

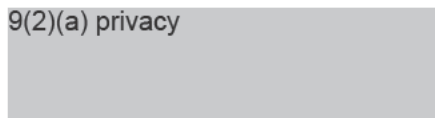


Te Kawa Mataaho

Public Service Commission

29 November 2024

9(2)(a) privacy



Official Information Request Our Ref: PSCR 2024-0019

I refer to your official information request received on 3 November 2024 for:

“Under section 22 of the Official Information Act 1982 I request a hard copy of recently developed guidance induction module with specific resources for spirit of service to the community / section 13 public service act 2020. thank you.

In addition under section 22 of the Official Information Act 1982 I request a hard copy of recently developed guidance induction module in respect of section 12.1 of the public service act 2020 about free and frank advice to ministers. I refer to the psc annual report to 30 June 2024 for your reference.

last under section 12 of the Official Information Act 1982 I request the positions and the names of senior public service or senior leaders who are integrity champions on matters of integrity and conduct, who are defined in section 59 of the public service act 2020”.

Information publicly available

The following information is covered by your request and is publicly available on Te Kawa Mataaho Public Service Commission’s website at the links provided in the table. As requested, we have included hard copies of these documents, except for item one. This item is an interactive learning module that is only available through the link provided in the table.

Item	Document Description	Decision
1	Interactive learning module – Spirit of Service in the Public Sector	https://www.ldc.govt.nz/learning-modules/a-spirit-of-service-in-the-public-sector-interactive
2	Public Service Induction Conversation Guide for Leaders	https://www.ldc.govt.nz/assets/Hub/Induction/Public-Service-Induction-Conversation-Guide-for-Leaders.pdf
3	Free and Frank Guidance	https://www.publicservice.govt.nz/assets/DirectoryFile/Free-and-frank-advice-final.pdf
4	Free and Frank Advice and Policy Stewardship	https://www.publicservice.govt.nz/assets/DirectoryFile/Guidance-Free-and-frank-advice-and-policy-stewardship-2024.pdf

5	Free and Frank Advice and Policy stewardship FAQs	https://www.publicservice.govt.nz/assets/DirectoryFile/Guidance-Free-and-frank-advice-and-policy-stewardship-FAQ-2024.pdf
---	---	---

Accordingly, I have refused your request for the documents listed in the above table under section 18(d) of the OIA – the information requested is or will soon be publicly available.

Integrity Champions

Please also find enclosed a table that outlines the names and positions held for the agency integrity champions as of November 2024.

If you wish to discuss this decision with us, please feel free to contact Enquiries@publicservice.govt.nz.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that we intend to publish this letter (with your personal details removed) and enclosed documents on the Te Kawa Mataaho Public Service Commission's website.

Yours sincerely



Nicky Dirks

**Manager – Ministerial and Executive Services
Te Kawa Mataaho Public Service Commission**

He Aratohu Kōrerorero
Whakataui i Te Kawa Mataaho
mā Ngā Kaihautū
Public Service Induction
Conversation Guide for Leaders

Purpose

Kia ora

This guide is designed to help you support your new staff through Induction. There are six topics in the induction, but your staff may not need to complete all the topics, based on their previous experience or knowledge. Using this guide, you and your new team members will be able to work out the best Public Service induction experience for them.

In addition to helping you both navigate the content, this guide includes questions, prompts and links to additional information that you can use to have great conversations with your team members. You might also like to talk to your Human Resources team about integrating with your organisation's induction.

Hei konā mai



The Public Sector

Questions to check what learning is needed:

Are you familiar with the history of the Public Sector and the impact that it has had for New Zealanders?

Do you understand the impact our work has for New Zealanders as a part of the Public Sector?

You might like to check out these resources on the Public Service Core Learning Hub:

- [Ngā Taiopenga Tārai i te Ratonga Tūmatanui me Aotearoa | Events that have shaped New Zealand and the Public Service](#)
- [He pēhea tā mātau mahi mā Aotearoa | How We Serve Aotearoa New Zealand](#)

Questions to follow up the learning:

How do you think that the history of the public sector has impacted our organisation?

What impact do you think your role will have for New Zealanders?

Additional Information and links:

[People who work in the Public Service \(Te Kawa Mataaho Public Service Commission\)](#)

[What is the Public Service \(Te Ara – The Encyclopedia of New Zealand\)](#)

Te Tiriti o Waitangi and the Māori Crown Relationship

Questions to check what learning is needed:

Are you familiar with the Māori Crown partnership and our commitments under Te Tiriti o Waitangi?

How do you think that Te Tiriti o Waitangi might impact the work that we do?

You might like to check out these resources on the Public Service Core Learning Hub:

- [Te Tiriti – Te Hītori o te Tiriti | The Treaty – History of the Treaty of Waitangi](#)
- [Te Tiriti Ā Mohoa Nei | The Treaty Today](#)
- [Te Tiriti, ko au he Tūmau a te Ratonga Tūmatanui | The Treaty and me as a Public Servant](#)
- [Te Tiriti me te whakahonohono ki te Māori | The Treaty and engagement with Māori](#)
- [Ngā Hononga i waenga i te Māori me te Karauna i roto i te Ratonga Tūmatanui | Māori Crown Relations in the Public Service](#)

Questions to follow up the learning:

How do you think that our commitment to Te Tiriti o Waitangi might show up in your role?

How do you think that our organisation might engage with Māori?

Additional Information and links:

[Māori Crown Relationships \(Te Kawa Mataaho Public Service Commission\)](#)

[Te Kāhui Hīkina \(Te Arawhiti Office of Māori Crown Relations\)](#)

Public Sector Structure

Questions to check what learning is needed:

Do you understand how the Public Sector connects and work together?

Are you familiar with the government agencies and organisations we work with most closely?

You might like to check out these resources on the Public Service Core Learning Hub:

- [Te mahi tahi i te Rāngai Tūmatanui | Working together in the Public Sector – Conversation Guide](#)
- [Ngā kupu a te Ratonga Tūmatanui | Public Service Terminology](#)

Questions to follow up the learning:

How do you think that you might connect with other government agencies and organisations?

Which other government agencies and organisations do you think that you will work with in your role?

Additional Information and links:

[How the public service is organised \(Te Kawa Mataaho Public Service Commission\)](#)

[Sectors in the public service \(Te Kawa Mataaho Public Service Commission\)](#)

How our government system works

Questions to check what learning is needed:

Do you understand how the government, parliament and legislative process work?

Do you understand how government processes might impact your role?

You might like to check out these resources on the Public Service Core Learning Hub:

- [Ngā Peka Kāwanatanga | The Branches of Government](#)
- [Te Mahi a Ngā Minita | The Role of Ministers](#)
- [Te Manapou o te Ratonga Tūmatanui | The Role of the Public Service](#)
- [Te hononga i waenga i te Kāwanatanga me te Ratonga Tūmatanui | The Relationship between Government and the Public Service](#)
- [He pēhea te hanga Ture | How Legislation is Made](#)

Questions to follow up the learning:

Do you know who our Minister(s) are?

Which parts of government processes do you think you will be most closely involved in?

Additional Information and links:

[Role of the Parliamentary Counsel Office \(Parliamentary Counsel Office\)](#)

[Supporting the work of Cabinet \(DPMC\)](#)

Te Kawa Mataaho & the Public Sector

Questions to check what learning is needed:

Are you familiar with Te Kawa Mataaho Public Service Commission?

Do you know how our agency/organisation works with Te Kawa Mataaho Public Service Commission?

You might like to check out these resources on the Public Service Core Learning Hub:

- [Te Kawa Mataaho me te Rāngai tūmatanui |Te Kawa Mataaho Public Service Commission and the Public Sector](#)
- [He kōrero tahi me te Tumu Whakarae o Te Kawa Mataaho| A Fireside Chat with the Public Service Commissioner](#)

Questions to follow up the learning:

How might the work of the Public Service Commission impact your work?

Additional Information and links:

[About the Public Service Commission \(Te Kawa Mataaho Public Service Commission\)](#)

[Te Kawa Mataaho – Our Teams \(Te Kawa Mataaho Public Service Commission \)](#)

Public Service Principles & Spirit of Service

Questions to check what learning is needed:

What do you understand your responsibilities as a Public Servant to be?

What do you know about the Public Service Spirit of Service?

You might like to check out these resources on the Public Service Core Learning Hub:

- [Ngā Mātāpono o te Ratonga Tūmatanui | The Principles of the Public Service](#)
- [Te Wairua o te Mahi i roto i te Rāngai Tūmatanui | A Spirit of Service in the Public Sector](#)
- [Ngā wānanga ngaio | Masterclasses](#) (if relevant)

Questions to follow up the learning:

How do you see the Public Service values and principles and the Spirit of Service showing up in your role?

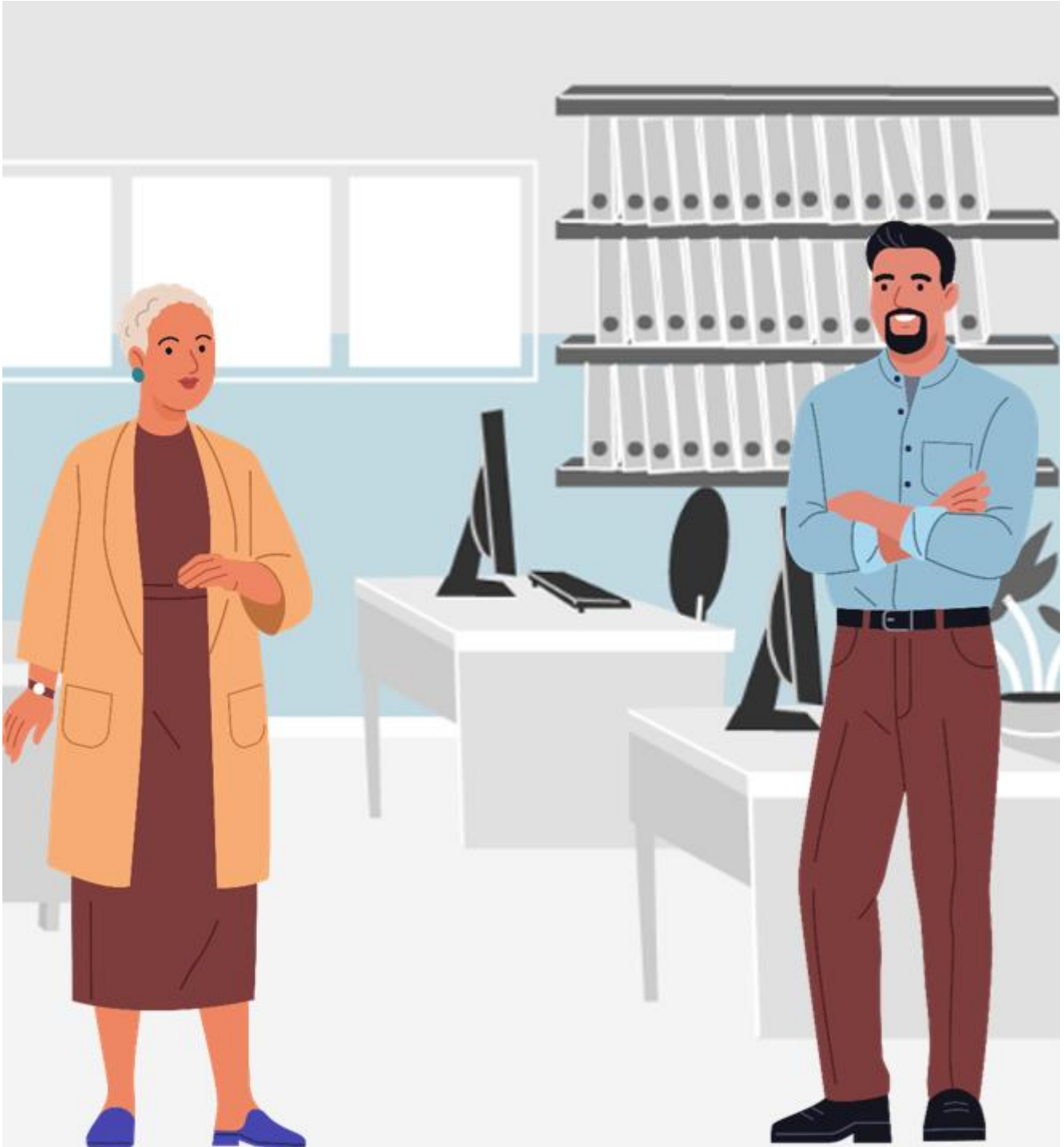
How does the Public Service Code fit with our agency/organisation Code of Conduct?

Additional Information and links:

[Te Aratohu Guidance \(Te Kawa Mataaho Public Service Commission\)](#)

[Conflict of Interest \(Te Kawa Mataaho Public Service Commission\)](#)

If you need any help or have any questions, please contact corecapability@publicservice.govt.nz





Tohutohu Hāngai | Free and Frank Advice

We give free and frank advice to Ministers.

What is free and frank advice?

Free and frank advice is about agencies providing advice to Ministers without fear or favour, using our best professional judgement. By doing this, we strengthen the integrity and performance of New Zealand's system of government.

Free and frank advice focuses on the decision-maker's objectives, while also being honest, politically neutral, constructive and free from undue influence. This is particularly important for us to remember when challenging the decision-maker's understanding and initial preference.

Why is free and frank advice important?

Free and frank advice is the foundation upon which:

- a. **We support Ministers to make better decisions.** In giving free and frank advice, we make sure that Ministers are individually and collectively informed about the pros, cons, uncertainties and potential consequences associated with the decisions that they are being asked to make. We respect the decisions and the mandate of Ministers as elected representatives.
- b. **We give the public confidence that Ministers' decisions are well informed.** The public relies on us to give our best advice and to provide Ministers with a range of options. Good policy decisions, informed by free and frank advice, optimise services and results for the people in New Zealand now and into the future.

What are our roles?

Our leaders are responsible for ensuring that free and frank advice is given to Ministers by their agencies. We need to support our leaders to make sure that they have access to all the information, evidence and analysis to do that. How we provide that support will depend on the nature of the job that we do.

If our job involves providing advice directly or indirectly to Ministers, we need to be mindful of the wider context. This includes being aware of, and responsive to, the priorities as determined by the government of the day.

Our advice needs to include all relevant information. This requires us to understand both what has been requested and what is required to enable Ministers to achieve their desired results for people in New Zealand. It is important to keep both in mind.

We freely give advice to Ministers on how the government’s objectives can be best achieved. Our advice, where possible, is based on research, evidence, evaluation and analysis and supported by long-term policy capability. We canvas a range of options, aim to incorporate a range of perspectives and inform Ministers about the pros, cons, uncertainties and consequences of each.

Practical guidance

A relationship of trust and confidence

Effective free and frank advice depends on a relationship of trust and confidence. We support this relationship with our Ministers by providing quality advice and demonstrating that we are committed to helping them achieve their objectives.

Communicating advice

A Minister’s communication style preference is important and providing advice in their preferred style will support effective free and frank advice. Understanding and operating within this context is key.

It is also important to consider whether the advice has been understood. If it has not, it may be necessary to repeat the advice or reconsider the way in which it was delivered.

Documenting advice

We must be diligent in maintaining full and accurate records of advice provided. Where we have given advice verbally, we record key points and decisions. Where applicable, we comply with Protective Security Requirements when documenting our advice.

Links to additional guidance

This guidance complements and should be read alongside:

- [Guidance: Free and frank advice and policy stewardship](#)
- [Department of the Prime Minister and Cabinet - Free and frank advice](#)



The provision of free and frank advice, as central to our system of government, is well acknowledged. Free and frank advice demonstrates and upholds the impartiality that is fundamental to maintaining a politically neutral Public Service. Having the capacity and capability to provide this underpins the integrity, legitimacy and performance of New Zealand's system of government. Free and frank advice is one of the five public service principles set out in section 12 of the Public Service Act 2020.

Good policy decisions, informed by free and frank advice, optimise services and results for New Zealanders, including future generations. Investing appropriately in policy stewardship means we are well placed to provide free and frank advice to successive governments.

This guidance is issued by the Public Service Commissioner under section 19 of the Public Service Act 2020. The Commissioner acknowledges the role of the policy profession, led by Ben King, Chief Executive, Department of the Prime Minister and Cabinet and Head of the Policy Profession, and [The Policy Project](#), Department of the Prime Minister and Cabinet, in the development of this guidance.

Scope of the guidance

This guidance sets out expectations that public service chief executives provide free and frank advice to Ministers, engage in effective policy stewardship and ensure that their agencies understand these important fundamentals. Agencies in the broader public sector may also find this guidance a useful reference point for good practice.

The advice referred to in this guidance includes stand-alone as well as streams or suites of advice to Ministers that are tendered orally and in writing. Written advice includes briefings, aide mémoires, Regulatory Impact Assessments, A3s and other documents, emails and texts.

This guidance covers:

- Free and frank advice: delivery and effectiveness
- Policy stewardship: capability to provide future focused research, evaluation and analysis.

Free and frank advice

Under [section 12](#) of the Public Service Act 2020, Public Service chief executives and their agencies are responsible for upholding the public service principles which include giving advice to Ministers in a free and frank manner. This means providing advice that:

- identifies the nature, scale and significance of the policy issue or opportunity (with supporting evidence)
- is politically neutral while also being aware of relevant political contexts
- recognises the historic, contemporary and potential longer term dimensions or conditions
- is comprehensive, objective and balanced to cover the range of options that address the issue(s)
- is honest about where the opportunities, benefits, costs, pitfalls and risks of all options are

and about the limitations, assumptions and information gaps in analysis

- is clear about any trade-offs involved and which option(s) on balance are recommended
- delivers any hard truths in the most constructive way possible
- covers implementation considerations.

The convention also means ensuring the advice is understood, which may include repeating the advice if necessary.

Benefits

Free and frank advice ensures that Ministers individually and collectively are better informed about the “pros” and “cons” and uncertainties associated with the decisions they are being asked to take. It also prepares Ministers for Cabinet and Cabinet Committee discussions with their colleagues and for stakeholder engagements.

Free and frank advice reduces the risk of judicial review of Ministerial decisions and means that policy is more robust when implemented. This gives rise to fewer surprises and less need for rework late in the process. It helps optimise services and results for New Zealanders.

Delivering effective free and frank advice

Giving free and frank advice is designed to support Ministers to achieve their objectives. To be effective, free and frank advice depends on a relationship of trust and confidence between a Minister and their officials. It may be useful to discuss with Ministers how they benefit from free and frank advice.

Free and frank advice is more likely to be heard and acted on when it acknowledges Ministers’ and the Government’s policy intent and priorities and is provided in a form that fits Ministers’ communication style preferences. Operating within the context is key. When delivering free and frank advice, consider the most appropriate timing, the level of trust and/or confidence of the Minister and the seniority, experience or credibility of the advisor.

Sometimes the timeframe a Minister specifies for providing advice is insufficient to allow full advice to be developed. Advise the Minister and give the best free and frank advice possible at the time and provide more fulsome advice later.

Free and frank advice is expected to be in full and in written form. A record of key points and decisions should be made of any advice given orally, in keeping with the Public Records Act 2005 that states every public office “must create and maintain full and accurate records of its affairs, in accordance with normal, prudent business practice” ([s 17\(1\)](#)). This enables Ministers and the Public Service to be held to account.

If there are significant changes in the operating environment, proactively advise Ministers of them, especially if the assessment of the changes highlights risks or problems to be managed, or opportunities to be realised.

Under the Public Service Act 2020 ([Schedule 6, clauses 8 and 9](#)), a departmental chief executive must publish a [Long term Insights Briefing](#) at least once every three years. These make available information about long-term trends, risks and opportunities. They are prepared independently of Ministers and can give impartial analysis including policy options. They can be an important vehicle for free and frank advice.

Briefing papers and Regulatory Impact Assessments are other ways to deliver free and frank advice. These should be full and include consideration of, and advice on, a comprehensive suite of options and their potential benefits, costs and risks. Subsequently these can be summarised in a Cabinet paper.

Tendering free and frank advice jointly with other agencies is best practice if an issue spans portfolios. Joint advice can agree on the problems or opportunities and the best ways to address them or identify for Ministers clear and coordinated trade-offs based on different values or priorities.

Policy Stewardship

The public service has a duty of stewardship to look ahead and provide advice about the future challenges and opportunities New Zealand faces. It is the responsibility of chief executives to manage agency capability and capacity to offer free and frank advice to successive governments. Stewardship is one of the five public service principles set out in section 12 of the Public Service Act 2020 and policy stewardship is an element of that.

Chief executives are responsible for building and maintaining expertise, or ensuring easy and quick access to expertise, on:

- emerging issues that are likely to be important to long-term public interests
- current issues that are important to the public interest now but where the current government does not wish to focus its attention or has not sought advice to date
- the suitability of existing regulatory and other policy interventions for current and future conditions.

Benefits

The guidance provided to long-lived administrations on future and emerging issues ensures they have a programme of action capable of dealing with change and reduces their risk of being accused of lacking foresight. Equally when there is a change of government, agencies are well equipped to serve them.

Policy will be more robust and resilient when implemented if its development is mindful of future contexts, risks and opportunities. In addition, policy failures are less likely if agencies advise proactively on emerging problems, vulnerabilities and opportunities for policy performance improvement.

Effective policy stewardship

Building the capability to provide quality strategic advice on medium to longer-term issues is a challenge for the system. It is necessary to allocate sufficient resources to enable future-focused research, analysis and evaluation beyond the immediate policy priorities and preferences of the government of the day. This is a legal responsibility. Nonetheless, Ministers are responsible for decisions on spending from within appropriations. It may be useful to discuss with Ministers the benefits of policy stewardship, how it is reflected in the policy work programme and how the required people and other capability is being or will be resourced.

Consideration needs to be given to the appropriate level of investment in developing future-focused capability. This includes investing in agency capability, contributing to pooled investment in sector or system groups' shared capability and supporting, funding or engaging with external experts who contribute research and analysis (for example, academics, think tanks or other

institutions). Mature policy stewardship is embedded throughout policy teams and processes rather than relying on dedicated teams or individuals.

When discussing issues beyond the immediate priorities and preferences of the government of the day with external individuals or groups, it is useful to ensure all parties understand that such work is stewardship thinking.

Chief executives may like to use strategy documents to outline the approach to stewardship and addressing future opportunities, challenges and resources.

Useful Links

- [The Policy Project](#), Department of the Prime Minister and Cabinet – includes resources to help build policy capability and has links to [resources on free and frank advice](#)
- Public Service Act 2020 ([section 12](#)) – includes free and frank advice as one of the public service principles and sets out chief executive responsibility for upholding the principles when carrying out their responsibilities and functions. Guidance on the [public service principles](#) includes guidance on the principles of Free and Frank Advice and Stewardship
- Public Records Act 2005 ([section 17\(1\)](#)) and ([section 3\(c\)\(i\)](#)) – provides information regarding government agency responsibilities for creating and maintaining official records
- Cabinet Manual especially paragraphs [3.8 to 3.30](#) – provides advice on free and frank advice backed by policy capability
- Ombudsman - has released guidance on [free and frank opinions and the OIA](#).



Who is responsible for tendering free and frank advice?

Ultimately each chief executive is responsible for tendering free and frank advice — this is for them or their delegates to decide, not for other employees to decide independently. However, to achieve this, chief executives rely on free and frank advice being the norm at every level of its development.

Should free and frank advice be given on all Ministerial priorities?

Yes, regardless of how the priorities are agreed, including through coalition arrangement negotiations, directions from other Ministers, and unforeseen events. If officials think Ministers need to hear advice they should find a way to give it, while being cognisant of what Ministers are trying to achieve.

What if the Minister does not accept the advice given?

Final policy decisions are for Ministers. If Ministers decide on a course of action, despite contrary advice from officials, it is important that the Public Service is responsive to that decision. Once the decision is made, it is the duty of public servants to implement the decision within the law. In regard to public comments on government policy, authorised spokespeople for departments may publicly explain government policy, while defending or justifying it is the Minister's role.

When should advice be given on policy decisions that have already been made?

Once a policy decision has been made, it is not expected to be reconsidered by Ministers. However, public servants can exercise judgement to help Ministers reconsider relevant previous decisions if:

- new pertinent information comes to light
- an uncanvassed opportunity or risk becomes apparent
- government policy directions change
- there is a change in government or Minister(s).

What free and frank advice can be withheld from release under the Official Information Act?

The importance of free and frank advice is reflected in [section 9\(2\)\(g\)\(i\)](#) of the Official Information Act 1982. Advice can be withheld if its release may inhibit the future provision of free and frank advice which is necessary for the effective conduct of public affairs and the good government of New Zealand. Section [9\(2\)\(f\)\(iv\)](#) is also relevant and concerns maintaining the constitutional conventions which protect the confidentiality of advice tendered by Ministers and officials. The Ombudsman has released guidance on [free and frank opinions and the OIA](#).

What role do Ministerial staff have in supporting free and frank advice?

Ministers are free to take advice from other sources too, including involving Ministerial staff in policy development. [The Code of Conduct for Ministerial Staff](#), who are not held to the political neutrality standard, specifies that they should be fair, professional, responsible and trustworthy. This includes respecting the authority of the government of the day, the role of Parliament, and the duty of an impartial Public Service to provide free and frank advice and undertake their responsibilities free from inappropriate influence.

How will I, as an advisor at any level in the agency, be supported if the Minister doesn't agree with the advice?

All advice going to the Minister will have gone through internal agency sign-off processes and goes to the Minister as the agency's advice. If you have been involved in providing advice which is not accepted by the Minister, the next steps are to work with your manager and other colleagues to understand and respond to the Minister's feedback. It may be valuable to debrief at an appropriate time to consider what worked well and what has been learned. If you have any outstanding concerns, raise them with your manager.

What kinds of activities constitute policy stewardship?

Policy stewardship activities reveal new knowledge and insights materially relevant to policy. Specific activities vary over time and by agency and sector, and can be:

- internally-led (for example, dedicating resources to futures thinking, systems thinking, science, research, evaluation, data analytics and identifying risks and opportunities for current and future policy)
- collaborative (for example, actively collaborating with other public sector agencies, local government or external organisations to investigate and realise shared opportunities)
- externally-led (for example, supporting NGOs, academia and private organisations who invest in understanding and openly sharing information and views on policy-relevant issues).

What resources are available now to support free and frank advice and effective policy stewardship?

The [Policy Capability Framework](#) describes key components of agency policy capability for producing quality policy advice. It is used by many agencies to test their capability and prioritise improvements, with 'lines of inquiry' and potential indicators across four main dimensions of capability, identified by policy leaders as critical in a high performing policy shop. The stewardship dimension covers leadership and direction, strategy and priorities, culture, and investment in future capability.

The [Policy Quality Framework](#) describes the key characteristics of quality policy advice (what good looks like), as well as the 'enablers' of great advice (like considering multiple perspectives, good commissioning, quality assurance processes and work planning). This is being used by many agencies to peer review draft advice, and to review advice being tendered for quality improvement purposes.

The [Policy Skills Framework](#) sets out the knowledge, applied skills, practices and behaviours required of policy professionals — from those developing their policy craft to more seasoned experts. It is being used for many purposes including both team and individual development planning.

The Policy Project has also implemented the [Policy Methods Toolbox](#), which is a repository of policy development methods that can help policy practitioners select the right approach. There are six main themes in the Policy Toolbox - Start Right, Behavioural Insights, Design Thinking, Community Engagement, Futures Thinking, Treaty of Waitangi Analysis.

AGENCY INTEGRITY CHAMPIONS – as at November 2024

Agency	Name	Job role
Accident Compensation Corporation (ACC)	Andrew Milne	Deputy Chief Executive, Strategy, Engagement and Planning
Aroturuki Tamariki Independent Children’s Monitor	Shelley Tyson	General Manager Corporate, Strategy and Insights
Charter School Agency	TBC	
Commerce Commission	Marette Morissey	Chief Legal Counsel, Corporate and Governance
Crown Law Office	Sophie Mexsom	Deputy Chief Executive Strategy and Corporate
Department of Conservation	Sia Aston	Deputy Director-General Public Affairs
Department of Corrections	Alex Povey	Director Enterprise Risk & Audit
Department of Internal Affairs	Darrin Sykes	Deputy Chief Executive Organisational Capability & Services
Department of the Prime Minister and Cabinet	Clare Ward	Executive Director, Strategy, Governance and Engagement
Education New Zealand	Di Solomon	General Manager, Government Relations
Education Review Office	Kaden Wilson	Chief of staff
Electricity Authority	Gina Imlach	Director – People and Capability
External Reporting Board (XRB)	Alex Burton	Executive Manager
Fire and Emergency New Zealand	Bryan Dunne	Deputy Chief Executive, Office of the Chief Executive Branch
Inland Revenue Department	Mary Craig	Deputy Commissioner, Enterprise Design and Integrity
Kāinga Ora – Homes and Communities	Al Witcombe	Director, Governance
Land Information New Zealand	Michael Appleyard	Director - Customer Delivery
Manatū Taonga Ministry for Culture & Heritage	Daiman Smith	Deputy Secretary Corporate Services
Ministry for Ethnic Communities	Pratima Namasivayam	Deputy Chief Executive , Policy and Analytics
Ministry for Pacific Peoples	Ali Ajman	Chief of Staff
Ministry for Primary Industries	Gillon Carruthers	Deputy Director-General, Public Affairs
Ministry for Regulation	Denise Mackay	Head of Engagement
Ministry for the Environment	Tracey Kaio	GM, People & Capability
Ministry for Women	Anna Chalmers	Director Communications and Stakeholder Engagement
Ministry of Business, Innovation and Employment	Ann Brennan	Chief Legal Advisor

AGENCY INTEGRITY CHAMPIONS – as at November 2024

Ministry of Defence	Anton Youngman	Deputy Secretary, Strategy Management and Assessment
Ministry of Education	Rob Campbell	Deputy Secretary - Corporate
Ministry of Foreign Affairs and Trade	Raylene Liufalani	Chief of Staff
Ministry of Health	Sarah Turner	Deputy Director-General Government and Executive Services
Ministry of Housing and Urban Development	Brad Ward	Deputy Chief Executive Organisational Performance
Ministry of Justice	Kelvin Watson	Deputy Secretary, Corporate
Ministry of Social Development	Melissa Gill	Deputy Chief Executive, Organisational Assurance and Communication
National Emergency Management Agency	Rachel Walker	Strategic Programme Director
New Zealand Customs Service	Jamie Bamford	Deputy Chief Executive, International and Governance
New Zealand Defence Force	Grant Motley	Brigadier, Chief of Staff
New Zealand Police	Mike Webb	Assurance Director
New Zealand Security Intelligence Service	Emma Spooner	Director Joint Strategy, Performance and Policy, JDGO
NZ on Air	Raewyn Rasch	Head of Operations, Partnerships and Culture
NZQA	Utufaasisili Rosemary Mose	Deputy Chief Executive, Pasifika
Oranga Tamariki—Ministry for Children	Jane Fletcher	Director, Office of the Chief Executive
Parliamentary Counsel Office	Karl Simpson	Deputy Chief Parliamentary Counsel, System and Stewardship
Public Service Commission	Hugo Vitalis	Deputy Chief Executive Strategy, Policy and Integrity
Public Trust	Brad St Clair	General Manager, Legal and Governance
Real Estate Authority	Michael Morrison	Legal Services Manager
Serious Fraud Office	Kylie Cooper	Deputy Chief Executive Legal and Corporate Chief Legal Advisor
Social Investment Agency	Alistair Mason	Deputy Chief Executive , Strategy and Performance
Sport NZ	Bron Hall	Group Manager, People and Culture
Statistics New Zealand	Kate Satterthwaite	General Manager - External and Government Relations
Taumata Arowai	Ashley Cornor	General Counsel
Te Aho o Te Kahu – Cancer Control Agency	Gabrielle Nicholson	Manager, Quality Improvement

AGENCY INTEGRITY CHAMPIONS – as at November 2024

Te Hiringa Mahara Mental Health and Wellbeing Commission	Stuart Allan	Director – Corporate Services
Te Mana Whakaatu - Classifications Office	Blair Mumm	Senior Advisor, Information Unit
Te Manatū Waka Ministry of Transport	Carmen Mak	Deputy Chief Executive, Corporate Services
Te Puni Kōkiri Ministry of Māori Development	Manaia King	Deputy Secretary, Corporate
Te Taurapa Tūhono New Zealand Trade and Enterprise	Claire O'Brien	Director, Business Assurance
Te Whatu Ora – Health New Zealand	Andrew Cordner	Chief Legal Officer
Te Kāhui Tātari Ture Criminal Cases Review Commission	Yasmin Campbell	Senior Corporate Advisor
Tertiary Education Commission	John Soulis	Deputy Chief Executive Finance and CFO
The Office for Māori Crown Relations: Te Arawhiti	Warren Fraser	Deputy Chief Executive, Strategy and Policy
The Treasury	Andrew Rutledge	Director, Office of the Secretary
Toka Tū Ake EQC	Michala Beacham	Chief Strategy Officer
Waka Kotahi New Zealand Transport Agency	Karen Jones	GGM, Engagement and Partnerships
Whaikaha - Ministry of Disabled People	Hayley Evans	Deputy Chief Executive Corporate Services
WorkSafe New Zealand	Ashley Owers	Manager Ministerial Services