

Sarah Hillsdene
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27 September

Dear Sarah

OIA 24-25-19: Leaders for Impact full costs

Thank you for your email of 30 August to New Zealand Trade and Enterprise (NZTE), making a request under the Official Information Act 1982 (the Act). You requested the following information:

As per the GETS tender, dated 3 May 2017, ID: 18624310, please provide the total cost and duration of this programme (including if it ran for multiple years) - I understand it was known as 'Leaders for Impact'. Please include:

- 1. Full multi-year cost for the 'winner/company' of the Tender, and who won the tender.*
- 2. The number of staff that attended the programme and over what period, and what locations they travelled from (globally & domestically).*
- 3. The costs for staff to attend the programme, and the locations thereof. i.e. if an offsite location/destination(s) were hired for attendees to visit and stay at. Ensure flights/travel, accommodation, food and other associated costs are provided. What was the name of the offsite location? i.e. Hotel/Camp/Resort etc.*
- 4. What measurements were used to determine the programme was successful or not, and what was the documented problem the programme was designed to solve? Did the programme deliver and meet the measurements?*
- 5. Signed Business Case for the programme.*
- 6. Is the programme still running? If not, are there any other programmes of a similar leadership/management development nature being considered and or planned?*
- 7. Agenda for the offsite/residency days/weeks.*

Answers to your questions are as follows.

Leaders for Impact was a programme designed to build NZTE leadership capability and culture. The programme was facilitated in cohorts of up to 30 participants, over a nine-month period (including a four-day residential component). It ran from 2017 to 2022 with eight cohorts, and 204 NZTE employees participated in the programme overall.

1. \$1,652,385 was the full multi-year cost for the tender. The Centre for Vision and Leadership (CVL) won the tender.
2. An outline of the number of employees that attended the Leaders for Impact programme, the venue during the residency part of the programme, and what locations these attendees travelled from (globally and domestically) in Appendix One.

3. The total cost for NZTE employees to attend the programme over the five year period was \$463,748. Flights and transport were \$202,115, accommodation and meals were \$252,658 and associated costs were \$8,975. The residential component of the programme was held at Riverside Matakana for all cohorts except Cohort 7, which took place virtually during COVID-19 restrictions.
4. Leaders for Impact was a core leadership programme developed in response to NZTE's Performance Improvement Framework (PIF) review in May 2015. This challenged NZTE to focus on greater impact with customers, which required strong leadership and improved capability. Leaders for Impact was targeted towards those people who were ready to expand their leadership influence across the organisation. NZTE's goal through this programme was to develop exceptional leaders who could drive NZTE's purpose and achieve high ambitions for its customers and New Zealand. Success was measured via a Net Promotor Score (NPS) survey by participants. The average score across the eight cohorts was +80-90.
5. NZTE is refusing the request for the signed business case under 18(e) as a document cannot be found. The RFP for Leaders for Impact, which sets out the rationale for the programme is attached as Appendix Two.
6. Leaders for Impact concluded in 2022 as NZTE was developing a new leadership model and needed to determine the right capability building programme. NZTE currently offers a variety of programmes that build both people leaders and non-people leaders' capability, including coaching and feedback programmes. At time of writing, NZTE is looking at leadership development and capability building, however, has not determined how this will be managed or delivered.
7. There were several cohorts for the Leaders for Impact programme. While the agenda iterated slightly over time, attached in Appendix Three is an agenda from the Cohort 3 Residential, which is broadly representative of the approach across all cohorts (except in 2020 when it was delivered fully digitally due to COVID-19 lockdowns and travel restrictions).

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 – Board & Ministerial

Appendix One

Cohort	Date	Venue during residency	Attendees	Domestic Attendees	International Attendees	Attendee Locations
1	3/10/2017 - 3/06/2018	Riverside Matakana	29	16	13	Auckland, Christchurch, Dubai, Hamburg, Hong Kong, Kuala Lumpur, London, Milan, Napier, New Delhi, Riyadh, Seoul, Singapore, Sydney, Taipei, Washington DC, Wellington
2	1/02/2018 -1/10/2018	Riverside Matakana	29	18	11	Auckland, Dubai, Hamburg, Madrid, Manila, Melbourne, Mexico City, Mumbai, Santiago, Shanghai, Singapore, Sydney, Wellington
3	1/04/2018 - 1/12/2018	Riverside Matakana	30	16	14	Auckland, Bangkok, Beijing, Christchurch, Dubai, Guangzhou, Ho Chi Minh City, Jakarta, London, Port Moresby, Shanghai, Singapore, Tokyo, Vancouver, Wellington
4	1/11/2018 - 17/06/2019	Riverside Matakana	22	13	9	Auckland, Bogota, London, Los Angeles, Melbourne, Napier, Paris, Sao Paulo,

						Sydney, Tauranga, Wellington
5	27/02/2019 - 3/09/2019	Riverside Matakana	22	17	5	Auckland, Bangkok, Christchurch, Dubai, Los Angeles, Sydney, Tauranga, Tokyo, Wellington
6	25/11/2019 - 17/06/2020	Riverside Matakana	26	17	9	Auckland, Christchurch, Hamburg, Ho Chi Minh City, Manila, Mexico, Mumbai, Riyadh, Sao Paulo, Shanghai, Wellington
7	28/06/2020 - 1/12/2020	Held Online Virtually	24	18	6	Auckland, Christchurch, Melbourne, New York, Sao Paulo, Singapore, Sydney, Tauranga, Wellington
8	21/11/2021 - 22/06/2022	Riverside Matakana	22	22	0	Auckland, Christchurch, Napier, Wellington, Dunedin
		Total	204	137	67	