



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

ECONOMIC DEVELOPMENT, SCIENCE AND INNOVATION COMMITTEE

**Ministry of Business, Innovation and
Employment**

2021/22 Annual Review

Responses to questions 1-175

5 December 2022

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RESTRUCTURING/REVIEWS

Question 1

What restructuring occurred during 2021/22 and each of the previous four financial years? Please provide copies of any evaluations carried out prior to restructuring, and details of the structural change; the objective of restructuring; staff increases or reductions as a result; and all costs associated with the change including costs of redundancy.

Please refer to Appendix 1 for information on restructuring that occurred during 2021/22. For information on previous years, please refer to:

- 2020/21: question 1, Appendix 1 (pages 3 to 5) at [Annual Review 2020/21](#)
- 2019/20: question 1, Appendix 1 (pages 3 to 7) at [Annual Review 2019/20](#)
- 2018/19: question 1, Appendix 1 (pages 3 to 7) at [Annual Review 2018/19](#)
- 2017/18: question 5, Appendix 1 (pages 2 to 5) at [Annual Review 2017/18](#).

Question 2

Was any work conducted around mergers with other agencies in the 2021/22 year? If so, for each such project, what agencies were being considered for mergers?

There were no mergers of departments, ministries or other government funded agencies in 2021/22 that affected the Ministry.

Question 3

Was any rebranding undertaken in the 2021/22 financial year? If so, what did the rebranding involve, how much was spent on rebranding, why was it undertaken, and was it carried out internally or externally? What rebranding was carried out in each of the previous four financial years?

The Ministry did not undertake any rebranding in 2021/22 or in the previous four years.

Question 4

Are any inquiries or investigations currently being undertaken into performance by any external agency? If so, please provide the following details:

- The body conducting the inquiry/investigation
- The reason for the inquiry/investigation
- The expected completion date.

Office of the Auditor-General performance audits of Kānoa – Regional Economic and Investment Unit

The OAG has commenced two performance audits involving the Ministry's Kānoa – Regional Economic and Investment Unit:

- The first audit assesses the effectiveness of systems and processes that underpin two significant infrastructure programmes since 2019: the \$12 billion New Zealand Upgrade Programme, and the \$3 billion Infrastructure Reference Group Shovel Ready Fund.
 - These programmes were selected due to their scale, complexity, and the level of public interest. The audit focuses on four key parts relating to the planning and decision-making processes. Both the Ministry and the Treasury are key entities of focus.

- Work on this audit took place over March-June 2021. A completion date for this audit has not been advised.
- The second performance audit focuses on the changes made to the Provincial Growth Fund (PGF) to support economic recovery from COVID-19. The OAG's main question is: "Were decisions to repurpose previously allocated funding to support Covid-19 recovery the result of a robust process that was well set up to deliver on the objectives of the PGF reset?"
 - This audit started in late 2021, with an expected completion date in April 2022. However, at this time, an updated completion date has not been advised.

WorkSafe New Zealand Strategic Baseline Review

The Ministry commissioned an independent review to assess whether WorkSafe is managing its resources efficiently and effectively, and provide advice on the rationale, quantum and targeting of any additional funding which may be required.

The review was undertaken by SageBush, a firm of public sector specialist consultants, and was completed on 12 May 2022. A copy of the review is available on the Ministry's website here:

<https://www.mbie.govt.nz/dmsdocument/23493-worksafe-new-zealand-strategic-baseline-review>

Managed Isolation and Quarantine (MIQ)

MIQ facilities have undergone regular inspections by agencies such as the Office of the Ombudsman (Ombudsman) and WorkSafe, in line with their regulatory responsibilities. The Ministry of Health (MOH) also conducted IPC (infection prevention control) audits of MIQ facilities on a quarterly basis until the last occupants exited in June 2022. MBIE and MOH commissioned a joint agency review into facility-related transmission, and this was completed in December 2021.

The Ombudsman inspected 26 MIQ facilities in his role as an inspector of prisons and places of detention, applying the Optional Protocol to the Convention against Torture.

The Ombudsman is carrying out a Self-initiated Review of Administration of the Managed Isolation Allocation System (MIAS) where we expect the opinion to be finalised by December 2022. The Self-initiated investigation into the Ministry's administration of MIAS followed receipt of a large number of similar complaints, where common themes formed the grounds of the investigation.

Review of Immigration New Zealand (INZ) by the Department of Prime Minister and Cabinet (DPMC)

A rapid assessment report was released by DPMC on 1 November 2022. It is on the Immigration Rebalance and Immigration New Zealand's (INZ) contingency and planning approach to visa processing for the border reopening, with a focus on risk management, and resourcing versus forecast demand. INZ supported DPMC with its rapid assessment undertaken in August 2022. The Ministry welcomed the report findings and to assist INZ in addressing recommendations, an Incident Management Team (IMT) was set up with a focus on streamlining visa processing, in particular for visitor visas.

Victoria Casey KC Review into the Detention of Asylum Claimants

In June 2021, Immigration New Zealand commissioned an independent review to assess its operational practices relating to the potential detention of asylum claimants. The independent review was undertaken by Victoria Casey KC after an Amnesty International Aotearoa report in 2021 criticised some of Immigration New Zealand's procedures in relation to asylum claimants. It focused on the structure of the detention regime under the Immigration Act 2009, and the appropriateness of the use of Police and Corrections facilities to detain asylum claimants.

The final report was issued on 23 March 2022. It highlighted areas of concern and outlined eleven recommendations to address those areas of concern, both at an operational and policy level. Immigration New Zealand has accepted all eleven recommendations and work is ongoing to implement associated changes.

Question 5

How many reviews, working groups, inquiries or similar does the department operate or participate in? Please list by title.

Please refer to Appendix 2.

Question 6

For each review, working group or inquiry, what is the estimated cost for the next three financial years?

Please refer to Appendix 2.

Question 7

For each review, working group or inquiry, what are the key dates and milestones including start dates, regular reporting dates, and end dates?

Please refer to Appendix 2.

Question 8

For each review, working group or inquiry how many departmental staff are involved by head count and by FTE?

Please refer to Appendix 2.

Question 9

For each review, working group or inquiry what reports, briefings or documents have been produced? Please list by title and date produced.

Please refer to Appendix 3.

BUDGET INITIATIVES

Question 10

For each new spending initiative introduced over the last three Budgets what evaluation (if any) has been undertaken of its effectiveness during 2021/22 and what were the findings of that initiative? Please provide a copy of the evaluation reports. Where no evaluation has been completed, what provision has been made for an evaluation to occur and what is the timeframe for that evaluation?

During 2021/22, no evaluations of spending initiatives were completed by the Ministry. However, there are some that are in progress and will be completed in 2022/23, and they will be reported as part of the Ministry's next Annual Review.

COST AND SERVICE CHANGES

Question 11

What new services, functions or outputs have been introduced in the last financial year? Please describe these and estimate their cost.

The following new services, functions or outputs were introduced due to changes in scope of existing appropriations, or due to new appropriations.

Eleven new services were introduced in 2021/22:

1. Support for Fair Pay Agreements and Screen Industry Bargaining – This initiative provides support to peak employer and union bodies and bargaining representatives involved in Fair Pay Agreement and screen industry bargaining. The estimated cost is \$5.420 million in operating expenses over five years. The actual spend at the end of the 2021/22 financial year was \$0.250 million.
2. Income Insurance – this initiative has enabled the Accident Compensation Corporation to undertake pre-implementation planning and design work required for the proposed new income insurance scheme for job loss due to displacement or health conditions and disabilities and establishing the income insurance scheme. It also provides advice and services to support decision-making by Ministers on government policy matters relating to income insurance. The total estimated cost was \$7.200 million in operating expenses for the 2021/22 financial year. A further \$5.200 million was approved in the 2021/22 Supplementary Estimates. The actual spend at the end of the 2021/22 financial year was \$12.682 million.
3. Border Support Services – This initiative allows the Ministry to provide border support services to departments and other state sector organisations. The total estimated cost is \$18.100 million over four years. The actual spend at the end of the 2021/22 financial year was \$2.706 million.
4. Business and Wellbeing Support – This initiative is to enhance the wellbeing of the owners of New Zealand small businesses and their employees. The total estimated cost was \$10 million in operating expenses for the 2021/22 financial year. The actual spend at the end of the 2021/22 financial year was \$4.187 million.
5. COVID-19 Events Transition Support Payment – This initiative provides payments to eligible firms to support meeting unrecoverable costs for events that are prohibited from happening due to changes in public health restrictions. The estimated costs are \$200 million year in operating expenses for two years. The actual spend at the end of the 2021/22 financial year was \$40.850 million.
6. Reactivating Tāmaki Makaurau Auckland Package – This initiative is to resource Auckland Unlimited to implement and deliver all aspects of the Reactivating Tāmaki Makaurau Auckland Package. The estimated cost is \$25.500 million in operating expenses for the 2021/22 financial year. The actual spend at the end of the 2021/22 financial year was \$25.500 million.
7. Services for Hazards Management – This initiative is to ensure hazards management is based on science-informed data and information services as measured by the percentage of contracts being monitored and performance assessed within agreed timelines. The estimated costs are \$10.600 million in operating expenses and \$5.200 million in capital expenditure over two years. The actual spend at the end of the 2021/22 financial year was \$1.900 million in operating expenses and \$2.200 million for capital expenditure.

8. Addressing Māori Interests in Radio Spectrum - This initiative responds to Māori interests in radio spectrum that are being considered by Government as it prepares to allocate spectrum for the fifth generation of mobile broadband (5G). The initiative provides funding for a Māori-led work programme for ongoing discussions between Treaty partners about an enduring resolution of Māori interests in radio spectrum, supporting a step-change in Māori participation in the digital economy and enabling the Crown to move forward with commercial allocation of spectrum for 5G. The estimated costs are \$5.780 million in operating expenses for two years. Due to delays outside of the Ministry's control, there was no actual spend at the end of the 2021/22 financial year.
9. Capital for Infrastructure - This initiative provides additional funding for the Research and Education Advanced Network New Zealand (REANNZ). It supports the ongoing operation of the high-performance telecommunications network that enables cutting edge, high impact, and internationally connected research activity and core science services. REANNZ is New Zealand's National Research and Education Network. It is part of a global network which transfers large volumes of digitised research data and underpins New Zealand's ability to participate in global data-intensive research and connect with international partners. It also supports data-intensive services such as GeoNet's 24/7 natural hazards monitoring centre. The estimated costs are \$10.700 million in capital expenditure for three years and \$11.250 million in operating expenses for four years. The actual spend at the end of the 2021/22 financial year was \$1.000 million in operating expenses and \$0.500 million for capital expenditure.
10. Supporting Just Transitions – This initiative implements the Government's manifesto commitment to increase support for communities facing transitions, enabling them to understand, plan and manage their transitions and build a productive, sustainable, inclusive and resilient future. The estimated costs are \$13.924 million in operating expenses over four years and \$0.038 million in capital injections for the 2021/22 financial year. The actual spend at the end of the 2021/22 financial year was \$1.747 million in operating expenses and \$0.038 million for capital injections.
11. AgResearch Lincoln Facility Development – provide AgResearch funding for the construction of its new facility in Lincoln. The estimated costs are \$45 million in capital expenditure over two years. The actual spend at the end of the 2021/22 financial year was \$15.000 million for capital expenditure.

Information on major changes in services, functions or outputs introduced for the 2021/22 financial year can also be found in the main and supplementary Estimates of Appropriations for the year ended 30 June 2022 for each of the Votes administered by the Ministry. Please refer to the Supporting Information section for the following Votes:

Main Estimates

- Vote Business, Science and Innovation: Economic Development and Infrastructure Sector - The Estimates of Appropriations for the Government of New Zealand for the Year Ending 30 June 2023
- Vote Labour Market: Education and Workforce Sector - The Estimates of Appropriations for the Government of New Zealand for the Year Ending 30 June 2023
- Vote Building and Construction: Economic Development and Infrastructure Sector - The Estimates of Appropriations for the Government of New Zealand for the Year Ending 30 June 2023

Supplementary Estimates

- [Vote Business, Science and Innovation - Supplementary Estimates of Appropriations 2021/22](#)
- [Vote Labour Market - Supplementary Estimates of Appropriations 2021/22](#)
- [Vote Building and Construction - Supplementary Estimates of Appropriations 2021/22](#).

Question 12

What services, functions or outputs have been cut, reduced, or had funding reprioritised from in the last financial year? Describe the service or function concerned and estimate the cost saving.

In March 2022, a total of \$453.529 million was returned by the Ministry in estimated underspends for MIQ for the 2021/22 and 2022/23 financial years from loans, delivery of services (hotel and transport) and other fee expenses. In August 2022, a further \$239.759 million was returned in estimated underspends for the 2022/23 financial year.

Question 13

What programmes or projects, if any, were delayed in the 2021/22 financial year and what was the reason for any delay in delivery or implementation?

For information relating to changes in the timing of the Ministry's programmes or projects, please refer to Appendix 4.

Question 14

How much funding for specific projects, policies or programmes has been carried forward from the 2021/22 financial year to the current financial year? For each, please provide the following details:

- Name of project, policy or programme
- Amount of funding brought forward
- Amount of funding already spent
- Amount of funding originally budgeted for the project
- Estimation completion date.

Please refer to Appendix 4.

Question 15

How many projects or contracts that were due to be completed in 2021/22 were shelved, curtailed or pushed into out years? For each, what was the project name, what was the total budgeted cost, what is the actual cost to date, what was its purpose and why it was it not completed in 2021/22?

Please refer to the responses to question 14 for funding for specific projects, policies or programmes carried forward from the 2021/22 financial year to 2022/23 year and out years, and question 12 for funding reprioritised from Budget 2021.

USER CHARGES

Question 16

What user charges were collected in the last financial year and what was the revenue from each of them? How does this compare to the previous financial year?

The revenue collected by the Ministry is mainly reflected in the 14 memorandum accounts the Ministry managed during the 2021/22 financial year. Please refer to page 141 of the Ministry's [2021/22 Annual Report](#) for details.

PROPERTY/CAPITAL WORKS

Question 17

How much funding was allocated to capital works in the last financial year? How does this figure compare to that allocated and that spent in the previous four financial years?

The Ministry's actual capital costs, funded by capital allocation, was \$77.658 million as set out on page 108 of the Ministry's [2021/22 Annual Report](#).

\$25.104 million was invested in property and equipment (including Leasehold improvement spend of \$5.4 million on the Ground floor of Oracle Building, and \$3.3 million on Cashel St Office and various Stout St enhancements).

\$52.554 million was intangible assets (including \$15 million for the employer assisted work visa project, \$5.890 million for the replacement of Radio Frequencies Register project, \$5 million for the NZ Traveller Declaration project and an additional \$2 million spend on the occupational licensing Common Platform).

Financial year	2021/22	2020/21	2019/20	2018/19	2017/18
	\$m	\$m	\$m	\$m	\$m
Funding allocated in the Supplementary Estimates	72.662	85.308	111.705	79.528	78.553
Actual	77.658	78.206	96.675	74.484	71.269

Question 18

What land, building, and other assets were sold in 2021/22? What processes were undertaken for the disposal of these assets and how much did they sell for? How does that compare to each of the previous four financial years?

The following assets were sold by the Ministry in 2021/22 and the previous four financial years.

Year	Assets sold	\$
2021/22	Five motor vehicles	59,569
	Sales of Beijing surplus furniture	72,695
2020/21	Five motor vehicles	102,441
2019/20	Computer hardware	840,205
	Furniture and fittings	24,763
	Leasehold improvements and fitout	417,754
	Five motor vehicles	32,255
2018/19	25 motor vehicles	176,709
	Surplus fit-out (offshore office)	6,199
2017/18	12 motor vehicles	103,623

Question 19

How much floor space does your department, agency or organisation lease and what is the annual cost per square metre and total cost in each building of those leases? How does this compare with each of the previous four financial years?

Please refer to Appendix 5.

For previous years please refer to:

- 2020/21 – question 19, Appendix 6 (pages 41 to 43) at [Annual Review 2020/21](#)
- 2019/20 - question 19, Appendix 6 (pages 29 to 31) at [Annual Review 2019/20](#)
- 2018/19 - question 19, Appendix 6 (pages 29 to 31) at [Annual Review 2018/19](#)
- 2017/18 – question 19, Appendix 5 (page 29) at: [Annual Review 2017/18](#).

Question 20

Were any of your offices relocated in 2021/22? In each case please provide where did the office move from and to, a breakdown of the cost of relocating, the amount of any saving or increase in rent paid resulting from the move, the floor space of the original and new office, and the reason for the relocation. Please also provide these details for each of the previous four financial years.

Please refer to Appendix 6.

Question 21

How much was spent on each renovation, refurbishment or redecoration project in offices or buildings of the department, agency or organisation that cost more than \$5,000 in the 2021/22 financial year? For each, please provide the following details:

- A description of the renovation carried out
- Location of the project
- Name of provider(s) or manufacturer(s)
- Type of product or service generally provided by the above
- Cost of the project
- Completion date
- Whether tenders were invited, if so, how many were received
- List separately any single item of furniture or fixture worth more than \$2,500 with its cost.

Please refer to Appendix 7.

Question 22

What offices were closed in 2021/22 and how much is the closure of each office expected to cost or save? What offices were closed in each of the previous four financial years?

As of September 2022, the following leases have expired.

Address	Expiry date	Annual rent \$
21 Devon Street West, New Plymouth	31/12/2021	30,000.00
280 Queen Street, Levels 8, 9 & 10, Auckland	30/08/2022	743,924.04
Level 1, 41 Shortland Street, Auckland	31/07/2022	348,619.44
New Zealand Embassy, Makati Avenue, Manila, Philippines	31/01/2022	169,525.00

Address	Expiry date	Annual rent \$
Level 2, 3 North Avenue, Mumbai, India	15/06/2022	1,151,493.00
Unit 1816, Building no. 6, Fortune Plaza, Dongsanhuan Middle Road, Chaoyang District Beijing, China	5/10/2021	94,260.00
Unit 2605, Tower 4, Central Park, No 6 Chaowai Street, Chaoyang District Beijing, China	15/08/2022	95,710.56

The table below shows the Ministry's offices that were closed in previous four financial years.

Year	Location	Annual saving \$
2020/21	Level 2, 21 Putney Way, Manukau, Auckland	96,268
2020/21	Part level 1, 16 Kingston Street, Auckland	249,951
2020/21	2 Kaipatiki Road, Glenfield, Auckland	52,000
2020/21	Levels 3,5,6 and 7, 256 Lambton Quay, Wellington	696,410.
2020/21	55 Wordsworth Street, Sydenham, Christchurch	561,033
2020/21	Part Level 2, 52 Symonds Street, Christchurch	82,208
2020/21	Level 5, 1 Willis Street, Wellington	383,821
2020/21	Levels 1 to 14, 147 Lambton Quay, Wellington	3,658,185
2020/21	Room B.07, Storage, Peninsula Court, 8735 Paseo de Roxas, Manila, Philippines	18,619
2020/21	New Zealand High Commission, Pretoria, South Africa	48,883
2020/21	Apt 3802, Tower 1, 6 Chaowai Avenue, Beijing, China	102,623
2020/21	Apt 1602, Tower 22, 6 Chaowai Avenue, Beijing, China	115,451
2020/21	Apt 2006, Tower 11, 6 Chaowai Avenue, Beijing, China	115,451
2020/21	Apt 2201, Tower 21, 6 Chaowai Avenue, Beijing, China	66,705
2020/21	Apt 1005, Tower 13, 6 Chaowai Avenue, Beijing, China	66,705
2020/21	71 Anderson Street, Pretoria, South Africa	51,600
2020/21	Level 4, F-130, New Delhi, India	271,323
2020/21	Apt 17d, Rockwell Rizal Building, Manilla, Philippines	71,395
2020/21	Unit ED-2403, 18 Amorsolo Drive, Manilla, Philippines	71,395
2020/21	Levels 3 and 4, 51/61 Narain Terraces, Ambedkar Road, Mumbai, India	133,860
2020/21	Levels 3 & 4, 53/63 Narain Terraces, Ambedkar Road, Mumbai, India	133,860
2020/21	Levels 5 & 6, 73/83 Narain Terraces, Ambedkar Road, Mumbai, India	133,860
2020/21	504, 1118 3rd Street, Santa Monica, Los Angeles, USA	66,000
2019/20	14 Hartham Place, Porirua	69,327
2019/20	3 Prechistenskaya Naberezhnaya, Moscow, Russian Federation	86,058
2019/20	Level 8, Suite 804, Don Khoi Street, Ho Chi Minh, Vietnam	147,246
2019/20	No. 155, Tianjin Road, Shanghai, China	1,804,892
2019/20	Sheikh Zayed Road, Dubai, United Arab Emirates	49,651
2019/20	ASB Centre, 135 Albert Street, Auckland	777,080
2019/20	Level 7,12,14 280 Queen Street, Auckland	420,968
2018/19	Ground floor, 69 Gracefield Road, Wellington	7,000
2018/19	Level 11, 280 Queen Street, Auckland	52,360
2018/19	Level 4, 280 Queen Street, Auckland	231,066
2018/19	9 Corinthian Drive, Auckland	421,269
2018/19	Level 15, 87 Wireless Road, Bangkok	119,124

2018/19	65th Floor, Central Plaza, No. 18 Harbour Road, Hong Kong	398,340
2017/18	Kordia House, 109-125 Willis Street, Wellington	357,150
2017/18	Ground Floor, 61-75 Rangitikei Street, Palmerston North	123,900
2017/18	Building 11, Remarkables Park, Queenstown	5,137
2017/18	480 Moray Place, Dunedin	18,859
2017/18	1 Bond Street, Dunedin	5,208
2017/18	Level 12, 1 Willis Street, Wellington	236,070
2017/18	Suite 3006, TaiKoo Hui Tower 1, Guangzhou, China	7,597
2017/18	1 Walton Leigh Avenue, Porirua, Wellington	273,329
2017/18	678 Victoria Street, Hamilton	142,000

Question 23

What offices did your department, agency or organisation open in 2021/22 and how much is the opening of each office expected to cost or save? What offices were opened in each of the previous four financial years?

The Ministry opened the following office locations in the 2021/22 and in the previous four financial years.

Date	Business group	Location	Annual rent \$
2021/22	Immigration New Zealand	Auckland International Airport, 6 Leonard Issitt Drive, Auckland	105,353.25
2021/22	Immigration New Zealand	Level 6, 145-161 Cashel Street, Christchurch	1,101,436.95
2021/22	LSE	Hawkes Bay Business Hub 2 Ossian Street, Ahuriri, Napier	10,000.00
2020/21	Te Whakatairanga Service Delivery	Level 5, 145-161 Cashel Street, Christchurch	1,133,913
2020/21	Te Whakatairanga Service Delivery	41 Coleridge Street, Christchurch	70,022
2021/21	Managed Isolation and Quarantine	Part Level 4, 276 Antigua Street, Christchurch	124,384
2020/21	Te Whakatairanga Service Delivery	21 Devon Street West, New Plymouth	36,720
2020/21	Ngā Pou o te Taumarū, Building Resources and Markets, and Finance and Performance	Level 10 -18, 25 The Terrace, Pastoral House, Wellington	5,500,527
2020/21	Kānoa - Regional Economic Development and Investment Unit	85 Budge Street, Blenheim	3,800
2020/21	Kānoa - Regional Economic Development and Investment Unit	1 Melody Lane, Hamilton	8,136
2020/21	Project in progress for final fit out. Business Group to be allocated once fit-out is ready	Ground Floor, 162 Victoria Street, Auckland	693,806
2019/20	Provincial Development Unit	51-55 15 th Avenue, Tauranga	15,200

Date	Business group	Location	Annual rent \$
2019/20	Immigration New Zealand	Level 5,6 & 7 256 Lambton Quay, Wellington	540,570
2019/20	Immigration New Zealand	Ground Floor, 39 Paramount Drive, Henderson	406,331
2019/20	Market Services, Corporate Governance and Information and Building Resources and Markets	Level 1, 162 Victoria Street, Auckland	918,000
2018/19	Immigration New Zealand and Market Services	Levels 3, 4, 5 & 8, 167b Victoria Street West, Auckland	1,635,635
2018/19	Immigration New Zealand	Level 5, 430 Victoria Street, Hamilton	224,161
2018/19	KiwiBuild*	Level 7, 45 Queen Street, Auckland	113,083
2017/18	Immigration New Zealand and Market Services	Levels 1 & 2, 430 Victoria Street, Hamilton	439,338
2017/18	Market Services, Building Resources and Markets, Immigration New Zealand	481 Moray Place, Otago House, Dunedin	110,220
2017/18	Immigration New Zealand and Regional Economic Development	L12 and L4, 160 Lambton Quay, Wellington	494,813
2017/18	KiwiBuild*	L5, 1 Willis Street, Wellington	472,005
2017/18	Immigration New Zealand	L3, 256 Lambton Quay, Wellington	155,840
2017/18	Immigration New Zealand and Market Services	7 Heriot Drive, Porirua	1,216,240

*This unit was transferred to the Ministry of Housing and Urban Development when it started operating in October 2018.

Question 24

How many regional offices, other than your department, agency or organisation's head office, reduced their opening hours during the 2021/22 financial year listed by new and former opening hours, date of change, and location?

Office hours were varied during 2021/22 due to COVID-19 lockdowns and staff working from home. While there were no formal and consistent changes to office hours following these disruptions, the Ministry provides flexible working arrangements to its staff in accordance with the guidance from Te Kawa Mataaho - Public Service Commission.

Question 25

How many vehicles did your department, agency or organisation own during the 2021/22 financial year and to what office are each of these vehicles assigned by vehicle year and vehicle model? How many were owned during each of the previous four financial years and to what office are each of these vehicles assigned by vehicle year and vehicle model? How many of these vehicles are EVs and what percentage of the vehicles are EVs?

Please refer to Appendix 8.

For previous years please refer to:

- 2020/21 - question 25, Appendix 9 (pages 49 to 52) at [Annual Review 2020/21](#)
- 2019/20 - question 25, Appendix 9 (pages 39 to 42) at [Annual Review 2019/20](#)

- 2018/19 - question 25, Appendix 6 (pages 38 to 43) at [Annual Review 2018/19](#)
- 2017/18 - question 25, Appendix 6 (pages 32 to 36) at: [Annual Review 2017/18](#).

Question 26

What was the total amount spent on purchasing vehicles during the 2021/22 financial year? Provide a breakdown of the number of vehicles purchased that were EVs including as a percentage of the total vehicles purchased. and to what office were each of these vehicles assigned by vehicle year and vehicle model? How much was spent during each of the previous four financial years and to what office are each of these vehicles assigned by vehicle year and vehicle model?

The Ministry did not purchase any vehicles in 2021/22. The Ministry now leases any additional vehicles it requires. Eleven new leases were started in 2021/22. Please refer to Appendix 8 for a breakdown of all the vehicles owned and leased by the Ministry.

Year	Total cost \$	Number of vehicles	Average cost \$
2021/22	Nil	Nil	Nil
2020/21	Nil	Nil	Nil
2019/20	Nil	Nil	Nil
2018/19	Nil	Nil	Nil
2017/18	492,887	10	49,287
2016/17	370,366	8	46,296

Question 27

Were any labour and/or contractor costs been capitalised into capital project costs during the 2021/22 financial year, if so, for each project what is the breakdown by project of labour vs non labour costs?

Please refer to Appendix 9 for an analysis of capital projects. Please note that in Appendix 9, the amount of labour cost has been split between contractor costs and internal labour costs. The response to this question should be considered in conjunction with the answer to Question 68, which includes a breakdown of contractor costs included within operating expenses for the 2021/22 financial year.

Question 28

Does your department, agency or organisation have a policy about the use of personal email accounts (e.g. Gmail accounts) in the workplace; if so, what policies are in place and do those policies include a prohibition on the use of such accounts for official government business? How many breaches of any such policy during the last financial year were reported and how does this compare to each of the previous four financial years?

The Ministry has an ICT Acceptable Use Policy that ensures all data, information and technology is used in the correct way and for the appropriate reason. Limited personal use is acceptable provided that it does not:

- unduly impact productivity
- threaten the security of the Ministry's ICT environment; or
- negatively impact system performance and cost.

The Ministry also has an Employee Security Responsibilities Policy Statement that supports its Security Policy. The policy statement specifically prohibits staff sending the Ministry's official information to their personal email accounts.

The Ministry now blocks attachments when sent using personal email from a Ministry device.

In the course of its investigations during 2021/22, the Ministry's Integrity team identified two substantiated instances of staff sending official information to their personal email accounts.

Year	Number of breaches
2021/22	2
2020/21	1
2019/20	2
2018/19	1
2017/18	2

Question 29

What IT projects, if any, were shelved or curtailed in the 2021/22 year and how much will have been spent on each project before it is shelved or curtailed?

The Ministry did not shelve or curtail any IT projects in 2021/22.

Question 30

What IT projects, if any, were completed or under way in the 2021/22 year? For each, please provide the following details:

- Name of project
- Initial estimated budget
- Initial estimated time frame
- Start date
- Completion date or estimated completion date
- Total cost at completion or estimated total cost at completion.

Please refer to Appendix 10.

Question 31

How much was spent for software licensing fees in the 2021/22 financial year and how does this compare with spending in each of the previous four financial years?

The following amount was spent on software licensing fees in 2021/22. The cost of software licences is increasing in line with the provision of more services online by the Ministry, business volume growth, and price increases.

Year	Software licence fees \$
2021/22	23,973,512
2020/21	22,094,413
2019/20	17,871,157
2018/19	14,816,547
2017/18	12,186,906

Question 32

How many websites did your department, agency or organisation run in 2021/22 and for each, what is it called, what is its URL, when was it established, what is its purpose and what is the annual cost of operating it?

The Ministry supported 37 clusters of websites in 2021/22, including business registers, tenancy tools and information, and websites to support MIQ. Please refer to Appendix 11 for the full list. As in previous years, the Ministry is reporting its websites in clusters rather than individually. This shows the relationships where different web addresses or online tools are part of a connected suite of services.

The Ministry considers sites to be part of a web cluster when:

- their content relates to a particular function (for example building, immigration or trading standards)
- the sub-sites would not exist without there being a main site for that function.

Different portions of the web cluster may be spread over several 'sites' when:

- they need technology that is not supported on the platform used for their main site (for example interactive data, registers or online learning tools)
- campaigns call for different branding and compact messaging to communicate with specific audiences or about specific matters
- legacy sites were absorbed into main sites during the reporting year.

The provision of online channels by the Ministry allows customers to access information and services and complete their transactions more easily. This introduces significant efficiencies in service delivery.

The Ministry reports sites for programmes and agencies that are part of the Ministry, and for independent organisations where the Ministry provides ongoing administrative support. These include the Remuneration Authority, Standards New Zealand and the Companies Office of Niue.

The Ministry also uses web-based tools to support staff work, both within the Ministry and with other government agencies. Where these tools are not accessible by the public, they are not listed.

To host and manage its websites and applications efficiently, the Ministry is increasingly housing them on common infrastructure. While this has made operational and financial sense, it has limited the Ministry's ability to break running costs down by website or application.

Question 33

How many data security issues were identified in 2021/22 and how many data security issues were there in each of the previous four financial years? If there were breaches, what were they and what are the titles of any reports into them? What was the total cost spent in 2021/22 dealing with data security issues?

Two security issues were reported using the Ministry's event reporting system in 2021/22.

One case was an accidental release of an Ombudsman briefing to another Ministry rather than to the intended internal recipient. The second case was an email accidentally replied to an external Government agency rather than forwarding the information internally within the Ministry.

The Ministry's systems do not allow the provision of an exact cost; however, it is estimated as under \$10,000.

For previous years, please refer to the responses for:

- 2020/21 – question 33 (page 20) at: [Annual Review 2020/21](#)
- 2019/20 – question 33 (page 15) at: [Annual Review 2019/20](#)
- 2018/19 – question 33 (page 17) at: [Annual Review 2018/19](#)
- 2017/18 – question 34 (page 23) at: [Annual Review 2017/18](#).

Question 34

How many laptop computers, tablet computers and hard drives, if any, provided or paid for by your department, agency or organisation have been lost or gone missing in the 2021/22 financial year; and how many of these were returned to or found by the agency or organisation if any? How many were lost or missing and how many subsequently returned or found in each of the previous four financial years?

The number of Ministry laptops reported lost, missing, or returned is included in the following table:

Financial year	Lost or gone missing	Returned or found
2021/22	20	6
2020/21	16	8
2019/20	8	2
2018/19	4	3
2017/18	4	3

REPORTS, PLANNING, AND EVALUATION

Question 35

Please provide a list of all reports that were prepared in 2021/22 relating to:

- baseline update (if applicable)
- value for money
- savings identified.

The following reports were prepared:

2021 October Baseline Update Submissions

- Vote Building and Construction - Building and Construction portfolio
- Vote Building and Construction - COVID-19 Response portfolio
- Vote Building and Construction - Housing portfolio
- Vote Business, Science and Innovation - Commerce and Consumer Affairs portfolio
- Vote Business, Science and Innovation - Digital Economy and Communications portfolio
- Vote Business, Science and Innovation - Economic and Regional Development portfolio (Economic Development)
- Vote Business, Science and Innovation - Economic and Regional Development portfolio (Regional Economic Development)
- Vote Business, Science and Innovation - Energy and Resources portfolio
- Vote Business, Science and Innovation - Māori Development portfolio
- Vote Business, Science and Innovation - Public Service portfolio

- Vote Business, Science and Innovation - Research, Science and Innovation portfolio
- Vote Business, Science and Innovation - Small Business portfolio
- Vote Business, Science and Innovation - Tourism portfolio
- Vote Labour Market - ACC portfolio
- Vote Labour Market - Immigration portfolio
- Vote Labour Market - Social Development and Employment portfolio
- Vote Labour Market - Workplace Relations and Safety portfolio

2022 March Baseline Update Submissions

- Vote Building and Construction - Building and Construction portfolio
- Vote Building and Construction - COVID-19 Response portfolio
- Vote Building and Construction - Housing portfolio
- Vote Business, Science and Innovation - Commerce and Consumer Affairs portfolio
- Vote Business, Science and Innovation - Digital Economy and Communications portfolio
- Vote Business, Science and Innovation - Economic and Regional Development portfolio (Economic Development)
- Vote Business, Science and Innovation - Economic and Regional Development portfolio (Regional Economic Development)
- Vote Business, Science and Innovation - Energy and Resources portfolio
- Vote Business, Science and Innovation - Public Service portfolio
- Vote Business, Science and Innovation - Research, Science and Innovation portfolio
- Vote Business, Science and Innovation - Small Business portfolio
- Vote Business, Science and Innovation – Sport and Recreation portfolio
- Vote Business, Science and Innovation - Tourism portfolio
- Vote Labour Market - ACC portfolio
- Vote Labour Market - Immigration portfolio
- Vote Labour Market - COVID-19 Response portfolio
- Vote Labour Market - Social Development and Employment portfolio
- Vote Labour Market - Workplace Relations and Safety portfolio.

Question 36

Please provide copies of the current work plan.

The Ministry's Strategic Intentions 2021-2025 sets out its role and functions (pages 9 to 11) and its strategic intentions (pages 17 to 26). This document provides the focus for the Ministry's activities and delivery of outputs and services.

In addition, the Ministry's organisational strategy Te Ara Amiorangi underpins the Ministry's focus on driving improvements and focusing on the wellbeing of New Zealanders now and into the future. It can be found on page 6 of the 2021/22 Annual Report.

Finally, in a letter from the Minister of Finance, the Government's economic plan was set out to build a high wage, low emissions economy that gives economic security in good times and bad. The Ministry continues to look for opportunities and will work together with the Treasury to help New Zealand achieve all three aspects of the economic vision, as part of the Government's wider vision for enhancing the wellbeing of New Zealanders.

Question 37

Please list projects and major policy initiatives progressed in 2021/22.

Please refer to the following sections in the Ministry's [2021/22 Annual Report](#) for projects and major policy initiatives progressed in the 2021/22 financial year:

- Te Arotake I Te Tau Nei Ou - Year in Review pages 10 to 15
- Ngā Putanga - Our Outcomes pages 17 to 37.

Question 38

Please provide copies of any reports made to the Minister in 2021/22 about performance against the agency or organisation's Statement of Intent, Statement of Corporate Intent, Statement of Performance Expectations or Output Plan.

The Ministry does not have an output plan or performance agreement. Information on outputs and outcomes is captured in the Estimates of Appropriations. Regular reporting from the Ministry and other agencies provides sufficient information on appropriations and the supply of outputs to enable Ministers to exercise their responsibilities. Please note that financial and non-financial results reported in six-monthly reports are unaudited and not final; year-end financial and non-financial results are available in the Ministry's [2021/22 Annual Report](#).

Please refer to the separate appendix documents for copies of the following reports provided to Ministers against the Ministry's Statement of Intent, Estimates of Appropriations, and Government priorities for the period July 2021 to June 2022:

- ACC
- Building and Construction
- Commerce and Consumer Affairs
- Digital Economy and Communications
- Economic Development
- Energy and Resources
- Immigration
- Research, Science and Innovation
- Small Business
- Social Development and Employment
- Tourism
- Workplace Relations and Safety.

Kānoa – REDIU (Regional Economic Development) quarterly updates to the Cabinet Economic Development Committee can be found [here](#).

Question 39

How many evaluations of policies or programmes were completed in 2021/22? Please provide details of who carried out the evaluation, the cost of the evaluation, the date completed, and its main findings.

During 2021/22, no evaluations of policies or programmes were completed by the Ministry. However, there are some that are in progress and will be completed in 2022/23, and they will be reported as part of the Ministry's next Annual Review.

Question 40

What reviews of capability were started or completed in 2021/22? What aspects of capability were or are being reviewed? Who undertook or is undertaking these reviews and when were or will they be completed?

The Ministry has identified a need to build the financial capability for those with financial delegations or responsibility for budgets. Work started in May 2022 to identify the current learning available, any gaps in learning, and what changes are needed to support building the capability development in this area. This work will continue into the 2022/23 year.

In addition, the Ministry and the broader public sector aims for its people to be empowered to grow and develop. The focus of this work is to make it easier for the Ministry's people to identify development pathways, have development discussions, and make it easier to learn and progress within the Ministry.

In 2021/22, the Ministry's Te Whakatairanga Service Delivery group worked on two key people priority projects, 'Encouraged' and 'Involved'. These involved aspects of capability and focused on the growth and retention of the Ministry's people. 'Encouraged' focuses on helping to support and build career pathways for our people. 'Involved' focuses on making sure our people have a say that is heard in the group.

The Ministry has adopted a Whāinga Amorangi plan, a strategy with two phases that is designed to empower the Ministry's people to build understanding and confidence in core capabilities to lift Māori Crown relations across the public sector. Phase one focuses on all staff, including the Ministry's Senior Leadership Team and Tiers 1-4 People Leaders, by building capability in Te Reo Māori, Tikanga/Kawa, Te Tiriti o Waitangi and New Zealand History, and Engagement with Māori competencies. Phase two focuses on enabling the Ministry's organisational culture to reflect true partnership with Māori across the public service. Each Business Group within the Ministry has developed and is operationalising their tailored plan to enable Whāinga Amorangi in a way that meets their own business aspirations and that of the Ministry.

In January 2022, the Ministry set up the new Te Iho Poutama Team, which advocates for and uplifts Māori voices to bridge the gap at every level. The team also influence and facilitates partnership to normalise Te Ao Māori within the Ministry, which includes delivering and monitoring Whāinga Amorangi, while working across the Ministry to implement systemic changes that address the recommendations on the Ministry's Tangata Whenua People Experience Sprint.

Question 41

Please provide details of all monitoring, evaluation and auditing of programmes or initiatives undertaken or commissioned by your department, agency or organisation in the 2021/22 financial year (including details of all performance measures, targets and benchmarks and whether programmes contributed to desired outcomes in an efficient and effective manner).

Please refer to the response to questions 10 and 39.

GIFTS AND EXTERNAL RELATIONSHIPS

Question 42

What policies were in place in 2021/22 on accepting corporate gifts or hospitality? How did this compare to the previous financial year? Please list all corporate gifts or hospitality accepted by staff in the 2021/22 financial year with the following details:

- Gift or hospitality accepted
- Position of staff member who accepted
- Estimated value
- Date received
- Name of the organisation or individual who paid for/gave the gift or hospitality.

The Ministry has an Accepting Gifts, Hospitality and Entertainment Policy and Procedure (published in November 2020). Gifts accepted by staff over the value of \$50 are the Ministry's property and must be declared in the Conflict of Interests Register System. Please refer to Appendix 12 for a list of gifts or hospitality accepted by staff in the 2021/22 financial year.

Question 43

What policies were in place in 2021/22 on the organisation giving gifts to external organisations or individuals? How did this compare to the previous financial year? Please list all gifts given to external organisations or individuals in the 2021/22 financial year. For each, please provide the following details:

- Gift given
- Name of external organisation or individual
- Reason given
- Estimated value
- Date given.

The Ministry has a Sensitive Expenditure Policy that covers giving gifts. As a general rule, gifts should not be given to external individuals or organisations. However, the Ministry may provide gifts where there is a business custom or cultural expectation to do so which aligns with a business purpose.

Please refer to Appendix 13 for a list of all gifts given to external organisations or individuals.

Question 44

What policies were in place in 2021/22 on giving gifts to staff? How did this compare to the previous financial year? Please list all gifts given to staff exceeding \$100 in value in the 2021/22 financial year. For each, please provide the following details:

- Gift given
- Position of staff member
- Reason given
- Estimated value
- Date given.

The Ministry has a Sensitive Expenditure Policy that covers giving gifts to staff. Gifts and rewards may be given:

- in recognition for long service or for a staff member leaving the Ministry
- to acknowledge a significant life event such as the birth of a baby, marriage, a bereavement or serious illness; or

- to acknowledge performance.

Please refer to Appendix 14 for a list of all gifts given to individual staff members exceeding \$100 in value.

Question 45

What potential conflicts of interest were identified regarding the board, management or senior staff in 2021/22? For each, please provide the following details:

- Conflict identified.
- Whether or not any contract, policy, consent or other consideration has been entered into with any entity identified in any conflict in the last three financial years.
- Value of any contract, policy, consent or other consideration has been entered into with any entity identified in any conflict in each of the previous three financial years.
- Steps taken to mitigate any possible conflict in granting any contract, policy, consent or other consideration which has been entered into with any entity identified in any conflict in each of the previous three financial years.

The Ministry's Code of Conduct and Declarations of Interest Policy require all conflicts of interest to be disclosed to managers as or when they arise. Interests are declared in a central register along with any management plan required to mitigate a conflict. The declarations are of "interests" relevant to the work that staff do and the position they hold. Not all of those interests will result in potential conflicts. Where a potential conflict may arise, an agreed management plan is put in place to avoid or mitigate that conflict.

The Ministry's Senior Leadership Team have declared the following interests:

2021/22 Senior Leadership Team Declarations of Interest	
Declaration type	Number
Board Memberships	2
Community	2
Financial Affairs	7
Professional Connections	3
Whānau and Friends	7
Total	21

The Senior Leadership Team has access to a document separate to the central register that allows them to be aware of their peers' interests. Each Senior Leadership Team meeting also includes an agenda item to identify and address any conflicts of interest relevant to items on the agenda.

Question 46

What non-government organisations, associations, or bodies, if any, was your department, agency or organisation a paid member of in 2021/22? For each, what was the cost for each of its memberships? How does this compare to each of the previous four financial years?

Please refer to Appendix 15.

For the four previous years, please refer to:

- 2020/21: question 46, Appendix 16 (page 91) at [Annual Review 2020/21](#)
- 2019/20: question 46, Appendix 16 (page 86) at [Annual Review 2019/20](#)

- 2018/19: question 46, Appendix 16 (page 76) at [Annual Review 2018/19](#)
- 2017/18: question 46, Appendix 13 (page 63) at [Annual Review 2017/18](#).

INVOICES AND PROCUREMENT

Question 47

How many penalties for late payment of an invoice were incurred in the 2021/22 year and what was the total cost of that. How does this compare to each of the previous four financial years?

The Ministry aims to pay invoices promptly. Once an invoice has been approved, the supplier will be paid in the next payment run, regardless of the suppliers' payment terms of trade.

The Ministry does not separately identify fees and charges in relation to late payment in accordance with specific supplier invoice payment terms and conditions, and therefore cannot provide this information.

Question 48

How many and what proportion of invoices and bills received in the 2021/22 financial year were not paid on time, and how does this compare to each of the previous four financial years?

The Ministry aims to pay invoices promptly. Once an invoice has been approved, the supplier will be paid in the next payment run, regardless of the suppliers' payment terms of trade. For the 2021/22 financial year the Ministry was making two payment runs per week as well as further payment runs on the first working day, last working day, and 20th of the month, meaning that all invoices were paid within days of being approved.

The table below shows invoices paid on time and not paid on time for 2021/22 and the previous four financial years

Financial year	Paid on time	Per cent	Not paid on time	Per cent
2021/22	45,561	92.9	3,483	7.1
2020/21	41,867	93.8	2,755	6.2
2019/20	47,916	93.9	3,096	6.1
2018/19	45,641	92.9	3,473	7.1
2017/18	46,571	92.2	3,917	7.8

Please note that "on time" is a payment made within 20 business days.

ADVERTISING, POLLING, AND PUBLIC RELATIONS

Question 49

What polls, surveys or market research did your department, agency or organisation undertake in the last financial year and what were the total estimated costs of this work? Please provide a copy of the polling report(s) and the following details:

- Who conducted the work
- When the work commenced
- When it was completed (or due to be completed)
- Estimated total cost
- Whether tenders were invited; if so, how many were received.

Please refer to Appendix 16.

Question 50

How much was spent on advertising, public relations campaigns or publications in the last financial year? How does this compare to the cost of this in the previous four financial years?

The Ministry uses public information programmes to inform the public on a wide range of its services, including new legislation. The table below shows how much was spent on these programmes in the last five financial years.

Year	Cost \$
2021/22	3,714,285
2020/21	1,075,941
2019/20	2,199,676
2018/19	2,739,064
2017/18	3,265,907

The Ministry also produced a wide range of information and guidance publications, as well as its accountability documents, and these are available on the Ministry's websites. The Ministry does not collate the total amount spent on publications; this expenditure is managed individually by business units across the department.

Expenditure in 2021/22 was higher, due to promotion activity which was delayed in 2020/21 taking place in 2021/22. Specific promotions were related to E-Invoicing, Employment Rights, Residential Tenancy Rights, CERT CyberSmart, and New Zealand Business Number.

Question 51

For each advertising or public relations campaign or publication conducted or commissioned in the 2021/22 financial year, please provide the following:

- Details of the project including a copy of all communication plans or proposals, any reports prepared for Ministers in relation to the campaign and a breakdown of costs
- Who conducted the project
- Type of product or service generally provided by the above
- Date the work commenced
- Estimated completion date
- Total cost
- Whether the campaign was shown to the Controller and Auditor-General
- Whether tenders were or are to be invited; if so, how many were or will be received.

Please refer to Appendix 17.

Question 52

How many public relations and/or communications staff, contractors/consultants or providers of professional services were employed in the last financial year; what was the total salary budget for these staff and how much were these staff paid broken down by salary band? How does that compare with each of the previous four financial years? Provide a numerical and percentage breakdown of public relations or communications staff by employment status ie permanent, contractor/consultant, provider of professional service.

The Ministry's communications staff provide a wide range of engagement and communications support right across the Ministry. The Ministry is a large and diverse organisation. The mahi of the Ministry's communications staff supports 19 Ministerial portfolios, and ensures the Ministry is effectively engaging with its extensive stakeholders, including New Zealand businesses, employers, workers, diverse communities and iwi groups. The Ministry's communications staff distil information in a way that is accessible and easy to understand for all of its audiences.

A key part of the Ministry's work over the last two years has been supporting the All of Government work in response to COVID-19. Throughout this time all of its communications staff have worked together to ensure crucial information was provided to New Zealanders around business travel, essential workers, essential products, and other important Alert Level and COVID-19 Protection Framework guidance. This was on top of supporting 32 Managed Isolation Facilities in the MIQ system until the downscaling of the facilities around June 2022.

The increase in total number of communications staff in 2020/21 is due to both the inclusion of the Managed Isolation and Quarantine (MIQ) function within the Ministry (which at the end of the 2020/21 financial year accounted for 20 communication roles), and an amendment to the way in which internal communications staff were counted as part of the total number of communications staff for the 2020/21 financial year.

Prior to the 2020/21 financial year, the number of internal communication staff were excluded from the figures reported. Internal communication is included in many of the communication roles, and it was decided that for transparency these roles, and part-roles, should be counted as part of the total number of communications staff. If these roles had not been included in 2020/21 the number of communications roles (with the exception of the MIQ roles) would have been comparable with the numbers recorded for 2019/20 and the previous years.

Overall, the total number of communications staff for 2021/22 is consistent when compared with the 2020/21 financial year. As a result of various fixed term MIQ roles ending, and the movement of staff from fixed term to permanent contracts, there was an increase of the total number of fixed term communications staff in the 2021/22 financial year.

The following table shows the number of fixed term and permanent staff employed in communications or public relations roles.

Year	Permanent FTE at 30 June	Per cent of total communication staff	Pro-rated salary total \$	Fixed Term FTE at 30 June	Per cent of total communication staff	Pro-rated salary total \$
2021/22	65.7	91	7,892,429	6.5	9	609,441
2020/21	43.4	59	5,025,751	28.8	41	3,335,283
2019/20	26.9	76	2,916,608	8.5	24	840,305
2018/19	32.7	82	3,217,574	7	18	711,000
2017/18	32.5	94	3,327,858	2	6	*

*Withheld to maintain individual's privacy due to the low number of FTEs.

Question 53

How much was spent in 2021/22 on merchandise/promotional products (apparel, stationery, pen drives etc) carrying the branding of your department, agency or organisation or its campaigns, policies or marketing? How did this compare to each of the previous four financial years? For each invoice over \$1,000 in 2021/22 please provide the item purchased, the amount purchased, costs and the intended use.

The Ministry spent the following amounts on merchandise or promotional products in 2021/22.

Merchandise	Cost \$
RWP (Regional Workforce Plan) booklet and posters	4,051.00
Banners displaying New Zealand's APEC Year logos for use in physical or virtual APEC meeting events hosted by New Zealand	862.51
Banners displaying New Zealand's APEC Year logos for use in physical or virtual APEC meeting events hosted by New Zealand	862.50
Computer Emergency Response Team - lapel pins	16,422.00
Immigration New Zealand custom Pins	834.59
Branded clothing for Immigration Cook Islands (Mens)	2,077.04
Branded clothing for Immigration Cook Islands (Womens)	2,812.57

For previous years, please refer to the responses for:

- 2020/21 – question 53 (page 31) at: [Annual Review 2020/21](#)
- 2019/20 – question 53 (page 24) at: [Annual Review 2019/20](#)
- 2018/19 – question 53 (page 27) at: [Annual Review 2018/19](#)
- 2017/18 – question 53 (page 31) at: [Annual Review 2017/18](#).

Question 54

How many press releases, if any, were released in the 2021/22 financial year? How many were released in each of the previous four financial years?

The Ministry released 109 media releases in 2021/22. In addition, the Ministry prepared approximately 160 Ministerial media releases and responded to over 3,700 media queries.

For previous years, please refer to the responses for:

- 2020/21 – question 54 (page 32) at: [Annual Review 2020/21](#)
- 2019/20 – question 54 (page 25) at: [Annual Review 2019/20](#)
- 2018/19 – question 54 (page 27) at: [Annual Review 2018/19](#)
- 2017/18 – question 54 (page 32) at: [Annual Review 2017/18](#).

OFFICIAL INFORMATION AND PRIVACY

Question 55

In 2021/22, did your department, agency or organisation have an internal group of staff whose primary role was to support the Minister or their Office by processing information requests such as Parliamentary questions, Official Information Act requests, and ministerial correspondence; if so, what is the name of that group, how many staff were in the group, what was the cost of this, and where were they located? What were these numbers for each of the previous four financial years? Which policies dealing with the OIA, if any, have changed as a result of the Chief Ombudsman's report *Ready or Not*?

The Ministry does not operate a single team or business group that provides official correspondence support to all Ministerial portfolios. Official correspondence support to Ministers is provided by business groups across the Ministry, recognising the nature of the diverse portfolios. All groups have staff whose role includes supporting the process of information requests described above. Many staff who provide ministerial support may do so alongside other functions, for this reason it is not possible to provide an exact headcount associated with delivering these specific services.

The Ministry has a centralised team of 10 people who are responsible for the workflow management and reporting of information requests received by the Ministry, which includes Parliamentary questions, Official Information Act requests and ministerial correspondence, along with other items.

For staff information relating to previous years, please refer to the responses for:

- 2020/21 – question 55 (Page 32) at: [Annual Review 2020/21](#)
- 2019/20 – question 55 (page 25) at: [Annual Review 2019/20](#)
- 2018/19 – question 55 (page 28) at: [Annual Review 2018/19](#)
- 2017/18 – question 55 (page 33) at: [Annual Review 2017/18](#).

The Ministry is reviewing the recommendations outlined in the Chief Ombudsman's report *Ready or Not* issued on 28 September 2022 in order to identify any changes required to its current policy or processes.

Question 56

What was the number of Official Information Act Requests received, responded to within 20 working days, responded to after 20 working days, transferred, and declined during 2021/22? How many requests had the deadline for response extended and what was the average number of working days requests were extended? What were these numbers for each of the previous four financial years?

The table below shows the number of OIA requests processed by the Ministry in the 2021/22 year.

	Number of requests 2020/21	Number of requests 2021/22
Received	2,834	2,835
Responded*	2,801	2,946
Responded to within 20 working days	1,752	1,689
Responded to after 20 working days**	1,049	1,257
Transferred to another entity	102	156

*The 20-day timeframe for responding to requests means that in the period 1 July 2021 to 30 June 2022 the Ministry processed some requests which were received prior to 1 July 2021.

** Includes 539 requests in 2021/22 which had the 20-day timeframe for response extended under section 15A of the OIA; the average number of working days those requests were extended by was 20 (20.5) working days.

For information relating to previous years, please refer to the responses for:

- 2020/21 – question 56 (Page 32) at: [Annual Review 2020/21](#)
- 2019/20 – question 56 (page 25) at: [Annual Review 2019/20](#)
- 2018/19 – question 56 (page 28) at: [Annual Review 2018/19](#)
- 2017/18 – question 56 (page 33) at: [Annual Review 2017/18](#).

Question 57

What was the average response time for Official Information Act Requests during 2021/22? What was this number for each of the previous four financial years?

The average and median response times for OIA requests during 2021/22 and previous years is shown in the table below (this includes where the response time was extended).

	2017/18	2018/19	2019/20	2020/21	2021/22
Average response time – working days	24	21	22	23	21
Median response time – working days	21	19	19	19	20

Question 58

How many complaints were received under the Privacy Act or Official Information Act during 2021/22 broken down by whether each has been upheld, dismissed, or still under investigation? How does this compare to each of the previous four financial years?

The Ministry were notified of 31 Ombudsman complaints in relation to the OIA for the 2021/22 financial year. In the same period nine complaints were upheld against the Ministry.

The number of complaints received by the Office of the Ombudsman and the Office of the Privacy Commissioner, that the Ministry was notified of, are shown in the table below.

	2017/18	2018/19	2019/20	2020/21	2021/22
Complaints notified to MBIE with regards to Official Information Act requests*	84	84	34	33	31
Complaints notified as upheld against MBIE for Official Information Act requests	4	1	8	4	9
Complaints notified to MBIE with regards to Privacy Act requests**	34	37	32	22	11

*Data sourced from the Office of the Ombudsman.

**Data sourced from the Office of the Privacy Commissioner.

Please note that the Ministry does not currently hold centralised data on the outcomes of all Privacy Act complaints.

For information relating to previous years, please refer to the responses for:

- 2020/21 – question 58 (Page 33) at: [Annual Review 2020/21](#)

- 2019/20 – question 58 (page 26) at: [Annual Review 2019/20](#)
- 2018/19 – question 58 (page 29) at: [Annual Review 2018/19](#)
- 2017/18 – question 58 (page 34) at: [Annual Review 2017/18](#).

Question 59

What policies are in place for Official Information requests to be cleared by or viewed by the Minister's office?

The Cabinet Office Manual 2017 provides guidance on consulting or advising Ministers about departmental OIA requests as follows:

“A department may consult its Minister about any request for official information it receives. The decision on how to respond to the request is nonetheless to be made by the department, in accordance with the Official Information Act.”

The Ministry does not require clearance from a Minister's Office prior to the release of responses to departmental OIA requests. The Ministry may, however, consult or notify a Minister's Office on a particular OIA response.

Question 60

Does your department, agency or organisation have specific policies or procedures that apply to requests for information from media, bloggers, political parties, or OIAs deemed 'high risk' which differ to those for regular requests; if so, please provide full details of those policies?

All requests are subject to the statutory framework of the OIA and are responded to as soon as practicable. As per the Ministry's Media News policy, if a response cannot be provided straight away, and more time is required, it may be responded to using the Ministry's OIA process. Under the no surprises convention, all requests that are “particularly sensitive or potentially controversial” including those which may result in a media query or Parliamentary Question should be advised to the relevant Minister.

Question 61

What instructions or directions from Ministers or their staff regarding the processing or handling of Official Information Act requests did the agency or organisation receive during 2021/22?

The Ministry consults with Ministers on particular departmental OIA requests when necessary and may receive comments or contextual information as part of the consultation. However, the Ministry makes the decision on the request. The expectations of Ministers, in terms of performance targets for processing Ministerial OIA requests, are set out in the performance information in the Estimates of Appropriations, with results provided in the Ministry's Annual Reports. Please refer to the response to Question 59 for more information.

Question 62

Were any privacy issues identified in the 2021/22 financial year and in the previous four financial years? If so, what were they and what are the titles of any reports into them?

The Ministry keeps a record of privacy events reported via the Ministry's event reporting tool. Privacy events include complaints, near-misses, and potential or actual privacy breaches. The Ministry's Privacy Team then triages each reported event to enable appropriate action to be taken where required. This includes containment, mitigation and resolution, and to identify opportunities

for possible improvements to processes or practices relating to the handling of personal information.

The number of reported privacy events by year are:

Year	Number of reported privacy events
2021/22	628
2020/21	624
2019/20	328
2018/19	426
2017/18	477

PERMANENT STAFF/GENERAL STAFFING BREAKDOWNS

Question 63

How many staff positions in the policy area were left unfilled in the 2021/22 financial year broken down by policy area in total? How did that compare with each of the previous four financial years? How is the agency or organisation continuing to carry out work in the absence of staff in these positions?

As at 30 June 2022, 128 full-time equivalent (FTE), or 24.7 per cent permanent, positions in the Ministry's policy teams were unfilled. The data is a snapshot and is inclusive of newly established and yet to be filled positions. The table shows the comparison with previous years.

	30 June 2022	30 June 2021	30 June 2020	30 June 2019	30 June 2018
Unfilled policy positions (FTE)	128	99	108	74	45

The Ministry recruits staff as required to fill vacant positions and to meet business needs. Where there are staff vacancies and where practical, the Ministry will reprioritise the work programme or timeframes. Alternatively, the Ministry uses contractors where it is economic or necessary to do so, including to cover short-term or peak periods of demand. The Ministry continues to explore the sourcing and development of policy expertise in the regions, outside Wellington.

As at 30 June 2022, there were 422 staff employed in policy roles in the Ministry.

Question 64

How many permanent staff were employed within your department, agency or organisation during the last financial year? How does this compare to each of the previous four financial years? Please breakdown by:

- Role (e.g. policy/admin/operational)
- Classification (full and part-time)
- Office (e.g. geographical location)

Please provide detailed explanations for any fluctuations in staff numbers of plus or minus 10%.

The table below shows the number of permanent staff employed by the Ministry as at 30 June each year.

Permanent staff	30 June 2022	30 June 2021	30 June 2020	30 June 2019	30 June 2018
Headcount	5,529	4,735	4,478	3,956	3,536

Note: The numbers provided exclude contractors, casual staff, offshore staff, staff on parental leave, staff on leave without pay, and fixed term staff.

Please refer to Appendix 18 for a breakdown of these numbers by location, age and gender.

For the purposes of this question, the Ministry has categorised roles as “policy” or “other”. The “other” group includes all non-policy staff in the Ministry, such as those working in operational, corporate and service delivery roles. Roles with dual functions are categorised by their main category only.

The Ministry has also provided additional data in the appendix to this response broken down by new Critical Risk Workgroup categories. These are field, front-facing (face to face), front-facing (non face to face) and office staff. Please see the Ministry’s response to Question 67 for further detail.

The Ministry experienced an increase in permanent staff headcount of 12.9 per cent in the year to 30 June 2022.

The growth in permanent headcount for MIQ was mainly attributed to the need to increase the size of the Ministry’s security workforce and front-line operations, and to replace New Zealand Defence Force and private security requirements.

The growth of the Ngā Pou o te Taumarū Group in the Ministry was in response to the support services required for MIQ and the support for the wider Ministry in relation to its COVID-19 response, particularly from the Engagement, Communications and Ministerial Services and People and Culture teams.

Following the establishment of the Digital Data and Insights (DDI) Group in November 2020 there has been ongoing work to connect and align all of the Ministry’s Digital and Data functions and strengthen cyber security.

The growth in the Finance and Performance Group has been in response to the financial support to MIQ and taking on the digital commercial procurement functions from DDI.

An increase in permanent staff numbers for Immigration New Zealand (INZ) was largely due to the additional recruitment of staff in the Border and Visa Operations and Verification and Compliance Branches. This was to support the opening of the borders and reconnect New Zealand as some offshore offices were closed due to COVID-19 lockdowns. In addition, internal resource from across INZ, was moved to the Refugee Migrant Services branch in order to support the Afghanistan Resettlement Response in July 2021.

There has been an increase in the permanent headcount of the Ministry’s Te Whakatairanga Service Delivery Group principally to manage the high volumes of calls in our call centres. In addition, there has been an increase of Tenancy Bond Officers to improve the service delivery and Employment Authority Officers due to the increase in the volume of work.

The Ministry’s Building, Resources and Markets Group has slightly increased in the permanent headcount over the last financial year due to the increased establishment that came from the introduction of the Digital Communications and Transformation, and Small Business Commerce and

Consumer Policy branches. This was offset by the realignment of the Commerce, Consumer and Communications branch.

The decrease in permanent headcount within the Te Waka Pūtahitanga (formerly the Strategic Policy and Programmes) group is due to the transfer of the Small Business and Strategic Policy teams to other parts of the Ministry.

The Kānoa – Regional Economic Development and Investment Unit had a reduction in staff numbers attributed primarily to two reasons. From 1 July 2021, Ministers agreed three skills and employment programmes would transfer from Kānoa to the Ministry to the Ministry of Social Development (MSD). These were: He Poutama Rangatahi – Youth Employment Pathways, the Māori Trades and Training Fund, and the three Jobs and Skills Hubs sitting within the Sector Workforce Engagement Programme. This change resulted in 33 positions with associated funding and 20 staff transferring to MSD. Lastly, Kānoa is also evolving its operating model through attrition to ensure it has the right roles to best deliver the initiatives it is leading.

Question 65

Please provide a breakdown by role (e.g. policy/administration/operational) and location of the agency or organisation's staff numbers in 2021/22 and each of the previous four financial years, by age and gender. Provide totals where appropriate.

The table below shows the number of staff (permanent and fixed term) employed by the Ministry as at 30 June each year by role. The numbers include staff based offshore but who are paid as New Zealand employees.

Permanent and fixed term staff headcount	30 June 2022	30 June 2021	30 June 2020	30 June 2019	30 June 2018
Policy staff	422	394	324	301	331
Other staff	5,509	4,907	4,448	3,936	3,392
Total staff	5,931	5,301	4,772	4,237	3,723

Note: The numbers provided exclude contractors, casual staff, offshore staff (who are not paid as New Zealand employees), staff on parental leave, and staff on leave without pay.

For the purposes of this question, the Ministry has categorised roles as “policy” or “other”. The “other” group includes all non-policy staff in the Ministry, such as those working in operational, corporate and service delivery roles. Roles with dual functions are categorised by their main category only.

The Ministry has also provided additional data in Appendix 19 to this response broken down by Critical Risk Workgroup categories. These are field, front-facing (face to face), front-facing (non-face to face) and office staff.

For previous years please refer to:

- 2020/21 – question 65, Appendix 20 (page 109) at: [Annual Review 2020/21](#)
- 2019/20 – question 65, Appendix 20 (page 92) at: [Annual Review 2019/20](#)
- 2018/19 – question 65, Appendix 20 (page 86) at: [Annual Review 2018/19](#)
- 2017/18 – question 65, Appendix 17 (page 75) at: [Annual Review 2017/18](#).

Question 66

If your agency or organisation has a cap on the number of Full Time Equivalent (FTE) positions in 2021/22, what was the figure at which it was capped? How many FTEs were employed in 2021/22, and how does this compare to each of the previous four financial years?

On 1 May 2018, the Cabinet agreed to remove the cap on staff in core government administration, effective from June 2017, which means that the Ministry no longer has a cap on the number of FTE positions.

The table below shows staff FTE numbers as at 30 June 2022 and for each of the previous four years.

	30 June 2022	30 June 2021	30 June 2020	30 June 2019	30 June 2018
FTE	5,832	5,195	4,675	4,149	3,645

Note: The response to Question 64 provides headcount, while this table provides FTE positions with figures rounded to the nearest whole number. The numbers provided exclude contractors, casual staff, offshore staff, staff on parental leave, and staff on leave without pay.

Question 67

How many of the total staff employed are considered to be frontline staff and how many are considered back office staff (both in nominal terms and as a percentage of total staff) and how does that number compare to the number of frontline and back office staff in each of the past four financial years?

The table below shows staff headcount totals per Workgroup classification as at 30 June 2022 and 30 June 2021. In previous financial years, the Ministry did not formally categorise staff into discrete frontline and back-office staff categories.

Workgroup classification	Description	30 June 2022	%	30 June 2021	%
Field (e.g. Compliance Officers and Senior Investigators)	A person required to interview or meet with external clients away from a Ministry office	473	8.0	457	8.6
Front-Facing (Face to Face) (e.g. Border Officers and Immigration Officers)	A person who conducts in person interviews with external clients in a Ministry controlled environment	568	9.6	587	11.1
Front-Facing (Non Face to Face) (e.g. Client Services Advisors, Immigration Officers and Senior Support Officers)	A person who deals with external clients via phone or email only	1,283	21.6	1,052	19.8
Office (e.g. Policy Advisors, Research and Data Analysts, Project Managers and Business Analysts)	A person who does not have regular direct contact with external clients or the public	3,607	60.8	3,205	60.5
Total staff		5,931	100	5,301	100

Please note that Immigration Officer is an example in three categories, Front-Facing (Face to Face, Front-Facing (Non-Face to Face) and Office. Workgroup classification is not simply based on job title; factors considered in classification are the business Group that the position sits in, the nature of the work that position does, and the working location of the position.

CONSULTANTS, CONTRACTORS/TEMPORARY CONTRACTS, PROVIDERS OF PROFESSIONAL SERVICES

Question 68

How many contractors, consultants, including those providing professional services, were engaged or employed in 2021/22 and what was the estimated total cost? How did this compare to each of the previous four financial years, both in terms of the number engaged and the total cost? For each consultant or contractor that has been engaged in the previous four financial years please provide the following details:

- Name of consultant or contractor
- Type of service generally provided by the consultant or contractor
- Details of the specific consultancy or contract
- Budgeted and/or actual cost
- Maximum hourly and daily rates charged
- Date of the contract
- Date the work commenced
- Completion date
- Whether tenders were invited; if so, how many were received
- Whether there are proposals for further or following work from the original consultancy; if so, the details of this work?

In the 2021/22 financial year, as reported in the Ministry's [2021/22 Annual Report](#), the Ministry spent \$109.076 million on contractors and consultants (both operating and capital), an increase of \$18.739 million compared to the 2020/21 financial year. Operating expenditure has increased by \$26.501 million and was offset by a fall in capital expenditure by \$7.762 million.

The majority of contractors and consultants working at the Ministry are supporting large-scale projects, which cannot currently be delivered with existing resources and workforce. The overall increase in spend on contractors and consultants is due to an increase in unplanned turnover rates and ongoing skills shortages. Increasing numbers of contractors have been needed to backfill vacancies to deliver BAU workstreams, COVID-19 response work, Government policy initiatives and programmes or other one-off or time limited activities.

Major projects included the ADEPT immigration project (including changes for residents' visa), work on the MIQ customer portal and various projects which improve the quality of public services for New Zealanders.

The Ministry has disclosed the following information on contractors and consultants in its [2021/22 Annual Report](#) (refer to note 6 Contractors and Consultants on page 145).

	2021/22 \$m	2020/21 \$m
Contractors	41.242	29.516
Contractors working on ICT projects	24.726	17.557
Total operating expense – contractors	65.968	47.073

	2021/22 \$m	2020/21 \$m
Consulting services	29.418	21.812
Total operating expense – contractors and consultants	95.386	68.885
Contractors and consulting services capitalised to assets*	13.690	21.452
Total contractors and consultants	109.076	90.337

In accordance with guidance from the Te Kawa Mataaho Public Service Commission on Workforce and Contractor Information, the Ministry has included both operating and capital spending on contractors and consultants, including those working on ICT projects.

In 2021/22, the Ministry spent \$67.296 million on professional services. This information is reported on page 144 of the Ministry's 2021/22 Annual Report.

Year	Professional Services \$m
2021/22	67.296
2020/21	58.296
2019/20	48.975
2018/19	55.079
2017/18	47.894

The Ministry engages providers of professional services for a number of different reasons. The table below provides a breakdown of the purpose for which providers of professional services were engaged in 2021/22, including a description of the nature of the expenditure. Where professional services do not fall under any of the specific categories noted below, they are allocated to the 'other professional services' category.

Category	Amount \$m	Description
Outsourced Migrant Settlement Services	13.013	Costs relating to various settlement services and programmes for migrants.
Research and Surveys	11.784	Costs relating to a variety of methods to use data to inform decision making, such as finished research reports, data to input into research, workshops, and online research techniques
Outsourced Other Service Providers	11.039	Costs relating to the external provision of general services such as security, scanning and imaging, document and website content production, website hosting, service design and vehicle monitoring.
Legal Services	10.012	Costs incurred from services obtained from legal firms (mainly from Crown Law), as well as various legal reviews, associated with Refugee Status Branch, Labour Inspectorate cases, Insolvency Trusts Services and Regional Economic Development and Investment Unit of its work.
Fees and Cost – Assessment, Mediation and Adjudication	3.572	Costs relating to assessment, mediation and adjudication associated with Tenancy disputes, Employment disputes, Weathertight Homes Resolution Service, Insurance Claims Resolution, and Occupational licensing and compliance.
Interpretation, Transcription and Translation Services	2.906	Costs relating to various interpretation services across Management and Isolation Operating, INZ and Employment Service and Employment Relations Authority, tenancy disputes and Insurance Claims Resolution.
Laboratory Testing	1.671	Costs relating to laboratory testing associated with, registration of intellectual property, management of criminal proceeds, fuel quality monitoring and consumer protection, and the Weathertight Homes Resolution Service.

Category	Amount \$m	Description
Advisory Panel Expenses	1.037	Costs relating to general expenses for the advisory panels, including catering for meetings and travel costs.
Medical Services	0.976	Costs relating to various interpretation and transcription services
Evaluation Services	0.889	Costs relate to the work undertaken by a third party to evaluate Management and Isolation Operating programme set up and the Provincial Growth Fund, and to prepare a report that would satisfy the Cabinet's requirements.
Photographic Charges	0.159	Costs relating to various management team photos
Survey	0.055	Costs relating to surveys undertaken to collect data for analysis to inform decision making. Please refer to question 49 for more detail.
Other Audit and Assurance Fees	0.054	Costs relating to audits by external accreditation agencies as part of the Ministry International Organisation of Standards based quality management programme.
Advisory Panel Expenses	0.037	Costs relating to general expenses for the advisory panels, including catering for meetings and travel costs.
Outsourced Verification Services	0.027	Costs for background verification services.
Standards Development Purchased	0.001	Engagement of Standards NZ to create a new standard
Professional Services - Other	10.064	Please see Appendix 21 for a detailed breakdown of 'Professional Services – Other' with a contract value over \$10,000.

Please refer to Appendix 20 (separate document) for a list of contractors, consultants, and providers in the 'other professional services' category, engaged during 2021/22 with a contract value of \$10,000 or over.

The Appendix includes contracts with end dates before the start of the 2021/22 financial year, as those contracts were finalised in the 2021/22 financial year and the associated costs formed part of the Ministry's Annual Report figures.

For previous years please refer to the responses for:

- 2020/21 – question 68, Appendix 21 (separate document) at: [Annual Review 2020/21](#)
- 2019/20 – question 68, Appendix 21 (page 96) at: [Annual Review 2019/20](#)
- 2018/19 – question 68, Appendix 21 (page 87) at: [Annual Review 2018/19](#)
- 2017/18 – question 68, Appendix 14 (page 80) at: [Annual Review 2017/18](#)

Question 69

Were any contracts awarded in the last financial year which were valued at \$1 million or more? If so, please list by name of company contracted and total value of contract. How did this at compare with each of the previous four financial years?

The Ministry awarded the 49 contracts with a whole life of \$1 million or more in the 2021/22 financial year as follows:

Organisation	Contract Title	Contract Type
The Digital Cafe Limited	The Digital Cafe - eInvoicing Advertising	Goods and Service Agreement
Illion New Zealand Limited	Illion New Zealand Limited	Goods and Service Agreement
Microsoft New Zealand Limited	Microsoft New Zealand Limited	ICT Agreement
SilverStripe Limited	Silverstripe - Marketplace Subscription Agreement	ICT Agreement

Organisation	Contract Title	Contract Type
Accenture New Zealand Limited	Accenture Master Services Agreement	ICT Agreement
Theta Systems Limited	Theta Ltd - Cloud Support Services Agreement	ICT Agreement
GNS Science	GNS Science National Core Store Operational Services	Goods and Service Agreement
Spotless group holdings Limited	Contract Cleaning Spotless Facility Services	Goods and Service Agreement
First Security Guard Services	First Security Guard Services_2021	Goods and Service Agreement
Beca Limited	Beca Limited - Opotiki Harbour Development Construction Monitoring Services	Goods and Service Agreement
Opotiki District Council	Opotiki District Council - Opotiki Harbour Reimbursement of Project Director cost	Goods and Service Agreement
New Zealand Film Commission	Funding Agreement for New Zealand Film Commission (2021/2022)	Goods and Service Agreement
The Hokonui Runanga Health & Social Services Trust	Iwi Governance of Southland Just Transition & Leadership of Work	Goods and Service Agreement
Invercargill City Council	Funding Agreement for Delivery of the Community Development Workstream	Goods and Service Agreement
National Accreditation Authority for Translators and Interpreters Ltd (NAATI)	NAATI	Goods and Service Agreement
International Organization for Migration	Memorandum of Understanding	Goods and Service Agreement
Holiday Inn, Auckland Airport	Holiday Inn Auckland Airport	Goods and Service Agreement
Crowne Plaza Auckland	Crowne Plaza Auckland	Goods and Service Agreement
Chateau on the Park	Chateau on the Park t/a Double Tree by Hilton	Goods and Service Agreement
Air New Zealand Limited	Air New Zealand	Goods and Service Agreement
The Elms Hotel Limited TA Quality Hotel Elms	Quality Hotel Elms Christchurch	Goods and Service Agreement
Deloitte New Zealand	Deloitte - NQS - CSO-PMO	Goods and Service Agreement
PricewaterhouseCoopers Consulting (New Zealand) GP Company	PwC – National Quarantine Service (NQS) - Infrastructure	Goods and Service Agreement
PricewaterhouseCoopers Consulting (New Zealand) GP Company	PwC - NQS - Operating Model	Goods and Service Agreement
Ernst & Young Strategy and Transactions Limited	Ernst & Young - NQS - Operating Model, Infrastructure, Project Management Office	Goods and Service Agreement
Big Blue Limited	Big Blue / NZHP - MIQ - removal and service of air filtration units	Goods and Service Agreement
South Peak Homes Limited	4211 - Construction Contract for 8 homes - Westport	Goods and Service Agreement
Laing Properties Limited	4211 - Westport TAS Village Establishment	Goods and Service Agreement
Buller District Council	4211 - Infrastructure and Roading Related Services at Westport	Goods and Service Agreement
Buller District Council	4211 - Onsite Infrastructure and Construction Alma Road, Westport	Goods and Service Agreement
Datacom Systems Limited	3922 API Platform Cloud Migration	ICT Agreement

Organisation	Contract Title	Contract Type
Pyrios Limited (formerly Agile Integration Limited)	3768 - Customer Insights - TaaS Subscription	ICT Agreement
Auckland Unlimited Limited	Auckland Business Advice Support Package	Goods and Service Agreement
Business South Incorporated	Cohort Facilitation Scheme - RBP fees Otago	Goods and Service Agreement
Development West Coast	Cohort Facilitation Scheme - RBP fees West Coast	Goods and Service Agreement
Chamber of Commerce Tauranga Region Incorporated	Cohort Facilitation Scheme - RBP fees Bay of Plenty	Goods and Service Agreement
Venture Taranaki Trust	Cohort Facilitation Scheme - RBP fees Taranaki	Goods and Service Agreement
Nelson Regional Development Agency	Cohort Facilitation Scheme - RBP fees Nelson Tasman	Goods and Service Agreement
Central Economic Development Agency Limited	Cohort Facilitation Scheme - RBP fees Manawatu	Goods and Service Agreement
Northland Inc Limited	Digital Facilitation Scheme - RBP fees Northland	Goods and Service Agreement
Auckland Unlimited Limited	Cohort Facilitation Scheme - RBP fees Auckland	Goods and Service Agreement
Motion Sickness Studio Limited	Energise 2.0 Contract	Goods and Service Agreement
Activate Tairāwhiti	Cohort Facilitation Scheme - RBP fees Tairāwhiti	Goods and Service Agreement
ChristchurchNZ Limited	Cohort Facilitation Scheme - RBP fees Christchurch	Goods and Service Agreement
Wellington Regional Economic Development Agency Limited	Cohort Facilitation Scheme - RBP fees Wellington	Goods and Service Agreement
Southland Regional Development Agency Limited	Cohort Facilitation Scheme - RBP fees Southland	Goods and Service Agreement
The Mind Lab Limited	Digital Boost Navigator Solution Pilot	Goods and Service Agreement
Auckland Unlimited Limited	RBP Fees Auckland Unlimited	Goods and Service Agreement
WorkSafe New Zealand	Standards New Zealand - WorkSafe three-year contract - 19-22	Goods and Service Agreement

The Ministry has not provided the whole of life values for these contracts as they are commercially sensitive. All contracts are awarded using government procurement rules.

The following table shows the number of contracts with a value of \$1 million or more, awarded by the Ministry in prior years.

Year	Number of contracts
2020/21	50
2019/20	22
2018/19	16
2017/18	28

Question 70

What is the policy of your department, agency or organisation on the use of consultants, contractors or people providing professional services as opposed to regular employees? Has this policy changed in the last financial year, if so, why and how?

The Ministry uses external resources to deliver outputs where it is cost effective to do so, or when additional expertise, which is not normally found within the Ministry, is required. Consultants are engaged on a contract for service, professional advice or information, either directly (self-employed) or through an organisation. Consultants often work offsite but might be required to work onsite from time to time. Contractors act as an additional resource for a time-limited piece of work or project, or to provide backfill or extra capacity for roles in the Ministry as required. All new contract hires, and contract extensions must be approved by the relevant Deputy Secretary.

Question 71

How many consultants, contractors or people providing professional services contracted in 2021/22 were previously employed permanently within your department, agency or organisation during the previous two financial years broken down by whether they had received a redundancy payment, severance or other termination package or not? How many contractors hired in each of the previous four financial years had previously been permanent employees in the agency or organisation in the previous two financial years?

The Ministry's policy is that all efforts are made to ensure that all work is delivered by its employees wherever possible, before looking to the use of alternative resourcing. The Ministry uses contractors where it is economic or necessary to do so, including to cover short-term or peak periods of demand or consultants for short term specialist expertise or advice.

The table below shows the number of contractors engaged within the 2021/22 financial year that were Ministry employees in the previous two financial years:

	2021/22
Number of former permanent employees hired back as a contractor	17
Number of permanent employees who have received redundancy	0

The table below shows comparative data over the previous four financial years:

Year	2020/21	2019/20	2018/19	2017/18
Number of former permanent employees hired back as a contractor	4	8	11	23

Question 72

Were any consultants, contractors or agencies contracted to provide communications, media or public relations advice or services in the 2021/22 financial year; if so, with whom did they contract, what was the specific purpose or project, for what length of time and at what total actual or estimated cost? How does this compare to each of the previous four financial years?

Please refer to the response to question 68 for information about contractors, consultants and professional services.

Question 73

How many temporary staff were contracted by your department, agency or organisation in the 2021/22 financial year, listed by purpose of contract, name of company or individual contracted, duration of temporary staff's service, hourly rate of payment and total cost of contract?

Please refer to the response to question 68 for an analysis of all contractor costs incurred during 2021/22 with a contract value over \$10,000.

Question 74

How many staff were hired on each of the following contract lengths: three-month or less, three-to-six month, or six-to-nine month in the 2021/22 financial year? How does this compare to the number hired on each of these contracts in each of the previous four financial years?

The table below shows the number of fixed term staff employed in each financial year on terms of less than three months, three to six months, and six to nine months. These figures include those who were hired within the specified financial year.

Length of fixed term contract	2021/22	2020/21	2019/20	2018/19	2017/18*
Three months or less	36	42	74	52	58
Three to six months	55	91	100	119	39
Six to nine months	139	73	44	52	19

*Note: The 2017/18 figures were recalculated in 2019 to take into account fixed term engagements that may have been adjusted (e.g. terms extended) since the original agreement. This provides a more accurate picture in the breakdown of length of contract.

Question 75

How many staff were employed on a fixed term contract in total in 2021/22? How does this compare to each of previous four financial years?

The table below shows the total number of staff the Ministry employed on fixed term agreements during each financial year over the last five years.

	2021/22	2020/21	2019/20	2018/19	2017/18*
Fixed term employee count	597	604	326	363	214

*Note: The 2017/18 figures were recalculated in 2019 to take into account fixed term engagements that may have been adjusted (e.g. terms extended) since the original agreement. This provides a more accurate picture in the breakdown of length of contract.

The total number of employees engaged on a fixed term agreement over 2021/22 has decreased. A significant contributing factor was the ceasing of MIQ activity, which was resourced primarily by fixed term staff. The 597 fixed term staff employed in 2021/22 were primarily MIQ staff; 52% of all fixed term staff in 2021/22 were employed into the MIQ group.

COLLECTIVE BARGAINING AND EMPLOYMENT ISSUES

Question 76

How many staff were hired in the last financial year whose contracts included a 90-day probationary period? Please provide a breakdown by role.

Trial periods do not apply to the Ministry. From 6 May 2019, only employers with 19 or fewer employees may employ a new employee on a trial period. When trial periods were available to employers of the Ministry's size, the Ministry did not put in place any trial or probationary periods.

Question 77

Please provide a summary of any collective employment agreement negotiations completed in the 2021/22 financial year including the cost of that, and an outline and timeline of negotiations to be conducted in 2022/23?

The Ministry concluded bargaining with its biggest union, the Public Service Association (PSA), in February 2022 and the new collective agreement came into force in March 2022. The PSA has approximately 2,300 members covered by the agreement. The Terms of Settlement were within the guidance provided by Te Kawa Mataaho as set out in the previously issued Government Workforce Policy Statement and Public Service Pay Guidance 2021. Some of the items agreed include:

- A member's only benefit in the form of a one-off payment of \$500 was offered to employees who were members of the union and within coverage as at 5pm, 2 March 2022.
- Elimination of the two lowest steps on the Ministry's Pay Ladder, meaning the lowest salary payable is now \$51,236. In line with Te Kawa Mataaho Public Service Commission's guidance, some adjustments were made to salaries:
 - All salary steps up to and including Step 15 (\$78,348) increased by \$1,750 and will increase by the same amount in 2023.
 - All salary steps from Step 16 (\$80,592) to Step 27 (\$110,127) increase by \$1,350 and will increase by the same amount in 2023.
 - All salary steps from Step 28 (\$112,856) to Step 45 (\$160,472) got a pay progression step (if they were not at the top of their salary range and meet the relevant criteria), but the actual salary step amounts did not get an increase.
 - Steps 28 to 39 inclusive were to receive a lump sum payment of \$450 for 2022 and another payment of the same amount will be made in 2023.
 - Steps 40 to 45 inclusive will receive a lump sum payment of \$350 for 2022 and another payment of the same amount will be made in 2023.
 - Employees paid above Step 45 will not receive a lump sum payment.
- Hauora/Wellbeing Allowance – this is a specific health initiative that offers employees an equitable allowance of \$400 per year (less applicable deductions). It can be used for any approved service, membership, class, facility, program, support, or activity that supports emotional or physical wellbeing. This replaces Visioncare and gives employees access to wider range of wellbeing services.
- Enhancements to Tangihanga / Bereavement Leave – this enables employees to access greater leave to deal with personal grief and related arrangements in the unfortunate event that someone close to them dies. This includes one day of leave to attend a Hura Kōhatu (unveiling).
- The Managing change provision has been updated so that employees can make oral submissions as of right.
- PSA Ngā Kaupapa Principles and the Ministry's values have been added to the collective agreement.
- The Variation clause has been amended so that only affected members need vote on a proposed variation.
- Standby for on-call (urgent after-hours response) allowances has been increased to Monday-Saturday \$3.50 per hour; Sunday \$5.00 per hour; Public Holidays \$6.50 per hour.
- For eligible shift workers, a new Transport Allowance was introduced. This is an annual taxable allowance for shift workers who meet certain criteria. This allowance is intended to ensure safe passage to and from work where other forms of transport may not be available.

This allowance replaces Transport Assistance which was only available to INZ employees in very limited circumstances and who are rostered to work at an international airport.

The Ministry also concluded bargaining with National Union of Public Employees (NUPE) in June 2022 on similar terms as those agreed with the PSA. NUPE has between 20 to 30 members within coverage.

The next round of negotiations is expected to commence towards the end of 2023 or early 2024. No timetables have been set as yet.

Question 78

How many staff were on collective and individual employment agreements respectively in the last financial year? How does this compare with the numbers of staff on collective and individual employment contracts for each of the previous four financial years?

The table below shows the numbers of staff on collective and individual agreements as at 30 June 2022 and for the previous four financial years. Those on a collective agreement are those staff who are confirmed union members and whose position falls within coverage of the relevant collective agreement.

Agreement type	30 June 2022	30 June 2021	30 June 2020	30 June 2019	30 June 2018
Collective	2,370	2,102	2,028	1,883	1,197
Individual	3,561	3,199	2,744	2,354	2,526
Total	5,931	5,301	4,772	4,237	3,723

Note: The numbers provided exclude contractors, casual staff, offshore staff, staff on parental leave, and staff on leave without pay.

Question 79

Were any specific instructions, directions or advice received in relation to employment agreement matters from the Public Service Commission or responsible Minister in the 2021/22 financial year? If so, please provide details.

Te Kawa Mataaho Public Service Commission regularly provides general advice to the public sector. This includes guidance on pay and terms and conditions of employment. Te Kawa Mataaho is also involved when the Ministry proposes to make changes to terms and conditions of employment of its workforce or widescale internal policy initiatives.

The Ministry consulted Te Kawa Mataaho on the bargaining strategy for the new collective agreements with the PSA and NUPE.

In May 2021, Te Kawa Mataaho issued the Government Workforce Policy Statement on the Government's expectations for employment relations in the public sector. It aims to focus on consistent, efficient, and effective approach to the negotiation of employment agreements and effective management of employment relations across the agencies in scope. At the same time, Te Kawa Mataaho also issued the Public Service Pay Guidance 2021, which is intended to assist agencies to support the Government's fiscal strategy through continuing to show restraint in decisions on remuneration, particularly for higher paid employees.

The Ministry has put in place internal guidance to meet Te Kawa Mataaho Public Service Commission's guidance, while still honouring the Ministry's employment agreement obligations.

In the 2021/22 financial year, the Ministry also received guidance focused on the COVID-19 response and implications for the Ministry's workforce and pay restraint guidelines. In November 2021, Te Kawa Mataaho published workforce guidance on the COVID-19 Protection Framework. The guidance sought to provide a consistent approach to dealing with COVID-19 in the community and its impact, implementing policies, health and safety assessments and processes across Public Service agencies and their workforces.

Te Kawa Mataaho issued updated guidance for agencies on vaccination policies in March 2022. The advice sought to support agencies to make consistent and robust decisions in implementing vaccination policies in their workplace. It does not replace the responsibility for agencies to make their own decisions based on their own agency circumstances and to seek legal advice, where needed.

In June 2022, Te Kawa Mataaho also issued the Ministry with a revision of the pay restraint guidance which supported a greater degree of flexibility in its application.

The Ministry is currently updating its Individual Employment Agreements to achieve better consistency of terms and conditions across the workforce. Te Kawa Mataaho Public Service Commission was supportive of the Ministry's approach.

LEAVE AND EAP

Question 80

How many days of annual leave did employees have accrued on average during 2021/22? How does this compare to each of the previous four years? What strategies are used to encourage employees to reduce annual leave balances?

The average annual leave balances accrued by permanent and fixed term employees are shown in the table below (as at 30 June each year). The balances include the three departmental days for those employees who still have that separate entitlement. Future responses to questions related to annual holidays will be given in weeks instead of days, in accordance with section 16 of the Holidays Act 2003.

	30 June 2022	30 June 2021	30 June 2020	30 June 2019	30 June 2018
Average annual leave balances (weeks)	3.5	3.1			
Average annual leave balances (days)	16.72	15.49	16.21	13.10	13.94

To ensure that annual leave balances are maintained at a healthy level, the Ministry works through the various options available with employees. Employees are encouraged to manage their annual leave responsibly and take regular breaks for rest and recreation. Where an entitled annual leave balance exceeds 30 days, managers are reminded to discuss and agree leave management plans with the staff concerned.

Question 81

How many annual leave applications did the agency or organisation cancel or refuse during 2021/22? How does this compare to each of the previous four financial years?

This is an extremely rare action and is not identified separately by the Ministry. It happens by direct communication between the manager and an employee. In exceptional circumstances, the Ministry may cancel or refuse an employee's request for leave. This would only be done following

consultation with the employee. The Ministry does not anticipate Ministry-led cancellation of any annual leave applications for 2022/23.

Question 82

How many employees sold their fourth week of annual leave in the 2021/22 financial year? How does this compare to each of the previous financial years since this policy came into effect?

The table below shows the number of employees who sold their fourth week of annual leave over the respective year. The Ministry provides information to employees on the eligibility requirements for cashing up annual leave and how to do this.

Financial year	Number of employees
2021/22	417
2020/21	447
2019/20	266
2018/19	194
2017/18	182

The Ministry has noticed a significant increase in leave cash up requests over the last two financial years, likely due to restrictions on wider travel in response to COVID-19.

Question 83

How many days of sick leave did employees take on average during 2021/22? How does this compare to each of the previous four financial years? What strategies are used to reduce the amount of sick leave employees need to take?

The table below shows the average sick leave taken by New Zealand-based employees.

Financial Year	Average days sick leave
2021/22	7.4 days
2020/21	7.2 days
2019/20	6.9 days
2018/19	7.1 days
2017/18	6.5 days

The Ministry's staff are encouraged to take sick leave in cases of illness, and this has been further emphasised in the continued response to COVID-19. Managers actively manage longer sick leave absences by keeping in regular contact with their staff and ensuring all options to support a partial or full return to work are considered.

The Ministry takes the overall wellbeing, health and safety of all staff very seriously. The Ministry's Ora (Wellbeing) Strategy is a holistic approach toward employee wellbeing. Wellbeing means the state when an individual realises their potential, can cope with the normal stresses of life, can operate and work productively and happily, and is able to make a contribution to others.

The Ministry also continues to evolve its Worker Participation Model, which provides the infrastructure for staff to participate in wellbeing, health and safety. This model includes a number of staff and senior leadership representatives involved in groups to engage and provide direction on

wellbeing across the organisation. It also includes a guaranteed minimum time for representatives to train and undertake their responsibilities.

The current initiatives in place towards staff wellbeing include:

- **Mental Health Awareness and Managing Mental Health Workshops:** These workshops are facilitated by Ministry-contracted psychological support companies. These workshops aim to increase knowledge about mental health and mental illness; increase participants' confidence when talking to colleagues they are concerned about and how to have the conversation; strengthen participants' ability to promote and protect mental health in the workplace.
- **Te Puna Ora Wellbeing Hub:** There are over 4,400 active Ministry users for this one-stop shop for wellbeing information, advice, webinars and team challenges. This is available to all Ministry workers including contractors and offshore staff. Te Puna Ora was used for registrations for the flu vaccination again over the 2021/22 year, resulting in 2,272 staff attending an onsite clinic or their local provider with a voucher. There was an over 400 percent increase in flu vaccinations provided via voucher compared to the 2020/21 year, when New Zealand moved to the COVID Protection Framework.
- **Employee Assistance Programme (EAP):** The Ministry continues to provide access to funded counselling sessions to support and provide coaching to people with mental health, family, career or financial issues and offers face-to-face, phone, online or telehealth options. A Manager Assist Programme is also available and provides assistance to managers who need help in regard to self-care or human resources issues. Where required, additional sessions or a higher level of psychological support is made available. EAP is also available for family members of staff.
- **Additional psychological support:** This is made available through the 20 different Ministry providers, including five large organisations and 15 independent/private businesses. The wide range of support provides geographical, expertise and cultural diversity to best support Ministry people. Currently, the Ministry is in the process of going to market to ensure it has a good range of support solutions to meet the Ministry's diverse workforce needs.
- **Mentemia and Kynd:** These apps have been made available within the organisation to help empower people to better understand and manage their own wellbeing.
- **Workstation assessments:** These are carried out for new staff. Workstations are configured for the particular individual and appropriate equipment is provided. Subsequent assessments and early intervention physiotherapy sessions are also available for staff when recommended.
- **Subsidised eye tests, glasses or contacts:** These are available after a qualifying period of continuous service for individual employment agreements. The Collective Employment Agreement (CEA) has a \$400 Hauroa/Wellbeing Allowance to contribute to wellbeing services.
- **The Situational Safety and Tactical Communications (SSTC) training:** This programme is targeted to staff who engage directly with the public. Abusive phone calls and threats of self-harm are an increasing issue, and procedures and tools have been and are continuing to be developed to help staff manage calls and other interactions while maintaining their own health after such interactions.
- **Flexible working arrangements:** The Ministry is firmly committed to favourably consider flexible working arrangements for staff wherever possible unless business and operational practices make this impracticable.
- **Bullying and Harassment:** The policy and procedures are currently being reviewed and updated as the numbers of people raising concerns and being supported are increasing, which was expected given the awareness that has been raised.
- **Annual Leave management:** Holidays from work are important for mental and physical health. Ministry staff are encouraged to use their annual leave entitlements and the Ministry actively manages staff with high annual leave balances.

During COVID-19 lockdowns and Covid-19 Protection Framework changes, the Ministry looked after the wellbeing of all its people through comprehensive communications and support mechanisms. These included:

- Buildings were managed with safety at the forefront (signage, physical distancing, limited numbers, cleaning, access to masks and sanitiser, and security) to ensure that people working through lockdown or returning to work as Alert Levels changed could work safely.
- A steady stream of communications to People Leaders and to all staff throughout the COVID-19 lockdowns and Alert Level changes, keeping them in touch with what was happening. This included posting Ministry of Health communications on Te Puna Ora, so that those who could not access the Ministry's systems could still access all the information available. Employee surveys were used to monitor staff sentiment and to identify areas where the Ministry could have boosted its support for its people.
- All staff who tested positive for COVID-19 are monitored, and plans put in place to support them, their families and colleagues.
- Every site has a Site Pandemic Plan in line with the Ministry of Health guidance, setting out expectations of all staff, People Leaders and specialist roles should a COVID-19 positive case be identified.
- Workstation assessments continue for both work and home workstation set-ups with the option for a telehealth video conference. ICT and furniture requests can be made for staff to enable an ergonomic workstation set-up at home.
- All mental health support services (EAP and psychological support providers) have been able to provide their services remotely via telehealth and a continuing desire for such options has been observed.
- All of staff and People Leader wellbeing webinars to connect on wellbeing matters with experts and leaders in the field and from within the Ministry.

Question 84

How much was spent on EAP or workplace counselling in the 2021/22 financial year and how did that compare to each of the previous four financial years?

The table below provides the amount spent on the Ministry's Employee Assistance Programme (EAP) for the financial year to 30 June 2022 and the cost of EAP for the previous four years.

In December 2020, the Ministry implemented an additional psychological support network (consisting of both independent practices and national suppliers). At present, the Ministry is in the process of going to market to ensure it has a good range of support solutions to meet the Ministry's diverse workforce needs. This network provides a higher level of psychological support than "workplace counselling" in the form of clinical psychological support, coaching and mental health workshops. It forms an important part of the strategy to address a continuing rise in the need for wellbeing support for staff with a continued focus on raising internal capability.

Spending on EAP and additional psychological services reduced in 2021/22 associated with remote working through the COVID-19 response, and accessibility or availability of clinicians.

Financial Year	Cost of EAP \$	Cost of psychological support network \$
2021/22	386,153	189,485
2020/21	409,739	341,052

Financial Year	Cost of EAP \$	Cost of psychological support network \$
2019/20	275,221	-
2018/19	230,152	-
2017/18	138,592	-

SECONDED STAFF

Question 85

What was the number and cost of staff seconded to Ministerial offices during 2021/22 and how many of these had their salaries paid by the department, agency or organisation rather than Ministerial Services? What were these numbers in each of the previous four financial years? For each staff member seconded, please provide the following details:

- How long they were seconded for (less than 6 months, 6-12 months, 12-24 months or 24 months or more);
- The role they were seconded to;
- The role they were seconded from;
- The reason for the secondment;
- The remuneration they have received over and above the remuneration they are contracted for in the role they have come from.

The number and cost of permanent staff seconded to Ministerial offices in 2021/22 and in the previous four financial years are set out in the table below:

	Number of staff seconded	Cost of servicing Ministerial Offices (permanent staff costs) \$m
2021/22	41	2.830
2020/21	44	2.411
2019/20	28	3.092
2018/19	18	1.463
2017/18	15	0.932

Length of secondment 2021/22	Number
Less than 6 months	11
6-12 months	5
12-24 months	22
24 months or more	3

The total number of staff seconded to Ministerial Offices in any given period can fluctuate because staff may serve only part of a financial year. In 2021/2022, there were an additional two positions filled by contractors and fixed term employees to support Ministerial offices.

Staff seconded to a Ministerial Office receive a higher-duties allowance of 10 per cent on top of their salary package paid by the Ministry. Given the small number of secondees, detailed information regarding their remuneration and positions is not provided in order to maintain their privacy.

Question 86

What was the turnover rate of staff seconded to Ministerial offices from the agency or organisation during 2021/22 and what was it for each of the previous four financial years?

Information on turnover is not specifically documented for staff seconded to Ministerial offices, given the small number of staff involved. Private Secretaries are generally on secondment to a Ministerial Office for one to two years, and then return to the Ministry. However, a turnover figure has been calculated for permanent employees who left the Ministry while in a Private Secretary role. This unplanned turnover is at 4.7 per cent. Please note that this calculation represents the exit of one permanent employee over the 2021/22 year.

Question 87

Has your department, agency or organisation covered any travel or accommodation costs for any staff seconded from one role to another in 2021/22; if so, what was the total cost for each secondment, broken down by type of expenditure? How does this compare to the previous three financial years?

Data on travel and accommodation costs specific to staff seconded from one role to another is not recorded by the Ministry.

STAFF TURNOVER/TERMINATION OF EMPLOYMENT**Question 88**

What was the staff turnover for 2021/22 and what was the staff turnover for each of the previous four financial years by category? Please provide this information both as a percentage and in numerical terms. Is the turnover rate cause for any concern, if so, what are the major issues and how will these be addressed in 2021/22?

Unplanned turnover for the Ministry for the 2021/22 financial year was 17.24 per cent, compared to 11.35 per cent for the 2020/21 financial year.

	2021/22	2020/21	2019/20	2018/19	2017/18
Unplanned Turnover (per cent)	17.24	11.35	11.93	14.79	15.03
Unplanned Releases (number)	885	523	503	554	509

Note: Unplanned turnover and releases excludes fixed term staff and permanent staff leaving due to redundancy. The numbers provided also exclude contractors, casual staff, and offshore staff.

The current turnover rate is a cause for concern for the Ministry. The turnover rate at 17.24% is the highest percentage over the last five financial years.

The Ministry is experiencing higher than usual turnover caused by pressure in a tight labour market and challenges finding the specialised skills required to support the Ministry's work. This includes competition with the private sector and restrictions on the salary packages that the Ministry can offer. The Ministry expects the turnover rate to remain high until these pressures subside.

The Ministry continues its work to establish a number of key initiatives in its People Strategy to ensure a highly capable, engaged, and high-performing workforce by providing a people-centred, safe and inclusive workplace.

Question 89

What was the average length of service in your department, agency or organisation in the 2021/22 financial year and each of the previous four financial years? Please also provide this information broken down by age and gender.

As at 30 June 2022, the average length of service for permanent employees employed by the Ministry was 5.5 years, which represents a small decrease on the previous year. The table below shows the average length of service as at 30 June 2022 and the previous four years, broken down by age and gender.

	30 June 2022			30 June 2021			30 June 2020			30 June 2019			30 June 2018		
Age (years)	F	M	All	F	M	All	F	M	All	F	M	All	F	M	All
Under 30	1.8	1.7	1.7	2.2	2.2	2.2	1.9	1.8	1.9	1.8	1.6	1.7	1.8	1.8	1.8
30-40	3.8	3.5	3.7	4.1	3.8	4.0	3.9	3.9	3.9	3.9	3.9	3.9	4.5	4.1	4.3
40-50	6.2	5.5	5.9	6.5	5.9	6.2	6.1	5.8	6.0	6.1	6.0	6.0	6.4	6.9	6.6
Over 50	9.6	9.8	9.7	9.8	10.6	10.2	9.7	10.3	10.0	10.2	10.8	10.5	10.5	11.0	10.7
Unknown	3.5	3.4	3.4	2.5	2.3	2.4	1.8	1.6	1.8	1.5	1.0	1.3	1.0	0.9	1.0
Total	5.3	5.4	5.3	5.6	6.0	5.8	5.3	5.8	5.5	5.4	5.9	5.6	5.7	6.5	6.0

Note: The average length of service for individuals with another gender or unknown gender is included in the 'Total' average.

Question 90

How many staff resigned during 2021/22, what were the reasons provided, and what are the possible implications for the agency or organisation? Please also provide the number broken down by age and gender.

The Ministry does not record the specific reasons for an employee's decision to leave and does not seek the employee's next role or destination. However, exit data is sought on the factors that have influenced employees' decisions to leave. Completing an exit survey is voluntary and the response rate over the last year has been approximately 52 per cent of leavers. The exit data indicates that the top three themes in the factors that have influenced the employees' decision to leave were due to:

- a unique opportunity;
- better salary; or
- promotion.

The table below shows the information that the Ministry holds for permanent employee who have left the Ministry in 2021/22.

Reason for Leaving	Female	Male	Total
Resignation – destination unknown	509	318	838
Retirement	8	16	24
Other reasons	14	13	28
Total	531	347	890

Note: The numbers provided exclude contractors, casual employees, and offshore employees. The reason for leaving for eight individuals with another gender or unknown gender is included in the 'Total' number.

The table below shows the age and gender of permanent employee who resigned in 2021/22.

Age	Female	Male	Total
Under 30	148	94	250
30-39	162	106	270
40-50	99	69	169
Over 50	101	71	172
Unknown	21	7	29
Total*	531	347	890

Note: The numbers provided exclude contractors, casual staff, and offshore staff. The reason for leaving for eight individuals with another gender or unknown gender is included in the 'Total' number.

In working towards the vision of being a place where people want to work, the Ministry has in place a Career and Pay Progression (CAPP) framework that supports career pathways and the building of capability within the Ministry, and a pay ladder with annual movements that are neutral from both a gender and ethnicity perspective.

Question 91

How many people received and how much was spent in total on redundancy payments, severance or other termination packages by the agency or organisation in the 2021/22 financial year? How does that compare to the number and amount spent in each of the previous four financial years?

The table below shows how many employees received redundancy payments, severance or other termination packages by the Ministry and the total cost. The figures do not include offshore locally engaged staff.

	2021/22	2020/21	2019/20	2018/19	2017/18
Number receiving redundancy, severance and termination payments	29	9	20	36	38
Cost of redundancy, severance and termination payments (\$ million)	1.245	0.327	1.298	2.025	2.186

The total number of employees receiving redundancy, severance and termination payments over 2021/22 increased significantly from 2020/21. The primary contributing factor was permanent MIQ staff who received severance payments as part of the disestablishment of MIQ operations in June 2022. Of the 29 employees who received redundancy payments, severance or other termination packages in 2021/22, 52% were MIQ employees.

Question 92

How much, in \$10,000 bands, of all individual total amounts, was paid out in redundancy, severance or other termination packages in the 2021/22 financial year? How does this compare to the individual total amounts paid out in redundancy, severance or other termination packages in each of the previous four financial years?

The table below shows the number of employees paid redundancy, severance or other termination packages in \$10,000 bands.

Band	2021/22	2020/21	2019/20	2018/19	2017/18
Under \$9,999	1	1	0	1	0
\$10,000 - \$19,999	17	2	1	0	7
\$20,000 - \$29,999	1	1	4	5	3
\$30,000 - \$39,999	0	1	3	1	7
\$40,000 - \$49,999	1	2	2	8	4

Band	2021/22	2020/21	2019/20	2018/19	2017/18
\$50,000 - \$59,999	0	0	1	9	3
\$60,000 - \$69,999	2	1	1	1	3
\$70,000 - \$79,999	0	0	2	2	3
\$80,000 - \$89,999	1	1	1	1	1
\$90,000 - \$99,999	4	0	2	2	0
\$100,000 - \$109,999	0	0	1	3	1
\$110,000 - \$119,999	1	0	0	1	4
\$120,000 - \$129,999	0	0	0	0	0
\$130,000 - \$139,999	0	0	0	0	1
\$140,000 - \$149,999	0	0	0	0	0
\$150,000 - \$159,999	0	0	1	1	0
\$160,000 - \$169,999	1	0	0	0	0
\$170,000 - \$179,999	0	0	0	0	0
\$180,000 - \$189,999	0	0	1	0	0
\$190,000 - \$199,999	0	0	0	0	0
\$200,000 - \$209,999	0	0	0	1	1
Employee count	29	9	20	36	38

SALARIES AND BONUSES

Question 93

How much was spent on performance bonuses, incentive payments or additional leave in 2021/22 and each of the previous four financial years? Please provide a breakdown of the number of bonuses received during 2021/22 in \$5,000 bands. What were the specific criteria for such performance payments? Has there been any changes to the criteria since October 2017; if so, what specific changes and why?

The Ministry no longer provides performance payments to employees, in line with the Government Expectations released in March 2018 and the Ministry's Career and Pay Progression (CAPP) framework. There were no performance payments, incentive payments or additional leave for performance provided by the Ministry in 2021/22.

In the 2018/19 year and in previous years, the Ministry provided one-off performance payments where an individual had delivered significantly more than the normal expectations and deliverables of their role requirements and/or demonstrated a significant contribution to the Ministry. Payments made were in line with guidance for managers that outlined specific categories relating to performance, along with a suggested payment range to encourage consistency of application across the Ministry.

The table below shows the total amount spent on performance bonuses and incentive payments in 2021/22 and in each of the previous four financial years.

	2021/22	2020/21	2019/20	2018/19	2017/18
Total payments (\$)	0	0	0	421,501	577,873

This table shows the number of employees receiving performance payments in \$5,000 bands in 2021/21 and in each of the previous four financial years.

Band	2021/22	2020/21	2019/20	2018/19	2017/18
Under \$5,000	-	-	-	204	343
\$5,000 - \$9,999	-	-	-	17	13

Band	2021/22	2020/21	2019/20	2018/19	2017/18
\$10,000 - \$14,999	-	-	-	-	-
\$15,000 - \$19,999	-	-	-	-	-
\$20,000 plus	-	-	-	-	-
Total	-	-	-	221	356

Question 94

In \$10,000 bands, what are the salary levels of all staff, and how does this compare with the salary levels for each of the previous four financial years? Please also provide this information by age and gender.

For salary levels of all staff by gender and age, please refer to Appendix 3 page 205 in the Ministry's 2021/22 Annual Report.

For previous years, please refer to:

- 2020/21: page 168 in the Ministry's Annual Report 2020/21
- 2019/20: page 149 in the Ministry's Annual Report 2019/20
- 2018/19: Page 164 in the Ministry's Annual Report 2018/19
- 2017/18: Page 161 in the Ministry's Annual Report 2017/18.

TRAINING, TRAVEL AND OTHER EXPENSES**Question 95**

How much was spent on catering in the 2021/22 financial year? What policies were in place for the use of catering and were there any changes to these?

The Ministry spent \$252,192 on catering in the 2021/22 financial year, compared to \$324,467 in 2020/21. Catering costs are covered under the Ministry's Sensitive Expenditure policy, which requires that any spending is prudent, transparent and a justifiable use of taxpayers' money.

Question 96

How much was spent on domestic travel in the 2021/22 financial year and how does this compare to each of the previous four financial years? Provide a breakdown of spending on airfares, taxis/UBER and rental cars. Please provide a list of the positions of the top twenty spenders on domestic travel for 2021/22 including the amount spent.

The Ministry is a large and diverse organisation with over 5,900 employees in 50 offices in New Zealand and 11 international offices. Domestic travel can be required for a range of reasons, including conferences, regional and national economic development projects and initiatives, cross-agency initiatives, Ministerial support, board meetings and other general meetings, providing or attending training, resettlements, secondments, mediations, and hearings.

The table below shows the amount spent by the Ministry on domestic travel, accommodation and all travel related expenses.

Year	Domestic travel cost \$
2021/22	4,325,665
2020/21	4,549,298
2019/20	8,206,088

Year	Domestic travel cost \$
2018/19	9,762,190
2017/18	8,345,718

The Ministry's breakdown of spending on airfares, taxis/UBER and rental cars (excludes hotels, booking fees, and other transport costs) is as follows:

Expenditure type	2021/22 \$	2020/21 \$	2019/20 \$	2018/19 \$	2017/18 \$
Airfares	1,305,202	1,868,926	3,995,304	4,621,487	3,931,385
Taxi/UBER	441,650	525,696	955,216	1,251,516	1,060,536
Rental cars	103,999	147,911	186,429	257,324	181,124

The top twenty domestic travellers in 2021/22 are shown in the following table:

	Position	Business Group (to be removed when table complete and before submission)	Amount \$
1	Director, Group Initiatives	Building Resources and Markets / Te Waka Putahitanga / Managed Isolation and Quarantine	11,021.23
2	Chief Operating Officer	Kānoa Regional Development and Investment Unit	9,938.83
3	RSE Regional Relationship Manager	Immigration New Zealand	9,882.70
4	Design and Build Lead Consultant	Te Whakatairanga Service Delivery	9,755.77
5	Chief - Employment Relations Authority*	Te Whakatairanga Service Delivery	9,196.23
6	Member - Employment Relations Authority*	Te Whakatairanga Service Delivery	8,911.81
7	Project Manager - Property	Finance and Performance	8,045.85
8	Senior Regional Advisor	Kānoa Regional Development & Investment Unit	7,526.40
9	Member - Employment Relations Authority*	Te Whakatairanga Service Delivery	7,333.64
10	Member - Employment Relations Authority*	Te Whakatairanga Service Delivery	6,815.53
11	Weathertight Mediator	Te Whakatairanga Service Delivery	6,501.51
12	Senior Regional Advisor	Kānoa Regional Development & Investment Unit	6,343.81
13	Member - Employment	Te Whakatairanga Service Delivery	6,067.39

	Position	Business Group (to be removed when table complete and before submission)	Amount \$
	Relations Authority*		
14	Director, MIQ Health Services	Managed Isolation and Quarantine	5,766.33
15	Investment Director	Kānoa Regional Development & Investment Unit	5,753.26
16	General Manager Economic Development and Transitions	Labour Science and Enterprise	5,732.15
17	Manager National Planning MIQ/National Manager Border Visa Operations	Managed Isolation and Quarantine/ Immigration New Zealand	5,474.34
18	Member - Employment Relations Authority*	Te Whakatairanga Service Delivery	5,440.17
19	Regional Investment Manager	Kānoa Regional Development & Investment Unit	5,413.12
20	Deputy Secretary, Head of Kānoa - Regional Economic Development & Investment Unit	Kānoa Regional Development & Investment Unit	5,333.78

*The Employment Relations Authority is an independent statutory authority and is independent from the Ministry. The Ministry's role is to provide administrative and business support to the Authority. The travel was to deliver the services of the Employment Relations Authority (e.g. hearings and bargaining on circuit).

Question 97

What domestic airlines are used by staff and why? Provide a breakdown of spending on each airline used in 2021/22 financial year and how does this compare to each of the previous four financial years?

In the 2021/22 financial year the Ministry used the following domestic airlines:

Domestic Airline	2021/22 \$	2020/21 \$	2019/20 \$	2018/19 \$	2017/18 \$
Air New Zealand	3,450,934	1,738,498	3,620,280	4,225,721	4,186,867
Jetstar Airways	36,757	100,665	334,226	363,587	323,975
Air Chatham	9,467	11,573	21,278	7,008	3,748
Sounds Air	24,560	16,698	17,727	25,171	25,645
Stewart Airline Flights	-	-	957	-	430
Sunair	-	-	513	-	-
Great Barrier Airlines	109	850	323	-	-
Origin Pacific Airways	472	642	-	-	-
Origin Air	2,477	-	-	-	-
ABX Air	350	-	-	-	-

Question 98

How much was spent on international travel in the 2021/22 financial year, how does this compare to each of the previous four financial years, and what proportion of operating expenditure does this represent? Please provide a list of the positions of all spenders on international travel for 2021/22, including the amount spent (broken down by travel, accommodation and other expenditure), locations travelled, reason visited and outcomes achieved. For any items of other expenditure greater than \$15,000 please provide details of what this was.

The Ministry is an international organisation. As well as its New Zealand based operations, the Ministry also operates out of 11 locations overseas. The Ministry's expenditure on travel is a result of the international nature of its business, and the contribution this makes to the Ministry's purpose – "Grow New Zealand for All".

International travel can be required for a range of reasons, including conferences, where Ministry staff are often invited to speak as world leaders; bilateral meetings with partner agencies and customers; providing or attending training; and resettlements.

The following table shows the amount spent during the last four financial years, and the proportion of operating expenditure that international travel expenditure represents.

Budget year	International Travel Cost \$m	Total operating expenditure \$m	Proportion of Operating expenditure Per cent
2021/22	1.669	1,261.032	0.13
2020/21	0.204	1,095.336	0.02
2019/20	4.248	930.911	0.46
2018/19	5.116	814.205	0.63
2017/18	5.689	750.525	0.76

Please refer to Appendix 21 for the information on international travel in 2021/22.

The travel expenses listed above are pure international travel costs. The above figures do not include costs such as domestic travel, travel membership, and refugee relocation costs included under "travel – domestic and overseas" published on page 144 in the Ministry's [2021/22 Annual Report](#).

International travel spending has seen an increase in the financial year 2021/22 due to international travel restrictions being lifted, however this has not returned to pre-COVID levels as it is not encouraged and only taken when necessary.

Question 99

How many staff have Koru Club memberships paid for by your department, agency or organisation, and how does this compare with each of the previous four financial years? What is the policy regarding entitlement to Koru Club membership?

During the 2021/22 financial year, the Ministry spent \$6,060 in GST on Koru Club memberships. The table below shows the number of Ministry staff who had a Koru Club membership paid for by the Ministry in the last five financial years:

Year	Number of staff
2021/22	12
2020/21	47
2019/20	97
2018/19	121
2017/18	83

The number of Koru memberships during this time was significantly less than previous years due to COVID-19; less travel was undertaken and therefore less staff met the Ministry's Koru Club Membership criteria of 15 or more return trips per year.

The Ministry's travel procedure and policy states that frequent travellers may request approval for the Ministry to pay for an airline membership (e.g. Koru Club or Qantas Club) scheme. Frequent travellers are staff members who complete or are expected to complete 15 or more return trips a year. Approval to meet the costs of membership must be given by the staff member's third tier manager, who must review the on-going need for such membership each year before renewal.

Question 100

How many staff had the use of vehicles paid for by your department, agency or organisation in 2021/22; what are the estimated costs; how do these numbers compare to each of the previous four financial years?

The Ministry has a fleet of vehicles that are used by staff as required. The fleet is made up of vehicles which have been purchased or leased. The number of vehicles in the fleet by financial year together with totals costs is detailed in the table below:

Year	Total cost \$	Number of vehicles
2021/22	1,085,454	176
2020/21	1,005,681	171
2019/20	1,049,591	169
2018/19	908,210	159
2017/18	696,551	154

Question 101

How much was spent on internal conferences and seminars, staff retreats, offsite training, or planning and teambuilding exercises, including travel costs, and what is the purpose of each in 2021/22? How does this compare to each of the previous four financial years? For each year please include:

- Purpose
- Venue
- Cost (including travel and accommodation costs)
- Activities undertaken

Please refer to Appendix 22.

For previous years please refer to:

- 2020/21 - question 101, appendix 23 (page 116) at: [Annual Review 2020/21](#)
- 2019/20 - question 101, appendix 23 (page 185) at: [Annual Review 2019/20](#)

- 2018/19 - question 101, appendix 23 (page 199) at [Annual Review 2018/19](#)
- 2017/18 - question 101, appendix 20 (page 182) at [Annual Review 2017/18](#).

Question 102

What are the measures used to evaluate the success or effectiveness for internal conferences or seminars?

An evaluation is undertaken by participants at the conclusion of most significant internal conferences and seminars. Feedback by participants on their experience of the event is used to inform the Ministry on the success or effectiveness of each event and how it could be improved in the future.

Question 103

How much was spent on staff training in 2021/22; and what percentage of the vote does the amount represent? How does this compare to each of the previous four financial years?

The Ministry has spent the following on staff training:

Budget year	Total operating expenditure \$m	Total personnel costs \$m	Training costs \$m	Operating expenditure per cent	Personnel costs per cent
2021/22	1,261.030	703.127	4.678	0.37	1.0
2020/21	1,095.340	590.455	2.926	0.27	0.5
2019/20	930.911	540.255	3.421	0.37	0.63
2018/19	814.205	456.787	3.471	0.43	0.76
2017/18	750.525	422.836	3.460	0.46	0.82

The training expenses listed above were pure training costs incurred by Ministry staff. The figures in the table do not include other costs such as conferences/seminars, internal training, professional memberships and study fee costs included under “training and professional development” as published on page 143 in the Ministry’s [2021/22 Annual Report](#).

The Ministry has signed up to the Aotearoa NZ Skills Pledge and the Public Service Skills Pledge initiative, which is aimed at increasing the level of investment in training hours. Specifically, the Ministry has pledged to increase its learning and development budget, as a percentage of wage and salary costs, over two years from 1.75 per cent in 2020/21 to 2.0 per cent in 2021/22, and to remain the same in 2022/23. The purpose is to increase capability through self-directed learning, offering a range of programmes for on-the-job learning and upskilling. Since the inception of the Skills Pledge, the increased investment has been split approximately 50/50 across central learning and development, and group learning and development, budgets.

Question 104

What specific activities or events were conducted that contributed towards staff morale in the last financial year?

The Ministry’s organisational strategy, Te Ara Amiorangi, Our Path Our Direction, sets “Our People” as a priority. The Ministry’s people are taonga, its greatest strength, and the Ministry will deliver on its purpose to “Grow New Zealand for All” with and through its people.

To support the Ministry's people strategy and deliver on the vision to be "the place people want to work", the Ministry has several current practices and developing initiatives in place including:

- Nō Kōnei – Belong, the Ministry's Inclusion and Diversity strategy, and work programme, focuses on building an inclusive environment for everyone to thrive. It supports Te Hōtaka Mahi a Te Papa Pounamu (the Papa Pounamu work programme) that aims to grow diversity and inclusion capability across the Public Service. To achieve the outcomes of Nō Kōnei – Belong, the Ministry is:
 - Using human-centered design principles through its People Experience Hub and has engaged with Tangata Whenua, Pacific peoples, Asian and Rainbow communities. This helps the Ministry to identify recommendations and actions to be taken to remove barriers and have a workplace that is more inclusive and equitable.
 - Increasing employee led networks that help the Ministry staff connect, create opportunities to engage with each other and learn, and allow people to advocate for the needs of their network members.
- Implementing Whāinga Amorangi, the Ministry's organisational plan to support the successful delivery of building capability in Māori-Crown relations.
- Undertaking employee pulse surveys. The feedback received is shared throughout the Ministry, down to team level, with an expectation teams will work together to take action. The survey feedback is used to support and strengthen strategic initiatives and activities.
- Describing what leadership looks like within the Ministry and across the Public Sector with the expected outcomes that Ministry leaders will keep people at the centre of everything they do, are highly inclusive, and role model the Ministry's values through their behaviour.
- A way of working that is guided by the Ministry's values (Māia, Bold and Brave; Mahi Tahī, Better Together; Pae Kahurangi, Build Our Future; and Pono me te Tika, Own it) and aligned behaviours that continue to be reflected and embedded in people practices and policies.
- A performance and development approach that supports people to have future focused conversations to help them reach their potential and career aspirations. This is then supported by regular talent conversations and succession planning.
- Continued support for career advancement based on capability assessment that promotes and supports progression in many of the Ministry's policy, operational and high-volume roles.
- The commitment through Skills Pledge to building new capabilities and resilience in New Zealand's workforce.
- Resources to support the mental wellbeing of our people is a priority. This includes the Employee Assistance Programme, psychological coaching and support, the Te Puna Ora online wellness hub, and the Groov app.
- Continuing to roll out workshops aimed at building capability in relation to awareness and management of Mental Health to areas of the business that experience high stress and/or witness distressing material.
- A commitment to maintaining fair and equitable remuneration levels appropriate to the employment markets, including the commitment to the Gender Pay Principles, which aim to create working environments free from gender-based inequalities.
- A focus on supporting Public Sector priorities, adding multiple offerings to its Inclusion and Diversity, Māori Cultural Capability, and Leadership programmes. For example, in April 2022, we celebrated the graduation of 16 wāhine from the 2021 intake of Mana Whakatōpū: a leadership and coaching programme for wāhine Māori. Mana Whakatōpū is a unique six-month programme to support self-growth and courageous leadership from a kaupapa Māori worldview. It creates a platform to connect the past, present, and future for wāhine Māori, and is designed to create a pathway for their unique leadership journey.

- Increased recognition of the Ministry's people through a values-based lens. The Ministry encourages "Whakanui te Tangata, celebrating our people", and showcases employees work through avenues such as the MBIE Awards, values shout out cards, Wellbeing, Health and Safety Representatives awards, as well as supporting nominations for public sector and externally recognised awards.

Question 105

How much was spent on pay television subscriptions (such as SKY, NEON, DISNEY, APPLE and Netflix) in the last financial year and for how many subscriptions? How much was spent in each of the previous four financial years and how much has been budgeted for the latest financial year?

The Ministry paid one television subscription in the 2021/22 financial year.

Year	Subscription cost \$
2021/22	1,946
2020/21	1,923
2019/20	1,919
2018/19	1,907
2017/18	1,625

Please note that the Ministry does not budget specifically for television subscriptions, and therefore cannot provide this detail.

Question 106

What is the total amount spent, if any, on speakers' fees and/or speaker honorariums for each year of the last five financial years by event, event date, speaker and amount received?

The table below shows external speakers' fees and other expenses for 2021/22.

Event and date	Speaker's name	Fee or honorarium \$	Travel costs \$	Accommodation costs \$
Construction Sector Accord Forum meeting on 22 June 2022	Cameron Bagrie (economist)	450.00	-	-
Refugee and Migrant Services Leadership Team Away Day 26 May 2022	Sonny Wilcox	750.00	-	-

For the previous five years, please refer to the responses for:

- 2020/21 – question 106 (page 62) at: [Annual Review 2020/21](#)
- 2019/20 – question 106 (page 53) at: [Annual Review 2019/20](#)
- 2018/19 – question 106 (page 55) at: [Annual Review 2018/19](#)
- 2017/18 – question 106 (page 58) at: [Annual Review 2017/18](#)
- 2016/17 – question 100 (page 71) at: [Annual Review 2016/17](#).

Question 107

Does your department, agency or organisation pay travel and/or accommodation costs for guest speakers; if so what was the total amount of travel and/or accommodation costs paid over the last seven financial years by speaker and event spoken at?

Please see the response to question 106.

Question 108

What special units, task forces or reviews have been set up; and what particular issue or issues are they providing advice or analysis on? How many people are in any such units or reviews, and from what other government departments or outside organisations, if any, are they drawn? What is the total cost of this work?

He Kai Kei Aku Ringa Refresh 2022

The Ministry has responsibility for the refresh of He Kai Kei Aku Ringa, the Crown-Māori economic development strategy, and the associated action plan. The strategy was first launched in 2012 by the Māori Economic Development Advisory Panel - now Māori Economic Development Advisory Board (MEDAB), who were appointed to provide ongoing stewardship, monitoring and evaluation of He Kai Kei Aku Ringa. The MEDAB fulfil this role by providing independent advice on the strategy directly to Ministers with an interest in Māori economic development, as well as providing regular advice to other officials in the Ministry.

The MEDAB consists of 7 independent Māori Advisory Board Members. Cabinet has authorised the Ministry to make up to 10 appointments to the MEDAB, with members remunerated at a daily fee level of \$900 (excluding GST) for the chair and \$600 (excluding GST) for other members. This currently costs \$105,600 per annum with the current membership.

Future of Work Tripartite Forum

The Ministry has responsibility for the Future of Work Tripartite Forum (the Forum), and its associated work programme. A 'Future of Work Unit' (the Unit) was created in 2018 to act as a secretariat to the Forum and to provide strategic policy advice relating to the Forum's current and future work programme.

The Unit consists of 3.5 fulltime equivalent staff from the Ministry. The purpose of the Unit is to facilitate and support a successful tripartite approach to developing policies and programmes that will help New Zealand businesses and workers to meet the challenges, and take the opportunities, presented by a rapidly changing world of work. The Unit provided briefings and material to support four Future of Work Forums and seven Governance Group Meetings in 2021/22. The estimated cost of the Forum is \$362,000 in 2021/22 and 2022/23.

Immigration New Zealand - Incident Management Team

On 13 July 2022, the Department of Prime Minister and Cabinet (DPMC) Implementation Unit conducted a rapid review of Immigration New Zealand's planning and approach to visa processing for the border reopening. The review focused on Immigration New Zealand's contingency planning, including risk management and resourcing compared to forecast demand. The rapid assessment has been completed with findings and recommendations released to Immigration New Zealand on 18 August 2022. The Assessment found that Immigration New Zealand's tactical and pragmatic interventions were effective, that resources and settings were adjusted in response to reporting and feedback, and noted efforts made to engage with stakeholders. Recommendations were made to develop an overarching contingency plan, expand forecasting and resourcing models, and develop

an overall dashboard across priority visa products. This Assessment has been proactively released and is available on the DPMC website. Immigration New Zealand agrees with the recommendations and findings of the assessment.

On 24 August 2022, the Ministry's Chief Executive initiated an Incident Management Team (IMT) to be chaired by a sub-group of the Ministry's Senior Leadership Team. From 25 August, the Ministry planned the operational response to the DPMC rapid assessment through the Reconnecting New Zealand (RCNZ) Incident Management Team (IMT) to leverage resources across the Ministry. The Visa Processing Taskforce (VPT), which was established on 15 July 2022 to identify and progress immediate improvements to visa processing, has been subsumed by the IMT for the period that the IMT is operational.

The RCNZ IMT has a specific focus on addressing delays in visa processing, primarily in the Accredited Employer Work Visa and Visitor Visa products. As the IMT consists of staff from across the Ministry, numbering 26 at the peak period and around 18 full time secondees, there is no additional cost associated with this work.

Implementation of recommendations from Victoria Casey KC Review into the Detention of Asylum Claimants

Immigration New Zealand has established a programme of work to oversee and coordinate the implementation of the recommendations. The core programme team includes 2.5 dedicated FTE with regular engagement from approximately 20 departmental staff.

Working group teams are in place to operationalise recommendations concerning operational change (Recommendations 4 to 11), and to work with the responsible areas of Immigration New Zealand to implement changes.

As part of implementing the operational recommendations, Immigration New Zealand has established the Decision-making Panel on Restriction of Freedom of Movement of Asylum Claimants. This Panel is now the final decision-making body within Immigration New Zealand on whether an asylum claimant should have their freedom of movement restricted, either by detention or requirements that they reside in a particular place and report to Immigration New Zealand on a regular basis.

The Panel consists of three members: Immigration New Zealand's Chief Operating Officer (the Chair), the General Manager Refugee and Migrant Services and a representative from Verification and Compliance. A representative from the Ministry of Business, Innovation and Employment Legal Services team also attends Panel meetings to provide advice as required. There are three alternates for the core Panel members, to ensure that there can be a quorum for decision making at any time.

MIQ Rapid Assessment 2 Governance

The Ministry's Chief Executive commissioned In September 2021 the external reviewers Murray Jack and Katherine Corich to review the Managed Isolation and Quarantine (MIQ) system governance structures to identify recommendations for improvement. This review follows on from the earlier rapid assessment of the efficiency of MIQ's operations completed in April 2021. The Governance review was conducted during October and November 2021 and the final report was publicly released in April 2022. The report made seven recommendations specifically to improve MIQ Governance, Cross – agency Governance and system-level governance and includes the response of the MIQ Chief Executive Assurance Group to each recommendation. The review was externally produced, and its cost is noted in Appendix 3.

Please also refer to the response to questions 5 to 8 (Appendix 2) for details of reviews and working groups in which the Ministry is participating.

Question 109

What actions, if any, have been taken to improve the seismic safety of buildings, offices, and workplaces; or the seismic resilience of key infrastructure? What is the total cost of this work?

The Ministry only owns one property within New Zealand, the Mangere Refugee Resettlement Centre Te Āhuru Mōwai Aotearoa. This was completely rebuilt in the 2017/18 financial year to all current codes. All other properties that the Ministry occupies are leased. There are five buildings occupied with seismic rating under 70 per cent. Three out of the five leases are month to month agreements with negotiations underway for alternative locations. The leases are mostly hub/space share agreements.

Question 110

What actions, if any, have been taken to lower greenhouse gas emissions; and how does the level of greenhouse gas emissions in 2021/22 compare to previous years? What is the total cost of this work?

The Ministry has completed measurement of its emissions for 2019 (base year), 2020, 2021 and 2022.

The Ministry's total (gross) emissions for 2022 were 4,238.72 tonnes of carbon dioxide equivalent (t CO₂e), which is 60 per cent less than its 2018/19 base year. As for 2021, the biggest factors in the decrease against our base year were less international and domestic travel by staff as an ongoing result of COVID-19. Emissions from landfilled waste fell by 41 per cent, compared with the previous year, as a result of updated emissions factors for recovery of landfill gases. The increase in building emissions reflects both higher occupancy of the Mangere Refugee Centre, compared with last year, and the inclusion of additional site reporting data for gas consumption. Reporting for 2022 includes additional emissions sources (emissions associated with our people working from home and freight movements) as required by the Carbon Neutral Government Programme.

An Emissions Management and Reduction Plan (EMRP) is a requirement of the Carbon Neutral Government Programme and the Toitū Carbonreduce Certification Programme. The Ministry's EMRP plan details the initiatives required to reduce the Ministry's emissions in-line with CNGP targets and costs. Annual reporting against emissions reduction targets and initiatives includes costs. The 2021/22 significant emissions reductions were the result of less travel (cost saving) and fleet optimisation (cost saving).

Question 111

What actions, if any, have been taken to improve the gender pay gap; and how does the gender pay gap in 2021/22 compare to previous years? What is the total cost of this work?

The Ministry continues to reduce its gender pay gap year-on-year, and to ensure causal factors continue to be identified and remediated where possible and appropriate. The Ministry works in partnership with the Te Kawa Mataaho Public Service Commission to develop the Ministry's Gender Pay Action Plan each year.

The Ministry's overall gender pay gap has been steadily reducing from 20.2 per cent in June 2016 to 11.8 per cent as at 30 June 2022 (based on base salary for permanent and fixed-term employees).

In June 2021, gender pay corrections were applied and backdated to December 2020. This was completed to align with a Public Sector milestone that gender would not be a factor in pay for same or similar roles.

Initiatives previously introduced are now embedded to further help reduce the gender pay gap. The implementation of the Career and Pay Progression (CAPP) Framework continues to have a two-fold impact through the removal of bias from pay and promotion decisions.

Pay increases for staff covered by the CAPP framework are managed through an automatic annual step progression process, based on a pay ladder that is neutral from both a gender and ethnicity perspective, and movement is not determined through subjective performance decisions.

The Ministry also continues to focus on reducing the gender pay gap for those in more senior management positions who are not covered by our CAPP framework. This year it conducted an assessment of the gender pay gap for this cohort as part of the remuneration review process that was conducted in accordance with the amended pay restraint guidance. The total cost of the ensuing corrections was \$600,520.

Tools to support pay decisions such as recruitment guidelines, pay restraint guidelines and a gender pay calculator have been introduced to support hiring People Leaders to make conscious decisions around pay with consideration for gender pay implications. Educating People Leaders is a key part of growing the understanding of how bias can impact gender pay gaps. These tools together aim to ensure the benefits gained by the initiatives and corrections are sustained.

Question 112

What specific work, if any, has the department, agency or organisation undertaken in relation to the 2020 Speech from the Throne? Has this required the employment of additional staff, contractors or consultants; if so, for what purpose? What is the total or budgeted cost for undertaking this work?

Please refer to the response to question 112 on page 55 of the Ministry's [Annual Review 2019-20](#) responses.

CARBON NEUTRAL BY 2025

The Carbon Neutral Government Programme requires public sector agencies to measure and publicly report on their emissions and to offset any they can't cut by 2025:

Question 113

What specific measures does the department, agency or organisation have in place to measure and publicly report on emissions?

The Ministry is a Carbon Neutral Government Programme agency and is also committed to the Toitū Carbonreduce Certification Programme. The Ministry's greenhouse gas emissions measurement (emissions data and calculations) has been independently verified against ISO 14064-1:2018 by Toitū Envirocare (Enviro-Mark Solutions Limited). These emissions results align with the Ministry for the Environment's May 2022 Measuring emissions: a guide for organisations, which uses the 100-year global warming potentials in the Intergovernmental Panel on Climate Change Fourth Assessment Report (AR4) and meet the requirement of both the Carbon Neutral Government Programme and Toitū Carbonreduce Certification Programme.

The Ministry has completed measurement of its emissions for 2019 (base year), 2020, 2021 and 2022. Emissions are published on pages 54 to 57, and in Appendix 8 (page 211), in the Ministry's 2021/22 Annual Report as per the requirements of the Carbon Neutral Government Programme.

	2018/2019 tCO ₂ e	2019/2020 tCO ₂ e	2020/2021 tCO ₂ e	2021/2022 tCO ₂ e
Total tonnes of carbon dioxide equivalent (tCO ₂ e)	10672.03	7,945.35	4,237.74	4,238.72

Question 114

How does the department, agency or organisation currently offset emissions, how many have been offset and what has been the cost for each of the last five financial years?

The Ministry does not currently offset emissions. The offsetting component (from 2025) of the Carbon Neutral Government Programme is yet to be confirmed.

Question 115

What has been the department, agency or organisation's annual total of emissions for each of the last five financial years?

The Ministry has established a carbon baseline for the 2018/19 financial year and reports annually.

Ministry of Business, Innovation and Employment total emissions by emissions source (t CO₂e)

Activity (emissions source)	2018/2019	2019/2020	2020/2021	2021/2022
Scope 1	408.68	350.54	400.54	389.38
Natural gas (reticulated)	138.57	132.82	108.99	200.45
Transport fuel (fleet)	270.11	217.72	291.55	188.93
Scope 2	656.86	673.44	706.33	691.06
Purchased electricity	656.86	673.44	706.33	691.06
Scope 3	9,606.49	6,921.37	3,130.87	3,158.28
Freight	0	0	0	46.63
Staff travel – domestic	3,547.34	2,834.69	2,261.76	1,694.59
Staff travel – international	5,770.6	3,842.13	577.44	1,059.64
Transmission and distribution losses	65.99	69.77	67.01	74.67
Waste	222.56	174.78	224.66	131.66
Wastewater services	0	0	0	16.42
Water supply	0	0	0	1.13
Working from home	0	0	0	133.54
Total gross emissions (t CO₂e)	10,672.03	7,945.35	4,237.74	4,238.72

The greenhouse gas emissions measurement (emissions data and calculations) has been independently verified against ISO 14064-1:2018 by Toitū Envirocare (Enviro-Mark Solutions Limited) for all years. This verification has resulted in a minor amendment to the 2021 Annual Review total CO₂e figures for 2019/20 (8,402.47tCO₂e) and 2020/21 (4,128.98tCO₂e). The 2021/22 emissions inventory includes emissions sources required by the Carbon Neutral Government Programme that were not included in previous inventories (these are marked with #).

Question 116

How many vehicles are currently in the department, agency or organisation's vehicle fleet?

- a. What is the total number of electric vehicles in the fleet and how many of these have been purchased in each of the last five financial years?
- b. How many plug in hybrids and pure battery EVs are in the fleet?
- c. What is the total number of vehicles that are able to be converted to electric?
- d. What evaluations of electric vehicles have been undertaken by the department, agency or organisation and what are the identified risks and advantages associated with the use of electric vehicle in the fleet?

There were 162 active fleet vehicles that were leased or acquired before March 2022.

- a) There are currently 19 hybrid/electric vehicles in the Ministry's fleet. One electric vehicle was purchased in November 2017; six hybrid vehicles were leased in 2019/20 and 2020/21.
- b) There is one fully electric vehicle (owned) and 18 hybrid vehicles (leased).
- c) Many factors are involved in determining whether a vehicle could, and should be, converted to an electric vehicle. Of the 162 vehicles currently in the fleet (including those leased in 2020/21), 142 are categorised as 'Passenger' vehicles which could, barring any specific requirements or modifications to the vehicle, be converted to an electric vehicle. Of these 142, only 34 are owned and the remaining 108 leased.
- d) Some analysis has been completed to determine which vehicles might be good candidates for EV replacement. These factors include, but are not limited, to:
 - pool or role assigned vehicles
 - annual utilisation
 - average trip distance
 - average time between journeys
 - driver buy-in
 - driver training
 - health, safety and security policy relating to trip planning
 - lease status.

The Ministry is currently working on the EV fleet transition programme to help with EV conversion strategy.

Question 117

What are the sources of energy used by the department, agency or organisation and what changes, if any, will be required to achieve carbon neutrality by 2025?

The Ministry's energy use includes electricity and gas at its sites, including the Mangere Refugee Resettlement Centre Te Āhuru Mōwai Aotearoa. Energy efficiency and decarbonisation opportunities are being developed as part of the Emissions Management and Reduction Plan (EMRP) and initiatives to achieve 2025 and 2030 targets. Please refer to Question 218 for further information.

Question 118

What issues or problems are envisaged as a result of the Government requirement to implement energy efficiency building rating standards over 5 years?

There may be problems for the Ministry's landlords to convert their existing buildings to achieve suitable NABERSNZ standards to align with new requirements. Upgrades to building services are typically significant works with material costs and would likely impact tenant rents as landlords seek to recover upgrade costs from occupiers. Also, the upgrades are not guaranteed to result in higher

rentals or a fair return on the expenditure for the landlord as rents are still set based on market comparables.

Question 119

What issues or problems are envisaged as a result of the Government requirement that all new property leases must achieve a minimum of four stars?

There may be issues related to the ability to access appropriately rated stock, and in the absence of such stock, the ability to achieve the minimum rating within existing stock.

With a limited stock of nationwide NABERSM2 rated buildings, which are already leased, the most significant challenge will be the ability to access property with a minimum of four stars or convert existing structures to achieve the minimum rating which came into effect since 1 January 2021.

COVID-19

Question 120

What impact, if any, has COVID-19 had on your organisation's property plans or requirements?

COVID-19 had a significant impact on new property projects and a number were put on hold during the various COVID-19 lockdowns and alert level changes. To address growth, and potential contraction, the Ministry has continued to focus on how it manages the workplace and return to work for its staff. In line with Te Kawa Mataaho – Public Service Commission guidelines the Ministry strives to be Flexible by Default. The challenges and experience of working from home during the COVID 19 lockdowns has assisted to develop a more strategic and disciplined approach to its workplace utilisation, resulting in some changes to property plans and the property strategy.

Question 121

What effect has COVID-19, and staff working from home, had on the organisation's property requirements?

The Ministry has continued to measure its building occupancy levels during the COVID-19 lockdowns and various Alert Level changes. New technology solutions and the experience with working from home has assisted to embed Flexible Working Environment (FWE) principles that the Ministry had started implementing prior to COVID-19. Examples of which are moving away from 1:1 desking, clear desk policies and new furniture and layouts to support different ways of working. As COVID-19 restrictions ease, there is leadership support for further FWE conversions, enabling consolidation of the Ministry's footprint in the main centres.

Question 122

Has COVID-19 led to change in the organisation's policies re staff working from home or flexible working arrangements? Is there a requirement for staff to spend a minimum period of time in the office? If so, please provide details.

In line with Te Kawa Mataaho guidelines the Ministry strives to be Flexible by Default. To that end, the Ministry continues to be committed to providing work arrangements and environments that support whanaungatanga and are responsive to employees' need to balance their professional commitments with their personal priorities such as family, culture, community, and wellbeing. The Ministry has a Flexible Working Policy in place to support employees. Formal and informal flexible working proposals can be made for any purpose or reason. Requests for flexible working are

considered in good faith in line with the Ministry's Flexible Working Policy which provides guidelines and a framework for considering flexible working requests.

The COVID-19 experience has shown that a large proportion of roles in the Ministry can be performed remotely, for at least some of the time.

In terms of future direction with Flexible Working in the Ministry, the first step identified in the Our People priority of Te Ara Amiorangi (Our Path, Our Direction) is the need to equip employees adapt to a changing work environment. Following COVID-19, the Ministry has acknowledged that flexible working (including working from home) will become the new norm and is currently in the process of reinforcing this change. Employees are supported with the "Working Remotely" guidelines that allow them to request technology, equipment and furniture to meet their needs. Specific flexible working arrangements are dependent on the role and responsibilities the employee is required to carry out. In accordance with the updated Flexible Working Policy, all employees are required to have a formal agreement in place if they are to work from home for more than two days per week on a recurring basis. This includes employees who are working remotely in New Zealand.

Question 123

Was your organisation prepared for the effects of COVID-19 on the way the organisation went about its core business? What lessons have been learned as a result? Would, in hindsight, your organisation have done anything differently?

The Ministry was prepared as part of the All of Government (AOG) effort with clear and frequent communications and intelligence from the wider public service (e.g. the Ministry of Health (MoH), Police, Customs) and other stakeholders. The Ministry had an Incident Management Plan, Pandemic Plan and Business Continuity Plans in place, as well as Site Emergency Plans at each site. The Ministry's Incident Management Team had exercised the Incident Management Plan using the scenario of a pandemic in mid-2018, as part of MoH's Exercise Pomare. However, there were a number of differences between what had been predicted to happen in a pandemic scenario and what actually eventuated.

The Ministry stood up a coordinated governance structure with an Incident Management and Recovery Team as part of its initial response and has subsequently done this on multiple occasions in COVID-19 resurgence events in 2021.

In addition, as part of the Ministry's obligation to the MoH's New Zealand Pandemic Plan, the Ministry is required to gather lessons learned and observations and from there make recommendations for improvement initiatives. These are an active priority in response to COVID-19. The Ministry has initiated a 'lessons learned' process which includes collecting reflections and observations from staff.

The Ministry commissioned an independent review by Grant Thornton into its response to the initial COVID-19 lockdown in 2020 and has used learnings from that to inform the enhancements to its incident management arrangements going forward. This includes a revision of the Ministry's incident management framework (underway, encompassing everything from revision of plans to training and exercising) and the establishment of a dedicated resource to run incident responses from (the Ministry's National Coordination Centre in Stout Street, which is now functional).

In addition to leading the Ministry's own response, it stood up AOG work streams, including essential services and infrastructure/supply chain.

The Ministry now has a property resurgence plan in place. In addition to this, the team has identified the risk of all resources being centric to one region. Recruitment and appointment on key positions are now extended to Auckland region, placing the Property team to deal with further responses from either Wellington or Auckland. The team has been doing lots of work to strengthen the COVID-19 resurgent Incident Management Team in Auckland.

Question 124

What specific information technology issues did your organisation experience as a result of COVID-19 and how were these addressed? Did your organisation need to purchase additional IT equipment (e.g. laptops, printers etc) and was your network able to manage with increased demand for remote access (e.g. some departments had to limit remote access at certain times) and how did this impact on the way the organisation did its job? What was the total cost for Covid-19 related IT expenses and how does this breakdown?

The introduction of remote collaboration tools, and the acceleration of planned tools in 2020/21, has enabled staff to work together remotely more easily and stay connected. This is now a regular feature of business at the Ministry.

The Ministry implemented standard protocols that increased remote access capacity, and heightened security and network monitoring. As a result, the Ministry is not experiencing information issues, and the network manages with increased demand for remote access. The Ministry has experienced the global delays around the delivery of technology, such as laptops, monitors and smart screens.

As at the end of June 2021, costs were \$0.713 million on remote access IT support and licensing.

Question 125

What specific effect, if any, did Covid-19 have on your organisation's total FTEs?

The Ministry continues to adjust to the demands caused by COVID 19 and to government priorities including reconnecting New Zealand with the world, tourism, and economic recovery.

In terms of specific impacts, these can be attributed to the requirement for Managed Isolation and Quarantine (MIQ) to support the transitioning of New Zealand Defence Force (NZDF) out of the MIQ operations, which resulted in creating a number of frontline positions (for example Security Guards) and leadership positions to lead and run our MIQ facilities.

The Ministry's FTE growth (permanent and fixed term employees) since 30 June 2021 was 637. Managed Isolation and Quarantine (MIQ) was established in the previous year as a multi-agency system response to COVID-19. In the year to 30 June 2022, the FTE growth in MIQ was 70. A second visa processing site was opened in Christchurch following the closure of borders due to COVID-19. The border closure resulted in the closing of our Beijing, Manila and Mumbai visa processing offices. In order to prepare for the border re-opening onshore FTE have been hired to replace the FTE previously performing this work offshore.

Question 126

Were additional staff/contractors employed as a result of Covid-19 – if so:

- how many
- at what total cost
- are these permanent additions to staff; if not, what is the average length of contract
- for what specific purpose
- were these staff seconded from other organisations – if so specify the total number from each.

The table below shows the total number of employees, external secondees and contractors engaged in MIQ throughout the entire 2021/22 financial year (including those who have since left the Ministry or left during the financial year).

Staff type	Number	Average length (years)*	Cost (million) \$
Fixed term	303	0.99	7.12
Permanent	381	-	6.01
Contractors	82	0.60	8.01
External secondees	24	0.61	2.29

The following should be noted about the data in the table:

- The average length is based on an employee's start date in MIQ to the end of their contract, including some with end dates exceeding 30 June 2022.
- The total cost is for the year to 30 June 2022.
- The contractor costs have been calculated by multiplying contractors' pay rates by the length of their contract. This calculation assumes that each contractor was contracted to work 40 hours per week.
- The number of external secondees only includes secondees who have recorded remuneration information.
- The cost for external secondees represents the cost to the Ministry only; some of the secondees' salaries were met by their home agency.
- There is no average length figure for Permanent staff as permanent staff have no contracted end dates.
- Various staff in the totals above do not have an associated cost as they were not paid by the Ministry. For example, there are 39 fixed term and 252 permanent security officers included in the Number total. These security officers were not paid by the Ministry and therefore make no contribution to the Cost totals.
- Two calculations were needed to calculate the total. For some contractors, where an hourly or daily rate was available, this was used to calculate a total cost across their time in MIQ. For others, only a total contract cost was available. Some of these contractors were on contracts that started before or ended after the 2021/22 financial year (meaning that their cost total is larger than their actual 2021/22 cost).

The Ministry does not centrally record the reasons for each new engagement. The main impact of COVID-19 has been most visible in MIQ and in Immigration New Zealand (INZ).

Please see the Ministry's response to question 125 for information on the impact of COVID-19 on the Ministry's FTEs as at the end of June 2022.

Below is a breakdown of the home agencies of the external secondees engaged in MIQ over the course of the 2021/22 year:

External agency	Count
Auckland District Health Board	2
Counties Manukau District Health Board	1
Department of Corrections	2
Health Quality and Safety Commission	1
Inland Revenue	2
Department of Internal Affairs	3
Land Information New Zealand	2
Maritime New Zealand	1
Ministry for Primary Industries	1
Ministry for the Environment	1
Ministry of Education	2
Ministry of Foreign Affairs and Trade	1
Ministry of Justice	1
Ministry of Social Development	2
New Zealand Defence Force	9
New Zealand Customs	2
PricewaterhouseCoopers	1
Not recorded	10
Total	44

Question 127

Were any of the organisation's staff seconded to work on the All of Government Covid-19 response? If so, how many and in what capacity?

Please refer to the response to question 127 on page 64 in the Ministry's Annual Review 2019-20 written responses.

QUESTIONS FOCUSING ON ENTITIES TE REO MĀORI STRATEGIES AND IMPLEMENTATION FOR THE 2021/22 YEAR

Question 128

Did MBIE have a te reo Māori strategy for the 2021/22 year? If yes, when [month/year] was this first adopted? Will your strategy align with the Public Sector Act and te Maihi Karauna obligations and principles? Will your strategy take into account the "ZePa Model" promoted by Te Māngai Pāho?

Te Ara Reo Rangatira – the Ministry's Māori Language Plan was completed and endorsed by the Senior Leadership Team in October 2021. The key outcomes of the plan are:

- Te Reo Māori is incorporated in everything the Ministry does, and it is progressing towards a bilingual organisation by 2040.
- Knowledge and competency in Te Reo Māori is a requirement for all Ministry roles.
- Te Reo Māori competency is recognised as necessary to achieve Te Ara Amiorangi (the Ministry's organisational strategy) a key area of focus of Partnering with Māori.
- There is an alignment of the Ministry's Te Reo Māori development with the Government's Maihi Karauna strategy, Te Arawhiti competency framework, and the Ministry is a leader of Te Ao Tūmatanui (Public Services Act 2020).
- Te Ara Reo Rangatira aligns with the Public Sector Act and the Maihi Karauna obligations and principles.

Question 129

If MBIE didn't have a te reo Māori strategy in the 2021/22 year when will it have a strategy in place?
If there is no plan to have a te reo Māori strategy, what is MBIE's reason for not having a strategy?

The Ministry has developed a Te Reo Māori Strategy (Te Ara Reo Rangatira). As part of the implementation a Māori Capability Team is being established to be responsible for implementing Te Ara Reo Rangatira.

Question 130

If MBIE is currently developing or reviewing its te reo Māori Strategy, what is the current status of the strategy? What independent, expert and/or iwi/Māori input has MBIE sought in developing or reviewing the strategy?

The Ministry's Māori Language plan, Te Ara Reo Rangatira, was completed in October 2021. The Ministry consulted internally across the agency. Externally, Te Taura Whiri i Te Reo Māori have been a part of the development of the plan and have provided advice and guidance. An implementation plan is now being developed in consultation internally and with external stakeholders.

Question 131

Does your strategy explain, and support, specific engagement situations where the entity will focus its use of te reo Māori? What are some key examples? How will the strategy for implementation and success be measured?

The intent of the language plan is to lift Te Reo Māori capability across the Ministry towards a key goal of being bilingual by 2040. This has been included into the Ministry's strategic intentions document that is currently in draft. Te Reo Māori is a key component for engagement with Māori to strengthen the Ministry's collective focus area, 'Partner with Māori'. Areas across the agency are developing 'Māori Engagement Guidelines' that align to the Public Service Act 2020, Maihi Karauna, current Cabinet advice and the Cabinet approved "Guidelines for the engagement with Māori" developed by Te Arawhiti.

Question 132

How many staff accessed te Reo Training in 2021/22? How is staff capability and progress in the use of te Reo demonstrated and reported on? Will the induction of new staff include access to training in te Reo where needed?

The Ministry has 1,525 staff enrolled for the two online modules hosted on its Learn@MBIE platform, these modules are:

- An Introduction to Te Reo Māori; Māori Greetings and Signoffs and building a basic mihi.
- Te Reo Māori 201, pronunciation of vowels and consonants, digraphs and place names.

In addition, 527 staff were also enrolled on face-to-face Te Reo workshops.

These totals are based on centralised learning and development (L&D) and decentralised group offerings. These are conservative due to other staff undertaking their own Te Reo learning journey and participation in these programmes is not captured centrally.

The Ministry has clear measures outlined in Whāinga Amorangi, the Ministry's plan for building Crown Māori Relations. The measures within the plan are describes as a one to three-year journey and are:

- Ministry staff can describe Te Reo as an official language of Aotearoa and its status
- Ministry staff can demonstrate beginner use of spoken and written Te Reo, including being able to use and pronounce greetings, farewells, words, and phrases
- All senior leaders are engaged in Te Reo and at least 60% of staff are engaged in some form of learning or introduction to Te Reo
- All senior leaders at the Ministry will be engaged and referring to Te Ara Reo Rangatira (Māori Language Strategy).

The Ministry will be reporting against the measures and will share the outcomes with the Ministry's Senior Leadership Team (SLT) and Te Arawhiti quarterly.

Key indicators that reflect Te Reo capability increasing, will be:

- We will hear the language being used and spoken across the Ministry's sites
- The pronunciation of Te Reo will improve
- We will see the language being used online
- Te Reo will have a consistent, visual presence in emails.

As part of the Ministry's evaluation of Te Reo programmes, it will be integrated within the Ministry's learning system, where online learning and participation can take place, including module assessment to support the embedding of the learning.

For the 2022/23 year, based on previous data and the outcomes of Whāinga Amorangi the Ministry expects at least 80% of staff to participate and engage in Te Reo. This can take place through our learning modules, face to face learning, learning and saying the Ministry's karakia in teams, branches and business groups, learning their pepeha, and saying words and phrases at work.

The Ministry's induction programme, Te Tomokanga, also widely uses Te Reo throughout to introduce our new staff to key words used across the Ministry. It is a two-week blended learning programme covering compulsory and strategy elements, while also weaving in the Ministry's values, culture and "who we are". To further the awareness of Te Reo in Te Tomokanga, the Ministry's karakia is introduced, new staff are welcomed with a mihi whakatau and new staff are directed to the Te Reo courses the Ministry has available through further learning suggestions and re-engagement messaging.

QUESTIONS FOCUSING ON THE SPECIFIC OBLIGATIONS AND PERFORMANCE OF ENTITIES FOR THE 2021/22 YEAR

Question 133

Do MBIE currently have or plan to develop a Treaty/Te Tiriti partnership approach that was used in the past 12 months? Have any NGOs/providers been involved in developing or supporting this approach and what was the criteria for selecting them? Were they be funded directly? How was performance measured and reported?

The Ministry is committed to upholding its obligations to partnership under Te Tiriti. "Partner with Māori" is a key focus area within the Ministry's organisational strategy, Te Ara Amiorangi. Various teams within the Ministry already undertake a range of approaches to partnership. For the last six-months, over a series of wānanga, the Ministry has been developing its whole-of-Ministry partnership strategy, Te Tāpuhipuhi. This includes internal capability building, as well as a joined-up approach for engaging and working with iwi Māori. Te Tāpuhipuhi was approved by the Ministry's Senior Leadership Team on 1 December 2022.

Question 134

If MBIE did not plan to develop a Treaty / Te Tiriti partnership approach when does it plan to develop an approach? If [public entity] there is no plan to develop a Treaty/ Te Tiriti partnership approach, what is the reason for not having an approach?

Please refer to question 133.

Question 135

How does MBIE measure the strength of its relationship with iwi/Māori, Treaty / Te Tiriti negotiations mandate holders, and takutai moana claimants in the 2021/22 year? If so, how is this done, and can you provide any information about the current status of these relationships?

The Ministry is close (within the next three months) to completing its internal assurance review of iwi partnerships. Upon completion we will have greater data and insights to assess the strengths of relationships with iwi/Māori, including progress towards meeting its Treaty obligations. In addition, we have begun scoping how to have more timely insights on the Ministry's Treaty relationships and commitments, this includes reaching out to Te Arawhiti who manage Te Haeata, the All-of-Government Treaty settlement database.

Question 136

What specific services and strategies were planned in the 2021/22 year to strengthen MBIE's capability in building sustainable and productive Māori-Crown relationships? How did MBIE, if at all, collaborate with others to deliver these?

Please refer to question 133. In addition:

- Kahui Paerangi, the Ministry Senior Māori Leadership Group has continued to provide improved coordination, awareness, knowledge and efficient collaborative working partnerships.
- Te Reo Māori and tikanga training for staff has continued, along with training on New Zealand history and the Treaty of Waitangi/Te Tiriti o Waitangi and its principles.
- Te Arawhiti Whāinga Amorangi – Transforming Leadership programme has continued to be rolled out.
- A new Treaty team (three FTE posts) is in place. Their sole focus will be to strengthen relationships with iwi and ensure the Ministry meets its Treaty settlement commitments.

Question 137

Please describe the processes MBIE you used in the past 12 months when partnering with iwi/Māori. These may include engagement, consultation, or co-design processes. How were these evaluated?

The Ministry has partnered with iwi/Māori on a number of processes and work programmes. significant examples of this include:

Managed Isolation and Quarantine

Three engagement mechanisms assisted in producing relationships with iwi that are productive, respectful and responsive. The day-to-day engagement and governance conversations occurring with iwi at the frontline, the broader based iwi Communications Collective weekly hui, and the more targeted fortnightly hui with iwi partners from each of the five MIQ operating locations. Specific

examples of joint iwi-MIQ action include the rapid co-design and stand-up of additional facilities such as “Amohia” in Kirikiriroa, and the support iwi has extended to the self-isolation pilot.

This level and array of engagement is the fundamental platform that has underpinned everything from simple information dissemination, collecting policy information, key conversations seeking guidance from Treaty partners on behalf of Ministers, brokering information exchanges with related agencies, and supporting the overall Ministry’s Treaty-based obligations.

Managing the Ministry’s iwi relationships is not always easy. The rapid pace of MIQ policy development, the complications of simultaneous multiple cross agency leadership, and the limitations to engagement arising from the COVID-19 environment, posed several challenges to maintaining an appropriate Treaty based relationship with iwi.

While there has been no formal evaluation of the relationship quality, observations consistently note the constant engagement between MIQ and iwi in the regions, a high rate of attendance at scheduled hui, frequent and regular expressions of satisfaction with the manner of engagement, the quality of information shared, and the positive feedback partners share with other related parties (including Ministers and other iwi) about the Ministry.

Decommissioning of the Tui oil field

In March 2021, the Ministry entered into an agreement with Te Kāhui o Taranaki Iwi to ensure that Taranaki Iwi cultural values and interests, particularly in relation to the environment, are identified and mitigated to the extent practicable throughout the decommissioning of the Tui oil field off the Taranaki coast. The agreement provides for an annual review and was subsequently renewed in May 2022. The agreement supports a dedicated engagement lead and a group of advisors from Taranaki Iwi and their hapu (Ohu/Kaitiaki Forum). In the past 12 months the engagement has included:

- cooperation on the decommissioning marine consents application which included a Taranaki Iwi- designed Cultural Impact Assessment: these consents were granted in Feb 2022
- consultation on the Environmental Monitoring Plan for post-decommissioning
- weekly updates on progress during Phase 2 of the project (removal of the subsea infrastructure)
- regular meetings with Ohu/Kaitiaki Forum to update them on progress and alert them on up-coming activities
- consultation on events of cultural/ environmental significance (e.g. blessing of Phase 2 vessel; discovery of whale skull during operations; visit to inspect recovered material)
- internship of young Iwi student to Phase 2 project
- employment of Iwi Marine Mammal Observer on offshore vessel
- meetings of the MBIE-Taranaki Iwi Joint Steering Committee
- joint communications with local stakeholders (e.g. Press Releases; Venture Taranaki; Chamber of Commerce).

Expanding the impact of Vision Mātauranga

In Budget 2020, \$33 million of new funding was allocated over four years to attract and grow Māori talent, enable Māori to navigate the complexities of the Research, Science and Innovation (RSI) system; and invest in Māori-led research, science and innovation.

A key principle of this fund is co-development with Māori. The Ministry has convened a working group with Māori, named Te Tira Whakahihi (Te Tira). Te Tira meet when required, and includes six Māori RSI experts working with officials from the Ministry to:

- co-develop new RSI initiatives that enable Māori aspirations

- co-develop and advise on existing RSI settings to ensure they deliver for Māori
- advise the Ministry on significant RSI policy initiatives.

Te Ara Paerangi – Future Pathways engagement

Te Ara Paerangi Future Pathways is a multi-year programme focused on the future of New Zealand's research system. The programme seeks to start an open and wide-ranging conversation on a range of issues facing the research system, how these issues might be addressed, and how to take advantage of emerging opportunities.

Such a system should reflect New Zealand's unique opportunities and challenges. It will embed Te Tiriti across the design and delivery attributes of the system, and enable opportunities for mātauranga Māori. It will also recognise that research is a global undertaking and seek to stand alongside the best systems in the world.

The Green Paper was the first step in the Te Ara Paerangi - Future Pathways Programme, and signals the start of what will be a multi-year process.

From 28 October 2021 to 23 March 2022, engagement on the Te Ara Paerangi Future Pathways Green Paper took place. During this time, we also asked the sector to make written submissions.

A total of 885 submissions were received on the Te Ara Paerangi Future Pathways consultation. Of those, 442 submissions substantively addressed the themes in the Green Paper, including the 38 submissions made by Māori groups and individuals.

These submissions were received via an online form or email. The Ministry also hosted 12 general sessions and 15 in-depth sessions to discuss the topics in the Te Ara Paerangi Future Pathways Green Paper. These sessions were held virtually, reaching 1106 participants, of which approximately 149 were Māori.

The Māori engagement process involved a combination of general and targeted engagements as well as different ways for Māori to make written submissions on the Green Paper.

The engagement process involved targeted Māori engagements alongside a broader suite of public engagements, as well as allowing space for Māori perspectives as part of the broader public consultation. We adopted a relaxed approach to the workshops and discussions and drew attention to the high-level Green Paper themes and questions to allow for open dialogue.

Our goal was to facilitate conversation, hear what participants had to say and encourage them to make written submissions.

Dedication Māori engagement specialists, AATEA Solutions, led most of the targeted Māori engagement. This included online wānanga with Māori, as well as support for Māori rūpū to make written submissions. Staff from the Ministry took notes at some of these sessions but, in most cases, they took a backseat to enable AATEA Solutions to facilitate and relay participant feedback to the Ministry.

Engagement is ongoing, and we will be considering the feedback, suggestions and recommendations Māori provided to us on how we can better engage with them to ensure we are capturing a diversity of Māori perspectives, including beyond the RSI sector, as we move toward the next steps in the Te Ara Paerangi journey. A Link can be found here: [Part II - a report summarising Māori submissions and engagements](#).

Te Ara Paerangi -Future Pathways reference group

The Te Ara Paerangi – Future Pathways Reference Group is an external group established in March 2021 to provide high-level strategic guidance to the Ministry’s Science Leadership Team on the Te Ara Paerangi’ programme. It will also support the Ministry to engage the right institutions and people, test ideas, choices, and trade-offs, and ensure it has a good understanding of system-wide issues. The Reference Group is an advisory Group not a decision-making body.

The Group consists of representatives from a range of peak bodies and professional organisations within the sector, including business, industry and Māori science and research leaders. It recognises the importance of working with the RSI sector on this significant programme with the aim of moving forward together.

Project Tāwhaki

The Ministry is the lead Government agency representing the Crown’s interest in the Tāwhaki Joint Venture (JV) – a Māori-Crown partnership between mana whenua of Kaitōrete in Canterbury (Te Taumutu Rūnanga and Wairewa Rūnanga) and the Crown. The project has seen the purchase of land on Kaitōrete Spit to protect and rejuvenate the Kaitōrete environment and develop aerospace activities and R&D facilities that have the potential to generate significant and sustainable economic opportunities.

The Ministry is working in partnership with Tāwhaki in a number of ways, including connecting them to relevant Government agencies, supporting the JV in discussion with potential international partners and ensuring that the JV has access to the necessary resources to work towards delivery of its dual kaupapa.

The Ministry will continue to support the Tāwhaki JV as it delivers options for developing the land to its shareholders (the Minister of Research, Science and Innovation, and the appointed representatives of Te Taumutu Rūnanga and Wairewa Rūnanga) in mid-2024.

Māori Aerospace Stakeholder Group

The Ministry has engaged a group of key Māori stakeholders as part of the Government’s Aerospace Strategy development process. The group was established to ensure that Māori interests in aerospace were included in the consultation as it developed. This group brings both mana and expertise across a number of aspects of the Government’s aerospace interests.

The group has been working closely with officials from the Ministry to develop specific actions that would help identify Māori interests, opportunities and challenges in our growing aerospace sector. More specific actions will be included when the action plan proposed by the draft strategy is developed, and we will continue to work with the Group during the delivery of the action plan.

Building and Tenancy System

The Ministry is focussed on developing its Māori capability and stakeholder engagement related to its building and tenancy services.

In terms of stakeholder engagement:

- It has identified the priority Māori communities for tenancy services as Te Tai Tokerau, Te Tairāwhiti, and Te Tai Poutini.
- Following a stakeholder audit, a Stakeholder Engagement Map was created. The Map aligns to the Māori framework of engagement as set by Te Arawhiti.

The Ministry's relationship with its Māori Crown partners in priority areas related to its building and tenancy activities is still in its infancy. However, the following relationships are being developed:

- Te Kotahi o te Tau Ihu (TKTI) Charitable Trust, of the Tau Ihu and West Coast Iwi (outside of Ngai Tahu). TKTI consist also of Ngati Kuia, Ngati Koata, Te Runanga o Toa Rangatira, Ngaati Tama, Ngaati Raarua, Rangitaane and Ngati Apa ki te raa. While this relationship is still in infancy, the Ministry has been honoured to be invited to continue discussions regarding TKTI housing aspirations within their areas. Priority for the region (aside from minimal housing stock) is participation in the building accreditation process and civil emergency housing. TKTI are also currently in discussions with the Ministry about co-design of a civil emergency response plan.
- With Te Kahui o Taonui of Te Taitokerau (TKOT). TKOT consists of Te Runanga o Ngāti Whātua, Te Roroa, Ngātiwai, Ngāti Hine, Te Runanga-a-Iwi o Ngāpuhi, Te Runanga o Whaingaroa, Kahukura Ariki Trust Board, Ngāti Kahu, Te Rarawa, Ngāi Takoto, Te Aupouri, Ngāti Kurī.
- Within Te Tairāwhiti a relationship is being developed through the Ministry's Whakapapa Maori Kaimahi based in the area (who whakapapa to the land) as conducive protocols of that rohe. The key connections are regularly updated and assessed for greater interaction by the leadership team of the Building and Tenancy Branch of the Ministry.
- Our relationships also include kaupapa Māori services that support Mataa Waka within the three priority communities (Te Tai Tokerau, Te Tairāwhiti, and Te Tai Poutini).
- The Ministry, as the regulatory steward within the housing sector, has responsibility to MAIHI Ka Ora – the National Māori Housing Strategy. It has formed a connection with The Wai 2750 Kaupapa enquiry team at the Ministry of Housing and Urban Development.
- Te Roroa, Ngai Takoto, Te Rarawa, Hokianga Housing, Ngati Kahu have sought the Ministry's involvement in consultation on the development of their housing strategy (for regulatory areas); this could potentially develop into, for example, secondments or service agreements.
- Engagement with Ngāti Hine has resulted in the Ministry Building and Tenancy insights and evidence service supporting their Iwi lead tenancy aspirations.
- From the engagement made, the Ministry has identified the priority for Iwi/Hapū/Marae and Takiwa, as well we as its shared regulatory priorities in the building and tenancy area. Expertise on priorities outside the Ministry's scope have been sought through the Te Whakatairanga leads forum, to strengthen conversation had with the Ministry's partners.
- Anecdotal and data collected and stored has indicated a need to reset or adjust the building and tenancy system to address inequity for Māori. The Ministry is currently working to gather data that would support a reset of indicators and policy change.

Question 138

Did you have a systematic approach for 2021/22 year to review your operational policies; funding mechanisms, allocation criteria; access thresholds to ensure that they are consistent with the Treaty of Waitangi / te Tiriti o Waitangi?

- What was reviewed in the 2021/22 year, and what was the outcome?
- How will you ensure reviews are inclusive of te ao Māori? Who will be involved in these reviews?
- How much more do you need to do to be confident you have embedded the Treaty / te Tiriti in your work and what activities did this include?
- How long will it take you to become confident and demonstrate success?
- What factors, if any, are impeding your progress?

The Ministry has contracted Price Waterhouse Coopers (PwC) to review and evaluate its investment funds. PwC have been provided with a criterion to ensure the investment initiatives are tracking against positive outcomes for Māori. This process is built into the end-to-end investment fund and the plan for future funds is to move this process in-house. Factors impacting our ability to move this in-house is the limited availability of statistical experts who understand Te Tiriti values.

CLIMATE CHANGE

The Carbon Neutral Government Programme was announced in December 2020. It will require public sector agencies to measure and publicly report on their emissions and to offset any they can't cut by 2025. The questions below are suggested within the context of this programme, which is due to be fully implemented by 2025.

Question 139

What climate indicators (such as greenhouse gas emissions or carbon footprint measurements) do you provide in your annual reports and/or financial statements?

The Ministry's [2021/22 Annual Report](#) reported on total greenhouse gas emissions (4,238.72 tCO₂e) against the 2018/19 base year (10,672.03 tCO₂e); see pages 54 to 57, and Appendix 8 on page 211.

Question 140

What initiatives have you implemented, if any, to reduced greenhouse gas emissions by your agency?

The Ministry's emissions reduction plan (a requirement of both CNGP and the Toitū Carbonreduce Certification Programme) identifies the following projects that are underway to decarbonise some activities and improve efficiency, including:

- Align staff travel budgets and procedures with emissions reduction targets (reduce domestic and international air travel emissions by 35 per cent by 2025).
- Improve energy efficiency of the Ministry's office buildings through continuous commissioning, including LED lighting upgrades and systems monitoring.
- Property consolidation and activity-based working projects reduce operational energy emissions and realise opportunities for increased resilience and community benefits.
- Improve the operational efficiency of our fleet and transition 100 per cent of light vehicles to electric or plug-in hybrid vehicles by 2025.
- Improve waste and recycling collection across our sites to increase diversion of organic waste from landfill and reduce landfill waste.

Kete Taiao, the Ministry's employee led staff sustainability network was established in June 2021 to help drive cultural and behavioural change across the Ministry relating to emissions, waste, travel and energy consumption. This network has over 200 members is a key component to drive the sustainability initiatives that support delivery of the Ministry's internal sustainability programme across Ministry sites.

Question 141

What risks does climate change pose to the operation of your agency over the medium-long term? Have you quantified these risks?

Work is underway by the Ministry on the preparation of disclosures aligned with the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD) and External Reporting Board to understand and address the actual and potential effects of climate change on the Ministry's operations, strategy, and investment.

Question 142

Do you provide staff incentives to encourage the use of public transport or encourage walking/cycling to work where practicable?

The Ministry's staff are eligible to buy a discounted bike through the Ministry's e-bike scheme. Some offices are promoting sustainable transport options to staff, including use of public transport, cycling and staff commuting ride share platforms. Further work in this area is proposed in the Emissions Reduction Plan.

BIODIVERSITY

The questions below are suggested within the context of Te Mana o te Taiao - Aotearoa New Zealand Biodiversity Strategy 2020. Te Mana o te Taiao (launched in August 2020) sets out a strategic framework for the protection, restoration and sustainable use of biodiversity, particularly indigenous biodiversity, in Aotearoa New Zealand, from 2020 to 2050.

Question 143

What activities, if any, does your agency undertake to protect and restore indigenous biodiversity?

Te Mana o te Taiao – Aotearoa New Zealand Biodiversity Strategy 2020 provides the overall strategic direction for biodiversity in Aotearoa New Zealand for the next 30 years. The strategy sets out the current state of Aotearoa New Zealand's biodiversity, the pressures and impacts on biodiversity, opportunities to shift the way New Zealand works and a framework for action. Regional policy statements and plans are identified in Te Mana o te Taiao as relating to the biodiversity system.

Improving the well-being of New Zealanders living in our regions is the goal of the Ministry's Kānoa – Regional Economic Development and Investment Unit (Kānoa – RDU). A number of projects across the funds administered by Kānoa – RDU impact on the biodiversity system and the outcomes identified in Te Mana o te Taiao. Kānoa – RDU has supported the biodiversity system in the regions through water storage /management, fencing of waterways, climate resilience, training skills/employment and other regional projects. The Regional Strategic Partnership Fund (RSPF) is a \$200 million fund to support regions to make steps towards achieving their economic potential. The Regional Strategic Partnership Fund aims to support regional economies to become more productive, resilient, inclusive, sustainable and Māori-enabling (PRISM). A sustainable economy puts policies and practices in place to ensure resource use won't negatively impact future generations.

The Ministry invests in research to protect and restore indigenous biodiversity through several funds, including the National Science Challenges (NSCs) and the Strategic Science Investment Fund (SSIF), as well as contestable funding mechanisms like the Endeavour Fund, the Vision Mātauranga Capability Fund (VMCF) and the EnviroLink Scheme. For example:

- The New Zealand Biological Heritage NSC (funded at \$63.7 million over ten years until 2024) invests in developing new tools and strategies to reverse the decline of native biodiversity and enhance resilience to harmful organisms. Through the Strategic Science Investment Fund (SSIF) Ngā Rākau Takekake Platform (funded at \$39.75 million excluding GST until 2024) the Ministry invests in research on kauri dieback and myrtle rust to save native trees.

Additionally, the Sustainable Seas NSC and Our Land and Water NSC, as well as NIWA's and Manaaki Whenua's SSIF Platforms, include research that is helping protect biodiversity.

- The Endeavour fund is supporting Massey University (funded at \$999,999 excluding GST for three years until 2025) to detect and mitigate toxoplasmosis in Māui dolphin habitats, using kākahi (freshwater mussels) as an indicator species, to reduce this leading cause of death in a critically endangered indigenous species.
- Funding from VMCF is supporting Te Pōito Lands Charitable Trust in partnership with Waikato University (funded at \$250,000 excluding GST for two years until 2023) to establish a research centre at Raukokore which will restore kai moana in a Taiāpure managed rocky reef ecosystem. VMCF is also supporting Massey University in partnership with Te Rūnanga o Te Whānau (funded at \$158,704 excluding GST for two years until 2023) to restore balance of marine taonga and biodiversity in the Te Whānau-a-Apanui rohe by developing kaupapa Māori approaches for kelp cultivation and kina ranching. Also, with VMCF funding, Kahukuraariki Trust Board in partnership with University of Auckland and NIWA (funded at \$250,000 excluding GST for two years until 2023) is establishing the viability of restoration of the native rock oyster to Whangaroa, a region in which this species was formerly prolific but now largely displaced by cultivated Pacific rock oyster.
- The Envirolink Scheme provides \$1.8 million per annum to support Regional Councils translating science knowledge into practical management advice, including protection and restoration of biodiversity. Examples of projects funded in 2021/22 include:
 - Technical Options for Restoration of the Coastal Marine Area of Te Taihu Tauihu (NIWA, \$39,827)
 - Advice on the impact of forestry slash on kai moana in the Uawa Catchment-Tolaga Bay (Cawthron Institute, \$37,306)
 - Feasibility of biocontrol of purple loosestrife, *Lythrum salicaria* in New Zealand (Manaaki Whenua Landcare Research, \$20,010)
 - Mitigation of environmental impacts of wood waste in coastal environment (University of Canterbury, \$15,500).

Question 144

Does your agency have an environmental or biodiversity strategy? If so, is this aligned with the Te Mana o te Taiao - Aotearoa New Zealand Biodiversity Strategy 2020.

The Ministry does not currently have an environmental or biodiversity strategy. The Ministry does have programmes of work to reduce its impact on the climate, such as its emissions reduction targets and emissions reduction plan, internal sustainability programme, and work that is underway to meet Carbon Neutral Government Programme obligations. For more information please refer to the responses to questions 113 to 119, and 139 to 142.

Question 145

How does Te Mana o te Taiao - Aotearoa New Zealand Biodiversity Strategy 2020 impact on the activities of your agency?

Te Mana o te Taiao – Aotearoa New Zealand Biodiversity Strategy 2020 has no current impact on Ministry activities.

ADDITIONAL QUESTIONS

Question 146

What plans, if any, is the Ministry putting in place in relation to the ongoing rollout of 5G mobile connectivity technology?

The 3.5 GHz band is critical to the deployment of 5G because it offers a good mixture of coverage and capacity. Cabinet has agreed to provide long-term access to the 3.5 GHz spectrum band through a direct allocation process.

The Minister for the Digital Economy and Communications announced in October 2022 that the Government is working with New Zealand's major telecommunications network operators to accelerate the roll-out of 5G services across New Zealand and improve rural connectivity. The details of this long-term allocation will continue to be worked through over the coming months as the Crown negotiates final contracts with the parties involved.

As part of the proposed new agreement, the three major mobile network operators (Spark, 2degrees and Vodafone) will be required to increase the pace of the 5G roll-out to small towns across New Zealand. There is also an expectation they will continue efforts to improve rural connectivity. Shared network infrastructure provider, Dense Air, will also have access to the 3.5 GHz spectrum band as part of this deal.

Access to current short-term 3.5 GHz rights expires at the end of October 2022. As part of this process, these rights will be extended from 1 November 2022 until 30 June 2023, to allow network operators to continue their roll-out of 5G and to provide continuity for regional services.

Allocation of further bands potentially able to also support 5G mobile will be announced in due course.

Question 147

What digital algorithms have been in use at MBIE in the period since your last Annual Review; if any, please outline what they are used for?

The Ministry has put in place a number of safeguards to ensure the appropriate use and development of algorithms across the organisation. These include:

- Algorithm Use Policy which sets the rules for algorithm use at the Ministry
- Data Science Review Board for expert advice and risk evaluation of Algorithms
- Development of a register of known Algorithms in use at the Ministry.

Immigration New Zealand

The INZ Group within the Ministry uses algorithms to support its operational processes. The categories of operational algorithms in use by INZ are:

- biometric and biographic matching
- customer segmentation based on risk
- customer screening based on eligibility/alerts/watch lists/risk e.g. Interpol alerts
- case prioritisation.

Examples of algorithms in use include:

- IDMe (the Identity Management system of INZ): Identity matching and resolution decides if a customer is someone for whom INZ already has an identity created and stored in its system. The matching uses biographic and/or biometric information.
- Visa triage system: Assigns a risk level to visa applications based on risk rules that use information INZ holds related to the application. The risk level speaks to the level of verification required. All visa decisions are made by delegated immigration officers.
- Advance Passenger Processing (APP): The algorithm performs some validation matching, as well as some automated “border checks” (e.g. does the individual have a valid visa, if one is needed, or matching the individual’s passport against a list of lost or stolen passports).
- Passenger Name Records: The programme uses APP information and Passenger Name Records data to assess potential risk associated with travellers who do not require a visa.
- Screening for risks at the border: The programme uses Advance Passenger Information and Passenger Name Record data to assess potential risks associated with travellers.

Managed Isolation and Quarantine

The MIQ group within the Ministry used a public facing booking system called the Managed Isolation Allocation System (MIAS), which functioned as a booking interface for people reserving spaces in a managed isolation facility. MIAS used algorithms to match the number of people flying into the country with the availability in managed isolation facilities. The Ministry contracted third party developer, Satellite, to build MIAS in July 2020. Satellite is a local web and software development company that developed a similar booking system for Asia Pacific Economic Cooperation 2021.

Question 148

What is the organisation’s plan over the next twelve months to support the growth of Artificial Intelligence software and programmes?

The Ministry has previously worked with the Artificial Intelligence (AI) Forum of NZ (a non-government organisation coordinated by the New Zealand Tech Alliance) to develop cornerstones that could underpin a future AI Strategy for Aotearoa New Zealand. These cornerstones include the aim that all AI innovation and adoption across NZ is done safely and ethically, with the full support and trust of New Zealanders.

As part of supporting data-driven innovation, the new Digital Strategy for Aotearoa identified the opportunity to further advance an AI Strategy for Aotearoa. The Ministry will look to shape its thinking on this in the coming months.

In addition, in August 2022 the Ministry announced funding of \$5.1 million over three years to support three international research projects exploring how AI could provide improved access to healthcare. This funding is provided through the Catalyst Fund and will support teams from the University of Auckland and University of Canterbury to use AI company Soul Machines’ autonomously animated Digital People to explore how this technology could advance the development of Aotearoa New Zealand’s dynamic digital health research ecosystem.

Question 149

What is the organisation's policy on transportable digital storage devices such as USBs being used on workplace devices?

To keep information and data safe, USB removable storage is restricted to encrypted devices approved by the Ministry only. This includes USB hard drives, memory sticks and any other devices that store and transfer data, such as images, videos and documents. If staff need to share or move files that cannot be stored in MAKO (the Ministry's corporate records keeping system), or in a business system, they can use an encrypted USB approved by the Ministry.

Question 150

How many employees of MBIE, by FTE, have been seconded to work with the Digital Council of New Zealand in the period since your last Annual review?

The Ministry has not seconded any employees to work with the Digital Council in the past year.

Question 151

What has been the cost of the Digital Council of New Zealand for MBIE in the period since your last Annual review?

The Ministry provides joint secretariate support with the Department of Internal Affairs (DIA). The secretariate support is part of usual staff work programme. No dedicated cost has been incurred.

Question 152

Has any planning been made yet regarding the next stage of UFB/ RBI Rollouts around New Zealand; if so, what work has been done since last year's answers to Annual Review Questions?

Work is continuing to complete the connectivity programmes to improve New Zealand's connectivity network infrastructure:

- Phase 2 of the Rural Broadband Initiative (RBI2) is due to conclude in 2023, by which stage 84,000 rural homes and businesses will have access to improved broadband with download speeds of 20Mbps or more. As at the end of June 2022, this work was 89 per cent complete with over 75,000 rural homes and businesses having improved broadband available to them. The complementary Mobile Blackspot Initiative had completed mobile coverage to 95 tourism sites and 1,059 kilometres of State Highway as at 30 June 2022.
- The Ultra-fast Broadband Initiative (UFB), due to be completed in 2022, will make fibre connectivity available to over 1.8 million homes and businesses (approximately 87 per cent of New Zealanders) in 412 towns and cities. As at the end of June 2022, the programme was 99 per cent complete with fibre connectivity available to over 1,808,900 homes and businesses in 380 towns and cities. Uptake has grown to over 70 per cent.
- Total funding of \$65 million was announced in 2020 to relieve network pressures and address under-served communities. \$15 million of this was allocated to deploy additional tower capacity and connect additional marae. \$50 million was then allocated to extend fibre networks in Northland, upgrade mobile towers to expand capacity, establish new towers to extend coverage, and improve backhaul in rural areas with significant network congestion. This work is expected to be completed in stages over 2022 and 2023.

- \$60 million was also allocated in Budget 2022, with \$43 million of this funding going towards further Rural Capacity Upgrades. Crown Infrastructure Partners is in the process of establishing contracts and agreements with telecommunications network operators to deliver these upgrades.

Question 153

What has been the cost of the Digital Audio Broadcasting (DAB) pilot and wider DAB programme for the Ministry in the period since last year's answers to Annual Review?

The Ministry did no significant work on DAB in this period, and so there was no cost.

Question 154

What has the Ministry planned already for the next 12 months to support digital preservation work in New Zealand?

The Ministry's operates an internal Records Management Policy aligned with the Public Records Act 2005, which governs and controls the rules and processes for the lifecycle management of digital (and non-digital) information. All Ministry information that is stored, archived or disposed of must be reviewed against these rules to ensure the right digital information is preserved. There is an ongoing work programme to ensure that tools and processes support digital preservation.

Question 155

What has the Ministry planned already for the next 12 months to support government digital services?

The Ministry's new Digital, Data and Insights (DDI) group has now been established. The Digital Blueprint for the Ministry has identified five "pillars" that establish the foundations of our digital capabilities.

- **Secure Access** – is an investment in strengthening the Ministry's security posture across the digital landscape and include Identity and Access Management, Information Protection and a Detection and Response capability.
- **Cloud Native** – has highlighted the Ministry's preference for SaaS solutions where applicable as well as leveraging cloud services to improve resilience and agility of our business applications.
- **Cloud Based Data and Analytics** – will introduce both a Cloud Data Platform and Data Governance tools to improve the ability to provide valuable insights across the Ministry.
- **Platform Sustainability and Modernisation** – manages our existing set of the Ministry's platforms to ensure availability, asset currency and capacity requirements meet the needs of the business.
- **Ways of Working** – is embedding the new DDI operating model which includes the ability to deliver both business change within a digital context and looks to improve on the Ministry's ability to deliver in a more agile way.

These outcomes align to the Government Digital Strategy of Trust, Inclusion and Growth and will ensure the Ministry's services are more accessible, reliable and available.

Question 156

What has the Ministry planned already for the next 12 months to support the Government Chief Data Steward?

The Ministry is critical to the government data system. It has accountabilities to provide data and insights to the system, to publish official statistics and to comply with government data policy and associated commitments. The Ministry's Empowered by Data Roadmap 2021-23 lifts its ability to meet government's data needs. It sets three goals:

1. Harness and share value from our data
2. Grow the Ministry's data culture and talent
3. Strengthen the Ministry's data foundations.

Early work on the Roadmap has delivered specific value on launching support, awareness and aligned strategic planning across the Ministry's data ecosystem. Progress continues under the Roadmap and other Ministry initiatives, including the Digital Blueprint (please refer to the responses to question 237). The focus over the next 12 months is:

- Developing strong partnerships to build an overview of Māori data needs from a te ao Māori perspective.
- Continuing to embed a centralised operating model to deliver value from data, so there is clarity accessing resources, best data practice, and agility to respond to system demands under pressure.
- Implementing and embedding a centralised technical data cataloguing, diagnostic, and governance tool. This will provide a consistent and connected model of data governance for accuracy, reliability, and security across Ministry data assets. This work is supported by the development of formal Data Stewards.
- Developing our data and insights people capability, including clear career pathways; access to professional development; building overall agency data skills, education and awareness; and promoting a culture that is data-driven and evidence-based.

The Ministry has continued to derive strong value from partnership and collaboration with the Government Chief Data Steward (GCDS). The Ministry's newly established Digital, Data and Insights Group is responsible for consolidating and strengthening core data and insights, digital and technology functions, and as such DDI is the key agency partner with the Government Chief Data Steward (GCDS) for the Ministry. DDI manages the Ministry's relationships with Data System Leaders and other agencies; champions and monitors GCDS expectations; and participates in related cross-system activities. Related work underway includes:

- Continued analysis and implementation planning for mandated and draft standards
- Supporting the Future of the Integrated Data Infrastructure (IDI) working group
- Leadership of the IDI Code Modules pilot (developing tools for sharing knowledge about data in the IDI and Longitudinal Business Database)
- Participation in testing the Data Maturity Assessment prototype
- Representation on senior and executive Data System governance groups.

Question 157

What has the Ministry planned already for the next 12 months to support the Government Chief Digital Officer?

The Ministry has contributed to the action plan refresh for the Strategy for Digital Public Service. Having participated in the Cloud working group to establish high level direction and frameworks for

Government agencies, the Ministry is now continuing to main alignment between the Digital Blueprint investments and the overall outcomes of Trust, Inclusion and Growth.

Question 158

What has the Ministry planned already for the next 12 months to support the Digital Council of New Zealand intended to replace the cancelled Chief Technology Officer position?

The Ministry supports the work of the DIA's Digital Council, which can provide details of their work.

Question 159

What has the Ministry planned already for the next 12 months to employ more New Zealanders from non NZ-European and Māori Backgrounds?

The Ministry continues to focus on building an inclusive and supportive workplace to support attraction and retention of people from diverse backgrounds. The Ministry has been engaging directly with employees to better understand their experiences, using human-centred design methodology - Employee Discovery Sprints, and through the Ministry's survey approach.

To date, people experience sprints have been run to understand the experience of Tangata Whenua, Pacific people, Rainbow, and Asian employees, along with employee lifecycle processes (Leadership, Recruitment, Induction, Performance Management, Career Progression).

A review of the end-to-end recruitment process is underway with a particular focus on being inclusive and fit for all. The recommendations from this review will target how our attraction and selection practices can increase the number of New Zealanders from non-NZ-European and Māori backgrounds we are employing. The Ministry's hiring managers have access to programs to raise awareness and understanding of how bias and other factors can impact on a recruitment process and selection. A review of the Career and Pay Progression process is also underway to ensure a fair, equitable and inclusive process for all people.

The data and insights captured through this approach are used to inform the direction of the Ministry to ensure that over time, the Ministry at all levels reflects the communities it serves. Over the past two years, the Ministry has implemented several relevant learning programmes including:

- Mana Aki: An online intercultural competence programme designed to learn about the differences in perspectives and expectations that can occur when working with people from backgrounds different to our own.
- The Wall Walk: An interactive half day workshop designed to raise collective awareness of key events in the history of Aotearoa New Zealand's bicultural relations.
- Courageous Conversations about Race Beyond Diversity/Virtual Courageous Conversation: The Experience: A two-day unconscious bias training session to help staff understand differences in the workplace and create a more inclusive culture.
- Understanding Unconscious Bias: An online module providing more insight into unconscious bias to ensure people within the Ministry create a more inclusive culture in their teams, workplaces, and lives.
- Unconscious Bias in Recruitment: An introductory online module to help lift awareness of how unconscious biases can impact decisions throughout the recruitment process.
- Inclusive Leadership: An online module outlining the six traits of an inclusive leader. These traits help ensure the Ministry attracts, supports, grows and celebrates the diversity of its people, their perspectives, and their backgrounds.

The current focus for the Ministry in 2022/23 is embedding this learning for systemic change.

Question 160

What has the Ministry planned already for the next 12 months to support multi-language use in the workplace?

The Ministry actively supports multi-language use in the workplace. Stories are communicated internally that celebrate the language and culture of a range of different peoples, and to raise awareness about the Ministry's diverse workforce.

The Ministry has a range of Māori cultural learning offerings, of which increased use of Te Reo Māori is one. These include:

- Te Reo Māori modules, workshops, and resources.
- The Kōra app, developed as a mobile resource for staff containing information about Māori culture, practice and engagement.
- The new Te Reo Māori Add-in for Outlook was introduced to help the Ministry's people use Te Reo in their daily work.

Te Reo is at the front and centre of the Ministry values, and the Ministry has an opening karakia and waiata, and a closing karakia incorporating the values. The Ministry also uses Te Reo Māori in internal documents and communications where appropriate.

Te Reo capability is a key area of focus in the Ministry's Te Whāinga Amorangi - the Ministry's plan to strengthen the Ministry's Māori-Crown relations and build the capability of the Ministry's people in this area. It sets out our intentions over the next one to three years. The plan includes four key areas of focus: Te Reo Māori, Te Tiriti o Waitangi, Tikanga/Kawa, and Engagement with Māori. The plan has received positive feedback from Te Arawhiti.

Te Ara Reo Rangatira sets out the Ministry's commitment to support the development and use of Te Reo Māori as a valued and living official language of Aotearoa New Zealand. Te Ara Reo Rangatira is part of our overarching Māori Crown relations strategy, Whainga Amorangi.

The Ministry celebrates all seven of the official Pacific language weeks throughout the year, primarily by profiling Pacific people through storytelling and supporting staff-led activities.

The Ministry also has an ongoing poster campaign focussed on New Zealand Sign language and a list of interpreters the Ministry can call on to assist with working together with the diverse communities it serves.

Question 161

What has the Ministry planned already for the next 12 months to publish more works in written languages other than English, Māori and Braille?

The Ministry publishes information in many languages to meet the needs of its different audiences. This information includes educational material for workers, employers, tenants, landlords and migrants. The Ministry will continue to provide documents in other languages, where appropriate, to ensure everybody has access to its information and services.

Question 162

What is the Ministry's plan over the next twelve months to support the growth of Artificial Intelligence software and programmes?

Please refer to the response to question 148.

Question 163

What steps, if any, has the Department undertaken in preparation for a third phase of the Ultrafast broadband and Rural Broadband Initiative (UFB/RBI) rollout?

Please refer to the response to question 152.

Question 164

What are the Ministry's plans for the ongoing rollout of 5G technology?

Please refer to the response to question 146.

Question 165

Does MBIE have any strategies pre-arranged for a large increase in operational budget, if so, please outline?

The Ministry's services, functions and outputs are developed to contribute to the achievement of the Ministry's strategic outcomes, as set out in the [Strategic Intentions 2021-2025](#).

The Ministry's risk and compliance framework has also been used to ensure compliance is maintained and risks are managed and mitigated as far as possible. The use of current leadership and governance structures ensures appropriate oversight of operations.

Please refer to question 11 for new services, functions or outputs which have been introduced in the last financial year.

Question 166

What resources, work plans or strategies have been ring-fenced to support the future appointment of a Government Chief Technology Office, Digital Council of New Zealand, any replacement council style body such as the Digital Council of New Zealand, and/or Officer position?

Please refer to the response to question 158.

Question 167

What work has MBIE done in relation to the Maori ICT Development fund and the Maori Economic Development Digital Literacy initiatives/ Pathways Awarua programme since its last appearance before the Select committee?

The Ministry is not involved in the management of the Ka Hao fund. The fund is managed by Te Puni Kōkiri.

Question 168

What new infrastructure worth more than \$50,000 has the Ministry installed since last year's answers to Annual Review Questions?

The Ministry has defined infrastructure as “basic physical and organisational facilities (e.g. buildings, roads, and power supplies) needed for the operation of a society or enterprise. The Ministry has not installed any infrastructure worth more than \$50,000 since 1 July 2021.

Question 169

What temporary rule changes, regulations or operational practices did MBIE undertake due to COVID-19; if any please outline the nature of these with any start and end date, cost and reason?

Please refer to the response to question 250 on page 114 of the [Annual Review 2020/21](#).

Operational changes made in 2021/22 included the following:

- The Ministry developed and implemented a COVID-19 Vaccination Policy and COVID-19 Risk Assessment
- Close Contact Exemption Scheme set up and operationalised to assess requests from essential workers for an exemption to the isolation requirements
- Reinstating provisions in the COVID-19 Response (Requirements for Entities – Modifications and Exemptions) Act 2020 for a defined period
- Delayed to the implementation of new country of origin labelling requirements for food
- Extension of the COVID-19 Consumer Travel Reimbursement Scheme
- Suspension of Regional Business Partner in person meetings with customers and the move to Online Discovery Sessions
- Frequency of business.govt's monthly newsletters increased
- Pause to regular surveying of businesses and new surveys undertaken focused on understanding business health and resilience, COVID-19 impacts and digital capability.
- Media/social media monitoring commissioned to provide more up-to-date insights into issues affecting businesses
- Activation of the Tāmaki Makaurau funding agreement
- Changes in INZ to:
 - special directions (visa extensions) and transit
 - border restrictions
 - RSE workers
 - management of deportations
 - refugee and protection (asylum) status interviews.

Question 170

What work has MBIE undertaken to rollout long term 5G rights auctions or allocations in the past 12 months by breakdown of each recommended band for utilisation?

The Ministry is considering the prospect of the 600 MHz and 26 GHz (“millimetre wave”) bands becoming available for 5G. The 600 MHz band first requires issues to be resolved with existing: a) radio microphone users (film production and entertainment) and b) Digital TV operators that are currently using the frequency band. Consultation on use of the 26 GHz band closed in August 2021 and the Ministry is considering feedback.

Please also refer to the response to Question 146.

Question 171

What engagement has MBIE undertaken with Starlink over the last 12 months?

The Ministry has engaged with Starlink at an operational level on a day-to-day basis on radio frequency licencing matters including paying licence fees. As Starlink operate radio transmitters within New Zealand, these transmitters are required to be authorised (i.e. be licensed) under the Radiocommunications Act 1989. The Ministry also occasionally get updates from Starlink on the development of their satellite constellation and business.

Question 172

What work has MBIE undertaken on the Remote Users Scheme in the last 12 months?

The Ministry's work included developing proposals for inclusion of the Remote Users Scheme in Budget 2022, working with Crown Infrastructure Partners to better understand the size and location of the likely customer base, researching similar international approaches, setting the objectives for the Remote Users Scheme, and designing the main features of how a scheme could work.

Discussions were also had with a number of rural stakeholder groups, such as Federated Farmers and Rural Women New Zealand, to understand the rural connectivity experience and test early thinking on possible design features for the Remote Users Scheme.

The Remote Users Scheme is expected to be in operation before the end of the 2022.

Question 173

What work has MBIE undertaken regarding any changes to the Telecommunications Development Levy in the last 12 months?

The Ministry continues to perform its regulatory stewardship function with respect to the Telecommunications regulatory system to ensure all aspects of the system remain fit for purpose and function as intended.

Question 174

What draft legislation has MBIE been preparing regarding telecommunications in the past 12 months?

The Ministry has developed draft proposals for minor amendments to the Telecommunications Act 2001 to improve clarity and update statutory provisions as part of the Regulatory Systems Bill (No 4) (RSB4) Expression of Interest process. This work has included initial consultation with relevant parties to ensure that proposals are within the scope of an RSB. Policy decisions are yet to be sought from Ministers and the Cabinet.

Question 175

What draft legislation has MBIE been preparing regarding broadcasting in the past 12 months?

One of the draft proposals referred to in the response to question 174 above (in relation to RSB4 and the Telecommunications Act amendment proposals) relates to clarifying the application of information disclosure requirements for free-to-air broadcasters who are exempt from the Telecommunications Development Levy. Policy decisions are yet to be sought from Ministers and the Cabinet.