



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

---

# Statement of Intent

→ 2013–2016

---



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

ISBN 978-0-478-41331-1 (PRINT)  
ISBN 978-0-478-41332-8 (ONLINE)

---

# Contents

---

01	Ministers' foreword . . . . .	2
02	Ministerial statement of responsibility . . . . .	3
03	Chief Executive's foreword . . . . .	4
04	Chief Executive's statement of responsibility . . . . .	5
05	Strategic direction . . . . .	6
06	What we will do to achieve our outcomes and targets . . . . .	10
07	Building an integrated and high-performing organisation . . . . .	19
08	Asset management and performance . . . . .	22
09	Managing in a changeable operating environment . . . . .	23
10	Nature and scope of functions . . . . .	24
11	Appendix A: Performance indicators – key and supporting indicators by outcome . . . . .	27
12	Appendix B: Outcome linkages . . . . .	34

# 01

## Ministers' foreword



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

We are doing this by building a more competitive and productive economy, supporting the Christchurch rebuild, delivering better public services, and responsibly managing the government's finances.

The Ministry of Business, Innovation and Employment makes a key contribution to these goals.

The Ministry's formation in July 2012 has consolidated related business-facing functions and created new opportunities for delivering policies and services to advance New Zealand's prosperity and wellbeing.

We expect the Ministry to utilise these opportunities to the full. This will involve building closer relationships and partnerships with business and other government agencies, and demonstrating leadership, so that all key players are pulling in the same direction.

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

**Hon Steven Joyce**

Minister for Tertiary Education, Skills and Employment  
Minister of Science and Innovation  
Minister for Economic Development  
Minister Responsible for the Ministry

**Rt Hon John Key**

Minister of Tourism

**Hon Judith Collins**

Minister for ACC

**Hon Dr Nick Smith**

Minister of Housing

**Hon Amy Adams**

Minister for Communications and Information  
Technology

# 02

## Ministerial statement of responsibility



I am satisfied that the information on future operating intentions provided by my Ministry in this Statement of Intent and the Information Supporting the Estimates is in accordance with the Public Finance Act 1989 and is consistent with the policies and performance expectations of the Government.

**Hon Steven Joyce**

Responsible Minister for the Ministry of Business, Innovation and Employment

May 2013

**Hon Craig Foss**

Minister of Commerce  
Minister of Consumer Affairs

**Hon Simon Bridges**

Minister of Energy and Resources  
Minister of Labour

**Hon Maurice Williamson**

Minister for Building and Construction

**Hon Michael Woodhouse**

Minister of Immigration

**Hon John Banks**

Minister for Small Business

# 03

## Chief Executive's foreword



### **Our proposed purpose is to grow New Zealand for all.**

We believe it is important that we work towards economic growth that delivers better outcomes for all New Zealanders.

This means growth that is sustainable and not at the cost of our environment or our workers.

We will achieve growth for all by helping businesses to be more productive and internationally competitive, and by increasing opportunities for all New Zealanders to participate in the economy.

To achieve our purpose we have developed a set of ambitious targets, which are outlined in this Statement of Intent.

Everyone, including government agencies, local government, businesses and individuals, will need to work together if we are to secure a significant and sustained improvement in New Zealand's economic performance.

The Ministry of Business, Innovation and Employment will lead this effort by:

- › providing coherent, integrated advice to government
- › aligning the innovation and skills systems to support economic growth
- › enabling a more effective regulatory environment for business
- › improving service delivery for businesses and other customers
- › focusing on results and priorities.

Our size and scope will allow us to move resources to critical areas as needed, draw links across a wide variety of policy and operational activities, and work more closely with our Crown entity partners.

We can also expand and deepen our understanding of businesses and markets and use our extensive presence across New Zealand and around the world to make and leverage connections.

Our aspirations are reflected in our Māori identity *Hikina Whakatutuki* – an English translation of which is “*lifting to make successful*”.

This Statement of Intent sets out our plans for taking advantage of these new leadership opportunities and achieving these aspirations.

I have confidence that we have the people to deliver these plans in a way that will make a significant difference to the prosperity and wellbeing of all New Zealanders.

**David Smol**

Chief Executive, Ministry of Business, Innovation and Employment

# 04

## Chief Executive's statement of responsibility



In signing this statement, I acknowledge that I am responsible for the information in the *Statement of Intent* for the Ministry of Business, Innovation and Employment. This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriation (2013/14 Estimates) Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.

**David Smol**

Chief Executive  
Ministry of Business, Innovation and Employment

May 2013

**Mark Dwight**

Chief Financial Officer  
Ministry of Business, Innovation and Employment

May 2013

# 05

## Strategic direction

### Challenges and opportunities

The global economy is rapidly changing. Economies are becoming more interconnected. Trade in services is increasing in importance. Economic wealth and influence is shifting towards emerging economies, particularly in Asia. Competition is intensifying for skilled labour, capital and resources. As the global population grows, environmental and social issues are gaining more focus.

In the short to medium term, the global economic outlook remains fragile and uncertain.

Growing New Zealanders' incomes within this challenging global environment requires improvements in the economy's use of labour. New Zealand's labour productivity and its past growth are lower than those in many other OECD countries.

Factors influencing productivity include the overall quality of the business environment, the extent to which we are linked into the global economy, access to the necessary capital and skills, and our levels of innovation.

New Zealanders' incomes can also be grown by increasing employment and helping all people and communities to participate in, and benefit from, economic success.

The factors limiting these opportunities include low skill levels and work participation rates in some sections of the population, the impact of the Canterbury earthquakes, housing affordability, and unacceptably high rates of work-related deaths and injuries.

The creation of the Ministry of Business, Innovation and Employment provides a unique opportunity for tackling these issues by:

- › bringing together previously dispersed policy advice responsibilities, resulting in more coherent, integrated advice to government
- › facilitating greater alignment and effectiveness of the innovation and skills systems to support economic growth
- › enabling a more effective regulatory environment and improved service delivery for businesses and other customers
- › building critical mass and expertise to provide a stronger focus on priorities and delivering results.

### Ministerial expectations

The Ministry will make a substantial contribution to the Government's goals of building a more competitive and productive economy, delivering better public services, and rebuilding Christchurch.

#### **MORE COMPETITIVE AND PRODUCTIVE ECONOMY**

We will co-lead (with The Treasury) work on developing and implementing the Government's Business Growth Agenda to support growth, create jobs and improve standards of living. We will implement all agenda initiatives that fall within our direct responsibilities.

In particular, we will work with Te Puni Kōkiri to support the Māori Economic Development Strategy and Action Plan, He Kai Kei Aku Ringa. This plan is designed to boost Māori economic performance and benefit all New Zealanders.

We are responsible for overseeing the action plan, which recommends a series of actions that Māori, government and the private sector can all deliver on.



## BETTER PUBLIC SERVICES

We will support the goal of better public services by leading all-of-government work to:

- › make public services for business faster, integrated, online and better fitted to customer needs (which is one of the Government's 10 key Better Public Services results)
- › improve the performance of, and value from, government's purchasing of goods and services.

We will also improve our services and deliver on Ministers' overall expectations for our organisation.

## REBUILDING CHRISTCHURCH

We will contribute to rebuilding Christchurch by supporting the Canterbury Earthquake Recovery Authority across its Christchurch revitalisation work-streams.

## What we are seeking to achieve

### PURPOSE

Our proposed purpose is to grow New Zealand for all.

In the coming year, we will refine and confirm our purpose and the targets that are set out below, as we build an integrated organisation, engage with stakeholders and learn from experience.

### OUTCOMES

We intend to achieve our proposed purpose by:

- › helping businesses to become more productive and internationally competitive
- › increasing opportunities for all New Zealanders to participate in the economy.

These outcomes are mutually supportive as successful businesses create new opportunities for economic participation while increased participation supports further business success.

Both outcomes are crucial for sustainable growth.

### TARGETS

Our proposed primary target is to increase the real average household incomes of New Zealanders by 40 per cent by 2025. This would mean a rise in real household weekly income from around \$1,600 to around \$2,200.

We have three supporting targets that will help us to achieve growth for all by 2025. These targets are:

- › more competitive businesses, reflected in a doubling in labour productivity growth to 2 per cent per year and an increase in exports to 40 per cent of gross domestic product
- › job opportunities for all, reflected in unemployment falling below 4 per cent
- › improved housing affordability, reflected in a lower ratio of income to housing costs.<sup>1</sup>

These targets reflect the challenges facing New Zealand. We need a significant and sustained improvement in New Zealand's economic performance to address them. Our targets reflect our unique role within government but have clear interdependencies with those of other agencies.

### INTERMEDIATE OUTCOMES

To achieve growth for all and deliver on ministerial expectations, we will seek to achieve the following intermediate outcomes:

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

### PRIORITIES

Our priorities to achieve the intermediate outcomes and related key performance indicators are summarised on page nine.

We will monitor and amend these priorities to ensure we remain focused on the activities that will contribute most towards achieving our purpose, targets and outcomes. A full set of the key and supporting indicators is in Appendix A.

1. We are considering how best to measure housing affordability. (Refer to page 27)

## How we will work

Our targets are ambitious and cannot be achieved by the Ministry alone. They require us to work in a way that optimises our size and scope and takes advantage of our strengths.

We will work in a way that enables us to expand and deepen our understanding of businesses and markets and to use our extensive presence across New Zealand and around the world to make and leverage domestic and global connections.

We will also work much more collaboratively, in particular with our Crown entity partners and other government agencies; local government; businesses; industry, sector, union and employer groups; consumer groups; Māori leaders; and scientists.

We will put a much greater focus on building our links with the business community, and deepening our understanding of its concerns and priorities.

We will also increase our effectiveness at engaging with, and delivering advice and services to, Māori.

Appendix B contains additional information on the organisations with which we will seek to collaborate in each of our areas of work.

Further information on how we will work is in the section *Building an integrated and high-performing organisation* (page 19).

## How we will measure and demonstrate our progress and success

The ultimate measure of our success will be clear progress towards our purpose and targets.

The key performance indicators that we will use to measure and assess our progress are in the section *What we will do to achieve these outcomes and targets* (page 10).

The full set of the key and supporting indicators is in Appendix A.

As our intended results are long term, we expect to see progress on these indicators over a period of some years. Progress will also depend on many external factors.

Over the 2013–2016 timeframe of this Statement of Intent, we aim to establish a sound foundation for these long-term results to be achieved.

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

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

## How we will improve our cost-effectiveness

Machinery of government and business model changes have already improved our cost-effectiveness. In particular, the formation of the Ministry will result in estimated savings of \$7 million a year.

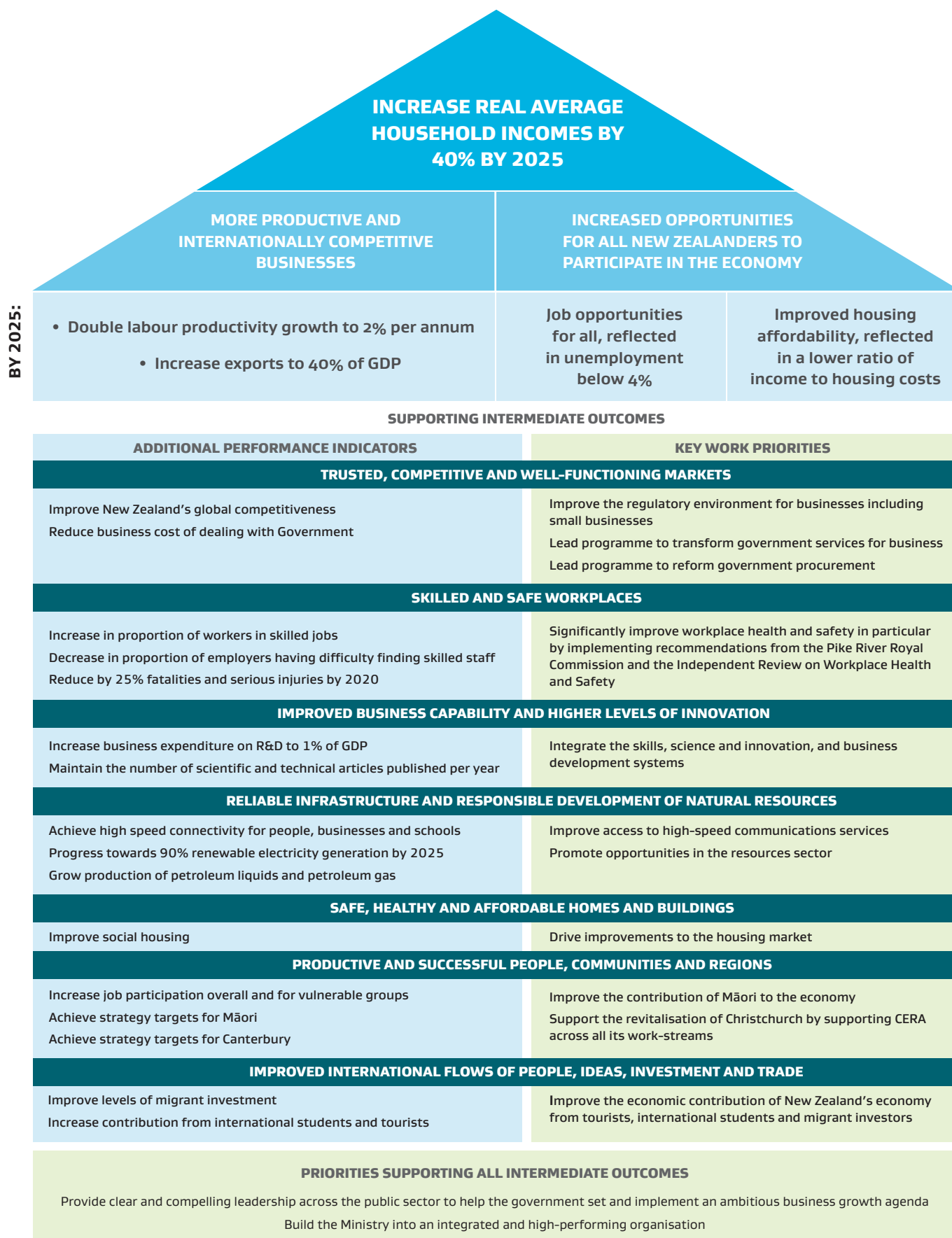
We will be looking for further opportunities to improve our cost-effectiveness by sharpening the focus of our strategy; exploiting all synergies; and integrating related thinking, systems and approaches.

We will integrate and streamline our corporate services. We will make decisions on rationalising information and communications technology, human resources, payroll, document management, and financial management information systems this year. We will aim to largely complete our organisational integration by June 2014.

We will improve the cost-effectiveness of overall government expenditure through our functional leadership on procurement and active participation in all-of-government initiatives to develop greater sharing of corporate services.

We will also continue to use evaluation and stakeholder assessment to ensure all our major programmes, regulation and services are cost-effective and focused on contributing to our purpose and targets.

## Grow New Zealand for all



Note: CERA = Canterbury Earthquake Recovery Authority; GDP = gross domestic product; R&D = research and development.

# 06

## What we will do to achieve our outcomes and targets



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

The work we will lead on the Business Growth Agenda will make an overarching contribution to our outcomes, targets and purpose by delivering more than 300 initiatives addressing business growth and economic participation.

The initiatives we will focus on, in addition to pursuing the leadership work and delivering our core business-as-usual functions, are summarised below. Key indicators are included and supporting indicators set out in Appendix A.

### **Trusted, competitive and well-functioning markets**

Well-functioning markets provide the most efficient and effective way of allocating resources to where they will generate the best economic return. However, unregulated markets do not always function perfectly. Regulation is also necessary in some areas to achieve social or environmental benefits.

We will improve the regulatory environment and market framework for businesses including improving the performance of the labour market, capital markets and product markets.

Our work to make the labour market work more effectively will focus on ensuring fair standards for employment are established and met in a way that also enables the market to operate flexibly to increase employment and productivity. This work will include supporting legislative change to:

- › extend the rights of employees to request flexible working arrangements
- › make collective bargaining provisions more efficient and effective at resolving disputes while retaining sufficient protection for employees.

We will support work to improve the efficiency and effectiveness of the Employment Relations Authority and the Remuneration Authority.

To improve the performance of capital markets we will work with other agencies to help to ensure the effective implementation of all the initiatives

highlighted in the Business Growth Agenda progress report *Building Capital Markets*. These initiatives are focused on ensuring New Zealand's capital markets allow businesses to efficiently access the capital they need to grow, and enable investors to achieve their financial goals.

The initiatives fall into six key areas:

- › developing better regulation to lift confidence in New Zealand's financial markets
- › increasing New Zealand's national saving rate
- › encouraging efficient private capital markets
- › strengthening public equity markets
- › supporting early-stage and growth capital markets
- › improving the management of Crown capital.

The initiatives also include work to attract foreign investment. This will both improve the performance of New Zealand's capital markets and support achievement of our intermediate outcome Improved international flows of people, ideas, investment and trade.

The better regulation initiatives will include working with the Financial Markets Authority to successfully implement financial market reform, so the Authority can promote and facilitate the development of financial markets that are fair, efficient and transparent.

We will review Kiwisaver default arrangements to ensure they are delivering the best outcomes for Kiwisaver members who do not actively select a Kiwisaver provider.

Our work to improve the performance of product markets will include supporting legislative change to:

- › enable pro-competitive collaboration between firms while deterring anti-competitive cartel conduct
- › strengthen the company registration system and reduce compliance costs for medium-sized companies preparing financial reports
- › strengthen consumer law, simplify business compliance, promote responsible lending practices and reduce negative credit practices.

We will also:

- › work with the Commerce Commission, industry and consumer groups to ensure businesses and consumers are aware of, and understand, the changes to consumer laws

- › promote the development and use of best practice schemes to resolve disputes between consumers and traders
- › ensure a well-functioning approach to national standards that meets business and consumer needs, enhances productivity, facilitates trade and promotes innovation.

Our work to improve the performance of markets generally will include:

- › continuing to identify and remedy regulations that are unnecessary, are ineffective or impose excessive costs on business
- › supporting the efforts of the Small Business Development Group to identify laws that are unnecessarily impairing the performance of small businesses
- › ensuring the impact of new policies and regulations on small businesses are taken into account, drawing on advice from the Small Business Development Group
- › ensuring best practice regulation and high-performing regulators across all the regulatory functions for which we are responsible.

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

These information, advice, resolution, and regulatory services include:

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

New Zealand already ranks well internationally for ease of doing business. However, scope exists for further improvement. We will contribute to this by leading all-of-government work to make government services for business faster, online, integrated and better fitted to customer needs. This is one of the Government's 10 key Better Public Services results.

This all-of-government work will establish a one-stop online shop for public services for business, and reduce business costs from dealing with government.

Our action plan for this work includes:

- › creating a shared 'front door' for government services
- › increasing digital delivery of services
- › sharing information, so businesses only have to tell government once
- › establishing common core service standards and common performance measures
- › consolidating government functions
- › establishing new, highly targeted and integrated services
- › making it easier for businesses to understand what they need to do to comply with regulations.

Small businesses face particular challenges when dealing with government. We will ensure their needs and perspectives are taken into account. This will include making it easier for them to find government information and transact with government.

We will also support the efforts of the new Small Business Development Group to identify ways to enhance government agency responsiveness.

We will continue to lead work to improve government procurement practices and make government processes for contracting with businesses simpler and clearer. This work has already led to substantial savings. We will expand its scope to put more emphasis on developing procurement capability and capacity, initially across the public service and then the wider state sector.

#### Key Indicators



An improvement in New Zealand's global competitiveness index rating in World Economic Forum Global Competitiveness reports

A reduction in business costs from dealing with government

## Skilled and safe workplaces

Successful businesses operating in the competitive global economy need skilled people who can create and deliver high-value products and services and sell them to the world.

We will improve access to these skills by working with other agencies to develop and implement an integrated approach to the overall development and use of human capital. This will include linking employment and labour market policies, skills and training, and immigration interventions, so people and their skills are matched to business needs.

We will also work with other agencies to ensure effective implementation of all the initiatives to develop, attract, retain and utilise skills that are set out in the Business Growth Agenda progress report *Building Skilled and Safe Workplaces*. These initiatives fall into the following key areas:

- › lifting the achievement of young people
- › strengthening tertiary education
- › developing vocational education and training that lifts skills
- › moving people off benefits and into paid work
- › making the job market more responsive in matching New Zealanders to jobs
- › attracting skilled migrants and investors.

Our work on the last of these points is summarised in the section Improved international flows of people, ideas, investment and trade (page 17).

As the progress report *Building Skilled and Safe Workplaces* says, safe workplaces are fundamental to improving productivity as well as protecting workers from harm.

We will strengthen the delivery of our health and safety services to make workplaces safer. This work will include establishing and supporting a stand-alone agency with a dedicated focus on workplace health and safety regulation. It will also include implementing the other recommendations of the Royal Commission on the Pike River Coal Mine Tragedy.

The Government is preparing a response to further recommendations from the Independent Taskforce on Workplace Health and Safety. We will implement this response, as well as initiatives to improve results in priority sectors and support the safe rebuilding of Christchurch.

We will provide policy advice to support the initiatives that the Accident Compensation Corporation is pursuing to:

- › improve public trust and confidence in its work
- › improve management and security of private information
- › provide high-quality services for clients
- › deliver operational improvements
- › improve processes for resolving disputes
- › renew the injury prevention strategy.

#### Key Indicators



An increase in the proportion of workers in skilled jobs

A decrease in the proportion of employers who find it harder to get skilled staff

A reduction in workplace fatalities and serious injuries of at least 10% by 2016 and 25% by 2020

## Improved business capability and higher levels of innovation

We will continue to develop and implement initiatives to help businesses and key sectors build their capability and realise their full potential. This will include preparing and publishing a regular analysis of the economic performance of key sectors to highlight critical business environment issues at a sectoral level and shape the future economic agenda.

Our additional work with the telecommunications, energy, building and construction, and tourism sectors is summarised under subsequent headings.

Business performance depends on successful innovation. Innovation improves competitiveness, drives productivity growth and boosts exports by introducing new or improved products, processes or methods into the economy.

A strong science system contributes know-how for economic growth, helps us to identify and manage risks in the natural world, and provides skilled researchers and workers for an innovation economy. We will support the research, science and technology sector to achieve these outcomes for New Zealand.

We will particularly provide this support by working with other agencies to implement all the initiatives in the Business Growth Agenda progress report *Building Innovation*. These initiatives fall into the following key areas:

- › boosting public science investment
- › strengthening research institutions
- › developing innovation infrastructure
- › encouraging business innovation
- › growing the innovation workforce
- › improving intellectual property settings
- › building international linkages.

We will also take a more integrated view of the government's overall investment in science, innovation, skills, training and business development to ensure it is aligned, efficient and effective in supporting business and societal objectives.

Our work to boost public science investment will include implementing the National Science Challenges, which aim to focus effort more sharply on the challenges and opportunities of greatest national significance for New Zealand. Our work will also include the broader development and implementation of a simpler system for investing in science and innovation.

Our work to strengthen research institutions will include ensuring the right incentives and funding are in place to improve their ability to undertake relevant and high-quality research and, where appropriate, to commercialise this research to create value for New Zealand.

Our work to encourage business innovation will include supporting Callaghan Innovation's work with firms in the high-tech manufacturing and services sectors to provide them with technical solutions, help develop their workers' skills and facilitate network development.

#### Key Indicators



An increase in business expenditure on research and development with a long-term aim of this increasing to at least 1% of gross domestic product

Maintain the outputs of the science system above the 10-year average of 728 scientific and technical articles per million population per year<sup>2</sup>

2. This indicator is used internationally as a measure of science quality. As has been done in other countries, we will continue to develop measures of science outcomes that can be used instead of this indicator.



## Reliable infrastructure and responsible development of natural resources

Reliable and efficient infrastructure networks and services (such as transport, energy, telecommunications and water networks and services) are vital to a well-running economy. They enable the movement of people, goods and information, service households, and underpin our overall quality of life.

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

Telecommunications networks and services must also be secure, resilient and keep up with rapid technological change. We will enhance this security and resilience and ensure the legislative framework is kept up to date.

We will provide scope for innovation by making spectrum available for new wireless technologies.

Secure energy supplies are equally essential for business success and individual wellbeing.

We will work with other agencies to implement the New Zealand Energy Strategy 2011–2021. This strategy aims to enable New Zealand to make the most of its abundant energy potential through the environmentally responsible development and efficient use of its diverse energy resources.

We will assess risks to the supply of natural gas and oil, and work to improve fuel risk management in these sectors.

New Zealand has substantial renewable energy sources that generated 77 per cent of the country's electricity in 2011. We will continue to ensure there are no unnecessary barriers to the further development of renewable energy so that progress can be made towards the target of 90 per cent of electricity being generated from renewable sources by 2025, providing supply security can also be maintained.

We will support the work of the Energy Efficiency and Conservation Authority to improve energy efficiency.

We will also work with other agencies to support effective implementation of the other initiatives set out in the Business Growth Agenda progress report *Building Infrastructure*.

Much of New Zealand's economy and many of its businesses depend on natural resources as well as reliable infrastructure. This resource base is a significant source of wealth.

We will promote opportunities in the resources sector and work to maximise the long-term benefit of these resources, including New Zealand's petroleum and mineral resources.

Effective management of the health, safety and environmental risks associated with the extraction of petroleum and minerals is essential. We will strengthen the management of these risks by implementing a new regulatory framework for mining, following advice from the expert reference group on mining safety and regulation that the government appointed.

We will also respond to the findings of the Parliamentary Commissioner's report on hydraulic fracturing.

The government wants to provide New Zealanders with greater confidence in how it allocates, manages and regulates rights to petroleum and mineral resources. It also wants to ensure a fair financial return to the Crown from the development of these resources. We will support legislative changes to address these objectives.

We will support informed debate on petroleum and minerals development by providing better information, ensuring greater stakeholder engagement and collaboration, and strengthening further our engagement with iwi.

We will deliver international best practice systems for issuing petroleum or minerals exploration permits to ensure New Zealand gets the most competitive bids for these resources.

We will also work with other agencies to support effective implementation of the other initiatives in the Business Growth Agenda progress report *Building Natural Resources*.



## Key Indicators



Rural broadband (capable of peak speeds of at least 5 megabits per second) is available to 86% of rural homes and businesses by the end of 2016

Ultra-fast broadband (capable of peak speeds of at least 100 megabits per second) is available to businesses, schools and health services in ultra-fast broadband candidate areas by the end of 2015 and to 75% of New Zealanders by the end of 2019

Fourth generation (4G) cellular services available to the majority of the population by 2019

Progress towards 90% renewable electricity generation by 2025

Growth in petroleum liquids and petroleum gas production

- › support the Building and Construction Productivity Partnership's efforts to increase sector productivity by 20 per cent by 2020
- › implement initiatives to significantly improve housing affordability in Auckland.

Social housing makes a significant contribution to housing affordability. We will develop and test different partnership approaches for social housing renewal, including supporting the development and growth of non-government providers of social housing.

We will assess the viability of transferring property from the Housing New Zealand Corporation to non-government providers so that the corporation can focus on its core business of housing those with the greatest need.

We will develop options for social housing reform in the light of the results from the early initiatives.

Our work to help resolve particular housing problems in Canterbury is summarised in the next section, Productive and successful people, communities and regions.

We will also use the lessons from the Canterbury earthquakes to improve standards and practices for the performance of new and existing buildings across the whole country.

We will support the Energy Efficiency and Conservation Authority's delivery of the Warm Up New Zealand: Heat Smart scheme to retro-fit insulation in homes with substandard insulation.

## Safe, healthy and affordable homes and buildings

A well-functioning housing market is important for both economic performance and social wellbeing. High housing costs reduce labour mobility and divert investment from more productive economic activities. Poor quality housing has adverse impacts on health, education and other determinants of incomes and living standards.

We will drive improvements to the housing market with the aim of enhancing affordability, social housing and the quality of the built environment.

We will co-lead (with The Treasury) a cross-government programme of work to tackle the barriers to greater affordability that the Productivity Commission identified.<sup>3</sup>

We will also:

- › investigate initiatives to reduce regulatory delays, such as consolidating Building Consent Authorities and developing a national online consenting system
- › carry out an inquiry to identify any further market-level barriers to improved affordability

## Key Indicators



An improvement in social housing through:

- a 4% committed increase in the number of social housing properties owned or managed by community housing providers
- 50% of all new social housing funded through the Social Housing Unit (Te Wāhanga Kāinga Pāpori) to be in areas of highest need, notably Auckland and Canterbury

3. These barriers include land supply restrictions, problems with achieving scale in new house construction and inefficiencies, costs and delays in regulatory processes.

## Productive and successful people, communities and regions

Growth in incomes depends on productive and successful people and communities providing the basis for businesses to create wealth.

Many people cannot participate fully in the economy. We will work with other agencies to improve participation in productive work through the action plan in the Business Growth Agenda progress report *Building Skilled and Safe Workplaces* and the Māori Economic Development Strategy.

We will continue to work closely with the Ministry for Social Development to ensure welfare programmes focus on achieving employment, and we will keep the minimum wage under regular review to maintain a good balance between protecting the incomes of low paid workers and minimising job losses.

We will focus on delivering improved economic outcomes for Māori and providing support for the rebuilding of Christchurch, as discussed below.

### IMPROVING ECONOMIC OUTCOMES FOR MĀORI

The Māori economy is gaining strength, and revealing substantial potential. We will work with Te Puni Kōkiri to lead oversight of the Māori Economic Development Strategy and Action Plan, He Kai Kei Aku Ringa, to help to realise this potential.

This strategy and action plan provides a blueprint for a productive, innovative and export-oriented Māori economy that will support better-paying jobs and higher living standards. It includes 26 action points in areas such as education and on-job training, governance of Māori assets and access to capital, and land productivity.

### SUPPORTING THE REBUILDING OF CHRISTCHURCH

People and businesses in Christchurch face particularly difficult challenges in the wake of the earthquakes. We will support the work of the Canterbury Earthquake Recovery Authority (CERA) to help revitalise the city and region. This work will include:

- › responding to the Government's endorsed acceptance of the recommendations of the Canterbury Earthquakes Royal Commission
- › encouraging growth in the housing supply in the region, including, where required, temporary accommodation, and providing technical guidance, regulatory measures and education to support the overall rebuild
- › supporting CERA and other agencies in the delivery of the Economic Recovery Plan for greater Christchurch
- › leading work to ensure a thriving, knowledge-intensive innovation ecosystem in the city
- › supporting the Canterbury labour market response to the rebuild and wider economic recovery
- › supporting the development and implementation of a strategy for a safe and healthy rebuild
- › co-ordinating and supporting CERA with procurement for the rebuild.

We will also support the government's broader engagement with regional stakeholders, particularly in Auckland, to help to identify key regional issues and to implement the Business Growth Agenda in all regions.

We will publish regular reports on the performance of regional economies to further highlight challenges and opportunities.

### Key Indicators



An increase in the rates of overall labour participation and labour participation of young people, Māori and Pacific peoples

An increase in the median weekly income for Māori with a longer-term aim that this should equal the national median by 2040

Achievement of the annual rate of Canterbury recovery and rebuild as defined by the Recovery Strategy prepared by the Canterbury Earthquake Recovery Authority

## Improved international flows of people, ideas, investment and trade

The growth of New Zealand businesses is constrained by the small size of the country's economy. Therefore, international connections are vital to allow access to resources, skills, knowledge and ideas that can stimulate innovation and boost productivity.

We will increase the efficiency and effectiveness of the services we provide to manage immigration flows and border security, attract and retain skills and investment from overseas, and promote migrant and refugee settlement. This will include implementing extensive changes to achieve Immigration New Zealand's vision for 2015.

This vision is that Immigration New Zealand is recognised as a trusted partner, delivering outstanding immigration services and bringing to New Zealand the best people that the country needs to prosper.

To achieve this vision, Immigration New Zealand is moving towards a new operating model with increased global reach, centralised processing, improved access to services, a realigned branch network, and simpler processes.

The projects being implemented to support the delivery of the vision include the:

- › Global Service Delivery Model, which will make delivery mechanisms more flexible and cost-effective
- › Immigration Global Management System, which is a new information and communications technology system to speed up the processing of visa applications and allow applicants to do more online.

We will also:

- › work with employers and migrants to help migrants to settle and contribute quickly to economic prosperity and wellbeing
- › continue to attract migrants with significant funds for investment in the economy
- › provide immigration support for growth of the international visitor sector
- › implement a refugee resettlement strategy to improve independence and employment

- › strengthen risk management and continue to deter and prevent the arrival of unlawful migrants.

New Zealand's education expertise, services and programmes are highly sought after internationally by students, education providers, businesses and governments. The export of education services and materials is, therefore, a key area for growth. The Leadership Statement for International Education sets a goal of doubling the economic value of international education to \$5 billion by 2025. We will support Education New Zealand's work with the industry to help it achieve this goal.

Businesses seeking to sell their goods and services overseas still face a variety of trade and regulatory barriers. We will reduce these barriers by supporting the Ministry of Foreign Affairs and Trade's work to achieve high-quality trade agreements that improve market access for New Zealand goods and services.

We will continue to address other barriers to export growth.

We will also:

- › support legislative change to implement a single trans-Tasman patent process and common registration regime for patent attorneys
- › implement a major trademark treaty to help businesses protect their brands overseas
- › assess options for attracting more screen and television productions to New Zealand.

We will work with businesses to ensure they are aware of trade opportunities that become available as a result of all this work and can take advantage of them.

Tourism is important for the economy and not only in generating export revenue. It also enables international connectivity for other sectors through its support of aviation links and its contribution to New Zealand's profile in our important international markets.

Tourism data shows that arrivals to New Zealand are continuing to increase. But the value of arrivals to New Zealand in real terms is declining. We will develop policies to reverse this trend. This will entail more active targeting of higher-value visitors. It will involve ensuring we are realising the full potential value from visitors once they are in New Zealand.

Given the increasing potential of China and other emerging markets as sources of visitors, we will work with the tourism sector to increase the value of these particular markets.

We will also:

- › support completion of Nga Haerenga, The New Zealand Cycle Trail, and its transition to a new governance entity
- › support the development of international-standard convention centres and associated promotion of New Zealand as a venue for business events
- › provide support for major events that will enhance New Zealand’s economic, social, cultural and international profile.

We will work with other agencies to support the effective implementation of the other initiatives in the Business Growth Agenda progress report *Building Export Markets*.

<b>Key Indicators</b>	
	<p>An improvement in the levels of migrant investors’ investment in New Zealand</p> <p>An increase in the contribution to New Zealand’s economy from:</p> <ul style="list-style-type: none"><li>• international students</li><li>• tourists</li></ul>

# 07

## Building an integrated and high-performing organisation

→ Our priority is to build the Ministry, as a newly formed entity, into an integrated, high-performing organisation with the capability and capacity to achieve the overall purpose and supporting targets it has proposed.

The proposed purpose and supporting targets we have set are ambitious and cannot be achieved by the Ministry alone. They require us to work differently, including more effectively with others.

How we will work to achieve the purpose and targets is summarised in our organisational character:

### Shape

We shape the agenda by challenging the status quo, generating and adopting new ideas, and influencing, motivating and working with others to bring those ideas to life.

### Collaborate

We support each other, engage early and with a clear purpose in mind, and proactively partner with others on shared goals.

### Deliver

We have a 'can do' attitude, act with urgency, take calculated risks, are disciplined in our approach, take ownership, celebrate success, and reflect and learn as we go.

We are developing an operating model that will fully exploit the Ministry's competitive strengths and provide agility and flexibility to apply resources to a dynamic portfolio of priorities. It will be informed by a deeper understanding of our sectors, markets and economy, and be underpinned by a strong performance reporting framework directed to results.

We will also build our capability to work in this way and achieve our targets by:

- › completing recruitment to the new Ministry by July 2013, followed by an assessment of capability gaps and how to address them
- › developing current and future leaders who have the ability to build and grow the organisation
- › strengthening shaping, collaboration and delivery capabilities across the whole organisation
- › embedding these shape, collaborate and deliver principles in all our systems and processes, including performance management and staff development processes.

Additional information on each of the three aspects of our organisational character is set out in the following pages.

## Shape

We will help Ministers to shape the agenda and lead the policy debate. We will also take new innovative approaches to get the results we are seeking. To help us achieve these aims, we will build our understanding of businesses, markets, sectors and regions and our understanding of the challenges and opportunities in each of these areas that are unique or specific to New Zealand.

We will link policy and operational activities more closely to enhance our ability to develop and implement pragmatic ideas that work.

We will invest in knowledge as a key asset and ensure we have the systems and processes to capture and share that information.

We will develop project teams with the capability to take a more comprehensive and holistic view across broad areas of policy.

We will increase our ability to shape well-functioning markets by focusing on regulatory best practice principles, and giving full consideration to new and different alternatives when developing regulatory systems and mechanisms.

We will pool the collective knowledge and experience of our former agencies and engage with businesses to find new and better ways to deliver better public services to support them.

We will build high levels of staff engagement and ability to contribute to our shaping work by developing all our people's understanding of, and commitment to, our strategic direction.

### Key Indicators



Ranked in the top quartile for:

- ministerial satisfaction
- the quality of our policy advice

Improved results from stakeholder evaluations

Annual improvement in staff engagement

## Collaborate

To achieve our purpose and targets we need to be joined up internally and to appropriately collaborate and partner with external stakeholders.

Our internal collaboration will focus on developing more integrated approaches that take account of all the interactions and synergies among our different responsibilities.

Our external collaboration will be based on developing close relationships, regular dialogue, information exchanges, and partnerships.

We will support this collaboration by developing a stakeholder engagement framework and engagement plans that are tailored to each stakeholder and identify opportunities to work together for mutual benefit.

Supporting protocols, guidance, templates and tools will ensure a consistent stakeholder engagement approach across the organisation.

The work of Crown entities is particularly critical for many of our outcomes. We will collaborate closely with them to align our efforts.

We will also establish a best practice framework that identifies key performance metrics for Crown entities and provides standard processes and guidance for working with Crown entities across the Ministry.

We will also increase our effectiveness in engaging with, and delivering advice and services to, Māori.

We will use our extensive presence across New Zealand and around the world to make and leverage benefit from both national and global connections.

### Key Indicators



Improved results from stakeholder evaluations

## Deliver

We will have a sharper focus on results and hold ourselves accountable for what needs to be delivered. The first step in pursuing this objective has been to develop our proposed purpose and set ambitious targets.

Our Senior Leadership Team and business groups will use this purpose and supporting targets as the basis for identifying future priorities.

We will regularly review and measure our performance to assess whether we are delivering the right priorities and other activities in the right way, and whether the sum total of these priorities and activities is sufficient to achieve our purpose and targets. We will revise our approach as necessary in the light of these reviews.

We will focus not just on delivering results but on delivering them cost-effectively. How we will improve our cost-effectiveness is summarised in the earlier section *Strategic direction*.

---

### Key Indicators



Progress towards our overall purpose and supporting targets as reported through our Annual Reports

A reduction in our administrative and support service costs as a proportion of total running costs

---

# 08

## Asset management and performance

→ The Ministry will develop its Asset Management Plan during 2013/14. This plan will establish procedures for monitoring the performance of assets and enable more efficient capital replacement and investment decisions.

### Internal capital expenditure intentions

Our capital expenditure forecasts are summarised in Table 1.

**Table 1: Capital expenditure in 2012/13 and forecasts for 2013/14–2017/18**

ASSET	Actual book value	Forecast capital additions				
	30-Jun-13	2013/14	2014/15	2015/16	2016/17	2017/18
	\$m	\$m	\$m	\$m	\$m	\$m
Leasehold fit-outs	14.079	15.936	2.724	2.724	2.724	2.724
Information technology	110.23	58.054	37.509	27.737	27.795	27.795
Vehicles	4.927	1.162	1.162	1.162	1.162	1.162
Other assets	16.222	2.626	2.700	2.811	2.753	2.753
<b>Total</b>	<b>145.458</b>	<b>77.778</b>	<b>44.095</b>	<b>34.434</b>	<b>34.434</b>	<b>34.434</b>

#### LEASEHOLD FIT-OUTS

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

#### INFORMATION TECHNOLOGY

Most of our information technology spend will occur in 2012/13 to 2014/15. It includes requirements for a new financial management system, a new human resource management system, and information technology infrastructure requirements for the new head office.

The Immigration Global Management System project provides over half of the forecasted capital spend for 2013/14 at \$36.4 million.

#### VEHICLES

A motor vehicle replacement programme is occurring during 2012/13. The Ministry will form a new motor vehicle policy.



# 09

## Managing in a changeable operating environment



We will prepare for and respond to changes in our operating environment by regularly reviewing likely external trends and developments, discussing progress and priorities with Ministers, and flexibly allocating resources to meet those changes.

We will assess our organisational performance and financial position regularly, and refine our management strategies in the light of the findings of that assessment.

We will manage uncertainty using a risk framework that sets out our approach to managing opportunities as well as hazards, obstacles and threats. The framework includes a risk profile for the Ministry as a whole and for each business group. The framework is applied in the business groups through the off-ices of the Deputy Chief Executives, with central advice and support. The Chief Executive and the Senior Leadership Team oversee the Ministry's risks, and risk management processes are reported to the Audit and Risk Committee.

Our key strategic risks are summarised in Table 2.

**Table 2: Key strategic risks**

AREA OF RISK	ACTION
Delivery of the Ministry's leadership role	<ol style="list-style-type: none"> <li>1. Strengthen our capability to lead the policy debate</li> <li>2. Strengthen our capability to lead implementation processes</li> <li>3. Strengthen our stakeholder engagement to work with partners on shared outcomes</li> </ol>
Integration of the Ministry	<ol style="list-style-type: none"> <li>1. Develop and implement a phased transition plan which enables groups to focus on continuing delivery of business-as-usual while integration is happening</li> <li>2. Optimise organisational structure</li> <li>3. Develop a common sense of purpose and organisational character</li> <li>4. Strengthen organisational and people capability to take broader, integrated and holistic approaches</li> <li>5. Develop integrated corporate systems and joined-up working</li> </ol>
Financial management	<ol style="list-style-type: none"> <li>1. Develop financial strategies to manage cost pressures and support new priorities within the limits of our appropriations</li> </ol>
Capacity and capability	<ol style="list-style-type: none"> <li>1. Identify and address capability gaps</li> <li>2. Implement a leadership development programme</li> <li>3. Develop all our people's understanding of our strategic direction and further build their core capabilities to implement it</li> <li>4. Embed our organisational culture in all our systems and processes including our performance management and staff development processes.</li> </ol>
Delivery of key priorities, including initiatives to improve the Ministry's service delivery	<ol style="list-style-type: none"> <li>1. Move resources to these priorities</li> <li>2. Establish effective governance, capability and relationship arrangements</li> <li>3. Develop and implement plans and milestones</li> <li>4. Develop a culture of risk awareness</li> <li>5. Develop a systemic approach to risk assessments.</li> </ol>

# 10

---

## Nature and scope of functions

→ The Ministry of Business, Innovation and Employment was established on 1 July 2012. It brings together many of the business-facing functions of government into one agency.

### Purpose

The Ministry's proposed purpose is to grow New Zealand for all.

Our proposed primary target is to increase the real average household incomes of New Zealanders by 40 per cent by 2025.

### Role

We provide policy advice on the legislative and regulatory framework for labour, capital, product, and resource markets; regulate those markets, either directly or through separate Crown entities; and provide services to businesses, workers and consumers to support the effective operation of those markets and allow people to participate in them with confidence.

We play a major role in ensuring businesses have access to the skills, knowledge and productive relationships needed to support their success. This role includes effectively operating skills and immigration, science and innovation, and business development systems.

We play a major role in ensuring the sound management of public assets and resources to support successful businesses and a fair and productive business environment. This role includes managing Crown mineral resources.

Our responsibilities for setting and enforcing workplace health and safety regulations are planned to transfer to a new stand-alone agency in December 2013.

## MINISTERS AND PORTFOLIOS

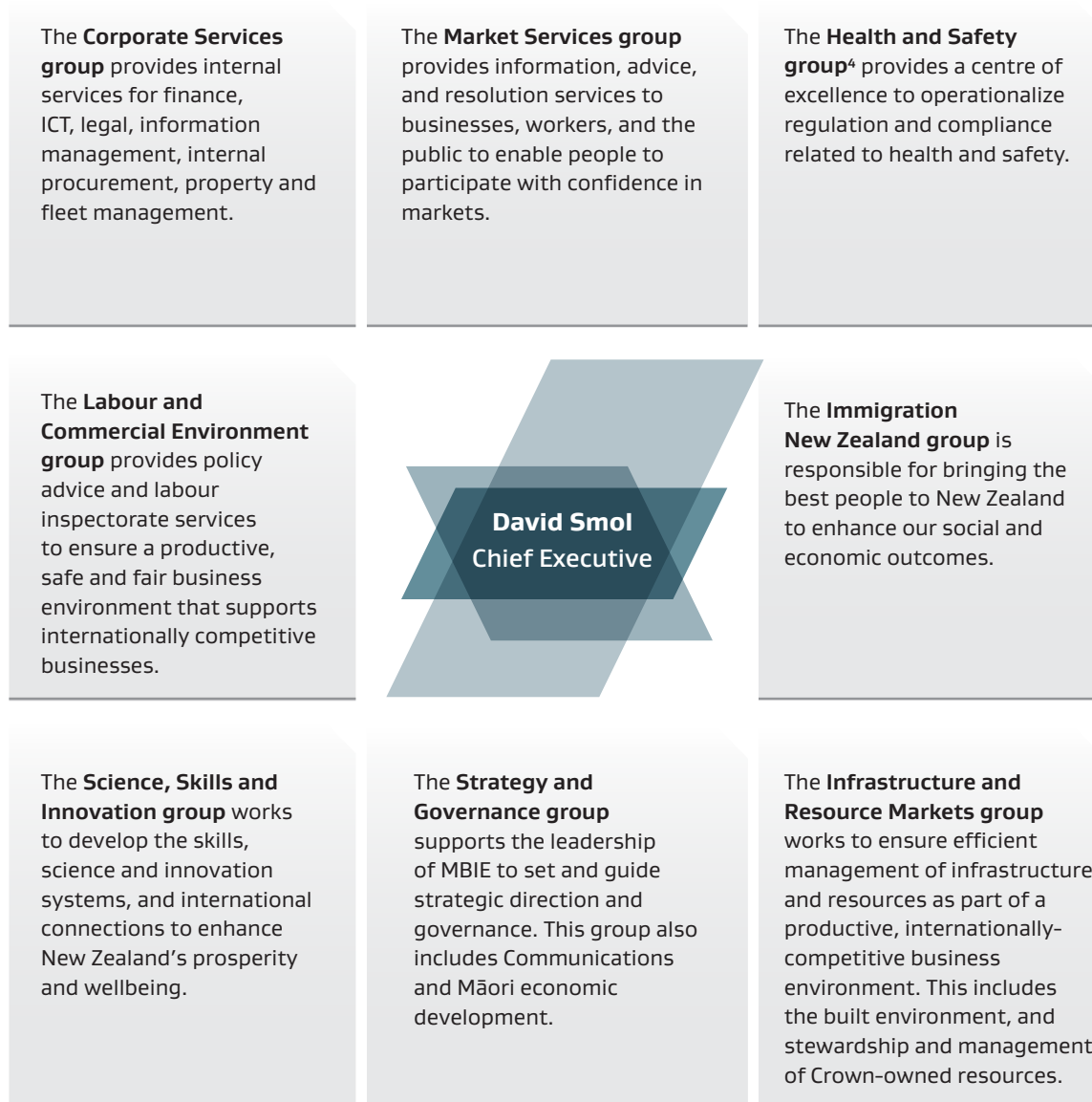
The Ministry administers 12 Votes and supports 14 portfolios as shown in Table 3.

**Table 3: Votes and portfolios associated with Ministers**

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

We also work with other Ministers, particularly the Hon Minister Gerry Brownlee on the rebuilding of Canterbury.

## ORGANISATIONAL STRUCTURE



4. It is planned to transfer the Health and Safety group to a new stand-alone agency in December 2013.

# 11

## Appendix A

# Performance indicators – key and supporting indicators by outcome

PERFORMANCE INDICATOR	BASELINE
GROW NEW ZEALAND FOR ALL	
Increase in real average weekly household income by 40% by 2025	June quarter 2012: \$1,550 per week (June 2012 prices)
Source: New Zealand Income Survey and Consumer Price Index, Statistics New Zealand	
Double labour productivity growth to around 2% per year by 2025	Year to 31 March 2012: Around 1% per year
Source: Productivity statistics, Statistics New Zealand (index of gross domestic product (GDP) per hour worked, measured by sector)	
An increase in exports of goods and services to 40% of GDP by 2025	Year to 31 March 2012: 30.2% of GDP
Source: Gross domestic product release, Statistics New Zealand	
Job opportunities for all reflected in unemployment below 4% by 2025	June 2012: 6.8%
Source: Household Labour Force Survey, Statistics New Zealand	
Improved housing affordability reflected in a lower ratio of income to housing costs	Baseline to be determined
The Productivity Commission report on housing affordability in 2012 noted that there is no agreed best measure of housing affordability and each measure has different strengths and weaknesses. Together with our key stakeholders we will determine the most appropriate measure and source for us to use.	
TRUSTED, COMPETITIVE AND WELL-FUNCTIONING MARKETS	
Key indicators	
An improvement in New Zealand’s global competitiveness index rating in World Economic Forum Global Competitiveness reports	2012/13: 23rd out of 144 countries
Source: Global competitiveness reports, World Economic Forum	

PERFORMANCE INDICATOR	BASELINE
<b>A reduction in business costs from dealing with government</b>	Baseline to be established
Source: Ministry of Business, Innovation and Employment reporting on Better Public Services: Result 9 Action Plan, August 2012	
<b>Supporting indicators</b>	
<b>Burden of government regulation: An improvement in New Zealand's position in the World Economic Forum Global Competitiveness Index on Burden of Government Regulation</b>	2012/13: 14th out of 144 countries
Source: Global competitiveness reports, World Economic Forum	
<b>Ease of doing business: Maintenance of New Zealand's position in the World Bank Ease of Doing Business survey</b>	2012 report: third out of 183 economies
Source: Doing Business reports, World Bank Survey	
<b>An improvement in firms' access to finance for growth</b>	2011: <ul style="list-style-type: none"> <li>88% of firms that sought debt finance, and</li> <li>79% of firms that sought equity finance</li> </ul> obtained it on acceptable terms
Source: Business Operations Surveys, Statistics New Zealand	
<b>Employment relations: An improvement in New Zealand's position on ranking of level of co-operation reported in labour-employer relations</b>	2011–2012: 13th out of 142 countries
Source: Executive Opinion Survey, Global Competitiveness Report, World Economic Forum, 2011 and 2012	
<b>A reduction in the number of workplace stoppages due to industrial action</b>	2011: 12
Source: Work Stoppages, Hot Off The Press, Statistics New Zealand	
<b>Consumers show an increasing level of understanding of consumer law</b>	2009: <p>79% aware of consumer laws, and 18% with a higher understanding</p>
Source: National Consumer Survey, 2009	
<b>A material improvement in government procurement capability and performance leading to savings from value based procurement : Cost of all-of-government procurement contracts reduced, with efficiency savings of at least 5–10% for each all-of-government procurement contract negotiated</b>	2010–2012: <p>Efficiency savings circa 5%–20%, netting overall potential estimated savings of \$353 million for contracts established between 2010 and 2012</p>
Source: Internal operations data, Government Procurement Branch, Ministry of Business, Innovation and Employment	
<b>SKILLED AND SAFE WORKPLACES</b>	
<b>Key indicators</b>	
<b>An increase in the proportion of workers in skilled jobs</b>	December 2011: 58.8%
Source: Household Labour Force Survey, Statistics New Zealand	

PERFORMANCE INDICATOR	BASELINE
<b>A decrease in the proportion of employers who find it harder to get skilled staff</b>	December 2011: 19%
Source: Quarterly Survey of Business Opinion, New Zealand Institute of Economic Research	
<b>A reduction in workplace fatalities and serious injuries of at least 10% by 2016 and 25% by 2020</b>	2009: 4.1 fatalities per 100,000 workers  2010: 16 serious injuries per 100,000 workers
Source: Serious Injury Outcome Indicators, Statistics New Zealand	
<b>Supporting indicators</b>	
<b>An increase in durable return to work rates after injury</b>	2012: 80%
Source: Australia and New Zealand Return to Work Monitor, Campbell Research & Consulting	
<b>An increase in the proportion of employers who report they changed their workplace practices as a result of contact with the Ministry's:</b>	2011/12:
• health and safety services	• health and safety services 60%
• hazardous substances and new organisms services	• hazardous substances and new organisms services (HSNO) 50%
Source: Service Excellence Survey, Ministry of Business, Innovation and Employment (former Department of Labour baseline figures)	
<b>An increase in the proportion of employee participation in health and safety systems and procedures</b>	December 2011: 61%
Source: National Survey of Employers, Ministry of Business, Innovation and Employment (former Department of Labour baseline figures)	
<b>IMPROVED BUSINESS CAPABILITY AND HIGHER LEVELS OF INNOVATION</b>	
<b>Key indicators</b>	
<b>An increase in business expenditure on research and development with a long-term aim of this increasing to at least 1% of GDP</b>	2011/12: 0.58%
Source: Statistics New Zealand, Research and Development Survey 2012	
<b>Maintain the outputs of the science system above the ten-year average of 728 scientific and technical articles per million population per year</b>	2009: Ten-year average of 728 scientific and technical articles per million population per year
Source: World Development Indicators, World Bank	
<b>Supporting indicators</b>	
<b>An increase in the proportion of businesses reporting no factors hampering innovation</b>	2011: 33%
Source: Innovation in New Zealand, Statistics New Zealand	
<b>An increase in the percentage of businesses reporting innovation activity as shown by data from Business Operations Surveys</b>	2011, 2009, 2007: 46%
Source: Business Operations Survey, Statistics New Zealand	

PERFORMANCE INDICATOR	BASELINE
<b>An improvement in businesses' strategic and management capabilities as measured by:</b>	2009 Business Operations Survey:
<b>percentage of businesses providing management/supervisory training</b>	50%
<b>percentage of businesses planning more than two years ahead</b>	19%
Source: Business Operations Survey, Statistics New Zealand	
<b>Capacity for innovation: An improvement in New Zealand's ranking for capacity for innovation (e.g. number of scientists or amount of venture capital) in the World Economic Forum global competitiveness index</b>	2012: 24th out of 144 countries
Source: Global competitiveness reports, World Economic Forum	
<b>An increase in Crown research institute (CRI) commercially focused research as measured by the proportion of CRI revenue that comes from the private sector</b>	2012: 42.5%
Source: Statistics New Zealand (2012), Crown Research Institutes Statistics (annual update) 2012	
<b>Maintain or increase the greater profitability of innovative firms compared to non-innovative firms</b>	2011: \$12,000 average increased profit per employee at innovating firms (\$67,000 profit per employee at innovating firms, \$55,000 at non-innovating firms)
Source: Innovation in New Zealand: 2011, Statistics New Zealand (2012)	
RELIABLE INFRASTRUCTURE AND RESPONSIBLE DEVELOPMENT OF NATURAL RESOURCES	
Key indicators	
<b>Rural broadband (capable of peak speeds of at least 5 megabits per second) is available to 86% of rural homes and businesses by the end of 2016</b>	30 June 2012: about 71,951 households covered by rural broadband initiative
<b>Ultra-fast broadband (capable of peak speeds of at least 100 megabits per second) is available to businesses, schools and health services in ultra-fast broadband candidate areas by the end of 2015 and to 75% of New Zealanders by the end of 2019.</b>	30 June 2012: 76,311 premises passed by ultra-fast broadband fibre
<b>Fourth generation (4G) cellular services available to most of the population by 2019</b>	31 December 2012: 134,912 end users able to connect to ultra-fast broadband  4G services are not yet available
Source: Quarterly Broadband Deployment Reports, Ministry of Business, Innovation and Employment	
<b>Progress towards 90% renewable electricity generation by 2025</b>	Year to 30 June 2012: 72%
Source: New Zealand Energy Data File, Ministry of Business, Innovation and Employment	
<b>Longer-term growth in petroleum liquids production</b>	2012: Oil, condensate and naptha production: 14.7m barrels  2011: Oil, condensate and naptha production: 16.6m barrels
Source: New Zealand Energy Data File, Ministry of Business, Innovation and Employment	



PERFORMANCE INDICATOR	BASELINE
<b>Longer-term growth in petroleum gas production</b>	2012: Net gas production – 151 billion cubic feet or 170 petajoules)  2011: Net gas production – 142 billion cubic feet or 155 petajoules)
Source: New Zealand Energy Data File, Ministry of Business, Innovation and Employment	
<b>Supporting indicators</b>	
<b>An improvement in New Zealand's energy intensity over time by an average of 1.3 % per annum</b>	2011:  Energy Intensity (the ratio of Consumer Energy to Real GDP) in 2011 was 3.90 GJ per \$1,000 (real 1995/96 prices)
Source: New Zealand Energy Data File, Ministry of Business, Innovation and Employment	
<b>Improvements in New Zealand's broadband service prices, capability and availability relative to other OECD countries</b>	2009: Average broadband monthly subscription price sixth highest in the OECD  December 2011: 17th in OECD on the number of fixed broadband subscribers per 100 inhabitants  September 2011: 30th in OECD on average advertised broadband download speeds
Source: OECD Broadband Portal and International Institute for Management Development (IMD) World Competitiveness Yearbook	
<b>A reduction in electricity system interruptions according to the system average interruption duration Index</b>	2011:  190 minutes/year
Source: Reports on electricity distributors' performance, Commerce Commission	
<b>Maintenance or improvement in New Zealand's position on the OECD rankings of electricity prices</b>	Data from the International Energy Agency suggests industrial electricity prices in New Zealand are well below the OECD average and residential electricity prices are similar to the OECD average
Source: Electricity information, International Energy Agency	
<b>SAFE, HEALTHY AND AFFORDABLE HOMES AND BUILDINGS</b>	
<b>Key indicators</b>	
<b>An improvement in social housing through:</b>	An estimated 5,000 properties are owned or managed by community housing providers
<ul style="list-style-type: none"> <li>a 4% committed increase in the number of social housing properties owned or managed by community housing providers</li> <li>50% of all new social housing funded through the Social Housing Unit (Te Wāhanga Kāinga Pāpori) to be in areas of highest need, notably Auckland and Canterbury</li> </ul>	Baseline to be established
Sources: Financial and operational data, Housing New Zealand and Social Housing Unit (Te Wāhanga Kāinga Pāpori)	

PERFORMANCE INDICATOR	BASELINE
<b>PRODUCTIVE AND SUCCESSFUL PEOPLE, COMMUNITIES AND REGIONS</b>	
<b>Key indicators</b>	
<b>An increase in the rates of overall labour participation and labour participation of young people, Māori and Pacific peoples</b>	Total: 68.4% (Māori: 65.6%, Pacific: 59.8%, young people 59.5%)
Source: Household Labour Force Survey, Statistics New Zealand	
<b>An increase in the median weekly income for Māori with a longer term aim that this should equal the national median by 2040</b>	2012: median weekly income for Māori equals 85% of national median weekly income
Source: Household Labour Force Survey, Statistics New Zealand	
<b>Achievement of the annual rate of Canterbury recovery and rebuild as defined by the Recovery Strategy prepared by the Canterbury Earthquake Recovery Authority (CERA)</b>	Baseline to be established
<b>This measure to be matched with CERA target, once this is established</b>	
Source: Recovery Strategy Monitoring and Reporting, Canterbury Earthquake Recovery Authority	
<b>Supporting indicators</b>	
<b>A decrease in the proportion of young people 'Not in Employment, Education and Training' (NEET)</b>	December 2011: 13.1%
Source: Household Labour Force Survey, Statistics New Zealand	
<b>A fall in the proportion of total unemployed who have been unemployed for one year or more</b>	December 2011: 8.1%
Source: Household Labour Force Survey, Statistics New Zealand	
<b>IMPROVED INTERNATIONAL FLOWS OF PEOPLE, IDEAS, INVESTMENT AND TRADE</b>	
<b>Key indicators</b>	
<b>An improvement in the levels of migrant investors' investment in New Zealand</b>	From July 2009 – June 2012 \$313 million
Source: Operational data from Immigration New Zealand, Ministry of Business, Innovation and Employment	
<b>An increase in the contribution to New Zealand's economy from:</b>	March 2012
• international students	\$1,810 million
• tourists	\$5,034 million
Source: Ministry of Business, Innovation and Employment (formerly Department of Labour); Balance of payments, Statistics New Zealand	
<b>Supporting indicators</b>	
<b>An improvement in New Zealand's ranking in the World Economic Forum enabling trade index</b>	2012: Fifth out of 132 countries
Source: Enabling Trade Index, World Economic Forum	
<b>An increase in the proportion of innovating firms that have international linkages</b>	2011: 51%
Source: Innovation in New Zealand: 2011, Statistics New Zealand (2012)	

PERFORMANCE INDICATOR	BASELINE
<b>BUILDING AN INTEGRATED AND HIGH-PERFORMING ORGANISATION</b>	
<b>Shaping:</b>	
<p>Ranked in the top quartile for:</p> <ul style="list-style-type: none"> <li>• ministerial satisfaction</li> <li>• the quality of our policy advice</li> </ul>	<p>2012 New Zealand Institute of Economic Research quality of policy advice rating: measure of the legacy agencies relative to other agencies:</p> <p>Department of Labour: 8th</p> <p>Ministry of Economic Development: 12th</p> <p>Department of Building and Housing: 13th</p>
Source: Ministerial Satisfaction Survey, Survey of the Quality of Policy Advice and Treasury benchmark reporting	
<b>Improved results from stakeholder evaluations</b>	Baseline to be established
Source: Ministry of Business, Innovation and Employment stakeholder engagement evaluations	
<b>Staff engagement improves annually over the 2013 baseline</b>	Baseline to be established
Source: Ministry of Business, Innovation and Employment staff engagement survey(s)	
<b>Collaborating:</b>	
<b>Improved results from stakeholder evaluations</b>	Baseline to be established
Source: Ministry of Business, Innovation and Employment stakeholder engagement evaluations	
<b>Delivering:</b>	
<b>Progress towards our overall purpose and supporting targets as reported through our Annual Reports</b>	Baseline to be established
Source: Ministry of Business, Innovation and Employment Annual Reports	
<b>A reduction in our administrative and support service costs as a proportion of total running costs</b>	Baseline to be established
Source: Ministry of Business, Innovation and Employment statement of accounts and Benchmarking Administrative and Support Services (BASS) reporting	

# 12

## Appendix B

## Outcome linkages

### Outcomes

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

Results (Intermediate outcomes)	Supporting policy advice and services funded through Departmental Appropriations	
<b>TRUSTED, COMPETITIVE AND WELL-FUNCTIONING MARKETS</b>	<b>Labour</b> <ul style="list-style-type: none"> <li>• Policy Advice Related Outputs MCOA</li> <li>• Employment Relations Services</li> </ul> <b>Employment</b> <ul style="list-style-type: none"> <li>• Labour Market Information &amp; Facilitation Services</li> <li>• Policy Advice &amp; Related Outputs MCOA</li> </ul> <b>Commerce</b> <ul style="list-style-type: none"> <li>• Policy Advice – Business Law &amp; Competition Policy</li> <li>• Business Law &amp; Competition Operational Policy, Ministerial Servicing &amp; Crown Entity Monitoring</li> <li>• Registration &amp; Granting of Intellectual Property Rights</li> <li>• Registration &amp; Provision of Statutory Information</li> <li>• Administration of Insolvencies</li> </ul>	<b>Consumer Affairs</b> <ul style="list-style-type: none"> <li>• Development of Consumer Information and Associate Issues</li> <li>• Policy Advice – Consumer Issues</li> <li>• Policy Advice, Information and Compliance – Consumer Issues MCOA</li> <li>• Upgrading &amp; Promoting the Consumer Powerswitch Website</li> </ul> <b>Economic Development</b> <ul style="list-style-type: none"> <li>• Policy Advice – Sectoral Leadership &amp; Development, Firm Capability &amp; Regional Development</li> <li>• Policy Advice – Small Business</li> <li>• Sectoral Leadership, Firm Capability &amp; Regional Development Operational Policy, Ministerial Servicing &amp; Crown Entity Monitoring</li> </ul>
<b>SKILLED AND SAFE WORKPLACES</b>	<b>Labour</b> <ul style="list-style-type: none"> <li>• Policy Advice Related Outputs MCOA</li> <li>• Health &amp; Safety Services</li> <li>• Hazardous Substances &amp; Amusement Devices Services</li> </ul> <b>Employment</b> <ul style="list-style-type: none"> <li>• Labour Market Information &amp; Facilitation Services</li> <li>• Policy Advice &amp; Related Outputs MCOA</li> </ul>	<b>Immigration</b> <ul style="list-style-type: none"> <li>• Immigration Services</li> <li>• Policy Advice &amp; Related Outputs MCOA</li> <li>• Refugee &amp; Protection Services</li> <li>• Regulation of Immigration Advisers</li> </ul> <b>ACC</b> <ul style="list-style-type: none"> <li>• Policy Advice &amp; Related Outputs MCOA</li> <li>• Regulatory Services</li> </ul>

## Key contributions from Crown entities and other Crown organisations funded from Non-Departmental Appropriations

### Commerce Commission

– works to achieve the best possible outcomes in competitive and regulated markets for the long-term benefit of New Zealanders

### Financial Markets Authority

– monitors financial and security markets, including providing investor education

**Takeovers Panel** – promotes an effective and efficient takeovers market

### External Reporting Board

– helps to lift the quality of financial reporting and audit and assurance

### Standards Council

– develops, promotes, encourages and facilitates the use of standardisation to improve the quality of goods and services

### Commission for Financial Literacy and Retirement Income

– helps New Zealanders to prepare financially for retirement

### New Zealand Venture Investment Fund

– acts as a catalyst to build a vibrant and self-sustaining venture capital and angel investor market in New Zealand

**The Accident Compensation Corporation (ACC)** – provides comprehensive, no-fault personal injury cover for all New Zealand residents and visitors to New Zealand

## Other Government agencies and stakeholders with which we have key supporting partnerships

**NB This shows only our main stakeholder relationships: we also work with many other government organisations and external stakeholders**

Ministry for Primary Industries; Ministry for the Environment; Ministry of Justice; Employment Court; Serious Fraud Office

All other government agencies with regulatory responsibilities which impact on business

Employment Relations Authority

All other agencies providing services to, or interacting with, business

All agencies engaged in government procurement

Ministry of Education; Tertiary Education Commission; Ministry of Social Development; Ministry of Health; Maritime New Zealand; Civil Aviation Authority

Workplace Health and Safety Council; Chief Executives Health and Safety Forum

Dispute Resolution Services Limited

New Zealand Association for Migration and Investment; Immigration Advisers; Refugee and migrant bodies

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

# Outcomes

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

Results (Intermediate outcomes)	Supporting policy advice and services funded through Departmental Appropriations	
<b>IMPROVED BUSINESS CAPABILITY AND HIGHER LEVELS OF INNOVATION</b>	<b>Science &amp; Innovation</b> <ul style="list-style-type: none"> <li>Advice and Support on Shaping the Science and Innovation System MCOA</li> </ul> <b>Commerce</b> <ul style="list-style-type: none"> <li>Policy Advice – Business Law &amp; Competition Policy</li> <li>Business Law &amp; Competition Operational Policy, Ministerial Servicing &amp; Crown Entity Monitoring</li> </ul>	<b>Economic Development</b> <ul style="list-style-type: none"> <li>Enhancing Small Business Capability and Performance</li> <li>Policy Advice – Sectoral Leadership &amp; Development, Firm Capability &amp; Regional Development</li> <li>Policy Advice – Small Business</li> <li>Sectoral Leadership, Firm Capability &amp; Regional Development Operational Policy, Ministerial Servicing &amp; Crown Entity Monitoring</li> </ul>
<b>RELIABLE INFRASTRUCTURE AND RESPONSIBLE DEVELOPMENT OF NATURAL RESOURCES</b>	<b>Communications</b> <ul style="list-style-type: none"> <li>Communications &amp; ICT Operational Policy, Ministerial Servicing &amp; Crown Entity Monitoring</li> <li>Management &amp; Enforcement of the Radio-communications Act 1989</li> <li>Policy Advice – Communications</li> </ul>	<b>Energy</b> <ul style="list-style-type: none"> <li>Administration of Gas, Electricity &amp; Energy Efficiency Regulations and Related Acts</li> <li>Energy &amp; Resource Information Services</li> <li>Energy &amp; Resources Operational Policy, Ministerial Servicing &amp; Crown Entity Monitoring</li> <li>Management of the Crown Minerals Estate</li> <li>Policy Advice – Energy &amp; Resource Issues</li> </ul>
<b>SAFE, HEALTHY AND AFFORDABLE HOMES AND BUILDINGS</b>	<b>Housing</b> <ul style="list-style-type: none"> <li>Building Regulation &amp; Control</li> <li>Canterbury Earthquake: Building &amp; Housing Assistance</li> <li>Occupational Licensing</li> <li>Policy Advice &amp; Related Outputs (MCOA)</li> <li>Residential Tenancy and Unit Title Services</li> <li>Social Housing Unit</li> <li>Special Housing Areas</li> <li>Weathertight Services</li> </ul>	<b>Energy</b> <ul style="list-style-type: none"> <li>Administration of Gas, Electricity &amp; Energy Efficiency Regulations and Related Acts</li> <li>Energy &amp; Resource Information Services</li> <li>Energy &amp; Resources Operational Policy, Ministerial Servicing &amp; Crown Entity Monitoring</li> <li>Policy Advice – Energy &amp; Resource Issues</li> </ul>

## Key contributions from Crown entities and other Crown organisations funded from Non-Departmental Appropriations

**New Zealand Trade & Enterprise** – helps New Zealand businesses grow bigger, better, and faster

**Callaghan Innovation** – creates and delivers innovative products and services that enable businesses to invest more in research, science, engineering, technology and design

**AgResearch** – provides research and transfer of technology and knowledge to enhance the value, productivity and profitability of pastoral, agri-food and agri-technology sector value-chains

**Institute of Environmental Science and Research** – provides operational science and research services to underpin health, justice and biosecurity systems

**GNS Science** – provides Earth, geoscience and isotope research and consultancy services

**Landcare Research** – drives innovation in management of terrestrial biodiversity and land resources

**National Institute of Water and Atmospheric Research** – conducts leading environmental science to enable the sustainable management of natural resources

**Scion** – specialises in research, science and technology development for the forestry, wood product and wood-derived materials and other biomaterial sectors

**Plant and Food Research** – provides research and development that adds value to fruit, vegetable, crop and food products

**Testing Laboratory Registration Council** – adds value to business through independent assurance of technical competence

## Other Government agencies and stakeholders with which we have key supporting partnerships

NB This shows only our main stakeholder relationships: we also work with many other government organisations and external stakeholders

Ministry of Education; Ministry of Health; Ministry for Primary Industries; Ministry of Social Development; Ministry for the Environment; Department of Conservation; Ministry of Foreign Affairs and Trade ; Tertiary Education Commission; Te Puni Kōkiri; Land Information New Zealand; Inland Revenue Department

Research and Education Advanced Network New Zealand

Universities; independent research organisations; technology transfer offices; incubators; commercialisation partners; regional business partners; Royal Society of New Zealand; Health Research Council

**Crown Fibre Holdings** – leads rollout of ultrafast broadband

**Electricity Authority** – promotes competition in, reliable supply by, and the efficient operation of the electricity industry for the long-term benefit of consumers

**Energy Efficiency & Conservation Authority** – contributes to improved security of energy supply, productivity and health outcomes through energy efficiency, energy conservation and use of renewable energy resources

**Commerce Commission** – works to achieve the best possible outcomes in competitive and regulated markets for the long-term benefit of New Zealanders

Ministry of Transport; Ministry of Education; Ministry of Health; Government Communications Security Bureau; Ministry for the Environment; Department of Conservation; Environmental Protection Agency

Gas Industry Company

**Housing New Zealand Corporation** – provides social housing and housing support throughout New Zealand

**Energy Efficiency & Conservation Authority** – contributes to improved security of energy supply, productivity and health outcomes through energy efficiency, energy conservation and use of renewable energy resources

Ministry of Social Development; State Housing Appeal Authority; Tenancy Tribunal; Ministry of Justice; Department of Internal Affairs; Land Information New Zealand

Tāmaki Redevelopment Company

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

# Outcomes

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

Results (Intermediate outcomes)	Supporting policy advice and services funded through Departmental Appropriations
<b>PRODUCTIVE AND SUCCESSFUL PEOPLE, COMMUNITIES AND REGIONS</b>	<div> <div> <b>Labour</b> <ul style="list-style-type: none"> <li>Policy Advice Related Outputs MCOA</li> </ul> </div> <div> <b>Employment</b> <ul style="list-style-type: none"> <li>Labour Market Information &amp; Facilitation Services</li> <li>Policy Advice &amp; Related Outputs MCOA</li> </ul> </div> <div> <b>Economic Development</b> <ul style="list-style-type: none"> <li>Policy Advice – Sectoral Leadership &amp; Development, Firm Capability &amp; Regional Development</li> <li>Sectoral Leadership, Firm Capability &amp; Regional Development Operational Policy, Ministerial Servicing &amp; Crown Entity Monitoring</li> </ul> </div> </div> <div> <div> <b>Housing</b> <ul style="list-style-type: none"> <li>Canterbury Earthquakes: Building &amp; Housing Assistance</li> </ul> </div> <div> <b>Immigration</b> <ul style="list-style-type: none"> <li>Policy Advice &amp; Related Outputs (MCOA)</li> <li>Refugee &amp; Protection Services</li> </ul> </div> </div>
<b>IMPROVED INTERNATIONAL FLOWS OF PEOPLE, IDEAS, INVESTMENT AND TRADE</b>	<div> <div> <b>Immigration</b> <ul style="list-style-type: none"> <li>Immigration Services</li> <li>Policy Advice &amp; Related Outputs MCOA</li> <li>Refugee &amp; Protection Services</li> <li>Regulation of Immigration Advisers</li> </ul> </div> <div> <b>Tourism</b> <ul style="list-style-type: none"> <li>Policy Advice – Tourism</li> <li>Tourism Data &amp; Operational Policy, Ministerial Servicing &amp; Crown Entity Monitoring</li> </ul> </div> <div> <b>Commerce</b> <ul style="list-style-type: none"> <li>Policy Advice – Business Law &amp; Competition Policy</li> <li>Business Law &amp; Competition Operational Policy, Ministerial Servicing &amp; Crown Entity Monitoring</li> <li>Administration of Trade Remedies</li> </ul> </div> <div> <b>Economic Development</b> <ul style="list-style-type: none"> <li>Policy Advice – Sectoral Leadership &amp; Development, Firm Capability &amp; Regional Development</li> <li>Policy Advice – Small Business</li> <li>Sectoral Leadership, Firm Capability &amp; Regional Development Operational Policy, Ministerial Servicing &amp; Crown Entity Monitoring</li> </ul> </div> <div> <b>Labour</b> <ul style="list-style-type: none"> <li>Policy Advice and Related Outputs MCOA</li> </ul> </div> <div> <b>Science &amp; Innovation</b> <ul style="list-style-type: none"> <li>Advice and Support on Shaping the Science and Innovation System MCOA</li> </ul> </div> <div> <b>Energy</b> <ul style="list-style-type: none"> <li>Administration of Gas, Electricity &amp; Energy Efficiency Regulations and Related Acts</li> <li>Energy &amp; Resource Information Services</li> <li>Energy &amp; Resources Operational Policy, Ministerial Servicing &amp; Crown Entity Monitoring</li> <li>Policy Advice – Energy &amp; Resource Issues</li> </ul> </div> </div>



## Key contributions from Crown entities and other Crown organisations funded from Non-Departmental Appropriations

## Other Government agencies and stakeholders with which we have key supporting partnerships

NB This shows only our main stakeholder relationships: we also work with many other government organisations and external stakeholders

**New Zealand Trade & Enterprise** – helps New Zealand businesses grow bigger, better, and faster

**Callaghan Innovation** – creates and delivers innovative products and services that enable businesses to invest more in research, science, engineering, technology and design

Ministry of Education; Tertiary Education Commission; Ministry of Social Development; Te Puni Kōkiri; Ministry of Pacific Island Affairs; Ministry of Women's Affairs; Department of Internal Affairs; Canterbury Earthquake Recovery Authority; all other member agencies of the Auckland Policy Office

Equal Employment Opportunities Trust

Regional business partners

**New Zealand Tourism Board** – helps increase the value added to the NZ economy from international visitors

**New Zealand Trade & Enterprise** – helps New Zealand businesses grow bigger, better, and faster

**AgResearch** – provides research and transfer of technology and knowledge to enhance the value, productivity and profitability of pastoral, agri-food and agri-technology sector value-chains

**Institute of Environmental Science and Research** – provides operational science and research services to underpin health, justice and biosecurity systems

**GNS Science** – provides Earth, geoscience and isotope research and consultancy services

**Landcare Research** – drives innovation in management of terrestrial biodiversity and land resources

**National Institute of Water and Atmospheric Research** – conducts leading environmental science to enable the sustainable management of natural resources

**Scion** – specialises in research, science and technology development for the forestry, wood product and wood-derived materials and other biomaterial sectors

**Plant and Food Research** – provides research and development that adds value to fruit, vegetable, crop and food products

**Callaghan Innovation** – creates and delivers innovative products and services that enable businesses to invest more in research, science, engineering, technology and design

Ministry of Foreign Affairs and Trade; Ministry of Social Development; Department of Internal Affairs; New Zealand Customs Service; Ministry of Education

Immigration and Protection Tribunal

New Zealand Association for Migration and Investment; Immigration Advisers; Refugee and migrant bodies

Education New Zealand

International agencies

The Treasury; State Services Commission; Department of Prime Minister and Cabinet; Statistics New Zealand

Local government, Māori leaders and community groups

Industry, sector, union, and employer groups, including Business New Zealand, New Zealand Council of Trade Unions, industry training organisations, and Chambers of Commerce

Consumer groups

[www.mbie.govt.nz](http://www.mbie.govt.nz)

CROWN COPYRIGHT © 2013



This work is licensed under the Creative Commons Attribution 3.0 New Zealand licence. In essence, you are free to copy, distribute and adapt the work, as long as you attribute the work to the Crown and abide by the other licence terms.

To view a copy of this licence, visit <http://creativecommons.org/licenses/by/3.0/nz/>. Please note that no departmental or governmental emblem, logo or Coat of Arms may be used in any way which infringes any provision of the Flags, Emblems, and Names Protection Act 1981. Attribution to the Crown should be in written form and not by reproduction of any such emblem, logo or Coat of Arms.



