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| **New Zealand Productivity Commission**  **2019/20 Annual Review – Finance and Expenditure Committee**  ***‘Responses to written questions 1-136’***  **[provided 3 March 2021]** | C:\Users\alsopp\Desktop\NZPC Logo.JPG |
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| **Restructuring/Reviews (Qns 1-9)** | | |
| 1 | What restructuring occurred during 2019/20 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. | 2018/19 – none; previous financial years – none. |
| 2 | Was any work conducted around mergers with other agencies in the 2019/20 year? If so, for each such project, what agencies were being considered for mergers? | None. |
| 3 | Was any rebranding undertaken in the 2019/20 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? | 2018/19 – none; previous financial years – none. |
| 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; and, The expected completion date. | None. |
| 5 | How many reviews, working groups, inquiries or similar does the department operate or participate in? Please list by title. | The Commission assumes this question relates to reviews or working groups and/or inquiries outside of its specific annual programme of inquiry and research work. The Commission is not participating in any such activities. |
| 6 | For each review, working group or inquiry, what is the estimated cost for the next three financial years? | Please see the answer to Question 5 above. |
| 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 see the answer to Question 5 above. |
| 8 | For each review, working group or inquiry how many departmental staff are involved by head count and by FTE? | Please see the answer to Question 5 above. |
| 9 | For each review, working group or inquiry what reports, briefings or documents have been produced? Please list by title and date produced. | Please see the answer to Question 5 above. |
| **Budget initiatives (Qn 10)** | | |
| 10 | For each new spending initiative introduced over the last three Budgets what evaluation (if any) has been undertaken of its effectiveness during 2019/20 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? | Not applicable. |
| **Cost and service changes (Qns 11-15)** | | |
| 11 | What new services, functions or outputs have been introduced in the last financial year? Please describe these and estimate their cost. | None. |
| 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. | Given a constrained funding environment for our research activities generally, the Commission continued, during 2019/20, to refocus and reprioritise our research efforts to ensure these are sustainable in the short-to-medium term. Examples include stepping back from servicing the Productivity Hub, coordinating less cross-agency work using the Longitudinal Business Database (LBD) and withdrawing our in-kind contribution to the Government Economics Network. |
| 13 | What programmes or projects, if any, were delayed in the 2019/20 financial year and what was the reason for any delay in delivery or implementation? | None. |

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| 14 | How much funding for specific projects, policies or programmes has been carried forward from the 2019/20 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. | None. |
| 15 | How many projects or contracts that were due to be completed in 2019/20 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 2019/20? | None. |
| **User charges (Qn 16)** | | |
| 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? | Not applicable. |
| **Property/Capital works (Qns 17-27)** | | |
| 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 below figures are what the Commission spent on capital works:  2019/20 - $53,339; 2018/19 – 32,116; 2017/18 - $27,897; 2016/17 - $16,674; and, 2015/16 - $32,987.  [NB: most of the Commission’s capital expenditure is related to Information Technology (i.e. hardware & software)] |

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| 18 | What land, building, and other assets were sold in 2019/20? 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? | 2019/20 – none; previous financial years – none. |
| 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? | In 2019/20 and previous financial years the Commission leased 527m2 of floor space for its office premises. The cost for this was $198,128 ($368.47 per m2). The cost in 2018/19 was $194,184 ($368.47 m2); in the 2017/18, 2016/17, and 2015/16 years the cost was $157,425 ($298.72 per m2). |
| 20 | Were any of your offices relocated in 2019/20? 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. | 2019/20 – none; previous financial years – none. |
| 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 2019/20 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. | None. |
| 22 | What offices were closed in 2019/20 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? | 2019/20 – none; previous financial years – none. |

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| 23 | What offices did your department, agency or organisation open in 2019/20 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? | 2019/20 – none; previous financial years – none. |
| 24 | How many regional offices, other than your department, agency or organisation’s head office, reduced their opening hours during the 2019/20 financial year listed by new and former opening hours, date of change, and location? | None. |
| 25 | How many vehicles did your department, agency or organisation own during the 2019/20 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? | 2019/20 – none; previous financial years – none. |
| 26 | What was the total amount spent on purchasing vehicles during the 2019/20 financial year 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? | Please see the response to Question 25 above. |
| 27 | Were any labour and/or contractor costs capitalised into capital project costs during the 2019/20 financial year, if so, for each project what is the breakdown by project of labour vs non labour costs? | None. |

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| **ICT (Qns 28-34)** | | |
| 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? | Our policy for the use of information systems notes that “modest and reasonable use of the Commission’s information systems for personal purposes is acceptable, within the limits of policy, such as for internet and email use”. Also, our *External Relationships* policy notes that staff “should not use personal social media to represent, or purport to represent Commission views”. Processes and support arrangements are designed to enable user flexibility, efficiency, ease of use, as well as to maintain network security. There were no breaches to policies and procedures for the use of Commission information systems in 2018/19 or in the previous four financial years. |
| 29 | What IT projects, if any, were shelved or curtailed in the 2019/20 year and how much will have been spent on each project before it is shelved or curtailed? | None. |
| 30 | What IT projects, if any, were completed or under way in the 2019/20 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 | The Commission moved its electronic document management system to a Microsoft Sharepoint Office 365 platform during the 2019/20 year. The initial estimated budget for the project was $85,000 with the project to run over a three-month period. The project was completed in June 2020 at a cost of $87,257. |
| 31 | How much was spent for software licensing fees in the 2019/20 financial year and how does this compare with spending in each of the previous four financial years? | 2019/20 – $14,537; 2018/19 – $16,898; 2017/18 - $16,529; 2016/17 - $20,571; and, 2015/16 - $14,314. |
| 32 | How many websites did your department, agency or organisation run in 2019/20 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 Commission ran one website in 2019/20 – <https://www.productivity.govt.nz/> at a cost of $7,785. The website was established soon after the Commission’s inception. Our website is an important means of providing access to the Commission and our information and for encouraging contact with the Commission. When designing the website the Commission was cognisant of providing a constructive and positive user experience and feedback on the website generally indicates this to be the case for those accessing the website. |

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| 33 | How many data security issues were identified in 2019/20 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? | 2019/20 – none; previous financial years – none. |
| 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 2019/20 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? | 2019/20 – none; previous financial years – none. |
| **Reports, planning and evaluation (Qns 35-41)** | | |
| 35 | Please provide a list of all reports that were prepared in 2019/20 relating to: baseline update (if applicable); value for money; savings identified | None. |
| 36 | Please provide copies of the current work plan. | For an overview of our strategic objectives, functions, and outputs the Committee is referred to our current *Statement of Intent 2020-24* [weblink here: [NZ Productivity Commission Statement of Intent 2020-24](https://www.productivity.govt.nz/assets/Documents/9912da8ea1/ProdCom-Statement-of-intent-2020-24.pdf), and *Statement of Performance Expectations 2019/20* [weblink here:  [NZ Productivity Commission Statement of Performance Expectations 2020-21](https://www.productivity.govt.nz/assets/Documents/60ef336539/ProdCom-Statement-of-performance-expectations-2020-21.pdf). The Commission would be happy to discuss any aspect of its work programme further. |

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| 37 | Please list projects and major policy initiatives progressed in 2019/20. | | The Commission interprets this question to relate to its major functions to undertake inquiries and research into productivity-related matters. Regarding this work during 2019/20 the Commission progressed the following:  *Inquiries*   * The *Local Government Funding & Financing* Draft Report (July 2019); and, Final Report (November 2019). * The *Technological change and the future of work* Draft Reports (from September 2019 to January 2020); and Final Report (March 2020). * Terms of Reference (December 2019) and Issues Paper for the *New Zealand firms: Reaching for the frontier* (April 2020).   [NB: all reports and associated papers related to the above inquiries can be reviewed on our website: <https://www.productivity.govt.nz/inquiries/>]  With the onset of Covid-19 the Government refrained from assigning a second inquiry in 2020. Instead the Commission provided inquiry staff to support the Treasury on Covid-19 related analysis and policy work.  *Research* (selected reports)   * *Frontier firms: an international small advanced economy perspective*, May 2020 - weblink: <https://www.productivity.govt.nz/research/frontier-firms/> * *Job-*to-job transitions and the regional job ladder, March 2020 – weblink: <https://www.productivity.govt.nz/research/job-to-job-transitions/> * *New Zealanders’ attitudes towards robots and AI*, March 2020 – weblink: <https://www.productivity.govt.nz/research/attitudes-towards-robots-and-ai/> * *Local government insights*, February 2020 – weblink: <https://www.productivity.govt.nz/research/local-government-insights/> * *Scope and funding of local government*, November 2019 – weblink: <https://www.productivity.govt.nz/research/scope-and-funding-of-local-government/>   [NB: for a full list of research and working papers see the Commission’s website – <https://www.productivity.govt.nz/research/>] |
| 38 | Please provide copies of any reports made to the Minister in 2019/20 about performance against the agency or organisation’s Statement of Intent, Statement of Corporate Intent, Statement of Performance Expectations or Output Plan. | | The Commission provides performance reports to the Minister of Finance during each financial year. These triannual reports are provided in November and March with the final report for the year being the Commission’s Annual Report for that year. Copies of these reports can be reviewed at the following weblinks: [Triannual report: July - Oct 2019](https://www.productivity.govt.nz/assets/Documents/649a21f4d0/Triannual-Report-July-Oct-2019.pdf); [Triannual report: Nov 2019 - Feb 2020](https://www.productivity.govt.nz/assets/Documents/a11bfc8904/ProdCom-Triannual-Report-Nov-Feb-2020.docx.pdf); and, [2019-20 Annual Report](https://www.productivity.govt.nz/assets/Documents/bb5d178f87/2019-20-Annual-report.pdf) |
| 39 | How many evaluations of policies or programmes were completed in 2019/20? Please provide details of who carried out the evaluation, the cost of the evaluation, the date completed, and its main findings. | | The Commission interprets this question to relate to the ‘expert’ evaluations carried out on its two key output areas: inquiries, and, research. These are discussed below:   * The expert review for the *Local Government Funding & Financing* inquiry was undertaken by Gus Charteris, from the consultancy Giblin Group, cost - $14,840 (GST exc), completed in March 2020 [weblink to report here: <https://www.productivity.govt.nz/inquiries/local-government-funding-and-financing/evaluation/> For a more general overview of all aspects of the performance evaluation for the inquiry see: <https://www.productivity.govt.nz/inquiries/local-government-funding-and-financing/> * The expert review for the *Technological change and the future of work* inquiry was undertaken by Kinley Salmon, a European-based consultant, cost - $7,200 (GST exc), completed in July 2020 [weblink to report here: <https://www.productivity.govt.nz/inquiries/technology-and-the-future-of-work/evaluation/>. For a more general overview of all aspects of the performance evaluation for the inquiry see: <https://www.productivity.govt.nz/inquiries/technology-and-the-future-of-work/> * The most recent of the biannual expert review for the research function was undertaken by Emeritus Professor Robert A. Buckle, Victoria University of Wellington, cost - $10,000 (GST exc), completed in August 2020 [weblink to report here: [Research Expert Review 2019-20 [Robert A. Buckle]](https://www.productivity.govt.nz/assets/Research/243fdc1ca7/ER-expert-review-Bob-Buckle-2020.pdf). |
| 40 | What reviews of capability were started or completed in 2019/20? What aspects of capability were or are being reviewed? Who undertook or is undertaking these reviews and when were or will they be completed? | | None. |
| 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 2019/20 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 see the response to Question 39 above. |
| **Gifts and external relationships (Qns 42-46)** | | | |
| 42 | What polices were in place in 2019/20 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 2019/20 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. | In the time it has been in operation the Commission has had a policy on ‘Accepting Gifts and Hospitality’. A list of corporate gifts/hospitality accepted by the Commission in 2019/20 is below:   |  |  |  |  | | --- | --- | --- | --- | | Gift/hospitality received | From | Est value | Date received | | 1 x bottle of wine | Pivotal Print Ltd | $25.00 | Feb 20 | | 3 x gift packs of olive oil & sauces | Zephyr Consulting Ltd | $25.00 each | Dec 19 |   Given the Commission’s small size we have not provided an itemised list of staff members & positions but would be happy to discuss this further with the Committee if required. | |
| 43 | What polices were in place in 2019/20 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 2019/20 financial year. For each, please provide the following details: - Gift given - Name of external organisation or individuals - Reason given - Estimated value - Date given | The Commission doesn’t have, and has not had, a specific policy on gift giving, however, our policy on ‘Accepting Gifts and Hospitality’ provides some related guidance in areas such as the cultural giving and receiving of gifts. No gifts were given to external organisations or individuals in 2019/20. | |
| 44 | What polices were in place in 2019/20 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 2019/20 financial year. For each, please provide the following details: - Gift given - Position of staff member - Reason given - Estimated value - Date given. | The Commission doesn’t have, and has not had, a specific policy on gift giving, however, our policy on ‘Accepting Gifts and Hospitality’ provides some related guidance in areas such as the cultural giving and receiving of gifts. No gifts were given to staff in 2019/20. | |

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| 45 | What potential conflicts of interest were identified regarding the board, management or senior staff in 2019/20? 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 | 2019/20 – none; previous financial years – none. The Commission maintains a register that records disclosures made by Commissioners and staff. The disclosures provide information and advice on areas of potential conflict. To date no further or specific actions have been required regarding the disclosures other than the recording of the disclosures themselves. |
| 46 | What non-government organisations, associations, or bodies, if any, was your department, agency or organisation a paid member of in 2019/20? For each, what was the cost for each of its memberships? How does this compare to each of the previous four financial years? | The Commission was a member of the following non-government organisations, associations, or bodies in 2019/20 and the previous four financial years:   |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | |  | 2019/20 | | 2018/19 | | 2017/18 | | 2016/17 | | 2015/16 | | Institute of Public Administration New Zealand | $404 | | $808 | | $385 | | $385 | | $385 | | Bernard Hickey’s Journalism Ltd | - | | - | | - | | $957 | | $319 | | Newsroom.pro | $2,400 | | $2,400 | | $300 | | - | | - | | Leadership Development Centre | $3,564 | | - | | $3,564 | | $3,564 | | $2,995 | | Law & Economics Association of New Zealand (LEANZ) | $750 | | $750 | | $750 | | - | | - | | NZ Institute of Economic Research | $2,450 | | $2,450 | | $2,100 | | $2,100 | | $2,100 | |  |  |  | |  | |  | |  | | |

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| **invoices and procurement (Qns 47-48)** | | | |
| 47 | How many penalties for late payment of an invoice were incurred in the 2019/20 year and what was the total cost of that. How does this compare to each of the previous four financial years? | | 2019/20 – none; previous financial years – none. |
| 48 | How many and what proportion of invoices and bills received in the 2019/20 financial year were not paid on time, and how does this compare to each of the previous four financial years? | | 2019/20 – none; previous financial years – none. |
| **Advertising, polling and public relations (Qns 49-54)** | | | |
| 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 | To assist in assessing its effectiveness the Commission undertakes surveys of participants involved in our inquiries and/or research work and seeks their feedback in areas such as whether our work increased understanding, the relevance and materiality of reports, satisfaction with processes, quality of analysis and findings, sufficient opportunity to participate, and delivering messages with clarity.  The survey is designed in-house using an online survey tool (Survey Monkey). The Commission paid $380.00 for using the tool in 2019/20.  The Committee is referred to pages 24-49 of the Commission’s *2019/20 Annual Report 1 July 2019 – 30 June 2020* for reporting on the 2019/20 survey results [weblink: [2019-20 Annual Report](https://www.productivity.govt.nz/assets/Documents/bb5d178f87/2019-20-Annual-report.pdf)]. Copies of the relevant survey reports can accessed at these weblinks: [Inquiry Participant Survey Report - Future Of Work](https://www.productivity.govt.nz/assets/Uploads/cb8c0c6f17/FoW-survey-results.pdf); and, [Inquiry Participant Report - Local Govt Funding and Financing](https://www.productivity.govt.nz/assets/Uploads/35b9dd6304/LGFF-participant-survey.pdf); and, [Survey Report - Research Work Programme 2019-20](https://www.productivity.govt.nz/assets/Documents/a0385569ce/ER-survey-results-2020.pdf). |
| 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 Commission did not incur expenditure on advertising or public relations campaigns in 2019/20 or in the previous four financial years.  The Commission did incur expenditure on publications (largely related to the cost of producing inquiry reports) in 2019/20 there were $19,447; 2018/19 - $26,656; 2017/18 - $18,021; 2016/17 - $74,694; and, 2015/16 - $97,965.  Printing costs for reports have significantly reduced in recent years as part of a conscious effort to reduce the number of printed documents. |
| 51 | | For each advertising or public relations campaign or publication conducted or commissioned in the 2019/20 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. | The Commission did not undertake any advertising or public relations campaigns during 2019/20. The Commission did undertake publication processes for its inquiry reports and as noted in the answer to Question 50 above the costs for this were $19,447. |
| 52 | | How many public relations and/or communications staff and contractors/consultants 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 i.e. permanent, contractor/consultant, provider of professional service. | The Commission did not engage any contractors or consultants to work on public relations or communications functions in 2019/20. The Commission has a Communications Specialist position that carries out communications functions. The costs for this role in 2019/20 were $64,036; 2018/19 - $62,488; 2017/18 - $98,529; 2016/17 - $129,933; and, 2015/16 - $95,406. Variations in costs from year-to-year relate to the level of experience of the appointee and where the incumbent was employed on a part-time or full-time basis. |
| 53 | | How much was spent in 2019/20 on merchandise/promotional products (apparel, stationery, pen drives etc) carrying the branding of your department, agency or organisation or its campaigns, polices or marketing? How did this compare to each of the previous four financial years? For each invoice over $1,000 in 2019/20 please provide the item purchased, the amount purchased, costs and the intended use. | 2019/20 – none; previous financial years – none. |
| 54 | | How many press releases, if any, were released in the 2019/20 financial year? How many were released in each of the previous four financial years? | 2019/20 - 6 releases; 2018/19 – 8; 2017/18 - 5; 2016/17 - 7; and, 2015/16 - 6. |

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| **Official information and privacy (Qns 55-62)** | | |
| 55 | In 2019/20, 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? | 2019/20 – none; previous financial years – none. |
| 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 2019/20? What were these numbers for each of the previous four financial years? | The Commission’s experience is that it does not receive many OIA requests. The number of OIA requests received and response times for 2019/20 and the previous four financial years are below:   |  |  |  | | --- | --- | --- | |  | OIA requests received | Average response time | | 2019/20 | Seven (7) | 3 working days | | 2018/19 | Ten (10) | 9 working days | | 2017/18 | Five (5) | 15 working days | | 2016/17 | Five (5) | 7 working days | | 2015/16 | Two (2) | 20 working days | | [NB: all requests responded to within 20 working days (unless extensions were agreed with the requestor)] | | | |
| 57 | What was the average response time for Official Information Act Requests during 2019/20? What was this number for each of the previous four financial years? | Please see the response to Question 56 above. |
| 58 | How many complaints were received under the Privacy Act or Official Information Act during 2019/20 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? | 2019/20 – none; previous financial years – none. |

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| 59 | What policies are in place for Official Information requests to be cleared by or viewed by the Minister’s office? Have any of these policies changed since the new Government was sworn in? | The Commission has not operated a formal process for managing OIA requests with ministerial offices. As part of a ‘no surprises’ approach, however, the Commission proactively informs the relevant office of any significant releases of information that could possibly generate significant publicity and/or have an adverse reputational effect for a/the Minister or the Commission. There has been no change in such practices with the change of Government in 2020. |
| 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? | The Commission does not have a different or specific policy and process for managing requests for information or OIAs from the media, bloggers, or political parties. |
| 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 2019/20? | 2019/20 – none. |
| 62 | Were any privacy issues identified in the 2019/20 financial year and in the previous four financial years? If so, what were they and what are the titles of any reports into them? | 2019/20 – none; previous financial years – none. |

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| **Permanent staff/general staffing breakdowns (Qns 63-67)** | | |
| 63 | How many staff positions in the policy areawere left unfilled in the 2019/20 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? | The Commission does not have specific policy staff positions. Staff positions relate to our functions to undertake inquiries and research while also having a small number of corporate/administrative support staff. Staff numbers can fluctuate depending on our work programme and phases within that programme. |
| 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%. | Since establishment in 2011 the Commission built its staffing levels. This process took some time and the Commission relied upon contracted staff as we built capability. On this basis a meaningful comparison across years is not possible. Generally, the Commission’s permanent headcount – in terms of *roles* – all Wellington-based, is comprised of: 1 x General Manager; 2 x Inquiry Directors; 1 x Research Director; 10 x Advisor roles (with a mix of seniority from ‘Principal’ to ‘Senior’ to ‘Advisor’); and, 3 x Support roles (Office Manager, Executive Assistant, Communications Advisor). |
| 65 | Please provide a breakdown by role (e.g. policy/administration/operational) and location of the agency or organisation’s staff numbers in 2019/20 and each of the previous four financial years, by age and gender. | Please see the response to Question 64 above. |
| 66 | If your agency or organisation has a cap on the number of Full Time Equivalent (FTE) positions in 2019/20, what was the figure at which it was capped? How many FTEs were employed in 2019/20, and how does this compare to each of the previous four financial years? | Please see the response to Question 64 above; and, the Commission did not have a cap on FTE positions in 2019/20 or in the previous four financial years. The Commission’s appropriation has been static (fixed in nominal terms) since establishment in 2011 which provides, in effect, a ‘cap’ on personnel levels. |
| 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? | Please see the response to Question 64 above which outlines the Commission’s structure. |

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| **CONSULTANTS, Contractors/temporary contracts, PROVIDERS OF PROFESSIONAL SERVICES (Qns 68-75)** | | |
| 68 | How many contractors and consultants, including those providing services, were engaged or employed in 2019/20 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? | Please see the attached table that substantively responds to the question based on information held by the Commission.  The Commission makes use of external contractors as an integral part of its work. Alongside the use of fixed-term contractors and secondees, this gives us access to skills and experience across the broad range of subjects and topics that we could not sustain within our regular staffing group. |
| 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? | 2019/20 – none; previous financial years – none. |
| 70 | What is the policy of your department, agency or organisation on the use of consultants and contractors as opposed to regular employees? Has this policy changed in the last financial year, if so, why and how? | The Commission is a relatively small organisation, and given the breadth of our inquiry topics, we need to employ people, at least in terms of most roles, who can turn their hand to a wide range of topics and add value. Under this resourcing approach, we will always require the use of consultants and contractors (including secondees) with specialist skills and experience to supplement those of our permanent staff. The Commission does not have a prescriptive policy that defines an appropriate split, but has policies related to effective recruitment and procurement. |

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| 71 | How many consultants or contractors contracted in 2019/20 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? | 2019/20 – none; previous financial years – none. |
| 72 | Were any consultants or agencies contracted to provide communications, media or public relations advice or services in the 2019/20 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? | The Commission did not contract consultants or agencies to provide communications, media or public relations advice in 2019/20 or in the previous four financial years. |
| 73 | How many temporary staff were contracted by your department, agency or organisation in the 2019/20 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? | No temporary staff contracted in the 2019/20 year. |
| 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 2019/20 financial year? How does this compare to the number hired on each of these contracts in each of the previous four financial years? | The number and length of contracts for staff hired on fixed-term contracts in 2019/20 and the previous four financial years:   |  |  |  |  | | --- | --- | --- | --- | |  | up to three months | three-to-six months | six-to-nine months | | 2019/20 | - | - | - | | 2018/19 | - | - | - | | 2017/18 | one (1) | - | one (1) | | 2016/17 | - | - | three (3) | | 2015/16 | one (1) | - | - | |
| 75 | How many staff were employed on a fixed term contract in total in 2019/20? How does this compare to each of previous four financial years? | Please refer to the answer to Question 74 above. |

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| **Collective bargaining and employment issues (Qns 76-79)** | | |
| 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. | None. |
| 77 | Please provide a summary of any collective employment agreement negotiations completed in the 2019/20 financial year including the cost of that, and an outline and timeline of negotiations to be conducted in 2020/21? | 2019/20 – none; 2020/21 – none planned. |
| 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? | All Commission staff were employed on individual employment agreements in 2019/20 and in the previous four financial years. |
| 79 | Were any specific instructions, directions or advice received in relation to employment agreement matters from the State Services Commission or responsible Minister in the 2019/20 financial year? If so, please provide details. | The Chair of the Commission consults with the State Services Commission regarding the terms and conditions of the General Manager’s employment, including with respect to any remuneration adjustment. The Commission most recently received guidance on ‘Government Expectations on Employment Relations in the State Sector’ in April 2018. The expectations set out the Government’s expectations of State sector employers in relation to employment and workplace relations generally, the negotiation of individual employment agreements, collective agreements, and agency policies on pay and conditions. The guidance can be found at: <https://www.publicservice.govt.nz/resources/govt-expectations-pay-employment/> |

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| **Leave and EAP (Qns 80-84)** | | |
| 80 | How many days of annual leave did employees have accrued on average during 2019/20? How does this compare to each of the previous four years? What strategies are used to encourage employees to reduce annual leave balances? | 2019/20 – 10.00 days; 2018/19 - 13.05 days; 2017/18 - 12.50 days; 2016/17 - 10.80; and, 2015/16 - 14.50. The Commission is committed to supporting people to lead well-balanced lives. Our *Leave* policy (and employment agreements) outlines a range of provisions that enables employees to take time for rest and recreation, recuperate from illness or injury, look after family and dependents, and balance their personal commitments and needs of life outside the workplace. |
| 81 | How many annual leave applications did the agency or organisation cancel or refuse during 2019/20? How does this compare to each of the previous four financial years? | 2019/20 – none; previous financial years – none. |
| 82 | How many employees sold their fourth week of annual leave in the 2019/20 financial year? How does this compare to each of the previous financial years since this policy came into effect? | 2019/20 – none; 2018/19 - none (0); 2017/18 - two (2); 2016/17 – none (0); 2015/16 – one (1); and, 2014/15 – none (0). |

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| 83 | How many days of sick leave did employees take on average during 2019/20? 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? | |  |  | | --- | --- | |  | Average sick leave days taken | | 2019/20 | 4.50 days | | 2018/19 | 3.05 days | | 2017/18 | 2.90 days | | 2016/17 | 6.50 days | | 2015/16 | 3.75 days |   The Commission has a *Wellness* policy which outlines the approach to supporting staff to maintain a healthy work-life balance, maintaining personal wellness, and preventing and managing stress. The guiding principles for our approach include:   * recognising that a healthy work/non-work balance will be different for each person; * supporting initiatives for staff have an appropriate work-life balance through, for example, flexible working arrangements; * supporting employees maintaining and improving their personal health and well-being through, for example, subsidised flu shots; * providing an Employee Assistance Programme and making staff aware of it and encouraging its use as appropriate; * promoting an open, supportive work environment and culture, where stress is not seen as a personal weakness and employees experiencing stress can access appropriate support; and * continuously improving support in all areas of work balance, personal wellness and workplace stress and encouraging staff to raise ideas. |
| 84 | How much was spent on EAP or workplace counselling in the 2019/20 financial year and how did that compare to each of the previous four financial years? | The Commission spent $0.00 on EAP in 2019/20; 2018/19 - $447.00; 2017/18 - $488.75; 2016/17 - $2,162.00; and, 2015/16 - $296.00; [NB: figures include an annual contract renewal fee] |

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| **Seconded staff (Qns 85-87)** | | |
| 85 | What was the number and cost of staff seconded to Ministerial offices during 2019/20 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. | Not applicable – the Commission does not second staff to Ministers’ offices. |
| 86 | What was the turnover rate of staff seconded to Ministerial offices from the agency or organisation during 2018/19 and what was it for each of the previous four financial years? | Not applicable – the Commission does not second staff to Ministers’ offices. |
| 87 | Has your department, agency or organisation covered any travel or accommodation costs for any staff seconded from one role to another in 2019/20; 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? | 2019/20 – none; previous financial years – none. |

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| **Staff turnover/termination of employment (Qns 88-92)** | | | | |
| 88 | | What was the staff turnover for 2019/20 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 2020/21? | | Six (6) staff left the Commission in 2019/20; 2018/19 two (2); 2017/18 - two (2); 2016/17 - four (4); and, 2015/16 – two (2). The Commission has no concern regarding turnover. We do expect to have some degree of turnover over time, given interests in particular inquiry topics, the intensive nature of the inquiry work, and the limited opportunities for career progression in a small organisation. |
| 89 | What was the average length of service in your department, agency or organisation in the 2019/20 financial year and each of the previous four financial years? Please also provide this information broken down by age and gender. | | The average length of service in 2019/20 was 6 years 2 months; 2018/19 – 5 years 4 months; 2017/18 – 5 years 1 month; 2016/17 – 4 years; and, 2015/16 – 3 years 8 months. The average length of service by age and gender in 2019/20 and the previous four years was:   |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | |  | Gender | | Age | | | | | | | female | male | 21-30 | 31-40 | 41-50 | 51-60 | 61-70 | 71+ | | 19/20 | 5yrs 1mth | 6yrs 10mths | 3yrs 10mths | 4yrs 6mnths | 3yrs 9mnths | 4yrs 10mnths | 5yrs 4mnths | 6yrs 1mnth | | 18/19 | 4yrs 1mth | 5yrs 11mnths | 3yrs 6mnths | 3yrs 7mnths | 5yrs | 8yrs 1mnth | 7yrs 8mnths | 5yrs 10mnths | | 17/18 | 4yrs 8mnths | 5yrs 3mnths | 2yrs 6mnths | 4yrs 8mnths | 4yrs 6mnths | 7yrs 1mnth | 6yrs 8mnths | 4yrs 10mnths | | 16/17 | 3yrs 5mnths | 4yrs 4mnths | 1yr 6mnths | 4yrs 5mnths | 3yrs 7mnths | 6yrs 1mnth | 4yrs 9mnths | Nil | | 15/16 | 3yrs 6mnths | 3yrs 8mnths | 6mnths | 4yrs 6mnths | 2yrs 11mnths | 5yrs 5mnths | 3yrs 4mnths | Nil | | |
| 90 | How many staff resigned during 2019/20, 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. | | | Three (3) staff resigned from the Commission 2019/20: all resigned for other roles and career progression opportunities; all three were male; the age bands were 21-30 (1); 31-40 (1); and 51-60 (1). |
| 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 2019/20 financial year? How does that compare to the number and amount spent in each of the previous four financial years? | | | 2019/20 – none; 2018/19 – 1 person ($43,995); previous financial years – none. |

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| 92 | How much, in $10,000 bands, of all individual total amounts, was paid out in redundancy, severance or other termination packages in the 2019/20 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? | Please see the answer to Question 91 above. |

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| **Salaries and bonuses (Qns 93-94)** | | |
| 93 | How much was spent on performance bonuses, incentive payments or additional leave in 2019/20 and each of the previous four financial years? Please provide a breakdown of the number of bonuses received during 2019/20 in $5,000 bands. What were the specific criteria for such performance payments? Has there been any changes to the criteria since November 2008; if so, what specific changes and why? | * 2019/20 - 1 x ‘at-risk’ component of salary payment of $12,500 and 3 x $5,000 performance bonus payments; * 2018/19 - 1 x ‘at-risk’ component of salary payment of $12,500 and 3 x $5,000 performance bonus payments; * 2017/18: 1 x ‘at-risk’ payment, 3 x $5,000 payments, and 1 x $3,500 payment; * 2016/17 - 1 x ‘at-risk’ payment, 3 x $5,000 payments, and 1 x $3,000 payment; and, * 2015/16 - 1 x ‘at-risk’ payment, 3 x $5,000 payments, and 1 x $3,000 payment.   The criteria for such payments are based on the Board’s assessment of performance against targets in performance agreements. |

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| 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. | |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | | **2019/20** | Band & Gender | Band & Age | | | | | | | 21-30 | 31-40 | 41-50 | 51-60 | 61-70 | 71-80 | | $80,000-$89,999 | 1 (F) | - | - | 1 | - | - | - | | $90,000-$99,999 | 2 (F) | - | 1 | - | - | 1 | - | | $100,000-109,999 | 2 (M) | - | 2 | - | - | - | - | | $130,000-$139,999 | 2 (F) | - | - | 2 | - | - | - | | $160,000-$169,999 | 1 (F) | - | - | 1 | - | - | - | | $170,000-$179,999 | 1 (F) 2 (M) | - | - | 2 | 1 | - | - | | $180,000-$189,999 | 2 (M) | - | - | 1 | - | - | 1 | | $190,000-$199,999 | 1 (M) | - | - | 1 | - | - | - | | $200,000-$209,999 | 1 (M) | - | - | - | - | - | 1 | | $210,000-$219,999 | 1 (F) 1 (M) | - | - | - | 1 | 1 | - | |
|  | |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | | **2018/19** | Band & Gender | Band & Age | | | | | | | 21-30 | 31-40 | 41-50 | 51-60 | 61-70 | 71-80 | | $70,000-$79,999 | 2 (M,F) | 1 | - | - | - | 1 | - | | $90,000-$99,999 | 2 (F) | - | 1 | - | - | 1 | - | | $100,000-109,999 | 2 (M) | - | 2 | - | - | - | - | | $120,000-$129,999 | 1 (F) | - | 1 | - | - | - | - | | $130,000-$139,999 | 1 (M) | - | 1 | - | - | - | - | | $140,000-$149,999 | 1 (M) | - | - | 1 | - | - | - | | $150,000-$159,999 | 2 (M, F) | - | 1 | 1 | - | - | - | | $160,000-$169,999 | 1 (F) | - | - | 1 | - | - | - | | $170,000-$179,999 | 3 (M,M,M) | - | - | 1 | 1 | - | 1 | | $180,000-$189,999 | 2 (M) | - | - | 1 | 1 | - | - | | $190,000-$199,999 | 1 (M) | - | - | 1 | - | - | - | | $200,000-$209,999 | 2 (M, F) | - | - | - | 1 | - | 1 | | |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | | **2017/18** | Band & Gender | Band & Age | | | | | | | 21-30 | 31-40 | 41-50 | 51-60 | 61-70 | 71-80 | | $50,000-$59,999 | 2 (M, F) | 1 | - | - | - | 1 | - | | $70,000-$79,999 | 1 (F) | - | - | 1 | - | - | - | | $80,000-$89,999 | 1 (F) | - | - | - | - | 1 | - | | $90,000-$99,999 | 1 (M) | - | 1 | - | - | - | - | | $100,000-109,999 | 1 (M) | - | 1 | - | - | - | - | | $110,000-119,999 | 1 (M) | - | 1 | - | - | - | - | | $140,000-$149,999 | 1 (M) | - | 1 | - | - | -- | - | | $150,000-$159,999 | 2 (M,F) | - | 2 | - | - | - | - | | $160,000-$169,999 | 3 (M,M,M) | - | - | 2 | - | -- | 1 | | $170,000-$179,999 | 1 (M) | - | - | 1 | - | - | - | | $180,000-$189,999 | 2 (M,M) | - | -- | 1 | - | - | 1 | | $190,000-$199,999 | 1 (F) | - | - | - | 1 | - | - | | $210,000-$219,999 | 1 (M) | - | - | -- | 1 | - | - | |

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|  | |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | | **2016/17** | Band & Gender | Band & Age | | | | | | | 21-30 | 31-40 | 41-50 | 51-60 | 61-70 | 71-80 | | $50,000-$59,999 | 2 (M,F) | 2 | - | - | - | -- |  | | $70,000-$79,999 | 1 (F) | - | - | - | - | 1 | - | | $80,000-$89,999 | 1 (F) | - | - | - | - | 1 | - | | $90,000-$99,999 | 1 (M) | - | 1 | - | - | - | - | | $110,000-119,999 | 1 (M) | - | 1 | - | - | - | - | | $130,000-$139,999 | 1 (F) | - | - | 1 | - | - | - | | $140,000-$149,999 | 2 (M,F) | - | 2 | - | - | - | - | | $150,000-$159,999 | 2 (M,F) | - | 2 | - | - | - | - | | $160,000-$169,999 | 4 (M) | - | 1 | 2 | - | 1 | - | | $170,000-$179,999 | 2 (M) | - | - | 2 | - | - | - | | $190,000-$199,999 | 1 (F) | - | - | - | 1 | - | - | | $200,000-$209,999 | 2 (M) | - | - | - | 1 | 1 | - | | |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | | **2015/16** | Band & Gender | Band & Age | | | | | | | 21-30 | 31-40 | 41-50 | 51-60 | 61-70 | 71-80 | | $50,000-$59,999 | 2 (M,F) | 2 | - | - | - | - | - | | $60,000-$69,999 | 1 (F) | - | - | - | - | 1 | - | | $80,000-$89,999 | 1 (F) | - | - | - | 1 | - | - | | $90,000-$99,999 | 2 (M) | - | 2 | - | - | - | - | | $100,000-109,999 | 2 (M,F) | - | 1 | 1 | - | - | - | | $120,000-$129,999 | 1 (F) | - | 1 | - | - | - | - | | $130,000-$139,999 | 1 (M) | - | 1 | - | - | - | - | | $150,000-$159,999 | 3 (M) | - | 1 | 1 | 1 | - | - | | $160,000-$169,999 | 2 (M) | - | - | 1 | - | 1 | - | | $190,000-$199,999 | 3 (M,M,F) | - | - | 1 | 2 | - | - | | $200,000-$209,999 | 1 (M) | - | - | - | - | 1 | - | |

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| **Training, travel and other expenses (Qns 95-112)** | | |
| 95 | How much was spent on catering in the 2019/20 financial year? What policies were in place for the use of catering and were there any changes to these? | The Commission spent $1,622 on catering in 2019/20 and does not have a dedicated policy for the use of catering. |
| 96 | How much was spent on domestic travel in the 2019/20 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 2019/20 including the amount spent. | The Commission’s expenditure on domestic travel in 2019/20 and the previous four financial years was:   |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | 2019/20 | 2018/19 | 2017/18 | 2016/17 | 2015/16 |  | | Domestic airfares  (all Air New Zealand) | $17,660 | $26,039 | $13,016 | $15,935 | $33,173 |  | | Taxis | $5,152 | $7,962 | $5,123 | $6,426 | $8,987 |  | | Total domestic travel | $22,812 | $34,001 | $18,139 | $22,361 | $42,160 |  |   Given the Commission’s small size we have not provided an itemised list of positions but would be happy to discuss this further with the Committee if required. |
| 97 | What domestic airlines are used by staff and why? Provide a breakdown of spending on each airline used in 2019/20 financial year and how does this compare to each of the previous four financial years? | Please see the answer to Question 96 above. |
| 98 | How much was spent on international travel in the 2019/20 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 2019/20, 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 Commission’s expenditure on international travel in 2019/20 was $38,974 (0.78% of operating expenditure); 2018/19 - $50,941 (0.97%); 2017/18 - $45,500 (0.89%); 2016/17 - $48,447 (1.00%); and, 2015/16 - $70,491 (1.42%). Given the Commission’s small size we have not provided an itemised list of positions but would be happy to discuss this further with the Committee if required. |

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| 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? | The Commission paid for no Koru Club memberships in 2019/20. One membership was paid in 2018/19, 2017/18, 2016/17, and 2015/16.  The Commission’s *Sensitive and Discretionary Expenditure* policy notes that where a staff or Board Member travels or is expected to travel frequently (an average of a minimum of 10 return domestic trips per year), membership of an airline club may be authorised. |
| 100 | How many staff had the use of vehicles paid for by your department, agency or organisation in 2019/20; what are the estimated costs; how do these numbers compare to each of the previous four financial years? | 2019/20 – none; previous financial years – none. |
| 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 2019/20? 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. | 2019/20 – none; previous financial years – none. |
| 102 | What are the measures used to evaluate the success or effectiveness for internal conferences or seminars? | Please see the answer to Question 101 above. |
| 103 | How much was spent on staff training in 2019/20; and what percentage of the vote does the amount represent? How does this compare to each of the previous four financial years? | $27,830 was spent on training & development in 2019/20 which represented 0.56% of the Commission’s annual appropriation; 2018/19 - $33,048 (0.66%); 2017/18 - (1.03%); 2016/17 - $75,000 (1.55%); and, 2015/16 - $72,000 (1.43%). |
| 104 | What specific activities or events were conducted that contributed towards staff morale in the last financial year? | The Commission contributed an allowance of $70.00 per-person towards the December 2019 staff Christmas lunch. |
| 105 | How much was spent on pay television subscriptions (such as SKY 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 Commission did not spend anything on pay television subscriptions in 2019/20 or in the previous four financial years. The Commission has not budgeted for such costs in the latest financial year. |
| 106 | What is the total amount spent, if any, on speakers fees and/or speaker honorariums for year of the last seven financial years by event, event date, speaker and amount received? | The Commission has not paid speakers fees or honorariums in the time it has been in operation. |
| 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? | 2019/20: contributions to the accommodation and travel costs (total of $2,750) for two OECD officials (i.e. Chiara Criscuolo and Guiseppe Nicoletti) who visited Wellington in June 2019 and met with the Commission’s *Future of Work* inquiry team as well as several other government and academic researchers and senior officials from departments.  2018/19 – none.  2017/18: a contribution to speaker/panellist costs (to attend the Productivity Hub’s January 2018 Productivity Symposium in Wellington) for Dr Dirk Pilat ($286); Professor Patrick Dunleavy ($1,152); Dr Abrie Swanepol ($195); Professor Fillipo Di Maduro – ($924); and, Professor Geoffrey Heal ($319).  2016/17 – none.  2015/16: a contribution to speaker/panellist costs (to attend the Productivity Hub’s December 2015 Productivity Symposium in Wellington) for Professor Eric Bartelsman ($3,003); Professor Bronwyn Hall ($2,929); Professor Beth Webster ($339); Professor Shaun Hendy (95.00); Sir David Ramsden ($575); and, Professor Kaj Storbaka ($44.00).  2014/15 – the Commission contributed $1,000 to the travel costs to New Zealand for Professor Julian Le Grand a recognised international expert on social policy so that he could speak with our *More effective social services* inquiry team Professor Le Grand also spoke with a number of other agencies on his visit.  2013/14: a contribution to speaker/panellist costs (to attend the Productivity Hub’s July 2013 Productivity Symposium in Wellington) for Geoff Mason (1,466); Alain de Serres (2,822); Hayden Glass ($116); and David Gruen (96.00); and, a $5,000 contribution to the travel costs of Diego Restuccia an internationally renowned economist so that he could meet with the Commission’s research team to discuss its reallocation and productivity work-stream.  2012/13 – none.  [NB: the Productivity Symposiums are jointly managed by, and costs shared across, Productivity Hub member agencies. There has been no increase in the cost of hosting the Symposia, although the number of attendees has increased. The 2018 event cost for The Hub was approximately $44,924 (for 228 registrations), in 2015 - $55,926 (153 registrations), and $53,750 (148 registrations) in 2013.] |
| 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? | None. |
| 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 Commission has regularly sought information from the landlord on the seismic safety of the building in which its premises are located. Costs related to the seismic safety of the building in which the Commission’s premises are located are the responsibility of the landlord. |
| 110 | What actions, if any, have been taken to lower greenhouse gas emissions; and how does the level of greenhouse gas emissions in 2019/20 compare to previous years? What is the total cost of this work? | The Commission has not undertaken any specific actions to lower greenhouse gas emissions and has not completed a specific assessment on the level of greenhouse gas emissions. |
| 111 | What actions, if any, have been taken to improve the gender pay gap; and how does the gender pay gap in 2019/20 compare to previous years? What is the total cost of this work? | The Commission’s ‘gender pay gap’ manifests in terms of support positions that are female dominated and paid at a lower level relative to roles in our inquiry and research teams. Our inquiry and research teams have tended to have more males than females, however, we do actively seek female candidates when recruiting and emphasise including female members on our selection panels. |
| 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? | The Commission has not undertaken any specific work in relation to the 2020 Speech from the Throne. |

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| **CARBON NEUTRAL BY 2025 (Qns 113-119)** | | |
| 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: | | |
| 113 | What specific measures does the department, agency or organisation have in place to measure and publicly report on emissions? | The Commission’s understanding is that the Carbon Neutral Government Programme has not been specifically extended to include an agency of our type at the current time. We will, however consider how the Programme’s requirements might be appropriately implemented at the Commission. |
| 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? | Please see the answer to Question 113 above. |
| 115 | What has been the department, agency or organisation’s annual total of emissions for each of the last five financial years? | Please see the answer to Question 113 above. |
| 116 | How many vehicles are currently in the department, agency or organisation’s vehicle fleet? 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? How many plug in hybrids and pure battery EVs are in the fleet? What is the total number of vehicles that are able to be converted to electric? 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? | As noted in the response to Questions 25 & 26, the Commission does not have a vehicle fleet and has no plans for a vehicle fleet, and, as such has not made any evaluations of electric vehicles. |
| 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? | Please see the answer to Question 113 above. |
| 118 | What issues or problems are envisaged as a result of the Government requirement to implement energy efficiency building rating standards over 5 years? | The Commission is not a building owner and in regard to our operations at this point in time we do not envisage issues or problems as a result of the Government requirement to implement energy efficiency building rating standards over 5 years. |
| 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? | The Commission is part of the way through a current lease agreement and will consider, when assessing lease management planning, how Government property leasing requirements can be considered and as may be relevant for a small and independent statutory Crown entity. |

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| **covid-19 (Qns 120-126)** | | |
| 120 | What impact, if any, has Covid-19 had on your organisation’s property plans or requirements? | The Commission has not seen any impact of Covid-19 on our property plans or requirements. |
| 121 | What effect has COVID-19, and staff working from home, had on the organisation’s property requirements? | Covid-19, and staff working from home, has had no real impact on the Commission’s property requirements to this point. |
| 122 | Has Covid-19 led to change in the organisation’s policies re staff working from home or flexible working arrangements? If so, please provide details. | Covid-19 remote working has led to a broader discussion within the Commission around updating its approach to flexible working generally. |
| 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 Commission operated much as normal during all alert levels – albeit that staff were in the majority working from home at the higher alert levels. We were able to carry on work functions while working remotely. We have continued to look at ways of improving, and supporting systems for, remote team and wider-group working because of the working environment created due to Covid-19. |
| 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 (eg 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? | As noted above the Commission was able to operate much as normal during the Covid-19 emergency, albeit with a lot of remote working at the higher alert levels. More remote working placed greater emphasis on having appropriate tools to work this way.  All Commission staff work from laptops and these were able to be utilised for remote working. A small number of IT-related additional office products purchased to support remote working, including: a printer ($309.00); an additional computer screen ($190.00); and two Adobe Pro Licenses ($522.46). The total cost for these items was $1,021.46. |
| 125 | What specific effect, if any, did Covid-19 have on your organisation’s total FTEs? | There was no effect on the Commission’s FTE’s are a result of Covid-19. |
| 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 Commission did not employ or engage additional staff or contractors because of Covid-19. |
| **PROCUREMENT (Qns 127-131)** | | |
| 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? | No Commission staff were seconded to work on the All of Government Covid-19 response. With the onset of Covid-19, the Government refrained from assigning the Commission a second inquiry during 2020. We instead assigned some staff that would have worked on a second inquiry to support Treasury on Covid-19 related analysis and policy work. |
| 128 | Who delivers procurement in your organisation and what level of training do they have? | The Office Manager is the central coordinating point for procurement at the Commission. The person in this role has a depth of knowledge and experience in the planning and sourcing of procurement activity relevant to a small Crown entity. |
| 129 | Are your procurers trained to include well-being or community benefit in the procurement process, and if so, what specific training have they had? | Procurement training and activity has not focused specifically on well-being or community benefit. The Commission’s procurement activity is on a relatively small scale and is focused on supporting and enabling its operations as appropriate. |
| 130 | Is well-being or community benefit considered when negotiating non-competitive funding partnerships and how is this captured in resultant MOUs or contracts? | The Commission does not, generally, get involved in negotiating non-competitive funding partnerships. |
| 131 | Does your organisation directly or indirectly help build the capacity of other entities to be able to respond competitively to a tender or procurement process? | The Commission does not, generally, get involved in building procurement capacity in other entities. |

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| **MONITORING AND EVALUATION (Qns 132-134)** | | |
| 132 | Do you apply and measure the Living Standards Framework in the delivery of your work? | The principal purpose of the Commission is to provide advice to the Government on improving productivity in a way that is directed to supporting the overall well-being of New Zealanders, having regard to a wide range of communities of interest and population groups in New Zealand society. Although productivity can be measured by metrics such as GDP per capita or GDP per hour worked, it is also observed in measures of well-being such as those captured in the Treasury’s Living Standards Framework. The application, measurement and observation of the many and varied aspects of well-being have been explored in different ways across the Commission’s work since its establishment and the Committee is referred to our website for more detail on this work: <https://www.productivity.govt.nz/> |
| 133 | What framework do you use when you measure value for money? | The Productivity Commission has not undertaken any formal value for money analyses or produced specific value for money outputs or products. Where relevant to inquiry mandates or research projects our work may consider value for money elements such as the costs and benefits of different policy options or initiatives, strategic alignment with Government priorities and policies, and/or fiscal constraints and implementation risks. |

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| 134 | What does success look like for your organisation in terms of improved efficiency and better results for people’s well-being? | Ultimately, the Commission seeks to influence two outcomes: lift New Zealand’s productivity and, as a result, lift the well-being of New Zealanders.  As an independent research and advisory body, the Commission does not run nor implement any policies or programmes. The Government is under no obligation to implement Commission recommendations nor to respond to our reports. We rely solely on the power and communication of our ideas and analysis to influence and shape policy.  Our influence may be direct and immediate (e.g. through academic, community, public and political recommendation) or it may occur over longer periods after policies are adjusted or adopted.  It is not enough for the Commission to simply produce reports. Our analysis and commentary should be disseminated, understood and influence policy and other behaviours so that, in the longer-term productivity and well-being improves.  The Commission assesses the impact of our work by looking at the levels of engagement with, and responses to, our work; through observing the nature of discussion and debate generated from our work; and, considering whether policies and behaviours change because of our work. |

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| **CULTURE (Qns 135-136)** | | |
| 135 | Does your organisation treat commitment to well-being as an aspirational target or a measurable deliverable? | Please see the answer Question 132 above. |
| 136 | Are well-being outcome deliverables included in senior management performance plans? | Well-being outcome deliverables are not, specifically, included in the performance plans for the Commission’s senior management. As thought leaders with responsibility for planning and managing key parts of the work programme senior managers are required to be aware of the many and varied ways well-being is measured and observed in our work. |