	–	–
	<i>Non-Departmental Output Expenses</i>				
793	› Depreciation, Maintenance and Site Support		–	–	–
150	› Research and Innovation Support		–	–	–
5,996	Sector Analysis and Facilitation MCA		4,396	6,298	5,998
	<i>Departmental output expenses</i>				
2,006	› Sectoral and regional data and analysis – Economic Development		1,511	3,179	3,179
3,990	› Tourism Data and Analysis – Tourism		2,885	3,119	2,819
10,534	Tourism Facilities MCA		9,359	12,800	8,000
	<i>Non-departmental other expenses</i>				
6,716	› Ngā Haerenga, The New Zealand Cycle Trail Fund		9,359	12,790	7,990
3,818	› Tourism Facilities Development Grants		–	10	10
–	Regional Development: Regional Infrastructure Fund MCA		174,120	229,200	–
	<i>Departmental output expenses</i>				
–	› Regional Infrastructure Fund - Investigation and Feasibility Studies		395	7,000	–
	<i>Non-departmental other expenses</i>				
–	› Regional Infrastructure Fund - Operating		23,725	72,200	–
	<i>Non-departmental capital expenditure</i>				
–	› Regional Infrastructure Fund - Capital		150,000	150,000	–
407,521	Total multi-category expenses and capital expenditure		392,750	532,951	258,500
459,908	Total expenditure		430,516	576,291	294,042

Our Services, Non-Departmental

Actual 2023/24 \$000	Appropriation name	Location of year-end performance information	Actual 2024/25 \$000	Supplementary Estimates 2024/25 \$000	Main Estimates 2024/25 \$000
Non-departmental output expenses					
236	Tourism and Hospitality: COVID-19 Tourism Response	8	–	–	–
1,250	Economic Development: Pacific Business Trust Procurement Support Service	4	–	–	–
340	Economic Development: Supporting Just Transitions	5	–	–	–
1,358	Energy: Assisting Households in Energy Hardship	3	4,266	4,647	2,209
111,450	Tourism and Hospitality: Marketing New Zealand as a Visitor Destination	6	122,902	122,902	106,352
9,324	Tourism and Hospitality: Regional Events Fund	4	1,614	1,623	1,613
123,958	Total non-departmental output expenses		128,782	129,172	110,174
Non-departmental other expenses					
75	Auckland Community Safety Initiatives	10	–	–	–
4,965	Cyclone – Regional support for the impacts of Cyclone Gabrielle and January 2023 weather events	9	2,284	5,035	–
–	Regional Development: Fair Value Write Down on capital investments	2	–	5,000	–
1,795	Economic Development: Depreciation on Auckland's Queens Wharf	2	969	985	985
1,050	Economic Development: Future-proofing New Zealand's Manufacturing Sector by Driving Industry 4.0 Uptake and Skills Development	11	–	–	–
14,825	Economic and Regional Development: Major Events Development Fund 2022-2027 - MYA	4	10,721	22,527	11,390
724	Impairment of Debt and Debt Write Offs	3	268	2,875	2,875
861	Māori Development: Māori Innovation Fund	3	–	–	1,000
387	Economic Development: Sector Strategies and Facilitation	7	215	1,890	1,204
11,313	Tourism Infrastructure Fund	4	7,085	11,000	–
1,868	Tourism and Hospitality: Tourism Strategic Infrastructure and System Capability	4	9,460	14,798	32,098
856	Regional Development: Worker Redeployment Package	9	–	–	–
38,719	Total non-departmental other expenses		31,002	64,110	49,552
Non-departmental capital expenditure					
–	Regional Development: Transfer of investments to Crown-owned companies	2	–	25,000	–
–	Regional Development: Investment in Crown-owned Companies and their subsidiaries for the Wood Processing Growth Fund		21,500	21,500	15,000
40,000	Regional Development: Investments through Crown-owned Companies for the North Island Weather Events Primary Producer Finance Scheme	9	102,913	102,913	120,000
40,000	Total non-departmental capital expenditure		124,413	149,413	135,000
202,677	Total non-departmental annual and MYA expenses		284,197	342,695	294,726
662,585	Total expenditure for outcome		714,713	918,986	588,768

Location of year-end performance information:

1. Exemption granted under section 15D(2)(b)(i) of the *Public Finance Act 1989*
2. Exemption granted under section 15D(2)(b)(ii) of the *Public Finance Act 1989*
3. Exemption granted under section 15D(2)(b)(iii) of the *Public Finance Act 1989*
4. Minister of Tourism and Hospitality in the Vote Business, Science and Innovation non-departmental appropriations report
5. Minister for Economic Growth in the Vote Business, Science and Innovation non-departmental appropriations report
6. Tourism New Zealand's annual report
7. New Zealand Trade and Enterprise's Annual Report
8. Minister for Social Development and Employment in the Vote Labour Market non-departmental appropriations report
9. Minister for Regional Development in the Vote Business, Science and Innovation Non-Departmental Appropriations Report.
10. Minister of Auckland in the Vote Business, Science and Innovation non-departmental appropriations report.
11. Callaghan Innovation Annual Report

Multi-Year Appropriation

Appropriation name	Actual 2024/25 \$000	Actual 2023/24 \$000
Border Support Services – MYA		
Original appropriation	18,100	18,100
Cumulative adjustments	21,960	21,960
Total adjusted appropriation	40,060	40,060
Cumulative actual expenditure 1 July	24,371	9,065
Current year actual expenditure	12,199	15,306
Cumulative actual expenditure 30 June	36,570	24,371
Appropriation remaining 30 June	3,490	15,689
Economic and Regional Development: Major Events Development Fund 2022-2027 – MYA		
Original appropriation	46,700	46,700
Cumulative adjustments	24,658	12,156
Total adjusted appropriation	71,358	58,856
Cumulative actual expenditure 1 July	21,051	6,226
Current year actual expenditure	10,721	14,825
Cumulative actual expenditure 30 June	31,772	21,051
Appropriation remaining 30 June	39,586	37,805

Outcome Two: Skilled people engaged in safe and productive work

Overview (full view on page 21)

Expenditure	Our Outcomes	Performance Measures
Departmental \$679 million Non-Departmental \$2,536 million	– Employment + Skilled workforce = Migrant skills matching business needs + Migrant visa application experience + Pay equity + Fatal work-related injuries + Serious work-related injuries	Achieved 31/42 Milestones 0/0 Quality 6/9 Satisfaction 7/8 Timeliness 16/22 Volume 2/3
Key: + Positive shift – Negative shift = Unchanged		

Outcome Measures

ID	Performance Measure	Indicator	Source	Unit	2024/25 result
2.01	Increase employment	Total employment rate	SNZ Labour Market Statistics	%	Negative
	The seasonally adjusted employment rate was 66.8 per cent in the quarter to June 2025. This is a decrease from 68.3 per cent in the quarter to June 2024*. This is the second consecutive June quarter that this figure has decreased. *This figure has been revised down from 68.4 per cent to 68.3 per cent. Revisions of statistical data typically occur when more updated information is available or provisional data is finalised.				
2.02	Increase skilled workforce	Skilled occupation rate	SNZ Labour Market Statistics	%	Positive
	The skilled occupation rate was 66.1 per cent in the quarter to June 2025. This is an increase from 65.5 per cent in the quarter to June 2024*. This rate has been increasing since 2016, when it was 60.8 per cent. This rate is the proportion of people employed in an occupation assessed as 'skilled or higher' by the Australian and New Zealand Standard Classification of Occupations (ANZSCO). *This figure has been revised down from 65.6 per cent to 65.5 per cent. Revisions of statistical data typically occur when more updated information is available or provisional data is finalised.				
2.03	Increase skill matching of migrants	Proportion of employed Skilled Migrant Category principal applicants whose current job matches their skills and qualifications	Migrant Survey MBIE	%	Unchanged
	Eighty-six per cent of employed Skilled Migrant Category principal applicants answered that their current role in their main job matches their skills and qualifications, the same result as in 2023. A total of 5,078 respondents completed the Migrant Survey in 2024, and the overall survey response rate was 30 per cent.				

ID	Performance Measure	Indicator	Source	Unit	2024/25 result
2.04	Improve the experience for applicants applying for visas	Percentage of visa applicants satisfied with their overall experience of applying for a visa	Immigration New Zealand Customer Experience Survey, MBIE	%	Positive
<p>The percentage of visa applicants satisfied with their overall experience of applying for a visa was 81 per cent for 2024/25. This result was higher than the previous year's result of 78 per cent, which is above the target of 80 per cent.</p> <p>The result has been positively affected by a greater proportion of visa applications being made through Immigration New Zealand's (INZ's) new online platform, which generally has a higher rate of satisfaction, in tandem with a decline in paper-based applications, which tend to have a lower rate of satisfaction. A methodological change was also made to remove the use of the visa processing office from the survey response weights. This was to account for the change to the business processing more visas across multiple sites. The survey weighting is now based on the main visa categories, decision, and a regional grouping, ensuring that the measures are a better representation of the population of visa applicants.</p> <p>The feedback was collected through MBIE's INZ Customer Experience Survey amongst direct visa applicants. A total of 11,595 visa applicants completed the INZ Customer Experience Survey in 2024/25, which was a response rate of 24.6 per cent. The result has a margin of error of ± 0.91 per cent. The survey was conducted by Gravitas OPG, an independent, external research agency.</p>					
2.05	Improve pay equity	Difference in median hourly earnings for men and women	SNZ Labour Market Statistics (income)	%	Positive
<p>The gender pay gap is based on median hourly wage and salary earnings for men and women. For the June 2025 quarter, the gender pay gap was at 5.2 per cent, compared with 8.2 per cent the previous year.</p> <p>The gender pay gap has been trending down for the past eight years, following a spike to 12 per cent in the June 2016 quarter.</p>					
2.06	Reduce fatal and serious work-related injury	Fatal injury rate (age standardised rate per 100,000 full-time equivalent (FTE) worker)	SNZ Serious injury outcome indicators	Age standardised rate per 100,000 FTE workers	Positive
<p>The three-year average fatal injury rate (age standardised rate per 100,000 FTE workers) decreased to 1.6 for 2021–2023 (provisional figures), compared with a rate of 1.9 for 2020–2022.</p> <p>The data for this indicator is provisional. Stats NZ notes that: "National population estimates have been revised for the years ended 2020–2022. All age-standardised rates during this period may have changed as a result of this revision. The Household Labour Force Survey (HLFS) has been revised for the years ended 2020–2022 to incorporate the updated population estimates. The full-time equivalent employee estimates used in calculation of the age-standardised rates of work-related injuries have been revised for this period and the rates may have changed as a result of this revision. Mortality Collection data for 2020 is provisional and subject to change".</p>					
2.07	Reduce fatal and serious work-related injury	Serious non-fatal injury rate (age standardised rate per 100,000 FTE worker)	SNZ Serious injury outcome indicators	Age standardised rate per 100,000 FTE workers	Positive
<p>The serious non-fatal injury rate (age standardised rate per 100,000 FTE workers) decreased to 14.8 (provisional figure) in 2023, compared with 15.4 in 2022 (revised from 15.2). The data for this indicator is provisional, consistent with the notation from Stats NZ relating to the fatal injury rate, outlined above.</p>					

74%
ACHIEVED

Achieved 31 out of 42 output performance targets

Output Measures

ID	Vote Business, Science and Innovation		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
2.01	Economic Development: Shared Services Support This appropriation is intended to achieve the efficient provision of shared corporate services by the Ministry of Business, Innovation and Employment. The shared services include services such as ICT, property, and secondment costs. These are provided to other State Sector organisations, including WorkSafe New Zealand and the Ministry of Housing and Urban Development	A Master Service Agreement is in place with WorkSafe New Zealand that includes the scope of services to be delivered, including the service levels that apply to each service and each party's responsibilities and obligations in respect of those services	Achieved	Achieved	Achieved
2.02	Economic Growth: Processing Fast-track Approvals Applications This appropriation is intended to achieve the effectiveness of processing fast-track approvals applications.	Advice on fast-track applications provided within the timeframes agreed with the recipients of that advice This is a new measure developed to support establishment of the new appropriation.	100%	100%	New measure for 2024/25
2.03	Departmental Output Cessation Expenses This appropriation is intended to capture any departmental other expenses arising as a result of the cessation of a departmental output.	Expenses resulting from cessation of a departmental output are captured accurately and timely within the financial reporting period This new measure was selected to show the instances of the cessation of departmental outputs if and when they occur. This result was not reported because no instances occurred of a departmental output ceasing.	Achieved	Not Reported	New measure for 2024/25
2.04	ACC – Regulatory Services This appropriation is intended to achieve timely advice that manages the Crown's risk and contributes to skilled and safe workplaces, and trusted, competitive and well-functioning markets.	The Accident Insurance Regulator will respond to all complaints and enquiries, including notices of insurers failing to comply with their obligation under the <i>Accident Insurance Act 1998</i> , within five days of receipt	100%	100%	100%
2.05	Employment – Employment Sector Analysis and Facilitation This appropriation is intended to achieve productive and successful people, communities and regions through the provision of labour market information.	Labour market information is provided to the Responsible Minister within agreed timeframes	100%	100%	100%
2.06	Workplace Relations and Safety – Employment Relations Services This appropriation is intended to achieve well-functioning workplaces through employment relations services.	Percentage of investigations into suspected breaches of regulatory standards of employment legislation completed within six months The result was below the standard due to the embedding of the Labour Inspectorate's new structure and ways of working from 1 July 2024. From January 2025, this measure continued to improve, which contributed to the overall increase for 2024/25 year, and improvement from 2023/24.	80%	74%	69%
2.07		Percentage of investigations into suspected breaches of regulatory standards of employment legislation completed within twelve months	90%	92%	90%

ID	Vote Business, Science and Innovation		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
2.08		Percentage of investigations that involve a regulatory partner	At least 30%	17%	30%
		The result did not meet the standard due to the implementation of a new Labour Inspectorate operating model and the data informed decision to focus on general employment standards breaches across industry for the 2024/25 year. In line with this new approach the measure has been removed for out years.			
2.09		The number of interventions, both proactive and reactive, aimed at ensuring minimum compliance with employment standards	At least 2,200	4,421	5,032
		The year-on-year increase in the volume of employment standards interventions, impacted by increased Migrant Exploitation activity for 2023/24, is now a sustained increase. The standard has been adjusted from 2025/26 to address this.			
2.10		The percentage of customers satisfied with overall quality and timeliness of Dispute Resolution Services	At least 80%	81%	78%
		This is a monthly online survey sent by email to users of the service. The sample size was 30,821, with a response rate of 28%. The result has a margin of error of ±1%. Questions are asked regarding service experience. Responses are combined using weights from the population numbers for each survey and month. Responses of 4 and 5 (on a 1-5 scale) are used to represent satisfied customers.			
2.11		Percentage of Migrant Exploitation Protection Visa credibility assessment completed within five working days	At least 85%	96%	91%
		The result has exceeded the standard and last year’s result due to a reduction in the volume of complaints and assessments completed and enhancements to internal assessment processes and practices.			
2.12	Immigration Services MCA This appropriation is intended to achieve flows of people to New Zealand that generate positive economic and social outcomes.	Percentage of visa applicants satisfied with the overall experience of applying for a visa	80%	81%	78%
		The sample size was 11,595, with a response rate of 24.6%. The result has a margin of error of ±0.9%.			
2.13	Assessment and Processing Services This category is intended to achieve quality decisions on visa applications efficiently.	Percentage of residence visa decisions rated as accurate	85%	93%	92%
		Our quality score continues to significantly exceed the standard due to more stable processes and a more experienced workforce.			
2.14		Percentage of temporary visa decisions rated as accurate	85%	92%	91%
		Our quality score continues to significantly exceed the standard due to more stable processes and a more experienced workforce.			
2.15		The percentage of work and visitor visas completed within 20 working days	75%	82%	77%
		Improvements compared with the standard and last year’s result are due to processing times improving because of more stable processes, a more experienced workforce and a focused approach to resolving specific product issues.			
2.16		The percentage of student visas completed within 30 working days	75%	82%	65%
		Improvements compared with the standard and last year’s result are due to processing times having improved significantly which was because of a more proactive approach to the seasonal peak, enabling us to deal efficiently with incoming volumes.			
2.17	Integrity and Security of the New Zealand Immigration System This category is intended to maintain the integrity and security of New Zealand’s immigration system and processes.	Number of people, liable for deportation, who were deported or departed voluntarily after compliance activity	1,500	1,257	784
		The result did not meet the standard as while the deportation figure was the highest since the border reopened, challenges remain such as the availability of commercial airline routes to facilitate departures, more enforced deportations which require Police escorts and unlawful persons who claim refugee status and cannot therefore be removed.			

ID	Vote Business, Science and Innovation		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
2.18	Services for the Attraction of Migrants This category is intended to achieve immigration to New Zealand of persons who match the priorities of New Zealand's immigration strategies.	The number of new registrations entered into the NZ Now database whose occupations match those at skill levels 1-3 under the Australian and New Zealand Standard Classification of Occupations (ANZSCO)	50,000	54,832	70,635
		The result was above the standard due to the shifted focus to Southeast Asia and India. The result has dropped from last year due to a smaller marketing budget and less interest from key countries. The outdated NZ Now brand will be replaced with a general skilled migrant database.			
2.19	Settlement and Integration of Refugees and Other Migrants This category is intended to achieve the integration into New Zealand of migrants and refugees who settle permanently in New Zealand.	Percentage of recent migrants who feel that New Zealand is their home	85%	87%	86%
		The result is based on the Immigration New Zealand Customer Experience Survey. The number of people who completed the survey was 5,078, with a response rate of 30%. The result has a margin of error of +/- 1%.			
2.20		The number of United Nations High Commissioner for Refugee (UNHCR) - mandated refugees and their immediate families who travelled to New Zealand	1,500	1,508	1,514
		The result has exceeded the standard due to MBIE being more proactive in the management of caseloads i.e. people moved through more efficiently and consistently. Recognising the complexities involved, particularly the stringent requirements that must be met before departure to New Zealand, the Cabinet endorsed a flexible approach, allowing for a ±10% adjustment to the quota.			
2.21	Policy Advice and Related Services to Ministers MCA (Labour Market) This appropriation is intended to achieve effective policy advice and support to Ministers.	Average satisfaction of Ministers annually	Average score of 4 out of 5 or better	4.1	4.4
		The result was below last year's result due to lower ratings being provided by Ministers on access to relevant expertise and clarity of policy evaluation frameworks. The Ministry is working on continuous improvement to address remaining gaps and meet the target for 2025/26.			
2.22	Policy Advice and Related Services to Ministers – Accident Compensation This category is intended to achieve the provision of high quality policy advice and support to Ministers.	The average quality of policy advice papers, using an appropriately robust assessment process, meets a standard of 'acceptable' as defined by quality advice standards	At least 3.3/5.0	3.8	New measure for 2024/25
		This new measure was selected to improve understandability of the assessment process of the quality of policy advice. The result has exceeded the standard due to ongoing enhancements to MBIE's systems and processes, which included providing additional training and actively building policy capability.			
2.23		The satisfaction of the Minister for ACC with the policy advice service, as per the common satisfaction survey	Average score of 4 out of 5 or better	3.9	4.0
		The Minister has responded to one of two satisfaction surveys. This result is based on the information from that survey, covering the period January to June 2025.			
		Percentage of requests completed within either specified or statutory timeframes:			
2.24		Ministerial correspondence	95% or above	99%	95%
2.25		Ministerial <i>Official Information Act</i> 1982 requests	95% or above	100%	100%
2.26		Parliamentary questions	95% or above	100%	100%

ID	Vote Business, Science and Innovation		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
2.27	Policy Advice and Related Services to Ministers -Employment This category is intended to achieve the provision of high quality policy advice and support to Ministers.	The average quality of policy advice papers, using an appropriately robust assessment process, meets a standard of 'acceptable' as defined by quality advice standards	At least 3.3/5.0	3.1	New measure for 2024/25
		This new measure was selected to improve understandability of the assessment process of the quality of policy advice. See the Disclosure of Judgements section. A sample of 5 papers was reviewed, and most were of an acceptable or higher quality, but the result did not meet the standard due to papers with lower ratings for option analysis, articulation, and structure. The Ministry is committed to continuous improvement and is actively building policy capability to address gaps and meet the 2025/26 standard.			
2.28		The satisfaction of the Minister for Social Development and Employment with the policy advice service, as per the common satisfaction survey	Average score of 4 out of 5 or better	4.2	4.7
		The result was below last year's result due to lower ratings being provided by Ministers on access to relevant expertise, and clarity of policy evaluation frameworks. The Ministry is working on continuous improvements to address remaining gaps and meet the target for 2025/26.			
		Percentage of requests completed within either specified or statutory timeframes:			
2.29		Ministerial correspondence	95% or above	No Ministerial correspondence requests were received	No Ministerial correspondence requests were received
2.30		Ministerial <i>Official Information Act 1982</i> requests	95% or above	91.7%	100%
		Eleven of the 12 ministerial <i>Official Information Act</i> responses were delivered on time. The delay was due to an administrative error. The Ministry is committed to continuous improvement and is actively addressing the remaining gaps to meet the performance standard for 2025/26. This year saw a decline of 8.4% compared with last year, due to an administrative error.			
2.31		Parliamentary questions	95% or above	100%	100%
2.32	Policy Advice and Related Services to Ministers – Immigration This category is intended to achieve the provision of high quality policy advice and support to Ministers.	The average quality of policy advice papers, using an appropriately robust assessment process, meets a standard of 'acceptable' as defined by quality advice standards	At least 3.3/5.0	3.8	New measure for 2024/25
		This new measure was selected to improve understandability of the assessment process of the quality of policy advice. The result has exceeded the standard due to ongoing enhancements to systems and processes, which included providing additional training and actively building policy capability.			
2.33		The satisfaction of the Minister of Immigration with the policy advice service, as per the common satisfaction survey	Average score of 4 out of 5 or better	4.3	3.8
		The result has exceeded the standard and last year's result due to the Ministry's efforts to better understand how it can best support its ministers.			
		Percentage of requests completed within either specified or statutory timeframes:			
2.34		Ministerial correspondence	95% or above	93.1%	89%
		Two-hundred-and-forty-three of the 261 ministerial correspondence responses were delivered on time. The delays were primarily due to factors such as issues with the sign out process and assigning subject matter experts. The Ministry is committed to continuous improvement and is actively addressing the remaining gaps to meet the performance standard for 2025/26.			

ID	Vote Business, Science and Innovation		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
2.35		Ministerial <i>Official Information Act 1982</i> requests	95% or above	89.8%	97%
		One-hundred-and-fourteen of the 127 ministerial Official Information Act responses were delivered on time. The result was below the standard and last year’s result due to administrative errors, and issues with sign out, processing and collation of information. The Ministry is committed to continuous improvement and is actively addressing the remaining gaps to meet the performance standard for 2025/26.			
2.36		Parliamentary questions	95% or above	96.4%	99%
2.37	<i>Policy Advice and Related Services to Ministers – Workplace Relations and Safety</i> This category is intended to achieve the provision of high quality policy advice and support to Ministers and ensure Crown entities are appropriately monitored.	The average quality of policy advice papers, using an appropriately robust assessment process, meets a standard of ‘acceptable’ as defined by quality advice standards	At least 4.0 out of 5.0	3.5	New measure for 2024/25
		This new measure was selected to improve understandability of the assessment process of the quality of policy advice. See the Disclosure of Judgements section. A sample of 11 papers was reviewed, and most were of an acceptable or higher quality, but the result did not meet the standard due to papers with lower ratings for option analysis, articulation, and structure. The Ministry is committed to continuous improvement and is actively building policy capability to address gaps and meet the 2025/26 standard.			
2.38		The satisfaction of the Minister for Workplace Relations and Safety with the policy advice service, as per the common satisfaction survey	Average score of 4 out of 5 or better	4	5.0
		The result was below last year’s result due to lower ratings provided by Ministers around access to relevant expertise, and clarity of policy evaluation frameworks. The Ministry is working on continuous improvement to address remaining gaps and meet the target for 2025/26.			
2.39		Ministers receive advice on entities’ accountability documents within statutory timeframes	100%	100%	100%
		Percentage of requests completed within either specified or statutory timeframes:			
2.40		Ministerial correspondence	95% or above	98.8%	97%
2.41		Ministerial <i>Official Information Act 1982</i> requests	95% or above	100%	92%
		The Ministry achieved an 8% increase in performance compared with last year due to ongoing enhancements to its systems and processes, which included providing additional training and improving reporting mechanisms.			
2.42		Parliamentary questions	95% or above	98.4%	99%

How Much We Spent

Actual 2023/24 \$000	Our expenditure summary	Actual 2024/25 \$000	Supplementary Estimates 2024/25 \$000	Main Estimates 2024/25 \$000
697,870	Departmental expenses	679,202	710,444	608,341
2,371,493	Non-departmental expenses	2,535,809	2,539,469	2,526,949
–	– Departmental capital	–	–	–
4,650	Non-departmental capital	–	3,000	3,000
3,074,013	Total expenditure for outcome	3,215,011	3,252,913	3,138,290

Our Services and Functions, Departmental

Actual 2023/24 \$000	Appropriation name	Location of year-end performance information	Actual 2024/25 \$000	Supplementary Estimates 2024/25 \$000	Main Estimates 2024/25 \$000
Departmental outputs					
199	Economic Development: Senior Diverse Leaders: Capability Building Pilot		–	–	–
–	– Economic Growth: Processing Fast-track Approvals Applications		–	500	–
4,557	Economic Development: Shared Services Support		877	3,259	13,259
64	ACC – Regulatory Services		81	121	121
2,390	Employment – Employment Sector Analysis and Facilitation		1,834	2,867	2,867
60,338	Workplace Relations and Safety – Employment Relations Services		45,034	45,295	46,086
67,548	Total departmental output expenditure		47,826	52,042	62,333
Multi-category expenses and capital expenditure					
603,661	Immigration Services MCA		607,611	633,383	521,289
<i>Departmental output expenses</i>					
414,033	› Assessment and Processing Services		425,768	447,066	356,291
99,661	› Integrity and Security of the New Zealand Immigration System		91,817	88,063	78,865
9,937	› Services for the Attraction of Migrants		9,505	10,016	8,961
80,030	› Settlement and Integration of Refugees and Other Migrants		80,521	88,238	77,172
26,661	Policy Advice and Related Services to Ministers MCA		23,765	25,019	24,719
<i>Departmental output expenses</i>					
1,537	› Policy Advice and Related Services to Ministers – Accident Compensation		1,906	2,288	1,988
3,644	› Policy Advice and Related Services to Ministers – Employment		3,123	3,654	3,654
10,088	› Policy Advice and Related Services to Ministers – Immigration		8,457	8,310	8,310
1,633	› Policy Advice and Related Services to Ministers – Income Insurance		–	–	–
9,759	› Policy Advice and Related Services to Ministers – Workplace Relations and Safety		10,279	10,767	10,767
630,322	Total multi-category expenses and capital expenditure		631,376	658,402	546,008
697,870	Total expenditure		679,202	710,444	608,341

Our Services, Non-Departmental

Actual 2023/24 \$000	Appropriation name	Location of year-end performance information	Actual 2024/25 \$000	Supplementary Estimates 2024/25 \$000	Main Estimates 2024/25 \$000
Non-departmental output expenses					
5,988	Economic and Regional Development: Auckland Pacific Skills (2020–2025) – MYA	1	2,809	2,809	–
–	Economic Development: Auckland Pacific Skills Shift (Annual)	1	2,643	5,500	5,500
450	Economic and Regional Development: Operation of the Future of Work Forum	1	–	–	–
301,070	ACC – Case Management and Supporting Services	2	324,139	324,139	324,139
24,379	ACC – Case Management and Supporting Services – Treatment Injuries for Non-Earners	2	26,020	26,020	26,020
470,100	ACC – Public Health Acute Services	2	506,119	506,119	506,119
2,895	ACC – Public Health Acute Services – Treatment Injuries for Non-Earners	2	3,091	3,091	3,091
1,059,415	ACC – Rehabilitation Entitlements and Services	2	1,139,675	1,139,675	1,139,675
233,413	ACC – Rehabilitation Entitlements and Services – Treatment Injuries for Non-Earners	2	249,129	249,129	249,129
13,033	ACC – Sexual Abuse Assessment and Treatment Services	2	13,512	13,512	13,512
869	Workplace Relations and Safety – Health and Safety at Work Levy – Collection Services	4	869	869	869
134,231	Workplace Relations and Safety – Workplace Health and Safety	6	133,776	133,776	124,132
2,245,843	Total non-departmental output expenses		2,401,782	2,404,639	2,392,186
Benefits or related expenses					
91,838	ACC – Compensation Entitlements	3	98,844	98,844	98,844
22,277	ACC – Compensation Entitlements – Treatment Injuries for Non-Earners	3	23,778	23,778	23,778
114,115	Total benefits or related expenses		122,622	122,622	122,622
Non-departmental other expenses					
1,000	Public Sector Pay Adjustment – Business, Science and Innovation Remuneration Cost Pressure	5	2,000	2,000	2,000
–	Workplace Relations and Safety – Concession Expense for Loans to WorkSafe New Zealand	3	–	–	–
6,977	Workplace Relations and Safety – Employment Relations Authority Members' Salaries and Allowances PLA	3	6,847	7,471	7,406
396	Workplace Relations and Safety – Equal Employment Opportunities Trust	4	–	–	–
2,037	Workplace Relations and Safety – International Labour Organisation	4	2,226	2,405	2,405
15	Workplace Relations and Safety – New Zealand Industrial Relations Foundation	4	–	–	–
326	Workplace Relations and Safety – Remuneration Authority Members' Fees, Salaries and Allowances	4	332	332	330
784	Workplace Relations and Safety – Support for Fair Pay Agreements and Screen Industry occupational bargaining	4	–	–	–
11,535	Total non-departmental other expenses		11,405	12,208	12,141
Non-departmental capital expenditure					
4,650	Workplace Relations and Safety – Capital for WorkSafe New Zealand	6	–	3,000	3,000
4,650	Total non-departmental capital expenditure		–	3,000	3,000
2,376,143	Total non-departmental annual and MYA expenses		2,535,809	2,542,469	2,529,949
3,074,013	Total expenditure for outcome		3,215,011	3,252,913	3,138,290

Location of year-end performance information:

1. Minister for Economic Growth in the Vote Business, Science and Innovation non-departmental appropriations report
2. ACC's annual report
3. Exemption granted under section 15D(2)(b)(ii) of the *Public Finance Act 1989*
4. Exemption granted under section 15D(2)(b)(iii) of the *Public Finance Act 1989*
5. Callaghan Innovation Annual Report
6. WorkSafe New Zealand's annual report.

Multi-Year Appropriation

Appropriation name	Actual 2024/25 \$000	Actual 2023/24 \$000
Economic and Regional Development: Auckland Pacific Skills (2020–2025) – MYA		
Original appropriation	20,965	20,965
Cumulative adjustments	–	–
Total adjusted appropriation	20,965	20,965
Cumulative actual expenditure 1 July	18,156	12,168
Current year actual expenditure	2,809	5,988
Cumulative actual expenditure 30 June	20,965	18,156
Appropriation remaining 30 June	–	2,809

Outcome three: Competitive markets with informed consumers and businesses

Overview (full view on page 26)

Expenditure	Our Outcomes	Performance Measures
Departmental \$297 million	+ Consumer awareness of rights	Achieved 55/65
Non-Departmental \$282 million	+ Consumer awareness of resolution pathways	Milestones 2/2
	= Tenancy mediation	Quality 19/21
	+ Employment mediation	Satisfaction 8/9
	‡ Business experience with government agencies	Timeliness 19/22
		Volume 7/11

Key: + Positive shift – Negative shift = Unchanged ‡ Not comparable

Outcome Measures

ID	Performance Measure	Indicator	Source	Unit	2024/25 result
3.01	Increase awareness about consumer rights	Percentage of adult consumers who know at least a moderate amount about their rights as a consumer	New Zealand Consumer Survey, MBIE	%	Positive
	This survey is conducted every two years. In 2024/25, the last period for which data is available, 55 per cent of consumers reported knowing at least a moderate amount about their consumer rights. This is an increase from the 45 per cent result captured in the previous survey in 2022.				
3.02	Improve consumer awareness of access to dispute resolution pathways	Percentage of consumers who agree there is adequate access to services that help to resolve disputes between consumers and business	New Zealand Consumer Survey, MBIE	%	Positive
	This survey is conducted every two years. In 2024/25, the last period for which data is available, we reported that 52 per cent of consumers agree there is adequate access to dispute services. This is an increase from the 44 per cent result captured in the previous survey in 2022.				
3.03	Increase percentage of tenancy mediations settled	Percentage of tenancy mediations settled	MBIE dispute resolution database reporting, MBIE	%	Unchanged
	Of the dispute resolution mediations scheduled for mediation in 2024/25, 88.18 per cent were settled in the financial year. This is in line with last year's result of 88.34 per cent. This settlement rate was coupled with an increase in application volumes.				

ID	Performance Measure	Indicator	Source	Unit	2024/25 result
3.04	Increase employment mediation customer satisfaction	Percentage of clients satisfied based on their last interaction with the employment mediation services	Employment Mediation Services Satisfaction Survey, MBIE	%	Positive
<p>For 2024/25, the Employment Dispute Resolutions Customer Satisfaction rating is 81 per cent, up from 78 per cent in the previous year. This improvement was achieved, despite a challenging labour market and increasing operational demands, reflecting continued satisfaction in the quality of Employment Dispute Resolution Services at MBIE.</p> <p>During the reporting period, 30,821 survey invitations were issued, resulting in 8,583 responses, a 28 per cent response rate. Feedback was gathered across the three core service offerings within Dispute Resolution services: Early Resolution, Mediation Services, and Records of Settlement Certification. Monthly analysis of survey results informs operational decision-making and ensures strategic alignment of services with customer expectations.</p> <p>Customer satisfaction data is collected internally via Survey Monkey, with surveys distributed monthly on the second Monday following the reporting period. Each survey cycle includes two reminder emails to encourage participation. Results are monitored regularly and audited to ensure data integrity and support continuous improvement.</p>					
3.05	Improve the business experience when dealing with government	People's trust in and satisfaction with public services	Kiwis count survey	Percentage	Not comparable
<p>MBIE discontinued the Consumer Experience Index (CXI) survey that has underpinned this measure. As a proxy, MBIE is using the 'Satisfaction of service experience' question from the Kiwis Count survey conducted by the Public Service Commission, which is 82 per cent for 2024/25, compared with 79 per cent at the quarter ending June 2024.</p> <p>The question on service satisfaction was reintroduced to the Kiwis Count survey in 2024, having been used previously from 2011 to 2019. This reflects that the Government has committed to setting clear priorities for public services, along with clear performance objectives and measures to achieve better outcomes and improved public services for New Zealanders.</p>					



Achieved 55 out of 65 output performance targets

Output Measures

ID	Vote Building and Construction		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
3.01	Occupational Licensing This appropriation is intended to achieve certainty and confidence for the industry and the public that licensed practitioners and workers in the building, construction and electrical sectors are competent and contribute to safe, healthy and affordable homes and buildings.	An internal audit and assurance rating received on the quality and timeliness of administration of licensed building practitioners and electrical workers regimes	Rating of acceptable or better	Acceptable level of compliance	Acceptable level of compliance
3.02	Residential Tenancy and Unit Title Services This appropriation is intended to achieve an environment in which residential tenancy and unit title consumers and businesses are well informed, understand their rights, and meet their regulatory obligations through the provision of information, education, advice, compliance, bond processing and mediation services.	Number of interventions undertaken dealing with potential breaches of the <i>Residential Tenancies Act 1986</i>	At least 3,000	3,028	3,049
3.03		Percentage of dispute resolution mediations settled	85%	88%	88%
3.04	Weathertight Services This appropriation is intended to achieve resolution of weathertight homes claims in New Zealand.	The percentage of long assessments (full, follow-up full, addendum, concise, cost update and supplemental) completed within 120 working days of being allocated to an assessor	80%	100%	100%
		The result exceeded the standard due to low numbers of long assessments being completed. Seven reports were completed within the timeframe. Weathertight Services is in its 'sunset' phase and working towards the closure or resolution of all remaining claims.			
3.05	Building Policy, Regulation and Advice MCA This appropriation is intended to achieve a regulatory system that ensures safe and healthy building practice in the construction sector, and effective policy advice and support to Ministers.	Average satisfaction of Ministers annually	Average score of 4 out of 5 or better	5.0	4.9
		The standard was exceeded.			
3.06	Building Regulation and Control This category is intended to achieve a regulatory system that ensures safe and healthy building practice in the construction sector.	Percentage of determinations subject to clarification due to inadequate coverage of issues	Less than 3%	0%	0%
3.07		Percentage of determinations successfully appealed	Less than 2%	0%	0%
3.08		Percentage of users satisfied that information provided on matters relating to Building Control has met their needs	At least 72% of users surveyed	72%	81%
		The standard was met for 2024/25. The reduction from last year to this is due to the inadvertent loss of data following a system upgrade. Of the two sources of data for this measure (Website Feedback Survey and Learning Centre Ratings), the Learning Centre data is more robust with higher response rates, and it has also tended to have the higher rating, so the loss of this data has reduced the overall average. MBIE is working on ways to fix this issue.			

ID	Vote Building and Construction		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
3.09	Executive functions and building system support This category is intended to achieve effective stewardship and regulation of the building system through the performance of executive functions, and provision of external support to statutory bodies where necessary to ensure they perform their functions effectively.	Percentage of charges filed against individuals who are not appropriately registered or licensed in a relevant statutory regime that are upheld by the court	100%	100%	100%
3.10	Policy Advice and Related Services to Ministers – Building and Construction This category is intended to achieve the provision of high quality policy advice and support to Ministers.	Percentage of requests completed within either specified or statutory timeframes:			
		Ministerial correspondence	95% or above	96%	94%
3.11		Ministerial <i>Official Information Act 1982</i> requests	95% or above	100%	100%
3.12		Parliamentary questions	95% or above	89.4%	96%
		Two-hundred-and-seventy-seven of the 310 parliamentary question responses were delivered on time. The result was below the standard and last year's result primarily due to factors such as administrative errors. The Ministry is committed to continuous improvement and is actively addressing the remaining gaps to meet the performance standard for 2025/26.			
3.13		The average quality of policy advice papers, using an appropriately robust assessment process, meets a standard of 'acceptable' as defined by quality advice standards	At least 3.3/5.0	3.4	New measure for 2024/25
		This new measure was selected to improve understandability of the assessment process of the quality of policy advice. See the Disclosure of Judgements section.			

ID	Vote Business, Science and Innovation		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
3.14	Commerce and Consumer Affairs: Consumer Advocacy Council for Small Electricity Consumers This appropriation is intended to achieve the provision of evidence-based advocacy on policy and regulatory consultations, and in decision-making processes, on behalf of small business and residential electricity consumers.	Successful closure of Consumer Advocacy Council – including closure of contracts, CAC website and migration of information onto MBIE website	By 1 February 2025	By 1 February 2025	New measure for 2024/25
		This new measure was selected to faithfully represent the work undertaken in relation to the closure of the Consumer Advocacy Council.			
3.15	Commerce and Consumer Affairs: Consumer Information This appropriation is intended to achieve a fair trading environment in which consumers, including vulnerable consumers, are well informed and are confident to take action to exercise their rights to get a fair deal.	Percentage of adult consumers who know at least a moderate amount about their rights as a consumer	40%	55%	New measure for 2024/25
		This new measure was selected for faithful representation of the intent of the appropriation. The result exceeded the standard due to a significant increase in self-reported knowledge of rights by 2024 survey respondents. The target will be reviewed for 2026/27 in line with current performance. The survey was conducted online with a sample size of 3,500. The maximum margin of error for data based on the full sample is +/-1.7%. There was no response rate recorded, this will be reviewed in future years.			
3.16		Percentage of consumers who resolve issues successfully	40%	54%	New measure for 2024/25
		This new measure was selected for faithful representation to the intent of the appropriation. The survey results exceeded the standard due to a significant increase in resolution of consumer problems reported by 2024 survey respondents. The target will be reviewed for 2026/27 in line with current performance. The survey was conducted online with an overall sample size of 3,500 online interviews, with consumers. The maximum margin of error for data based on the full sample is +/-1.7%. There was no response rate recorded, this will be reviewed in future years.			

ID	Vote Business, Science and Innovation		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
3.17	Commerce and Consumer Affairs: Insurance Claims Resolution This appropriation is intended to achieve timely and effective resolution of residential insurance claims resulting from natural disasters.	Percentage of users of the New Zealand Claims Resolution Service (NZCRS) that would recommend NZCRS to others The result exceeded the standard due to the successful delivery of services and more customers being satisfied with the timely and effective resolution of their residential insurance claims. Frontline staff also actively promoted the survey to customers as part of the case closure process. The intention statement was updated to clarify the nature of the claims covered. An online survey with an option to respond anonymously was used to collect results. The total sample size was 859 with a response rate of 33%. The result has a margin of error of ±1%.	at least 75%	84%	84%
3.18	Commerce and Consumer Affairs: Official Assignee Functions This appropriation is intended to achieve increased business and consumer confidence through the discharge of the Official Assignee's statutory responsibilities	An average internal audit rating of 3 or-better is achieved for the year, on compliance with best practice modules across all Insolvency Offices, in line with the Quality Management System The performance result for 2024/25 has dropped from 2023/24 due to some minor procedural deviations identified, following a number of process and system changes made in the year. Compliance is assessed using a rating system from 1 to 5, where 1 indicates an excellent level of compliance and 5 indicates non-compliance.	Rating of 1,2 or 3	1.9	1.65
3.19	Commerce and Consumer Affairs: Registration and Granting of Intellectual Property Rights This appropriation is intended to achieve the protection of robust intellectual property rights to promote innovation, technology creation, transfer and dissemination, and support economic development.	Percentage of decisions by the Intellectual Property Office and the Plant Variety Rights Office to accept, grant or register intellectual property rights that are upheld	99%	99.99%	99.9%
3.20	Commerce and Consumer Affairs: Registration and Provision of Statutory Information This appropriation is intended to achieve effective and efficient interaction between business and government through the management of registers and provision of access to authoritative information.	Percentage of online company name approvals and consents processed within 35 minutes of receipt during normal business hours	95%	96.3%	99.0%
3.21		Availability of the Companies and Personal Property Securities online registers (excludes agreed outages for scheduled maintenance)	99%	99.9%	99.8%
3.22	Commerce and Consumer Affairs: Standards Development and Approval This appropriation is intended to achieve the development of, and access to, standards in New Zealand that meet the needs of business, regulators and consumers.	Percentage of all new, or modifications to existing NZ Standards have been reviewed to help ensure they don't create unnecessary obstacles to international trade and investment	100%	100%	100%
3.23		Percentage of draft New Zealand Standards submitted for approval by the Standards Executive that meet the statutory criteria as specified in the <i>Standards and Accreditation Act 2015</i>	100%	100%	100%
3.24	Commerce and Consumer Affairs: Trading Standards This appropriation is intended to achieve a trading environment in which businesses and consumers are well informed, compliant, adequately protected; trading is fair; and there is effective competition.	The weighted internal audit and assurance rating received on the quality and timeliness of the administration of regulatory compliance, service and operational policy delivery relating to measurements used for trade and fuel quality monitoring is rated 3 or better A rating system of 1–4 is used for this measure (1 = unacceptable level of compliance; 4 = high level of compliance).	Weighted audit rating 3 or better	3	3
3.25		Voluntary product recall notifications are acknowledged and responded to within 5 working days	90%	99.8%	96%
		The result exceeded the standard due to increased efficiency in the process used to respond to recall notifications. The target will be reviewed for 2026/27 in line with current performance.			

ID	Vote Business, Science and Innovation		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
3.26	Media and Communications: Management and Enforcement of the Radiocommunications Act 1989 This appropriation is intended to achieve the provision of effective and efficient allocation and licensing of the radio spectrum and covers all commercial regulatory and non-commercial activities.	95% of internal audits on the timeliness of administration of submitted licensing applications, interference investigations, and license and supplier audits are compliant	95%	95.8%	95%
3.27	Media and Communications: Management of Emergency Telecommunications Capabilities This appropriation is intended to achieve the continued operation and enhancement of the Emergency Caller Location Information service for New Zealand, including maintaining currency with evolving technology and improving the accuracy of caller locations.	Percentage of genuine calls for which Emergency Caller Location Information (ECLI) provides high precision location	90%	93%	90%
The result reflects performance under Vote Business, Science and Innovation. This has now been transferred and will be managed by Vote Police from 17 March 2025.					
3.28	Police: Administration of the Retail Crime Subsidy Scheme This appropriation is intended to achieve operational leadership and departmental support for the Retail Crime Subsidy Scheme.	Minimum percentage of retailer applications which are checked to confirm retailer eligibility self-declarations meet eligibility criteria	90%	100%	New measure for 2024/25
This new measure was selected for relevancy and to provide a more faithful representation to the intent of the appropriation. The result exceeded the standard due to the low number of retailer applications received which meant that all of them could be checked. This will not be repeated for 2025/26 due to funding ending.					
3.29		Supplier invoices for completed Fog Cannon installations with no queries or errors are paid within 10 business days	95%	99.6%	New measure for 2024/25
This new measure was selected for faithful representation of the intent of the appropriation.					
3.30	Commerce and Consumer Affairs: Statutory Management - Du Val Group and others This appropriation is intended to achieve effectiveness of managing costs relating to the statutory managers of the Du Val Group under the section 66 of CIMA.	The Statutory Managers provide a 6-monthly report that details the progress on advancing money to the Du Val Group in compliance with the Registrar of Companies	75%	100%	New measure for 2024/25
This new measure was selected to track progress on advancing money related to the loan provided to statutory managers overseeing the Du Val Group, covering costs through advances and recognising financial adjustments such as fair value write-downs and debt impairments. The result exceeded the standard as all requirements were met and there being no issues regarding timing and quality.					
3.31	Statutory Management Du Val Group advances - Fair Value Write-down This category is intended to achieve the fair value write-down of advances.	Percentage paid off on all outstanding amounts on fair-value write down	75%	100%	New measure for 2024/25
This new measure was selected to determine how quickly fair-value write downs (which reflect foregone interest to the Crown) were completed. The result exceeded the standard because fair value write-downs were completed in full in this financial year.					
3.32	Statutory Management Du Val Group advances - Impairment of debt This category is intended to achieve recognition of the impaired value of advances.	Percentage paid off on all outstanding amounts on impairments of debts	75%	0%	New measure for 2024/25
This new measure was selected to assess the percentage paid off on all outstanding amounts on impairments of debts. The result was below the standard due to incomplete information being supplied that was required to assess impairment costs. This will be reassessed in 2025/26 once asset realisations and financial positions are clearer.					

ID	Vote Business, Science and Innovation		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
3.33	Statutory Management Du Val Group advances This category is intended to achieve advances provided to meet the capital costs.	Statutory Management Du Val Group advances	75%	100%	New measure for 2024/25
		This new measure was selected to track the progress of advances of the funding paid to statutory managers overseeing the Du Val Group, covering costs incurred through performance of the statutory managers’ functions under the Corporations (Investigation and Management) Act 1989. The result exceeded the standard because the advances were paid in full in this financial year.			
3.34	Media and Communications: Services for Deaf, Hearing-Impaired and Speech-Impaired People MCA This appropriation is intended to achieve the removal of barriers to telecommunications services for deaf and hearing impaired people.	Minimum percentage of NZ Relay service quality levels met or exceeded	80%	100%	New measure for 2024/25
		This new measure was selected to assess the level of service quality. The standard of 80% was an initial baseline target. Identified performance optimisation opportunities supported overachievement of this standard. The target will be adjusted moving forward to better represent performance.			
3.35	Telecommunications Development Levy Funded Procurement – Deaf Relay Service TSO This category is intended to achieve the purchase of deaf relay services for deaf, hearing-impaired, and speech-impaired people.	Minimum service level agreement met or exceeded for the full year	Achieved	Achieved	Achieved
3.36	Acquisition of Relay Equipment This category is intended to achieve access to, and use of, telecommunications services and equipment by deaf, hearing impaired, and speech impaired people.	Minimum service level agreement met or exceeded for the full year	Achieved	Achieved	Achieved
3.37	Policy Advice and Related Services to Ministers MCA (Business, Science and Innovation) Investigative Services – Trade Remedies This category is intended to achieve a fair international trading environment for New Zealand manufacturers through the imposition of anti-dumping and countervailing duties on imported goods, and to allow New Zealand manufacturers time to adjust to competition from surges of imported goods through the imposition of temporary safeguard measures, where an investigation has established that either action is justified.	No successful court challenges or successful World Trade Organisation (WTO) dispute settlement actions related to the Dumping and Countervailing Duties Act 1988 or the Trade (Safeguard Measures) Act 2014	Achieved	Achieved	Achieved
3.38		Timeliness of investigations allowed interested parties to appropriately contribute, and the Minister of Commerce and Consumer Affairs to make final timely determinations	In accordance with statutory timeframes	Achieved	No investigation was warranted as no application was submitted by interested parties
3.39	Policy Advice and Related Services to Ministers – Commerce and Consumer Affairs This category is intended to achieve the provision of high quality policy advice and support to Ministers and ensure Crown entities are appropriately monitored.	The average quality of policy advice papers, using an appropriately robust assessment process, meets a standard of ‘acceptable’ as defined by quality advice standards	At least 3.3/5.0	3.2	New measure for 2024/25
		This new measure was selected to improve understandability of the assessment process of the quality of policy advice. See the Disclosure of Judgements section. The result did not meet the standard.			
3.40		The satisfaction of the Minister of Commerce and Consumer Affairs with the policy advice service, as per the common satisfaction survey	Average score of 4 out of 5 or better	4.0	4.5
		The result was below last year’s result due to lower ratings provided by the Minister. The portfolio had a change in Minister on 24 February 2025. We have met the standard for 2024/25.			

ID	Vote Business, Science and Innovation		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
3.41		Ministers receive advice on entities' accountability documents within statutory timeframes	100%	100%	100%
		Percentage of requests completed within either specified or statutory timeframes:			
3.42		Ministerial correspondence	95% or above	97.1%	98%
3.43		Ministerial <i>Official Information Act 1982</i> requests	95% or above	92.5%	100%
		Twenty-five of the 27 ministerial Official Information Act responses were delivered on time. The result did not meet the standard due to administrative errors. The Ministry is committed to continuous improvement and is actively addressing the remaining gaps to meet the performance standard for 2025/26.			
3.44		Parliamentary questions	95% or above	92.6%	88%
		Two-hundred-and-fifty-six of the 277 written parliamentary question responses were delivered on time. The result did not meet the standard due to factors such as delays in processing, collation of information and sign outs; as well as administrative errors. The Ministry is committed to continuous improvement and is actively addressing the remaining gaps to meet the performance standard for 2025/26.			
3.45	<i>Policy Advice and Related Services to Ministers –Media and Communications</i> This category is intended to achieve the provision of high quality policy advice and support to Ministers and ensure Crown entities are appropriately monitored.	The satisfaction of the Minister of Media and Communications with the policy advice service, as per the common satisfaction survey	Average score of 4 out of 5 or better	3.8	4.6
		The result was below last year’s because MBIE did not consistently meet the Minister’s expectations at mid-year. Feedback at the end of the year showed this was largely addressed.			
3.46		The average quality of policy advice papers, using an appropriately robust assessment process, meets a standard of ‘acceptable’ as defined by quality advice standards	At least 3.3/5.0	3.6	New measure for 2024/25
		This new measure was selected to improve understandability of the assessment process of the quality of policy advice. See the Disclosure of Judgements section. The result exceeded the standard.			
3.47		Ministers receive advice on entities' accountability documents within statutory timeframes	100%	100%	100%
		Percentage of requests completed within either specified or statutory timeframes:			
3.48		Ministerial correspondence	95% or above	95.4%	100%
3.49		Ministerial <i>Official Information Act 1982</i> requests	95% or above	100%	100%
3.50		Parliamentary questions	95% or above	95.2%	83%
	Result exceeded the target.				
3.51	<i>Policy Advice and Related Services to Ministers – Small Business and Manufacturing</i> This category is intended to achieve the provision of high quality policy advice and support to Ministers.	The satisfaction of the Minister for Small Business and Manufacturing with the policy advice service, as per the common satisfaction survey	Average score of 4 out of 5 or better	4.6	4.4
		The result was above last year’s result.			
3.52		The average quality of policy advice papers, using an appropriately robust assessment process, meets a standard of ‘acceptable’ as defined by quality advice standards	At least 3.3/5.0	2.8	New measure for 2024/25
	This new measure was selected to improve understandability of the assessment process of the quality of policy advice. See the Disclosure of Judgements section. The result did not meet the standard.				

ID	Vote Business, Science and Innovation		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
		Percentage of requests completed within either specified or statutory timeframes:			
3.53		Ministerial correspondence	95% or above	100%	92%
		The result exceeded the target and was above last year's result.			
3.54		Ministerial <i>Official Information Act 1982</i> requests	95% or above	100%	100%
3.55		Parliamentary questions	95% or above	100%	100%
3.56	Small Business Enabling Services This appropriation is intended to achieve support to New Zealand's small business to be innovative, productive and sustainable.	Overall customer experience with our tools and services is positive	Achieved	Achieved	Achieved
3.57	<i>Operational Support of the Regional Business Partner Network</i> This category is limited to the design, establishment, administration, management, monitoring and evaluation of the Regional Business Partner Network and related business support programmes.	Contractual obligations related to Regional Business Partner Network are met, governance structures are upheld and regular reporting milestones are met	Achieved	Achieved	Achieved
3.58	<i>Services Supporting Small Business</i> This category is intended to achieve an environment in which businesses are well informed with tools, products and service and programmes which support them to thrive.	Minimum number of businesses registered to receive eInvoices	52,000	51,390	22,174
		Performance exceeded the previous year's result largely due to the ongoing industry promotion of the service, which resulted in a large increase in the number of businesses registered in November 2024. The standard was revised from 13,500 to 52,000 in FY 2024/25 to reflect a more realistic rate of activity due to an increase in registrations.			
3.59		Minimum number of new services on the Business Connect Platform	45	23	24
		The result did not meet the standard due to delays in the launch of new services. The Ministry has implemented actions to support meeting targets in the 2025/26 year. The standard was revised for 2024/25 from 22 to 45 to reflect the anticipated rate of activity.			
3.60		User satisfaction with the services, tools and support business.govt.nz provides to small businesses will be at least	80%	89%	89%
		The result exceeded the standard due to increased campaign effectiveness and a higher proportion of 5-star user reviews. The measure is based on satisfaction ratings (1 to 5 stars) provided by users directly through the website.			
3.61		Annual number of users to business.govt.nz website and tools will be no less than	2,000,000	1,796,918	1,499,380
		The result did not meet the standard due to a 25% drop in website and tool traffic from Google Organic search. This decline is linked to the rollout of AI-generated summaries in search results, which reduced direct click-throughs. The performance standard was raised from 1,500,000 to 2,000,000 for 2024/25 to reflect projected activity levels at the time—before the impact of AI-generated search summaries was known.			
3.62	<i>Digital Enablement of Small Business</i> This category is intended to achieve funding for small businesses and providers for services and products that accelerate the digital enablement of New Zealand small business	Successful closure of Digital Boost programme, including transfer of all Intellectual Property to MBIE and making training assets available through MBIE communication channels	By 31 December 2024	Achieved	New measure for 2024/25
		This new measure was selected to faithfully represent the work undertaken in relation to the closure of the programme.			

ID	Vote Business, Science and Innovation		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
3.63	Services to Support the Growth and Development of New Zealand Businesses This category is intended to achieve increased business and management capability that improves individual firm and wider business performance	Total Net Promoter Score for the Regional Partner Business Network will be at least	+60	+81	+69
		The result has exceeded the target and last year's result due to higher percentages of businesses using RPN services being 'likely' or 'highly likely' to recommend the service to other businesses. The target will be reviewed for 2026/27 in line with current performance. Customers surveyed included 4,794 businesses actively engaging with a Regional Business Partner Growth Advisor. The survey was completed by 515 respondents, a response rate of 11% and a margin of error of 4%.			
3.64		Minimum number of businesses accessing support to improve individual firms and wider business performance	5,000	5,850	New measure for 2024/25
		This new measure was selected to align with other Small Business Enabling Services measures. The result exceeded the standard due to a higher than anticipated demand for Regional Business Partner Network services across New Zealand.			

ID	Vote Labour Market		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
3.65	Immigration – Regulation of Immigration Advisers This appropriation is intended to achieve certainty and confidence for the industry and the public that licensed immigration advisers are competent and professional, and that action is taken against unlicensed advice.	An internal audit and assurance rating received on the quality and timeliness of administration of the <i>Immigration Advisers Licensing Act 2007</i>	Rating of acceptable or better	Acceptable level of compliance	Acceptable Level of compliance
		An internal auditor from the Occupational Regulation Quality Committee conducts the internal audit. A rating system of 0 to 3 is used (0 = unacceptable level of compliance; 1 = marginal level of compliance; 2 = acceptable level of compliance; 3 = high level of compliance).			

How Much We Spent

Actual 2023/24 \$000	Our expenditure summary	Actual 2024/25 \$000	Supplementary Estimates 2024/25 \$000	Main Estimates 2024/25 \$000
320,617	Departmental expenses	296,552	320,202	312,877
306,908	Non-departmental expenses	279,423	287,224	279,019
–	– Departmental capital	–	–	–
6,700	Non-departmental capital	2,199	62,375	175
634,225	Total expenditure for outcome	578,174	669,801	592,071

Our Services and Functions, Departmental

Actual 2023/24 \$000	Appropriation name	Location of year-end performance information	Actual 2024/25 \$000	Supplementary Estimates 2024/25 \$000	Main Estimates 2024/25 \$000
Departmental outputs					
16,138	Occupational Licensing		13,916	14,157	12,157
45,922	Residential Tenancy and Unit Title Services		45,735	49,834	48,729
2,878	Weathertight Services		2,076	3,543	3,543
1,458	Commerce and Consumer Affairs: Consumer Advocacy Council for Small Electricity Consumers		219	608	608
2,257	Commerce and Consumer Affairs: Consumer Information		2,246	2,277	2,277
7,751	Commerce and Consumer Affairs: Insurance Claims Resolution		6,131	7,138	7,138
24,553	Commerce and Consumer Affairs: Official Assignee Functions		22,142	23,112	18,824
37,559	Commerce and Consumer Affairs: Registration and Granting of Intellectual Property Rights		36,409	38,705	36,841
39,692	Commerce and Consumer Affairs: Registration and Provision of Statutory Information		38,934	39,224	38,799
7,400	Commerce and Consumer Affairs: Standards Development and Approval		8,200	8,730	7,495
7,251	Commerce and Consumer Affairs: Trading Standards		6,767	6,891	6,891
11,928	Media and Communications: <i>Management and Enforcement of the Radiocommunications Act 1989</i>		11,063	18,376	9,798
11,980	Media and Communications: Management of Emergency Telecommunications Capabilities		7,810	7,810	14,113
1,009	Economic and Regional Development: Developing a Circular Economy and Bioeconomy Strategy		–	–	–
879	Police: Administration of the Retail Crime Subsidy Scheme		235	243	400
3,397	Immigration – Regulation of Immigration Advisers		3,419	3,834	3,834
222,052	Total departmental output expenditure		205,302	224,482	211,447
Multi-category expenses and capital expenditure					
58,865	Building Policy, Regulation and Advice MCA		50,734	52,089	57,599
<i>Departmental output expenses</i>					
50,100	› Building Regulation and Control		49,154	50,155	48,655
11	› Executive Functions and Building System Support		7	90	90
7,928	› Policy Advice and Related Services to Ministers – Building and Construction		1,573	1,834	8,844
<i>Non-departmental output expenses</i>					
826	› Supporting the performance of statutory boards		–	10	10

Actual 2023/24 \$000	Appropriation name	Location of year-end performance information	Actual 2024/25 \$000	Supplementary Estimates 2024/25 \$000	Main Estimates 2024/25 \$000
962	Residential Earthquake-Prone Building Support Services MCA		–	–	–
	<i>Departmental Output Expenses</i>				
650	› Earthquake-Prone Building Remediation Support Service		–	–	–
	<i>Non-Departmental Other Expenses</i>				
312	› Delivery and Administration of the Residential Earthquake-Prone Building Financial Assistance Scheme		–	–	–
53,826	Commerce and Consumer Affairs: Enforcement of General Market Regulation MCA	1	49,020	49,020	46,788
	<i>Non-departmental output expenses</i>				
12,075	› Enforcement of Competition Regulation	1	11,651	11,651	11,651
20,892	› Enforcement of Consumer Regulation	1	20,211	20,211	20,211
7,286	› Grocery Industry Monitoring and Enforcement	1	7,286	7,286	7,286
5,775	› Liquid Fuels Monitoring and Enforcement	1	3,064	3,064	3,064
5,111	› Retail Payment Systems Administration and Enforcement	1	4,576	4,576	4,576
2,687	› Transition and Implementation of Economic Regulation for Water	1	2,232	2,232	–
9,028	Commerce Commission Litigation Funds MCA	1	11,900	12,612	12,612
	<i>Non-departmental other expenses</i>				
2,916	› Commerce Commission Externally-Sourced Litigation	1	6,025	6,500	6,500
6,112	› Commerce Commission Internally-Sourced Litigation	1	5,875	6,112	6,112
5,374	Media and Communications: Services for Deaf, Hearing Impaired and Speech Impaired People MCA		5,398	5,584	5,584
	<i>Non-departmental output expenses</i>				
–	› Administrative Support for Telecommunications Relay Equipment and Services	3	–	139	139
	<i>Non-departmental other expenses</i>				
5,374	› Telecommunications Development Levy Funded Procurement – Deaf Relay Service TSO		5,398	5,280	5,280
	<i>Non-departmental capital expenditure</i>				
–	› Acquisition of Relay Equipment		–	165	165
31,800	Emergency Management and Recovery: Services for Geohazards Management MCA	10	30,653	30,778	30,778
	<i>Non-Departmental Output Expenses</i>				
25,100	› Services for Hazards Management	10	30,653	30,768	30,768
	<i>Non-departmental capital expenditure</i>				
6,700	› Capital to Support Services for Hazards Management	10	–	10	10
22,393	Policy Advice and Related Services to Ministers MCA		20,338	22,931	23,131
	<i>Departmental output expenses</i>				
674	› Investigative Services – Trade Remedies		615	553	553
13,406	› Policy Advice and Related Services to Ministers – Commerce and Consumer Affairs		13,395	14,651	14,651
6,377	› Policy Advice and Related Services to Ministers – Media and Communications		4,407	5,053	5,903
1,936	› Policy Advice and Related Services to Ministers – Small Business and Manufacturing		1,921	2,674	2,024
71,062	Services and Advice to Support Well-functioning Financial Markets MCA	4	71,277	71,277	71,277
	<i>Non-departmental output expenses</i>				

Actual 2023/24 \$000	Appropriation name	Location of year-end performance information	Actual 2024/25 \$000	Supplementary Estimates 2024/25 \$000	Main Estimates 2024/25 \$000
17,888	› Performance of Investigation and Enforcement Functions	4	17,441	17,441	17,441
28,400	› Performance of Licensing and Compliance Monitoring Functions	4	29,680	29,680	29,680
24,774	› Performance of Market Analysis and Guidance, Investor Awareness, and Regulatory Engagement Functions	4	24,156	24,156	24,156
2,490	Small Business: Digital Enablement of Small Business MCA		–	–	–
	<i>Departmental output expenses</i>				
166	› Small Business: Digital Enablement Programme Design, and Management		–	–	–
	<i>Non-departmental output expenses</i>				
2,324	› Small Business: Digital Enablement Small Business and Provider Funding and Services		–	–	–
147	Small Business: Business and Wellbeing Support MCA		–	–	–
	<i>Departmental output expenses</i>				
31	› Delivery of business and wellbeing support services		–	–	–
	Non-Departmental Output Expenses				
116	› Wellbeing Support for businesses		–	–	–
32,399	Small Business Enabling Services MCA		35,052	36,695	37,845
	<i>Departmental output expenses</i>				
2,205	› Operational Support of the Regional Business Partner Network		1,949	2,474	2,474
15,081	› Services Supporting Small Business		18,229	18,236	18,236
	<i>Non-Departmental Output Expenses</i>				
832	› Business and Wellbeing Support		–	–	–
4,811	› Digital Enablement of Small Business		2,330	2,610	3,760
9,470	› Services to Support the Growth and Development of New Zealand Businesses		12,544	13,375	13,375
–	Commerce and Consumer Affairs: Statutory Management – Du Val Group and others MCA		2,316	2,350	–
	<i>Non-Departmental Other Expenses</i>				
–	› Statutory Management Du Val Group advances – Fair Value Write-down		117	50	–
–	› Statutory Management Du Val Group advances – Impairment of debt		–	100	–
	<i>Non-Departmental Capital Expenditure</i>				
–	› Statutory Management Du Val Group advances		2,199	2,200	–
288,346	Total multi-category expenses and capital expenditure		276,688	283,336	285,614
510,398	Total expenditure		481,990	507,818	497,061

Our Services, Non-Departmental

Actual 2023/24 \$000	Appropriation name	Location of year-end performance information	Actual 2024/25 \$000	Supplementary Estimates 2024/25 \$000	Main Estimates 2024/25 \$000
Non-departmental output expenses					
8,730	Commerce and Consumer Affairs: Accounting and Assurance Standards Setting	5	8,319	8,319	8,319
1,494	Commerce and Consumer Affairs: Administration of the Takeovers Code	6	1,494	1,494	1,494
3,399	Commerce and Consumer Affairs: Competition Studies	2	2,264	2,587	2,587
1,570	Commerce and Consumer Affairs: Enforcement of Dairy Sector Regulation and Monitoring of Milk Price Setting	1	1,300	2,348	2,348
812	Commerce and Consumer Affairs: Regulation of Airport Services (2019–2024) – MYA	1	–	–	–
–	Commerce and Consumer Affairs: Regulation of Specified Airport Services 2024–2029 – MYA	1	864	1,000	800
8,622	Commerce and Consumer Affairs: Retirement Commissioner	7	8,222	8,222	8,222
2,528	Commerce and Consumer Affairs: Review of Commerce Act Input Methodologies for Economic Regulation for the Period 2021–2024 – MYA	1	–	–	–
14,250	Communications: Addressing Māori Interests in Radio Spectrum	8	–	–	–
–	Communications: Emergency Telecommunications Services	8	–	–	1,064
16,841	Communications: Regulation of Telecommunications Services 2022–2025 – MYA	1	16,051	17,190	15,787
35,000	Media and Communications: Rural and Marae Connectivity	11	10,000	10,000	10,000
17,000	Digital Economy and Communications: 3.5 GHz rural and regional connectivity initiatives – MYA	9	39,000	39,000	30,000
6,968	Police: Retail Crime Subsidy Scheme	12	790	1,034	3,750
–	Small Business and Manufacturing: Manufacturing Sector Development	3	1,979	2,230	2,080
117,214	Total non-departmental output expenses		90,283	93,424	86,451
Non-departmental other expenses					
–	Payments in respect of the Weathertight Services Loan Guarantees PLA	2	–	1,200	1,200
1,268	Unwind of Discount Rate Used in the Present Value Calculation of Direct Payments Under the Weathertight Homes Financial Assistance Package	2	823	1,659	1,659
4,900	Commerce and Consumer Affairs: Financial Markets Authority Litigation Fund	4	5,000	5,000	5,000
–	Commerce and Consumer Affairs: Takeovers Panel Litigation Fund	6	–	200	200
445	Energy: Fair Value Write Down on Loans and Investments	2	78	500	500
6,613	Total non-departmental other expenses		5,901	8,559	8,559
Non-departmental capital expenditure					
–	Communications: Radio Spectrum Management Rights – Capital	2	–	60,000	–
–	Total non-departmental capital expenditure		–	60,000	–
123,827	Total non-departmental annual and MYA expenses		96,184	161,983	95,010
634,225	Total expenditure for outcome		578,174	669,801	592,071

Location of year-end performance information:

1. Commerce Commission's annual report
2. Exemption granted under section 15D(2)(b)(ii) of the *Public Finance Act 1989*
3. Exemption granted under section 15D(2)(b)(iii) of the *Public Finance Act 1990*
4. Financial Markets Authority's annual report
5. External Reporting Board's annual report
6. Takeovers Panel's annual report
7. Te Ara Ahunga Ora Retirement Commission annual report
8. Minister for Media and Communications in the Vote Business, Science and Innovation non-departmental appropriations report
9. Crown Infrastructure Partners' annual report
10. Minister for Emergency Management and Recovery in the Vote Business, Science and Innovation Non-Departmental Appropriations Report"
11. National Infrastructure Funding and Financing Limited (NIFFCo) in its annual report.
12. Minister of Police in the Vote Business, Science and Innovation Non-Departmental Appropriations Report

Multi-Year Appropriation

Appropriation name	Actual 2024/25 \$000	Actual 2023/24 \$000
Commerce and Consumer Affairs: Regulation of Airport Services (2019–2024) – MYA		
Original appropriation	–	2,763
Cumulative adjustments	–	–
Total adjusted appropriation	–	2,763
Cumulative actual expenditure 1 July	–	1,673
Current year actual expenditure	–	812
Cumulative actual expenditure 30 June	–	2,485
Appropriation remaining 30 June	–	278
Commerce and Consumer Affairs: Regulation of Specified Airport Services 2024–2029 – MYA		
Original appropriation	2,674	–
Cumulative adjustments	89	–
Total adjusted appropriation	2,763	–
Cumulative actual expenditure 1 July	–	–
Current year actual expenditure	864	–
Cumulative actual expenditure 30 June	864	–
Appropriation remaining 30 June	1,899	–
Commerce and Consumer Affairs: Review of Commerce Act Input Methodologies for Economic Regulation for the Period 2021–2024 – MYA		
Original appropriation	–	8,000
Cumulative adjustments	–	–
Total adjusted appropriation	–	8,000
Cumulative actual expenditure 1 July	–	5,472
Current year actual expenditure	–	2,528
Cumulative actual expenditure 30 June	–	8,000
Appropriation remaining 30 June	–	–

Appropriation name	Actual 2024/25 \$000	Actual 2023/24 \$000
Communications: Regulation of Telecommunications Services 2022-2025 - MYA		
Original appropriation	64,074	64,074
Cumulative adjustments	(18,000)	(18,000)
Total adjusted appropriation	46,074	46,074
Cumulative actual expenditure 1 July	28,884	12,043
Current year actual expenditure	16,051	16,841
Cumulative actual expenditure 30 June	44,935	28,884
Appropriation remaining 30 June	1,139	17,190
Digital Economy and Communications: 3.5 GHz rural and regional connectivity initiatives - MYA		
Original appropriation	72,000	72,000
Cumulative adjustments	–	–
Total adjusted appropriation	72,000	72,000
Cumulative actual expenditure 1 July	17,000	–
Current year actual expenditure	39,000	17,000
Cumulative actual expenditure 30 June	56,000	17,000
Appropriation remaining 30 June	16,000	55,000
Residential Earthquake-Prone Buildings Financial Assistance Scheme: Fair Value Write-down (2020–2024) – MYA		
Original appropriation	–	4,800
Cumulative adjustments	–	(4,800)
Total adjusted appropriation	–	–
Cumulative actual expenditure 1 July	–	–
Current year actual expenditure	–	–
Cumulative actual expenditure 30 June	–	–
Appropriation remaining 30 June	–	–
Residential Earthquake-Prone Buildings Financial Assistance Scheme: Loan Scheme for Earthquake-Prone Buildings (2020–2024) – MYA		
Original appropriation	–	10,000
Cumulative adjustments	–	(10,000)
Total adjusted appropriation	–	–
Cumulative actual expenditure 1 July	–	–
Current year actual expenditure	–	–
Cumulative actual expenditure 30 June	–	–
Appropriation remaining 30 June	–	–

Outcome four: Strong and resilient economy delivering energy security and value from resources

Overview (full view on page 33)

Expenditure	Our Outcomes*	Performance Measures
Departmental \$47 million	– Greenhouse gas emissions from electricity generation	Achieved 18/21 Milestones 0/0
Non-Departmental \$421 million	+ Sustainable national energy system + Efficient national energy system ‡ Efficient productivity	Quality 7/7 Satisfaction 0/2 Timeliness 8/9 Volume 3/3

*Key: + Positive shift – Negative shift = Unchanged ‡ Not comparable

Outcome Measures

ID	Performance Measure	Indicator	Source	Unit	2024/25 result
4.01	Reduce greenhouse gas emissions from electricity generation	Greenhouse gas emissions from electricity generation	MBIE Quarterly Electricity and Liquid Fuel Emissions Data	Kilotonnes carbon dioxide equivalent (kt CO ₂ -e)	Negative
<p>New Zealand's estimated greenhouse gas emissions from electricity generation over the 2024 calendar year (January to December) were 4,252 kt CO₂-e. This was a 32 per cent increase from 3,214 kt CO₂-e for 2023*. Over 2022 and 2023, emissions from electricity generation were relatively low due to favourable hydro inflows. In contrast, 2024 saw increased coal generation due to reduced hydro output.</p> <p>The electricity generation emissions data is used by the Ministry for the Environment to compile the <i>New Zealand Greenhouse Gas Inventory</i>, using internationally agreed guidelines produced by the Intergovernmental Panel on Climate Change.</p> <p>*The figure for 2023 has been revised up from 3,061 kt CO₂-e to 3,214 kt CO₂-e. Revisions to statistical data can occur due to changes to underlying data used as inputs, improvements to methods used or a combination of both.¹</p>					
4.02	Increase sustainability of Aotearoa New Zealand's energy system	Percentage of modern renewables in total final energy consumption	MBIE Energy Statistics	%	Positive
<p>New Zealand's share of modern renewables* in total final consumption was 29.8 per cent in the 2024 calendar year, an increase of 0.2 percentage points on 2023's value. The share of renewable energy in final consumption has steadily increased across most sectors, helped by New Zealand's reliance on electricity generated from renewable sources.</p> <p>*Modern renewables refers to the direct use of renewables plus the amount of electricity use that is allocated to renewables, calculated by applying the renewable share of electricity generation to total final consumption of electricity.</p>					

¹ The estimated level of greenhouse gas (GHG) emissions is based on electricity generation data combined with known and estimated emission factors for different types of generation (coal, gas, geothermal, and other fuels). It is the culmination of data from legally required electricity generation submissions, direct data requests, and Emissions Trading Scheme returns. The processes and assumptions that underpin the calculations on GHG emissions are reviewed bi-annually by an Expert Review Team operating under the authority of the UN Framework Convention on Climate Change.

There is a level of inherent uncertainty in estimating greenhouse gas emissions. The uncertainty in the level of the 2023 annual emissions estimate for the energy sector is ±2.7%. The uncertainty in the trend of energy sector emissions from 1990 to 2023 is ±4.7%.

The scientific knowledge and methodologies to determine emissions factors and the processes to calculate or estimate quantities of GHG sources are still evolving, as are GHG reporting and assurance standards. Uncertainty estimates are an essential element of a complete inventory. The purpose of uncertainty information is not to dispute the validity of the inventory estimates but to help prioritise efforts to improve the accuracy of inventories and guide decisions on methodological choice. For more information on Aotearoa New Zealand GHG emissions, including inventory uncertainties, the methodology of data collection and analysis, and assumptions used in the calculation, refer to New Zealand's Greenhouse Gas Inventory 1990-2023 (Ministry for the Environment, 2025).

ID	Performance Measure	Indicator	Source	Unit	2024/25 result
4.03	Increase efficiency of Aotearoa New Zealand's energy system	Energy intensity (based on megajoules (MJ) per dollar of gross domestic product (GDP) in real 2009/10 prices)	MBIE Energy Statistics; Stats NZ gross domestic product	MJ/\$ GDP	Positive
<p>National energy intensity has improved slightly, falling from 1.90 MJ/\$ in 2023 to 1.87 MJ/\$ in 2024. National average energy intensity has been improving since 2011, with less energy needed to produce per dollar of GDP. This has been driven by the commercial sector with its large contribution to national GDP and its relatively low energy intensity.</p> <p>*The figure for 2023 has been revised down from 1.97 MJ/\$ to 1.90 MJ/\$. Revisions to statistical data can occur due to changes to underlying data used as inputs, improvements to methods used or a combination of both.</p>					
4.04	Increase economic productivity	Gross domestic product (GDP) per hour worked	Organization for Economic Co-operation and Development (OECD) Productivity Statistics	NZ\$	Not comparable
<p>The GDP per hour worked was estimated to be \$79.85 (current prices) for 2024. This compares with \$76.75 in 2023. GDP per hour worked has increased 44 per cent since 2014, down from 50 per cent growth in the decade prior (2004–14). This indicator is a measure of labour productivity.</p> <p>Data sourced from the OECD. The figure for 2024 is an estimated measure. Note, for the 2023/24 report, the OECD's 'productivity levels' database information was referenced. This database had not been updated in time for the 2024/25 report, so information has been sourced from the related OECD productivity database.</p>					



Achieved 18 out of 21 output performance targets

Output Measures

ID	Vote Business, Science and Innovation		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
4.01	Energy Information Services This appropriation is intended to achieve the provision of information and technical advice on energy and resources.	New Zealand's obligations for reporting energy information to international organisations, including the International Energy Agency, Asia-Pacific Economic Cooperation and United Nations Framework Convention on Climate Change are met to an agreed standard	All international requirements are met	All international requirements are met	All international requirements are met
4.02		Statistical releases are free from significant errors	100%	100%	100%
4.03		Statistical releases are published on the advertised date	100%	100%	100%
4.04	Resources: Management of the Crown Mineral Estate This appropriation is intended to achieve the efficient allocation and management of Crown-owned petroleum and mineral resources.	Iwi are consulted with on all relevant applications within their rohe and provided with a minimum of 20 working days to respond	100%	100%	100%
4.05		Percentage of Annual Review Meetings are conducted for all petroleum permits and licenses	60%	76%	86%
4.06		The result was above the standard, with a variance from last year's outcome. The decision whether to hold a meeting is influenced by several factors including the level of activity on each permit or licence during the year. In 2024/25, MBIE considered that meetings continued to be required on more than 60% of permits and licenses to discuss and understand the delivered and forecast levels of activity in the upstream petroleum sector. This is lower than 2023/24 results; MBIE considered a higher number of meetings was required during that period to discuss decommissioning.			
		Percentage of minerals applications that are granted or declined within 120 working days	80%	60%	40%
		The result did not meet the standard, although there was a significant improvement on 23/24 and a record total of 439 decisions were made in 24/25 on minerals permit applications. Due to improvements in processes despite continuing high volumes of applications received - we are now deciding more applications than volumes received and reducing our historic queue. This included a dedicated focus on resolving the oldest applications (received before 1 July 2023) alongside processing new applications in 24/25. As the last of the oldest applications are processed the Ministry expects average timeliness will continue to improve towards the performance standard.			
4.07	Energy and Resources: Supporting Decommissioning of Oil Fields This appropriation is intended to achieve the efficient management of planning, compliance, demobilisation and decommissioning activities.	The work on plugging and abandoning Tui wells is completed by 30 June 2025	100%	100%	New measure for 2024/25
		This new measure was selected to more accurately reflect the delivery of decommissioning activities. The previous measure referenced the number of milestones that had to be met. The decommissioning process was completed in the 2024/25 financial year. Ongoing monitoring activities will be funded in outyears through different appropriations.			
4.08	Energy and Resources: Renewable Energy in Communities and Public and Māori housing MCA This appropriation is intended to achieve the improvement of energy affordability and resilience in New Zealand communities through renewable and sustainable energy solutions and innovation.	Number of projects contracted by 30 June 2024	50	213	34
		The result has significantly exceeded both the standard and last year's result, largely because the original standard was a high-level estimate developed during the early design phase of the programme. Additionally, due to an administrative oversight, the wording in the Supplementary Estimates of Appropriations was not updated to reflect the correct date of 30 June 2025.			

ID	Vote Business, Science and Innovation		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
4.09	Operational Support This category is intended to achieve the operational support for improvement of energy affordability and resilience through renewable energy solutions and innovation for New Zealand communities.	Percentage of progress achieved in designing the fund structure by June 2024 The result was above the standard and last year's result due to the phased approach to designing the funding structure. Programme milestones indicated that 50% of the design of the funding structure was scheduled for completion by 30 June 2024, with the remaining 50% due by 30 June 2025. However, due to an administrative oversight, the performance measure and standard were not updated in the Supplementary Estimates of Appropriations to reflect the revised completion date of 30 June 2025 and a target of 100% completion.	50%	100%	30%
4.10	Provision of funding for purchase of renewable energy solutions This category is intended to achieve the provision of renewable energy solutions for organisations or individuals, designed to promote improved resilience and energy affordability in New Zealand communities or the award of grants to support renewable energy solutions and innovation.	Number of projects contracted by 30 June 2024 This year's result has significantly exceeded both the standard and last year's performance mainly due to the original standard being an estimate developed during the early design phase of the programme. Additionally, due to an administrative oversight, the wording in the Supplementary Estimates of Appropriations was not updated to reflect the correct date of 30 June 2025.	40	213	34
4.11		Refer to page 242- in the 'Discontinued no funding' table.			
4.12	Policy Advice and Related Services to Ministers MCA (Business, Science and Innovation) <i>Policy Advice and Related Services to Ministers - Energy</i> This category is intended to achieve the provision of high quality policy advice and support to Ministers and ensure Crown entities are appropriately monitored.	The average quality of policy advice papers, using an appropriately robust assessment process, meets a standard of 'acceptable' as defined by quality advice standards	At least 3.3/5.0	3.5	New measure 2024/25
		This new measure was selected to improve understandability of the assessment process of the quality of policy advice. See the Disclosure of Judgements section. The result exceeded the standard.			
4.13		The satisfaction of the Minister for Energy with the policy advice service, as per the common satisfaction survey	Average score of 4 out of 5 or better	3.8	3.8
		The result is below the standard due to lower ratings provided by the Minister around clarity of advice and implementation. This year only one survey was completed due to a change in Minister.			
4.14		Ministers receive advice on entities' accountability documents within statutory timeframes	100%	100%	100%
		Percentage of requests completed within either specified or statutory timeframes:			
4.15		Ministerial correspondence	95% or above	98.5%	99%
4.16		Ministerial <i>Official Information Act 1982</i> requests	95% or above	98.7%	100%
4.17		Parliamentary Questions	95% or above	95.5%	100%
4.18	Policy Advice and Related Services to Ministers - Resources This category is intended to achieve the provision of high quality policy advice and support to Ministers and ensure Crown entities are appropriately monitored.	The average quality of policy advice papers, using an appropriately robust assessment process, meets a standard of 'acceptable' as defined by quality advice standards	At least 3.3/5.0	3.7	New measure 2024/25
		This new measure was selected to improve understandability of the assessment process of the quality of policy advice. See the Disclosure of Judgements section. The result exceeded the standard.			
4.19		The satisfaction of the Minister for Resources with the policy advice service, as per the common satisfaction survey	Average score of 4 out of 5 or better	Nil	4.5
		The result is not reported for the 2024/25 because the Ministry did not receive a completed survey.			

ID	Vote Business, Science and Innovation		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
		Percentage of requests completed within either specified or statutory timeframes:			
4.20		Ministerial correspondence	95% or above	99%	99%
4.21		Ministerial <i>Official Information Act 1982</i> requests	95% or above	100%	100%
4.22		Parliamentary Questions	95% or above	100%	100%

How Much We Spent

Actual 2023/24 \$000	Our expenditure summary	Actual 2024/25 \$000	Supplementary Estimates 2024/25 \$000	Main Estimates 2024/25 \$000
45,748	Departmental expenses	46,824	53,012	47,778
401,260	Non-departmental expenses	411,344	592,744	580,879
–	– Departmental capital	–	–	–
19,133	Non-departmental capital	9,368	13,176	6,500
466,141	Total expenditure for outcome	467,536	658,932	635,157

Our Services and Functions, Departmental

Actual 2023/24 \$000	Appropriation name	Location of year-end performance information	Actual 2024/25 \$000	Supplementary Estimates 2024/25 \$000	Main Estimates 2024/25 \$000
Departmental outputs					
2,186	Energy: Information Services		2,378	4,111	3,411
24,842	Resources: Management of the Crown Mineral Estate		27,038	30,272	27,570
88	Energy and Resources: Monitoring and Enforcement of an Energy and Emissions Reporting Scheme For Large Energy Users		–	–	–
1,317	Energy and Resources: Supporting Decommissioning of Oil Fields (2021–2025) – MYA		1,132	1,183	–
28,433	Total departmental output expenditure		30,548	35,566	30,981
Multi-category expenses and capital expenditure					
11,224	Energy: Renewable Energy in Communities and Public and Māori housing MCA		7,651	19,360	8,748
	<i>Non-departmental output expenses</i>				
–	› Operational Support		–	10	10
11,224	› Provision of Funding for Purchase of Renewable Energy Solutions		7,651	19,350	8,738
17,315	Policy Advice and Related Services to Ministers MCA		16,276	17,446	16,797
	<i>Departmental output expenses</i>				
17,315	› Policy Advice and Related Services to Ministers – Energy and Resources		–	–	–
–	› Policy Advice and Related Services to Ministers – Energy		13,976	15,270	14,621
–	› Policy Advice and Related Services to Ministers – Resources		2,300	2,176	2,176
28,539	Total multi-category expenses and capital expenditure		23,927	36,806	25,545
56,972	Total expenditure		54,475	72,372	56,526

Our Services, Non-Departmental

Actual 2023/24 \$000	Appropriation name	Location of year-end performance information	Actual 2024/25 \$000	Supplementary Estimates 2024/25 \$000	Main Estimates 2024/25 \$000
Non-departmental output expenses					
12,224	Commerce and Consumer Affairs: Regulation of Electricity Lines Services (2019–2024) – MYA	1	–	–	–
2,927	Commerce and Consumer Affairs: Regulation of Gas Pipelines Services (2019–2024) – MYA	1	–	–	–
–	Commerce and Consumer Affairs: Regulation of Electricity Lines Services 2024–2029 – MYA	1	10,010	11,406	9,001
–	Commerce and Consumer Affairs: Regulation of Gas Pipelines Services 2024–2029 – MYA	1	3,468	3,617	2,533
2,173	Energy and Resources: Advice on Viable Energy Storage Projects (2020–2025) – MYA	2	–	–	–
101,374	Energy: Electricity Industry Governance and Market Operations	3	106,561	112,497	112,497
78,185	Energy: Energy Efficiency and Conservation	4	55,287	63,837	63,586
4,373	Energy and Resources: Implementation of the Grant Scheme for Warm, Dry Homes (2022–2027) – MYA		–	745	–
–	Energy and Resources: Implementation of the Grant Scheme for Warm, Dry, and Energy Efficient Homes 2023–2028 – MYA	4	6,003	12,045	25,142
–	Energy: Implementation of Policies and Programmes for Fuel Security and Fuel Emergency Management 2024–2029 – MYA	2	33,165	45,950	46,650
33,280	Energy and Resources: Management of IEA Oil Stocks (2020–2024) – MYA	2	–	–	–
–	Energy and Resources: Managing the Security of New Zealand's Electricity Supply (2022–2027) – MYA	3	100	3,600	1,200
321	Energy and Resources: Meeting Crown Obligations (2021–2025) – MYA	6	–	4,216	–
234,857	Total non-departmental output expenses		214,594	257,913	260,609

Actual 2023/24 \$000	Appropriation name	Location of year-end performance information	Actual 2024/25 \$000	Supplementary Estimates 2024/25 \$000	Main Estimates 2024/25 \$000
Non-departmental other expenses					
14,522	Energy and Resources: Accelerating Energy Efficiency and Fuel Switching in Industry (2021–2025) – MYA	4	2,811	20,959	22,481
42,256	Energy and Resources: Accelerating Energy Efficiency and Fuel Switching in Industry (2022–2027) – MYA	4	90,316	125,157	145,902
–	– Energy and Resources: Clean Heavy Vehicles Grants 2023–2028 – MYA	4	923	23,500	14,250
–	– Energy: Crown Loans – Impairment of Debt	2	–	100	100
–	– Energy: Electricity Litigation Fund	3	50	1,500	1,500
5,356	Energy: Establishing a Renewable Electricity System on Chatham Island	2	4,450	4,619	3,000
84,646	Energy and Resources: Grant Scheme for Warm, Dry Homes (2022–2027) – MYA	4	–	–	–
531	Energy and Resources: Grant Scheme for Warm, Dry, and Energy Efficient Homes 2023–2028 – MYA		76,069	98,340	83,000
294	Energy: International Energy Agency Contribution	5	80	289	289
7,000	Energy and Resources: National New-Energy Development Centre (2022–2026) – MYA	2	6,150	7,007	7,000
574	Energy and Resources: Public Electric Vehicle Charging Hubs and Infrastructure 2023–2028 – MYA	4	8,250	34,000	34,000
155,179	Total non-departmental other expenses		189,099	315,471	311,522
Non-departmental capital expenditure					
1,784	Energy: Crown Energy Efficiency	4	2,000	2,000	2,000
17,349	Energy: Crown Energy Efficiency – Capital Injection	2	7,368	11,176	4,500
19,133	Total non-departmental capital expenditure		9,368	13,176	6,500
409,169	Total non-departmental annual and MYA expenses		413,061	586,560	578,631
466,141	Total expenditure for outcome		467,536	658,932	635,157

Location of year-end performance information:

1. Commerce Commission's annual report
2. Minister of Energy in the Vote Business, Science and Innovation non-departmental appropriations report
3. Electricity Authority's annual report
4. Energy Efficiency and Conservation Authority's annual report
5. Exemption granted under section 15D(2)(b) (iii) of the *Public Finance Act 1989*
6. Minister of Resources in the Vote Business, Science and Innovation non-departmental appropriations report

Multi-Year Appropriation

Appropriation name	Actual 2024/25 \$000	Actual 2023/24 \$000
Commerce and Consumer Affairs: Regulation of Electricity Lines Services (2019–2024) – MYA		
Original appropriation	–	28,311
Cumulative adjustments	–	10,254
Total adjusted appropriation	–	38,565
Cumulative actual expenditure 1 July	–	25,473
Current year actual expenditure	–	12,224
Cumulative actual expenditure 30 June	–	37,697
Appropriation remaining 30 June	–	868
Commerce and Consumer Affairs: Regulation of Electricity Lines Services 2024–2029 – MYA		
Original appropriation	44,446	–
Cumulative adjustments	592	–
Total adjusted appropriation	45,038	–
Cumulative actual expenditure 1 July	–	–
Current year actual expenditure	10,010	–
Cumulative actual expenditure 30 June	10,010	–
Appropriation remaining 30 June	35,028	–
Commerce and Consumer Affairs: Regulation of Gas Pipelines Services (2019–2024) – MYA		
Original appropriation	–	9,684
Cumulative adjustments	–	3,337
Total adjusted appropriation	–	13,021
Cumulative actual expenditure 1 July	–	8,994
Current year actual expenditure	–	2,927
Cumulative actual expenditure 30 June	–	11,921
Appropriation remaining 30 June	–	1,100
Commerce and Consumer Affairs: Regulation of Gas Pipelines Services 2024–2029 – MYA		
Original appropriation	15,741	–
Cumulative adjustments	(730)	–
Total adjusted appropriation	15,011	–
Cumulative actual expenditure 1 July	–	–
Current year actual expenditure	3,468	–
Cumulative actual expenditure 30 June	3,468	–
Appropriation remaining 30 June	11,543	–
Energy and Resources: Accelerating Energy Efficiency and Fuel Switching in Industry (2021–2025) – MYA		
Original appropriation	69,000	69,000
Cumulative adjustments	–	–
Total adjusted appropriation	69,000	69,000
Cumulative actual expenditure 1 July	48,041	33,519
Current year actual expenditure	2,811	14,522
Cumulative actual expenditure 30 June	50,852	48,041
Appropriation remaining 30 June	18,148	20,959

Appropriation name	Actual 2024/25 \$000	Actual 2023/24 \$000
Energy and Resources: Accelerating Energy Efficiency and Fuel Switching in Industry (2022–2027) – MYA		
Original appropriation	808,426	808,426
Cumulative adjustments	(482,000)	(482,000)
Total adjusted appropriation	326,426	326,426
Cumulative actual expenditure 1 July	44,301	2,045
Current year actual expenditure	90,316	42,256
Cumulative actual expenditure 30 June	134,617	44,301
Appropriation remaining 30 June	191,809	282,125
Energy and Resources: Advice on Viable Energy Storage Projects (2020–2025) – MYA		
Original appropriation	93,085	93,085
Cumulative adjustments	(64,887)	(64,083)
Total adjusted appropriation	28,198	29,002
Cumulative actual expenditure 1 July	28,198	26,025
Current year actual expenditure	–	2,173
Cumulative actual expenditure 30 June	28,198	28,198
Appropriation remaining 30 June	–	804
Energy and Resources: Clean Heavy Vehicles Grants 2023–2028 – MYA		
Original appropriation	27,750	27,750
Cumulative adjustments	–	–
Total adjusted appropriation	27,750	27,750
Cumulative actual expenditure 1 July	–	–
Current year actual expenditure	923	–
Cumulative actual expenditure 30 June	923	–
Appropriation remaining 30 June	26,827	27,750
Energy and Resources: Grant Scheme for Warm, Dry Homes (2022–2027) – MYA		
Original appropriation	–	68,000
Cumulative adjustments	–	47,355
Total adjusted appropriation	–	115,355
Cumulative actual expenditure 1 July	–	30,709
Current year actual expenditure	–	84,646
Cumulative actual expenditure 30 June	–	115,355
Appropriation remaining 30 June	–	–
Energy and Resources: Grant Scheme for Warm, Dry, and Energy Efficient Homes 2023–2028 – MYA		
Original appropriation	349,980	349,980
Cumulative adjustments	(85,109)	(85,109)
Total adjusted appropriation	264,871	264,871
Cumulative actual expenditure 1 July	531	–
Current year actual expenditure	76,069	531
Cumulative actual expenditure 30 June	76,600	531
Appropriation remaining 30 June	188,271	264,340
Energy and Resources: Implementation of the Grant Scheme for Warm, Dry Homes (2022–2027) – MYA		
Original appropriation	5,118	5,118
Cumulative adjustments	2,385	2,385
Total adjusted appropriation	7,503	7,503
Cumulative actual expenditure 1 July	6,758	2,385
Current year actual expenditure	–	4,373
Cumulative actual expenditure 30 June	6,758	6,758
Appropriation remaining 30 June	745	745

Appropriation name	Actual 2024/25 \$000	Actual 2023/24 \$000
Energy and Resources: Implementation of the Grant Scheme for Warm, Dry, and Energy Efficient Homes 2023–2028 – MYA		
Original appropriation	31,837	31,837
Cumulative adjustments	(3,000)	(3,000)
Total adjusted appropriation	28,837	28,837
Cumulative actual expenditure 1 July	–	–
Current year actual expenditure	6,003	–
Cumulative actual expenditure 30 June	6,003	–
Appropriation remaining 30 June	22,834	28,837
Energy and Resources: Low Emission Transport Fund Freight Decarbonisation Grants 2022–2027 – MYA		
Original appropriation	–	15,000
Cumulative adjustments	–	(14,000)
Total adjusted appropriation	–	1,000
Cumulative actual expenditure 1 July	–	–
Current year actual expenditure	–	–
Cumulative actual expenditure 30 June	–	–
Appropriation remaining 30 June	–	1,000
Energy and Resources: Management of IEA Oil Stocks (2020–2024) – MYA		
Original appropriation	–	113,000
Cumulative adjustments	–	(34)
Total adjusted appropriation	–	112,966
Cumulative actual expenditure 1 July	–	27,521
Current year actual expenditure	–	33,280
Cumulative actual expenditure 30 June	–	60,801
Appropriation remaining 30 June	–	52,165
Energy and Resources: Managing the Security of New Zealand’s Electricity Supply (2022–2027) – MYA		
Original appropriation	6,000	6,000
Cumulative adjustments	–	–
Total adjusted appropriation	6,000	6,000
Cumulative actual expenditure 1 July	–	–
Current year actual expenditure	100	–
Cumulative actual expenditure 30 June	100	–
Appropriation remaining 30 June	5,900	6,000
Energy and Resources: Meeting Crown Obligations (2021–2025) – MYA		
Original appropriation	84,344	84,344
Cumulative adjustments	(79,807)	(79,807)
Total adjusted appropriation	4,537	4,537
Cumulative actual expenditure 1 July	321	–
Current year actual expenditure	–	321
Cumulative actual expenditure 30 June	321	321
Appropriation remaining 30 June	4,216	4,216
Energy and Resources: National New-Energy Development Centre (2022–2026) – MYA		
Original appropriation	11,000	11,000
Cumulative adjustments	21,000	21,000
Total adjusted appropriation	32,000	32,000
Cumulative actual expenditure 1 July	17,993	10,993
Current year actual expenditure	6,150	7,000
Cumulative actual expenditure 30 June	24,143	17,993
Appropriation remaining 30 June	7,857	14,007

Appropriation name	Actual 2024/25 \$000	Actual 2023/24 \$000
Energy and Resources: Public Electric Vehicle Charging Hubs and Infrastructure 2023–2028 – MYA		
Original appropriation	110,000	110,000
Cumulative adjustments	(15,000)	(15,000)
Total adjusted appropriation	95,000	95,000
Cumulative actual expenditure 1 July	574	–
Current year actual expenditure	8,250	574
Cumulative actual expenditure 30 June	8,824	574
Appropriation remaining 30 June	86,176	94,426
Energy and Resources: Support for Household Access to Efficient Lighting 2023–2028 – MYA		
Original appropriation	–	16,300
Cumulative adjustments	–	(15,000)
Total adjusted appropriation	–	1,300
Cumulative actual expenditure 1 July	–	–
Current year actual expenditure	–	–
Cumulative actual expenditure 30 June	–	–
Appropriation remaining 30 June	–	1,300
Energy and Resources: Supporting Decommissioning of Oil Fields (2021–2025) – MYA		
Original appropriation	9,804	9,804
Cumulative adjustments	(4,006)	(2,006)
Total adjusted appropriation	5,798	7,798
Cumulative actual expenditure 1 July	4,615	3,298
Current year actual expenditure	1,132	1,317
Cumulative actual expenditure 30 June	5,747	4,615
Appropriation remaining 30 June	51	3,183
Energy: Implementation of Policies and Programmes for Fuel Security and Fuel Emergency Management 2024–2029 – MYA		
Original appropriation	142,750	–
Cumulative adjustments	(700)	–
Total adjusted appropriation	142,050	–
Cumulative actual expenditure 1 July	–	–
Current year actual expenditure	33,165	–
Cumulative actual expenditure 30 June	33,165	–
Appropriation remaining 30 June	108,885	–

Outcome five: Dynamic business environment fostering innovation, technology and international connections

Overview (full view on page 38)

Expenditure	Our Outcomes*	Performance Measures
Departmental \$220 million	+ Export income ‡ International collaboration on innovation ‡ Innovative business activity	Achieved 24/40 Milestones 10/10 Quality 8/10 Satisfaction 0/5 Timeliness 5/12 Volume 1/3
Non-Departmental \$1,521 million	+ Business research and development expenditure = Productive capital investment	

Key*: + Positive shift – Negative shift = Unchanged ‡ Not comparable

Outcome Measures

ID	Performance Measure	Indicator	Source	Unit	2024/25 result
5.01	Increase the value of exports	Total value of exports	SNZ Trade Dashboard	\$ billion	Positive
	The total value of New Zealand's exports for the year ended March 2025 was \$105.18 billion. This is a 7.4 per cent increase in export value from the year ended March 2024 (\$97.92 billion).				
5.02	Increase in firms collaborating internationally for innovation	Foreign direct investment into high-tech sectors	SNZ Balance of payments and international investment position	%	Not comparable
	<p>Due to the discontinuation of the Business Operations Survey, which previously provided data on firms collaborating internationally for innovation, foreign direct investment into high-tech sectors (sourced from the Stats NZ balance of payments and international investment position data) is being used as a proxy measure in the 2024/25 annual report.</p> <p>The total stock of foreign direct investment (FDI) in high-tech sectors (manufacturing, finance, information media and telecommunications, and professional, scientific and technical services) grew by 12 per cent between 2023 and 2024, up from 10.4 per cent growth between 2022 and 2023.</p>				
5.03	Increase in firms reporting innovative activity	Number of entities performing research and development (R&D) in business sector	SNZ Research and Development Survey	Number	Not comparable
	<p>Due to the discontinuation of the Business Operations Survey, which previously provided data on firm innovation rates, the number of entities conducting R&D in the business sector (sourced from the Research and Development Survey) is being used as a proxy measure in the 2024/25 annual report.</p> <p>In 2024, the number of businesses reporting R&D was 2,283. This is effectively at the same level as in 2023, at 2,286.</p> <p>It is important to note that, while R&D and innovation activities are related, there are differences in their scope. Innovation refers to a new or improved product or process that differs significantly from a firm's previous offerings and has been introduced to the market or brought into use by the firm. R&D, on the other hand, focuses on the pursuit of new knowledge, where the end goal may not necessarily be a new product or process.</p> <p>R&D represents a narrower definition of innovation, which is just one aspect of the broader topic of innovation. Innovation tends to relate specifically to the business sector, because it focuses more on the introduction of new goods, services or processes to the market.</p>				

ID	Performance Measure	Indicator	Source	Unit	2024/25 result
5.04	Increased business research and development expenditure	Business expenditure on research and development as a percentage of gross domestic product (GDP)	SNZ Research and Development Survey	%	Positive
	Business expenditure on research and development as a percentage of GDP was 0.97 per cent in 2024, an increase from 0.95 per cent in 2023. The dollar value of this expenditure increased by 9 per cent, from \$3.7 billion to \$4.0 billion.				
5.05	Increase productive capital investment	Proportion of net capital stock that is not residential	SNZ National Accounts	%	Unchanged
	The proportion of net capital stock that is not residential buildings was provisionally 57.5per cent in the year to March 2024, this is slightly higher than the proportion in 2023 of 57.4 per cent (revised figure)*. This indicator has been steadily increasing over the past eight years.				
	*This figure has been revised up from 57.1 per cent. Revisions of statistical data typically occur when more updated information is available or provisional data is finalised.				

60%
ACHIEVED

Achieved 24 out of 40 output performance targets

Output Measures

ID	Vote Business, Science and Innovation		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
5.01	Economic Development: Implementation of Improvements in Public Sector Procurement and Services to Business This appropriation is intended to achieve better public services and encourage business growth.	Percentage of participating agencies satisfied or very satisfied	70%	67%	72%
		The result was below last year's result due to an increase in neutral responses, with dissatisfied and very dissatisfied remaining steady, suggesting a shift in sentiment from positive to ambivalent. A drop also occurred in overall satisfaction with the service from suppliers and products and services. This indicates more specific concerns with service delivery of suppliers and their offerings. SurveyMonkey was used to collect results. The survey has a 5-point scale (1 = very dissatisfied to 5 = very satisfied). A total of 457 recipients completed the survey with a response rate of 9% and a margin of error of $\pm 3.6\%$.			
5.02		Savings target across public sector agencies identified through the All of Government contract for the financial year	\$175 million	\$183 million	\$191.33 million
		The variance to last year's result is due to a reduction in expenditure across each All of Government panel, for example, the reduced use of the All of Government Consultancy panels and the Talent Acquisition panels.			
5.03		Annual improvement in satisfaction rating for the quality of government procurement practice from the government procurement business survey	3.15 out of 5	3.0 out of 5	2.8 out of 5
		The result was a 7% increase compared with last year's result, indicating slightly improved communications and service between suppliers and government agencies during procurement activities. This was based on a survey with a sample size of 20,000 to 30,000, a response rate of about 5%, and a margin of error of less than 1%.			
5.04		Public Service: Property Management within the State Sector This appropriation is intended to achieve improved property management practices across government	6	5	6
			The result did not meet the standard due to organisational change priorities, limiting the number of sessions held.		
5.05		Percentage of lease approvals that demonstrated a consideration of surplus space	100%	100%	New measure for 2024/25
		This new measure was selected to represent the efficient use of the government property portfolio.			
5.06		Ratio of agency sqm that is co-located or co-tenanted against total office accommodation portfolio size	49%	48%	New measure for 2024/25
		This new measure was selected to represent the efficient use of the government property portfolio.			
5.07	Science, Innovation and Technology: Departmental administration of in-year payments loans 2022-2026 This appropriation is intended to achieve efficient and effective management of debt management and recovery of outstanding debt related to the ceased In-Year Payments Loans programme.	Percentage of outstanding loans (by loan value) is recovered	90%	90.7%	New measure for 2024/25
		This new measure was selected to reflect the debt recovery activity following the discontinuation of the In-Year Payments Loans Scheme in 2023/24.			

ID	Vote Business, Science and Innovation		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
5.08	Science, Innovation and Technology: Innovative Partnerships This appropriation is intended to achieve the attraction of overseas investment in Research and Development to New Zealand.	Percentage of annual pipeline opportunities assessed within six months	100%	Not reported	100%
		The Innovative Partnerships Programme was disestablished in June 2024 and no pipeline opportunities were assessed. The appropriation was operational in 2024/25 to meet remaining contractual obligations.			
5.09	Science, Innovation and technology: National Research Information System This appropriation is intended to enhance the value of the government's expenditure on research, science and innovation by providing more accessible, accurate and timely information on New Zealand's research investments.	The research information system (NZRIS) proof of concept is validated, demonstrating that it meets all functional requirements and gains approval to proceed	Achieved	Achieved	New measure for 2024/25
		This new measure was selected to reflect changes in the approach to delivering a national research information system.			
5.10	Science, Innovation and Technology: Prime Minister's Science, Innovation and Technology Advisory Council This appropriation is intended to achieve the establishment of the Prime Minister's Science, Innovation and Technology Advisory Council to provide effective policy advice and support to Ministers on ways to leverage science, innovation and technology for economic growth.	The Prime Minister's Science, Innovation and Technology Council is established by 30 June 2025	Achieved	Achieved	New measure for 2024/25
		This new measure was selected to reflect the establishment of the Prime Minister's Science, Innovation and Technology Advisory Council by the set date.			
5.11	Space: Space Regulator Capability This appropriation is intended to achieve the capability to assess the full range of applications for space activities robustly and efficiently to ensure New Zealand has a world-class regulatory environment.	Launch licensing capability system testing commissioned by 30 June 2025	Achieved	Not achieved	New measure for 2024/25
		This new measure was selected to track progress on the space launch licensing capability system. The standard was not met due to more complex and protracted contract negotiations than anticipated. Commissioning of external testing will proceed once contractual arrangements are finalised.			
5.12	Tourism and Hospitality: International Visitor Conservation and Tourism Levy Collection This appropriation is intended to achieve the prompt payment of transaction fees for the International Visitor Conservation and Tourism Levy.	All bank fees incurred by the collection of the International Visitor Conservation and Tourism Levy are allocated accurately	100%	100%	100%
5.13	Ministry of Business, Innovation and Employment – Capital Expenditure PLA This appropriation is intended to achieve the implementation of the Ministry of Business, Innovation and Employment's capital expenditure plan.	Percentage of Ministry of Business, Innovation and Employment's projects delivered on time, scope and budget	85%	66%	93%
		The result was below the standard and last year's result due to challenges related to time, scope and budget, driven by environmental and fiscal pressures. Several projects submitted change requests, some multiple times throughout their lifecycle, which affected alignment with original business case baselines. The main contributing factors included shifts in government priorities, requiring projects to change or reprioritise, and fiscal constraints that led to descoping and funding adjustments.			

ID	Vote Business, Science and Innovation		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
5.14	Policy Advice and Related Services to Ministers MCA (Business, Science and Innovation) <i>Policy Advice and Related Services to Ministers – Economic Development</i> This category is intended to achieve the provision of high quality policy advice and support to Ministers and ensure Crown entities are appropriately monitored.	The average quality of policy advice papers, using an appropriately robust assessment process, meets a standard of 'acceptable' as defined by quality advice standards	At least 3.3/5.0	3.3	New measure for 2024/25
		This new measure was selected to improve the understandability of the assessment process for the assessment of quality advice. See the Disclosure of Judgements section.			
5.15		The satisfaction of the Minister for Economic Growth with the policy advice service, as per the common satisfaction survey	Average score of 4 out of 5 or better	3.9	4.5
		The result was below last year's result due to lower ratings provided by Ministers around access to relevant expertise, and the lack of clarity of policy evaluation frameworks. This year only one survey was completed due to a change in Minister. The Ministry is working on continuous improvement to address remaining gaps and meet the target for 2025/26.			
5.16		Ministers receive advice on entities' accountability documents within statutory timeframes	100%	100%	100%
		Percentage of requests completed within either specified or statutory timeframes:			
5.17		Ministerial correspondence	95% or above	93.7%	99%
		One-hundred-and-thirty-three of the 142 ministerial correspondence responses were delivered on time. The result was below last year's result due to administrative errors and issues with the sign out process. The Ministry is committed to continuous improvement and is actively addressing the remaining gaps to meet the performance standard for 2025/26.			
5.18		Ministerial <i>Official Information Act 1982</i> requests	95% or above	96.4%	98%
5.19		Parliamentary questions	95% or above	98.4%	98%

ID	Vote Business, Science and Innovation		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
5.20	<i>Policy Advice and Related Services to Ministers –Science, Innovation and Technology</i> This category is intended to achieve the provision of high quality policy advice and support to Ministers and ensure Crown entities are appropriately monitored.	The average quality of policy advice papers, using an appropriately robust assessment process, meets a standard of 'acceptable' as defined by quality advice standards	At least 3.3/5.0	3.4	New measure for 2024/25
		This new measure was selected to improve understandability of the assessment process of the quality of policy advice. See the Disclosure of Judgements section.			
5.21		The satisfaction of the Minister of Science, Innovation and Technology with the policy advice service, as per the common satisfaction survey	Average score of 4 out of 5 or better	3.9	3.2
		The result is above last year's result due to improved programme governance of the portfolio and focus on improving clarity and connection of advice. The Minister has responded to one of two satisfaction surveys. This result is based on the information from that survey.			
5.22		Ministers receive advice on entities' accountability documents within statutory timeframes	100%	100%	100%
		Percentage of requests completed within either specified or statutory timeframes:			
5.23		Ministerial correspondence	95% or above	80.7%	83%
		Seventy-one of the 88 ministerial correspondence responses were delivered on time. The result was below the standard, primarily due to administrative errors. The Ministry is committed to improving the timeliness of responses to Ministerial correspondence on the Science, Innovation and Technology portfolio and has built closer connection between Ministerial Office and Ministry processes for responses.			
5.24		Ministerial Official Information Act 1982 requests	95% or above	94.2%	100%
		Forty-nine of the 52 ministerial Official Information Act responses were delivered on time. The result is below last year's result due to delays in collation and processing of information. The Ministry is actively working to address issues to meet the performance standard for 2025/26 such as clearer allocation and sign-out processes.			
5.25		Parliamentary questions	95% or above	94.9%	98%
		One-hundred-and-eighty-five of the 195 written parliamentary question responses were delivered on time. The result is below last year's result primarily due to administrative errors. The Ministry is actively working to address issues to improve the timeliness including improved tracking.			

ID	Vote Business, Science and Innovation		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
5.26	<i>Policy Advice and Related Services to Ministers – Space</i> This category is intended to achieve the provision of high-quality policy advice and support to Ministers.	The average quality of policy advice papers, using an appropriately robust assessment process, meets a standard of ‘acceptable’ as defined by quality advice standards	At least 3.3/5.0	3.5	New measure for 2024/25
		This new measure was selected to improve understandability of the assessment process of the quality of policy advice. See the Disclosure of Judgements section. The result exceeded the standard due to ongoing enhancements to its systems and processes, which included providing additional training and actively building policy capability.			
5.27		The satisfaction of the Minister for Space with the policy advice service, as per the common satisfaction survey	Average score of 4 out of 5 or better	3.9	New measure for 2024/25
		This is a new measure for the new category for Space.			
		Percentage of requests completed within either specified or statutory timeframes:			
5.28		Ministerial correspondence	95% or above	85.7%	New measure for 2024/25
	This is a new measure for the new category for Space. Six of the seven ministerial correspondence responses were delivered on time. The delay was due to an administrative error. The Ministry is committed to continuous improvement and is actively addressing the remaining gaps to meet the performance standard for 2025/26.				
5.29		Ministerial correspondence: Ministerial <i>Official Information Act 1982</i> requests	95% or above	87.5%	New measure for 2024/25
		This is a new measure for the new category for Space. Seven of the eight ministerial <i>Official Information Act</i> responses were delivered on time. The result was due to a delay at the Minister’s office. The Ministry is committed to continuous improvement and is actively addressing the remaining gaps to meet the performance standard for 2025/26.			
5.30		Parliamentary Questions	95% or above	100%	New measure for 2024/25
		This is a new measure for the new category for Space.			
5.31	Science, Innovation and Technology: Contract Management MCA This appropriation is intended to achieve efficient and effective management of the science and innovation system.	Contracts are monitored through agreed reporting programmes	Achieved	Achieved	Achieved
		The purpose of this appropriation is to achieve efficient and effective management and monitoring of science research contracts in line with fund specific reporting requirements across the science investment system and various funds. The number of active contracts monitored varies throughout the year and an estimated 519 contracts were monitored for this measure.			
5.32	<i>Science and Innovation Contract Management</i> This category is intended to achieve the efficient and effective allocation and contracting of research, science and technology grants to maximise their returns to New Zealand.	Contracts are monitored through agreed reporting programmes	Achieved	Achieved	Achieved
		The purpose of this appropriation is to achieve efficient and effective management and monitoring of science research contracts in line with fund specific reporting requirements across the science investment system and various funds. The number of active contracts monitored varies throughout the year. Approximately, 519 contracts were monitored for this measure.			
5.33	<i>Research Contract Management</i> This category is intended to achieve the efficient and effective allocation and contracting of research, science and technology grants to maximise their returns to New Zealand.	Percentage of contracts that have been monitored and performance assessed within agreed timeframes	100%	100%	100%

ID	Vote Business, Science and Innovation		2024/25		2023/24
	Appropriation	Performance measures	Target	Actual	Actual
5.34	Science, Innovation and Technology: Strategic Science Investment Fund MCA This appropriation is intended to achieve the support of longer-term programmes of mission-led science that contribute to New Zealand's economy, environment and well-being; including the infrastructure that enables high-impact science.	Percentage of contracts that have been monitored and performance assessed within agreed timeframes	100%	100%	100%
5.35	<i>Strategic Science Investment Fund – Infrastructure</i> This category is intended to achieve access for researchers to resources and information that require national-scale, nationally-coordinated, multi-user financial support.	Percentage of contracts that have been monitored and performance assessed within agreed timeframes	100%	100%	100%
5.36	<i>Strategic Science Investment Fund – Programmes</i> This category is intended to achieve the support of longer-term programmes of mission-led science which contribute to the future of New Zealand's economy, environment and wellbeing.	Percentage of contracts that have been monitored and performance assessed within agreed timeframes	100%	100%	100%
5.37	Science, Innovation and Technology: Talent and Science Promotion MCA This appropriation is intended to achieve high-quality engagement between scientists and the public, contributing to the development of talented, skilled individuals and their organisations.	Percentage of contracts that have been monitored and performance assessed within agreed timeframes	100%	100%	100%
5.38	<i>Fellowships for Excellence</i> This category is intended to achieve an improvement in career development opportunities for New Zealand's early to mid-career researchers.	Percentage of contracts that have been monitored and performance assessed within agreed timeframes	100%	100%	100%
5.39	<i>Science in Society</i> This category is intended to achieve the increased engagement by New Zealanders with science and technology.	Percentage of contracts that have been monitored and performance assessed within agreed timeframes	100%	100%	100%
5.40	<i>Vision Mātauranga Capability Fund</i> This category is intended to achieve the development of skilled people and organisations undertaking research that supports the four themes of Vision Mātauranga.	Percentage of contracts that have been monitored and performance assessed within agreed timeframes	95%	95%	100%

How Much We Spent

Actual 2023/24 \$000	Our expenditure summary	Actual 2024/25 \$000	Supplementary Estimates 2024/25 \$000	Main Estimates 2024/25 \$000
133,940	Departmental expenses	130,714	146,507	120,645
1,593,503	Non-departmental expenses	1,504,149	1,732,172	1,512,937
81,798	Departmental capital	89,163	76,904	75,016
95,829	Non-departmental capital	16,353	22,374	15,010
1,905,070	Total expenditure for outcome	1,740,379	1,977,957	1,723,608

Our Services and Functions, Departmental

Actual 2023/24 \$000	Appropriation name	Location of year-end performance information	Actual 2024/25 \$000	Supplementary Estimates 2024/25 \$000	Main Estimates 2024/25 \$000
Departmental outputs					
2,053	Communications: Cyber Security Services		–	–	–
222	Communications: Pacific Cyber Security Initiatives (2020–2025) – MYA		–	4	–
33,645	Economic Growth: Implementation of Improvements in Public Sector Procurement and Services to Business		30,459	33,866	29,866
26,549	Public Service: Property Management Services	1	31,404	37,039	25,409
8,001	Public Service: Property Management within the State Sector		7,559	9,012	9,012
458	Science, Innovation and Technology: Departmental administration of in-year payments loans 2022-2026	3	312	493	993
2,216	Science, Innovation and Technology: Innovative Partnerships		95	129	2,965
1,338	Science, Innovation and Technology: National Research Information System		2,575	2,631	1,975
–	Science, Innovation and Technology: Prime Minister's Science, Innovation and Technology Advisory Council		5	320	–
–	Space: Space Regulator Capability		–	508	–
1,232	Tourism and Hospitality: International Visitor Conservation and Tourism Levy Collection		2,390	3,000	1,805
75,714	Total departmental output expenditure		74,799	87,002	72,025
Departmental capital					
81,798	Ministry of Business, Innovation and Employment – Capital Expenditure PLA		89,163	76,904	75,016
81,798	Total departmental capital		89,163	76,904	75,016
Multi-category expenses and capital expenditure					
12,202	Energy and Resources: Investment in Infrastructure Projects MCA	4	4,479	9,945	–
<i>Non-departmental other expenses</i>					
6,600	› Grants to Support Infrastructure Investments	4	3,126	9,895	–
–	› Other Activities to Support Infrastructure Investments	4	–	50	–
<i>Non-departmental capital expenditure</i>					
5,602	› Loans and Equity Investments to Support Infrastructure Investments	3	1,353	–	–

Actual 2023/24 \$000	Appropriation name	Location of year-end performance information	Actual 2024/25 \$000	Supplementary Estimates 2024/25 \$000	Main Estimates 2024/25 \$000
39,069	Policy Advice and Related Services to Ministers MCA		35,928	36,633	28,248
	<i>Departmental output expenses</i>				
22,804	› Policy Advice and Related Services to Ministers – Economic Development		13,651	14,274	20,615
16,265	› Policy Advice and Related Services to Ministers – Science, Innovation and Technology		18,310	18,609	7,633
–	› Policy Advice and Related Services to Ministers – Space		3,967	3,750	–
85,868	Science, Innovation and Technology: Callaghan Innovation – Operations MCA	5	94,974	96,932	85,844
	<i>Non-departmental output expenses</i>				
35,117	› Building Business Innovation	5	34,293	34,293	34,293
17,946	› Business Innovation Support Programme Management	5	17,946	17,946	17,946
32,805	› Research and Development Services and Facilities for Business and Industry	5	33,605	33,605	33,605
	<i>Non-departmental other expenses</i>				
–	› Cessation and transfer of activities	5	9,130	11,088	–
29,490	Science, Innovation and Technology: Contract Management MCA		30,119	33,039	30,539
	<i>Departmental output expenses</i>				
19,157	› Science and Innovation Contract Management		19,987	22,872	20,372
	<i>Non-departmental output expenses</i>				
10,333	› Research Contract Management		10,132	10,167	10,167
334,668	Science, Innovation and Technology: Strategic Science Investment Fund MCA		350,708	356,713	358,566
	<i>Non-departmental output expenses</i>				
62,750	› Strategic Science Investment Fund – Infrastructure		60,420	61,127	67,935
271,918	› Strategic Science Investment Fund – Programmes		290,288	295,586	290,631
8,896	Science, Innovation and Technology: Targeted Business Research and Development Funding MCA	5	–	–	–
	<i>Non-Departmental Output Expenses</i>				
8,896	› Student Grant	5	–	–	–
32,059	Science, Innovation and Technology: Talent and Science Promotion MCA		36,973	38,313	38,313
	<i>Non-departmental output expenses</i>				
–	› Applied training for Research Talent		1,770	1,770	1,770
17,328	› Fellowships for Excellence		20,081	20,439	20,439
4,845	› Science in Society		5,718	6,108	6,108
5,718	› Vision Mātauranga Capability Fund		5,390	5,982	5,982
	<i>Non-departmental other expenses</i>				
1,275	› Expanding the Impact of Vision Mātauranga – Talent and Navigation	3	1,121	1,121	1,121
2,893	› Royal Society of New Zealand	3	2,893	2,893	2,893
750	Economic Development: Development of Early Stage Capital Markets MCA	6	750	750	750
	<i>Non-departmental output expenses</i>				
750	› Investment Fund Management	6	750	740	740
	<i>Non-departmental capital expenditure</i>	6			
–	› Aspire NZ Seed Fund	6	–	10	10

Actual 2023/24 \$000	Appropriation name	Location of year-end performance information	Actual 2024/25 \$000	Supplementary Estimates 2024/25 \$000	Main Estimates 2024/25 \$000
1,004	Support New Market Opportunities to Grow Firms and Sectors for the Benefit of New Zealand MCA	7	–	–	–
	<i>Non-departmental other expenses</i>				
1,004	› Sector Strategies and Facilitation	7	–	–	–
197,085	Support the Growth and Development of New Zealand Firms, Sectors and Regions MCA	7	175,826	175,826	175,121
	<i>Non-departmental output expenses</i>				
5,703	› Collaborative Activity and Special Events	7	3,465	3,465	3,120
188,078	› International Business Growth Services	7	172,361	172,361	172,001
3,304	› Services to Support the Growth and Development of New Zealand Businesses	7	–	–	–
741,091	Total multi-category expenses and capital expenditure		729,757	748,151	717,381
898,603	Total expenditure		893,719	912,057	864,422

Our Services, Non-Departmental

Actual 2023/24 \$000	Appropriation name	Location of year-end performance information	Actual 2024/25 \$000	Supplementary Estimates 2024/25 \$000	Main Estimates 2024/25 \$000
	Non-departmental output expenses				
8,000	Media and Communications: Funding to address Māori Interests in radio spectrum	8	8,000	8,000	8,000
236,515	Science, Innovation and Technology: Endeavour Fund	9	244,853	247,746	246,857
–	Science, Innovation and Technology: Gene technology regulatory functions	9	876	876	–
124,989	Science, Innovation and Technology: Health Research Fund	9	115,434	115,434	124,989
9,263	Research, Science and Innovation: Innovation Trailblazer Grant 2023-2028 – MYA	5	17,424	29,278	25,767
78,545	Science, Innovation and Technology: Marsden Fund	9	78,545	78,545	78,545
8,986	Science, Innovation and Technology: National Measurement Standards	5	8,986	8,986	8,986
64,334	Research, Science and Innovation: National Science Challenges (2019–2024) – MYA	9	–	–	–
3,690	Research, Science and Innovation: New to R&D Grant 2023-2028 – MYA	5	10,642	30,730	29,152
1,612	Science, Innovation and Technology: Non-departmental administration of in-year payments loans 2022-2026	3	–	650	650
4,104	Science, Innovation and Technology: Student Grant	5	14,032	16,499	12,000
2,348	Research, Science and Innovation: R&D Project Grant 2023-2028 – MYA	2	655	3,052	400
2,294	Science, Innovation and Technology: Founder and Startup Support (formerly known as Repayable Grants for Start-Ups)	5	2,859	2,860	2,860
28,045	Science, Innovation and Technology: Partnered Research Fund	9	21,880	22,647	22,328
10,217	Research, Science and Innovation: Technology Incubator Programme 2023-2027 – MYA	5	7,411	23,886	21,554
12,715	Science, Innovation and Technology: Transitional Support to Research and Development Performing Businesses	5	–	69,285	–
–	Space: Space Sector Development	10	893	3,915	–
595,657	Total non-departmental output expenses		532,490	662,389	582,088

Actual 2023/24 \$000	Appropriation name	Location of year-end performance information	Actual 2024/25 \$000	Supplementary Estimates 2024/25 \$000	Main Estimates 2024/25 \$000
Non-departmental other expenses					
1,300	Economic Growth: Attracting International Screen Productions	11	1,300	1,300	1,300
44,770	Economic Development: International Growth Fund (2022-2027) - MYA	7	31,716	40,268	22,682
1,687	Economic Growth: International Subscriptions and Memberships	3	1,792	1,960	1,760
212,674	Economic Development: New Zealand Screen Production Grant - International MYA (2021-2026) - MYA	12	228,839	250,000	178,395
31,557	Science, Innovation and Technology: Catalyst Fund	9	34,946	53,155	52,961
6,343	Science, Innovation and Technology: Innovative Partnerships Strategic Facilitation Fund	9	577	577	5,000
6,349	Research, Science and Innovation: In-year payments fair value write-down and impairment - MYA	2	-	33,887	-
15,903	Sport and Recreation: 2023 FIFA Women's World Cup - MYA	13	-	-	-
320,583	Total non-departmental other expenses		299,170	381,147	262,098
Non-departmental capital expenditure					
22,900	Science, Innovation and Technology: Callaghan Innovation	5	-	-	-
40,327	Research, Science and Innovation: In-year payments loans - MYA	9	-	7,364	-
17,000	Science, Innovation and Technology: The New Zealand Institute for Plant and Food Research Limited Response and Recovery	9	-	-	-
10,000	Science, Innovation and Technology: Kenepuru Science Centre 2023-2026 - MYA	9	15,000	15,000	15,000
90,227	Total non-departmental capital expenditure		15,000	22,364	15,000
1,006,467	Total non-departmental annual and MYA expenses		846,660	1,065,900	859,186
1,905,070	Total expenditure for outcome		1,740,379	1,977,957	1,723,608

Location of year-end performance information:

1. Exemption granted under section 15D(1) of the *Public Finance Act 1989*
2. Exemption granted under section 15D(2)(b)(ii) of the *Public Finance Act 1989*
3. Exemption granted under section 15D(2)(b)(iii) of the *Public Finance Act 1989*
4. Energy Efficiency and Conservation Authority's annual report
5. Callaghan Innovation's annual report
6. New Zealand Growth Capital Partners Limited in its annual report
7. New Zealand Trade and Enterprise's annual report
8. Minister for Media and Communications in the Vote Business, Science and Innovation non-departmental appropriations report
9. Minister of Science, Innovation and Technology in the vote Business, Science and Innovation non-departmental appropriations report
10. Minister for Space in the Vote Business, Science and Innovation non-departmental appropriations report
11. New Zealand Film Commission Annual Report
12. Minister for Economic Growth in the Vote Business, Science and Innovation non-departmental appropriations report
13. Minister for Sport and Recreation in the Vote Business, Science and Innovation non-departmental

Multi-Year Appropriation

Appropriation name	Actual 2024/25 \$000	Actual 2023/24 \$000
Communications: Pacific Cyber Security Initiatives (2020–2025) – MYA		
Original appropriation	604	604
Cumulative adjustments	1,256	1,256
Total adjusted appropriation	1,860	1,860
Cumulative actual expenditure 1 July	1,856	1,634
Current year actual expenditure	–	222
Cumulative actual expenditure 30 June	1,856	1,856
Appropriation remaining 30 June	4	4
Economic Development: International Growth Fund (2022–2027) – MYA		
Original appropriation	175,146	175,146
Cumulative adjustments	(11,764)	(5,764)
Total adjusted appropriation	163,382	169,382
Cumulative actual expenditure 1 July	57,313	12,543
Current year actual expenditure	31,716	44,770
Cumulative actual expenditure 30 June	89,029	57,313
Appropriation remaining 30 June	74,353	112,069
Economic Development: New Zealand Screen Production Grant – International MYA (2021–2026) – MYA		
Original appropriation	391,930	391,930
Cumulative adjustments	599,237	500,761
Total adjusted appropriation	991,167	892,691
Cumulative actual expenditure 1 July	531,167	318,493
Current year actual expenditure	228,839	212,674
Cumulative actual expenditure 30 June	760,006	531,167
Appropriation remaining 30 June	231,161	361,524
Research, Science and Innovation: Innovation Trailblazer Grant 2023–2028 – MYA		
Original appropriation	71,800	71,800
Cumulative adjustments	(7,677)	5,639
Total adjusted appropriation	64,123	77,439
Cumulative actual expenditure 1 July	9,263	–
Current year actual expenditure	17,424	9,263
Cumulative actual expenditure 30 June	26,687	9,263
Appropriation remaining 30 June	37,436	68,176
Research, Science and Innovation: In-year payments fair value write-down and impairment – MYA		
Original appropriation	187,236	187,236
Cumulative adjustments	(147,000)	(147,000)
Total adjusted appropriation	40,236	40,236
Cumulative actual expenditure 1 July	6,349	–
Current year actual expenditure	–	6,349
Cumulative actual expenditure 30 June	6,349	6,349
Appropriation remaining 30 June	33,887	33,887

Appropriation name	Actual 2024/25 \$000	Actual 2023/24 \$000
Research, Science and Innovation: In-year payments loans - MYA		
Original appropriation	583,500	583,500
Cumulative adjustments	(533,500)	(533,500)
Total adjusted appropriation	50,000	50,000
Cumulative actual expenditure 1 July	42,636	2,309
Current year actual expenditure	–	40,327
Cumulative actual expenditure 30 June	42,636	42,636
Appropriation remaining 30 June	7,364	7,364
Research, Science and Innovation: National Science Challenges (2019–2024) – MYA		
Original appropriation	–	470,175
Cumulative adjustments	–	(47,674)
Total adjusted appropriation	–	422,501
Cumulative actual expenditure 1 July	–	358,166
Current year actual expenditure	–	64,334
Cumulative actual expenditure 30 June	–	422,500
Appropriation remaining 30 June	–	1
Research, Science and Innovation: New to R&D Grant 2023–2028 - MYA		
Original appropriation	112,500	112,500
Cumulative adjustments	(7,753)	3,481
Total adjusted appropriation	104,747	115,981
Cumulative actual expenditure 1 July	3,690	–
Current year actual expenditure	10,642	3,690
Cumulative actual expenditure 30 June	14,332	3,690
Appropriation remaining 30 June	90,415	112,291
Research, Science and Innovation: R&D Project Grant 2023–2028 - MYA		
Original appropriation	5,000	5,000
Cumulative adjustments	2,500	2,500
Total adjusted appropriation	7,500	7,500
Cumulative actual expenditure 1 July	2,348	–
Current year actual expenditure	655	2,348
Cumulative actual expenditure 30 June	3,003	2,348
Appropriation remaining 30 June	4,497	5,152
Research, Science and Innovation: Technology Incubator Programme 2023–2027 - MYA		
Original appropriation	59,544	59,544
Cumulative adjustments	16,897	16,897
Total adjusted appropriation	76,441	76,441
Cumulative actual expenditure 1 July	10,217	–
Current year actual expenditure	7,411	10,217
Cumulative actual expenditure 30 June	17,628	10,217
Appropriation remaining 30 June	58,813	66,224
Science, Innovation and Technology: Kenepuru Science Centre 2023–2026 - MYA		
Original appropriation	25,000	25,000
Cumulative adjustments	–	–
Total adjusted appropriation	25,000	25,000
Cumulative actual expenditure 1 July	10,000	–
Current year actual expenditure	15,000	10,000
Cumulative actual expenditure 30 June	25,000	10,000
Appropriation remaining 30 June	–	15,000

Appropriation name	Actual 2024/25 \$000	Actual 2023/24 \$000
Sport and Recreation: 2023 FIFA Women's World Cup – MYA		
Original appropriation	–	39,100
Cumulative adjustments	–	4,685
Total adjusted appropriation	–	43,785
Cumulative actual expenditure 1 July	–	23,710
Current year actual expenditure	–	15,903
Cumulative actual expenditure 30 June	–	39,613
Appropriation remaining 30 June	–	4,172

Multi-Category Appropriation

Policy Advice and Related Services to Ministers MCA – Vote Business, Science and Innovation

Actual 2023/24 \$000	Appropriation name	Actual 2024/25 \$000	Supplementary Estimates 2024/25 \$000	Main Estimates 2024/25 \$000
	Policy Advice and Related Services to Ministers MCA – Vote Business, Science and Innovation			
	Departmental output expenses			
674	› Investigative Services – Trade Remedies	615	553	553
13,406	› Policy Advice and Related Services to Ministers – Commerce and Consumer Affairs	13,395	14,651	14,651
22,804	› Policy Advice and Related Services to Ministers – Media and Communications	4,407	5,053	5,903
17,315	› Policy Advice and Related Services to Ministers – Economic Development	13,651	14,274	20,615
6,377	› Policy Advice and Related Services to Ministers – Energy and Resources	–	–	–
–	› Policy Advice and Related Services to Ministers – Energy	13,976	15,270	14,621
16,265	› Policy Advice and Related Services to Ministers – Science, Innovation and Technology	18,310	18,609	7,633
–	› Policy Advice and Related Services to Ministers – Resources	2,300	2,176	2,176
1,936	› Policy Advice and Related Services to Ministers – Small Business and Manufacturing	1,921	2,674	2,024
–	› Policy Advice and Related Services to Ministers – Space	3,967	3,750	–
4,577	› Policy Advice and Related Services to Ministers – Tourism and Hospitality	5,311	5,609	8,109
83,354	Total Policy Advice and Related Services to Ministers MCA – Vote Business, Science and Innovation	77,853	82,619	76,285

Asset performance indicators for MBIE

MBIE’s assets support its ability to deliver successfully against its strategic intentions.

Asset portfolio	Asset classes within MBIE’s portfolio
Property	Onshore Leased Office Sites, Leased Storage Facilities, Mangere Refugee Resettlement Centre, Temporary Accommodation Services
Technology	Digital Software, Technology Hardware
Operational assets	Specialist Equipment, Vehicles and Charging Infrastructure

MBIE’s asset management approach covers three distinct asset portfolios:

1. Property
2. Technology
3. Operational Assets

MBIE’s asset management approach underpins its ability to deliver on strategic intentions and has been further strengthened in alignment with Cabinet Office Circular (23)9 and Treasury guidance. In support of the Government’s direction for infrastructure asset management and greater alignment with other agencies, MBIE has updated its register of critical assets and prepared an enterprise asset management framework, with portfolio level asset management plans nearing completion. Over the past year, critical assets have been identified, and the framework has been established to better align strategic objectives with operational delivery. MBIE is also collaborating with peer agencies to develop consistent asset performance indicators, which will enhance insights and inform investment decisions.

Existing indicators for critical Property and Technology assets remain in place, with updates scheduled for the next reporting cycle. Operational assets, which have not been previously reported on, will be measured once appropriate performance indicators and reporting mechanisms are established under the new framework. This will ensure a consistent and comprehensive view of asset performance across all portfolios.

Property asset performance measures

The measures relate to staff-occupied critical sites. Noting that the 2024/25 actual result includes critical sites only.

Measure	Indicator	2024/25 Target	2024/25 Actual	2023/24 Actual	Footnote 2024/25 (if applicable)
Office space utilisation per square metre per employee. The square metre per employee is a utilisation measure that helps MBIE to understand how efficiently we are using space by dividing the square metres by the number of employees. Customer-facing space is excluded from this calculation. We also use this figure to help project space for future staff demands.	Utilisation	12m ²	12m ²	10.17m ²	The square metres per employee figure reflects only office locations where staff are regularly based
Staff office space will be above 70% New Building Standard (NBS). It is important that MBIE houses our staff in buildings that have a sufficient seismic rating. A property at 70% of NBS, which is the benchmark we have set, should be largely functional following a large earthquake. An earthquake that would structurally damage a building beyond 70% of NBS would likely affect the surrounding areas of the property, thus creating a red zone and therefore the building may be tenantable but unable to be accessed for a period of time.	Condition	100%	78%	90%	One of MBIE's critical office sites is currently assessed at 35% of the NBS. Seismic strengthening works are in progress to enhance the building's structural resilience and ensure compliance with safety standards
Staff offices with a building warrant of fitness (BWOF). A BWOF demonstrates that the property has compliant mechanical and life safety systems. Depending on the specific item (such as air conditioning), the systems need to be checked either monthly or quarterly, and then again annually by an independently qualified person. Only once all of the annual checks have been completed can a BWOF be issued.	Functionality	100%	100%	93%	All critical sites currently hold an up-to-date BWOF, confirming ongoing compliance with building safety and maintenance requirements

Technology asset performance measures

The measures relate to critical systems within Digital Software. Noting that the 2024/25 actual includes critical systems only.

Measure	Indicator	2024/25 Target	2024/25 Actual	Footnote 2024/25 (if applicable)
System availability across critical business systems. Percentage service availability measured against agreed targets, measured monthly and aggregated to a full year.	Availability	99.90%	100%	Average percentage taken between June 2024 and June 2025
Fault resolution performance for critical systems – Priority 1. Percentage of Priority 1 outage restorations that are within target timeframes. Priority 1 = failure of a core business service, security breach or environmental incident (eg, earthquake).	Condition	100%	96.15%	Average percentage of outage restorations that are within the timeframes and contractual terms of our lead supplier between June 2024 and June 2025
Fault resolution performance for critical systems – Priority 2. Percentage of Priority 2 outage restorations that are within target timeframes. Priority 2 = partial failure or degradation of a core business service.	Condition	90%	100%	Average percentage taken between June 2024 and June 2025

OUR FINANCIAL STATEMENTS

Financial Commentary

This section of the annual report provides a commentary on MBIE's 2024/25 financial results and a view of our financial forecast for 2025/26.

This commentary provides comparatives for the financial performance for the year with:

- › the previous financial year, 2023/24
- › the 2024/25 budget set in May 2024 as part of the Government's Budget. This is referred to as **Unaudited Budget**
- › the 2025/26 budget set in May 2025 as part of the Government's Budget. This is referred to as **Unaudited Forecast**

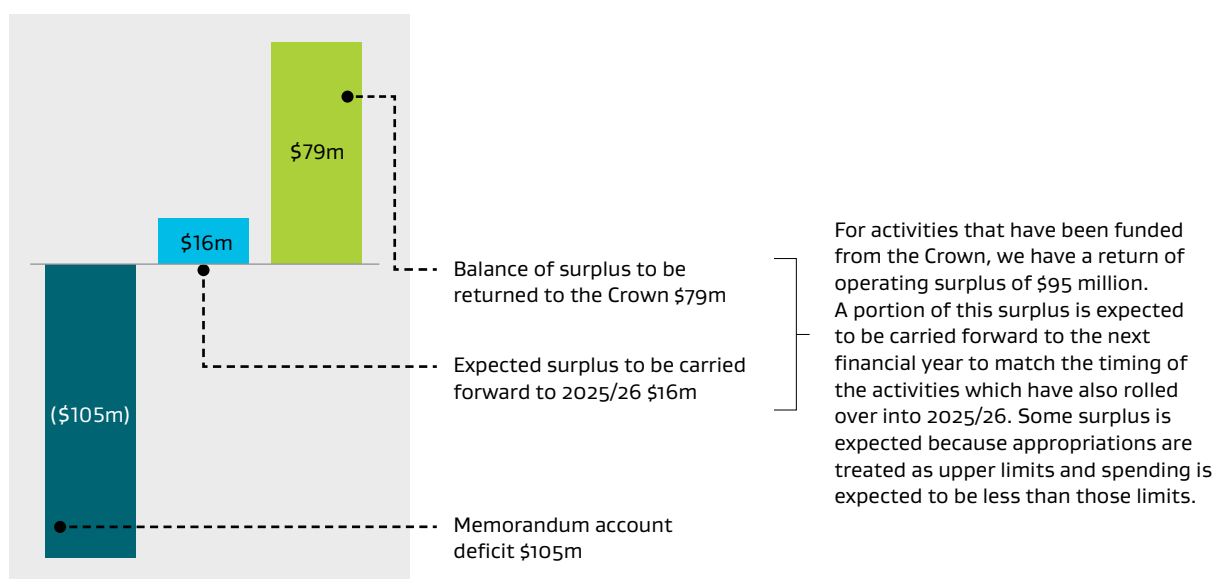
Information is also provided in this commentary on non-departmental operations, where MBIE administer activities on behalf of the Crown.

2024/25 Departmental Results

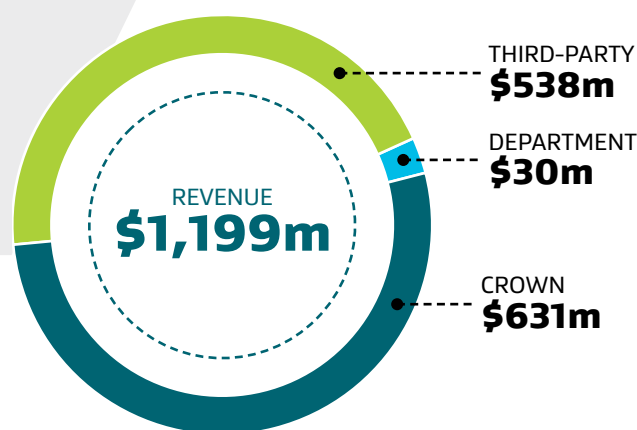
MBIE's 2024/25 departmental activities are funded through 51 appropriations across 3 votes. In 2024/25 our revenue was \$1,199 million and our expenditure \$1,210 million. Across all our departmental activities we have incurred a net deficit of \$10 million (2024: \$57 million surplus).

The reduction in departmental revenue compared to 2023/24 is largely driven by lower Crown revenue of \$631 million for 2024/25 (2023/24: \$804 million), partially offset by increased other revenue of \$538 million for 2024/25 (2023/24: \$501 million). This movement was mainly attributable to the withdrawal of Crown funding from the immigration system offset by an increase to Visa fees, effective from 1 October 2024.

2024/25 Operating Results



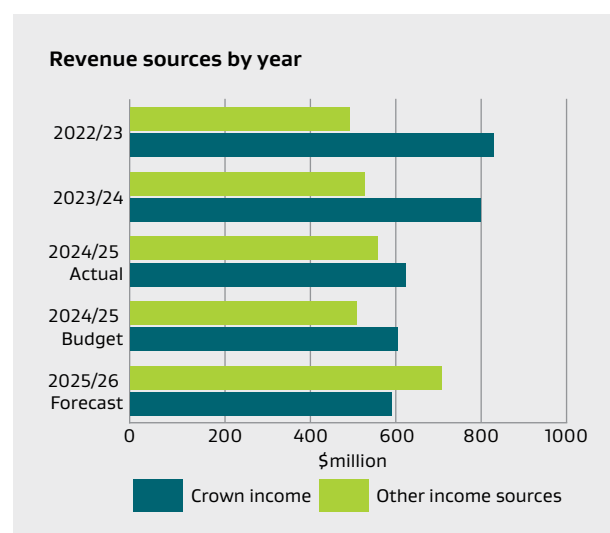
The Money We Receive to Fund Our Departmental Operations



MBIE receives funding to deliver services and functions on behalf of the Government. The majority of our funding comes from the Crown and from fees and levies charged to third parties for our services.

	Actual 2021 \$000	Actual 2022 \$000	Actual 2023 \$000	Actual 2024 \$000	Actual 2025 \$000	Unaudited Budget 2025 \$000	Unaudited Forecast 2026 \$000
Crown revenue	735,937	897,618	835,434	804,219	631,345	614,590	598,977
Third-party revenue	287,965	387,474	490,748	500,973	538,461	479,227	675,682
Department revenue	19,959	18,807	13,961	35,225	29,675	40,985	38,829
Total revenue	1,043,861	1,303,899	1,340,143	1,340,417	1,199,481	1,134,802	1,313,488

In 2024/25 our total revenue has decreased from 2023/24, reflective of the drop in Crown revenue and revenue from other Departments. This was partially offset by the increase in revenue from third parties.

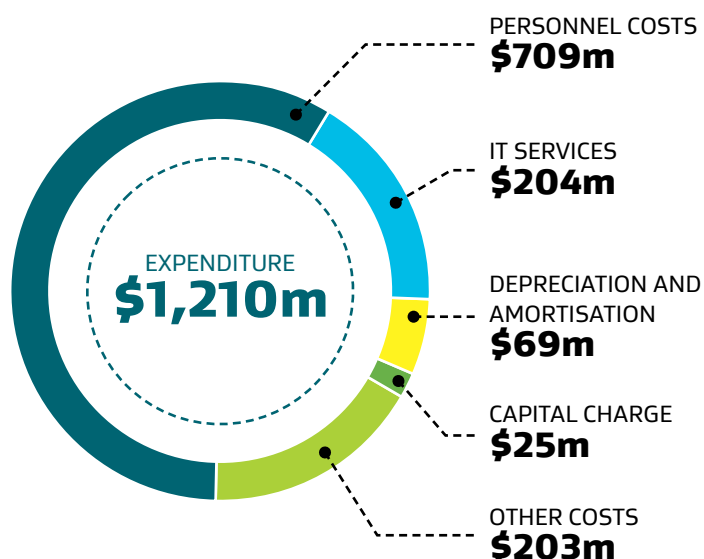


Crown revenue was \$173 million less than 2023/24 which was driven by the withdrawal of Crown funding from the immigration system. Crown revenue was \$17 million greater than the 2024/25 Budget, mainly due to new funding received from Crown to support MBIE's various outputs including supporting the science, innovation and technology sectors.

Third-party and department revenue together was \$32 million greater than 2023/24 and \$48 million greater than the 2024/25 Budget. The increases relate to revenue driven by the Immigration Fee and Levy review, with increases to Visa fees taking effect from 1 October 2024. There was also an increase in revenue in relation to residential tenancy trust account year-on year as well as against Budget 2024/25 due to the rise in the funds held

in the Resident Tenancy Bond Trust Account along with higher interest rates. The increase was partially offset by a reduction in revenue in relation to Shared Services due to a reduction in this service being provided to other departments.

How We Spent the Funding We Received for Our Departmental Operations



About three quarters of our total costs relate to personnel costs and IT services.

	Actual 2021 \$000	Actual 2022 \$000	Actual 2023 \$000	Actual 2024 \$000	Actual 2025 \$000	Unaudited Budget 2025 \$000	Unaudited Forecast 2026 \$000
Personnel costs	590,455	703,127	704,103	769,842	708,514	653,121	798,194
IT costs	142,902	166,243	190,358	194,742	204,326	231,854	244,995
Depreciation, amortisation and impairment	86,116	75,720	60,503	64,456	68,782	62,920	61,538
Capital charge	23,258	23,216	27,971	26,214	25,014	30,500	24,000
Other operating costs	262,222	292,726	214,845	227,284	203,084	121,721	184,304
Total expenditure	1,104,953	1,261,032	1,197,780	1,282,538	1,209,720	1,100,116	1,313,031

In 2024/25 we spent \$1,210 million as a department, \$73 million less than 2023/24 and \$110 million more than the 2024/25 Budget. The reduction in total expenditure is mostly driven by reduced personnel and other operating costs compared to 2023/24. Personnel and IT costs make up three quarters of our total expenditure and have remained at the same proportion of the total expenditure. Personnel costs were the drivers of increased expenditure against 2024/25 Budget due to Government-wide changes that affected the public service operations in general including workforce, and forecast expectations were set at a level that was consistent with the overall reduced baseline during that period.

Depreciation, amortisation, and impairment increased slightly compared to 2023/24, with an increase of \$27 million to MBIE's property and equipment in the financial year mainly driven by leasehold improvements.

The Memorandum Accounts We Administer

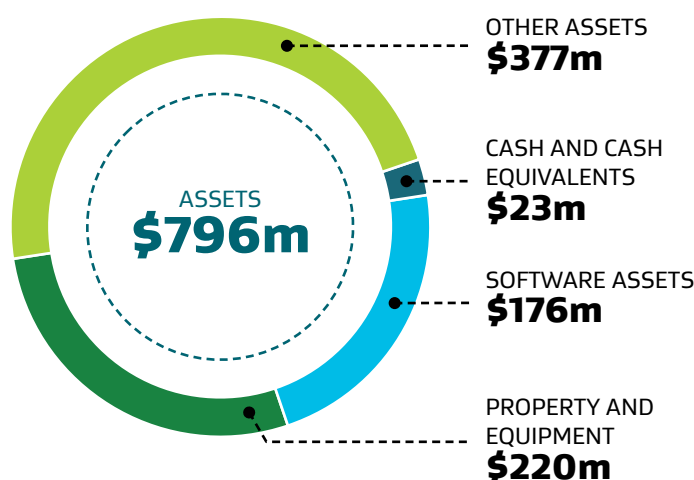
	Actual 2021 \$000	Actual 2022 \$000	Actual 2023 \$000	Actual 2024 \$000	Actual 2025 \$000	Unaudited Budget 2025 \$000	Unaudited Forecast 2026 \$000
Immigration visa	(79,226)	(108,887)	48,663	41,766	(28,540)	55,677	(152,226)
Building controls	57,019	66,184	71,590	59,095	47,488	54,025	36,909
Registration and granting of intellectual property rights	28,762	26,510	22,809	17,246	13,599	9,325	1,545
Other memorandum accounts	36,800	25,450	37,267	29,800	10,300	19,809	(14,272)
Memorandum account balance at 30 June	43,355	9,257	180,329	147,907	42,847	138,836	(128,044)

Memorandum accounts record the cumulative surplus or deficit of MBIE services that are intended to be fully cost recovered from third parties through fees, levies or other charges. Memorandum accounts provide transparency around these services, and in the long term, the balance of each memorandum account is expected to trend towards zero.

In 2024/25 MBIE administered 14 (2023/24: 14) memorandum accounts.

The overall memorandum account balance at 30 June 2025 was a \$43 million surplus (2023/24: \$148 million surplus). The drop in the overall surplus compared to 30 June 2024 is driven by a net deficit of \$105 million, of which \$70 million relates to the Immigration Visa memorandum account. This is mainly due to lower third-party revenue collected compared to expectations post the fee and levy review. Increased expenditure related to changes made from the fee and levy review and work to improve the timeliness of visa applications and system improvements including the new Our Future Services programme. The new fee and levy rates came into effect in October 2024 with projections expecting to bring the memorandum account to a neutral balance by 2027/28. Lower revenues and increased expenditure, in the short term to fund Our Future Services, will see the immigration visa memorandum account in deficit beyond 2027/28. The business is seeking ways to control expenditure to limit the deficit going forward.

The Departmental Assets We Manage to Support Our Operations

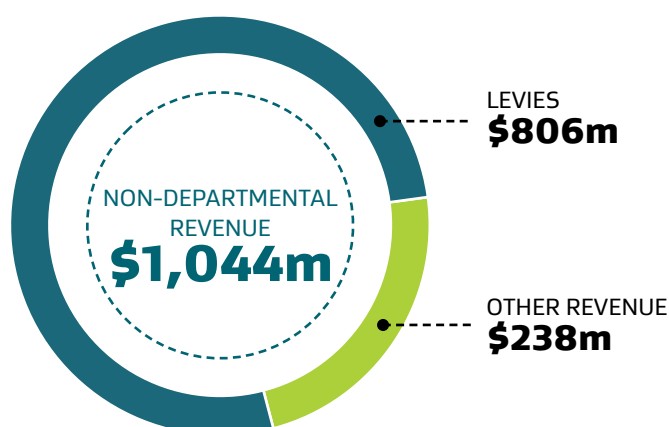


	Actual 2021 \$000	Actual 2022 \$000	Actual 2023 \$000	Actual 2024 \$000	Actual 2025 \$000	Unaudited Budget 2025 \$000	Unaudited Forecast 2026 \$000
Cash and cash equivalents	178,512	249,284	289,388	260,880	22,765	173,763	64,586
Property and equipment	139,475	147,396	156,091	193,478	220,422	192,537	225,590
Software assets	191,603	188,191	196,227	183,468	176,008	210,227	161,468
Other assets	237,287	345,769	333,964	377,200	376,885	388,964	252,200
Total assets	746,877	930,640	975,670	1,015,026	796,080	965,491	703,844
Capital expenditure	78,206	77,658	70,300	81,798	89,163	75,016	58,284

MBIE manages \$796 million of departmental assets. Software assets and property and equipment represent half of our assets. Software assets are the systems used to support the operation of MBIE and the services provided. Most of the software is developed internally rather than purchased. Our property and equipment are the land, buildings, leasehold improvements, furniture and fittings, vehicles and computer hardware we use in our daily operations. There was an increase of \$27 million to property and equipment in the financial year mainly driven by leasehold improvements. Most of the other assets we control relate to debtors and other receivables due to us.

Cash and cash equivalents are \$238 million lower than 2023/24 and \$151 million lower than the 2024/25 Budget due to the focus of managing MBIE's cash balance and capital charge. As part of MBIE's cash management, \$128 million was returned to Crown in December 2024 which reduced the Debtor Crown balance.

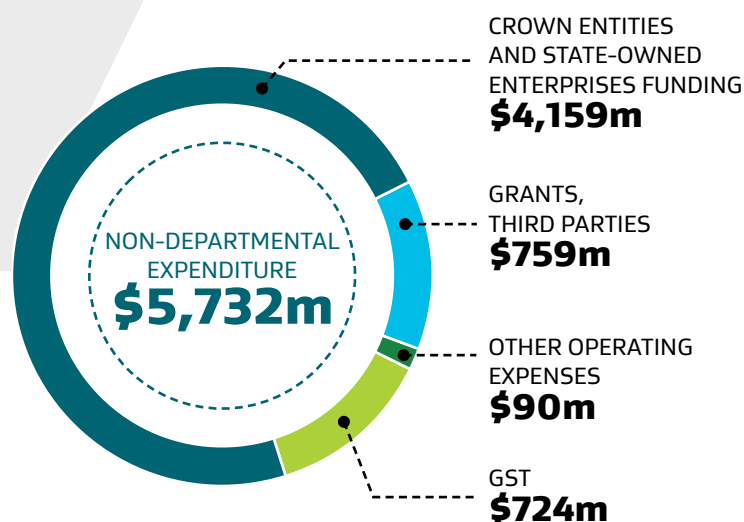
The Non-Departmental Revenue We Received on Behalf of the Crown



	Actual 2021 \$000	Actual 2022 \$000	Actual 2023 \$000	Actual 2024 \$000	Actual 2025 \$000	Unaudited Budget 2025 \$000	Unaudited Forecast 2026 \$000
Levies	348,155	434,069	501,056	583,646	806,413	666,556	859,656
Managed Isolation and Quarantine fees	123,812	72,658	–	–	–	–	–
Other revenue	273,435	434,016	321,120	347,895	237,489	280,626	320,447
Total non-departmental revenue	745,402	940,743	822,176	931,541	1,043,902	947,182	1,180,103

Non-departmental revenue for 2024/25 was \$112 million more than 2023/24, and \$97 million greater than the 2024/25 Budget mainly due to higher levies revenue. This comprises higher Immigration and International Visitor Levies collected resulting from the change in rates from 1 October 2024. The Health and Safety at Work levy also saw an increase during the financial year, driven by a change in the leviable earnings.

The Non-Departmental Expenditure We Administer on Behalf of the Crown



MBIE administers non-departmental activities on behalf of the Crown via 120 non-departmental appropriations. Funding is distributed to third parties, state-owned enterprises and Crown entities to support their operations and the grants they administer.

	Actual 2021 \$000	Actual 2022 \$000	Actual 2023 \$000	Actual 2024 \$000	Actual 2025 \$000	Unaudited Budget 2025 \$000	Unaudited Forecast 2026 \$000
Grants and operating expenses – Crown entities and state-owned enterprises	3,814,852	3,642,609	3,754,799	4,064,280	4,158,818	4,202,109	4,275,853
Grants – third parties	1,302,717	1,021,509	878,771	820,213	759,265	835,558	875,356
Other operating expenses	811,928	772,552	198,298	214,689	89,822	128,467	202,878
GST	822,527	800,909	726,569	768,914	723,647	764,285	790,108
Total non-departmental expenditure	6,752,024	6,237,579	5,558,437	5,868,096	5,731,552	5,930,419	6,144,195

Our non-departmental expenditure was \$137 million lower than 2023/24 and \$199 million lower than the 2024/25 Budget. The decrease in expenditure compared to prior year was mainly attributable to the regional development sector. Funding from Kānoa appropriations is grants, and thus only paid out in line with completed milestones or agreed set of deliverables. Across the portfolio of investments there are often delays from the recipients in meeting the payment milestones, therefore funding is transferred to future years if not paid out in the current year. The volume of regional development grants administered by MBIE has reduced from prior year and this is also reflected in the reduced funding held. This was partially offset by an increase in expenditure driven by a forecast adjustment capped at a 7.5 per cent year-on-year increase to ACC funding for cost pressures with an aim to return the account to a 100 per cent funded position over ten years.

Statement of Management Responsibility

I am responsible, as Chief Executive of the Ministry of Business, Innovation and Employment (MBIE) for:

- › the preparation of MBIE's financial statements, and statements of expenses and capital expenditure, and for the judgements expressed in them;
- › having in place a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting;
- › ensuring that end-of-year performance information on each appropriation administered by MBIE is provided in accordance with sections 19A to 19C of the *Public Finance Act 1989*, whether or not that information is included in this annual report, and;
- › the accuracy of any end-of-year performance information prepared by MBIE, whether or not that information is included in the annual report.

In my opinion:

- › the annual report fairly reflects the operations, progress, and the organisational health and capability of MBIE;
- › the financial statements fairly reflect the financial position of MBIE as at 30 June 2025 and its operations for the year ended on that date;
- › the forecast financial statements fairly reflect the forecast financial position of MBIE as at 30 June 2026 and its operations for the year ending on that date, and;
- › the financial statements in appendix 1 fairly reflect the financial position of the Residential Tenancies Trust Account as at 30 June 2025 and its operations for the year ended on that date.



Carolyn Tremain

Te Tumu Whakarae mō Hīkina Whakatutuki

Secretary for Business, Innovation & Employment
and Chief Executive

26 September 2025

Independent Auditor's Report

AUDIT NEW ZEALAND
Mana Arotake Aotearoa

To the readers of the Ministry of Business, Innovation and Employment's annual report for the year ended 30 June 2025

The Auditor-General is the auditor of the Ministry of Business, Innovation and Employment (the Ministry). The Auditor-General has appointed me, Clint Ramoo, using the staff and resources of Audit New Zealand, to carry out, on his behalf, the audit of:

The annual financial statements of the Ministry that comprise the statement of financial position, statement of commitments, statement of contingent liabilities and assets as at 30 June 2025, the statement of comprehensive revenue and expenses, statement of changes in equity, and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information on pages 142 to 183.

- › The end-of-year performance information for appropriations of the Ministry for the year ended 30 June 2025 on pages 61 to 68, 74 to 80, 84 to 93, 100 to 104, and 112 to 119.
- › The statements of expenses and capital expenditure of the Ministry for the year ended 30 June 2025 on pages 69 to 73, 81 to 83, 94 to 99, 105 to 111, 120 to 126, and 208.
- › The schedules of non-departmental activities which are managed by the Ministry on behalf of the Crown on pages 185 to 207 that comprise:
 - the schedules of assets; liabilities; commitments; and contingent liabilities and contingent assets as at 30 June 2025;
 - the schedules of expenses; and revenue for the year ended 30 June 2025; and
 - the notes to the schedules that include accounting policies and other explanatory information.
- › The statement of trust monies for the year ended 30 June 2025 on pages 220 to 221.

Opinion

In our opinion:

- › The annual financial statements of the Ministry:
 - fairly present, in all material respects:
 - its financial position as at 30 June 2025; and
 - its financial performance and cash flows for the year ended on that date; and
 - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards.
- › The end-of-year performance information for appropriations:
 - provides an appropriate and meaningful basis to enable readers to assess what has been achieved with the appropriation; determined in accordance with generally accepted accounting practice in New Zealand; and
 - fairly presents, in all material respects:
 - what has been achieved with the appropriation; and
 - the actual expenses or capital expenditure incurred in relation to the appropriation as compared with the expenses or capital expenditure that were appropriated or forecast to be incurred; and
 - complies with generally accepted accounting practice in New Zealand.
- › The statements of expenses and capital expenditure have been prepared, in all material respects, in accordance with the requirements of section 45A of the Public Finance Act 1989.
- › The schedules of non-departmental activities which are managed by the Ministry on behalf of the Crown have been prepared, in all material respects, in accordance with the Treasury Instructions. The schedules comprise:

- the assets, liabilities, commitments, and contingent liabilities and contingent assets as at 30 June 2025; and
 - expenses, and revenue for the year ended 30 June 2025.
- › The statement of trust monies for the year ended 30 June 2025 have been prepared, in all material respects, in accordance with the Treasury Instructions.

Our audit was completed on 26 September 2025. This is the date at which our opinion is expressed.

Emphasis of matter – Inherent uncertainties in the measurement of greenhouse gas emissions

The Ministry has chosen to include a measure of greenhouse gas (GHG) emissions in its performance information. Without modifying our opinion and considering the public interest in climate change related information, we draw attention to page 100 of the annual report, which outlines the inherent uncertainty in the reported GHG emissions. Quantifying GHG emissions is subject to inherent uncertainty because the scientific knowledge and methodologies to determine the emission factors and processes to calculate or estimate quantities of GHG sources are still evolving, as are GHG reporting and assurance standards.

Basis for our opinion

We carried out our audit in accordance with the Auditor-General’s Auditing Standards, which incorporate the Professional and Ethical Standards, the International Standards on Auditing (New Zealand), and New Zealand Auditing Standard 1 (Revised): *The Audit of Service Performance Information* issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General’s Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of the Chief Executive for the information to be audited

The Chief Executive is responsible on behalf of the Ministry for preparing:

- › Annual financial statements that fairly present the Ministry’s financial position, financial performance, and its cash flows, and that comply with generally accepted accounting practice in New Zealand.
- › End-of-year performance information for appropriations that:
 - provides an appropriate and meaningful basis to enable readers to assess what has been achieved with the appropriation; determined in accordance with generally accepted accounting practice in New Zealand;
 - fairly presents what has been achieved with the appropriation;
 - fairly presents the actual expenses or capital expenditure incurred in relation to the appropriation as compared with the expenses or capital expenditure that were appropriated or forecast to be incurred; and
 - complies with generally accepted accounting practice in New Zealand.
- › Statements of expenses and capital expenditure of the Ministry, that are prepared in accordance with section 45A of the Public Finance Act 1989.
- › Schedules of non-departmental activities, prepared in accordance with the Treasury Instructions, of the activities managed by the Ministry on behalf of the Crown.
- › Statement of trust monies in accordance with the Treasury Instructions.

The Chief Executive is responsible for such internal control as is determined is necessary to enable the preparation of the information to be audited that is free from material misstatement, whether due to fraud or error.

In preparing the information to be audited, the Chief Executive is responsible on behalf of the Ministry for assessing the Ministry’s ability to continue as a going concern.

The Chief Executive’s responsibilities arise from the Public Finance Act 1989.

Responsibilities of the auditor for the information to be audited

Our objectives are to obtain reasonable assurance about whether the information we audited, as a whole, is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of the information we audited.

For the budget information reported in the information we audited, our procedures were limited to checking that the information agreed to the Estimates of Appropriations from the Government of New Zealand for the Year Ending 30 June 2025. For the forecast financial information for the year ending 30 June 2026, our procedures were limited to checking to the best estimate financial forecast information based on the Budget Economic Fiscal Update for the year ending 30 June 2026.

We did not evaluate the security and controls over the electronic publication of the information we audited.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- › We identify and assess the risks of material misstatement of the information we audited, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- › We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Ministry's internal control.
- › We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Chief Executive.
- › We evaluate whether the end-of-year performance information for appropriations:
 - provides an appropriate and meaningful basis to enable readers to assess what has been achieved with the appropriation. We make our evaluation by reference to generally accepted accounting practice in New Zealand; and
 - fairly presents what has been achieved with the appropriation.
- › We evaluate whether the statements of expenses and capital expenditure, schedules of non-departmental activities, and statement of trust monies have been prepared in accordance with legislative requirements.
- › We conclude on the appropriateness of the use of the going concern basis of accounting by the Chief Executive.
- › We evaluate the overall presentation, structure and content of the information we audited, including the disclosures, and whether the information we audited represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Chief Executive regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Chief Executive is responsible for the other information. The other information comprises all of the information included in the annual report other than the information we audited and our auditor's report thereon.

Our opinion on the information we audited does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

Our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the information we audited or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of the Ministry in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board.

Other than in our capacity as auditor, we have no relationship with, or interests, in the Ministry.



Clint Ramoo

Audit New Zealand
On behalf of the Auditor-General
Wellington, New Zealand

Statement of Comprehensive Revenue and Expense

For the year ended 30 June 2025

Actual 2024 \$000		Notes	Actual 2025 \$000	Unaudited Budget 2025 \$000	Unaudited Forecast 2026 \$000
Revenue					
804,219	Crown		631,345	614,590	598,977
500,867	Other revenue	3	538,424	479,227	675,682
35,225	Department		29,675	40,985	38,829
106	Finance income		37	–	–
1,340,417	Total revenue		1,199,481	1,134,802	1,313,488
Expenditure					
769,842	Personnel costs	4	708,514	653,121	798,194
194,742	IT costs and technical support		204,326	231,854	244,995
212,658	Other operating expenses	5	201,472	107,140	168,095
64,456	Depreciation, amortisation and impairment	8, 9	68,782	62,920	61,538
26,214	Capital charge	7	25,014	30,500	24,000
14,626	Restructuring costs		1,612	14,581	16,209
1,282,538	Total expenditure		1,209,720	1,100,116	1,313,031
57,879	Net (deficit)/surplus		(10,239)	34,686	457
Other comprehensive revenue and expense					
(382)	Gain/(loss) on revaluation of property and equipment		–	–	–
57,497	Total comprehensive revenue and expense		(10,239)	34,686	457

Explanations of major variances against Budget can be found in the relevant notes.

The accompanying notes form part of these financial statements.

Statement of Financial Position

As at 30 June 2025

Actual 2024 \$000		Notes	Actual 2025 \$000	Unaudited Budget 2025 \$000	Unaudited Forecast 2026 \$000
Assets					
Current assets					
260,880	Cash and cash equivalents	16	22,765	173,763	64,586
364,988	Debtors and other receivables	10	365,118	379,498	240,456
11,744	Prepayments		11,250	9,466	11,744
–	– Foreign exchange contracts	16	5	–	–
637,612	Total current assets		399,138	562,727	316,786
Non-current assets					
468	Debtors and other receivables	10	512	–	–
193,478	Property and equipment	8	220,422	192,537	225,590
183,468	Intangible assets	9	176,008	210,227	161,468
377,414	Total non-current assets		396,942	402,764	387,058
1,015,026	Total assets		796,080	965,491	703,844
Liabilities					
Current liabilities					
90,723	Creditors and other payables	11	89,131	75,119	77,593
4,238	Unearned income	12	4,927	5,045	4,238
91,127	Return of operating surplus	13	94,502	58,569	109,888
9,882	Provisions	14	3,905	10,867	9,882
66,943	Employee entitlements	15	67,713	66,011	66,943
–	– Foreign exchange contracts	16	5	–	–
262,913	Total current liabilities		260,183	215,611	268,544
Non-current liabilities					
2,194	Provisions	14	4,344	2,187	2,194
7,501	Employee entitlements	15	8,376	6,691	7,501
9,695	Total non-current liabilities		12,720	8,878	9,695
272,608	Total liabilities		272,903	224,489	278,239
742,418	Net assets		523,177	741,002	425,605
Equity					
560,927	Taxpayers' funds	17	446,746	568,200	520,065
147,907	Memorandum accounts	17	42,847	138,836	(128,044)
33,584	Property revaluation reserves	17	33,584	33,966	33,584
742,418	Total equity		523,177	741,002	425,605

Explanations of major variances against Budget can be found in the relevant notes.

The accompanying notes form part of these financial statements.

Statement of Changes in Equity

For the year ended 30 June 2025

Actual 2024 \$000		Notes	Actual 2025 \$000	Unaudited Budget 2025 \$000	Unaudited Forecast 2026 \$000
698,415	Balance at 1 July		742,418	747,385	528,436
57,879	Net (deficit)/surplus		(10,239)	34,686	457
95,943	Capital injections	17	13,500	17,500	6,600
(5,185)	Capital withdrawal	17	(128,000)	–	–
(91,127)	Return of operating surplus to the Crown	13	(94,502)	(58,569)	(109,888)
(382)	Gain/(loss) on revaluation of property		–	–	–
(13,125)	Other movement		–	–	–
742,418	Balance at 30 June		523,177	741,002	425,605

Statement of Cash Flows

For the year ended 30 June 2025

Actual 2024 \$000		Actual 2025 \$000	Unaudited Budget 2025 \$000	Unaudited Forecast 2026 \$000
Cash flows from operating activities				
784,220	Receipts from the Crown	663,220	579,590	708,977
513,473	Receipts from other revenue	534,101	519,983	714,330
(419,567)	Payments to suppliers	(383,091)	(338,794)	(412,091)
(773,437)	Payments to employees	(712,859)	(667,209)	(813,665)
(26,214)	Payments for capital charge	(25,014)	(30,500)	(24,000)
4,460	Goods and services tax (net)	(6,772)	–	–
82,935	Net cash flows from operating activities	69,585	63,070	173,551
Cash flows from investing activities				
187	Receipts from sale of property and equipment	28	–	–
300	Receipts from sale of intangible assets	–	–	–
(50,740)	Purchase of property and equipment	(52,810)	(27,016)	(28,284)
(31,054)	Purchase of intangible assets	(36,121)	(48,000)	(30,000)
(81,307)	Net cash flows from investing activities	(88,903)	(75,016)	(58,284)
Cash flows from financing activities				
87,510	Capital injections	13,500	17,500	6,600
(5,185)	Capital withdrawal	(128,000)	–	–
(111,275)	Return of operating surplus	(91,127)	(26,451)	(117,599)
–	Return of prior year capital injection	(13,125)	–	–
(28,950)	Net cash flows from financing activities	(218,752)	(8,951)	(110,999)
(27,322)	Net increase/(decrease) in cash and cash equivalents	(238,070)	(20,897)	4,268
289,388	Cash and cash equivalents at the beginning of the year	260,880	195,178	61,874
(1,186)	Effect of foreign exchange movements on cash balances	(45)	(518)	(1,556)
260,880	Cash and cash equivalents at the end of the year	22,765	173,763	64,586

Explanations of major variances against Budget can be found in the relevant notes.

The accompanying notes form part of these financial statements.

Reconciliation of Net Surplus to Net Cash Flows from Operating Activities

For the year ended 30 June 2025

Actual 2024 \$000		Actual 2025 \$000
57,879	Net (deficit)/surplus	(10,239)
	Add/(less) non-cash items	
64,456	Depreciation, amortisation and impairment	68,782
(13,125)	Other non-cash items	–
51,331	Total non-cash items	68,782
	Add/(less) non-operating activities	
1,186	Net other (gains)/losses	383
274	Net loss on sale of property and equipment	517
–	Other non-operating activities	13,125
1,460	Total non-operating activities	14,025
	Add/(less) movements in working capital	
(2,278)	(Increase)/decrease in prepayments	494
(40,958)	(Increase)/decrease in debtors and receivables	(174)
15,544	Increase/(decrease) in creditors and payables	(1,815)
(807)	Increase/(decrease) in unearned income	689
(978)	Increase/(decrease) in provisions	(3,822)
1,742	Increase/(decrease) in employee entitlements	1,645
(27,735)	Total movements in working capital	(2,983)
82,935	Net cash flows from operating activities	69,585

Statement of Commitments

As at 30 June 2025

Actual 2024 \$000		Actual 2025 \$000
	Capital commitments	
16,047	Buildings	1,256
10,450	Software	160
–	Other	74
26,497	Total capital commitments	1,490
	Operating leases as lessee	
	The future aggregate minimum lease payments to be paid under non-cancellable operating leases are as follows:	
57,500	Not later than one year	58,983
153,865	Later than one year and not later than five years	132,442
151,510	Later than five years	162,720
362,875	Total non-cancellable operating lease commitments	354,145
389,372	Total commitments	355,635

The accompanying notes form part of these financial statements.

Capital Commitments

Capital commitments are the aggregate amount of capital expenditure contracted for the acquisition of property and equipment and intangible assets that have not been paid for or not recognised as a liability at balance date.

Cancellable capital commitments that have penalty or exit costs explicit in the agreement on exercising that option to cancel are included in the Statement of Commitments at the lower of the remaining contractual commitment and the value of those penalty or exit costs (that is, the minimum future payments).

Non-Cancellable Operating Lease Commitments

MBIE leases property, plant, and equipment in the normal course of its business. The majority of these leases are for premises and photocopiers, which have non-cancellable leasing periods.

MBIE's non-cancellable operating leases have varying terms, escalation clauses, and renewal rights.

There are no restrictions placed on MBIE by any of its leasing arrangements. The amounts disclosed as future commitments are based on current lease payments.

Expenses yet to be incurred on non-cancellable contracts that have been entered into at balance date are disclosed as commitments.

The total of minimum future sub-lease payments for the duration of the main leases expected to be received under non-cancellable sub-leases at balance date is \$160.203 million (2024: \$58.315 million).

The accompanying notes form part of these financial statements.

Statement of Contingent Liabilities and Assets

As at 30 June 2025

Actual 2024 \$000	Actual 2025 \$000
Quantifiable contingent liabilities	
15 Legal proceedings and disputes	75
200 Other contingent liabilities	200
215 Total quantifiable contingent liabilities	275

Contingent Liabilities

Contingent liabilities are reported at the point at which the contingency is evident or when a present liability is unable to be measured with sufficient reliability to be recorded in the financial statements.

Contingent liabilities are not disclosed if the possibility of an outflow of resources embodying economic benefits or service potential is considered remote.

Quantifiable Contingent Liabilities

Legal proceedings and disputes

Legal proceedings and disputes represent amounts claimed by plaintiffs in relation to the performance of MBIE’s statutory roles and associated estimated legal costs. In addition, this includes contingent liabilities relating to various employment matters.

Contingent liabilities relating to employment matters are assessed by taking into account the merits of each case, known risk factors and previous payments made in similar matters.

Other contingent liabilities

Other contingent liabilities represent obligations for the State Coal Reserve Land, prior to the transfer to Land Information New Zealand in 2011, for site mitigation that if not addressed by mine owners, will be sought from MBIE by Land Information New Zealand.

Contingent Assets

Contingent assets are reported at the point at which the contingency is evident or when a present asset is unable to be measured with sufficient reliability to be recorded in the financial statements. MBIE has no contingent assets as at 30 June 2025 (2024: nil).

The accompanying notes form part of these financial statements.

Who We Are

MBIE is the Government's lead business-facing public sector agency, and our purpose is to Grow New Zealand for All. We are a public benefit entity as our primary objective is to provide goods and services for the New Zealand community rather than for a financial return.

This section provides information on the legislation governing MBIE's operations as well as the concepts, rules and procedures that underlie the preparation and presentation of the financial statements.

Note 1: Reporting Entity

The Ministry of Business, Innovation and Employment (MBIE) is a New Zealand government department as defined by section 5 of the *Public Service Act 2020*. The relevant legislation governing the Ministry's operations includes the *Public Finance Act 1989*, *Public Service Act 2020*, and the *Public Accountability Act 1998*. MBIE's ultimate parent is the New Zealand Crown.

MBIE's primary objective is to provide services to the New Zealand public. MBIE does not operate to make a financial return and is a public benefit entity (PBE) for financial reporting purposes. The financial statements cover all activities of MBIE as set out in the 2024/25 Main and Supplementary Estimates of Appropriations for Votes Building and Construction; Business, Science and Innovation; and Labour Market.

In addition, MBIE has reported the Crown activities and trust monies that it administers in the non-departmental statements and schedules on pages 184 to 207.

MBIE has designated itself as a public benefit entity (PBE) for the purposes of complying with New Zealand generally accepted accounting practice (NZ GAAP).

The financial statements of MBIE are for the year ended 30 June 2025. They were authorised for issue by the Chief Executive of MBIE on 26 September 2025.

Note 2: Basis of Preparation and Statement of Significant Accounting Policies

Basis of preparation

The financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the year.

Statement of compliance

The financial statements have been prepared in accordance with the requirements of the *Public Finance Act 1989*, which includes the requirement to comply with New Zealand generally accepted accounting practice (NZ GAAP) and the Treasury Instructions.

The financial statements of MBIE have been prepared in accordance with Tier 1 Public Benefit Entity International Public Sector Accounting Standards (PBE IPSAS).

Measurement base

The financial statements have been prepared on a historical cost basis modified by the revaluation of land and buildings and prepared on an accrual basis unless otherwise specified.

Presentation currency and rounding

The financial statements are presented in New Zealand dollars, and all values are rounded to the nearest thousand dollars (\$000). The functional currency of MBIE is the New Zealand dollar.

Note 2: Basis of Preparation and Statement of Significant Accounting Policies (continued)

New or amended standards adopted

2022 Omnibus Amendments to PBE Standards, issued June 2022

The 2022 Omnibus Amendments issued by the External Reporting Board (XRB) include several general updates and amendments to several Tier 1 and Tier 2 PBE accounting standards, effective for reporting periods starting 1 January 2023. MBIE has adopted the revised PBE standards, and the adoption did not result in any significant impact on MBIE's financial statements.

Disclosure of Fees for Audit Firms' Services (Amendments to PBE IPSAS 1)

Amendments to *PBE IPSAS 1 Presentation of Financial Reports* change the required disclosures for fees relating to services provided by the audit or review provider, including a requirement to disaggregate the fees into specified categories. The amendments to PBE IPSAS 1 aim to address concerns about the quality and consistency of disclosures an entity provides about fees paid to its audit or review firm for different types of services. The enhanced disclosures are expected to improve the transparency and consistency of disclosures about fees paid to an entity's audit or review firm. This is effective for the year ended 30 June 2025.

Changes in accounting policies

There have been no changes in MBIE's accounting policies since the date of the last audited financial statements.

Standards issued and not yet effective and not early adopted


Standards and amendments that have been issued but are not yet effective and that have not been early adopted and that are relevant to MBIE are:

PBE IFRS 17 Insurance Contracts

This new standard sets out accounting requirements for insurers and other entities that issue insurance contracts and applies to financial reports covering periods beginning on or after 1 January 2026.

These amendments and the new standard are not expected to have a significant impact.

Significant accounting policies

The following significant accounting policies have been applied. Where an accounting policy is specific to one note, the policy is described in the note to which it relates and marked with a symbol .

Administration and use arrangements

Administration and use arrangements enable a government department to incur expenses against an appropriation administered by another government department.

Under these arrangements, the user department records expenditure with corresponding revenue reimbursed by the administering department. The administering department then records the expenditure in the Statement of Comprehensive Revenue and Expense, as well as reporting the expenditure against appropriation.

Commitments

Expenses yet to be incurred on non-cancellable contracts that have been entered into at balance date are disclosed as commitments.

Cancellable contracts that have penalty or exit costs are included in the Statement of Commitments at the lower of the remaining contractual commitment or the value of the penalty or exit costs.

Contingent liabilities and contingent assets

Contingent liabilities and contingent assets are reported at the point at which the contingency is evident or when a present liability or asset is unable to be measured with sufficient reliability to be recorded in the financial statements.

Contingent liabilities are not disclosed if the possibility of an outflow of resources embodying economic benefits or service potential is considered remote.

Note 2: Basis of Preparation and Statement of Significant Accounting Policies (continued)

Foreign currency transactions

Foreign currency transactions, including those for which foreign exchange forward contracts are held, are translated to New Zealand dollars at the rate applicable on the day of settlement.

Monetary assets and liabilities denominated in foreign currencies at balance date are translated to New Zealand dollars at the foreign exchange rate at balance date.

Foreign exchange gains or losses arising from the settlements of such transactions and from the translation of foreign currency monetary assets and liabilities are recognised in net surplus or deficit.

Goods and Services Tax (GST)

All items in the financial statements, except for receivables and payables, are stated exclusive of GST, including appropriation statements. Where GST is not recoverable as input tax, then it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, Inland Revenue is included as part of receivables or payables in the Statement of Financial Position.

The net GST paid to or received from the Inland Revenue, including the GST relating to investing and financing activities, is classified as an operating cash flow in the Statement of Cash Flows.

Commitments and contingencies are disclosed exclusive of GST.

Income tax

Government departments are exempt from income tax as public authorities, and no income tax has been provided for.

Cost accounting policies

MBIE has determined the cost of outputs using the cost allocation system outlined below.

Input costs can be classified as direct and indirect.

Direct costs are those that are directly linked to the production of an output; for example, the cost of staff working in a business unit that can be directly linked to the outputs.

Indirect costs are incurred in the operation of MBIE as a whole and are not able to be linked directly to a specific output. They are charged to outputs based on cost drivers and related activity or usage information.

The method of allocating costs is:

- › Directly Charged – costs that are incurred for a specific purpose and can be directly attributed to specific business groups will be directly charged to that business group and allocated to the appropriate branches and appropriation outputs within that business group.
- › Allocated based on a cost driver – these are costs that are incurred as a result of consumption but cannot be directly charged to specific business groups. These costs are generally provided across MBIE. At a high level the model allocates property and centralised corporate delivery costs based on full-time equivalent (FTE), headcount, and appropriation.

Critical accounting estimates, assumptions and judgements in applying accounting policies

In preparing these financial statements, critical accounting estimates, assumptions and judgements have been made concerning the future and may differ from the subsequent actual results. Critical accounting estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Note 2: Basis of Preparation and Statement of Significant Accounting Policies (continued)

Comparatives

When the presentation or classification of items in the financial statements are amended or accounting policies are changed, comparative figures are restated to ensure consistency with the current period, unless it is impractical to do so. The presentation of some information has changed from the previous period, with prior period balances re-classified to be comparable with current year figures.

Budget and forecast figures

Basis for the budget and forecast figures

The 2025 Budget are the Main Estimates figures for the year ended 30 June 2025 and were published in the 2023/24 Annual Report (Unaudited Forecast 2025). They are consistent with MBIE's best estimate financial forecast information submitted to the Treasury for the Budget Economic and Fiscal Update (BEFU) for the year ended 2024/25.

The 2026 forecast figures (Forecast) are for the year ending 30 June 2026, which are consistent with the best estimate financial forecast information submitted to the Treasury for the Budget Economic and Fiscal Update for the year ending 2025/26.

The budget and forecast figures are unaudited and have been prepared using the accounting policies adopted in preparing these financial statements.

Although MBIE regularly updates its forecasts, updated forecast financial statements for the year ending 30 June 2026 will not be published.

Significant assumptions used in preparing the unaudited forecast financial statements

- › The forecast financial statements have been prepared as required by the *Public Finance Act 1989* to communicate forecast financial information for accountability purposes and comply with Public Benefit Entities Financial Reporting Standard (PBE FRS) 42 *Prospective Financial Information*.

- › The forecast figures reflect MBIE's activities and are based on a number of assumptions on what may occur during the 2025/26 year. The forecast figures have been compiled on the basis of the current economic environment, existing government policies and Ministerial expectations at the time the Budget was finalised.

The main assumptions were as follows:

- › MBIE's activities and output expectations will be focusing on the Government's priorities.
- › Personnel costs were based on current wages and salary costs, adjusted for anticipated remuneration changes.
- › Operating costs were based on historical experience and other factors that are believed to be reasonable in the circumstances and MBIE's best estimate of future costs that will be incurred.

Factors that could lead to material differences between the forecast financial statements and actual financial statements for the period ending 30 June 2026 include changes to the baseline budget through transfers of funding across financial years, technical adjustments or new initiatives.

Authorisation statement

The forecast financial statements were approved for issue by the Chief Executive on 14 April 2025. The Chief Executive is responsible for the forecast financial statements, including the appropriateness of assumptions underlying them and all other required disclosures.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. Actual financial results achieved for the period covered are likely to vary from the information presented, and the variations may be material.

How We Were Funded

Our activities are funded mainly by revenue from the Crown and other revenue received from third parties. Crown revenue is received from the Government and is classified as a non-exchange transaction. It consists of amounts appropriated for the year. Other revenue consists mainly of fees and levies paid by third parties. We collect fees in exchange for the services we provide to the community; for example, the issue of immigration visas or the provision of online systems via the Companies Office website to make it easier for businesses to manage and update their records. Levies are collected without a direct exchange of services; for example, a building levy is paid on successful building consent application for a project exceeding a specified threshold.

Note 3: Revenue

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Revenue from Exchange Transactions

Fees

Revenue from fees is recognised as income in the period when the service was provided.

Immigration visa fees

Revenue from immigration visa fees is recognised on receipt in full at the time an applicant makes payment when lodging their visa application with Immigration New Zealand.

Shared service recoveries from other government departments and Crown entities

Shared service recoveries, largely relating to corporate costs reimbursed by other government departments and Crown entities, are recognised in the accounting period in which the service is provided. It is assessed on the completion of specific transactions, which is based on the proportion of actual services provided over the total services due.

Revenue from Non-Exchange Transactions

Revenue from the Crown

Revenue from the Crown is treated as a non-exchange transaction, and is measured based on MBIE's funding entitlement for the reporting period. The funding entitlement is established by Parliament when it passes the Appropriation Acts for the financial year. The amount of revenue

recognised takes into account any amendments to appropriations approved in the *Appropriation (Supplementary Estimates) Act* for the year and certain other unconditional funding adjustments formally approved prior to balance date.

There are no conditions attached to the funding from the Crown. However, MBIE can incur expenses only within the scope, amount and time of its appropriations.

The fair value of Revenue Crown has been determined to be equivalent to the funding entitlement.

Levies

Revenue from the collection of levies is a non-exchange transaction as the payment of these levies does not entitle the payer to a direct benefit from the Crown. The revenue recognition point is when the obligation to pay a levy has been incurred and this is guided by multiple Acts that MBIE administers.

Although there are restrictions on how levy funding may be spent, there are no conditions attached to the levies that could readily give rise to obligations to return levies to levy payers.

Other revenue from Residential Tenancies Trust Account

MBIE administers a trust account for tenancy bonds under the *Residential Tenancies Act 1986*. Any interest earned by the Residential Tenancies Trust Account (RTTA) is passed onto MBIE to cover costs.

Note 3: Revenue (continued)

Actual 2024 \$000		Actual 2025 \$000
	Other revenue associated with a memorandum account (Note 17)	
	Memorandum account revenue	
263,138	Immigration fees	300,058
154	Other revenue	526
263,292	Total immigration visa	300,584
37,220	Building levies	37,152
70	Other revenue	56
37,290	Total building controls	37,208
12,781	Companies annual return fees	13,019
8,965	Personal property securities register fees	9,035
7,041	Companies incorporation fees	7,230
3,842	Other revenue and fees	3,960
32,629	Total registration and provision of statutory information	33,244
14,158	Patent fees	13,937
11,258	Trademark fees	11,890
5,621	Intellectual Property Office NZ fees	5,972
31,037	Total registration and granting of intellectual property rights	31,799
24,432	Government procurement reform income	12,857
24,432	Total government procurement reform agenda	12,857
6,298	Licensed building practitioners levies and fees	5,948
6,298	Total occupational licensing – building practitioners	5,948
4,276	Radio apparatus licence fees	4,258
3,650	Right to transmit radio waves fees	4,439
7,926	Total management and enforcement of the Radiocommunications Act 1989	8,697
5,832	Sale of standards	6,017
5,832	Total Standards New Zealand	6,017
6,610	Electrical workers fees	6,216
6,610	Total occupational licensing – electrical workers	6,216
4,028	Mineral permit fees	4,602
664	Petroleum permit fees	636
4,692	Total management of the Crown mineral estate	5,238
2,187	MVT registration fees	2,055
2,187	Total Motor Vehicle Traders (MVT) register	2,055
26,206	Immigration fees	26,731
26,206	Total Electronic Travel Authority	26,731
109	Unit titles application fees	151
109	Total Unit Titles Act 2010	151
33	National multi-use approvals	39
33	Total National multi-use approvals	39
448,573	Total third-party revenue associated with a memorandum account	476,784

Note 3: Revenue (continued)

Actual 2024 \$000		Actual 2025 \$000
	Other revenue not associated with a memorandum account	
33,274	Revenue from Residential Tenancies Trust Account	42,814
2,550	Shared services recovery	663
10,677	Other fees	13,451
5,793	Other revenue	4,712
52,294	Total other revenue not associated with a memorandum account	61,640
500,867	Total other revenue	538,424
427,231	Total other revenue from exchange transactions	455,511
73,636	Total other revenue from non-exchange transactions	82,913
500,867	Total other revenue	538,424



Explanation of Major Variances Against Budget

Total Revenue of \$1.199 billion is \$64.679 million higher than Budget (Budget: \$1.135 billion) mainly due to higher third-party revenue received compared to Budget due to Visa application fee changes and the volumes continued to increase as well as higher revenue from the residential

tenancies trust account due to the rise in the funds held in the Resident Tenancy Bond Trust Account along with higher interest rates. There was also additional funding from the Crown to support MBIE's various outputs including supporting the science, innovation and technology sector.

The Costs We Incur to Achieve Our Goals

Our activities are funded through appropriations, which are funds set aside by the Government for a specific purpose. Our largest areas of spend are on personnel, IT and technical support, and various professional services.

Note 4: Personnel Costs

P	Employee Benefits	Termination Benefits
	<p>Employee entitlements to salaries and wages, bonuses, annual leave, long service leave, retirement gratuities and other similar benefits are recognised as an expense when they accrue to employees.</p> <p>Obligations for contributions to the State Sector Retirement Savings Scheme, KiwiSaver and the Government Superannuation Fund are accounted for as defined contribution superannuation schemes and are expensed in the surplus or deficit as incurred.</p>	<p>Termination benefits are recognised as an expense only when there is a demonstrable commitment to either terminate employment prior to normal employment date or to provide such benefits as a result of a position becoming redundant. Termination benefits settled within 12 months are reported at the amount expected to be paid.</p>

Actual 2024 \$000		Actual 2025 \$000
698,586	Salaries and wages	659,546
20,547	Employer contributions to defined contribution schemes	19,584
41,693	Contractors	17,995
7,014	Training and professional development	5,711
2,002	Other personnel	5,678
769,842	Total personnel costs	708,514

i	Explanation of Major Variances Against Budget
	<div> <p>Personnel costs are \$55.393 million higher than Budget (Budget: \$653.121 million) due to Government-wide changes that affected the public service and workforce expectations were set at a level that was consistent with the overall reduced</p> </div> <div> <p>baseline during that period. This was offset by a decrease in contractor spend due to the changing environment and the Government’s directive to reduce reliance on contractors.</p> </div>

Note 5: Other Operating Expenses



Other Operating Expenses

Other operating expenses are recognised when goods and services are received.

Operating Leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental

to ownership of an asset. Payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

Lease incentives for accommodation are recognised evenly over the term of the lease as a reduction in rental expense.

Actual 2024 \$000		Actual 2025 \$000
64,473	Rental and operating lease costs	63,781
68,048	Professional services	59,809
16,985	Property maintenance and operation costs	18,487
16,668	Other operating costs	17,540
18,661	Travel – domestic and overseas	15,561
13,326	Consulting services	12,627
11,852	Supplies and services	10,331
482	Provision for impairment of debtors and other receivables	1,687
289	Loss on disposal of property and equipment	554
	– Loss on disposal of intangible assets	338
826	Net foreign exchange losses	(319)
	Auditor's remuneration	
1,022	Audit fees – MBIE's financial statements	1,026
	– Audit fees – Reimbursements	4
26	Audit fees – Residential Tenancies Trust Account's financial statements	46
212,658	Total other operating expenses	201,472



Explanation of Major Variances Against Budget

Other operating expenses are \$94.332 million higher than the Budget (Budget: \$107.140 million) due to increased activities in immigration, public service property management services and policy

advice and related service areas that were not anticipated in the Budget, which was set at a level that was consistent with the overall reduced baseline during that period.

Note 6: Contractors and Consultants

MBIE uses contractors and consultants to provide backfill for vacant positions or cover short-term demand, where specialist skills or independent external advice are needed (such as for specific programmes or projects), and in periods of peak demand.

A contractor is a person who is not considered an employee, providing backfill or extra capacity in a role that exists within MBIE or acts as an additional resource for a time-limited piece of work.

A consultant is a person or firm who is not considered a contractor or employee, engaged to perform a piece of work with a clearly defined scope and provide expertise, in a particular field, not readily available from within MBIE.

Some contractors and consulting costs for specific projects are capitalised when they relate to the creation and/or development of an asset.

Actual 2024 \$000		Notes	Actual 2025 \$000
Operating expense			
11,854	Contractors		5,729
29,839	Contractors working on ICT projects		12,266
41,693	Total operating expense – contractors	4	17,995
13,326	Consulting services	5	12,627
55,019	Total operating expense – contractors and consultants		30,622
Capital expense			
4,876	Contractors and consulting services capitalised to assets – Intangible assets		4,875
6,105	Contractors and consulting services capitalised to assets – Property and equipment		2,096
10,981	Total capital expense – contractors and consultants		6,971
66,000	Total contractors and consultants		37,593

Note 7: Capital Charge

MBIE pays a capital charge to the Crown on its taxpayers' funds at 31 December and 30 June each financial year. The capital charge rate for the year ended 30 June 2025 was 5 per cent (2024: 5 per cent). The capital charge is recognised as an expense in the financial year to which it relates.

Long-Term Assets that Support Our Operations

In order to efficiently carry out our operations, we invest in physical assets and intangible assets. Assets of a similar nature are grouped into categories. These assets are used for more than one year. Their cost is spread over the asset's useful life, which is the expected period that the asset is available for use.

Note 8: Property and Equipment

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Property and equipment consists of land, buildings, equipment, leasehold improvements, furniture and fittings, computer hardware and motor vehicles.

Measurement

Land is measured at fair value, and buildings are measured at fair value less accumulated depreciation. All other asset classes are measured at cost less accumulated depreciation and impairment losses.

Additions

Items of property and equipment are recognised at cost if it is probable that future economic benefits or service potential will flow to MBIE. Where an item of property and equipment is acquired at no cost (or for a nominal amount), it is recognised at its fair value on the date of acquisition. Costs incurred subsequent to the initial recognition of an item of property and equipment are only recognised where it can be demonstrated that there has been an increase in the future economic benefits or service potential that will flow to MBIE, and the cost of the item can be measured reliably. Costs relating to the servicing or maintenance of items of property and equipment are recognised in net surplus or deficit when incurred. Work in progress is recognised at cost less impairment losses and is not depreciated.

Capitalisation

A de minimis of \$5,000 applies for capitalisation below which individual items are expensed on purchase. Grouped assets are capitalised if their total acquisition cost is greater than \$5,000.

Depreciation

Depreciation is charged on a straight-line basis, at rates that will write off the cost (or valuation) of the assets to their estimated residual value over their useful lives. Land and work in progress are not depreciated. The useful lives of major categories of property and equipment have been estimated as follows.

<i>Asset class</i>	<i>Useful life</i>
Buildings	30-60 years
Computer hardware	3-6 years
Furniture and fittings	3-7 years
Leasehold improvements (shorter of lease period or estimated useful life)	2-25 years
Motor vehicles	4-6 years
Equipment	3-10 years

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each balance date.

Note 8: Property and Equipment (continued)

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Revaluation

Land and buildings are revalued at least once every three years, by an independent registered valuer, to ensure that their carrying amount does not differ materially from their fair value. In the intervening years, carrying values of revalued assets are assessed annually to ensure that they do not differ materially from fair value. If there is a material difference, then the off-cycle asset classes are revalued.

The net revaluation results are included in other comprehensive revenue and expense and a property revaluation reserve in equity for that class of asset. However, if this would result in the reserve being exhausted, then it is recognised in the surplus or deficit. Any subsequent increase on revaluation that reverses a previous decrease in the surplus or deficit will be recognised first in the surplus or deficit up to the amount previously recognised, and then recognised in other comprehensive revenue and expense.

The useful life of an asset is reassessed following revaluation.

Disposals

Gains and losses on disposal of an item of property and equipment represent the difference between disposal proceeds, if any, and the carrying value of the asset at the time of disposal and are recognised in net surplus or deficit.

If a previously revalued asset is disposed of, the relevant amount held in the asset revaluation reserve is transferred to taxpayers' funds.

Work in Progress (WIP)

WIP is capital expenditure for assets that are not in use or completed at balance date. During the year, items are transferred from WIP into asset classes as completed.

Impairment

Property and equipment are reviewed for impairment at least annually or whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written down to its recoverable amount. For revalued assets, the impairment loss is recognised in other comprehensive revenue and expense and decreases the revaluation reserve for that class of asset. Where that results in a debit balance in the revaluation reserve, the balance is recognised in surplus or deficit.

For assets not carried at revalued amount, the total impairment loss is recognised in surplus or deficit.

The reversal of an impairment loss on a revalued asset is recognised in other comprehensive revenue and expense and increases the asset revaluation reserve for that class of asset. However, to the extent that an impairment loss for that class of asset was previously recognised in surplus or deficit, a reversal of an impairment loss is also recognised in surplus or deficit.

Note 8: Property and Equipment (continued)

	Land \$000	Building \$000	Equipment \$000	Leasehold improvements \$000	Furniture & Fittings \$000	Computer hardware \$000	Motor vehicles \$000	WIP \$000	Total \$000
Year ended 30 June 2024									
Cost	12,900	49,953	9,657	90,858	30,954	46,344	1,498	21,408	263,572
Accumulated depreciation and impairment	–	(1)	(6,970)	(43,776)	(22,327)	(32,206)	(1,284)	(917)	(107,481)
Opening net book value	12,900	49,952	2,687	47,082	8,627	14,138	214	20,491	156,091
Additions	–	–	302	2,834	2,433	647	101	52,859	59,176
Transfers from WIP	–	177	383	6,908	468	7,966	451	(16,353)	–
Revaluation	(1,200)	(100)	–	–	–	–	–	–	(1,300)
Disposals	–	–	(497)	(6,058)	(2,209)	(1,414)	(103)	–	(10,281)
Depreciation	–	(953)	(756)	(6,128)	(3,705)	(9,301)	(100)	–	(20,943)
Depreciation released on disposals	–	–	431	5,917	2,114	1,258	97	–	9,817
Accumulated depreciation reversed on revaluation	–	918	–	–	–	–	–	–	918
Closing net book value	11,700	49,994	2,550	50,555	7,728	13,294	660	56,997	193,478
Cost	11,700	50,030	9,845	94,542	31,646	53,543	1,947	56,997	310,250
Accumulated depreciation and impairment	–	(36)	(7,295)	(43,987)	(23,918)	(40,249)	(1,287)	–	(116,772)
Closing net book value	11,700	49,994	2,550	50,555	7,728	13,294	660	56,997	193,478
Year ended 30 June 2025									
Additions	1,612	–	698	33,292	4,495	2,586	52	10,075	52,810
Transfers from WIP	–	–	161	29,568	898	8,094	1,401	(40,122)	–
Revaluation	–	–	–	–	–	–	–	–	–
Disposals	–	–	(1,168)	(1,712)	(658)	(553)	(86)	–	(4,177)
Depreciation	–	(969)	(804)	(9,860)	(3,585)	(9,960)	(133)	–	(25,311)
Depreciation released on disposals	–	–	1,135	1,240	608	553	86	–	3,622
Accumulated depreciation reversed on revaluation	–	–	–	–	–	–	–	–	–
Closing net book value	13,312	49,025	2,572	103,083	9,486	14,014	1,980	26,950	220,422
Cost	13,312	50,030	9,536	155,690	36,381	63,670	3,314	26,950	358,883
Accumulated depreciation and impairment	–	(1,005)	(6,964)	(52,607)	(26,895)	(49,656)	(1,334)	–	(138,461)
Closing net book value	13,312	49,025	2,572	103,083	9,486	14,014	1,980	26,950	220,422

MBIE holds one land and building asset, the Māngere Refugee Resettlement Centre in Auckland. The most recent valuation of the Māngere Refugee Resettlement Centre was performed by registered valuers Kane Sweetman and Angus McIntyre of CVAS (NZ) Limited trading as Colliers, with an effective date of 30 June 2024.

The Māngere property is valued at depreciated replacement cost due to the nature of the building. The depreciated replacement cost value tends to be lower than that of the open market value.

The economic useful life of the property has been updated from the original project life of 30 years to the valuation estimate of 52–56 years.

Included in property and equipment assets are \$2.096 million of capitalised contractors and consultants' costs (2024: \$6.105 million).

There are no other restrictions over the title of MBIE's property and equipment, nor are they pledged as security for liabilities.

Note 9: Intangible Assets

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Measurement

Intangible assets are measured at cost, less accumulated amortisation and any impairment losses.

Additions

Purchased computer software is capitalised on the basis of the costs incurred to acquire and bring the software into use. Costs of software updates or upgrades are capitalised only when they increase the usefulness or value of the software.

Internally generated intangible assets are recognised at the cost associated with bringing the asset into use, including the cost of all materials used in construction, employee costs and an appropriate proportion of overheads.

Staff training costs are recognised as an expense when incurred. Costs relating to the maintenance of intangible assets are recognised in net surplus or deficit when incurred. Costs associated with development and maintenance of MBIE's website are recognised as an expense when incurred.

Where software is provided under a Software-as-a-service (SaaS) arrangement, costs of configuration and customisation are recognised as an intangible asset only if the activities create an intangible asset that MBIE controls and asset recognition criteria are met. Costs, including ongoing fees for use of software, that do not result in an intangible asset or a software finance lease are expensed as a service contract as incurred. However, where fees represent payment for future services to be received, MBIE recognises these as a prepayment and expenses these as subsequent services are received.

Amortisation

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. The amortisation charge for each year is recognised in net surplus or deficit.

The useful lives of major classes of intangible assets have been estimated as follows.

<i>Asset class</i>	<i>Useful life</i>
Purchased computer software	3-8 years
Internally generated computer software	4-10 years

Impairment

Intangible assets that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. For capital work in progress, MBIE review four times a year to identify any impairment of the carrying value its assets. If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written down to its recoverable amount.

The reversal of an impairment loss on a revalued asset is recognised in other comprehensive revenue and expense and increases the asset revaluation reserve for that class of asset. However, to the extent that an impairment loss for that class of asset was previously recognised in surplus or deficit, a reversal of an impairment loss is also recognised in surplus or deficit.

Note 9: Intangible Assets (continued)

	Actual 2025				Actual 2024			
	Purchased \$000	Internally generated \$000	WIP \$000	Total \$000	Purchased \$000	Internally generated \$000	WIP \$000	Total \$000
Cost	165,482	319,299	53,543	538,324	153,914	303,496	61,901	519,311
Accumulated amortisation and impairment	(120,628)	(234,228)	–	(354,856)	(106,382)	(208,296)	(8,406)	(323,084)
Opening net book value	44,854	85,071	53,543	183,468	47,532	95,200	53,495	196,227
Additions	–	28,224	8,125	36,349	1,847	244	28,963	31,054
Transfers from WIP	17,429	12,775	(30,204)	–	10,258	17,767	(28,025)	–
Disposals	(1,630)	(1,024)	–	(2,654)	(537)	(2,208)	–	(2,745)
Impairment	–	–	(933)	(933)	–	–	(890)	(890)
Amortisation	(13,489)	(29,049)	–	(42,538)	(14,783)	(27,840)	–	(42,623)
Amortisation released on disposals	1,630	686	–	2,316	537	1,908	–	2,445
Closing net book value	48,794	96,683	30,531	176,008	44,854	85,071	53,543	183,468
Cost	181,281	359,274	30,531	571,086	165,482	319,299	53,543	538,324
Accumulated amortisation and impairment	(132,487)	(262,591)	–	(395,078)	(120,628)	(234,228)	–	(354,856)
Closing net book value	48,794	96,683	30,531	176,008	44,854	85,071	53,543	183,468

MBIE develops and maintains internally generated software, which is classified as an asset under construction and capitalised at the in-service date.

In accordance with *PBE IPSAS 31 Intangible Assets*, management have reviewed the useful lives of intangible assets and have also reviewed the carrying amount of intangible assets for impairment.

There are no restrictions over the title of MBIE's intangible assets, nor are any intangible assets pledged as security for liabilities.

Included in intangible assets are \$4.875 million of capitalised contractors and consultants' costs (2024: \$4.876 million).

Other Assets and Liabilities

Other assets and liabilities disclosed in this section are those that are used and recorded as part of the course of our day-to-day operations. These include the balance of money due to MBIE for goods or services provided to the public and our obligation to settle balances owing to our suppliers and the Crown.

Note 10: Debtors and Other Receivables



Debtors and Other Receivables

Debtors and other receivables are non-derivative financial assets, which are measured at amortised cost and initially recorded at the amount due.

Debtors and other receivables are subsequently revalued to the amount due less any allowance for credit losses. MBIE applies the simplified expected credit loss model of recognising lifetime expected credit losses for debtors and other receivables.

In measuring expected credit losses, debtors and other receivables have been assessed on a collective basis as they possess shared credit risk characteristics. They have been grouped based on the days past due.

Debtors and other receivables are written off when there are no reasonable expectations of recovery. Indicators that there are no reasonable expectations of recovery include the debtor being in liquidation or the receivable being more than one year overdue.

Actual 2024 \$000		Actual 2025 \$000
	Current	
285,028	Debtor Crown	253,153
57,504	Residential Tenancies Trust Account revenue receivable	85,191
12,632	Trade debtors and other receivables	17,833
(1,350)	Less allowance for credit losses	(2,577)
11,174	Accrued receivables from exchange transactions	11,518
364,988	Total current debtors and receivables	365,118
	Non-current	
468	Bonds provided for offshore property leases	512
468	Total non-current debtor and other receivables	512
365,456	Total debtors and other receivables	365,630
22,924	Total debtors and other receivables from exchange transactions	27,286
342,532	Total debtors and other receivables from non-exchange transactions	338,344
365,456	Total debtors and other receivables	365,630

Note 10: Debtors and Other Receivables (continued)

The expected credit loss rates for receivables at 30 June 2025 and 30 June 2024 are based on the payment profile of revenue on credit over the prior two years at the measurement date and the corresponding historical credit losses experienced for that period.

The historical loss rates are adjusted for current and forward-looking macroeconomic factors that might affect the recoverability of receivables. Given the

short period of credit risk exposure, the effect of macroeconomic factors is not considered significant.

There have been no changes during the reporting period in the estimation techniques or significant assumptions used in measuring the loss allowance.

Movements in the allowance for credit losses are as follows:

Actual 2024 \$000	Actual 2025 \$000
987 Opening balance as at 1 July	1,350
845 Additional provisions made during the year	1,704
(363) Provision reversed during the year	(17)
(119) Provisions utilised during the year	(460)
1,350 Closing balance as at 30 June	2,577

The allowance for credit losses at 30 June 2025 and 30 June 2024 was determined as follows:

30 June 2025	Receivables days past due				Total
	Not due	More than 30 days	More than 60 days	More than 90 days	
Gross carrying amount (\$000)	364,499	619	788	2,301	368,207
Lifetime expected credit loss (\$000)	(223)	(138)	(706)	(1,510)	(2,577)
Net carrying amount (\$000)	364,276	481	82	791	365,630
Expected credit loss rate	0.06%	22%	90%	66%	

30 June 2024	Receivables days past due				Total
	Not due	More than 30 days	More than 60 days	More than 90 days	
Gross carrying amount (\$000)	364,030	195	227	2,354	366,806
Lifetime expected credit loss (\$000)	(39)	(27)	(33)	(1,251)	(1,350)
Net carrying amount (\$000)	363,991	168	194	1,103	365,456
Expected credit loss rate	0.01%	14%	15%	53%	

The carrying value of debtors and other receivables approximates their fair value.

The non-current portion of debtors and other receivables relates to bonds given to property owners to secure offshore rental accommodation and offices.

All debtors and other receivables greater than 30 days in age are considered to be past due date. At 30 June 2025, \$3.708 million of debtors and other receivables were past due date (2024: \$2.776 million).

The provision for impairment of debtors and other receivables consists of specific individual impairment provisions, based on a review of overdue receivables.

The collective provision for impairment of \$2.577 million (2024: \$1.350 million) has been calculated based on an analysis of past collection history, the current economic environment and debt write-offs.

MBIE does not hold the collateral for debts greater than 90 days.



Explanation of Major Variances Against Budget

Debtors and other receivables are \$13.868 million lower than Budget (Budget: \$379.498 million) mainly due to the return of unused capital as a result of the proactive management of MBIE's Debtor Crown balance.

Note 11: Creditors and Other Payables



Short-term creditors and other payables are recorded at face value.

Actual 2024 \$000		Actual 2025 \$000
Current		
27,631	Trade creditors	43,940
38,534	Accrued expenses	40,530
13,125	Creditor Crown	–
11,433	GST payable	4,661
90,723	Total current creditors and other payables	89,131
Non-current		
–	Total non-current creditors and other payables	–
90,723	Total creditors and other payables	89,131

Creditors and other payables are non-interest bearing. The carrying value of creditors and other payables approximates their fair value.



Explanation of Major Variances Against Budget

Creditors and Other Payables are \$14.012 million higher than the Budget (Budget: \$75.119 million) mainly due to the timing difference for goods and services receipted but not yet paid.

Note 12: Unearned Income

P Unearned income relates to cash received in advance of the period in which it will be recognised as revenue.

Actual 2024 \$000		Actual 2025 \$000
3,772	Radio operations fees	4,338
466	Other revenue	589
4,238	Total unearned income	4,927

Radio operations fees relate to annual licence fees invoiced at the beginning of the period to which they relate and are recognised as unearned income where fees are paid for periods after 30 June 2025.

Note 13: Return of Operating Surplus

P MBIE's obligation to return a portion of its operating surplus in accordance with the *Public Finance Act 1989* is recognised at face value as it is required to be paid by 31 October of each year, per Treasury Instructions.

Actual 2024 \$000		Notes	Actual 2025 \$000
57,879	Net (deficit)/surplus		(10,239)
	<i>Add back:</i>		
32,422	Net operating deficit/(surplus) in memorandum accounts	17	105,060
826	Unrealised net foreign exchange (gains)/losses		(319)
91,127	Return of operating surplus to the Crown		94,502

Note 14: Provisions

P

Provisions

MBIE recognises a provision when there is a present obligation, either legal or constructive, as the result of a past event and it is probable that an outflow of resources will be required to settle the obligation but the timing or the amount of obligation is uncertain.

Provisions are not recognised for net deficits from future operating activities.

Where the effect of the time value of money is material, provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax discount rate that reflects the current market assessment of the time value of money and the risks specific to the liability.

Restructuring Provision

MBIE recognises provisions for restructuring when an approved, detailed, formal plan for a restructure has either been announced publicly to those affected or when implementation has already commenced.

Onerous Contracts Provision

MBIE recognises a provision for an onerous contract when the expected benefits or service potential to be derived from a contract are lower than the unavoidable costs associated with meeting the obligations of the contract. Such a provision is measured at the lower of the expected cost of terminating the contract and the net expected cost of continuing with the contract.

	Actual 2025			Actual 2024		
	Current \$000	Non- Current \$000	Total \$000	Current \$000	Non- Current \$000	Total \$000
Payroll remediation	759	–	759	760	–	760
Lease make-good	986	4,294	5,280	871	2,150	3,021
Restructuring	2,023	–	2,023	7,203	–	7,203
Other provisions	–	–	–	924	–	924
ACC partnership programme	137	50	187	124	44	168
Total provisions	3,905	4,344	8,249	9,882	2,194	12,076

	Payroll Remediation \$000	Lease Make-Good \$000	Restructuring \$000	Other Provisions \$000	ACC Partnership Programme \$000	Total \$000
Balance at 1 July 2023	760	3,769	3,349	5,028	148	13,054
Additional provisions made	–	873	16,549	1,183	20	18,625
Provision utilised during the year	–	(22)	(10,772)	(547)	–	(11,341)
Reversal of previous provision	–	(1,599)	(1,923)	(4,740)	–	(8,262)
Balance at 30 June 2024	760	3,021	7,203	924	168	12,076
Additional provisions made	–	3,169	4,280	–	19	7,468
Provision utilised during the year	(1)	(607)	(6,791)	(425)	–	(7,824)
Reversal of previous provision	–	(303)	(2,669)	(499)	–	(3,471)
Balance at 30 June 2025	759	5,280	2,023	–	187	8,249

Note 14: Provisions (continued)

Payroll Remediation Project

The payroll remediation project to correct historical *Holidays Act 2003* payroll issues has now been completed. The remaining provision at 30 June 2025 represents MBIE's best estimate of the remaining remediation costs to be paid out. This now only relates to former employees where they have not yet been contacted, verified and for whom the required documentation has been received. MBIE continues to try to contact these former employees.

Lease Make Good

MBIE is required, at the expiry of its leases, to make good any damage caused and remove any fixtures or fittings installed by it. In many cases MBIE has the option to renew these leases, which may change the timing of the expected cash outflows to make good the premises.

Restructuring

The restructuring provision arises from internal restructuring programmes. The restructuring provision relates to the expected redundancies resulting from change programmes within MBIE. Management expects this to happen in the next 12 months.

Other Provisions

Other provisions include provision for early termination fee, cost for reducing usage of the network service and other pending disputes under review.

Note 15: Employee Entitlements

Sick leave, annual leave, vested long service leave and retirement gratuities expected to be settled within 12 months of balance date are classified as a current liability. All other employee entitlements are classified as a non-current liability.

Current Employee Entitlements

Current employee entitlements are measured at nominal values based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date; annual leave earned but not yet taken at balance date; retirement and long service leave entitlements expected to be settled within 12 months; sick leave; and performance payments.

A liability for sick leave is recognised to the extent that absences in the coming year are expected to be greater than the sick leave entitlements earned in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date, to the extent that MBIE anticipates it will be used by staff to cover those future absences.

A liability for performance payments is recognised where MBIE has a contractual obligation or where there is a past practice that has created a constructive obligation.

Non-Current Employee Entitlements

Non-current employee entitlements, such as long service leave and retirement gratuities, are calculated on an actuarial basis. The calculations are based on:

- › likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement, and contractual entitlements information
- › the present value of the estimated future cash flows.

Termination Benefits

Termination benefits are recognised in the surplus or deficit only when there is a demonstrable commitment to either terminate employment prior to normal employment date or to provide such benefits as a result of a position becoming redundant. Termination benefits settled within 12 months are reported at the amount expected to be paid.

Note 15: Employee Entitlements (continued)

	Actual 2025			Actual 2024		
	Current \$000	Non- current \$000	Total \$000	Current \$000	Non- current \$000	Total \$000
Accrued salary	19,740	–	19,740	18,131	–	18,131
Annual leave	42,897	–	42,897	44,259	–	44,259
Long service leave	2,470	6,864	9,334	2,292	6,029	8,321
Retirement leave	901	1,512	2,413	825	1,472	2,297
Sick leave	1,705	–	1,705	1,436	–	1,436
Total employee entitlements	67,713	8,376	76,089	66,943	7,501	74,444

An independent actuarial valuation was undertaken by Chris Sissons of Melville Jessup Weaver as at 30 June 2025 to estimate the present value of retirement leave and long service leave. The key assumptions used in determining the present values were:

- › term-specific discount rates derived from yields on Treasury Bills and Government Bonds
- › a salary growth rate of 1.8 per cent on 1 July 2025.

Sensitivity Analysis

If the discount rate were to increase or decrease by 1 per cent more than MBIE's estimates, with all other factors held constant, the carrying amount of the retirement leave and long service leave liability would be \$0.443 million lower and \$0.487 million higher respectively (2024: \$0.405 million lower and \$0.446 million higher).

If the salary growth rate were to increase or decrease by 1 per cent more than MBIE's estimates, with all other factors held constant, the carrying amount of the retirement leave and long service leave liability would be \$0.561 million higher and \$0.519 million lower respectively (2024: \$0.518 million higher and \$0.477 million lower).

The current liability represents the amount due for potential settlement within the next 12 months.

Financial Risk Management

We are exposed to various financial risks. This section discusses how financial risks can affect our financial position and net surplus or deficit and how we manage risks in order to minimise risk exposure.

Note 16: Financial Instruments and Risk Management

P

Classification of Financial Instruments

Financial instruments are initially recognised at fair value and subsequently measured at amortised cost or at fair value either through surplus or deficit, or through comprehensive revenue and expense. This classification is made by reference to the purpose and nature of the financial instrument or group of financial instruments.

Non-Derivative Financial Assets and Liabilities

Non-derivative financial assets are subsequently measured at amortised cost if they are held for the purpose of collecting contractual cash flows and those cash flows are solely related to payments of principal and interest. Interest, impairment losses and foreign exchange gains and losses are recognised in the Statement of Comprehensive Revenue and Expense.

Non-derivative financial liabilities are subsequently measured at amortised cost.

Cash and cash equivalents

Cash and cash equivalents are measured at amortised cost and include cash on hand, deposits held on call with banks, and other short-term, highly liquid investments with original maturities of three months or less. Balances denominated in foreign currencies are translated to New Zealand dollars at the foreign exchange rate at balance date. MBIE is only permitted to spend its cash and cash equivalents within the scope and limits of its appropriations.

Allowances for expected losses

An expected credit loss model is used to recognise and calculate impairment losses for financial assets subsequently measured at amortised cost with the simplified approach to providing credit losses being applied to trade and other receivables.

MBIE has adopted the simplified approach to impairment provision for trade and other receivables. The provision is recognised at an amount equal to lifetime expected credit losses. The allowance for doubtful debts on individually significant trade and other receivables is determined on an individual basis, and those deemed to be not individually significant are assessed on a portfolio basis.

Note 16: Financial Instruments and Risk Management (continued)

P

Derivative Financial Assets and Liabilities

Derivative financial instruments are used to manage the exposure to foreign exchange risk arising from MBIE's operational activities. MBIE does not hold or issue derivative financial instruments for trading purposes. MBIE has not adopted hedge accounting.

Derivative financial instruments are recognised and subsequently measured at fair value. Movements in the fair value are recognised as gains or losses in the Statement of Comprehensive Revenue and Expense. When the fair value of the derivative is positive, it is treated as an asset, and when the fair value is negative, it is treated as a liability. Fair values are obtained from quoted market prices in active markets. Derivative financial instruments are not used for hedging.

Fair value hierarchy

For those instruments recognised at fair value in the Statement of Financial Position, fair values are determined according to the following hierarchy:

1. Quoted market price (level 1) – financial instruments with quoted prices for identical instruments in active markets.
2. Valuation technique using observable inputs (level 2) – financial instruments with quoted prices for similar instruments in active markets or quoted prices for identical or similar instruments in inactive markets and financial instruments valued using models where all significant inputs are observable.
3. Valuation techniques with significant non-observable inputs (level 3) – financial instruments valued using models where one or more significant inputs is not observable.

MBIE's departmental financial assets and liabilities as at 30 June 2025 and 2024 were valued at fair value using observable inputs (level 2). There are no quoted market prices (level 1) for these instruments.

There were no transfers between the different levels of the fair value hierarchy.

Note 16: Financial Instruments and Risk Management (continued)

MBIE's activities expose it to a variety of financial instrument risks, including market risk, credit risk, and liquidity risk. MBIE has policies to manage the risks associated with financial instruments and seeks to minimise exposure from financial instruments. These policies do not allow any transactions that are speculative in nature to be entered into.

Market Risk

Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates.

MBIE's largest direct foreign exchange exposure arises from the offshore branch and agency network that provides immigration services. Application fees are collected in more than 20 currencies through this network. The offshore branch network incurs local expenses, providing a natural hedge for the branch revenue. MBIE's convention is for branches to retain buffers in foreign currency accounts up to the value of an average month's expenditure.

Under MBIE's foreign exchange management policy, MBIE returns excess funds to New Zealand and converts them to New Zealand dollars.

Application fees are set by regulation in New Zealand dollars. Foreign currency equivalent fees are set by MBIE to reflect the New Zealand amount. Foreign currency transaction exposure is also mitigated to some extent by the ability of MBIE to initiate updates of foreign currency fees to bring them into line with prevailing market conditions.

Sensitivity analysis

Impact of a 5 per cent movement, both up and down, in the New Zealand dollar against other currencies held by MBIE in its foreign currency account with all other variables held constant at 30 June 2025 is not material for MBIE's net surplus (2024: not material).

Fair value interest rate risk

Interest rate risk is the risk that the fair value of, or cash flows from, a financial instrument will fluctuate due to changes in market interest rates. MBIE has no significant exposure to interest-bearing financial instruments and therefore does not experience interest rate risk.

Credit risk

Credit risk is the risk that a third party will default on its obligations to MBIE, resulting in a loss. In the ordinary course of MBIE's business, it is exposed to credit risk in association with financial assets held. MBIE is not exposed to significant concentrations of credit risk. MBIE is potentially exposed to credit risk for undrawn credit card facilities equal to the undrawn balance. The credit card facilities limit as at 30 June 2025 was \$3.200 million (2024: \$3.200 million).

MBIE uses Westpac as its main bank, which has a Standard & Poor's credit rating of AA-, and MBIE enters into foreign exchange contracts with the Treasury, which has a Standard & Poor's credit rating of AA+.

MBIE's maximum credit exposure is the carrying value of its financial assets. MBIE does not hold collateral as security against its financial assets.

Although cash and cash equivalents as at 30 June 2025 are subject to the expected credit loss requirements of PBE IPSAS 41, no loss allowance has been recognised because the estimated loss allowance for credit losses is trivial.

Liquidity risk

Liquidity risk is the risk that MBIE will encounter difficulty raising liquid funds to meet its commitments as they fall due. In meeting its liquidity requirements, MBIE closely monitors its forecast cash requirements.

MBIE expects to settle all of its financial liabilities in a timely manner.

Note 16: Financial Instruments and Risk Management (continued)

The carrying amounts of financial assets and financial liabilities in each financial instrument category are as follows.

Actual 2024 \$000		Notes	Actual 2025 \$000
Financial assets measured at amortised cost			
244,418	New Zealand held cash		5,662
16,462	Foreign currencies		17,103
260,880	Cash and cash equivalents		22,765
365,456	Debtors and other receivables	10	365,630
Financial assets measured at fair value through surplus or deficit			
–	Foreign exchange contracts		5
626,336	Total financial assets		388,400
Financial liabilities measured at amortised cost			
90,723	Creditors and other payables	11	89,131
Financial liabilities measured at fair value through surplus or deficit			
–	Foreign exchange contracts		5
90,723	Total financial liabilities		89,136

The following table analyses MBIE's financial liabilities, excluding derivatives, that will be settled, based on the remaining period at balance date to the contractual maturity date. The amounts disclosed are the contractual undiscounted cash flows.

2025	Carrying amount (\$000)	Total contractual cash flows (\$000)	Up to 1 year	1 to 5 years	Over 5 years
Creditors and other payables	89,131	89,131	89,131	–	–
Total	89,131	89,131	89,131	–	–

2024	Carrying amount (\$000)	Total contractual cash flows (\$000)	Up to 1 year	1 to 5 years	Over 5 years
Creditors and other payables	90,723	90,723	90,723	–	–
Total	90,723	90,723	90,723	–	–

The following table analyses MBIE's forward foreign exchange contract derivatives into relevant maturity groupings based on the remaining period at balance date to the contractual maturity date. The amounts disclosed are the contractual undiscounted cash flows.

2025	Derivative financial instruments net carrying amount (\$'000)	Total contractual cash flows (\$'000)	Up to 1 year	1 to 5 years	Over 5 years
Gross settled forward foreign exchange contracts (net liability)	5	5	5	–	–
Total	5	5	5	–	–

2024	Derivative financial instruments net carrying amount (\$'000)	Total contractual cash flows (\$'000)	Up to 1 year	1 to 5 years	Over 5 years
Gross settled forward foreign exchange contracts (net liability)	–	–	–	–	–
Total	–	–	–	–	–

The notional principal amounts of outstanding foreign exchange forward contracts are as follows.

	Actual 2025 \$'000		Actual 2024 \$'000	
	Foreign Currency	NZD	Foreign Currency	NZD
Euro	917	1,756	–	–

Other Disclosures

This section provides further information on MBIE’s equity and how our capital is managed. A number of our services are not funded by the Crown but by third-party users of those services. The revenue we receive for services and the costs we incur to provide them will not necessarily agree in each financial year. We therefore use memorandum accounts to record accumulated surpluses or deficits. Over the long term, memorandum account balances are expected to trend towards zero. Memorandum accounts provide transparency around outputs for which costs are fully recovered by fees, levies and other charges from third parties.

Note 17: Equity



Equity

Equity is the Crown’s investment in MBIE and is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified as taxpayers’ funds, memorandum accounts and revaluation reserves.

Property Revaluation Reserves

Revaluation reserves relate to the revaluation of land and buildings to their fair value.

Memorandum Accounts

Memorandum accounts reflect the cumulative surplus or deficit of those departmental services that are intended to be fully cost recovered from third parties through fees, levies or charges. The balance of each memorandum account is expected to trend towards zero over time.

Note 17: Equity (continued)

Taxpayers' Funds

Actual 2024 \$000		Notes	Actual 2025 \$000
484,120	Balance at 1 July		560,927
57,879	Net (deficit)/surplus		(10,239)
95,943	Capital injections		13,500
(5,185)	Capital withdrawal		(128,000)
(13,125)	Other movement		–
32,422	Transfer of net memorandum account accumulated (surpluses)/deficits for the year		105,060
(91,127)	Return of operating surplus to the Crown	13	(94,502)
560,927	Balance at 30 June		446,746

Note: MBIE pays a capital charge to the Crown on its taxpayers' funds at 31 December and 30 June each financial year (refer to Note 7).

Property Revaluation Reserves

Actual 2024 \$000		Actual 2025 \$000
Revaluation reserves:		
33,966	Balance at 1 July	33,584
(382)	Revaluation reserve movement	–
33,584	Balance at 30 June	33,584
Property revaluation reserves consist of:		
12,447	Land revaluation reserve	12,447
21,137	Buildings revaluation reserve	21,137
33,584	Total property revaluation reserves	33,584

Note 17: Equity (continued)

Memorandum accounts	Balance at 1 July \$000	Other revenue \$000	Departmental revenue and financial income \$000	Expenses \$000	Surplus/ (deficit) for the year \$000	Other Adjustment / Capital contribution \$000	Balance at 30 June \$000
Year ended 30 June 2024							
Building controls	71,590	37,290	–	(49,785)	(12,495)	–	59,095
Registration and granting of intellectual property rights	22,809	31,037	–	(36,600)	(5,563)	–	17,246
Government procurement reform agenda	31,992	24,432	82	(24,971)	(457)	–	31,535
Registration and provision of statutory information	1,077	32,629	12	(35,527)	(2,886)	–	(1,809)
Management and enforcement of the <i>Radiocommunications Act 1989</i>	6,245	7,926	–	(10,798)	(2,872)	–	3,373
Occupational licensing – building practitioners	3,330	6,298	–	(7,392)	(1,094)	–	2,236
Occupational licensing – electrical workers	416	6,610	–	(7,950)	(1,340)	–	(924)
Standards New Zealand	(2,657)	5,832	522	(7,400)	(1,046)	–	(3,703)
<i>Unit Titles Act 2010</i>	(551)	109	–	(363)	(254)	–	(805)
Motor Vehicle Traders Register	(1,136)	2,187	–	(1,997)	190	–	(946)
National multi-use approvals	(2,271)	33	–	(315)	(282)	–	(2,553)
Electronic travel authority	3,725	26,206	–	(23,526)	2,680	–	6,405
Management of the Crown mineral estate	(2,903)	4,692	–	(4,798)	(106)	–	(3,009)
Immigration visa	48,663	263,292	60	(270,249)	(6,897)	–	41,766
Closing balance	180,329	448,573	676	(481,671)	(32,422)	–	147,907
Year ended 30 June 2025							
Building controls	59,095	37,208	–	(48,815)	(11,607)	–	47,488
Registration and granting of intellectual property rights	17,246	31,799	–	(35,446)	(3,647)	–	13,599
Government procurement reform agenda	31,535	12,857	105	(28,126)	(15,164)	–	16,371
Registration and provision of statutory information	(1,809)	33,244	44	(35,746)	(2,458)	–	(4,267)
Management and enforcement of the <i>Radiocommunications Act 1989</i>	3,373	8,697	–	(9,889)	(1,192)	–	2,181
Occupational licensing – building practitioners	2,236	5,948	–	(6,418)	(470)	–	1,766
Occupational licensing – electrical workers	(924)	6,216	–	(6,766)	(550)	–	(1,474)
Standards New Zealand	(3,703)	6,017	218	(7,593)	(1,358)	–	(5,061)
<i>Unit Titles Act 2010</i>	(805)	151	–	(230)	(79)	–	(884)
Motor Vehicle Traders Register	(946)	2,055	–	(2,248)	(193)	–	(1,139)
National multi-use approvals	(2,553)	39	–	(339)	(300)	–	(2,853)
Electronic travel authority	6,405	26,731	–	(25,398)	1,333	–	7,738
Management of the Crown mineral estate	(3,009)	5,238	–	(4,307)	931	–	(2,078)
Immigration visa	41,766	300,584	49	(370,939)	(70,306)	–	(28,540)
Closing Balance	147,907	476,784	416	(582,260)	(105,060)	–	42,847

Note 17: Equity (continued)

Action Taken to Address Surpluses/(Deficits)

Building controls (surplus)

The building controls memorandum account balance has decreased to \$47.5 million at 30 June 2025. This is due to current year expenditure and revenue movement remaining relatively consistent with the previous financial year. The forecast indicates the memorandum account will continue to decrease at similar levels in the following years, expecting to be nil in the second quarter of 2028. The building levy rate must be reviewed every three years, and MBIE is planning to complete the next review over 2025/26.

Registration and granting of intellectual property rights (surplus)

A fee review for trademarks and patents was approved by Cabinet in March 2019 and implemented in February 2020. The trademark fees were set below cost to reduce the memorandum account surplus. The memorandum account balance has reduced in the year by \$3.6 million and is forecast to further reduce to reach a deficit in 2026/27. A fees review is underway covering all intellectual property services and adjustments are expected to be made to fees by 2026/27 with the intention to stabilise the memorandum account balance.

Government procurement reform agenda (surplus)

The administration fee needs to be routinely reviewed for appropriateness and to ensure it meets the current and future costs of delivering and managing procurement system leadership including capability building across the system, all-of-government contracts and policy development and implementation. Third party revenue funding, due to the reduction in Government agency spending through AOG contracts means that the cost to serve and meet the current system leadership expectations and those of the NZGP Target Operating Model, is more than the revenue received to cover these costs. A full revenue review will be undertaken in the first quarter of the 2025/26 financial year.

Registration and provision of statutory information (deficit)

The fees were last adjusted on 1 July 2017 to reduce the surplus position in the memorandum account. The memorandum account reached a deficit balance in 2023/24. Public consultation on a new fees and levy structure was completed in June 2025, with implementation of the new fees and levies planned for December 2025. It is forecast that the memorandum account will reach a nil balance by 2028/29.

Management and enforcement of the Radiocommunications Act 1989 (surplus)

The fees were adjusted on October 2017 to reduce the then existing surplus. The current surplus is forecast to reach a deficit position in 2025/26. Consultation on new fees was completed in April 2025, with new fees planned to be introduced in July 2026.

Occupational licensing, building practitioners (surplus) and Occupational licensing, electrical workers (deficit)

New fees were put in place in January 2019. The Licensed Building Practitioners' memorandum account is current in a surplus position and is forecast to remain in this position until fees are reviewed. The Electrical Workers' memorandum account is in a deficit position and forecast to increase \$0.300 million per annum. A new fees review is planned for 2026/27 for implementation in 2027/28.

Standards New Zealand (deficit)

The 10-year pricing strategy forecasts for the memorandum account to return to a nil position in 2030/31. A review of the 10-year model was completed in 2024/25 which an adjustment in price was set for July 2025. The memorandum account is still forecast to return to nil by 2030/31.

Note 17: Equity (continued)

Motor Vehicle Traders Register (deficit)

The new fees took effect on 1 August 2022. The level of fees includes recovering the deficit over a five-year period. It is forecast that the memorandum account will reach a nil balance by 2027/28.

National multi-use approvals (deficit)

The memorandum account was set up in 2010 and currently in a deficit position. A review is underway to identify a preferred approach for addressing the deficit. It is anticipated that the memorandum account will remain in deficit until the next fee review in 2026/27.

Management of Crown mineral estate (deficit)

The memorandum account deficit remains at similar levels of revenue and expenses to previous years. We intend to undertake a review of fees associated with the *Crown Minerals Act 1991* in order to develop options to address the deficit.

Electronic travel authority (surplus) and Immigration visa (deficit)

The immigration visa memorandum account continued to trade in deficit during 2024/25 and this is mainly due to lower revenues collected when compared to expectations post the fee and levy review in 2023/24.

Increased expenditure related to changes made from the fee and levy review and work to improve the timeliness of visa applications and system improvements including the new Our Future Services programme approved by Cabinet in February 2025. The new fee and levy rates came into effect in October 2024 with projections expecting to bring the memorandum account to a neutral balance by 2027/28. Lower revenues and increased expenditure, in the short term to fund Our Future Services, will see the immigration visa memorandum account in deficit beyond 2027/28. The business is seeking ways to control expenditure to limit the deficit going forward. The electronic travel authority memorandum account surplus has trended upwards slightly in 2024/25. This surplus was due to slightly lower than expected expenditure than forecast due to delays in IT development expenditure.

Unit Titles Act 2010 (deficit)

The last fee review was in 2023/24. This resulted in a decrease in fees, and an increase in volumes. Additional options are being explored to bring the memorandum account back to neutral.

Note 18: Capital Management

The objective of managing MBIE’s equity is to ensure that MBIE achieves its goals and objectives efficiently, while remaining a going concern. Where MBIE identifies that it does not have sufficient resources to achieve this objective, a capital injection is sought. Capital injections have and will be secured to ensure obligations are met as they fall due. MBIE will therefore continue to operate on a going concern basis.

As general government policy, with the exception of the balances retained in memorandum accounts and unrealised foreign exchange gains less losses,

MBIE is not permitted to retain any operating surplus. MBIE’s capital is its equity, which comprises taxpayers’ funds, memorandum accounts, and property revaluation reserves. Equity is represented by net assets. MBIE manages its revenues, expenses, assets, liabilities, and general financial dealings prudently.

MBIE’s equity is largely managed as a by-product of managing revenue, expenses, assets, liabilities, and compliance with the government budget processes, Treasury Instructions, and the *Public Finance Act 1989*.

Actual 2024 \$000	Statement of departmental capital injections	Actual 2025 \$000	Unaudited Budget 2025 \$000
Vote Business, Science and Innovation			
95,943	MBIE – capital injection	13,500	17,500
(5,185)	MBIE – capital withdrawal	(128,000)	–

Note 19: Related Party Transactions and Key Management Personnel

MBIE as a government department, as well as the non-departmental operations undertaken on behalf of the Crown, is wholly owned and controlled by the Crown.

Public sector entities transact extensively with each other on a daily basis and these transactions may occur at cost, less than cost or free of charge. Departments are related parties because they are subject to common control, and these transactions meet the definition of related party transactions. However, disclosure of information about transactions between these entities is not required where the transactions are:

- › consistent with normal operating relationships between the entities, and
- › undertaken on terms and conditions that are normal for such transactions in these circumstances.

The exclusion of these related party transactions from the disclosure requirements reflects that public sector entities operate together to achieve common objectives and acknowledges that different mechanisms may be adopted for the delivery of services by public sector entities in different jurisdictions.

The Treasury has advised that the responsible Ministers have certified that there have been no related party transactions for the year ended 30 June 2025 (2024: nil).

Key Management Personnel

Actual 2024 \$000	Key management personnel compensation	Actual 2025 \$000
Leadership Team, including the Chief Executive		
4,203	Remuneration	4,154
10	Full-time equivalent staff	10

The above key management personnel disclosure excludes the ministers’ remuneration. The remuneration of ministers and other benefits are set by the Remuneration Authority under the *Members of Parliament (Remuneration of Services) Act 2013* and are paid under PLA, and not paid by MBIE.

Related Entities

Residential Tenancies Trust Account

The Residential Tenancies Trust Account (RTTA) is a statutory trust established under the *Residential Tenancies Act 1986*. It is administered by the Chief Executive (CE) of the MBIE through its Tenancy Services division. The RTTA holds rental bond money paid by tenants, which is to be securely managed and returned in accordance with the Act.

Under the Act, the Crown is entitled to interest and other investment income generated from the RTTA which is to be treated as departmental revenue.

The table below shows balances outstanding at the reporting date with the related entity:

Actual 2024 \$000		Actual 2025 \$000
Debtors and Other Receivables		
57,504	Residential Tenancies Trust Account Revenue Receivable	85,191

The table below shows revenue and expenditure during the year with the related entity:

Actual 2024 \$000		Actual 2025 \$000
Revenue		
33,274	Revenue from Residential Tenancies Trust Account	42,814
Expenses		
9,967	Expenditure incurred on behalf of the Residential Tenancies Trust Account	11,703

Crown Regional Holdings Limited

MBIE has been appointed by Crown Regional Holdings Limited (CRHL) as the exclusive provider of management and administration services in respect of any investments transferred to CRHL. The investments are administered by Kānoa – Regional Development

Unit, formerly Provincial Development Unit, which was established within MBIE.

MBIE transfers certain loans, equity investments and assets under construction to CRHL to act as an asset holding company.

The table below shows revenue during the year with the related entity:

Actual 2024 \$000		Actual 2025 \$000
Revenue		
2,683	Service agreement with CRHL	2,870

The costs related to key management personnel is included within the service agreement with CRHL, which has no employees. The compensation for CRHL's key management personnel during the year was as follows:

Actual 2024 \$000	Key management personnel compensation	Actual 2025 \$000
509	Remuneration	614
1.9	Full-time equivalent staff	2.1

Other Related Party disclosures

All other related party transactions have been entered into on an arm's-length basis.

Related party disclosures have not been made for transactions with related parties that are within a normal supplier or client- recipient relationship on terms and conditions no more or less favorable than those that it is reasonable to expect MBIE would have adopted in dealing with the party at arm's-length in the same circumstances.

Note 20: Events After the Balance Date

There have been no material events subsequent to balance date.

Non-Departmental Schedules

Why We Include Non-Departmental Schedules?

MBIE administers non-departmental activities on behalf of the Crown. As such, MBIE is responsible for the effective and efficient administration of contracts or payments for non-departmental activities and revenue or receipts. The *Public Finance Act 1989* makes the Chief Executive of MBIE accountable for the financial management of non-departmental activities.

We include the non-departmental schedules in our annual report to provide information on the financial extent of these activities.

What are Non-Departmental Schedules?

The non-departmental schedules are prepared in accordance with Treasury Instructions and disclose non-departmental activities in the form of six separate schedules for revenue, expenses, assets, liabilities, commitments and contingencies.

The non-departmental schedules do not, and are not intended to, constitute a set of financial statements and therefore do not include elements that would be expected to be found in financial statements such as details of the surplus/(deficit) or a balance sheet.

What Principles are Applied?

The measurement and recognition rules applied to the non-departmental schedules are consistent with NZ GAAP.

Schedule of Non-Departmental Revenue

For the year ended 30 June 2025

Actual 2024 \$000		Notes	Actual 2025 \$000	Unaudited Budget 2025 \$000
583,646	Levies	3	806,413	666,556
220,562	Crown mineral royalties		127,866	168,682
40,556	Sale of radio spectrum		40,776	35,767
38,292	Other revenue		30,867	34,677
6,670	Criminal proceeds (recovery)		18,189	20,000
21,450	Tax revenue		15,522	21,500
	– Provision for Weathertight Services		3,359	–
1,192	Interest unwind – loans		910	–
19,173	Dividend revenue		–	–
931,541	Total non-departmental revenue		1,043,902	947,182

Explanation of major variances against Budget and significant accounting policies can be found in Note 3.

Schedule of Non-Departmental Expenditure

For the year ended 30 June 2025

Actual 2024 \$000		Actual 2025 \$000	Unaudited Budget 2025 \$000
2,364,055	Vote Labour Market	2,528,357	2,519,449
2,672,686	Vote Business, Science and Innovation	2,468,970	2,627,024
60,324	Vote Building and Construction	10,648	19,661
768,914	GST input expense	723,647	764,285
493	Doubtful debts	(70)	–
1,624	Provision for Weathertight Services	–	–
5,868,096	Total non-departmental expenditure	5,731,552	5,930,419

The total Vote Business, Science and Innovation is \$158.054 million lower than the Budget (Budget: \$2,627.024 million) mainly due to the Science, Innovation and Technology sector, and Energy and Resources sectors lower than expected actual spend.

For a full understanding of the Crown's financial position and the results of its operations for the year, refer to the consolidated Financial Statements of the Government for the year ended 30 June 2025.
The accompanying notes form part of these non-departmental schedules.

Schedule of Non-Departmental Assets

As at 30 June 2025

Actual 2024 \$000		Notes	Actual 2025 \$000	Unaudited Budget 2025 \$000
Current assets				
457,347	Cash and cash equivalents	9	300,336	602,562
388,214	Debtors and other receivables	4, 9	422,987	380,256
30,130	Loans	9	24,568	20,447
2,609	Prepayments		1,948	3,595
–	Foreign exchange contracts	9	20	144
878,300	Total current assets		749,859	1,007,004
Non-current assets				
72,320	Loans	9	46,959	46,702
14,000	Investment in joint venture	10	14,000	14,000
13,055	Property and equipment	5	8,674	15,868
99,375	Total non-current assets		69,633	76,570
977,675	Total non-departmental assets		819,492	1,083,574

Explanation of major variances against Budget can be found in the relevant notes. In addition, MBIE monitors Crown entities and the Crown's investment in those entities is consolidated in the Financial Statements of the Government on a line-by-line basis. The investment in those entities is not included in this schedule.

Schedule of Non-Departmental Liabilities

As at 30 June 2025

Actual 2024 \$000		Notes	Actual 2025 \$000	Unaudited Budget 2025 \$000
Current liabilities				
355,731	Provisions	8	398,539	324,983
134,936	Creditors and other payables	6, 9	121,333	165,756
39,047	Unearned income	7	40,537	–
662	Employee entitlements		834	491
575	Foreign exchange contracts	9	482	–
530,951	Total current liabilities		561,725	491,230
Non-current liabilities				
365,592	Unearned income	7	351,046	413,060
18,572	Provisions	8	7,422	45,728
384,164	Total non-current liabilities		358,468	458,788
915,115	Total non-departmental liabilities		920,193	950,018

Explanation of major variances against Budget can be found in the relevant notes.

The accompanying notes form part of these non-departmental schedules.

Schedule of Non-Departmental Commitments

As at 30 June 2025

Actual 2024 \$000		Actual 2025 \$000
Capital commitments		
3,000	Loans	–
26,070	Investments	9,102
29,070	Total capital commitments	9,102
Non-cancellable operating lease commitments		
128	Not later than one year	–
128	Total non-cancellable operating lease commitments	–
29,198	Total commitments	9,102

Capital Commitments

Capital commitments are the aggregate amount of capital expenditure contracted for but not recognised as paid or provided for at balance date.

Cancellable capital commitments that have penalty or exit costs explicit in the agreement on exercising that option to cancel are included in the Schedule of Commitments at the lower of the remaining contractual commitment and the value of those penalty or exit costs (that is, the minimum future payments).

Loans

MBIE on behalf of the Crown has no loan commitments (2024: one WorkSafe New Zealand loan commitment of \$3 million).

Investments

MBIE on behalf of the Crown, and the Energy Efficiency & Conservation Authority have entered tripartite agreements with 9 Crown entities in 2025 (2024: 23 Crown entities) for projects funded from the State Sector Decarbonisation Fund. Capital funding for these projects is being released on completion of milestones and as at 30 June 2025, \$9.102 million of funding was committed but not paid under these agreements (2024: \$25.929 million).

In addition, MBIE on behalf of the Crown previously entered into a contractual agreement with a property development company. The contract is for the design, construction, delivery and installation of relocatable houses to meet the needs of displaced whānau impacted by Cyclone Gabrielle in the Hawke's Bay region. The total capital commitment as at 30 June 2025 is nil (2024: \$0.141 million).

The accompanying notes form part of these non-departmental schedules.

Schedule of Non-Departmental Contingent Liabilities and Contingent Assets

As at 30 June 2025

Actual 2024 \$000		Actual 2025 \$000
Quantifiable contingent assets		
4,358	Criminal proceeds (recovery)	3,365
4,358	Total quantifiable contingent assets	3,365
Quantifiable contingent liabilities		
28	Guarantees and indemnities	24
28	Total quantifiable contingent liabilities	24

Contingent Liabilities

Contingent liabilities are reported at the point at which the contingency is evident or when a present liability is unable to be measured with sufficient reliability to be recorded in the financial statements.

Contingent liabilities are not disclosed if the possibility of an outflow of resources embodying economic benefits or service potential is considered remote.

Quantifiable Contingent Liabilities

There is one quantifiable contingent liability relating to a coal mining lease and satisfaction of obligations under that lease.

Unquantifiable Contingent Liabilities

Claim against the Crown for breach of fiduciary duty

There is a historical claim for breaches of fiduciary duties and for a constructive trust. A decision on the allocation of any potential liability rests with Cabinet. Both the extent of the potential liability and the proportion MBIE would be responsible for are unknown.

Grounded New Zealand citizens and residents trying to enter New Zealand

New Zealand citizens or residents are taking action where they perceive they have been excluded from entering New Zealand as a result of COVID-19 related border settings.

Legal prosecutions against MBIE

Individuals have advised that they intend to commence proceedings against MBIE. MBIE has no information on the timing or quantum of these claims.

The accompanying notes form part of these non-departmental schedules.

Contingent Assets

Contingent assets are reported at the point at which the contingency is evident or when a present asset is unable to be measured with sufficient reliability to be recorded in the financial statements.

Criminal proceeds (recovery)

Under the *Criminal Proceeds (Recovery) Act 2009*, the Court has the power to order seizure of property that has been derived directly or indirectly from criminal activity. The Official Assignee on behalf of the Crown works with other departments and Crown agencies by providing expertise for efficient and effective asset seizure, management, and disposal.

Quantifiable Contingent Assets

The estimated fair value of \$3.365 million has been identified as contingent assets for the 2024/25 year (2024: \$4.358 million). They are from all the assets linked with forfeiture orders issued by the Court, still within the expiry of the specified period of appeal at 30 June 2025.

Unquantifiable Contingent Assets

The *Criminal Proceeds (Recovery) Act 2009* directs the Official Assignee to take into custody and control assets that are ordered to be restrained by the Court. The restrained property value forms part of the unquantifiable contingent asset at 30 June 2025 as the property under restrain by the Court has a high probability of transferring to the Crown, but cannot be reliably quantified.

Note 1: Reporting Entity

The non-departmental schedules present financial information on public funds managed by MBIE on behalf of the Crown.

The non-departmental balances are consolidated into the Financial Statements of the Government for the year ended 30 June 2025. For a full understanding of the Crown's financial position, results of operations and cash flows for the year, reference should be made to the Financial Statements of the Government.

Note 2: Basis of Preparation and Accounting Policies

Basis of Preparation

The non-departmental schedules have been prepared in accordance with the accounting policies of the consolidated Financial Statements of the Government, Treasury Instructions, and Treasury Circulars.

Measurement and recognition rules applied in the preparation of these non-departmental schedules are consistent with NZ GAAP New Zealand generally accepted accounting practice (tier 1 Public Benefit Entity (PBE) Accounting Standards).

New or amended standards adopted

2022 Omnibus Amendments to PBE Standards, issued June 2022

The 2022 Omnibus Amendments issued by the External Reporting Board (XRB) include several general updates and amendments to several Tier 1 and Tier 2 PBE accounting standards, effective for reporting periods starting 1 January 2023. MBIE has adopted the revised PBE standards, and the adoption did not result in any significant impact on MBIE's financial statements.

Disclosure of Fees for Audit Firms' Services (Amendments to PBE IPSAS 1)

Amendments to *PBE IPSAS 1 Presentation of Financial Reports* change the required disclosures for fees relating to services provided by the audit or review provider, including a requirement to disaggregate the fees into specified categories. The amendments to PBE IPSAS 1 aim to address concerns about the quality and consistency of disclosures an entity provides about fees paid to its audit or review firm for different types of services. The enhanced disclosures are expected to improve the transparency and consistency of disclosures about fees paid to an entity's audit or review firm. This is effective for the year ended 30 June 2025.

Standards issued and not yet effective and not early adopted

Standards and amendments that have been issued but are not yet effective and that have not been early adopted and that are relevant to MBIE are:

PBE IFRS 17 Insurance Contracts

This new standard sets out accounting requirements for insurers and other entities that issue insurance contracts and applies to financial reports covering periods beginning on or after 1 January 2026.

These amendments and the new standard are not expected to have a significant impact.

Note 2: Basis of Preparation and Accounting Policies (continued)

Significant Accounting Policies

The following significant accounting policies have been applied. Where an accounting policy is specific to one note, the policy is described in the note to which it relates.

Certain non-departmental accounting policies are substantially the same as those disclosed in the departmental financial statements. The following accounting policies can be found in Note 2 to the departmental financial statements:

- › Functional and presentation currency
- › Change in accounting policies
- › Foreign currency transactions
- › Contingent liabilities and contingent assets
- › Critical accounting estimates, assumptions and judgements in applying accounting policies

Additionally, where an accounting policy that is disclosed in a specific note is substantially the same as that disclosed in the departmental financial statements, reference is provided as to where that accounting policy can be found in the departmental financial statements.

Grant expenditure

Non-discretionary grants are awarded if the grant application meets the specified criteria. They are recognised as an expense when the application has been received. MBIE's non-discretionary grants have no substantive conditions (i.e. use for restricted purposes or repay).

For discretionary grants MBIE has no obligation to award a grant on receipt of an application. For discretionary grants without substantive conditions, the total committed funding is recognised as an expense when the grant is approved, and the approval has been communicated to an applicant.

Discretionary grants with substantive conditions are recognised as an expense at the earlier of the grant payment date or when the grant conditions have been satisfied.

Goods and Services Tax (GST)

All items in the non-departmental schedules are stated exclusive of GST, except for receivables and payables, which are stated on a GST inclusive basis. In accordance with Treasury Instructions, GST is returned on revenue received on behalf of the Crown, where applicable. However, an input tax deduction is not claimed on non-departmental expenditure. Instead, the amount of GST applicable to non-departmental expenditure is recognised as a separate expense and eliminated against GST revenue on consolidation of the Financial Statements of the Government.

Budget figures

The 2025 Budget are the Main Estimates figures for the year ended 30 June 2025 and are consistent with MBIE's best estimate financial forecast information submitted to the Treasury for the Budget Economic and Fiscal Update 2024 for this year.

Note 3: Revenue

P Revenue from Non-Exchange Transactions

Levies

Revenue from the collection of levies is a non-exchange transaction because the payment of these levies does not entitle the payer to a direct benefit from the Crown. The revenue recognition point is when the obligation to pay a levy has been incurred.

Fees

Revenue from fees is recognised as income in the period when the service was provided.

Criminal proceeds (recovery)

The Official Assignee on behalf of the Crown is responsible for administering the forfeiture of property under the *Criminal Proceeds (Recovery) Act 2009*. Under the Act, the Court has the power to order seizure of property that has been derived directly or indirectly from criminal activity. When the forfeited assets are sold or disposed of by the Official Assignee the resulting funds, after recovery of the expenses, are distributed to approved other parties. Any surplus funds are transferred to the Crown account via Criminal Proceeds (Recovery) Trust Account.

Criminal proceeds (recovery) revenue is recognised as revenue and accrued for the estimated fair value linked with forfeiture orders issued by the Court, following the expiry of the specified period of appeal.

Interest unwind – loans

At the point of recognition, concessionary loans are discounted to fair value, predominantly to reflect the time value of money. As concessionary loans become closer to being repaid, their present value increase. This increase in value is recognised as interest unwind.

The interest unwind has been calculated using the discount rate at the start of the year, which ranges from 4.2 per cent to 15 per cent.

Crown mineral royalties

Revenue from royalties charged on the mining of petroleum and minerals is a non-exchange transaction because the payment of royalties does not entitle the payer to a direct benefit from the Crown. The revenue recognition point is when the obligation to pay a royalty has been incurred.

Note 3: Revenue (continued)

Levies

Actual 2024 \$000		Actual 2025 \$000
Levies		
152,979	Health and safety at work levy	197,868
96,874	Immigration and migrant levies	181,060
62,509	International visitor levy	145,976
112,363	Electricity Authority levy	109,624
59,131	Financial Markets Authority levy	63,839
56,360	Energy safety levy	54,290
12,043	Telecommunications regulation levy	18,393
11,609	Telecommunications development levy	12,890
10,693	Levy on electricity line business	10,481
4,095	External Reporting Board levy	4,179
	– Self-contained Motor Vehicles Levy	3,595
2,373	Levy on natural gas services	2,298
1,518	Major hazards facilities levy	1,538
1,099	Levy on regulated airports	382
583,646	Total levies revenue	806,413



Explanation of Major Variances Against Budget

Total non-departmental revenue of \$1,043.902 million is \$96.720 million higher than the Budget (Budget: \$947.182 million). This comprises higher levies revenue, including the Immigration levy, which has continued to increase following the Immigration New Zealand Fees and Levies Review.

International visitor levy had an increase compared to forecast due to an increase in the levy charged. Health and safety at work levy was also higher than forecasted as leviable earnings have increased compared to the forecast.

Note 4: Debtors and Other Receivables

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Debtors and Other Receivables

Debtors and other receivables are non-derivative financial assets measured at amortised cost and initially recorded at their face value. Debtors and other receivables are subsequently revalued to face value less any allowance for expected future credit losses when there is objective evidence that the asset is impaired.

Impairment relating to expected future credit losses occurs when there is evidence that the full amount due is not collectable. The amount of the impairment is the difference between the carrying amount and the present value of the amount expected to be collected.

Actual 2024 \$000		Actual 2025 \$000
Receivables from exchange transactions		
167,947	Other receivables	140,467
(5,832)	Less allowance for credit losses	(5,619)
162,115	Net receivables from exchange transactions	134,848
Receivables from non-exchange transactions		
225,502	Fine, levy and penalties receivables	287,583
20,239	Overclaimed income-related rent subsidy	19,755
(19,642)	Less allowance for credit losses	(19,199)
226,099	Net receivables from non-exchange transactions	288,139
388,214	Total debtors and other receivables	422,987

The carrying value of debtors and other receivables approximates their fair value.

As at 30 June 2025, debtors and other receivables of \$422.632 million were not past due (2024: \$389.214 million). Debtors and other receivables greater than 30 days in age are considered to be past due but not impaired. The provision for impairment of debtors and other receivables consists of specific individual impairment provisions based on a review of overdue receivables, and a collective impairment provision based on an analysis of past collection history and debt write-offs.

The collective provision for impairment of \$24.818 million (2024: \$25.474 million) and the decrease in provision for impairment of \$0.213 million (2024: increase of \$1.351 million) have been calculated based on expected credit losses. MBIE does not hold the collateral for debts greater than 90 days.

Movements in the provision for impairment of receivables are as follows:

Actual 2024 \$000		Actual 2025 \$000
24,616	Balance at 1 July	25,474
1,351	Increase/(decrease) in the provision during the year	(213)
(493)	Provision reversed during the year	(443)
25,474	Balance at 30 June	24,818

Note 4: Debtors and Other Receivables (continued)

The allowance for credit losses is determined as follows:

30 June 2025

	Receivables days past due				Total
	Not due	More than 30 days	More than 60 days	More than 90 days	
Gross carrying amount of other receivables (\$000)	422,632	955	166	4,297	428,050
Lifetime expected credit loss (\$000)	(1,705)	(12)	(78)	(3,824)	(5,619)
Net carrying amount of other receivables (\$000)	420,927	943	88	473	422,431
Expected credit loss rate	0.42%	1%	47%	89%	
Gross carrying amount of overclaimed income-related rent subsidy (\$000)	-	-	-	19,755	19,755
Lifetime expected credit loss (\$000)	-	-	-	(19,199)	(19,199)
Net carrying amount of overclaimed income-related rent subsidy (\$000)	-	-	-	556	556
Expected credit loss rate	0%	0%	0%	97%	

30 June 2024

	Receivables days past due				Total
	Not due	More than 30 days	More than 60 days	More than 90 days	
Gross carrying amount of other receivables (\$000)	389,214	433	35	3,767	393,449
Lifetime expected credit loss (\$000)	(2,114)	(14)	(15)	(3,689)	(5,832)
Net carrying amount of other receivables (\$000)	387,100	419	20	78	387,617
Expected credit loss rate	0.54%	3%	43%	98%	
Gross carrying amount of overclaimed income-related rent subsidy (\$000)	-	-	-	20,239	20,239
Lifetime expected credit loss (\$000)	-	-	-	(19,642)	(19,642)
Net carrying amount of overclaimed income-related rent subsidy (\$000)	-	-	-	597	597
Expected credit loss rate	0%	0%	0%	97%	



Explanation of Major Variances Against Budget

Non-departmental debtors and other receivable are \$42.731 million higher than the Budget (Budget: \$380.256 million) mainly due to higher

than forecasted Health and safety at work levy receivables accrued as leviable earnings have increased compared to the forecast.

Note 5: Property and Equipment

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Property and equipment consist of buildings, temporary accommodation, textphone equipment and infrastructure assets.

Measurement

Buildings are measured at fair value less accumulated depreciation. All other asset classes are measured at cost less accumulated depreciation and impairment losses.

Additions

Items of property and equipment are recognised at cost if it is probable that future economic benefits or service potential will flow to MBIE, and the cost of the item can be measured reliably. Where an item of property and equipment is acquired at no cost (or for a nominal amount), it is recognised at its fair value on the date of acquisition.

Costs incurred subsequent to the initial recognition of an item of property and equipment are only recognised where it can be demonstrated that there has been an increase in the inflow of future economic benefits or service potential. Costs relating to the servicing or maintenance of items of property and equipment are recognised in the Schedule of Non-Departmental Expenditure when incurred. Work in progress is recognised at cost less impairment losses and is not depreciated.

Depreciation

Depreciation is charged on a straight-line basis, at rates that will write off the cost (or valuation) of the assets to their estimated residual value over their useful lives. The useful lives of major categories of property and equipment have been estimated as follows.

Asset class	Useful life
Buildings	4-10 years
Temporary accommodation	2-4 years
Auckland Queen's Wharf	4-10 years
Textphone equipment	4 years

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each balance date.

Revaluation

Buildings are revalued by an independent registered valuer at least once every three years to ensure that their carrying amount does not differ materially from their fair value. A revaluation change is recognised against the revaluation reserve. Where that results in a debit balance in the revaluation reserve, the balance is recognised in surplus or deficit.

Impairment

Property and equipment are reviewed for impairment at least annually or whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written down to its recoverable amount. An impairment loss is recognised immediately in the Schedule of Non-Departmental Expenditure.

Disposals

Gains and losses on disposal of an item of property and equipment represent the difference between disposal proceeds, if any, and the carrying value of the asset at the time of disposal and are recognised in the Schedule of Non-Departmental Revenue or the Schedule of Non-Departmental Expenditure.

If a previously revalued asset is disposed of, the relevant amount held in the asset revaluation reserve is transferred to taxpayers' funds.

Note 5: Property and Equipment (continued)

	Temporary accommodation \$000	Auckland Queen's Wharf \$000	Textphone equipment \$000	Buildings \$000	WIP \$000	Total \$000
Year ended 30 June 2024						
Cost	10,946	20,000	114	4,564	9,358	44,982
Accumulated depreciation	(2,198)	(20,000)	(114)	–	–	(22,312)
Opening net book value	8,748	–	–	4,564	9,358	22,670
Additions	–	–	–	–	289	289
Transfers from WIP	–	–	–	–	–	–
Revaluation	–	–	–	(444)	–	(444)
Disposals	–	–	–	–	–	–
Other transfers	–	–	–	–	(6,916)	(6,916)
Depreciation	(2,544)	–	–	(1,796)	–	(4,340)
Depreciation released on disposals	–	–	–	–	–	–
Accumulated depreciation reversed on revaluation	–	–	–	1,796	–	1,796
Closing net book value	6,204	–	–	4,120	2,731	13,055
Year ended 30 June 2025						
Cost	10,946	20,000	114	4,120	2,731	37,911
Accumulated depreciation	(4,742)	(20,000)	(114)	–	–	(24,856)
Opening net book value	6,204	–	–	4,120	2,731	13,055
Additions	–	–	–	–	80	80
Transfers from WIP	–	–	–	–	–	–
Revaluation	–	–	–	–	–	–
Disposals	(1,242)	–	–	–	–	(1,242)
Other transfers	–	–	–	–	(262)	(262)
Depreciation	(2,608)	–	–	(969)	–	(3,577)
Depreciation released on disposals	620	–	–	–	–	620
Accumulated depreciation reversed on revaluation	–	–	–	–	–	–
Closing net book value	2,974	–	–	3,151	2,549	8,674
Cost	9,704	20,000	114	4,120	2,549	36,487
Accumulated depreciation	(6,730)	(20,000)	(114)	(969)	–	(27,813)
Closing net book value	2,974	–	–	3,151	2,549	8,674

The most recent valuation of the non-residential building was performed by an independent registered valuer, Tom Gill of Beca Projects NZ Limited, with an effective date of 30 June 2024.

The valuation was completed in accordance with *PBE IPSAS 17 Property, Plant and Equipment*. The depreciated replacement cost approach was used because it is deemed to be appropriate for specialised assets seldom traded on an open market.

Note 6: Creditors and Other Payables

P Short-term creditors and other payables are recorded at face value.

Actual 2024 \$000	Actual 2025 \$000
89,369 Accrued expenses	94,165
25,341 Grant payable	19,305
15,943 Trade creditors	6,526
4,283 GST payable	1,337
134,936 Total creditors and other payables	121,333

Creditors and other payables are non-interest bearing.

i Explanation of Major Variances Against Budget

Creditors and other payables are \$44.423 million lower than the Budget (Budget: \$165.756 million) mainly due to lower than forecasted

payables accrued relating to Science, Innovation and Technology sector and Energy and Resources sectors.

Note 7: Unearned Income

P Unearned income relates to cash received in advance of the period in which it will be recognised as revenue.

Actual 2024 \$000	Actual 2025 \$000
39,047 Radio spectrum sales – current	40,537
365,592 Radio spectrum sales – non-current	351,046
404,639 Total unearned income	391,583

Under the *Radiocommunications Act 1989*, sales of management rights over portions of the radio spectrum occur from time to time. The rights extend for varying periods and are paid for upfront and carry implementation requirements.

Once these requirements have been fulfilled, the holder retains the rights through to the end of the specific term, after which they revert to the Crown and may be re-offered for sale.

i Explanation of Major Variances Against Budget

Unearned income is \$21.477 million lower than the Budget (Budget: \$413.060 million) due to lower than expected Radio Spectrum sales.

Note 8: Provisions

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MBIE recognises a provision when there is a present obligation, either legal or constructive, as the result of a past event and it is probable that an outflow of resources will be required to settle the obligation but the timing or the amount of obligation is uncertain.

Where the effect of the time value of money is material, provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax discount rate that reflects the current market assessment of the time value of money and the risks specific to the liability.

Critical Accounting Estimates, Assumptions and Judgements

The estimates, assumptions and judgements that may have a significant risk of causing a material adjustment to the carrying amounts of provisions within the next financial year are disclosed below.

Provision for Weathertight Services Financial Assistance Package (FAP)

The provision relating to Weathertight Services is calculated based on three critical assumptions:

- › an estimate of the remaining cost to remediate leaky homes for claims repaired through the FAP scheme
- › the present value of future cash flows that is estimated using a discount rate
- › the discontinuance transition rate of applicants who cease progressing their claim.

New Zealand Screen Production Grant provision

Actual expenditure is sensitive both to the number and size of qualifying productions. The approximate amount of the grants and timing of payments are estimated in advance.

Oil field decommissioning

The Tui oil field decommissioning provision has been based on contracted prices and an assessment of the oil field's technical status and adjusted by personnel in the decommissioning team with experience in the oil and gas industry. The model

used to estimate cost uses the best estimates, exchange rates at 30 June 2024, and applies a risk margin for individual items based on previous experience and the team's knowledge of the oil and gas industry. There are multiple uncertainties and sensitivities that will affect the actual cost of decommissioning.

These uncertainties include:

- › fluctuations in the cost of key elements of the decommissioning
- › weather delays
- › unforeseen technical complexities leading to increased cost and delay
- › inflation and foreign exchange movements.

Key assumptions

- › Assumptions regarding the type of equipment used have been made for costing. The actual type of equipment used will be dictated by market availability and will influence costs.
- › A risk margin has been applied to line items individually, based on the level of uncertainty expected.

Timing of expenditure

The decommissioning activities were carried out over a five-year period from 2021 to 2025.

Fair value write-down on concessionary loans

The most critical assumption for determining the fair value is the default rate of the loans.

Note 8: Provisions (continued)

Actual 2024 \$000		Actual 2025 \$000
Current		
280,445	New Zealand Screen Production Grant	380,834
49,271	Oil field decommissioning	–
26,015	Weathertight Services FAP	17,581
–	Fair value write-down on concessionary loans	124
355,731	Total current provisions	398,539
Non-current		
15,574	Weathertight Services FAP	7,422
2,091	Fair value write-down on concessionary loans	–
907	Oil field decommissioning	–
18,572	Total non-current provisions	7,422
374,303	Total provisions	405,961

Weathertight Services FAP Provision

The Weathertight Services FAP provision represents the Government's obligation to contribute 25 per cent of agreed repair costs to eligible owners of leaky homes under the Weathertight Services FAP. As at 30 June 2025, this is valued at \$25 million discounted (\$26 million undiscounted).

Description of Weathertight Services FAP

The package offers qualifying homeowners a share of the agreed actual repair cost of repairing leaky homes. The Government and the territorial authority (if the territorial authority is participating in the FAP) each pay 25 per cent of the agreed repair cost and the homeowner pays the remaining 50 (or 75) per cent.

Under the FAP, the homeowner agrees not to sue contributing territorial authorities and the Government, although homeowners can still pursue other liable parties such as builders, developers or manufacturers of defective products. The scheme became available to homeowners on 23 July 2011, and closed to new applications on 25 July 2016. Homeowners who were already working towards repairing through the FAP at this date can continue to do so.

The last date for homeowners to apply to bring a claim under the *Weathertight Homes Resolution Services Act 2006* was 31 December 2021. Since that time, Weathertight Services has been focused on

assisting remaining open claims towards closure and/or resolution, and as at 30 June 2025, has 30 open claims (from an overall total of 7,385 over the life of the Service). These claims cover 405 dwellings.

Key assumptions

There are three critical assumptions: the remediation cost estimate, the discount rate, and the discontinuance transition rate (the rate at which applicants cease to progress their application).

Uncertainties

There is still inherent uncertainty surrounding the estimate of the Government's likely remaining contribution. There are several reasons for this:

- › The ultimate costs of leaky buildings repairs are themselves inherently uncertain.
- › The financial projection model is a simplification of the complex reality of the actual claims processes, and to the extent that hidden or un-modelled relationships are present, the model will be unreliable.
- › Past experience may not be a good guide as to what will happen in the future.
- › The data on which the analysis is based, and from which the assumptions are derived, is limited.
- › As the number of open claims continues to drop, the impact of an increase or decrease to costs for any one multi-unit claim will have a proportionally greater effect on the overall value of the provision.

Note 8: Provisions (continued)

Sensitivity Analysis

If the remediation cost estimate were to increase/decrease by 10 per cent compared to MBIE's estimates, with all other factors held constant, the estimate is unlikely to change. This is because an assumed increase or decrease is only applied where no remediation cost estimate exists, and at this stage of the Financial Assistance Package, most claims already have a remediation cost estimate.

If the discount rate were to increase/decrease by 2 per cent compared to MBIE's estimates, with all other factors held constant, the resulting estimates would be \$25.600 million and \$24.500 million respectively.

If the discontinuance transition rate were to double/halve compared to MBIE's estimates, with all other factors held constant, the resulting estimates are unchanged. This is due to increasing certainty as claim numbers decline.

New Zealand Screen Production Grant

The New Zealand Screen Production Grant is a scheme that incentivises the attraction of screen productions to New Zealand. Examples of productions receiving payment include the Avatar sequels, Minecraft and Sweet Tooth series.

Under the scheme, productions may receive a payment of up to 20 per cent (with an additional 5 per cent provided in certain circumstances) on their New Zealand-based expenditure for international production depending on the types of activity they undertake. The rebates are non-discretionary, applicants cannot be refused if they meet the criteria, and the scheme is uncapped.

The productions that make claims under the scheme are required to register with the New Zealand Film Commission, as administrator of the scheme, in advance of starting production activity in New Zealand. The approximate amount and timing of payments are estimated in advance.

Actual expenditure is sensitive both to the number and size of qualifying productions. The provision is MBIE's best assessment of projects that will qualify for a payment based on information provided by registering productions. It is only once applications have been received and production expenditure verified that the exact expenditure can be confirmed.

Oil Field Decommissioning

The Tui oil field decommissioning provision was created to cover the estimated costs of decommissioning the Tui oil field by the Crown following the liquidation of its operator. The operator had insufficient assets to cover the decommissioning costs associated with its responsibilities as the oil field permit holder.

The Crown has an obligation to appropriately decommission the oil field to avoid harm to the marine environment.

The provision has been based on contract pricing and adjusted by technical experts, and represents the best estimate of the decommissioning cost.

By 30 June 2025, the Tui Oil Field decommissioning project was executed in full compliance with regulatory requirements, including the marine consents issued by the Environmental Protection Authority (EPA) and the approved well abandonment programmes. The decommissioning activities were carried out over a five-year period from 2021 to 2025, with the overall programme – encompassing planning through to close-out – spanning approximately five years. This was accomplished for a total cost of \$288 million, which was significantly below the budget of \$443 million.

Note 8: Provisions (continued)

Fair Value Write-Down on Concessionary Loans

Concessionary loans are designated at fair value through surplus or deficit under *PBE IPSAS 41 Financial Instruments*. The difference between the amount of the concessionary loan and the fair value on initial

recognition is recognised as an expense. The fair value write-down is recognised on the date the loan commitment is irrevocable. The provision at 30 June 2025 is for the fair value write-down of the Hiringa Refuelling New Zealand Limited concessionary loan commitments that are undrawn (refer to Note 9).

	Weathertight Services FAP \$000	New Zealand Screen Production Grant \$000	Oil field decommissioning \$000	Fair value write-down on concessionary loans \$000	Total \$000
Balance at 1 July 2023	55,878	335,381	177,974	8,644	577,877
Additional provisions made	2,892	225,116	321	–	228,329
Provision utilised during the year	(17,181)	(267,606)	(129,056)	(6,553)	(420,396)
Reversal of provision	–	(12,446)	–	–	(12,446)
Effect of foreign exchange rate fluctuation	–	–	939	–	939
Balance at 30 June 2024	41,589	280,445	50,178	2,091	374,303
Additional provisions made	–	257,802	–	–	257,802
Provision utilised during the year	(14,050)	(128,450)	(2,158)	(1,353)	(146,011)
Reversal of provision	(2,536)	(28,963)	(47,175)	(614)	(79,288)
Effect of foreign exchange rate fluctuation	–	–	(845)	–	(845)
Balance at 30 June 2025	25,003	380,834	–	124	405,961



Explanation of Major Variances Against Budget

Provisions are \$35.250 million higher than the Budget (\$370.711 million) due to Budget including lower forecast for New Zealand Screen Production

Grant provision due to the demand driven nature of grants and the information available at the time of Budget preparation.

Note 9: Financial Instruments

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Classification of Financial Instruments

Financial instruments are initially recognised at fair value and subsequently measured at amortised cost or at fair value either through surplus or deficit, or through comprehensive revenue and expense. This classification is made by reference to the purpose and nature of the financial instrument or group of financial instruments.

Non-Derivative Financial Assets and Liabilities

Non-derivative financial assets are subsequently measured at amortised cost if they are held for the purpose of collecting contractual cash flows and those cash flows are solely related to payments of principal and interest. Interest, impairment losses and foreign exchange gains and losses are recognised in the Schedule of Non-Departmental Revenue or Schedule of Non-Departmental Expenditure.

Non-derivative financial liabilities are subsequently measured at amortised cost.

Cash and Cash Equivalents

Cash and cash equivalents are measured at amortised cost and include cash on hand, deposits held on call with banks, and other short-term, highly liquid investments with original maturities of three months or less. Balances denominated in foreign currencies are translated to New Zealand dollars at the foreign exchange rate at balance date. MBIE is only permitted to spend its cash and cash equivalents within the scope and limits of its appropriations.

Allowances for Expected Losses

An expected credit loss model is used to recognise and calculate impairment losses for financial assets subsequently measured at amortised cost with the simplified approach to providing credit losses being applied to trade and other receivables.

MBIE has adopted the simplified approach to impairment provision for trade and other

receivables. The provision is recognised at an amount equal to lifetime expected credit losses. The allowance for doubtful debts on individually significant trade and other receivables is determined on an individual basis, and those deemed to be not individually significant are assessed on a portfolio basis.

Concessionary Loans

Concessionary loans are loans granted at below market terms. MBIE firstly assesses whether the substance of the transaction is a loan, a grant, an equity contribution, or a combination thereof. If MBIE has determined that the transaction is a loan, it assesses whether the transaction price represents the fair value of the loan on initial recognition. Fair value is determined by discounting all future cash receipts using a market-related rate of interest for a similar loan and concession write-down on initial recognition is recognised in the Schedule of Non-Departmental Expenditure.

Concessionary loans are designated at fair value through surplus or deficit under *PBE IPSAS 41 Financial Instruments*. The difference between the amount of the loan and the fair value on initial recognition is recognised as an expense. The initial fair value is lower than the amount of the initial loan for a number of reasons including that:

- › repayments may not be required for a number of years
- › the time value of money will erode the value of future payments because there is no interest charged in the first year
- › the interest rate charged is lower than the market interest rates for loans to small-to-medium businesses
- › borrowers may default on their obligations.

At the end of the year, predictive models are used to compare the carrying value to the fair value of the loan portfolio and the difference will be recognised in the Schedule of Non-Departmental Revenue or Schedule of Non-Departmental Expenditure.

Note 9: Financial Instruments (continued)

The value of financial assets and financial liabilities in each of the financial instrument categories are as follows:

Actual 2024 \$000		Actual 2025 \$000
Financial assets measured at amortised cost		
457,347	Cash and cash equivalents	300,336
388,214	Debtors and other receivables	422,987
Financial assets measured at fair value through surplus or deficit		
102,450	Concessionary loans (refer to the following table)	71,527
–	Foreign exchange contracts	20
948,011	Total financial assets	794,870
Financial liabilities measured at amortised cost		
134,936	Creditors and other payables	121,333
Financial liabilities measured at fair value through surplus or deficit		
575	Foreign exchange contracts	482
135,511	Total financial liabilities	121,815

The following table analyses the basis of the valuation of classes of financial instruments measured at fair value in non-departmental schedules.

Actual 2024 \$000		Actual 2025 \$000
Valuation technique: Level 2 – observable inputs		
Financial assets/ (liabilities)		
(575)	Forward foreign exchange contracts (net)	(462)

The following table analyses MBIE's financial liabilities, excluding derivatives, that will be settled, based on the remaining period at balance date to the contractual maturity date. The amounts disclosed are the contractual undiscounted cash flows.

2025	Carrying amount (\$000)	Total contractual cash flows (\$000)	Up to 1 year	1 to 5 years	Over 5 years
Creditors and other payables	121,333	121,333	121,333	–	–
Total	121,333	121,333	121,333	–	–

2024	Carrying amount (\$000)	Total contractual cash flows (\$000)	Up to 1 year	1 to 5 years	Over 5 years
Creditors and other payables	134,936	134,936	134,936	–	–
Total	134,936	134,936	134,936	–	–

Note 9: Financial Instruments (continued)

The following table analyses MBIE's forward foreign exchange contract derivatives into relevant maturity groupings based on the remaining period at balance

date to the contractual maturity date. The amounts disclosed are the contractual undiscounted cash flows.

2025	Derivative financial instruments net carrying amount (\$'000)	Total contractual cash flows (\$'000)	Up to 1 year	1 to 5 years	Over 5 years
Gross settled forward foreign exchange contracts (net liability)	482	482	482	–	–
Total	482	482	482	–	–

2024	Derivative financial instruments net carrying amount (\$'000)	Total contractual cash flows (\$'000)	Up to 1 year	1 to 5 years	Over 5 years
Gross settled forward foreign exchange contracts (net liability)	575	575	575	–	–
Total	575	575	575	–	–

Concessionary Loans

Crown Energy Efficiency loans

The Crown Energy Efficiency loan scheme began in 1989 to provide interest-free loans to public sector organisations for energy efficiency and renewable energy projects.

The loan must be repaid in five years or less.

Loans are interest free for a maximum term of five years. Repayments are not required before five years, but the loan can be voluntarily repaid before then.

Inbound Tourist Operator (ITO) loans

In response to the impact of the COVID-19 pandemic, the Government agreed to provide loans to inbound tourist operators (ITOs), so that they were prepared to help rebuild visitation when international travel resumed. The availability for requesting ITO loan drawdowns ended on 30 June 2022 and the final loan drawdown balance was \$5.750 million. These loans will be closely monitored by Kānoa for the commercial viability and debt serviceability of ITOs.

Loans are subordinated (if applicable) and unsecured. Loans are interest free for the first two years and then the interest rate is 3 per cent per annum for a maximum term of five years. The initial concession recognised on these loans was up to 93.6 per cent on the nominal value of the loans, which is now revised to 25 per cent.

Research and development loan scheme

The research and development (R&D) loan scheme was set up to assist businesses performing R&D that were impacted by COVID-19. Loans of up to \$400,000 would be given to maintain R&D programmes and secure the highly skilled jobs associated with these programmes. The scheme was announced in May 2020, with the first loans issued in September 2020, and subsequently closed to applications on 31 March 2021 after the funds available had been fully allocated.

Loans were interest free if they are paid back within a year. Otherwise, the interest rate will be 3 per cent per annum for a maximum term of 10 years. Repayments are not required for the first three years. Monthly repayment instalments of principal and interest will be calculated to spread the amount of required repayments over the repayment period.

Note 9: Financial Instruments (continued)

Research and Development Tax Incentive (RDTI) in-year payments scheme

The temporary Research and Development Tax Incentive (RDTI) in-year payments scheme was launched in March 2023 to provide timely financial support to R&D-performing businesses, particularly those for whom cashflow is critical. The Minister of Science, Innovation and Technology decided to end the loan scheme in January 2024, and the scheme was fully closed in May 2024. In total, 203 loans (total of \$42.600 million) were issued to 127 unique businesses.

The scheme was open to all RDTI customers. In-year payment loans are interest free and repayable once a customer's RDTI supplementary return filing is completed with Inland Revenue. Depending on filing dates, this ranges between a few months and two years after the loan is paid out. If the loan is not repaid within one month of the due date, interest will be charged at Inland Revenue's "Use of Money" rate. MBIE is responsible for management of the issued loans.

WorkSafe New Zealand loans

An interest-free loan was approved as part of Budget 2019 to allow WorkSafe New Zealand to increase its capacity to improve the health and safety outcomes of workers in New Zealand. The loan agreement was finalised in May 2021, with drawdown from the loan facility to be made from 2021 to the 2025 financial year.

The loan is interest free to the value of \$28.570 million, with the first annual repayment due on 30 June 2024, and the final repayment due on 30 June 2029.

Hiringa Refuelling New Zealand Limited loan

Hiringa Refuelling New Zealand Limited was provided a loan up to a maximum of 15 years via the Covid Recovery Respond Fund to build green hydrogen production and refuelling network across New Zealand focused on the heavy transport sector. The first four stations will provide coverage for the key heavy freight routes in the North Island. Interest rates are lower than the market rate, and no repayments are required before 15 years, but the loan can be voluntarily repaid before then.

Statutory Management Du Val Group Advances

Advance funding of up to \$2.200 million was agreed to cover Price Waterhouse Cooper's professional fees, as the Statutory Managers of Du Val. The advance funding is akin to an interest free loan. It is to be repaid from the assets of Du Val as and when they are realised, to the extent possible. There is no prescribed timeframe for repayment.

The table below shows the fair value movement during the year, by loan type.

	Crown Energy Efficiency \$000	ITO \$000	R&D \$000	WorkSafe \$000	Hiringa Refuelling \$000	RDTI in-year payments \$000	Statutory Management Du Val Group Advances \$000	Total \$000
Year ended 30 June 2025								
Opening fair value	4,988	923	51,589	17,727	–	27,223	–	102,450
New lending	2,000	–	–	–	1,353	–	2,199	5,552
Fair value write-down	(78)	–	–	–	(1,353)	–	(117)	(1,548)
Repayments	(2,219)	(480)	(11,031)	(5,000)	–	(25,207)	–	(43,937)
Interest unwind	355	–	707	–	–	355	–	1,417
Fair value adjustment	–	581	2,562	–	–	4,450	–	7,593
Closing fair value	5,046	1,024	43,827	12,727	–	6,821	2,082	71,527
<i>Consists of:</i>								
Current	1,873	1,024	9,850	5,000	–	6,821	–	24,568
Non-current	3,173	–	33,977	7,727	–	–	2,082	46,959
Fair value loans at 30 June 2025	5,046	1,024	43,827	12,727	–	6,821	2,082	71,527

Note 9: Financial Instruments (continued)

MBIE's activities expose it to a variety of financial instrument risks, including market risk, currency risk, credit risk and liquidity risk. MBIE has a series of policies to manage the risks associated with financial instruments and seeks to minimise exposure from financial instruments. These policies do not allow any transactions that are speculative in nature to be entered into.

Currency Risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates. Currency risk arises from contracts for the supply of future goods and services that are denominated in a foreign currency. MBIE, on behalf of the Crown, purchases capital expenditure and goods and services internationally and is exposed to currency risk arising from various currency exposures, primarily with respect to the US dollar, the Australian dollar and the euro.

Sensitivity Analysis

The impact of a 5 per cent movement, both up and down, in the New Zealand dollar against various other currencies held by MBIE in its foreign currency account with all other variables held constant at 30 June 2025 is not material.

Contractual Maturity Analysis of Financial Liabilities

Non-departmental financial liabilities consist solely of creditors and other payables. At balance date, the remaining periods to the contractual maturity dates were less than three months for all creditors and other payables. The amounts, disclosed above, are the contractual undiscounted cash flows.

Credit Risk

Credit risk is the risk that a third party will default on its obligation to MBIE, causing MBIE to incur a loss.

In the normal course of its business, credit risk arises from debtors and other receivables, deposits with banks, and foreign exchange contracts.

MBIE generally deposits funds with Westpac (Standard & Poor's credit rating of AA-), a registered bank, and enters into foreign exchange forward contracts with the Treasury (Standard & Poor's credit rating of AA+). These entities have high credit ratings. For its other financial instruments, MBIE does not have significant concentrations of credit risk.

MBIE's maximum credit exposure for each class of financial instrument is represented by the total carrying amount of cash and cash equivalents, debtors and other receivables, and foreign exchange contracts.

Although cash and cash equivalents as at 30 June 2025 are subject to the expected credit loss requirements of PBE IPSAS 41, no loss allowance has been recognised because the estimated loss allowance for credit losses is trivial.

Interest Rate Risk

Interest rate risk is the risk that the fair value of, or cash flows from, a financial instrument will fluctuate due to changes in market interest rates. MBIE, on behalf of the Crown, has no significant exposure to interest-bearing financial instruments and therefore does not experience interest rate risk.

Liquidity Risk

Liquidity risk is the risk that MBIE, on behalf of the Crown, will encounter difficulty raising liquid funds to meet its commitments as they fall due. In meeting its liquidity requirements, MBIE, on behalf of the Crown, closely monitors its forecast cash requirements and maintains a target level of available cash to meet liquidity requirements.

MBIE, on behalf of the Crown, expects to settle all of its financial liabilities in a timely manner.

Note 9: Financial Instruments (continued)

Notional principal amount of outstanding foreign exchange contracts are as follows:

	Actual 2025 \$000		Actual 2024 \$000	
	Foreign Currency	NZD	Foreign Currency	NZD
US dollar	6,846	11,162	10,655	17,307

Note 10: Investment in Joint Venture

Kaitorete Limited (Te Taumutu Rūnanga and Wairewa Rūnanga) and the Crown entered into a joint venture to create Tāwhaki. The Tāwhaki Joint Venture has two goals: rejuvenate the unique environment and to advance Aotearoa’s aerospace industry.

The purchase of a 1,000 ha property on the Kaitorete Spit was intended to facilitate the joint venture to:

- › protect and rejuvenate the Kaitorete environment, an area of significant cultural importance to mana whenua of Kaitorete and home to numerous threatened and locally endemic plant, invertebrate, bird, and reptile species with internationally recognised ecological value
- › develop aerospace activities and R&D facilities that have the potential to generate significant and sustainable economic opportunities through job creation, capital investment and adjacent sectors serving the aerospace economy.

Note 11: Events After the Balance Date

There have been no material events subsequent to balance date.

Statement of Expenses and Capital Expenditure Incurred Without, or In Excess of, Appropriation or Other Authority

The table below contains expenses incurred without, or in excess of, appropriation or other authority.

	Actual \$000	Appropriation or other authority at the time of breach \$000	Amount without appropriation or other authority \$000
VOTE BUSINESS, SCIENCE AND INNOVATION			
Multi-category expenses and capital expenditure			
2024/25			
Energy: Investment in Infrastructure Projects MCA			
Non-Departmental Other Expenses			
› Grants to support Infrastructure Investments	3,126	9,985	–
› Other Activities to support Infrastructure Investments	–	50	–
Non-Departmental Capital Expenditure			
› Loans and Equity Investments to support Infrastructure Investments	1,353	–	1,353
2023/24			
Energy: Investment in Infrastructure Projects MCA			
Non-Departmental Other Expenses			
› Grants to support Infrastructure Investments	6,600	39,573	–
› Other Activities to support Infrastructure Investments	–	10	–
Non-Departmental Capital Expenditure			
› Loans and Equity Investments to support Infrastructure Investments	5,602	–	5,602

The Energy: Investment in Infrastructure Projects MCA previously included a non-departmental capital expenditure category, Loans and Equity Investments to support Infrastructure Investments in 2020/21, 2021/22 and 2022/23 which is limited to loans and equity investments for infrastructure projects. During the 2023/24 and 2024/25 financial years, drawdowns of the loan were made to Hirlinga Refuelling New Zealand Limited of \$5.602 million and \$1.353 million, respectively.

For the 2023/24 and 2024/25 financial years, the Loans and Equity Investments to support Infrastructure Investments non-departmental capital expenditure category was not included in the Estimates documents. Therefore, while expenditure was not incurred in excess of the total MCA authority, any drawdowns on the loan in these financial years does not have the legislative authority.

The amount of loan drawdowns incurred against the Loans and Equity Investments to support Infrastructure Investments non-departmental capital expenditure category in 2023/24 and 2024/25 is unappropriated expenditure.

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Appendix 1: Residential Tenancies Trust Account

Independent Auditor's Report

To the readers of Residential Tenancies Trust Account's financial statements for the year ended 30 June 2025

The Auditor-General is the auditor of the Residential Tenancies Trust Account (the Trust). The Auditor-General has appointed me, Clint Ramoo, using the staff and resources of Audit New Zealand, to carry out, the audit of the financial statements of the Trust on his behalf.

We have audited the financial statements of the Trust on pages 213 to 219, that comprise the statement of financial position as at 30 June 2025, the statement of comprehensive revenue and expense, reconciliation of movements in bondholders' funds and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information.

Opinion

In our opinion, the financial statements of the Trust on pages 213 to 219:

- › present fairly, in all material respects:
 - its financial position as at 30 June 2025; and
 - its financial performance and cash flows for the year then ended; and
- › comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Standards.

Our audit was completed on 26 September 2025. This is the date at which our opinion is expressed.

Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance

Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Chief Executive of the Ministry of Business, Innovation and Employment for the information to be audited

The Chief Executive of the Ministry of Business, Innovation and Employment is responsible on behalf of the Trust Account for preparing:

- › Annual financial statements that fairly present the Trust Account's financial position, financial performance, and its cash flows, and that comply with generally accepted accounting practice in New Zealand.

The Chief Executive of the Ministry of Business, Innovation and Employment is responsible for such internal control as is determined is necessary to enable the preparation of the information to be audited that is free from material misstatement, whether due to fraud or error.

In preparing the information to be audited, the Chief Executive of the Ministry of Business, Innovation and Employment is responsible on behalf of the Trust Account for assessing the Trust Account's ability to continue as a going concern.

The Chief Executive the Ministry of Business, Innovation and Employment's responsibilities arise from the Residential Tenancies Act 1986.

Responsibilities of the auditor for the information to be audited

Our objectives are to obtain reasonable assurance about whether the information we audited, as a whole, is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of the information we audited.

We did not evaluate the security and controls over the electronic publication of the information we audited.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- › We identify and assess the risks of material misstatement of the information we audited, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- › We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Trust Account's internal control.

- › We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Chief Executive the Ministry of Business, Innovation and Employment.
- › We conclude on the appropriateness of the use of the going concern basis of accounting by the Chief Executive the Ministry of Business, Innovation and Employment.
- › We evaluate the overall presentation, structure and content of the information we audited, including the disclosures, and whether the information we audited represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Chief Executive the Ministry of Business, Innovation and Employment regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Chief Executive the Ministry of Business, Innovation and Employment is responsible for the other information. The other information comprises all of the information included in the annual report other than the information we audited and our auditor's report thereon.


Our opinion on the information we audited does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

Our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the information we audited or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of the Trust Account in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board.

Other than in our capacity as auditor, we have no relationship with, or interests, in the Trust Account.

A handwritten signature in black ink, appearing to read 'Clint Ramoo', with a horizontal line underneath.

Clint Ramoo

Audit New Zealand
On behalf of the Auditor-General
Wellington, New Zealand

Statement of Comprehensive Revenue and Expense

For the year ended 30 June 2025

Actual 2024 \$000		Actual 2025 \$000
Revenue		
33,274	Interest earned from bank deposits	42,814
Expenditure		
33,274	Interest to MBIE	42,814
–	Net surplus	–
–	Other comprehensive revenue and expenses	–
–	Total comprehensive revenue and expenses	–

Statement of Financial Position

As at 30 June 2025

Actual 2024 \$000		Notes	Actual 2025 \$000
Assets			
8,207	Cash and cash equivalents	4	9,346
875,500	Investments	3,4	935,000
56,968	Interest receivable	3,4	84,691
130	Other assets		337
940,805	Total assets		1,029,374
Liabilities			
57,504	Interest payable to MBIE	4	85,191
91	Other liabilities		45
57,595	Total liabilities		85,236
883,210	Net assets		944,138
Bondholders' funds			
813,665	Opening balance		883,210
69,545	Net increase		60,928
883,210	Total bondholders' funds		944,138

The accompanying notes form part of these financial statements.

Reconciliation of Movements in Bondholders' Funds

For the year ended 30 June 2025

Actual 2024 \$000		Actual 2025 \$000
813,665	Bondholders' funds at 1 July	883,210
343,131	Bonds lodged	387,124
(271,996)	Bonds refunded	(321,441)
(1,590)	Unclaimed bonds paid to the Treasury	(4,755)
883,210	Bondholders' funds at 30 June	944,138

Statement of Cash Flows

For the year ended 30 June 2025

Actual 2024 \$000		Notes	Actual 2025 \$000
	Cash flows from operating activities		
8,476	Interest received		15,091
(8,882)	Interest payments to MBIE		(15,127)
(406)	Net cash flows from operating activities		(36)
	Cash flows from investing activities		
137,500	Proceeds from maturity of investments		205,000
(207,500)	Purchase of investments		(264,500)
(70,000)	Net cash flows from investing activities		(59,500)
	Cash flows from financing activities		
343,131	Lodgement bonds		387,124
(273,586)	Refund of bonds		(326,196)
39	Provision for incorrect forfeiture		(253)
69,584	Net cash flows from financing activities		60,675
(822)	Net (decrease)/increase in cash held		1,139
9,029	Cash at the beginning of the year		8,207
8,207	Cash at the end of the year	4	9,346

Reconciliation of Operating Surplus to Net Cash Flows from Operating Activities

Actual 2024 \$000		Actual 2025 \$000
–	Net surplus	–
	Add/(less) movements in working capital	
(24,798)	Decrease/(increase) in interest receivable	(27,723)
24,392	Increase/(decrease) in interest payable	27,687
(406)	Net cash flows from operating activities	(36)

The accompanying notes form part of these financial statements.

Note 1: Reporting Entity

The Ministry of Business, Innovation and Employment (MBIE) was established and commenced operations on 1 July 2012, and manages the Residential Tenancies Trust Account (RTTA) pursuant to the *Public Finance Act 1989* and the *Residential Tenancies Act 1986*.

The financial statements of the RTTA are for the year ended 30 June 2025 and were authorised for issue by the Chief Executive of MBIE on 26 September 2025.

Note 2: Basis of Preparation and Statement of Significant Accounting Policies

Basis of Preparation

The financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the year.

Statement of compliance

The financial statements of the RTTA have been prepared in accordance with the requirements of the *Residential Tenancies Act 1986* and the *Public Finance Act 1989*, which include the requirement to comply with New Zealand generally accepted accounting practice (NZ GAAP).

The financial statements have been prepared in accordance with, and comply with, Tier 1 Public Benefit Entity International Public Sector Accounting Standards (PBE IPSAS) on the basis that expenditure exceeds \$33 million.

Measurement base

The financial statements have been prepared on historical cost basis.

Presentation currency and rounding

The financial statements are presented in New Zealand dollars, and all values are rounded to the nearest thousand dollars (\$000). The functional currency of the RTTA is New Zealand dollars.

Comparatives

When the presentation or classification of items in the financial statements are amended or accounting policies are changed, comparative figures are restated to ensure consistency with the current period, unless it is impractical to do so. The presentation of some information has changed from the previous period, with prior period balances re-classified to be comparable with current year figures.

New or amended standards adopted

2022 Omnibus Amendments to PBE Standards, issued June 2022

The 2022 Omnibus Amendments issued by the External Reporting Board (XRB) include several general updates and amendments to several Tier 1 and Tier 2 PBE accounting standards, effective for reporting periods starting 1 January 2023. MBIE has adopted the revised PBE standards, and the adoption did not result in any significant impact on MBIE's financial statements.

Changes in accounting policies

There have been no changes in accounting policies. All policies have been applied on a basis consistent with the previous year.

Significant Accounting Policies

The following significant accounting policies have been applied consistently to all periods presented in these financial statements. Where an accounting policy is specific to a note, the policy is described in the note to which it relates.

Revenue - exchange transactions

The RTTA derives revenue from interest on investments. Interest revenue is recognised by accruing on a time proportion basis the interest due for the investment.

Taxation

The RTTA is exempt from income tax in terms of the *Income Tax Act 2007*.

Note 3: Investments and Interest Receivable

P

Investments

Investments in bank term deposits are not generally traded and are held to maturity. They are measured at the amount invested.

Interest Receivable

Interest receivable represents interest earned on investments that has not yet been received at balance date. It is measured at amount accrued.

A loss allowance for expected credit losses is recognised if the estimated loss allowance is not trivial.

Investments are undertaken in line with MBIE's investment policy. Investments and related accrued interests were held with the following counterparties as at 30 June 2025.

Actual 2024 \$000		Actual 2025 \$000
875,500	Investments	935,000
56,968	Interest receivable	84,691
932,468	Total Investments & Interest Receivable	1,019,691

Investments Actual 2024 \$000	Interest Receivable Actual 2024 \$000		Investments Actual 2025 \$000	Interest Receivable Actual 2025 \$000
247,000	20,001	ANZ	176,500	22,574
14,000	491	ASB	20,000	315
275,000	12,179	BNZ	335,000	25,089
200,500	13,571	Kiwibank	236,000	23,806
139,000	10,726	Westpac	167,500	12,907
875,500	56,968	Total Investments & Interest Receivable	935,000	84,691

Note 4: Financial Instruments



Financial Instruments

The RTTA is party to financial instruments as part of its normal operations. These financial instruments include interest payable and receivable, cash and cash equivalents and investments. Revenue and expenditure in relation to all financial instruments is recognised in the Statement of Comprehensive Revenue and Expense.

Classification of Financial Instruments

Financial instruments are initially recognised at fair value and subsequently measured at amortised cost. This classification is made by reference to the purpose and nature of the financial instrument or group of financial instruments, as they are held for the purpose of collecting contractual cash flows and those cash flows are solely related to payments of principal and interest.

Cash

Cash and cash equivalents include cash on hand, deposits held on call with banks, and other short-term, highly liquid investments with original maturities of three months or less.

Interest Payable to MBIE

MBIE administers RTTA under the *Residential Tenancy Act 1986*, any interest earned by the RTTA is passed onto MBIE to cover costs.

Interest payables are recorded at the amount earned and unpaid at balance date.

Actual 2024 \$000		Actual 2025 \$000
Financial assets measured at amortised cost		
8,207	Cash held	9,346
56,968	Interest receivable	84,691
875,500	Investments	935,000
940,675	Total financial assets measured at amortised cost	1,029,037
Financial liabilities measured at amortised cost		
57,504	Interest payable to MBIE	85,191
57,504	Total financial liabilities measured at amortised cost	85,191

Financial Instrument risk

RTTA activities expose it to a variety of financial instrument risks, including credit risk, market risk and liquidity risk. The Trust has policies to manage the risks associated with financial instruments and seeks to minimise exposure from financial instruments. These policies do not allow any transactions that are speculative in nature to be entered into.

Credit risk

Credit risk is the risk that a third party will default on its obligations. RTTA's financial instruments that are potentially subject to credit risk principally consist of cash and cash equivalents, interest receivable and investments. There are no significant concentration of credit risk.

The Trust invests the bond fund in line with the requirements of section 68 of the *Public Finance Act 1989* and Parts I and II of the *Trust Trustee Act 1956* by dealing with banks of high credit standing (Standard & Poor's short-term rating of A-1 and long-term rating of A- or A or Moody's or Fitch's equivalents), and only invests with any New Zealand bank or any bank outside New Zealand which has been approved by the Minister for the purpose.

Individual investment counterparties must carry a long-term credit rating and must be within individual issuer limits.

The RTTA's maximum exposures to credit risk is best represented by the carrying amount of its financial assets in the statement of financial position.

Although cash and cash equivalents, interest receivable and investments as at 30 June 2025 are subject to the expected credit loss requirements of PBE IPSAS 41, no loss allowance has been recognised because the estimated loss allowance for credit losses is trivial.

Market risk

Currency risk

Currency risk is the risk that the value of debtors and creditors due in foreign currency will fluctuate because of changes in foreign exchange rates.

The RTTA has no currency risk, given that any financial instruments it deals with are denominated in New Zealand dollars.

Liquidity risk

Liquidity risk is the risk that RTTA will encounter difficulty raising funds to meet commitments as they fall due. In meeting its liquidity requirements, the RTTA closely monitors its forecast and actual cash requirements. The RTTA expects to settle all of its financial liabilities in a timely manner.

The RTTA maintains a diversified maturity profile for its bond fund investments to ensure sufficient access to cash when needed. The policy prioritises accessibility of funds over full optimisation of interest rates, accepting a degree of interest rate risk to support liquidity. The maturity profile is structured to ensure that a minimum of 30% and up to 80% of investments mature within two years, with additional allocations across the 2–5 year and 5–10 year terms. This approach enables the RTTA to manage cashflow requirements effectively while maintaining flexibility to respond to unforeseen funding needs.

Interest rate risk

Interest rate risk is the risk that the return on the funds invested will fluctuate due to changes in market interest rates. The RTTA's cash management policy accepts some degree of forgoing interest rate optimisation in order to have accessible funds for liquidity.

Note 5: Capital Management

The RTTA’s capital is its bondholders’ funds.

Note 6: Audit Fees

Audit fees are paid by MBIE (refer to Note 5 in MBIE’s departmental financial statements).

Note 7: Commitments and Contingent Liabilities

There were no commitments or contingent liabilities as at 30 June 2025 (2024: nil).

Note 8: Related Party Transactions

Related Entities

Ministry of Business, Innovation and Employment

The Residential Tenancies Trust Account (RTTA) is a statutory trust established under the *Residential Tenancies Act 1986*. It is administered by the Chief Executive (CE) of MBIE through its Tenancy Services division. The RTTA holds rental bond money paid by tenants, which is to be securely managed and returned in accordance with the Act.

Under the Act, the Crown is entitled to interest and other investment income generated from the RTTA which is to be treated as MBIE’s departmental revenue.

The table below shows balances outstanding at the reporting date with the related entity:

Actual 2024 \$000	Actual 2025 \$000
Liabilities	
57,504 Interest payable to MBIE	85,191

The table below shows expenditure during the year with the related entity:

Actual 2024 \$000	Actual 2025 \$000
Expenses	
33,274 Interest to MBIE	42,814

Please note that MBIE incurs \$11.703 million of expenses (2024: \$9.967 million) to administer and operate the RTTA which are not on-charged to the Trust.

Note 9: Events After the Balance Date

No events have occurred between the balance date and date of signing these financial statements that materially affect the financial statements.

Appendix 2: Statement of Trust Monies

MBIE operates trust accounts as an agent under section 66 of the *Public Finance Act 1989*. They are not consolidated in MBIE's own financial statements. In addition to funds held in trust accounts operated by MBIE, the Official Assignee holds a significant number and value of assets in relation to the administration of bankruptcies, liquidations and assets restrained or forfeited under criminal proceeds legislation.

Movements in these accounts during the year ended 30 June 2025 were as follows.

	Opening Balance 1 July 2024 \$000	Capital Increase \$000	Distributions Made \$000	Receipts \$000	Expenditure \$000	Closing Balance 30 June 2025 \$000
Coal and Minerals Deposits Trust Account	487	1	–	1	–	489
Employment Relations Service Trust Account	1,028	439	(519)	52	–	1,000
New Zealand Immigration Trust Account	151	–	(29)	6	–	128
Official Assignee's Office Trust Account	22,951	25,468	(8,735)	751	(10,175)	30,260
Patent Cooperation Treaty Fees Trust Account	66	733	(707)	3	–	95
Petroleum Deposits Trust Account	71	3	–	–	–	74
Criminal Proceeds (Recovery) Trust Account	123,674	35,831	(15,510)	4,614	(15,566)	133,043
Residential Tenancies Trust Account	883,211	387,124	(326,197)	42,814	(42,814)	944,138
Residential Tenancies Trust Penalties Account	146	71	(49)	7	–	175
Weathertight Financial Assistance Package Trust Account	–	2,417	(2,417)	–	–	–
East Coast Plugging and Abandonment Trust	1,007	–	–	45	–	1,052
Construction Contracts Trust Account	410	711	(268)	30	–	883

Coal and Minerals Deposits Trust Account

This trust account was established in its present form following the introduction of the *Crown Minerals Act 1991*. Pursuant to the *Mining Act 1971*, the *Coal Mines Act 1979* or the *Crown Minerals Act 1991*, all existing mining licences are required to have a bond lodged with MBIE, either as a performance bond or a cash deposit. These bonds are returned with interest (for cash deposits) once the licence has either been surrendered, revoked or reached expiry, provided that all licence conditions have been complied with. Please note: When a licence is transferred a new bond will be put in place by the transferee and the original bond will be returned to the transferor once the transfer has been approved.

Employment Relations Service Trust Account

This trust account was established in September 1988 for monies received by labour inspectors on behalf of workers.

New Zealand Immigration Trust Account

This trust account was established in 1999 for bonds paid by visitors with a higher risk profile.

Official Assignee's Office Trust Account

This trust account was established to hold monies for individuals or companies subject to bankruptcy or liquidation proceedings. All financial matters of declared bankrupts and companies in liquidation are handled by the Official Assignee's Office. All distributions and settlements are processed through this account. This trust combines the No Asset Procedure Account, Summary Instalment Order Account and Official Assignee Account.

Patent Cooperation Treaty Fees Trust Account

This trust account was established in December 1992 to collect and distribute fees under the Patent Cooperation Treaty Rules. The fees are collected from International Patent Authorities and remitted to the World Intellectual Property Organization, which administers the Treaty.

Petroleum Deposits Trust Account

This trust account was established in the 1970s for deposits pursuant to sections 8, 16 and 47(h) of the *Petroleum Act 1937*. All existing mining licences are required to have a bond lodged with MBIE either as a performance bond or a cash deposit. These bonds are returned with interest (for cash deposits) once the licence has either been surrendered, revoked or reached expiry, provided that all licence conditions have been complied with. Please note: When a licence is transferred a new bond will be put in place by the transferee and the original bond will be returned to the transferor once the transfer has been approved.

Criminal Proceeds (Recovery) Trust Account

This trust account has been established to manage the financial arrangements of restraining and forfeiture orders made by the courts under the *Criminal Proceeds (Recovery) Act 2009*. Under the Act, courts have the power to order seizure of assets of individuals and companies that have been derived directly or indirectly from criminal offending, and place the assets into the custody and control of the Official Assignee. These assets can then be ordered to be sold or disposed of by the Official Assignee and the resulting monies transferred to other approved parties and the Crown.

Residential Tenancies Trust Account

This trust account was established to hold bonds lodged under the *Residential Tenancies Act 1986*. A full set of audited financial statements for the RTTA, prepared on an accrual accounting basis in conformity with generally accepted accounting practice, is provided in Appendix 1.

Residential Tenancies Trust Penalties Account

In 2020/21 a new trust account, the Residential Tenancies Tribunal Penalties Trust Account, was established. The purpose of this trust account is to collect tribunal costs and penalties from landlords and direct the payment to tenants under the *Residential Tenancies Act 1986*.

Weathertight Financial Assistance Package Trust Account

This trust account is used to temporarily hold the building consent authorities' 25 per cent share of repair costs claimed by eligible owners of leaky homes under the Government's Weathertight Services FAP, once approved, but prior to payment to the eligible homeowners.

East Coast Plugging and Abandonment Trust

The East Coast Plugging and Abandonment Trust was established to hold a third-party contribution to plugging and abandonment costs, for exploration wells drilled under two petroleum exploration permits. The funds may be used to meet any legal, accounting or other costs associated with holding, distribution, or be transferred to a third party to help fulfil the purpose.

Construction Contracts Trust Account

A new trust account has been established to hold retention money held on construction contracts as required under the *Construction Contracts (Retention Money) Amendment Act 2023*. MBIE currently enters into construction contracts as part of some programmes of work and for fitouts relating to its property footprint. In most cases, these contracts include provisions for retention of a portion of the total payments in the contract. This retained money is held in the Construction Contracts Retention Trust Account until payable to the construction vendor.

Appendix 3: Employee Information

The table below presents information on the gender, age and remuneration banding (in \$10,000 bands) of all permanent and fixed-term staff employed under New Zealand terms and conditions at 30 June 2025.

The allocation of a remuneration band is based on an employee's base salary only (and is not FTE adjusted); it does not include allowances or employer superannuation contributions. Casuals, contractors and employees on leave without pay as at 30 June 2025 are not included in the table.

Salary bands above \$300,000 have been combined to protect the privacy of those employees.

Age Bracket	Under 30				30-39				40-49				Over 50				Unknown				Total
Gender	D	F	M	U	D	F	M	U	D	F	M	U	D	F	M	U	D	F	M	U	
Salary band																					
\$50,000–\$59,999	–	21	4	–	–	4	1	–	–	6	1	–	–	5	1	–	1	1	–	–	45
\$60,000–\$69,999	3	254	93	10	1	235	84	8	–	130	42	3	–	127	47	3	–	45	14	3	1,102
\$70,000–\$79,999	2	256	106	6	2	207	78	5	–	126	50	1	–	126	46	–	–	28	11	–	1,050
\$80,000–\$89,999	1	139	75	9	–	117	69	2	–	69	45	4	–	61	39	1	–	11	4	–	646
\$90,000–\$99,999	1	64	41	1	–	95	68	2	–	52	29	–	–	52	24	–	–	4	2	–	435
\$100,000–\$109,999	1	70	35	3	1	78	52	2	–	65	26	1	–	48	31	2	–	2	2	–	419
\$110,000–\$119,999	–	68	44	2	–	87	66	2	–	49	57	–	–	26	50	2	–	3	2	–	458
\$120,000–\$129,999	–	31	26	2	–	72	53	6	–	59	49	–	–	47	50	1	–	5	–	–	401
\$130,000–\$139,999	–	17	18	1	1	46	40	4	–	41	31	1	–	34	33	–	–	2	3	–	272
\$140,000–\$149,999	–	12	8	2	–	59	49	2	–	47	32	1	–	47	38	1	–	4	1	1	304
\$150,000–\$159,999	–	4	3	1	–	35	21	1	–	28	37	2	–	16	33	–	–	2	3	–	186
\$160,000–\$169,999	–	–	2	1	–	25	23	–	–	45	31	2	–	26	41	–	–	4	3	1	204
\$170,000–\$179,999	–	–	1	–	–	9	9	–	–	21	18	1	–	10	7	1	–	–	–	–	77
\$180,000–\$189,999	–	–	–	–	–	14	15	1	–	13	18	–	–	6	17	–	–	–	–	–	84
\$190,000–\$199,999	–	1	1	–	–	5	6	–	–	17	11	–	–	7	15	–	–	–	–	–	63
\$200,000–\$209,999	–	–	–	–	–	3	–	–	1	9	11	–	–	9	11	–	–	–	–	–	44
\$210,000–\$219,999	–	–	–	–	–	2	2	–	–	7	11	–	–	4	3	–	–	–	–	–	29
\$220,000–\$229,999	–	–	–	–	–	3	1	–	–	4	3	–	–	1	7	–	–	1	–	–	20
\$230,000–\$239,999	–	–	–	–	–	–	–	–	–	3	4	–	–	3	3	–	–	–	–	–	13
\$240,000–\$249,999	–	–	–	–	–	1	1	–	–	2	2	–	–	1	3	–	–	–	–	–	10
\$250,000–\$259,999	–	–	–	–	–	2	–	–	–	3	3	–	–	–	–	–	–	–	–	–	8
\$260,000–\$269,999	–	–	–	–	–	–	2	–	–	3	1	–	–	2	4	–	–	–	–	–	12
\$270,000–\$279,999	–	–	–	–	–	–	–	–	–	4	2	–	–	2	3	–	–	–	–	–	11
\$280,000–\$289,999	–	–	–	–	–	–	–	–	–	2	2	–	–	1	3	–	–	–	1	–	9
\$290,000–\$299,999	–	–	–	–	–	–	–	–	–	–	–	–	–	1	3	–	–	–	–	–	4
\$300,000–\$399,999	–	–	–	–	–	–	–	–	–	1	3	–	–	1	2	–	–	–	1	–	8
Over \$400,000	–	–	–	–	–	–	–	–	–	–	–	–	–	2	2	–	–	–	–	–	4
Total	8	937	457	38	5	1,099	640	35	1	806	519	16	–	665	516	11	1	112	47	5	5,918¹

D = Gender Diverse; F = Female; M = Male; U = Undisclosed

¹ This total excludes 128 locally engaged staff working overseas

Appendix 4: Immigration and Migrant Levies

Under the *Immigration Act 2009*, a report must be provided in respect of the financial year outlining the total amount collected through the Immigration Levy and the Migration Levy, and how it has been applied. The following tables detail the allocation of the levies and summarise the amounts collected.

Allocation of Immigration Levy

Vote	Programme	Actual 2023 \$000	Actual 2024 \$000	Actual 2025 \$000	Forecast 2026 \$000
Labour Market	Immigration Research Programme, including evaluation	2,200	2,200	2,200	2,200
Labour Market	Settlement services	894	1,978	15,430	14,386
Labour Market	Border security	10,829	11,201	19,002	21,161
Labour Market	Immigration compliance	19,223	19,799	19,424	20,311
Labour Market	Immigration information, education & attraction (formerly Marketing and attraction)	7,670	7,670	8,725	9,403
Labour Market	Welcoming Communities	3,775	1,180	1,550	500
Labour Market	Immigration data and intelligence capability	8,271	7,635	7,635	7,635
Labour Market	Provision of the infrastructure and systems to support immigration processing	66,782	84,576	78,670	81,987
Labour Market	Immigration risk management and verification	9,451	8,380	8,380	8,380
Labour Market	Investor Migration Programme	1,670	1,670	1,670	3,147
Labour Market	Immigration Policy Advice and related services to Ministers	–	–	4,888	4,897
Labour Market	Regulation of Immigration Advisors	1,400	1,400	1,872	1,872
Education	ESOL in Schools (English for Speakers of Other Languages Programmes)	–	–	50,302	50,302
Total Immigration Levy allocation		132,165	147,689	219,748	226,181

Summary of Immigration Levy

	Actual 2023 \$000	Actual 2024 \$000	Actual 2025 \$000	Forecast 2026 \$000
Balance at 1 July	1,943	(44,674)	(96,843)	(137,001)
Revenue	85,548	95,520	179,590	238,567
Allocations	(132,165)	(147,689)	(219,748)	(226,181)
Balance at 30 June	(44,674)	(96,843)	(137,001)	(124,615)

The Immigration Levy replaced the Migrant Levy in December 2015.

The Immigration Levy funds migrant settlement and migration research. It also contributes to Immigration New Zealand functions, including border, compliance, marketing and attraction and provision of the infrastructure and systems to support immigration processing.

It is charged to principal applicants on temporary (including visitor, student and work) and residence (including skilled migrant, family and some international/humanitarian) visa applications. Levy rates are differentiated based on the immigration functions each broad visa category generates the need for or benefits from.

Summary of Migrant Levy

	Actual 2023 \$000	Actual 2024 \$000	Actual 2025 \$000	Forecast 2026 \$000
Balance at 1 July	1,109	1,109	1,109	1,109
Revenue	–	–	–	–
Allocations	–	–	–	–
Balance at 30 June	1,109	1,109	1,109	1,109

Residual amounts of Migrant Levy revenue were received in 2019/20 (while visa applications made under the Migrant Levy continued to be processed), and funds are held in a tagged account.

These funds are used to fund innovative one-off and small-scale settlement initiatives and enable an evidence base to be built to inform potential longer-term funding allocations.

Appendix 5: Building Advisory Panel

The Building Advisory Panel (BAP) is a statutory body that provides independent, strategic advice to the General Manager of Building System and Performance at MBIE.

BAP focuses on addressing the most pressing issues facing New Zealand's building regulatory system, offering sector leadership and expert guidance on how MBIE can support a high-performing, innovative sector.

Through its work, the panel helps shape regulatory direction, improve system performance, and foster collaboration across industry and government.

The BAP panel members are:

- › Patrick Dougherty (Chair)
- › Adrienne Miller
- › Dr Troy Coyle
- › Chantelle Bailey
- › Sally Grey, term concluded December 2024
- › Jared Bernard
- › Malcolm Fleming
- › Scott Fisher

Meetings and Advice

In 2025, the Building Advisory Panel (BAP) continued to provide strategic advice across the built environment and construction sector. The panel contributed to climate-responsive initiatives, provided input on the

Granny Flats legislation and engaged in discussions on mandating building products. Members also contributed to the development of work across reforms to the Building Consent Authority (BCA) structure and improvements to insurance and liability frameworks.

As the current term concludes in December 2025, MBIE acknowledges the valuable contributions of all members. While some will complete their final term, others are eligible to return, and we look forward to welcoming both returning members and new faces to the panel, ensuring continuity and fresh perspectives for the years ahead.

Remuneration

The BAP is a statutory board for the purposes of the *Fees and Travelling Allowances Act 1951*. The following fees payable to the BAP members were determined in line with the Cabinet Fees Framework:

- › Chairperson: \$810 per day, or an hourly pro-rata rate as required
- › Panel members: \$540 per day, or an hourly pro-rata rate as required.

In the 2024/25 financial year, the following payments were made to BAP members.

	Actual Meeting Fees (incl. GST)	Actual Other Expenses (incl. GST)
Building Advisory Panel Member		
Patrick Dougherty – Chair	–	–
Sally Grey – Previous Chair	2,734	1,408
Adrienne Miller	2,801	–
Dr Troy Coyle	1,688	1,343
Chantelle Bailey	4,860	205
Jared Bernard	9,774	–
Malcolm Fleming	–	–
Scott Fisher	4,590	324
Total BAP fees and other expenses for 2024/25	26,447	3,280

Appendix 6: International Visitor Conservation and Tourism Levy

This notional account tracks the balance of the International Visitor Conservation and Tourism Levy collected under part 3 of the *Immigration (Visa, Entry Permission, and Related Matters) Amendment Regulations 2019*. The account records International Visitor Conservation and Tourism Levy revenue collected by the Crown, offset by expenditure within MBIE and the Department of Conservation on designated and approved programmes and projects.

In 2024, the Government decided to increase the levy from \$35 to \$100, effective from 1 October 2024 per eligible person who applies for a temporary entry class visa, other than at an immigration control area or a port; or requests a traveller Electronic Travel Authority as a condition of a temporary entry class visa waiver.

	Actual 2024* \$000	Actual 2025 \$000
Balance at 1 July	65,059	108,303
Revenue	62,509	145,976
<i>Expenditure:</i>		
MBIE	3,519	37,500
Department of Conservation	15,746	18,742
Total expenditure	19,265	56,242
Net surplus	43,244	89,734
Balance at 30 June	108,303	198,037

* Prior year balances have been amended to include historic adjustments related to administration and fund management and project costs for the Department of Conservation.

Appendix 7: Other Disclosures

Immigration Act 2009

Under the *Immigration Act 2009*, some immigration officers have powers to enter and search employers' premises for any specified person or specified employee who are not entitled to work in New Zealand or are in breach of their visa (section 277A(3) (a) or (b)). Section 277C of the *Immigration Act 2009* requires every annual report to report any instances where these powers were used. During this reporting period, there were no instances where interactions with employers at their premises required the exercise of these powers (as interactions proceeded with consent).

Victims' Rights Act 2002

The main service that MBIE provides to registered victims of crime is the opportunity to provide comment on the possible deportation of the offender(s). MBIE has not received any complaints from victims during the reporting year.

Children's Act 2014

MBIE, as required by the *Children's Act 2014*, maintains a Child Protection Policy that applies to all staff, regardless of whether their work is classified as a children's service. The policy also requires that third parties contracted or funded to deliver children's services have appropriate child protection measures in place. During the reporting period, the policy was reviewed to streamline reporting obligations, with a supporting procedures document developed to assist staff in recognising and responding to child protection concerns. MBIE continues to monitor compliance and provide assurance that its obligations under the Act are being met.

Departures from Operating Guidelines for Levels of Lakes Manapōuri and Te Anau

MBIE must include in its annual report, under section 4A(3) of the *Manapouri – Te Anau Development Act 1963*, any departures from the operating guidelines for the levels of Lakes Manapōuri and Te Anau. Meridian Energy is required to advise MBIE, acting for Minister for Energy, of any departures. There were no departures requiring disclosure for the reporting period.

Enhancing Identity Verification and Border Processes Legislation Act 2017

MBIE (Immigration) has an arrangement with New Zealand Police to access information pursuant to Part 7 of the *Privacy Act 2020*. MBIE accesses identity information held by New Zealand Police to verify the identity of a person where there is good cause to suspect the person may have committed an offence against the *Immigration Act 2009*; has obtained a visa in a false identity; is liable for deportation or turnaround; or is unlawfully in New Zealand. During this reporting period, there were no requests to New Zealand Police.

Appendix 8: Organisational Capability

Whāinga Amorangi and Te Ara Reo Rangatira

Whāinga Amorangi

In September 2024, a Ministry-wide survey was undertaken to understand the capability levels under three areas of Whāinga Amorangi. Based on survey results¹, the capability levels for all staff are as follows.

Tier 1–3 leaders			
Competency	Capability target	Current capability (2024/25)	Previous capability (2023/24)
Te Reo Māori	Comfortable	62% comfortable 25% confident 8% capable	66% comfortable 24% confident 4% capable
Tikanga/Kawa	Confident	46% comfortable 38% confident 10% capable	55% comfortable 20% confident 8% capable
Te Tiriti o Waitangi/Treaty of Waitangi and Aotearoa New Zealand history	Confident	39% comfortable 43% confident 12% capable	58% comfortable 26% confident 12% capable
Tier 4 and all staff			
Competency	Capability target	Current capability (2024/25)	Previous capability (2023/24)
Te Reo Māori	Comfortable	65% comfortable 11% confident 2% capable	64% comfortable 10% confident 2% capable
Tikanga/Kawa	Comfortable	53% comfortable 14% confident 3% capable	55% comfortable 13% confident 3% capable
Te Tiriti o Waitangi/Treaty of Waitangi and Aotearoa New Zealand history	Comfortable	57% comfortable 22% confident 3% capable	56% comfortable 27% confident 5% capable

The capability levels – comfortable, confident and capable – are expected to build on each other, and different capabilities at different levels will be relevant for different roles. Capability levels across both Tier 1–3 leaders and Tier 4 and all staff show a positive shift, with both cohorts generally demonstrating gains in ‘confidence’ and ‘capable’ levels.

Kaimahi (employees) have shared how building their Māori–Crown capability has positively affected their mahi (work), including increasing their confidence in using te reo Māori and applying tikanga Māori in the workplace.

Since March 2020, MBIE has offered The Wall Walk programme to raise awareness of significant events in the history of New Zealand’s bicultural and Māori–Crown relations. As of June 2025, just over 2,250 current MBIE staff have participated in The Wall Walk. A course evaluation found 85 per cent of respondents rated the course as very or extremely useful in supporting their understanding of New Zealand’s bicultural context. The increased understanding of the Treaty/Te Tiriti has fostered a renewed sense of connection to New Zealand’s history and a fresh appreciation for how today’s actions shape and affect our tomorrow.

¹ The table of survey results does not tally to 100% as respondents were not required to answer this question.

Te Ara Reo Rangatira: Māori language strategy

Our te reo Māori competency area is supported by Te Ara Reo Rangatira. The strategy incorporates three phases:

- › Phase One focuses on alignment to Whāinga Amorangi, building and strengthening Māori–Crown relations for all employees/kaimahi.
- › Phase Two focuses on weaving te reo into how MBIE operates.
- › Phase Three focuses on making sure we are doing the basics well, providing opportunities for te reo Māori to be learnt, shared and enjoyed.

A suite of te reo Māori courses is available to all staff that include both e-modules available via Learn@MBIE and facilitated delivery through Te Whare Wānanga o Awanuiārangī. Learning offerings are:

- › Introduction to Te Reo Māori module
- › Te Reo Māori 201 module
- › Te Pōkaihi Reo Levels 1–6

As of 30 June 2025, 2,386 current staff have completed the te reo Māori modules, and 196 have completed courses through Te Whare Wānanga o Awanuiārangī.

Inclusion and belonging

Our inclusion and belonging strategy for 2025 to 2028, *Kia Kotahi Mai – Together, We Belong*, sets out our vision for a high-performing, diverse, equitable and inclusive organisation that is reflective of the communities we serve, and that supports MBIE’s purpose to ‘Grow New Zealand for all’.

Kia Kotahi Mai – Together, We Belong is underpinned by our diversity, equity and inclusion (DEI) plan, published annually, in line with Te Kawa Mataaho – Public Service Commission’s guidelines. This plan stands alongside other MBIE strategies and public sector commitments that contribute to an inclusive culture. Each year, progress is monitored and reviewed against the commitments to Papa Pounamu and Kia Toipoto requirements.

MBIE’s DEI plan for 2024 to 2025 outlines deliverables and measures and can be found at MBIE Diversity, Equity and Inclusion Plan 2024 – 2025 (www.mbie.govt.nz/assets/mbie-diversity-equity-inclusion-plan-2024-2025.pdf).

The three priority areas, which shape MBIE’s inclusion and belonging programme, focus on achieving the most positive effect across all dimensions. In addition, we have specific actions and targets to minimise and close gender and ethnic pay gaps. The priority areas are:

- › *Diversity*: Representation in workforce, leadership and occupation, especially for under-represented groups
- › *Equity*: Pay gaps and average pay for different groups, equitable pay (starting salaries and pay in the same or similar roles)
- › *Inclusion*: The extent to which all employees feel respected and valued and able to achieve their potential.

Diversity: Representation in workforce, leadership and occupation, especially for under-represented groups

How we lead across the Public Service matters. Inclusion and belonging capability across the organisation depends on strong and inclusive leadership. At MBIE, this includes:

- › launching MBIE's Leadership Expectations in May 2025, which describe how we lead at MBIE, and provide the foundation for how we lead in the future. The expectations build on the strength of MBIE's values and give a clear understanding of how we lead ourselves, our people and our mahi
- › providing netWORKed leadership sessions (since July 2024) to connect leaders across MBIE to ensure diverse views and experiences are reflected in MBIE's leadership culture. Sessions currently average 50 attendees per month, with 11 sessions delivered this financial year, and topics span all aspects of leadership, including how employees from different backgrounds can be led
- › delivering our masterclass programme (since April 2024) to lift the capability and connections of people leaders across MBIE. The most effective classes, from a diversity perspective, have been *Impactful Conversations* (271 attendees) and *Feedback / Feedforward* (159 attendees, 45 completions). Both masterclasses had waitlists, which resulted in additional classes being held. These are now either being offered or are planned to be offered at some of our offshore locations.
- › mentoring and coaching pilots (10 mentors and mentees and three kaimahi (staff) groups) launched in early 2025 to build career development and diverse leadership opportunities. This aligns with Papa Pounamu priorities of increasing diversity at all levels to reflect and deliver for the communities we serve
- › running the Tupu Tai Pasifika Public Sector Summer Internship Programme 2025/26, which is already under way. The programme is a paid summer internship offered to Pacific tertiary students and recent graduates interested in a career in the public sector. The programme is managed by MBIE's Langa Le Vā (Pacific Policy) team, and placements are offered at MBIE and in various other government agencies. This programme aims to develop talent pathways and increase representation for Pacific peoples in policy making and in the wider public service.

Activities under way supporting Māori development include:

- › the Māori career framework, which is planned to start in July 2025, and will align with MBIE's broader direction for talent and career development
- › procurement for 2025 for Mana Whakatōpū, which is aimed at developing talent pathways and increasing representations for wāhine Māori at MBIE, and to meet Papa Pounamu commitments to accelerate progress for wāhine Māori. The current Mana Whakatōpū intake (16 wāhine), which started in March 2025, brings the total number of participants to 80 since the programme's beginning.

Equity: Pay gaps and average pay for different groups, equitable pay (starting salaries and pay in the same or similar roles)

Addressing bias towards identity markers, such as race, ethnicity, gender, sexual orientation or ability, is essential for making sure all people are provided with opportunities during their recruitment, onboarding, development and career progression stages. Activities include the following:

- › A remuneration project has been agreed to be undertaken through collective bargaining. This project will work through the ongoing suitability and sustainability of MBIE's remuneration framework, alongside the PSA, ensuring any new framework delivers on MBIE's pay equity obligations. This is an important control for addressing ongoing equity issues for employees covered by the pay ladder.
- › Work is under way to standardise role definitions and document how our business groups make decisions in relation to organisational design. This will help mitigate bias in recruitment and remuneration outcomes by ensuring consistency across MBIE.
- › Pay equity tool training is under way with hiring managers, allowing for a consistent approach to appointing salaries to be implemented. This is a significant control that will help mitigate pay gaps.

Ongoing work includes the following:

- › Transparent ethnicity and gender pay reporting. An important enabler for this mahi is the improvement of our current demographic data, which requires further mahi around collection.
- › Continued engagement with employee-led networks and unions. Following the completion of both collective bargaining processes, this is now a renewed focus.
- › Through collective bargaining, MBIE has agreed to develop new policies relating to family violence, and reasonable accommodations.

Inclusion: The extent to which all employees feel respected and valued and able to achieve their potential

An important focus is to reflect the significance of the Māori–Crown relationship and increase MBIE's cultural competency and confidence across the broadest range of cultures. Alongside Whāinga Amorangi, we have strengthened our cultural competency by implementing various learning programmes, including Mana Aki, MBIE's inter-cultural competence programme, which builds inter-cultural awareness and understanding. Activities under way include the following:

- › We have continued delivery of Whāinga Amorangi, which aligns with Papa Pounamu requirements to strengthen inclusion where Māori participate in actions and monitoring, and agencies celebrate tikanga, kawa and Mātauranga Māori, and taonga, such as te reo Māori.
- › Kia Kotahi Mai workshops will be launched in mid-2025. This is initially a needs-based workshop driven by business group demand to be piloted with the Immigration Risk and Border unit within Immigration New Zealand. This aligns with Papa Pounamu requirements to strengthen inclusion so everyone feels respected, valued and able to achieve their potential.
- › Redesign of Pacific cultural capability programmes (Kapasa/Yavu) and rollout of *Mana Aki* with the Immigration Risk and Border unit and Te Whakatairanga Service Delivery's Immigration Compliance and Investigations unit.

Ongoing work includes the following:

- › MyVoice@MBIE 2024 survey showed a 69 per cent favourable response to 'I feel a sense of belonging at MBIE'. This year's survey will continue to provide ongoing indications of the level of success of this plan.
- › Learn@MBIE shows ongoing participation in diversity, equity and inclusion programmes, and completion rates for *Mana Aki* and *Nō Konei* remain important metrics.

- › *Nō Konei* learning that consists of nine foundation-level modules on bias, based on gender, ability and sexual orientation and ways to negate it, with 228 people completing the course this year, and 8,587 since its launch in 2021.
- › *Mana Aki*, MBIE's inter-cultural competence programme, which builds inter-cultural awareness and understanding, has been completed by 242 people this year, and 3,668 since its launch in September 2020.
- › The Rainbow Community module has been completed by 223 people this year, and 2,164 since its launch in 2019.
- › Phase 2 of the *Enabling MBIE* sprint recommendations is under way. These will continue alongside the remaining *Rainbow*, *Asian* and *Pasifika* sprint recommendations, which are largely incorporated in business as usual work programmes.
- › Employee-led networks leadership development supported with wellbeing training and coaching initiatives to strengthen inclusion so everyone feels respected, valued and able to achieve their potential. We are also including a focus on how the employee-led networks plan and manage available funding.
- › A culture of celebrating people's achievements fostered through MBIE values and shout-out cards, awards, branch newsletters and group hui.

Ngā tūhononga e kōkiritia ana e ngā kaimahi | Employee-led networks

Having a space to connect with others with shared experiences supports people to bring their authentic selves to work. Our employee-led networks help connect people, create opportunities to engage and learn, and advocate for the needs of their network. Over 2024/25, we have:

- › delivered a targeted leadership development programme for our employee-led networks leaders
- › strengthened the connections between the Inclusion and Diversity Council and MBIE enterprise-wide initiatives, policies and programmes
- › provided centralised governance, administrative and financial guidance, and support for all employee-led networks
- › strengthened our senior leaders' sponsorship and support for all employee-led networks
- › held employee-led events and initiatives that celebrate culture, inclusion, highlight issues and educate others
- › sustained the number of employee-led networks, which include:
 - Te Rau Puāwai | Wāhine Māori Network
 - Te Whakatairanga Māori Network
 - Pacific Staff Village Network
 - Women of Colour Network
 - Asia-International Network
 - Asia-International Pride Network
 - African Community Employee Network
 - Arahanga Wāhine | Women's Network
 - Ngāi Kahukura | Rainbow Network
 - Te Aumangea | Mental Health Network
 - Te Tae Whakapakari | ENABLED
 - Kete Taiao | Sustainability Network.

Kia Toipoto | Closing gender, Māori, Pacific and ethnic pay gaps

In late 2023, MBIE published the *Kia Tū Ranga: Pay Gap Action Plan 2023–2024* in response to guidance from Te Kawa Mataaho – Public Service Commission. The action plan focuses on monitoring and embedding the strategies already in place from the 2018–2022 Ministry Gender Pay Action Plans. The action plan also extends actions to cover leadership and workforce representation with both a gender and an ethnicity lens. Several initiatives within the action plan are the result of reviews and engagement with our people, unions and employee-led network members.

MBIE's gender pay gap has reduced and continues trending downwards. As of June 2025, the gender pay gap at MBIE is 13.3 per cent (down from 20.2 per cent in 2016 and 14.2 per cent in 2024). Gaps for same and/or similar roles (as determined by pay band) for bands lower than band 20 are between –0.8 per cent and 1.5 per cent. The gender pay gap is 2.3 per cent in pay bands 20 and above. This is indicative of the differing remuneration structure, which does not have standard steps.

Ethnic pay gap² trends have remained stable since June 2023. The pay gap for Māori kaimahi is 4.3 per cent (an increase of 0.1 per cent from the previous year), for Pacific peoples is 19.6 per cent (a 0.5 per cent decrease), for Asian is 18.0 per cent (a 0.7 per cent decrease), and for Middle Eastern, Latin American and African is 10.3 per cent (a decrease of 2.1 per cent). The pay gaps for same or similar roles (as determined by pay band) have remained low and range between –0.8 per cent and 2.3 per cent.

A continued shift is expected in pay gaps to achieve more equitable outcomes in the future. This will be achieved by eliminating bias and discrimination from remuneration policies and practices, for example:

- › continuing to remove any identified bias in career and pay-related processes
- › continuing to develop and improve tools to support pay decisions
- › increasing transparency of information through enhanced reporting of ethnicity, gender and pay gap reporting and monitoring
- › continuing engagement with employee-led networks and unions about people policies and practices to identify and mitigate potential areas of bias.

Wellbeing, health and safety

At MBIE, we are committed to creating a safe, healthy and supportive environment for all our people. Through strong governance, inclusive policy development, and practical tools and training, we are building a safer, more resilient workplace for everyone.

Our intranet wellbeing hub, Te Puna Ora, was relaunched in September 2024 and provides practical tools and guidance on managing wellbeing and accessing support services. Since its relaunch, the hub has received over 4,270 visits, showing strong engagement from staff.

This year, MBIE has continued to build a culture that values wellbeing, health and safety by offering meaningful opportunities for learning and participation, including:

- › Webinars: four sessions to support staff through organisational change, and three additional webinars for people leaders on workforce and human resources topics
- › Training and development: 110 floor wardens, 102 first aiders and 120 workplace health and safety representatives trained across the organisation, with high completion rates for particular learning modules
- › New support services: Introduction of sleep and fatigue health coaching through the Employee Assistance Programme (EAP) and three new mental health workshops tailored for people leaders.

² Ethnicity data is not mandatory for employees to provide, and this affects the overall reliability of the data we have on ethnicity. This is particularly challenging for reporting on pay bands 20 and above due to the smaller sample size. While we report the general findings here, further work is needed to increase our data for this group. Pay gaps have been reviewed with the intersection of ethnicity and gender, and differences still exist.

Mental health and wellbeing

MBIE continues to prioritise mental health through a range of support services: EAP, access to psychological and clinical psychological support, and introduction of Rongoā Māori support through EAP, which offers holistic wellbeing services grounded in te ao Māori. We have also provided training to our people, including:

- › Mental Health for People Leaders: this training targeted high-risk areas and helped leaders build confidence and capability in supporting mental wellbeing.
- › Mental Health First Aid: 15 workplace health and safety representatives completed this training to enhance their ability to support colleagues and foster a mentally healthy workplace.

Wellbeing, health and safety events

The table below shows the number of events reported this year compared with the previous year.

Type	2023/24	2024/25
Wellbeing events	373	234
Early reported pain, discomfort and harm	525	722
Near miss	266	296
Violence and aggression (direct and indirect, including challenging communications)	705	621
Other events	215	221
Events resulting in injury or illness (including non-work-related)	288	277
Critical risk events	184	165
Work-related ACC claims (managed by our third-party administrator)	39	50
Non-work-related ACC claims (managed by our third-party administrator)	49	48
Incidents requiring notification to WorkSafe New Zealand under the Health and Safety at Work Act 2015	0	0

Emergency management and business continuity

In 2024/25, MBIE’s Emergency Management and Business Continuity (EMBC) team played a significant role in responding to 15 incidents of varying scales and complexity. These included:

- › global technology disruptions, such as the CrowdStrike and Microsoft outages
- › internal safety, security and property-related incidents across the motu
- › ongoing monitoring and response to increasingly severe weather events.

To strengthen our emergency preparedness, the EMBC team delivered coordinated incident management system training to 132 MBIE kaimahi and 12 kaimahi from other government agencies. This training enhances MBIE’s internal readiness and contributes to the resilience of the wider national emergency response system.

The EMBC team also continues to support cross-functional initiatives across the wellbeing, health, safety and security domains, ensuring a coordinated and holistic approach to managing risks and supporting our people.

Appendix 9: MBIE’s Sustainability Framework

MBIE’s sustainability framework informs our programme of initiatives to improve efficiency and reduce our operational emissions in line with our emissions reduction targets.

Delivery of emissions reduction and sustainability initiatives

MBIE’s sustainability framework outcomes



Our sustainability framework and implementation will be sponsored and supported at all levels of MBIE.



MBIEs operational activity and decision making supports our policy advice.



Sustainability initiatives can be identified, measured and reported on.















































































Actively engage with internal and external stakeholders on sustainability opportunities and initiatives.



Our people have the knowledge, capability and resources available to incorporate sustainability into their decision making.

SUSTAINABILITY OUTCOMES



TARGETS		INITIATIVES		DELIVERY		    				
	Measure, externally certify and report our Scope 1, Scope 2 and material Scope 3 emissions annually	Implement emissions and sustainability platform to enable measurement, analytics and MBIE-wide reporting	June 2024 for 2023/24 reporting Dashboard and reporting available to staff							
	Reduce emissions by 25% by 2025 and 46% by 2030	Annual audit of greenhouse gas inventory	Annual Achieved 2025 target							
	Reduce business domestic and international air travel emissions by 35% by 2025	Update MBIE travel policy and procedures	2023 Evidence of travel booking behaviour change in 2023/24 and further in 2024/25							
		Digital travel approval form includes emissions and tracking against target allocation	2023							
		Travel budgets (\$) reflect emissions reduction	Annual							
		Annual audit of business air travel emissions	Achieved 2025 target for both domestic and international air travel emissions							
	Improve operational efficiency of our sites	Embedding sustainability targets into property strategy ('Investing in efficiency')	2023/24 Sustainability benefits and targets included in projects							
		Property consolidation programme	Programme in implementation							
		Prepare lifecycle assessment for significant projects. Develop learning library for application on all projects	Auckland Policy Office project realised reduced new materials use through innovation at design and implementation stage							
		Targeted NABERS assessments (asset management)	Ongoing							
	Improve operational efficiency of our fleet	Remove under-used vehicles from fleet	Forty-three under-used vehicles removed from fleet (from 2018/19)							
		Phased roll-out of battery electric and plug-in hybrid electric vehicles to meet fleet requirements (including charging infrastructure)	Twelve battery electric vehicles introduced; charging infrastructure installed at five sites							
		Implement pool fleet, with booking system	From 2024/25							
	Reduce waste to landfill (increased diversion of organics and recyclables from landfill)	Improve quality of supplier data and include reporting in footprint	2024/25							
		Education to support waste reduction initiatives	Kete Taiao							
	Apply circular economy principles to our purchasing decisions and contracts		Auckland Policy Office project reused 100% of existing furniture in office fitout Pacific office refurbishment reused 100% existing furniture (ex-New Zealand)							
			Garden planter boxes at Te Whare Oranga made from 100% recycled single-use plastics							
			Information technology decommissioning: 2,850 devices repurposed, avoiding 313 tonnes of lifecycle carbon emissions							
	We understand and address the actual and potential effects of climate change on our operations, strategy and investments	Identify and understand the physical and transition risks that MBIE, as an organisation, is exposed to	Risk screening of climate hazards on assets and infrastructure Developing a systems approach to climate risk							
	Our people are empowered to innovate and navigate towards a better future	Identify opportunities in our procurement processes to reduce operational emissions and improve sustainability reporting	Engagement with business and inclusion of sustainability clauses into contracts							
		Share experience and learnings (internal and external audiences)	Carbon Neutral Government Programme Community of Practice leadership Workshops and team presentations							

Emissions reduction

Our total (gross) emissions for 2024/25 were 5,349 tonnes of carbon dioxide equivalent (t CO₂-e). This is 45 per cent less than our base year, achieving our 2025 emissions reduction target and within our 2030 target trajectory.

Total emissions for 2024/25 are 3 per cent less than last year, with reductions in emissions from domestic and international travel by our people, and our fleet, being offset by an increase in emissions from non-staff travel and administration, buildings and working from home.

Our people flew 28 per cent less domestic air travel kilometres than last year (64 per cent less than 2018/19), resulting in a 62 per cent reduction in staff domestic air travel emissions from 2018/19. Staff international air travel emissions have also reduced over 70 per cent from 2018/19, with changes to our travel policy and budgeting process continuing to influence travel class bookings, resulting in significant fiscal and emissions savings.

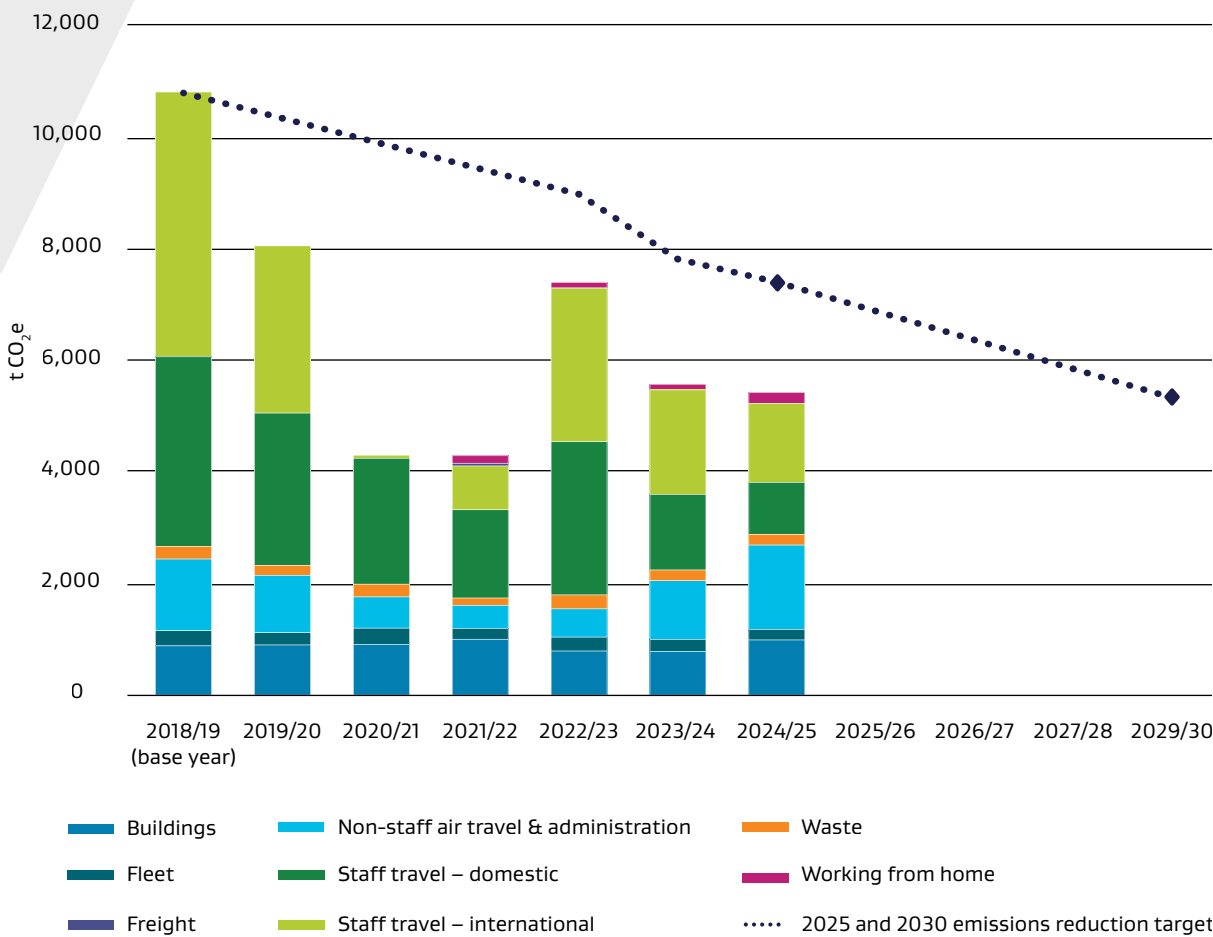
Fleet emissions have decreased by 45 per cent from 2018/19, with the implementation of our fleet optimisation and efficiency programme and the ongoing transition of light vehicles to electric or plug-in hybrid vehicles.

Non-staff travel and administration includes the delivery of compliance and enforcement obligations and, accordingly, is determined by operational requirements. The national grid electricity emissions factor for 2024 increased by 38 per cent because of less renewable energy generation over the year. This has resulted in an increase in our building emissions and emissions associated with our people working from home. Our reporting methodology for working from home emissions was updated to apply the 2024 Public Service Commission survey data, increasing the reported working from home days and therefore emissions.

Our property strategy is an important initiative to reduce energy use across the property portfolio. We will continue to prioritise sustainability and operational efficiency and resilience in lease agreements and investment decisions, realising opportunities for waste reduction and energy efficiency in our design and contracts.

Our emissions reduction plan details specific initiatives to support the outcomes of our sustainability framework. We continue to partner across the business to identify and realise opportunities to improve our operational efficiency. Kete Taiao, our internal staff sustainability network, continues to build membership across MBIE.

Emissions reduction against base year



Total emissions by emissions source

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
DEPARTMENTAL (MBIE)							
Scope 1	408.69	350.53	400.54	389.38	444.83	443.00	457.23
Natural gas (reticulated)	138.57	132.82	108.99	200.45	198.56	231.69	257.74
Stationary combustion - diesel							15.01
Transport fuel (fleet)	270.11	217.71	291.55	188.93	246.26	211.32	184.48
Scope 2	656.86	674.17	706.33	691.05	484.34	471.69	617.33
Purchased electricity	656.86	674.17	706.33	691.05	484.34	465.84	616.82
Purchased electricity for Evs						0.06	0.51
Scope 3	9606.49	6921.61	3130.87	3147.84	6370.77	4586.17	4274.46
<i>Category 3: Indirect emissions from transportation and Category 4: Indirect emissions from products used by the organisation</i>							
Staff travel & accomodation - domestic	3360.67	2699.19	2230.83	1563.68	2713.94	1339.37	924.89
Staff travel & accomodation - international	4690.18	2962.15	54.01	776.04	2720.07	1850.78	1396.91
Non-staff travel & administration - domestic	186.67	135.50	30.91	127.10	245.04	267.01	243.48
Non-staff travel & administration - international	1080.41	879.97	523.43	283.60	255.49	778.31	1252.19
Working from home				133.59	99.92	93.29	194.30
Freight				46.63	2.47	6.38	2.49
Transmission & distribution losses	66.00	70.03	67.03	68.05	63.48	42.68	55.04
Waste to landfill	222.56	174.76	224.66	131.66	247.29	189.82	184.16
Wastewater services				16.42	21.43	17.27	19.18
Water supply				1.12	1.64	1.27	1.81
Grand Total	10672.03	7946.30	4237.74	4228.27	7299.94	5495.08	5349.03
Change in gross emissions (all sources) since base year		-26%	-60%	-60%	-32%	-44%	-45%
Change in gross emissions (all sources) from previous financial year		-26%	-47%	0%	73%	-16%	-3%
CROWN (NON-DEPARTMENTAL)							
Temporary Accomodation Service					1280.46	6.21	4.75

Emissions intensity by financial year

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Full-time equivalent (FTE) positions	5,022	5,555	5,795	6,015	6,282	6,196.5	5,804
Expenditure (\$m)	814	931	1,095	1,261	1,198	1,283	1,210
Total gross emissions per FTE (t CO ₂ e)	2.13	1.43	0.73	0.70	1.16	0.9	0.9
Total gross emissions per million dollars of expenditure (t CO ₂ e)	13.11	8.53	3.87	3.36	6.09	4.3	4.4

Notes:

The greenhouse gas emissions measurement (emissions data and calculations) has been independently verified against ISO 14064-1:2018 by Toitū Envirocare (Enviro-Mark Solutions Limited).

These emissions results align with the Ministry for the Environment's 2025 Measuring Emissions Guidance, which continues to use the 100-year global warming potentials in the Intergovernmental Panel on Climate Change Fifth Assessment Report. The use of these values is in line with the United Nations Framework Convention on Climate Change, to which the New Zealand Greenhouse Gas Inventory is submitted. Quantifying greenhouse gas emissions is subject to uncertainty because the scientific knowledge and methodologies used to determine the emissions factors and the processes to calculate or estimate quantities of greenhouse gas sources are still evolving.

The 2024/25 emissions inventory includes all emissions sources required by the Carbon Neutral Government Programme.

The 2023/24 reporting period introduced a new methodology for the calculation of domestic air travel emissions because of the availability of improved reporting data (aircraft type) from August 2023. In line with our recalculation policy, a split target has been introduced to ensure reporting against targets captures this methodology change and does not incorrectly attribute an emissions reduction. This has been reflected in the reported percentage change in gross emissions since the base year.

Totals may not add due to rounding.

Appendix 10: Other Updates to Measures – Wording Changes and Target Adjustments

MBIE updates measures and targets to reflect changing priorities within appropriations, ensuring these measures remain aligned with MBIE's strategic goals. See the tables on pages 240 to 245 for measures removed and pages 245 to 253 for other updates to measures. Reasons for other updates include:

- › changes in measures wording: In some cases, the wording of performance measures is refined to better reflect the intent of the appropriation
- › target adjustments: In some cases, performance targets are revised to reflect more realistic expectations based on past performance or changes in resource allocation. These updates allow MBIE to provide more meaningful and achievable benchmarks.

Removed measures table: categories

- a. Change in activity due to change in government priorities
- b. Discontinued – no funding
- c. Other – new reporting location
- d. Other – measure replaced

Change in activity due to change in government priorities					
ID	Outcome	Appropriation	Category/ Standalone appropriation (-)	Performance measures	Comments
1.57	1	Economic Development: Industry Transformation Programme	MCA- overarching measure	Progress the implementation of workstreams and initiatives from agreed industry plans	Change in activity ITPs discontinued in 2022/03 due to change in Government priorities
1.58	1	Economic Development: Industry Transformation Programme	Development, Delivery, and Management of Industry Transformation Plans	Develop a programme-level monitoring and evaluation performance framework for the Industry Transformation Plan programme by 30 June 2024	Change in activity ITPs discontinued in 2022/03 due to change in Government priorities
1.59	1	Economic Development: Industry Transformation Programme	Economic Development: Agritech ITP - Management of the Horticulture Technology Catalyst	Progress on agreed work programme milestones and financial performance and is reported within agreed timeframes	Change in activity ITPs discontinued in 2022/03 due to change in Government priorities
1.60	1	Economic Development: Industry Transformation Programme	Development, Delivery, and Management of Industry Transformation Plans by Partners	Progress the implementation of workstreams and initiatives from agreed industry plans	Change in activity ITPs discontinued in 2022/03 due to change in Government priorities
1.61	1	Economic Development: Industry Transformation Programme	Development, Delivery, and Management of Industry Transformation Plans by Partners	Progress development of a decision-making framework for third-parties to implement Construction Sector Accord initiatives	Change in activity ITPs discontinued in 2022/03 due to change in Government priorities

Change in activity due to change in government priorities

ID	Outcome	Appropriation	Category/ Standalone appropriation (-)	Performance measures	Comments
1.62	1	Economic Development: Industry Transformation Programme	Development, Delivery, and Management of Industry Transformation Plans by Partners	Progress third-party implementation of Construction Sector Accord initiatives, including through industry and agency partners by 30 June 2024	Change in activity, ITPs discontinued in 2022/03 due to change in Government priorities
1.63	1	Economic Development: Industry Transformation Programme	Economic Development: Agritech ITP – Horticulture Technology Catalyst	Percentage of agreed key performance indicators that have been met on time	Change in activity ITPs discontinued in 2022/03 due to change in Government priorities
1.64	1	Economic Development: Supporting Regional Just Transitions	MCA- overarching measure	Support local just transition planning capacity and capability and support initiatives identified by the community	Change in activity Work reduced to honour remaining contracts and due to changes in government priorities, this programme was mostly discontinued
1.65	1	Economic Development: Supporting Regional Just Transitions	Economic Development: Management of Just Transition Programme	Regular reporting is provided to Ministers to keep them updated on just transition processes and includes information on support mechanisms for traditionally disadvantaged groups to be part of just transitions processes	Change in activity Work reduced to honour remaining contracts and due to changes in government priorities, this programme was mostly discontinued
1.66	1	Economic Development: Supporting Regional Just Transitions	Economic Development: Management of Just Transition Programme	Ministers are sufficiently informed to direct the project	Change in activity Work reduced to honour remaining contracts and due to changes in government priorities, this programme was mostly discontinued
1.67	1	Economic Development: Supporting Regional Just Transitions	Economic Development: Support of Regions' Just Transitions	Support Southland to complete the Southland just transition planning process and progress its implementation	Change in activity Work reduced to honour remaining contracts and due to changes in government priorities, this programme was mostly discontinued
1.68	1	Economic Development: Supporting Regional Just Transitions	Economic Development: Support of Regions' Just Transitions	Support Taranaki to complete the Taranaki just transition planning process and progress its implementation	Change in activity Work reduced to honour remaining contracts and due to changes in government priorities, this programme was mostly discontinued
1.69	1	Economic Development: Tupu Tai Internship Programme	-	Number of Tupu Tai agency partnerships	Change in activity Internship programme was paused to enable a comprehensive redesign in alignment with government priorities
1.70	1	Economic Development: Tupu Tai Internship Programme	-	Number of Tupu Tai interns who successfully complete a summer internship	Change in activity Internship programme was paused to enable a comprehensive redesign in alignment with government priorities
1.71	1	Economic Development: Tupu Tai Internship Programme	-	Annual percentage increase in Pacific peoples representation in the public sector's policy workforce (25-34 age group)	Change in activity Internship programme was paused to enable a comprehensive redesign in alignment with government priorities

Change in activity due to change in government priorities

ID	Outcome	Appropriation	Category/ Standalone appropriation (-)	Performance measures	Comments
1.72	1	Employment – Regional Skills Leadership Groups	-	Each region publishes at least one report within the year that sets out on-the-ground labour market information that is not currently collected systematically by central government	Change in activity Due to changes in government priorities, RSLGs were discontinued in January 2024 and the Ministry does not expect further Local Insights Reports
1.73	1	Employment – Regional Skills Leadership Groups	-	Each Regional Skills Leadership Group refreshes/ reaffirms their Regional Workforce Plan annually	Change in activity Due to changes in government priorities, RSLGs were discontinued in January 2024 and the Ministry does not expect further Local Insights Reports
1.80	1	Tourism Facilities MCA	Ngā Haerenga, The New Zealand Cycle Trail Fund	Funding is distributed to Great Rides for cycle trail maintenance, improvements, repairs or extensions, in line with any investment plan. Funding is provided to New Zealand Cycle Trail Incorporated for quality assurance, marketing and promotion of the Great Rides	Change in activity Effective from 2024/25 and outyears. We recommend this performance measure is removed, as it does not provide a meaningful assessment of performance
3.66	3	Commerce and Consumer Affairs: Consumer Advocacy Council for Small Electricity Consumers	-	The Consumer Advocacy Council provides six-monthly reporting to the Minister outlining progress of the agreed work programme	Change in activity
3.68	3	Commerce and Consumer Affairs: Registration and Provision of Statutory Information	-	User satisfaction with the services, tools and support business.govt.nz provides to small businesses	Change in activity as this measure sits in a different MCA now
4.24	4	Energy and Resources: Renewable Energy in Communities and Public and Māori housing MCA	Equity Investments	Percentage of houses surveyed where the electricity bill reduced as a result of renewable energy technology installed	Change in activity Measure removed as the work has been contracted until 2026 and funding has been accrued until the evaluation is completed in 2026
5.46	5	Science, Innovation and Technology: Departmental administration of in-year payments loans 2022-2026	-	The Research and Development Tax Incentive In-Year Payments Loans programme has been successfully established following a procurement process	Change in activity Intention of the appropriation changed after the closure In-Year Payments Loans programme

Discontinued no funding

ID	Outcome	Appropriation	Category/ Standalone appropriation (-)	Performance measures	Comments
1.75	1	Research, Science and Innovation: Wellington Science City	MCA – overarching measure	Programme Business Case produced	Discontinued no funding Due to changes in government priorities, the Wellington Science City programme has been discontinued
1.76	1	Research, Science and Innovation: Wellington Science City	Depreciation, Maintenance and Site Support	% forecast operating funding spent in line with expected programme cost	Discontinued no funding Due to changes in government priorities, the Wellington Science City programme has been discontinued
1.77	1	Research, Science and Innovation: Wellington Science City	Research and Innovation Support	Proposal for Wellington Research Support Hub produced	Discontinued no funding Due to changes in government priorities, the Wellington Science City programme has been discontinued
1.78	1	Science, Innovation and Technology: Digital Technologies Sector Initiatives MCA	Game Development Sector Rebate Capital	Minimum deliverables specified in Funding Agreement achieved by rebate administrator	Discontinued – no funds for 2024/25
2.43	2	Economic Development: Senior Diverse Leaders: Capability Building Pilot	-	Number of partnerships for Mana Moana Pacific leadership programme rollout	Discontinued – no funds for 2024/25
2.44	2	Economic Development: Senior Diverse Leaders: Capability Building Pilot	-	Number of scholarship participants to be successfully enrolled into and commenced in the Public Sector Senior Pacific Leadership Programme	Discontinued – no funds for 2024/25
2.45	2	Policy Advice and Related Services to Ministers MCA (Labour Market)	Policy Advice and Related Services to Ministers – Income insurance	Policy advice is provided to inform Budget decisions and enable Cabinet consideration by 30 June 2022 on whether to implement an income insurance scheme in New Zealand and its design	Discontinued – no funds for 2024/25
3.66	3	Economic Development: Developing a Circular Economy and Bioeconomy Strategy	-	Research to build the evidence base is completed by 30 April 2024	Discontinued – no funds for 2024/25
3.69	3	Economic Development: Operational Support of the Regional Business Partner Network	-	Number of businesses accessing support to improve individual firms and wider business performance at least	Discontinued – no funds for 2024/25
3.73	3	Residential Earthquake-Prone Building Support Services MCA	MCA- overarching measure	Assistance is only provided to owners of earthquake-prone buildings who have met the stated criteria for the relevant scheme or service	Discontinued – no funds for 2024/25
3.74	3	Residential Earthquake-Prone Building Support Services MCA	Earthquake-Prone Building Remediation Support Service	Assistance is only provided to owners of earthquake-prone buildings who have met the stated criteria for the relevant scheme or service	Discontinued – no funds for 2024/25

Discontinued no funding

ID	Outcome	Appropriation	Category/ Standalone appropriation (-)	Performance measures	Comments
3.75	3	Small Business: Business and Wellbeing Support MCA	MCA- overarching measure	The average user star rating of First Steps website content is no less than 4 out of 5 stars	Discontinued – no funds for 2024/25
3.76	3	Small Business: Business and Wellbeing Support MCA	Delivery of business and wellbeing support services	Contractual obligations are met, Governance structures are upheld and regular reporting milestones are met.	Discontinued – no funds for 2024/25
3.77	3	Small Business: Business and Wellbeing Support MCA	Wellbeing Support for businesses	Number of times mental health and well-being resources have been downloaded	Discontinued – no funds for 2024/25
3.78	3	Small Business: Business and Wellbeing Support MCA	Wellbeing Support for businesses	Number of businesses who accessed 'First Steps' website	Discontinued – no funds for 2024/25
3.79	3	Small Business: Digital Enablement of Small Business MCA	MCA- overarching measure	Percentage of Digital Boost trainees very likely or likely to recommend Digital Boost services	Discontinued – no funds for 2024/25
3.80	3	Small Business: Digital Enablement of Small Business MCA	Small Business: Digital Enablement Programme Design, and Management	Successful administration of third-party contracts, including ensuring regular reporting, delivery of milestones and contractual obligations of the Digital Boost Programme are met	Discontinued – no funds for 2024/25
3.81	3	Small Business: Digital Enablement of Small Business MCA	Small Business: Digital Enablement Small Business and Provider Funding and Services	The number of business trainees signing up to the Digital Boost programme, including the Skills Training Platform and/or receiving digital business action plans	Discontinued – no funds for 2024/25
3.82	3	Small Business Enabling Services	Services Supporting Small Business	User satisfaction with B4B insights reports will be at least	Better for Business programme has been disestablished and therefore no survey activity or insights reporting was undertaken
3.83	3	Small Business Enabling Services	Business and Wellbeing Support	Number of times mental health and well-being resources have been downloaded will be at least	Discontinued – no funds for 2024/25
3.84	3	Small Business Enabling Services	Business and Wellbeing Support	The average user star rating of First Steps website content is no less than	Discontinued – no funds for 2024/25
3.85	3	Small Business Enabling Services	Digital Enablement of Small Business	Percentage of Digital Boost trainees very likely or likely to recommend Digital Boost services will be at least	Removed as the Better for Business programme has been disestablished and therefore no survey activity or insights reporting was undertaken
4.23	4	Energy and Resources: Monitoring and Enforcement of an Energy and Emissions Reporting Scheme For Large Energy Users	-	Percentage of large energy-using businesses reporting energy and emissions data to the standards defined in the reporting legislation	Discontinued – no funds for 2024/25
4.11	4	Energy and Resources: Renewable Energy in Communities and Public and Māori housing MCA	Equity Investments	Number of Public Houses and/or communities recruited for the evaluation	Not reported – No funding for 2024/25 and no expenditure

Discontinued no funding

ID	Outcome	Appropriation	Category/ Standalone appropriation (-)	Performance measures	Comments
5.41	5	Communications: Cyber Security Services	-	Percentage of incidents responded to within 4 hours of being received during operating hours (based on the conditions outlined in CERT NZ's operational policies)	Discontinued – no funds for 2024/25
5.41	5	Communications: Cyber Security Services	-	Number of cyber threat landscape reports produced for public consumption	Discontinued – no funds for 2024/25
5.42	5	Communications: Cyber Security Services	-	Year on year increase in consumption of CERT NZ's content and services (measured by web traffic, social media engagement and advisory subscribers)	Discontinued – no funds for 2024/25
5.42	5	Communications: Pacific Cyber Security Initiatives	-	All deliverables are met	Discontinued – no funds for 2024/25
5.43	5	Research, Science and Innovation: Strategic Science Investment Fund MCA	Strategic Science Investment Fund – Capital for Infrastructure	Percentage of contracts that have been monitored and performance assessed within current timeframes	Discontinued – no funds for 2024/25

Other – change in reporting location

ID	Outcome	Appropriation	Category/ Standalone appropriation (-)	Performance measures	Comments
1.74	1	Regional Development: Investment in Crown-owned Companies and their subsidiaries for the Wood Processing Growth Fund	-	The satisfaction of the Crown Regional Holdings Limited Directors with agreed service levels and timeframes	Change in reporting locations. To be reported by the Non-departmental appropriations report by the Minister for Regional Development in the Vote Business, Science and Innovation

Other – replaced or improved measure

ID	Outcome	Appropriation	Category/ Standalone appropriation (-)	Performance measures	Comments
1.81	1	Tourism: Tourism Fund Management		All funds are managed in accordance with processes agreed by Cabinet	This measure was removed to reflect PBE-FRS-48 principles of relevancy, comparability, faithful representation and understandability
1.79	1	Sector Analysis and Facilitation MCA	Tourism Data and Analysis – Tourism	Influence the continuity and improvement of Tier one statistics for Statistics New Zealand	This measure was removed and replaced with two new measures to improve specificity and increase the quality of the measure
2.46	2	Policy Advice and Related Services to Ministers MCA (Labour Market)	Policy Advice and Related Services to Ministers – Workplace Regulation and Safety	Ministers and stakeholders, including tripartite partners, non-government organisations and/or other stakeholders more generally, are satisfied with the quality of support, and representation provided to meet New Zealand's labour-related international commitments	To align with PBE FRS 48 principles for relevancy, comparability, faithful representation, and understandability
2.47	2	Policy Advice and Related Services to Ministers MCA (Labour Market)	Policy Advice and Related Services to Ministers – Workplace Regulation and Safety	Meet New Zealand's International Labour Organization-related commitments through protecting and promoting New Zealand's labour interests, including submitting all required reports and questionnaires within specified timeframes	This measure was removed to bring this category measure in line with the rest of the Policy Advice categories within Vote LM
2.48	2	Policy Advice and Related Services to Ministers MCA (Labour Market)	Policy Advice and Related Services to Ministers – Workplace Regulation and Safety	Provide support to the Ministry of Foreign Affairs and Trade in negotiation of trade labour agreements as part of all free trade agreements, and implemented in accordance with each agreement	This measure was removed to bring this category measure in line with the rest of the Policy Advice categories within Vote LM
3.67	3	Commerce and Consumer Affairs: Consumer Information		Develop three consumer information programmes	To align with PBE FRS 48 principles of faithful representation
3.70	3	Communications: Services for Deaf, Hearing Impaired and Speech Impaired People MCA	MCA- overarching measure	NZ Relay call minutes and service quality levels monitored to ensure the service meets the needs of the users	To align with PBE FRS 48 principles of faithful representation
3.71	3	Police: Administration of the Retail Crime Subsidy Scheme	-	Supplier invoices are paid within 10 business days	To align with PBE FRS 48 principles of relevancy and faithful representation
3.72	3	Police: Administration of the Retail Crime Subsidy Scheme	-	A sample verification is conducted to confirm retailer eligibility self-declarations meet eligibility criteria	To align with PBE FRS 48 principles of relevancy and faithful representation
5.47	5	Science, Innovation and technology: National Research Information System	-	Data infrastructure system is launched by December 2024	Removed – to reflect the next stage of the programme after the first phase is completed as reflected in the previous performance measure
5.48	5	Science, Innovation and technology: National Research Information System	-	Reporting tools are developed and additional funding agencies are on-boarded by December 2024	Removed – to reflect the next stage of the programme after the first phase is completed as reflected in the previous performance measure

Other Updates to Measures – Wording Changes and Target Adjustments Table: Outcome 1

ID	Outcome	Appropriation	Category/ Standalone appropriation (-)	Performance measures	Comments
1.08	1	Economic Development: Tupu Tai Internship Programme	-	Number of interns that agencies have committed to hosting for the Tupu Tai programme	New measure to provide a clear and accurate reflection of the redesign process, supported by the evidence base that informed the programme's redevelopment
1.09	1	Economic Development: Tupu Tai Internship Programme	-	Recommendations for a revised programme delivered and accepted	New measure to provide a clear and accurate reflection of the redesign process, supported by the evidence base that informed the programme's redevelopment
1.20	1	Policy Advice and Related Services to Ministers MCA (Business, Science and Innovation)	Policy Advice and Related Services to Ministers – Tourism and Hospitality	The average quality of policy advice papers, using an appropriately robust assessment process, meets a standard of 'acceptable' as defined by quality advice standards	Updated measure from "Technical quality of policy papers assessed by a survey with methodological robustness of 80%"
1.21	1	Policy Advice and Related Services to Ministers MCA (Business, Science and Innovation)	Policy Advice and Related Services to Ministers – Tourism and Hospitality	The satisfaction of the Minister for Tourism and Hospitality with the policy advice service, as per the common satisfaction survey.	Updated measure to reflect the portfolio name change from "Tourism" to "Tourism and Hospitality"
1.11	1	Regional Development: Operational support	-	Percentage of contract milestone assessments that meet performance targets in the financial year	Revised measure to update the previous measure: "Percentage of contracts monitored against their milestones and reporting requirements". This better reflects active contract management focus on the delivery of projects funded by Kānoa investments
1.36	1	Regional Development: Regional Infrastructure Fund MCA	MCA- overarching measure	Percentage of the Regional Infrastructure Fund committed to projects	New measure for the new MCA appropriation
1.37	1	Regional Development: Regional Infrastructure Fund MCA	Regional Infrastructure Fund - Investigation and Feasibility Studies	Production of advice that supports Ministerial decisions	New measure for the new MCA appropriation
1.38	1	Regional Development: Regional Infrastructure Fund MCA	Regional Infrastructure Fund – Operating	Percentage of RIF fund milestone assessments that meet performance targets in the financial year	New measure for the new MCA appropriation
1.39	1	Regional Development: Regional Infrastructure Fund MCA	Regional Infrastructure Fund – Operating	Percentage of the Regional Infrastructure Fund operating funds committed to projects	New measure for the new MCA appropriation
1.40	1	Regional Development: Regional Infrastructure Fund MCA	Regional Infrastructure Fund – Capital	The satisfaction of the Crown Regional Holdings Limited Directors with agreed service levels and timeframes, on a scale of 1 to 5	New measure for the new MCA appropriation
1.41	1	Regional Development: Regional Infrastructure Fund MCA	Regional Infrastructure Fund – Capital	Percentage of the Regional Infrastructure Fund capital funds committed to projects.	New measure for the new MCA appropriation

Other Updates to Measures – Wording Changes and Target Adjustments Table: Outcome 1

ID	Outcome	Appropriation	Category/ Standalone appropriation (-)	Performance measures	Comments
1.52	1	Science, Innovation and Technology: Digital Technologies Sector Initiatives MCA	Game Development Sector Rebate Scheme	Value of video game development activity supported by the 20% rebate	This Measure has been updated from “Number of eligible businesses applying for the rebate during the year” to better reflect the rate of activities in relation to reflect PBE-FRS-48 principles of relevancy, comparability, faithful representation and understandability
1.47	1	Sector Analysis and Facilitation MCA	Tourism Data and Analysis – Tourism	Number of completed international Visitor Survey interviews per annum to ensure sufficient data quality for reliable tourism insights	This measure was updated from “Influence the continuity and improvement of Tier one statistics for Statistics New Zealand” to improve specificity and increase the quality of the measure
1.48	1	Sector Analysis and Facilitation MCA	Tourism Data and Analysis – Tourism	Percentage of core data releases from International Visitor Survey data delivered on time	This measure was updated from “Influence the continuity and improvement of Tier one statistics for Statistics New Zealand” to improve specificity and increase the quality of the measure
1.16	1	Supporting Regional Just Transitions	MCA- overarching measure	Contracts are monitored through agreed reporting programmes	Revised measure to update the previous performance measure “Support local just transition planning capacity and capability and support initiatives identified by the community”. This was to reflect MBIE’s role of monitoring existing contracts
1.17	1	Supporting Regional Just Transitions	Economic Development: Management of Just Transition Programme	Contracts are monitored through agreed reporting programmes	Revised measure to reflect MBIE’s role of monitoring existing contracts. This replaced the previous two measures of “Regular reporting is provided to Ministers to keep them updated on just transition processes and includes information on support mechanisms for traditionally disadvantaged groups to be part of just transitions processes” & “Ministers are sufficiently informed to direct the project”
1.18	1	Supporting Regional Just Transitions	Economic Development: Support of Regions’ Just Transitions	Percentage of Southland just transition contracts that have been monitored and performance assessed within agreed timeframes	Revised measure to monitor Southland just transition contracts until it finishes. Also to update the budget standard from ‘Achieved’ to a percentage. This measure replaces the previous measure: “Support Southland to complete the Southland just transition planning process and progress its implementation”

Other Updates to Measures – Wording Changes and Target Adjustments Table: Outcome 2

ID	Outcome	Appropriation	Category/ Standalone appropriation (-)	Performance measures	Comments
2.03	2	Departmental Output Cessation Expenses	-	Expenses resulting from cessation of a departmental output are captured accurately and timely within the financial reporting period.	New measure selected in relation to departmental output cessation expenses
2.02	2	Economic Growth: Processing Fast-track Approvals Applications	-	Advice on fast-track applications provided within the timeframes agreed with the recipients of that advice	New measure selected for the recently established appropriation
2.22	2	Policy Advice and Related Services to Ministers MCA (Labour Market)	Policy Advice and Related Services to Ministers - Accident Compensation	The average quality of policy advice papers, using an appropriately robust assessment process, meets a standard of 'acceptable' as defined by quality advice standards	This measure was updated from "Technical quality of policy advice papers assessed by a survey with a methodological robustness of 80%" to reflect PBE FRS-48 principles of relevancy, comparability, faithful representation and understandability
2.27	2	Policy Advice and Related Services to Ministers MCA (Labour Market)	Policy Advice and Related Services to Ministers - Employment	The average quality of policy advice papers, using an appropriately robust assessment process, meets a standard of 'acceptable' as defined by quality advice standards	This measure was updated from "Technical quality of policy advice papers assessed by a survey with a methodological robustness of 80%" to reflect PBE FRS-48 principles of relevancy, comparability, faithful representation and understandability
2.32	2	Policy Advice and Related Services to Ministers MCA (Labour Market)	Policy Advice and Related Services to Ministers - Immigration	The average quality of policy advice papers, using an appropriately robust assessment process, meets a standard of 'acceptable' as defined by quality advice standards	This measure was updated from "Technical quality of policy advice papers assessed by a survey with a methodological robustness of 80%" to reflect PBE FRS-48 principles of relevancy, comparability, faithful representation and understandability
2.37	2	Policy Advice and Related Services to Ministers MCA (Labour Market)	Policy Advice and Related Services to Ministers – Workplace Relations and Safety	The average quality of policy advice papers, using an appropriately robust assessment process, meets a standard of 'acceptable' as defined by quality advice standards	This measure was updated from "Technical quality of policy advice papers assessed by a survey with a methodological robustness of 80%" to reflect PBE FRS-48 principles of relevancy, comparability, faithful representation and understandability

Other Updates to Measures – Wording Changes and Target Adjustments Table: Outcome 3

ID	Outcome	Appropriation	Category/ Standalone appropriation (-)	Performance measures	Comments
3.13	3	Building Policy, Regulation and Advice	Policy Advice and Related Services to Ministers - Building and Construction	The average quality of policy advice papers, using an appropriately robust assessment process, meets a standard of 'acceptable' as defined by quality advice standards	This measure has been updated from "Technical quality of policy advice papers assessed by a survey with a methodological robustness of 80%"
3.14	3	Commerce and Consumer Affairs: Consumer Advocacy Council for Small Electricity Consumers	-	Successful closure of Consumer Advocacy Council - including closure of contracts, CAC website and migration of information onto MBIE website	This measure has been updated from "The Consumer Advocacy Council provides six-monthly reporting to the Minister outlining progress of the agreed work programme"
3.15	3	Commerce and Consumer Affairs: Consumer Information	-	Percentage of adult consumers who know at least a moderate amount about their rights as a consumer	New measure for 2024/25
3.16	3	Commerce and Consumer Affairs: Consumer Information	-	Percentage of consumers who resolve issues successfully	New measure for 2024/25
3.30	3	Commerce and Consumer Affairs: Statutory Management - Du Val Group and others	MCA- overarching measure	The Statutory Managers provide a 6-monthly report that details the progress on advancing money to the Du Val Group in compliance with the Registrar of Companies	New MCA
3.31	3	Commerce and Consumer Affairs: Statutory Management - Du Val Group and others	Statutory Management Du Val Group advances - Fair Value Write-down	The Statutory Managers provide a 6-monthly report that details the progress on advancing money to the Du Val Group in compliance with the Registrar of Companies	New MCA
3.32	3	Commerce and Consumer Affairs: Statutory Management - Du Val Group and others	Statutory Management Du Val Group advances - Impairment of debt	Percentage paid off on all outstanding amounts on fair-value write down	New MCA
3.33	3	Commerce and Consumer Affairs: Statutory Management - Du Val Group and others	Statutory Management Du Val Group advances	Percentage paid off on all outstanding amounts on impairments of debts	New MCA
3.17	3	Insurance Claims Resolution	-	Percentage of users of the New Zealand Claims Resolution Service (NZCRS) that would recommend NZCRS to others	Funding for 2024/25 in Vote Building and Construction moved to the Commerce and Consumer Affairs: Insurance Claims Resolution appropriation
3.34	3	Media and Communications: Services for Deaf, Hearing Impaired and Speech Impaired People MCA	MCA- overarching measure	Minimum percentage of NZ Relay service quality levels met or exceeded	This measure was selected to reflect PBE-FRS-48 principles of faithful representation
3.28	3	Police: Administration of the Retail Crime Subsidy Scheme	-	Minimum percentage of retailer applications which are checked to confirm retailer eligibility self-declarations meet eligibility criteria	This measure was selected to reflect PBE-FRS-48 principles of relevancy and faithful representation
3.29	3	Police: Administration of the Retail Crime Subsidy Scheme	-	Supplier invoices for completed Fog Cannon installations with no queries or errors are paid within 10 business days	This measure was selected to reflect PBE-FRS-48 principles of relevancy and faithful representation

Other Updates to Measures – Wording Changes and Target Adjustments Table: Outcome 3

ID	Outcome	Appropriation	Category/ Standalone appropriation (-)	Performance measures	Comments
3.39	3	Policy Advice and Related Services to Ministers MCA	Policy Advice and Related Services to Ministers - Commerce and Consumer Affairs	The average quality of policy advice papers, using an appropriately robust assessment process, meets a standard of 'acceptable' as defined by quality advice standards	This measure was updated from "Technical quality of policy advice papers assessed by a survey with a methodological robustness of 80%" to reflect PBE FRS-48 principles of relevancy, comparability, faithful representation and understandability
3.45	3	Policy Advice and Related Services to Ministers MCA	Policy Advice and Related Services to Ministers – Media and Communications	The satisfaction of the Minister of Media and Communications with the policy advice service, as per the common satisfaction survey	This measure replaces the measure "The satisfaction of the Minister for the Digital Economy and Communications with the policy advice service, as per the common satisfaction survey" because of the portfolio name change
3.46	3	Policy Advice and Related Services to Ministers MCA	Policy Advice and Related Services to Ministers – Media and Communications	The average quality of policy advice papers, using an appropriately robust assessment process, meets a standard of 'acceptable' as defined by quality advice standards	This measure was selected to reflect PBE-FRS-48 principles of relevancy, comparability, faithful representation and understandability
3.51	3	Policy Advice and Related Services to Ministers MCA	Policy Advice and Related Services to Ministers – Small Business and Manufacturing	The satisfaction of the Minister for Small Business and Manufacturing with the policy advice service, as per the common satisfaction survey	This measure replaces the measure "The satisfaction of the Minister for Small Business with the policy advice service, as per the common satisfaction survey" because of the portfolio name change
3.52	3	Policy Advice and Related Services to Ministers MCA	Policy Advice and Related Services to Ministers – Small Business and Manufacturing	The average quality of policy advice papers, using an appropriately robust assessment process, meets a standard of 'acceptable' as defined by quality advice standards	This measure replaces the measure "Technical quality of policy advice papers assessed by a survey with a methodological robustness of 80%"
3.58	3	Small Business Enabling Services MCA	Services Supporting Small Business	Minimum number of businesses registered to receive eInvoices	Measure standard updated from "19,500" to "52,000"
3.59	3	Small Business Enabling Services MCA	Services Supporting Small Business	Minimum number of new services on the Business Connect Platform	Measure standard updated from "22" to "45"
3.61	3	Small Business Enabling Services MCA	Services Supporting Small Business	Annual number of users to business.govt.nz website and tools will be no less than	Measure standard updated from "1,500,000" to "2,000,000"
3.62	3	Small Business Enabling Services MCA	Digital Enablement of Small Business	Successful closure of Digital Boost programme, including transfer of all Intellectual Property to MBIE and making training assets available through MBIE communication channels	This measure replaces the measure "Percentage of Digital Boost trainees very likely or likely to recommend Digital Boost services will be at least as the Better for Business programme has been disestablished and therefore no survey activity or insights reporting was undertaken
3.64	3	Small Business Enabling Services MCA	Services to Support the Growth and Development of New Zealand Businesses	Minimum number of businesses accessing support to improve individual firms and wider business performance	This measure replaces the measure "Number of businesses accessing support to improve individual firms and wider business performance at least"

Other Updates to Measures – Wording Changes and Target Adjustments Table: Outcome 4

ID	Outcome	Appropriation	Category/ Standalone appropriation (-)	Performance measures	Comments
4.08	4	Energy and Resources: Renewable Energy in Communities and Public and Māori housing MCA	MCA- overarching measure	Number of Projects contracted by 30 June 2024	Measure standard updated from “40” to “50”
4.07	4	Energy and Resources: Supporting Decommissioning of Oil Fields	MYA	The work on plugging and abandoning Tui wells is completed by 30 June 2025	This measure replaces the existing measure “Number of milestones being assessed and completed by 30 June 2023 and by 30 June 2024”
4.12	4	Policy Advice and Related Services to Ministers MCA	Policy Advice and Related Services to Ministers - Energy	The average quality of policy advice papers, using an appropriately robust assessment process, meets a standard of ‘acceptable’ as defined by quality advice standards	This measure replaces the existing measure “Technical quality of policy advice papers assessed by a survey with a methodological robustness of 80%. To reflect PBE-FRS-48 principles of relevancy, comparability, faithful representation and understandability. Also portfolio was split from “Energy and Resources” into two separate portfolios “Energy” & “Resources”
4.13	4	Policy Advice and Related Services to Ministers MCA	Policy Advice and Related Services to Ministers - Energy	The satisfaction of the Minister for Energy with the policy advice service, s per the common satisfaction survey.	Slight grammatical change from the word “of” to “for”
4.18	4	Policy Advice and Related Services to Ministers MCA	Policy Advice and Related Services to Ministers - Resources	The average quality of policy advice papers, using an appropriately robust assessment process, meets a standard of ‘acceptable’ as defined by quality advice standards	This measure replaces the existing measure “Technical quality of policy advice papers assessed by a survey with a methodological robustness of 80%. To reflect PBE-FRS-48 principles of relevancy, comparability, faithful representation and understandability
4.19	4	Policy Advice and Related Services to Ministers MCA	Policy Advice and Related Services to Ministers - Resources	The satisfaction of the Minister for Resources with the policy advice service, as per the common satisfaction survey.	Slight grammatical change from the word “of” to “for”

Other Updates to Measures – Wording Changes and Target Adjustments Table: Outcome 5

ID	Outcome	Appropriation	Category/ Standalone appropriation (-)	Performance measures	Comments
5.14	5	Policy Advice and Related Services to Ministers MCA	Policy Advice and Related Services to Ministers – Economic Development	The average quality of policy advice papers, using an appropriately robust assessment process, meets a standard of ‘acceptable’ as defined by quality advice standards	This measure replaces the measure “Technical quality of policy advice papers assessed by a survey with a methodological robustness of 80%”
5.15	5	Policy Advice and Related Services to Ministers MCA	Policy Advice and Related Services to Ministers – Economic Development	The satisfaction of the Minister for Economic Growth with the policy advice service, as per the common satisfaction survey	This measure replaces the measure “The satisfaction of the Minister for Small Business with the policy advice service, as per the common satisfaction survey”. The measure was updated earlier than the category core data name from the portfolio ‘Economic Development’ to ‘Economic Growth’

Other Updates to Measures – Wording Changes and Target Adjustments Table: Outcome 5

ID	Outcome	Appropriation	Category/ Standalone appropriation (-)	Performance measures	Comments
5.20	5	Policy Advice and Related Services to Ministers MCA	Policy Advice and Related Services to Ministers – Science, Innovation and Technology	The average quality of policy advice papers, using an appropriately robust assessment process, meets a standard of 'acceptable' as defined by quality advice standards	This measure replaces the measure "Technical quality of policy advice papers assessed by a survey with a methodological robustness of 80%"
5.21	5	Policy Advice and Related Services to Ministers MCA	Policy Advice and Related Services to Ministers – Science, Innovation and Technology	The satisfaction of the Minister of Science, Innovation and Technology with the policy advice service, as per the common satisfaction survey	Portfolio name change from "Research, Science and Innovation" to "Science, Innovation and Technology"
5.05	5	Public Service: Property Management within the State Sector	-	Percentage of lease approvals that demonstrated a consideration of surplus space	This measure was selected to reflect PBE-FRS-48 principles of relevancy, comparability, faithful representation and understandability
5.06	5	Public Service: Property Management within the State Sector	-	Ratio of agency sqm that is co-located or co-tenanted against total office accommodation portfolio size	This measure was selected to reflect PBE-FRS-48 principles of relevancy, comparability, faithful representation and understandability
5.07	5	Science, Innovation and Technology: Departmental administration of in-year payments loans 2022-2026	-	Percentage of outstanding loans (by loan value) is recovered	This measure replaced the existing measure "The Research and Development Tax Incentive In-Year Payments Loans programme has been successfully established following a procurement process" as the intention of the appropriation changed after the closure In-Year Payments Loans programme
5.09	5	Science, Innovation and Technology: National Research Information System		The research information system (NZRIS) proof of concept is validated, demonstrating that it meets all functional requirements and gains approval to proceed	This measure is new as moved into the next phase (need more context from the Business)
5.10	5	Science, Innovation and Technology: Prime Minister's Science, Innovation and Technology Advisory Council		The Prime Minister's Science, Innovation and Technology Council is established by 30 June 2025	Change in activity Measure selected to reflect scope and intention for funding
5.11	5	Space: Space Regulator Capability	-	Launch licensing capability system testing commissioned by 30 June 2025	New performance measure selected for the initial stage of this new appropriation

Acronyms

ACC	Accident Compensation Corporation	kt CO ₂ -e	kilotonnes of carbon dioxide equivalent
AEP	Accredited Employers Programme	LGBTQI+	Lesbian, gay, bisexual, transgender, queer/questioning, intersex and more
AEWV	Accredited Employer Work Visa	MBIE	Ministry of Business, Innovation and Employment
AI	artificial intelligence	MCA	multi-category appropriation
AIP	Active Investor Plus	MFAT	Ministry of Foreign Affairs and Trade
ASA	average speed to answer	MJ	megajoule
BWOF	building warrant of fitness	MPI	Ministry for Primary Industries
CRHL	Crown Regional Holdings Limited	MSD	Ministry of Social Development
DEI	diversity, equity and inclusion	MYA	multi-year appropriation
DPMC	Department of the Prime Minister and Cabinet	NBS	New Building Standard
CXI	Customer Experience Index	NEET	not in employment, education or training
EAP	Employee Assistance Programme	NZBN	New Zealand Business Number
EMBC	Emergency Management and Business Continuity	NZCRS	New Zealand Claims Resolution Service
FDI	foreign direct investment	NZD	New Zealand Dollar
FTE	full-time equivalent	NZeTA	New Zealand Electronic Travel Authority
GDP	gross domestic product	NZ GAAP	New Zealand generally accepted accounting practice
GHG	greenhouse gas	NZIER	New Zealand Institute of Economic Research
GST	goods and services tax	NZTE	New Zealand Trade and Enterprise
GWh	gigawatt hour	OECD	Organization for Economic Co-operation and Development
HUD	Ministry for Housing and Urban Development	PBE	public benefit entity
ICT	information and communications technology	PBE FRS	Public Benefit Entity Financial Reporting Standard
INZ	Immigration New Zealand	PBE IPSAS	Public Benefit Entity International Public Sector Accounting Standard
IPONZ	Intellectual Property Office of New Zealand	PJ	petajoule
IVL	International Visitor Conservation and Tourism Levy		

PLA	permanent legislative authority
PRO	public research organisation
R&D	research and development
RIF	Regional Infrastructure Fund
SLT	Senior Leadership Team
SNZ	Stats NZ
SSIF	Strategic Science Investment Fund
TAS	Temporary Accommodation Service
t CO ₂ e	tonnes carbon dioxide equivalent

Glossary of terms

Outcome

The outcome describes what we are trying to achieve and what this looks like.

Intermediate outcome

The intermediate outcome describes the outcome in more detail.

Gross domestic product (GDP)

The total value of goods produced and services provided in a country during one year.

Departmental expenses

Expenses incurred by MBIE in delivering services and functions on behalf of the Government.

Non-departmental expenses

Expenses incurred by entities other than MBIE in delivering services and functions on behalf of the Government.

Types of expenses

Output

A term for goods, services or functions purchased by the Government. Outputs include policy advice, administration of contracts and the provision of specific services.

Other expense

A term for operating expenses that are not outputs, such as interest expenses and grants.

Appropriation

An appropriation is a sum of money allocated for a particular use. It includes a description of what is being purchased, why it is being purchased and how performance will be assessed. It authorises Ministers to consume public resources and ensures Parliament knows how money will be spent and that government is held accountable for the spending.

Types of appropriations

Annual appropriation

This is the most common type of appropriation and is limited to one financial year, consistent with the annual Budget cycle.

MCA – multi-category appropriation

Multi-category appropriations consist of two or more categories of spending within a single appropriation that contribute to the same overarching purpose.

MYA – multi-year appropriation

Multi-year appropriations allow expenses or capital expenditure to be incurred during a specified period of no more than five financial years. MYAs are generally used where uncertainties or dependencies are likely to affect when costs are incurred (eg, milestone payments for a multi-year project).

PLA – permanent legislative authority

Permanent appropriations are authorised by legislation other than an appropriation Act and continue in effect for an indefinite period. Generally, the authorising legislation will impose limits on the scope of the appropriation and not its amount.

Main estimates

The main estimates are the Government's approved set of appropriations for a year. They are approved and published before the start of the financial year to which they relate.

Supplementary estimates

The supplementary estimates are the Government's approved changes to appropriations within a financial year and supersede the information in the main estimates for that year.



Te Kāwanatanga o Aotearoa
New Zealand Government

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