



Long-Term Insights Briefing

Subject-matter survey and
short email submissions

DECEMBER 2024

	Which of the following topics do you think is the most important for us to focus on in our long-term insights briefing? (More information on each of these topics is provided in the consultation document).	Why did you rank the topics in that order (in the previous question)?	What specific issues or parts of the proposed topics you would like to see explored?	Are there any other topics related to the Public Service as a whole that you think we should consider?	What other challenges do you foresee that the Public Service will need to prepare the country to contend with in the future?
1	Future of public service integrity;Future of the public service workforce;Future of public service organisations;	<p>There is considerable concern that agencies may be in some areas ineffective.</p> <p>There is institutional racism in public service</p> <p>There is bias towards national one size fits all policies and programs</p> <p>There is reduction in policy design and implementation fr regions. The default is to cities</p> <p>Current climate reduction jobs in public service enables risk tht best people ate no longer employed</p>	As above		Refer above
2	Future of the public service workforce;Future of public service organisations;Future of public service integrity;	Workforce is critical		Gender pay equity, application of te tiriti	Underfunding and reform fatigue

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<p>3 Future of public service integrity;Future of public service organisations;Future of the public service workforce;</p>	<p>Integrity is sacrificed in the NZ public service too often to protect the professional goals and reputations of leaders and their agencies. [identifiable information removed] These projects and their reports are heavily influenced by fear and favour. It starts at the top. From 2017 to 2023 Treasury failed to provide reports to Cabinet on the performance and benefits of completed projects as required by Cab Circulars on Investment Management. The reports would have embarrassed agencies and their Ministers. OAG was aware but said (publicly) they had no power to act against Treasury but could only discuss with them. In 2023 Treasury solved the problem by removing the Cabinet reporting requirement from the revised circular. Where is the leadership Integrity here? Protection of reputation was more important. Can we say a system that is not free of fear or favour is free of corruption? It might not be money passing under the table but is the passing of professional favour and the protection of reputation any better? [identifiable information removed] who speak up on these matters ([identifiable information removed] few, as fear and favour are also significant in the commercial selection of assurance reviewers) are afraid to speak up.</p>	<p>Investment performance reporting, (including of benefits realization), needs to be removed from Treasury. As does Gateway. Treasury are currently marking their own homework.</p> <p>Agencies should not be able to influence choice of Gateway reviewers, nor write reviews of those reviewers post-review (fear and favour are immediately created).</p> <p>An independent agency should supervise Gateway reviews and reviewer performance, and that agency should work hard to be objective and guard against optimism bias in high risk projects and their reviews. An independent commission should be established to look at the presence and effects of fear and favour in consultant selection and consultant report writing on project risks, assurance, and delivery confidence. When I worked at [identifiable information removed] I was told to dilute the issues we found in projects, and even be silent on some, to reduce risk that an agency wouldn't select us to do the next review. Can we say we have a government system free of corruption if it is not free of fear or favour?</p>	<p>We have to get past seeing projects as financial investments returning financial returns (and so the domain of Treasury for monitoring) when they are investments in social returns and non-financial benefits. The analogy is that a CIO's office is not the place for enterprise investment performance to be managed or monitored.</p>	<p>We don't have enough money of course, but better projects financial and outcome performance management could free up a third to a half of capital investment (a third of \$70B capital annually is a lot of money...)</p> <p>This is a known issue globally. Treasury's ICR programme did not solve this but made it worse. ICR knowingly mis-used the P3M3 scoring methodology [identifiable information removed] ICR scores significantly under-stated the investor's risk (Cabinet's) and over-stated investment delivery confidence. Many wasted dollars and more failed projects later...</p>

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4	Future of public service integrity;Future of the public service workforce;Future of public service organisations;	Well publicised service leaks Hiring practices that are de facto political appointments Lack of will to appoint people that can actually do the job Reluctance to fire underperforming employees	How the public service has become the mouthpiece for political ideologies	Salaries.	I don't think it's up to the public service to prepare people. Are they the govt? Are they subject experts- I'm asking this question knowing what has happened to our Uni's and how expertise has also been politicised. Why are u asking such a question?
5	Future of public service organisations;Future of public service integrity;Future of the public service workforce;	Organisations take time to change, so need to remain a top priority. Any changes need to be executed in the best way to preserve and support the integrity of those organisations. The people who are capable of doing this may only just be entering the workforce now	Closing the gap between the public sector and the citizen is key. The perception of democratic deficit can be shifted with better technologies and tools at the citizen's disposal	Digitisation to support the proper functioning of AI	Misinformation, having a single source of truth and enabling the citizen to obtain correct info and trust the source
6	Future of public service organisations;Future of public service integrity;Future of the public service workforce;	There are opportunities for public service organisations to better share information, resources and knowledge that would create efficiencies and remove some barriers to successful outcomes for New Zealanders. Experience shows that trying to merge agencies is complex, expensive and ultimately doesn't seem to improve delivery of service, however there are ways of working more closely together that doesn't require this kind of upheaval such as co-location, information sharing agreements, etc.		Sometimes it is easy to focus on all the disasters (see 8) but if we look over the longer term, we are broadly better off than we ever have been in terms of health, education, equal rights etc.	Climate change AI International turmoil and resulting increasing nationalisation, and silos.

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7 Future of public service organisations;Future of the public service workforce;Future of public service integrity;	How the public sector delivers in the future for citizens is very important and possibly the most disruptive thing. The way the public service currently works isnt fit for modern delivery and it would be good to explore that - workforce flows from that.	AI, technology, data soverentiy etc. Economic nationalism and geo political trends, missions and how to deliver for complex issues.	More focus on technology, using data in policy making, agile policy making etc. so capabilities. Focus on new ways of operationalising policy too.	Technology change is obvious (AI etc) but also being able to intergrate systemically - the 2020 act allows this but action is hard in the current structure. In Europe they are exploring mission led government so focussing cross ministry etc. Partnerships with other sectors is something the current public sector struggles with. Agility is also important and being able to test and learn will be important.
8 Future of the public service workforce;Future of public service organisations;Future of public service integrity;	A long-term insights briefing should then speak to changes that we need to make now to be able to have an impact on the long-term. Changing what our future workforce looks like requires the most lead-in time of these topics and therefore should be explored first.	What skills are needed to effectively work in the public sector, for both policy and non-policy roles. In particular the balance for specialist knowledge versus generalist adaptability.		
9 Future of the public service workforce;Future of public service integrity;Future of public service organisations;	Having a workforce, and leadership from that workforce is what is the key thing that will make for a better public service. A key risk at the moment is retrenchment of highly skilled and experienced people that can provide an anchor on constitutional conventions and institutional knowledge. I think we need to rely less on institutions and focus on the way we work. The public service has integrity. We need to focus on free and frank advice. Public service organisations can be a means to creating barriers or breaking them down. More change is likely to be unhelpful - better to focus on leadership and behaviours.	Support and value public servants. Then focus on the behaviours of public servants, and how to work across boundaries (less siloed), how to bring leadership out from within every part of our workforce. Accountability of CEs for free and frank advice. How the flexible options built within the public service act can be utilised without creating significant upheaval (akin to restructures).	How to navigate issues of the undermining of democracy (e.g. post covid trend). How to ensure Ministers and the public service act within the constitution / constitutional arrangements and conventions, and are supported and empowered to do so.	A growing group of people who appear to consider themselves isolated from government.

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10	Future of public service organisations;Future of the public service workforce;Future of public service integrity;	I believe that the biggest opportunities on how to better serve the people of Aotearoa can come from the way we are organised and how we deliver our services. We are a public service made up of organisations that are being run as single entities, there are efficiencies to be made in reducing the number of small agencies and then joining up some the practices across the sector.	What it would mean and what it could look like to be a smaller, and more joined up public service	Being more joined up in how the public service operate and the services it provided to the people of Aotearoa	Being smaller and leaner
11	Future of public service organisations;Future of public service integrity;Future of the public service workforce;	Hard to choose so they are all very close. I would have put integrity top but I moved it to 2nd as we need to actually get smart on the future of public service, what we do, how we can serve, and how we can use AI to support us. PS - your link doesnt work!	The use of AI in supporting our work - and the integrity part of this - we will achieve more with AI, and does that mean that we are expected to pump out more work or can we use it with integrity to get a better work-life balance	Long term planning - we need to change the model from 3 years to long term impact	Natural disasters - we need to be more prepared for responding to quakes etc

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12	Future of the public service workforce;Future of public service integrity;Future of public service organisations;	For some time we have needed to build a more resilient workforce that better reflects the communities we serve. This includes greater flexibility in work locations and backgrounds, and much greater diversity. The current model prioritises Wellington-based employees (increasingly not reflective of NZ's communities) and can discriminate against those who can't or have good reasons not to relocate to Wellington, as well as cutting extremely valuable potential from the available talent pool - we should be concerned about buy-in from NZ communities (belief that the public sector leadership especially reflects them) and the shallow talent pool. In addition, for environmental, built, social, and financial reasons Wellington is an unsustainable location to base the entire public sector leadership and head office functions. NZ is not alone in this, but owing to our size and responsiveness we should have been more agile than we have been and moved quicker than many larger partners who are also often constrained by historical and social factors. Resilience is a critical focus area for NZ and all of our international partners - despite many differences between our countries, the UK's National Resilience Strategy is a good place to start when looking at what resilience building should look like for us in the near future (if you haven't already seen this / engaged with UK counterparts on this).	Increasing resilience of public services Increasing the appropriateness (type, scale, volume, methods) of public services in response to the needs of communities Reflecting NZ's increasingly diverse (social, ethnic, financial etc) communities Increasing our preventative integrity controls (I believe we have an inappropriate focus on responding, which is rather too late)	I think you have chosen well	I think your broad topics have covered this well but you could further address the changing nature and scale of need for services, as touched on in 2 of your 3 topics

Why did you rank the topics in that order (in the previous question)?

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On the other hand, re future of public sector organisations, NZ already changes our public service structures relatively frequently, but the leadership are all of the same people frequently moving around different roles. I have rated this lowest as it is a bit of a red herring to focus on this - the structure that is needed in future will only follow having the right people, skills, experiences, and mindsets recruited and retained in the workforce. We will need agility, flexibility, and fresh thinking alongside existing knowledge and experience to move us forward. With the current workforce / leadership and status quo you will only get the same outcomes from any attempt to reorganise.

Integrity I have rated as second for the reasons outlined in your discussion document. There are many new and emerging vectors of harm that NZ is not well prepared for currently. There is also a risk that delivering services that New Zealanders need and want is confused for delivering just what people want, which creates friction where this could be harmful for others. This focus on integrity needs to happen in tandem with the focus on increasing the resilience of the public sector workforce or else that will create additional problems.

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13	Future of public service integrity;Future of the public service workforce;Future of public service organisations;	The culture of the public service and its relationship to Ministers (which I have taken to be included in integrity) its ability to report objective facts, to counsel and to warn is the most important and closely allied with its capacity which I weigh second. Organisation has been too much the focus rather than culture, though these should be rethought to better support culture.	I think the recent report by the UK Global Government Forum August 2024 is spot on and equally relevant to NZ (from LTIB team: https://www.globalgovernmentforum.com/wp-content/uploads/Making-Government-Work_Five-pillars-of-a-modern-effective-civil-service-2024_Final_T-1.pdf)	I think the relationship between the Parliament and the civil service is something that may have to be revisited in light of widespread misinformation on-line. Record keeping and the OIA may also need to be revisited	Making public service stewardship real is the challenge in light of the long term challenges we are facing and of the effects of long term policy neglect. I would also like to see a senior executive training corp reinstated.
14	Future of public service organisations;Future of the public service workforce;Future of public service integrity;	1. Looking at the service as a whole for its viability. 2. Restructure the workforce and remove all non-essential ie; upper and middle management. 3. Integrity is always a hard one to enforce.	Restructure the whole public service and, put all departments under one roof. Answerable to the electorate or the PM.	Once the agreed-upon work is done, see it through to the conclusion and do not cancel it partway through to give tax cuts. This is a false economy as it costs more taxpayer money to start up again when a change of government happens.	More rail network for passengers, More reliability/ stability on jobs.
15	Future of public service organisations;Future of the public service workforce;Future of public service integrity;	The organisations need to change first to give any hope to having the appropriate workforce in the future. I don't support developing a briefing on long term insights into the future of public service integrity - if there's an issue now, then fix it, if there's no problem then remember to maintain it.	Having read the last long term insights briefing I urge you to consider the topic with a long term focus where AI technology is plentiful; our workforce development may or may not have kept up and we're considering empowering local decision making.		Increasing inequities across our communities aided by further distrust of government by larger pockets of communities.

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16	Future of public service integrity;Future of the public service workforce;Future of public service organisations;	I think the biggest weakness with our public service is that many employees prioritise their own reputations and careers above all else. If you want to build a social investment approach you need honest and accurate data. You won't find it in our justice and health sectors.	Need clear lines of accountability and consequences for lack of individual integrity. 'Watch dog' organisations have to have authority. E.g IPCA has no authority over police.	The reality is our ministries are led by people who have worked in them or other ministries for decades. This is the GM layer where the real decisions affecting taxpayers are made. Getting a client/ taxpayer focus from some of these people is unlikely. They will always survive restructures.	We need people in govt who are self motivated and who enjoy supporting businesses/ taxpayers / clients etc. They work best under flexible conditions. If you force public servants back into bureaucracy, you will see productivity crumble. It is impossible to have good Team meetings and conversations while sitting in a crowded hot desk office. People who love being in the office are those who love the office ego games. They are not the people who get on with work and get results.

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Are there any other topics related to the Public Service as a whole that you think we should consider?

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Future of public service organisations; Future of the public service workforce; Future of public service integrity;

If I had to pick from those three then I think PS organisations is a decision that underpins the other two items. You could flip it and say our future workforce will determine how we are organised. Either way we need to know what our future could be. Which implies we must first work on the future purpose and role of the PS. Then we can turn our mind to organisational forms and ways of working (which our Act sets us up well for). Integrity and workforce may be foundational settings/enablers (and mis/disinformation are critical risks) but the future of PS organisations is the fundamental issue around which all else rests. How we are organised will impact how we manage integrity, what workforce we need and more. We must be part of a system (government and non-government) that delivers social cohesion.

Please explore Clause 11 of the PS Act - the purpose of the PS - with an eye to the future of PS organisations. We do well enabling governments "to develop and implement their policies" and to act "in accordance with the law". The effort required for those two parts of the purpose clause in the Act, however, constrain our capacity to support "constitutional and democratic government", to deliver "high-quality and efficient public services", to support the Government "to pursue the long-term public interest" and to facilitate "active citizenship". If we can frame up options for futures in which we deliver on those four things - by doing things differently - that may allow New Zealanders to consider changes in PS organisations that allow us to traverse workforce constraints, funding constraints, citizen expectations/trust etc. I believe you would start with exploring how we currently determine the long-term public interest and options for how we could in future, then go to what that means for active citizenship and high quality and efficient public services, and finally loop back to how the PS supports 'constitutional and democratic government' in that frame.

I may have stretched your 'future of PS organisations' to 'future of how citizens engage on their long-term interests' and how that tracks back to PS organisations and ways of working.

Supporting social cohesion, which allows meaningful conversation about shared futures, which in turn allows (a small) PS to take the shape and action to do its part in delivering on those futures. Irrespective of topic (fiscal sustainability, readiness for hazards and risks, health outcomes, education outcomes, social support, Māori outcomes etc).

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18	Future of public service integrity;Future of public service organisations;Future of the public service workforce;	In the current context (political and social) it's important to guard against any erosion of our core institutions that support transparency, democracy and good decision making. The integrity of the public service (broadly conceived) is key to this.	Political neutrality in the public service and how to improve the public discourse about the value of the public service. Stewardship responsibilities under the PSAct and what they mean in practice.	future models of public service provision	erosion of core institutions. social polarity. political fraction. shifting geopolitical tension. increased expectations on govt provision. unsustainable fiscal position.
19	Future of public service integrity;Future of the public service workforce;Future of public service organisations;	The future impact and opportunities of advanced technologies is a naturally prescient issue - with the rise of an open ecosystem of AI, the opportunities to access and wield these technologies is unprecedented in the history of disruptive technologies. The opportunities is in our ability to maintain integrity in our public service, and this drives how we should look at our workforce, our organisations, and how they relate within an adaptive innovative economic system.	Investment in the integrity of our public service that drives capability and workforce development in AI and other advanced technologies.		
20	Future of public service integrity;Future of public service organisations;Future of the public service workforce	Integrity is a key driving factor for the communities we serve, understanding our role and responsibility and recruiting transformative leaders to lead change in our current economic climate and bring people on the journey.	Leadership Public Service Commitments Values Capability Whistleblower conventions Recruitment	n/a	Leadership for change
21	Future of public service organisations;Future of the public service workforce;Future of public service integrity	Change the fundamental approach of agencies to enable 'collective' working i.e. around a prioritised social issue e.g. mental health support / aging population.	n/a	See 5 above. Reinforce the accountability to deliver on taxpayer spend.	How we plan for and manage the complexities that are ahead of NZ with our aging population.

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<p>22 Future of public service integrity;Future of the public service workforce;Future of public service organisations</p>	<p>Without integrity I can't see future of the public service workforce.</p>	<p>Culture of Integrity: Explore what constitutes a robust culture of integrity within the Public Service. This includes defining clear ethical standards and behaviours that all public servants are expected to adhere to. How can New Zealand strengthen and sustain this culture amidst evolving challenges like foreign interference and the adoption of artificial intelligence?</p> <p>Ethics vs. Action: Consider the gap between integrity as stated in policies and its actual implementation in day-to-day operations. How can New Zealand bridge this gap effectively? Are there specific measures or strategies that could be implemented to ensure that integrity policies translate into ethical practices consistently across all levels of government agencies?</p> <p>Technological Integration: Discuss the role of new technologies, such as regulatory technologies (RegTech), in enhancing the integrity of public decision-making processes. How can these technologies be leveraged to not only improve efficiency but also to safeguard against corruption and ensure transparency in decision-making?</p>	<p>I think I covered everything in previous answer</p>	

What specific issues or parts of the proposed topics you would like to see explored?

(Continued from previous page)

Measurement and Accountability: Evaluate the current methods of measuring integrity in New Zealand's Public Service. Should there be a shift towards more evidence-based approaches rather than relying solely on perception surveys? How can New Zealand enhance its capability to detect and address corruption more effectively, especially in light of evolving resource pressures and technological advancements?

Diversity of Agencies: Consider how integrity challenges and solutions might vary across different types of government agencies or functions. For example, regulatory bodies may face different integrity risks compared to service delivery agencies or policy-making entities. How can integrity frameworks be tailored to suit the specific needs and functions of diverse government bodies?

Stakeholder Engagement: Explore the role of non-governmental organizations (NGOs), community groups, and private sector partners in maintaining integrity within the Public Service. How can partnerships with these entities be structured to enhance accountability and integrity in public service delivery?

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23	Future of public service integrity;Future of public service organisations;Future of the public service workforce	Integrity is central for building trust between government and its citizens	Transparency in decisionmaking	The key word is 'service'.	Changing demographics including a larger Māori demographic
24	Future of public service organisations;Future of the public service workforce;Future of public service integrity	I work within a framework that focuses on work being community-led, regionally enabled, nationally supported with good success. Communities for the first time feel that they are truly able to lead work that is important to them and not be involved in work because that's what they've been told to focus on. They enjoy the opportunity to be enabled and supported by Public Services, this gives them a sense of ownership in the work they know matters the most to their communities. We need more cross-agency collaboration or joined-up government in our regions, solutions will not be found within one government agency. The future approach needs to be whole-of-system because all of our individual efforts as local government, iwi and central government impact into the same communities and in many cases on the same whānau. We want to avoid duplication and work closer than ever before.	Specifically, it would be amazing to be able to easily share information across agencies than it is now. One of the examples that comes to mind is access to funding information. We know that we have multiple govt agencies funding into our region, we are trying to map what this funding is and where it is going. Instead of being able to get easy access to this, we are leveraging off our existing relationships in order to gain access to this information and even then it comes with limitations. Understanding the broader funding/investment into our region, means we can identify gaps in key communities or priority groups as well as offer guidance on potential opportunities where investment might be needed to help meet regional priorities or government targets. There is so much opportunity for collaborative work to occur in the regions, but we need access to the information to be able to unlock its potential.	The other key area which has been noted is in technological advancements. With advancement in AI some of the things I think will start to impact on our workforce but also continue to advance the digital divide customers/ clients currently experience. As technology continues to be enhanced we need to ensure those who interact with government agencies will be able to do so in a way that enables them to engage in a way that ensures stewardship of their private information.	Education system and preparing school leavers for new emerging industries that are just starting to grow shoots in NZ. Hydrogen, aquaculture, green energy, blue industry. How prepared are we to have a workforce that supports this work with kiwis? Diversity of workforce and preparing NZ for what the future workforce will look like and working with employers to accommodate the level of diversity they will see. For example by 2040 Māori will make up 20% of the workforce.

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25	Future of public service organisations;Future of the public service workforce;Future of public service integrity		Youth Maori unemployment rates - how public service can help improve the rate	Greater focus on health, family early intervention and education	Uplifting Maori families from intergenerational impact in social services, employment and education
26	Future of the public service workforce;Future of public service integrity;Future of public service organisations	I believe that robust change comes from a bottom up perspective rather than top down. Ensure the people are supported and empowered, then the people are able to look after the integrity, then we are able to actively drive and embrace organisational change.		I would like there to be attention paid to how the service can be changed to support diversity and integrity in a holistic and evidence-based way. Eg with technology affording the ability to work in non-traditional ways how can we help people that have been used to the old command and control style of workplace become comfortable with workers (individuals and teams) self-identifying ways of working that are effective for them and the public service (eg flexible working).	Already too big, and increasing wealth divide, how can we stop a backslide into serfdom? With automation, how can we redefine what a “worthy of ease of life” person is (it feels like this has previously been wrapped up with how many hours someone works and how many years for... if you are not hitting the “worthiness” scale you are penalised)
27	Future of public service integrity;Future of the public service workforce;Future of public service organisations	The current government seems to be politicising the public service who can’t refute their comments for ethical reasons. Government decisions have impacts on local Wellington economy but seem to scape goat. Integrity is crucial for the continued delivery of good outcomes.	The interface between the executive and codes of practice for how they should interact with the public service.	The delay in appointment of a commissioner at such a high stress time has been unfortunate. Is this worthy of a cross house approach in future?	Privatisation of services on an ideology based agenda. An aging population. Senior staff with less and less experience. Changing technology. A more varied demography for NZ workforce.
28	Future of the public service workforce;Future of public service integrity;Future of public service organisations	People first	Workforce planning long term Integrity issues internal in orgs. Shedding light while all is controlled by mgmt	Long term funding Political instability	Understanding bureaucracy

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29	Future of the public service workforce;Future of public service integrity;Future of public service organisations	[identifiable information removed]. I am concerned for the retention of quality public servants, especially in the current political climate. I am also concerned that with loss of talent and leadership, those who are not well prepared are promoted prematurely or without merit, causing further issues.	How the public service workforce is structured, long-term career path mapping that shows younger public servants what they can expect out of their career in public service.	A joined-up equity and diversity strategy across all of the public sector would be useful to explore. I have seen the maturity of equity and diversity programmes at various ministries and agencies I have worked at to be very disparate. For example, a vision for inclusivity of neurodiversity that is shared.	Climate change.
30	Future of public service integrity;Future of the public service workforce;Future of public service organisations	I think the single most important issue is having a public service that operates with integrity, this then requires a well-trained workforce that feels valued, from there you can then shape the future of the public service	Future of the Public Service and how well the workforce reflects NZ communities	Crown Māori relationship	Rising cost of living, superannuation
31	Future of public service integrity;Future of the public service workforce;Future of public service organisations	Integrity should be at the forefront of everything the government does. Secondary to that, I believe the future of the public service workforce is determined by the people within the workforce, before they are separated into organisations. Thus I've ranked individual workforce requirements over organisational structure.	It would be great to see discussion within the future of the public service workforce around how we can better support and develop neurodivergent capability within our teams.	N/A	The combination of an increased aging population and the significant cultural differences they have with our younger generations - I think it will be engaging with both target groups and offering support that meets all of their needs in an accessible, safe and relevant way. (IE, our younger generations can engage with online software so much easier than the older generations - as we move to 'one stop govt shops' and 'do it yourself online' options, we may be adversely impacting the level of support provided for those who aren't so tech savvy.)

	Which of the following topics do you think is the most important for us to focus on in our long-term insights briefing? (More information on each of these topics is provided in the consultation document).	Why did you rank the topics in that order (in the previous question)?	What specific issues or parts of the proposed topics you would like to see explored?	Are there any other topics related to the Public Service as a whole that you think we should consider?	What other challenges do you foresee that the Public Service will need to prepare the country to contend with in the future?
32	Future of public service integrity;Future of the public service workforce;Future of public service organisations	Instilling and maintaining a public service with high integrity is vital to the social license and trust that the public has in government institutions and system of government in NZ/Aotearoa. Recognising the role we have as public servants to provide free and frank / first and best advice which may differ from individuals own personal views and/or separate from politics of the day is very important. We must be able to serve any government of the day and to provide impartial advice.	I believe it is important to have a discussion about the future of the public service, how we will continue to build capacity and capability; increase productivity; deliver value and also how the system reflects not just a centralised Wellington perspective, but the needs and views of the communities we serve.	What is the right balance between centralised and decentralised public service - how the central govt and local govt systems operate so decisions are made closer to and in response to the needs of communities.	As highlighted in the consultation document, some of the mega trends about aging populations, technology shifts, climate adaptation and also New Zealand's advantages and disadvantages of being an island state at the bottom of the globe.

Which of the following topics do you think is the most important for us to focus on in our long-term insights briefing? (More information on each of these topics is provided in the consultation document).

Why did you rank the topics in that order (in the previous question)?

What specific issues or parts of the proposed topics you would like to see explored?

Are there any other topics related to the Public Service as a whole that you think we should consider?

What other challenges do you foresee that the Public Service will need to prepare the country to contend with in the future?

33 Future of public service organisations;Future of public service integrity;Future of the public service workforce

I believe the structure of the public service has the largest impact on its ability to deliver to its objectives. The maintenance of integrity relies upon highly engaged individuals feeling as though their work is valued and that they are adding value for New Zealand in their daily role. The shape of the workforce and the capabilities available rely on the right structures in place to be effective. You can have the most skilled people in the world employed but if the structure doesn't provide for the right level of autonomy and mobility, it's all for nought.

We have made great gains through informal arrangements around areas like system leadership via designated leaders and heads of profession. Siloes remain a persistent block to cross-agency collaboration. We could be much more efficient if we had, for example, an all of government IT approach rather than every individual agency having to stand up and continuously fund their own IT infrastructure and teams. This is an area of significant contractor spend as smaller agencies cannot make the level of investment required to remain legislatively compliant. It also creates a world where government departments can't use simple collaborative technology because 2 IT departments have made different security decisions. This stifles our ability as public servants to digitally collaborate which in turn stifles the ability of the public sector to innovate in response to complex problems. We should have a one public service model, with one corporate services department for the whole of the public service (excepting the security intelligence services, which may be better positioned as a function of the defence force than the public service)

Which of the following topics do you think is the most important for us to focus on in our long-term insights briefing? (More information on each of these topics is provided in the consultation document).	Why did you rank the topics in that order (in the previous question)?	What specific issues or parts of the proposed topics you would like to see explored?	Are there any other topics related to the Public Service as a whole that you think we should consider?	What other challenges do you foresee that the Public Service will need to prepare the country to contend with in the future?
<p>34 Future of the public service workforce;Future of public service organisations;Future of public service integrity</p>	<p>Whatever the structure of the public sector it is the skills, values and attitudes of the leaders and individuals which will determine success. For example the theory may be co-operation, but a recalcitrant leaders can stop that happening. Finally integrity sits as an issue that should be considered within the question of the future of the public service workforce.</p>	<p>The piece of work might be framed as something along the lines of:</p> <p>what skills, values and culture will we need in the public between now and 2035 to respond to the emerging challenges (such as climate change and developments in AI) and possible shocks</p> <p>An alternative would be</p> <p>What should the public sector do in the next three years to ensure that it has a workforce in place with the skills values and culture needed for NZ to thrive for the next 10 years.</p>	<p>How the public sector can fulfil its stewardship role. Democracy is good, but it tends to prioritise short termism as politicians look to the next election. The UN has just issued a Declaration for Future Generations - a call to find a fair balance between short term needs and long term outcomes that is fair for all generations.</p> <p>While LTIBs are a useful and small contribution to the balance - but they do not provide maturity in long term public governance. It would be good to assess the maturity of New Zealand's Long Term Public Governance and to develop a strategic plan to put in place the necessary system to redress the balance. See appendix 2 in the attached for a maturity assessment framework. https://soif.org.uk/app/uploads/2024/09/SOIF_DFG_Implementation_Handbook_Sept-2024.pdf</p>	<p>Internationally there is a decline in trust. The PSC should support the combined work of the University of Auckland and Victoria University of Wellington to develop foundational evidence on how to maintain and build trust in public institutions.</p>

	Which of the following topics do you think is the most important for us to focus on in our long-term insights briefing? (More information on each of these topics is provided in the consultation document).	Why did you rank the topics in that order (in the previous question)?	What specific issues or parts of the proposed topics you would like to see explored?	Are there any other topics related to the Public Service as a whole that you think we should consider?	What other challenges do you foresee that the Public Service will need to prepare the country to contend with in the future?
35	Future of public service integrity;Future of the public service workforce;Future of public service organisations	Integrity underlies everything. If the public service can't demonstrate integrity, what's the point of it?		How much does changing organisations and structures each parliamentary change cost New Zealand?	The next change in government will cause more changes.
36	Future of the public service workforce;Future of public service integrity;Future of public service organisations	Having the right capability for our future challenges will be very important, especially if we wish to consider how we may need to keep pace with impact of AI across society.	Augmentation of existing skill sets to those needed in an AI prevalent world and identification of new skills and knowledge areas that will be needed.	Efficiency across agencies has always been challenging, so consideration of consistent systems across govt would be interesting to consider and possibly define pathways to enhanced cooperation and connectivity.	
37	Future of the public service workforce;Future of public service integrity;Future of public service organisations	I [identifiable information removed] believe that, as public service work continues to shift, innovation, adaptability, and advanced AI integration will become essential. The future workforce must be curious, collaborative, and critical thinkers, with strong capabilities in technology. As our public service addresses global megatrends like an ageing population, technological change, and increasing fiscal pressures, we must plan for a workforce that can meet the demands of these complex challenges. Hence that is the first option. These initiatives are only made possible with trust in our public service sector - so that is why that is closely ranked as number 2.	What skills and capabilities will the future workforce need to thrive in an AI-enhanced environment? How can we shape policy, service delivery, and regulatory work to be both adaptive and forward-thinking? What role will cross-sector collaboration play in building a resilient and effective public service?	Same as above	Job displacement due to automation/AI and economic inequality, cyber security threats, biodiversity loss and climate change, misinformation online and the ageing population.

	Which of the following topics do you think is the most important for us to focus on in our long-term insights briefing? (More information on each of these topics is provided in the consultation document).	Why did you rank the topics in that order (in the previous question)?	What specific issues or parts of the proposed topics you would like to see explored?	Are there any other topics related to the Public Service as a whole that you think we should consider?	What other challenges do you foresee that the Public Service will need to prepare the country to contend with in the future?
38	Future of public service organisations;Future of the public service workforce;Future of public service integrity	Structures will evolve to meet strategy which reflects socio-cultural norms/context	Size, scale, system....form, function, future-focus...what assumptions/constraints/and “adjacent possibles” could evolve for Public Service organisations? How could this evolution be shaped by intrinsic and extrinsic drivers of change? What does it even mean to be an organisation as technology and human interactions come into contact with 21st century complexity? How might institutional form need to adapt to meet expectations, demands and pressures of now, near and next for NZ Inc?	Systems thinking between central and local Government; Public and Private sectors.... are these distinction too binary? Is their a blurring and melding of responsibilities and connections? What does Service meet and to whom - Government fund, regulates and owns but what else? What is required of Public servants to ensure NZ can stay a small advanced economy?	Closer links with Australian Public Service. Demographic faults lines and associated Service expectations - ethnicity, age, wealth and health...the impacts and scenarios associated with lowering tax revenue (and therefore Vote funding).... the looming poly crises of diabetes, metabolic disorders, climate related infrastructure demise, and fragmenting regional/global order...
39	Future of the public service workforce;Future of public service integrity;Future of public service organisations	We (urgently) need to explore what the demands and skills the public service workforce will need to deliver to a rapidly changing environment. Our world is changing - and we’re all in a position to change with it. There are systemic and disruptive shifts from AI that we haven’t even considered yet. By investing our time now into considering the future of the public service workforce we’ll at least have a starting platform. The rest - like shape and scope of the public service organisations - will surely follow from this more strategic thinking and positioning. Putting this topic first allows us to lead from the front.	- What specific roles and skills will the future Public Service workforce require to stay ahead of evolving challenges and deliver value to all New Zealanders? - How might policy-making, service delivery, and organisational support evolve to meet future demands? - What strategic shifts will be needed to foster an environment that encourages lifelong learning, agility, and a culture of continuous improvement?	No.	N/A.

	Which of the following topics do you think is the most important for us to focus on in our long-term insights briefing? (More information on each of these topics is provided in the consultation document).	Why did you rank the topics in that order (in the previous question)?	What specific issues or parts of the proposed topics you would like to see explored?	Are there any other topics related to the Public Service as a whole that you think we should consider?	What other challenges do you foresee that the Public Service will need to prepare the country to contend with in the future?
40	Future of public service integrity;Future of the public service workforce;Future of public service organisations	our integrity and making sure that we are doing the right thing, regardless of the changing priorities and views of the government in power, is most important	how to we manage integrity, particularly around human rights (eg rainbow, use of te reo) when government changes their viewpoint		
41	Future of public service organisations;Future of the public service workforce;Future of public service integrity	There are too many public sector organisations now. This creates extra need for executive and senior management roles. The workforce is also a key priority as we need to move away from constant structural change towards HOW we work.	1. How to consolidate small public sector organisations without losing advocacy functions. 2. How to get consistent ways of working for public sector workforce	As above	1. More effects of climate change on communities and infrastructure. 2. Increased inequities between population groups and communities. 3. High fiscal pressures for public services relating to increasing superannuation costs nationally
42	Future of public service organisations;Future of public service integrity;Future of the public service workforce	First, we need a clear position on why the public service is fundamental to the current state and future of our country, analysis on the performance and the value creation of the public service within the democratic system we have in NZ. Second, a clear position on the values and validity of the public service as an institution vs the people within. Third, the public service workforce as the system settings must be clear, valid and true so the people understand the environment and context they are expected to work within including performance expectations. As a public servant this tends to be reliant on the current administration, who your Minister is and who your CEO is, who your senior leaders are.	The system settings and the leadership of the system.	Connection or disconnection between central and local government	The changing demographic of our population

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43 Future of public service integrity;Future of public service organisations;Future of the public service workforce	I have ranked 'Future of public service integrity' as the priority because initiatives to improve how the Public Service manages assets (including legislation and information) to inform, engage, and enable people in public service and public contexts should be prioritised. The other two topics are too narrow and specific.	The legislation and regulatory systems that apply to registered charities should be explored, twenty years on from the enactment of the Charities Act 2005. These themes are relevant because page 6 of the 'How is New Zealand's public service prepared for the future?' consultation document includes: “... Increases in non-governmental organisations (NGOs) and community groups delivering services and in private sector third-parties with roles in a regulatory system highlight the need to examine our integrity system with a wider lens. ...”	The Public Service should ensure that public engagement processes in relation to the next Statute Revision Programme are integrated in longterm insights briefing processes. https://www.pco.govt.nz/about-us/about-new-zealand-legislation/revision-programme	This question does not make sense to me - it highlights some of the communication challenges that need to be addressed by the Public Service.
44 Future of public service integrity;Future of the public service workforce;Future of public service organisations	Integrity is dispersed across both the public service workforce and public service organisation, hence why Integrity is ranked number 1.	Having specific metrics to measure the effectiveness of Integrity, rather than simply perception.	Consolidation of public service organisations to ensure they predominantly serve the communities and the demographics.	Have a Ministry for Anti-Corruption established within government, regardless of the political parties.

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45	No preference (other)	I think the topics being proposed are interesting but do not go to the core the challenge facing New Zealand and its public service.	<p>That challenge is to improve our productivity and catch up with the prosperity of countries we compare ourselves. The public sector represents over 30% of our economic activity and impacts the other 70% of our economic activity in a variety of ways (for example regulation and subsidies). Is New Zealand's public service fulfilling its role in meeting New Zealand's economic potential through its contribution to productivity? The public has deep-seated concerns over public service performance. Possible reasons for sub-optimal performance include:</p> <ul style="list-style-type: none"> • Confused and conflicting objectives • Poor incentives to drive performance at an operational level • Inadequate investment in systems • Siloed organisational structures • Very small set of potential leaders • Lack of connection to the private sector • Adoption of "zero-risk" practices • Lack of feedback loops from impact back to planning <p>The public sector faces an urgent need improve its performance.</p>	<p>I thought I probably should have raised the problems that the OIA poses for the provision of free and frank advice to Ministers and the "no-surprises" policy. Both of these appear to create real problems for public sector leaders. The former stops proper discussion (as one Wellington senior public sector insider told me writing down what you think can be a career ending action) and the latter deliberately muddles the responsibilities of politicians and chief executives.</p> <p>Very hard to run complex organisations and policy in that environment.</p>

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46	Future of the public service workforce	It's a critical area that will require the public sector to embrace innovation, agility, and advanced AI capabilities to meet future challenges.	<p>We foresee the Public Service workforce needing to become more adaptable, collaborative, and tech-savvy, especially as AI becomes increasingly integrated into decision-making and service delivery. The role of public servants will evolve beyond traditional silos, requiring continuous learning and critical thinking to navigate complex issues like demographic changes, climate impacts, and fiscal pressures. This workforce will need to excel in areas such as creativity, human-centred design, and ethical AI use.</p> <p>Given the speed of technological change, we believe the future Public Service will thrive by developing skills in adaptive innovation and cross-sector partnerships, blending human and AI capabilities. This aligns closely with the values we promote through our GovTech Accelerator and other programmes aimed at fostering a future-ready, resilient public sector.</p>		
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47 Future of the public service workforce	We believe that the topic “Future of the Public Service Workforce” should be at the forefront of the PSC’s recommendations for preparing the briefing. Many of the points I make below could also be applied to the other two topics. However, they are most relevant to the topic of the future of the public service workforce.	<p>In a rapidly evolving world, our public sector will be increasingly challenged to adapt to new realities—both global and domestic—such as demographic changes, technological advancements, and economic pressures. In this context, we see the need for a workforce that is innovative, curious, collaborative, and capable of critical thinking, all while being advanced users of AI technologies.</p> <p>We envision a future where the Public Service needs to redefine its approach to policy-making, organisational support, service delivery, and regulation. The roles and skills required will shift significantly, placing a premium on adaptability, digital literacy, and a culture of continuous learning.</p> <p>Our recommendation is to focus on the development of these capabilities to ensure the Public Service remains resilient and effective in the face of these changes. This emphasis on skills and mindset shifts aligns well with the broader goals of fostering a more agile and responsive public sector.</p>		
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