

[REDACTED]

27 October 2023

Dear [REDACTED]

OIA 23-24-13: REGIONAL TEAM MEETINGS

Thank you for your email of 14 September 2023 to New Zealand Trade and Enterprise (NZTE), making a request under the Official Information Act 1982 (the Act). On 13 October 2023, we extended the time for response to 27 October 2023. You requested the following information:

Under the Official Information Act, I am requesting NZTE provide detailed costs for in person regional meetings in 2022 and 2023 for:

- *East Asia*
- *Greater China*
- *Europe*
- *North America*
- *Latin America*

Please include the overall costs for each region and number of people who attended.

In addition, I request a breakdown of costs from each region according to the amount spent on: accommodation, food, travel, guest speakers, gifts and team building activities.

Please also include the agenda for each event including the details of social team building events.

Answers to your questions are as follows:

The table in **Appendix One** provides a breakdown of the requested costs and attendee figures for regional team meetings in 2022 and 2023 (to 14 September). Standardised agendas for each region's meeting/s are attached as **Appendix Two**.

The Greater China region held no regional team meetings in 2022 or in 2023 due to continual COVID-19 lockdowns.

We provide the following information for context:

1. NZTE's international regional teams are highly geographically dispersed. There are typically between 5-9 office locations per region. Regional team meetings are important opportunities to:
 - Align a region around organisational and strategic objectives.
 - Connect and network with customers and explore the challenges our customers may face.
 - Undertake group training and development which can be challenging on zoom (particularly with sector teams which are geographically spread around a region).
 - Reconnect, share learnings and build culture, particularly in 2022 following the COVID-19 pandemic when all teams endured long periods of lockdowns and remote working.

2. The travel costs for meetings across NZTE's regions stems from the geographic spread of team members across multiple countries, requiring international flights, trains, taxis and buses.
3. Unfavourable international exchange rates can cause higher-than-expected costs when converting foreign expenses into New Zealand dollars. A weaker exchange rate (NZD) makes it more expensive to pay for expenses incurred in stronger foreign currencies (EUR, GBP, USD). In some regions, costs are also inclusive of tax, fees, services charges and tips.
4. Part of the purpose of regional team meetings includes staff training such as working sessions on a specific market, sector customer or operational challenges and opportunities.

You have the right under section 28(3) of the Act to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at: www.ombudsman.parliament.govt.nz or freephone: 0800 802 602.

Yours sincerely



Melissa Trochon
DIRECTOR – MINISTERIAL

Appendix One: Cost Breakdown 2022 and 2023

	East Asia ¹	Europe		Latin America		North America	
	2022	2022	2023	2022	2023	2022	2023
Accommodation	\$31,996	\$37,653	\$38,161	\$20,706	\$23,346	\$93,014	\$47,419
Team Activities	\$0	\$1,939	\$404	\$3,165	\$9,919	\$13,068	\$0
Sundries/Event Management e.g., Venue hire, AV Equipment, RAT tests etc.	\$3,575	\$658	\$2,353	\$7,855	\$3,419	\$45,904	\$9,569
Gifts & presentation fees	\$2,044	\$660	\$0	\$829	\$0	\$0	\$165
Session Facilitation²/ training	\$20,000	\$645	\$0	\$2,542	\$2,340	\$7,668	\$0
Meals	\$34,745	\$21,023	\$20,950	\$13,348	\$6,741	\$52,115	\$36,774
Travel	\$44,340	\$15,832	\$17,258	\$30,227	\$30,044	\$28,242	\$26,795
Grand Total	\$136,700	\$78,410	\$79,126	\$78,672	\$75,809	\$240,011	\$120,722
Attendee Total	59	40	43	25	26	59 ³	62
No of nights	3	3	2	3	3	3	2

¹ There was no regional team meeting for East Asia in 2023.

² Session facilitation covers the costs for external facilitators who may have run a workshop, an activity, held a presentation or were a guest speaker.

³ The grand total includes costs incurred for participants who were due to attend but were unable to due to COVID-19 and/or attended virtually. For this reason, the attendee total is 59, however, only 48 people were physically in attendance.

Appendix Two: Regional Team Meeting Agendas

East Asia Agenda 2022

Wednesday 7 December 2022	
8:15am	Arrival & Coffee outside meeting room (incl. pick up of name badge)
8:30am	Meeting starts - Singapore Welcome
9:15am	Opening remarks
9:30am	Introductions by market – 5 mins each
10:30am	Coffee break
11:00am	GM International update via zoom & Question time
11:45pm	Waiata practice
12:00pm	Lunch
1:00pm	Risk and Simulation Session – Guest Facilitator
2:00pm	Coffee Break
2:20pm	Risk and Simulation Session – Guest Facilitator
3:30pm	Waiata Practice
3:45pm	Risk and Simulation Session – Guest Facilitator
4:30pm	Day One Wrap-Up
4:45pm	Reception in the courtyard
5:45pm	Free time
6:15pm	Gather in Reception for dinner

Thursday 8 December 2022	
8:15am	Arrival & Coffee outside meeting room
8:30am	Meeting starts & opening remarks
8:45am	Diversity & Inclusion workshop
10:15am	Coffee break
10:45am	Diversity & Inclusion workshop
11:45am	Energiser
12:15pm	Lunch
1:00pm	Group photo
1:20pm	Get ready for NZTE Pounamu awards
1:45pm	NZTE Pounamu Awards set-up
2:00pm	NZTE Pounamu Awards
3:30pm	Coffee break
3:45pm	Waiata
4:00pm	Day Two wrap-up & summit ends
4:15pm	Free time
5:15pm	Gather in reception and departure to NZ High Commissioners Residence by bus
6:00pm	Stand Up Dinner (NZ High Commissioners Residence)
9:15pm	Transport to the hotel departs The Residence

Europe Agenda 2022

Wednesday 18 May 2022	
6:30am	Breakfast Buffet
7:00am	Energizing - optional morning activities: <ul style="list-style-type: none">• Special Cardio & Yoga-Fit• Gym and inside swimming pool open• Different running routes
8:30am	Mihi Whakatau Welcome Ceremony <ul style="list-style-type: none">• Joined by Māori Capability Lead
9:00am	Kick-off & setting the scene
10:00am	Group Waiata practice
11:00am	Break
11:30am	Intro to hosting country France. <ul style="list-style-type: none">• Featuring Team Paris and a guest.
12:30pm	Break & Lunch
2:00pm	Customer success
	Time for 1:1s & White Space <ul style="list-style-type: none">• Range of different outdoor activities
7:00pm	Dinner & NZTE Eurovision Song Contest

Thursday 19 May 2022	
6:30am	Breakfast Buffet
7:00am	Time for optional morning activities
9:00am	Office Manager meeting
9:00am	Light on the Hill & Aspiration Session
11:15am	Break
11:30am	Report back from Sector Groups and Operational managers meeting
12:30pm	Lunch Break & Buffet
1:30pm	Learning together: Sustainability
3:00pm	Team Activity
7:30pm	Closing Regional Team Meeting
8:00pm	BBQ Dinner

Friday 20 May 2022	
6:30am	Breakfast Buffet
10:00am	Check-out hotel

Europe Agenda 2023

Tuesday 4 July 2023	
2:00pm	Arrive at accommodation / Check in
3:30pm	Mihi Whakatau / Welcome
4:00pm	Introduction to conference
4:30pm	Session 1: Whiria Capability
5:15pm	Session 2: Opening Guest Speaker (virtual) <ul style="list-style-type: none">• Developing and Growing High Performance Teams
6:00pm	Session 3: News from NZ <ul style="list-style-type: none">• Update from NZ visitors + Kiha Kaha
7:00pm	Dinner (at hotel)

Wednesday 5 July 2023	
07:00am	Breakfast (at hotel)
08:30am	Waiata practice
08:45am	Arising questions
09:00am	Session 1: Intro to host country
09:15am	Session 2: UK / EU FTA – what do these mean for us?
10:15am	Morning tea break
10:30am	UK / EU FTA session continues. <ul style="list-style-type: none">• Through the eyes of the customer
11:15am	Session 3: Strategy session / forward thinking
12:00pm	Lunch
1:00pm	Strategy session continues
3:00pm	Afternoon tea break
3:15pm	Session 4: Investment Team updates
4:00pm	Session 5: Sustainability Session – Part 1 <ul style="list-style-type: none">• Pre-recorded discussion
4:30pm	Session 5: Sustainability Session – Part 2 <ul style="list-style-type: none">• Sustainability Capability Workshop
6:00pm	Free time at hotel/freshen up
7:15pm	Depart for dinner
7:30pm	Dinner / Mihia Awards

Thursday 6 July 2023	
7:00am	Breakfast (at hotel)
8:30am	Breakfast chat with CE
9:00am	Session 1: Capability Session <ul style="list-style-type: none">• Owning our Professional Development Journey
10:30am	Morning tea break
10:45am	Session 2: Diversity & Inclusion Session
11:30am	Session 3: Joining the dots. <ul style="list-style-type: none">• Sustainability in practice through the voice of the customer.
12:30pm	Wrap up
1:00pm	Lunch
2:00pm	Departure

Latin America Agenda 2022

Monday 9 May 2022	
4:00pm	Budget Meeting, GM International, Regional Operations Manager, Regional Director
5:00pm	GM International and Regional Director Meeting
7:00pm	All NZTE LATAM stars – The Championship Preliminaries <ul style="list-style-type: none"> • Mihi Whakatau • Dinner • Stars Alignment

Tuesday 10 May 2022	
7:00am	Self – led exercise session (optional activity)
8:00am	Breakfast
8:50am	Security Procedures and Team Building Activity
10:20am	What have we learned? (COVID reflection session. Each team to reflect on three things each team/office learned from the COVID years)
10:50am	View from New Zealand – (GM International, Customer Manager)
12:00pm	The Strategy <ul style="list-style-type: none"> • Setting the scene
12:30pm	Lunch
1:30pm	Strategy Workshop <ul style="list-style-type: none"> • How might we Increase # of commercial opportunities for customers? • How might we continue sector transition to enable scale? • How might we help customers to sell better in the region?
7:30pm	Dinner
8:30pm	Team Trivia night

Wednesday 11 May 2022	
7:00am	Self – led exercise session (optional activity)
8:00am	Breakfast
9:00am	Strategy Workshop <ul style="list-style-type: none"> • How might we deliver greater CX and add more regional nuance? • How might we evolve/standardise our processes to enable scale?
1:00pm	Lunch
2:00pm	Team Building Activity 2
2:30pm	Wellbeing Session
3:00pm	Marcomms and Services presentation – <ul style="list-style-type: none"> • myNZTE content • iPlans • Beachheads • Market Research
4:10pm	NZ Connections CEO LATAM and Te Ao Māori Ask me anything! GM International and Regional Director
7:30pm	Team dinner and celebration

Thursday 12 May 2022	
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7:00am	Self – led exercise session (optional activity)
8:00am	Breakfast
9:00am	Sector Strategy Session
10:50am	BDM Capability
11:30am	LATAM Recognition Ceremony
12:00pm	LATAM Regional Meeting Wrap up
12:45pm	Checkout
1:00pm	Lunch
2:30pm	Lead Team Meeting
4:00pm	Return to São Paulo

Latin America Agenda 2023

Monday 15 May 2023	
6:00am	Mexico and Colombia team arrival in São Paulo.
11:30am	Chile team arrival in São Paulo.
1:30pm	São Paulo team arrival.
5:00pm	Team Activity Many Hands Make Light Work: Official Regional Meeting kick off
8:00pm	Mihi Whakatau - welcome for new joiners followed by dinner

Tuesday 16 May 2023	
7:30am	Animal Sanctuary visit - optional
8:30am	Breakfast
9:15am	Wellbeing teambuilding challenge
10:50am	All team meeting/presentations + lunch <ul style="list-style-type: none"> Checking Our Long-Distance Vision: View from NZ + Q&A
12:00pm	The Closer Look: View from LATAM – progress against KPIs, forecasting our Y/E results & Q&A.
12:30pm	Lunch
2:00pm	Testing Our Sense of Direction: Korako Session
4:00pm	<div>Commercial team: A Diet Fit for Champions <ul style="list-style-type: none"> Commercial Outcomes Training- understanding any new rules. </div> <div>Operations team: <ul style="list-style-type: none"> Nurturing Flexibility: General overview of Operations Main issues & offices routines, updates for the region, procedures </div>
6:00pm	Executive time
7:30pm	Dinner
9:00pm	Teams Trivia Night

Wednesday 17 May 2023	
7:00am	Self – led exercise session (optional activity)
8:00am	Breakfast
8:45am	Creativity session.
10:00am	<div>Commercial team: <ul style="list-style-type: none"> 2023/24 iPlanning session – sector teams & Marcomms team </div> <div>Operations team: <ul style="list-style-type: none"> General Topics: ONE Files, Trip Actions, Emission Reports Continuously Growing: Old and </div>

		<ul style="list-style-type: none"> New Operational Demands Finance Training
12:30pm	Lunch	
2:00pm	Commercial Team: Looking for Vital Signs <ul style="list-style-type: none"> Data Session NZTE's data strategy. 	Operations team: Aligning with New Zealand <ul style="list-style-type: none"> NZ Guest – Updates from Finance Team
3:45	<ul style="list-style-type: none"> Collecting and Processing Information: Market Research Session 	<ul style="list-style-type: none"> Q&As Finance
4:15pm	Customer Case study: global strategy + game plan	
6:00pm	Executive time	
8:00pm	Dinner & Festa Junina, Heroic Ambition Award	

Thursday 18 May 2023	
7:00am	Self – led exercise session (optional activity)
8:00am	Breakfast
8:30am	Post budget evaluation: Extra session with GM International
9:00am	All team meeting/presentations How's Our Hearing? Customer Way Update Session
10:00am	Interdependency Is Life: Diversity & Inclusion Session
11:30am	Tuning Our Inner Ears: Personal Purpose & reflection time
12:00pm	Pack up / check out and head for lunch
12:30pm	Lunch
2:30pm	Departure
5:00pm	Arrival in São Paulo

North America Agenda 2022

Tuesday 26 April 2022	
9:00am	Waiata practice
9:45am	Mihi Whakatau and opening remarks followed by a shared morning tea
11:00am	Welcome and kick-off to NAM 2022 Summit
Noon	Lunch
1:00pm	Connecting with NAM teams: nature tour
5:00pm	Break/opportunity to refresh/change for evening
6:30pm	Welcome function

Wednesday 27 April 2022	
6:00am	Optional kick-start 'energizing' activities
8:00am	Team breakfast
9:00am	Reflections on day 1 and agenda for the day
9:15am	Connecting with the Solutions – role and work of the team
10:18am	Connecting with Sectors and Investment - a series of 8 'sector snapshots', short 10-minute presentations by the sector team, followed by questions
10:35am	Break
10:50am	Connecting with Sectors and Investment continued
12:45pm	Lunch
1:45pm	Connection with Customers - Fireside chat and audience Q&A with 4 Customer panellists
3:15pm	Connecting with Sectors and Investment continued
4:00pm	Break/opportunity to refresh/change for evening
6:00pm	Dinner and Team Awards

Thursday 28 April 2022	
8:00am	Team breakfast
9:00am	Reflections on day 2 and agenda for the day
9:15am	Connecting with New Zealand: The Māori of Manhattan - the longstanding relationship between the Pacific and the Americas
10:45am	Official Summit Closing
Noon	Lunch
1:00pm	Depart