



<b>Report Title:</b>	<b>Appointment Process: Secretary for Regulation and Chief Executive, Ministry for Regulation</b>		
<b>Report No:</b>	<b>2024-0127</b>		
<b>Date:</b>	<b>24 April 2024</b>		
<b>To:</b>	<b>Hon Nicola Willis, Minister for the Public Service</b>		
<b>Action Sought:</b>	Forward a copy of this paper to the Minister for Regulation, Hon David Seymour.	<b>Due Date</b>	As soon as possible
	Confirm your priorities for the Secretary for Regulation and Chief Executive (through the draft Position Description enclosed).	<b>Due Date</b>	1 May 2024
	Lodge the attached Cabinet paper and position description once you have had confirmation that the Minister for Regulation's priorities are appropriately reflected.	<b>Due Date</b>	2 May 2024
<b>Cc:</b>	<b>Hon David Seymour, Minister for Regulation</b>		
	Note the enclosed appointment process and indicative timeline for the appointment of the Secretary for Regulation and Chief Executive.	<b>Due Date</b>	1 May 2024
	Confirm your priorities for the Secretary for Regulation and Chief Executive (through the draft Position Description enclosed).	<b>Due Date</b>	1 May 2024
<b>Contact Person:</b>	<b>Thor Gudjonsson, Deputy Commissioner, System and Agency Performance</b>		
<b>Contact No:</b>	9(2)(a) privacy		
<b>Encl:</b>	Yes	<b>Priority:</b>	Medium
<b>Security Level:</b>	<b>IN CONFIDENCE</b>		

## **Executive Summary**

1. The Ministry for Regulation was established on 1 March 2024. Ms Gráinne Moss was appointed Establishment Secretary for Regulation and Chief Executive, Ministry for Regulation (Secretary for Regulation) for a six-month term through to 31 August 2024.
2. Deputy Public Service Commissioner Rebecca Kitteridge intends to shortly commence the appointment process for a substantive Secretary for Regulation.
3. This report provides you with information on the appointment process, your involvement and indicative timings for the substantive appointment.

**IN CONFIDENCE**

## **Recommended Action**

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We recommend that the Minister for the Public Service:

- a **Confirm** your priorities for the Secretary for Regulation and Chief Executive (through the draft Position Description enclosed).  
*Feedback provided/ no feedback necessary.*
- b **Refer** this report and the draft position description to the Minister for Regulation.  
*Referred/ not referred.*
- c **Lodge** the attached Cabinet paper and position description once you have had confirmation that the Minister for Regulation's priorities are appropriately reflected.  
*Lodged/ not lodged.*

Hon Nicola Willis

**Minister for the Public Service**

We recommend that the Minister for Regulation:

- a) **Confirm** your priorities for the Secretary for Regulation and Chief Executive are appropriately reflected through the enclosed draft Position Description.  
*Feedback provided/ no feedback necessary*

Hon David Seymour

**Minister for Regulation**

## **Substantive Secretary for Regulation and Chief Executive Appointment Process.**

4. The process for appointing Public Service secretaries is set out in schedule 7 of the Public Service Act 2020 (the Act). The Act provides for input by the Government but provides statutory independence for the Public Service Commissioner or Deputy Public Service Commissioner in the selection of the person for the job.
5. The Act provides for input by the Government at three points in the appointment process:
  - a. an invitation to the Minister for the Public Service and appropriate responsible (portfolio) Minister to identify any matters that should be considered throughout the appointment process (this report);
  - b. consultation with the responsible Minister on persons to be appointed by the Commissioner or Deputy Commissioner as interview panellists; and
  - c. consultation with the Prime Minister and Minister for the Public Service before finalising terms and conditions of employment.
6. The Commissioner or Deputy Commissioner updates the Minister for the Public Service and the responsible Minister at key points throughout the process, including at shortlisting and after interviews.
7. Following the recruitment and interview process, a recommendation for appointment is made by the Public Service Commissioner or Deputy Public Service Commissioner as chairperson to the Minister for the Public Service, who refers it to the Cabinet Appointment and Honours Committee (APH) and Cabinet, and then on to the Governor-General in Council.

## **Position Description**

8. The Position Description is the formal document against which the assessment of a suitable appointee is made. It is made publicly available during the recruitment process.
9. An initial Position Description was confirmed by Cabinet on 23 January 2024 as part of the paper to establish the new department. That Position Description has since been updated to reflect the work that has already been undertaken to establish the agency and its work programme, and discussions with the Minister for Regulation.
10. We are now seeking your confirmation that your priorities for the Secretary for Regulation are reflected in the enclosed draft position description.
11. The final position description will be submitted to APH and Cabinet for confirmation before advertising for the substantive position commences.

## **Interview Panel**

12. In accordance with the Act, the interview panel will be comprised of:
  - a. the Public Service Commissioner or Deputy Public Service Commissioner as chairperson; and
  - b. the Deputy Commissioner or an employee of the Commissioner; and
  - c. one or more persons to be appointed by the Commissioner as panellists after consultation with the responsible Minister.
13. The Deputy Public Service Commissioner will consult the Minister for Regulation on the proposed panel composition shortly.

## Indicative Timeline

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14. An indicative timeline for this appointment is proposed below:

Action	Proposed Dates
APH	7 May
Cabinet	13 May
Commence advertising	14 May
Applications close	w/c 3 June
Shortlisting	w/c 6 June
Update to Ministers	w/c 6 June
Assessment	Mid to late June
Panel interviews	Early July
Update to Ministers	Early July
Probity & security clearance	Mid July
<b>APH</b> (recommendation for appointment)	Late July
<b>Cabinet &amp; Governor-General</b>	Early August
Announcement	Early August
CE commences in role	1 September



<b>Title:</b>	<b>Secretary for Regulation and Chief Executive: Vacancy paper at APH Tuesday 7 May 2024</b>		
<b>Report No:</b>	<b>2024-0136</b>		
<b>Date:</b>	<b>2 May 2024</b>	<b>Security Level:</b>	<b>IN CONFIDENCE</b>
<b>Minister and Portfolio:</b>	<b>Hon Nicola Willis, Minister for the Public Service</b>		

<b>Purpose</b>	This aide memoire provides you with information to support your item at the Cabinet Appointment and Honours Committee (APH) on Tuesday 7 May 2024, regarding the Secretary for Regulation and Chief Executive, Ministry for Regulation (Secretary for Regulation) vacancy.
<b>Date of meeting</b>	7 May 2024
<b>Background</b>	<p>On 7 May 2024 APH is being asked to:</p> <ul style="list-style-type: none"> <li>Note the impending vacancy for the Secretary for Regulation role; and</li> <li>Confirm the related position description as the basis for selecting a suitable candidate for appointment.</li> </ul>
<b>Key points</b>	<ul style="list-style-type: none"> <li>On 1 March 2024 the Ministry for Regulation was established as a new department. Ms Gráinne Moss was appointed as the Acting Secretary for Regulation for a six month term through to 31 August 2024.</li> <li>Deputy Public Service Commissioner, Rebecca Kitteridge, now intends to commence a process to appoint a substantive Secretary for Regulation.</li> </ul> <p><i>Consultation on the position description</i></p> <ul style="list-style-type: none"> <li>An initial position description was confirmed by Cabinet on 23 January 2024 as part of the paper to establish the new department. That position description has since been updated to reflect the work that has already been undertaken to establish the agency and its work programme, and discussions with the Minister for Regulation.</li> <li>The Minister for Regulation and I have advised the Deputy Public Service Commissioner on matters to be taken into account in making an appointment to this position, via the position description now submitted to APH.</li> <li>The position description has been updated to reflect the outcome of this consultation.</li> </ul> <p><i>Commencing the appointment process</i></p> <ul style="list-style-type: none"> <li>Advertising is scheduled to commence, following approval of the position description.</li> <li>The Deputy Public Service Commissioner will keep the Minister for Regulation and I updated throughout the recruitment process.</li> </ul>
<b>Author</b>	Lily Gilchrist, Principal Advisor, System and Agency Performance
<b>Contact</b>	Emma Shaw, Director, System and Agency Performance <a href="#">9(2)(a) privacy</a>

**IN CONFIDENCE**

Office of the Minister for the Public Service

Chair  
Cabinet Appointments and Honours Committee

**Vacancy: Secretary for Regulation and Chief Executive, Ministry for Regulation**

**Proposal**

- 1 The Ministry for Regulation was established on 1 March 2024. Ms Gráinne Moss was appointed Establishment Secretary for Regulation and Chief Executive, Ministry for Regulation (Secretary for Regulation) for a six-month term through to 31 August 2024, creating a vacancy in the position from 1 September 2024.
- 2 The Public Service Commissioner (or Deputy Public Service Commissioner, when delegated by the Commissioner) is responsible for making this appointment while consulting with me and the Minister for Regulation, as the responsible portfolio Minister, at key stages of the process as prescribed in the Public Service Act 2020.
- 3 Cabinet previously approved a position description for the Secretary for Regulation role. This position description has now been updated to reflect the progress already made following the establishment of the agency on 1 March 2024. The Minister for Regulation and I have also further advised the Deputy Public Service Commissioner on matters to be taken into account in making a substantive appointment to this position (as required under Schedule 7, section 3(2)(b) of the Public Service Act 2020).
- 4 I now submit to the Cabinet Appointments and Honours Committee for its consideration the attached updated position description. After a contestable process, Cabinet will be asked to refer the Commissioner's recommendation for appointment to the Governor-General.

**Recommendations**

- 5 The Minister recommends that the Cabinet Appointments and Honours Committee:
  - 5.1 **note** the impending vacancy in the position of Secretary for Regulation and Chief Executive, Ministry for Regulation; and
  - 5.2 **confirm** the attached position description as a basis for selecting a suitable candidate for appointment.

Authorised for lodgement

Hon Nicola Willis  
**Minister for the Public Service**

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**IN CONFIDENCE**



# Cabinet Appointments and Honours Committee

## Minute of Decision

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*This document contains information for the New Zealand Cabinet. It must be treated in confidence and handled in accordance with any security classification, or other endorsement. The information can only be released, including under the Official Information Act 1982, by persons with the appropriate authority.*

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### Chief Executive: Vacancy

**Portfolio**                      **Public Service**

On 7 May 2024, the Cabinet Appointments and Honours Committee:

- 1            **noted** the impending vacancy in the position of Secretary for Regulation and Chief Executive, Ministry for Regulation;
- 2            **confirmed** the attached position description under APH-24-SUB-0063 as a basis for selecting a suitable candidate for appointment.

Rachel Clarke  
Committee Secretary

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**Present:**

Rt Hon Winston Peters (Chair)  
Hon David Seymour  
Hon Nicola Willis  
Hon Chris Bishop  
Hon Dr Shane Reti  
Hon Erica Stanford  
Hon Paul Goldsmith  
Hon Louise Upston  
Hon Tama Potaka  
Hon Matt Doocey  
Hon Simon Watts  
Hon Melissa Lee  
Hon Nicole McKee  
Hon Andrew Bayly  
Hon Karen Chhour.

**Officials present from:**



# Cabinet

## Minute of Decision

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### Report of the Cabinet Appointments and Honours Committee: Period Ended 10 May 2024

On 13 May 2024, Cabinet made the following decisions on the work of the Cabinet Appointments and Honours Committee for the period ended 10 May 2024:

out of scope



APH-24-MIN-0063


**Chief Executive: Vacancy**  
Portfolio: Public Service

CONFIRMED

out of scope



out of scope



Rachel Hayward  
Secretary of the Cabinet



<b>Report Title:</b>	<b>Appointment: Secretary for Regulation and Chief Executive, Ministry for Regulation</b>		
<b>Report No:</b>	2024-0269		
<b>Date:</b>	2 September 2024		
<b>To:</b>	<b>Hon Nicola Willis, Minister for the Public Service</b>		
<b>Action Sought:</b>	Sign and lodge the attached Cabinet Appointments and Honours Committee (APH) papers	<b>Due Date</b>	Thursday 5 September 2025
<b>Contact Person:</b>	<b>Emma Shaw, Manager Leadership, Development and Recruitment</b>		
<b>Contact No:</b>	9(2)(a) privacy		
<b>Encl:</b>	Yes	<b>Priority:</b>	Medium
<b>Security Level:</b>	<b>SENSITIVE-STAFF</b>		

### Executive Summary

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- 1 The Deputy Public Service Commissioner intends to appoint Ms Gráinne Moss as Secretary for Regulation and Chief Executive, Ministry for Regulation.
- 2 The Minister for Regulation has been briefed and is supportive of the proposal to appoint Ms Moss to the role.
- 3 In accordance with schedule 7 clause 7 of the Public Service Act 2020, the Deputy Public Service Commissioner is required to consult with you and the Prime Minister before finalising the terms and conditions of employment for Ms Moss. Your office will receive a letter that details the relevant terms and conditions for Ms Moss.

### Recommended Action

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We recommend that you:

- a **sign and lodge** the attached APH paper regarding the appointment of Ms Gráinne Moss as Secretary for Regulation and Chief Executive, Ministry for Regulation, for consideration by APH on 10 September 2024.

Hon Nicola Willis  
**Minister for the Public Service**



<b>Title:</b>	<b>Talking points for APH and Executive Council: Appointment of the Secretary for Regulation and Chief Executive, Ministry for Regulation</b>		
<b>Report No:</b>	<b>2024-0275</b>		
<b>Date:</b>	<b>5 September 2024</b>	<b>Security Level:</b>	<b>SENSITIVE-STAFF</b>
<b>Minister and Portfolio:</b>	<b>Hon Nicola Willis, Minister for the Public Service</b>		

**Purpose** This aide memoire provides you with information to support your item at the Cabinet Appointment and Honours Committee (APH) on Tuesday 10 September and Executive Council on Monday 16 September, regarding the appointment of the Secretary for Regulation and Chief Executive, Ministry for Regulation.

**Date of meetings** Tuesday 10 September 2024 (APH) and Monday 16 September 2024 (Executive Council)

### Talking points

- The position description for this role was considered by APH on 7 May 2024 and confirmed as the basis for selecting a candidate.
  - The vacancy was advertised online from 14 May 2024 to 3 June 2024.
  - 16 candidates applied for the role and six were shortlisted for assessments and panel interviews.
- Appointment Process**
- Shortlisted candidates were interviewed on 5 July 2024 and 12 August 2024, by a panel comprised of:
    - Ms Rebecca Kitteridge, Deputy Public Service Commissioner (Chair)
    - Ms Gaye Searancke
    - Dr Bryce Wilkinson
    - Mr Rauru Kirikiri, Kaihautū (5 July only)

- The Deputy Public Service Commissioner is recommending Ms Gráinne Moss be appointed to the Secretary for Regulation role for a five-year term.
- The Minister for Regulation has been consulted and is supportive of this proposal.

#### *Experience*

**Recommended Appointee**

- Ms Moss is currently the Acting Secretary for Regulation and Chief Executive, Ministry for Regulation, a role she has held since March 2024.
- She was previously the Chief Executive and System Lead, Pay Equity from April 2021 - February 2024 and the Secretary for Children from 2016-2021.
- Ms Moss has previously held senior roles at Bupa Care Services New Zealand from 2007-2016.

#### *Organisational leadership*

- Ms Moss is an experienced organisational leader having led large groups and organisations across both public and private sectors. She has successfully led organisations through every stage - establishment, growth and transformation.

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- As the Acting Secretary for Regulation, Ms Moss has recruited and built out capability to supplement the expertise that was transferred from the Ministry of Business Innovation and Employment and the Treasury.

*System Leadership*

- Ms Moss is experienced at working alongside other agencies to identify opportunities and has the credibility to influence and drive change. She has a track record of working across the Public Service to achieve collective results.

*Sector Experience*

- Ms Moss has a deep understanding of public policy, machinery of government and legislative processes.
- Although not an economist herself, Ms Moss impressed the panel with her pragmatic approach to building economic expertise into the Ministry to ensure its work is underpinned by a sound understanding of economic (including microeconomic) and public choice theories.

*Context management*

- Ms Moss has extensive experience working with Ministers in the New Zealand government context, including providing advice on complex issues across multiple portfolio areas.
- She is a resilient and agile leader and has the enthusiasm and ability to continue to build and maintain relationships across the public and private sectors.

*Communications and consultation*

- Subject to the Governor-General's acceptance of the recommendation, the Deputy Public Service Commissioner intends to publicly announce the appointment on 18 September 2024.
- The Commission will publicly release associated documents, including this paper, on their website, as is the standard practice for Public Service Chief Executive appointments.

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**Author** Lily Gilchrist, Principal Advisor, Leadership Development and Recruitment

**Manager** Emma Shaw, Manager, Leadership Development and Recruitment

Office of the Minister for the Public Service  
Chair  
Cabinet Appointments and Honours Committee

**Appointment: Secretary for Regulation and Chief Executive, Ministry for Regulation**

- 1 The Deputy Public Service Commissioner has forwarded to me, as the Minister for the Public Service, a recommendation for the appointment of Gráinne Mary Moss to the position of Secretary for Regulation and Chief Executive, Ministry for Regulation, under schedule 7 clause 3(10) of the Public Service Act 2020 (the Act).
- 2 I now submit the Deputy Public Service Commissioner's recommendation, attached under this coversheet, to the Cabinet Appointments and Honours Committee for consideration and referral to the Governor-General in Council, via Cabinet.
- 3 The appropriate Minister and I have been consulted by the Deputy Public Service Commissioner about this appointment.
- 4 The Deputy Public Service Commissioner will consult the Prime Minister and me before finalising conditions of employment for Gráinne Mary Moss, including her term of appointment, as required under schedule 7 clause 7(1) of the Act.

**Recommendations**

- 5 I recommend that Cabinet:
  - 1 **accept** the recommendation of the Deputy Public Service Commissioner to appoint Gráinne Mary Moss to the position of Secretary for Regulation and Chief Executive, Ministry for Regulation;
  - 2 **refer** the recommendation and the attached curriculum vitae to the Governor-General in Council;
  - 3 **note** that the Deputy Public Service Commissioner is consulting with the Prime Minister and the Minister for the Public Service before finalising terms and conditions of employment with Gráinne Mary Moss;
  - 4 **note** that under the Act, the Deputy Public Service Commissioner is required to publicly announce appointments; and
  - 5 **note** that, subject to the Governor-General's acceptance of the Deputy Public Service Commissioner's recommendation, the Deputy Public Service Commissioner intends to:
    - 5.1 publicly announce the appointment of Gráinne Mary Moss in the New Zealand Gazette; and
    - 5.2 proactively release associated documents on Te Kawa Mataaho Public Service Commission's website.

Authorised for Lodgement

Hon Nicola Willis  
**Minister for the Public Service**

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Hon Nicola Willis  
Minister for the Public Service

**Appointment: Secretary for Regulation and Chief Executive, Ministry for Regulation (Secretary for Regulation)**

***Proposal***

- 1 I recommend that Gráinne Mary Moss be appointed to the position of Secretary for Regulation and Chief Executive, Ministry for Regulation (Secretary for Regulation) for a five-year term.
- 2 I consider that Ms Moss has the necessary skills and experience to successfully lead the Ministry for Regulation. Ms Moss is currently the Acting Secretary for Regulation, a role she has held since 1 March 2024. She was previously the Chief Executive and System Lead, Pay Equity from April 2021 - February 2024. A copy of her summarised curriculum vitae is attached.
- 3 I propose that you forward my appointment recommendation to the Cabinet Appointments and Honours Committee for referral on to Cabinet and the Governor-General in Council. An advice sheet for execution by the Governor-General is attached.

***Background***

- 4 On 1 March 2024 a vacancy was created in the position of Secretary for Regulation when the Ministry for Regulation was established. Ms Moss was appointed as the Acting Secretary for Regulation until a substantive Secretary could be appointed.
- 5 The position description for the Secretary for Regulation role was confirmed by the Cabinet Appointments and Honours Committee on 7 May 2024 as the basis for selection to the role [APH-24-MIN-0063 refers].
- 6 The vacancy was advertised online from 14 May – 3 June 2024. A total of 16 applications were received, with 6 being shortlisted for interview.

***Requirements of the Position***

- 7 The Ministry for Regulation (the Ministry) is the government's steward for regulatory activity. As a new central agency, the Ministry aims to strengthen New Zealand's regulatory management system by lifting quality across all regulatory systems and ensuring agencies with regulatory responsibilities follow best practice.
- 8 The Ministry for Regulation works through and with other government departments and Ministers to identify opportunities to improve the quality, performance, and maintenance of New Zealand's 180-200 regulatory systems.

- 9 The Secretary for Regulation is expected to direct their efforts and achieve success in the following areas:
- Work to the Minister for Regulation, and alongside central agencies and other key stakeholders, to refine the work programme and priority areas for the new agency.
  - Build the Ministry's influence, credibility, and value-add as a central agency.
  - Position the Ministry to grow sustainably as its roles are refined, embedded and expanded.
  - Continue to build a fit for purpose organisational culture to attract, develop and retain talented people.
  - Conduct regulatory reviews across sectors.
  - Develop and embed effective and efficient mechanisms to engage with stakeholders across the public and private sectors on systemic issues.
  - As the steward of the regulatory system work closely with other agencies to improve and build greater capability in regulatory stewardship and support a Head of Profession to build regulatory practice.
  - Maintain constructive relationships with agencies that have regulatory responsibilities.

#### ***Selection Process***

- 10 I have undertaken a comprehensive recruitment and assessment process for the Secretary for Regulation, including the engagement of external assessment consultants.
- 11 Shortlisted candidates were interviewed on Friday, 5 July 2024 and Monday 12 August by a panel comprised of:
- Ms Rebecca Kitteridge, Deputy Public Service Commissioner, Chair of the interview panel (myself);
  - Ms Gaye Searancke, Chief Executive on Assignment, Public Service Commission;
  - Mr Rauru Kirikiri, Kaihautū (5 July 2024 only);
  - Dr Bryce Wilkinson, External Panel Member.

#### ***Recommended Appointee***

- 12 Ms Moss is an experienced senior leader, with considerable experience working at an executive level. She is skilled at driving complex work programmes and delivering on government priorities. Ms Moss has extensive networks and has built positive relationships across the public sector which enable her to effectively collaborate with Public Service Chief Executives and a range of broader stakeholders, including in the private sector and business.

*System Leadership*

- 13 Ms Moss is highly collaborative in her leadership style and has a track record of working across the system to achieve collective results. She is experienced at working alongside other agencies to identify opportunities and has the credibility to influence and drive change.
- 14 As Chief Executive and System Lead for Pay Equity, Ms Moss provided strategic advice and leadership to the Public Service in relation to pay equity and chaired the Chief Executives Steering Group for the PSA Public Service Administration and Clerical Pay Equity Claims and the Central Agency Pay Equity Governance Group. Ms Moss deftly engaged and advised her chief executive colleagues on the Pay Equity Principles and led pay equity bargaining and pay equity processes on behalf of Public Service and Crown agencies.

*Organisational Leadership*

- 15 Ms Moss is an experienced organisational leader having led large groups and organisations across both public and private sectors. As a skilled people leader, she has successfully led organisations through every stage - establishment, growth and transformation.
- 16 Ms Moss has experience attracting and building high performing teams as well as developing the necessary workforce capability. While Ms Moss was the Secretary for Children and Chief Executive, Oranga Tamariki - Ministry for Children, she led a large and nationally dispersed workforce of approximately 5000 people.
- 17 As the Acting Secretary for Regulation, Ms Moss has quickly established the Ministry and positioned it to deliver on government priorities. She has recruited and built out capability to supplement the expertise that was transferred from the Ministry of Business Innovation and Employment and the Treasury. As part of this, Ms Moss has set a fit for purpose culture to foster high performance and delivery.

*Sector Experience*

- 18 As an experienced Public Service leader, Ms Moss has a deep understanding of public policy, machinery of government and legislative processes. Ms Moss has led organisations in highly regulated sectors and demonstrated to the panel that she has the ability to build and maintain credibility with stakeholders in regulated sectors.
- 19 Although not an economist herself, Ms Moss impressed the panel with her pragmatic approach to building economic expertise into the Ministry to ensure its work is underpinned by a sound understanding of economic (including microeconomic) and public choice theories. The panel had confidence that Ms Moss would be able to implement this.

*Context Management*

- 20 Since 2016, Ms Moss has had extensive experience working with Ministers in the New Zealand government context, including providing advice on a number of complex issues across various portfolio areas. Ms Moss has a nuanced and deft approach when providing advice on difficult issues.
- 21 Ms Moss is a resilient and agile leader and has the enthusiasm and ability to continue to build and maintain relationships across the public and private sectors. She has established relationships with her chief executive peers which the panel were confident she would be able to leverage to deliver the Ministry's work programme.

established relationships with her chief executive peers which the panel were confident she would be able to leverage to deliver the Ministry's work programme.

*Further Supporting Material*

- 22 Ms Moss demonstrated to the panel that she is well prepared and committed to continuing to lead the Ministry for Regulation. She strives to achieve high performance and is dedicated to meeting the standards expected of the Public Service.
- 23 Ms Moss was subjected to a comprehensive vetting and reference check process. Reference checks were undertaken with referees that Ms Moss provided, as well as a referee not provided by Ms Moss. References included direct reports, line managers, and peers. All referees agreed Ms Moss is ready for the role and would make an excellent Secretary for Regulation for New Zealand.
- 24 Referees referred to Ms Moss' naturally collaborative approach to leadership as well as her inclusive approach to leading at all levels. Referees reinforced her pragmatic approach to delivery and her ability to get 'cut through'. Referees also noted that Ms Moss is calm and professional under pressure. There were no issues of integrity or credibility raised by any of the referees.
- 25 Ms Moss holds a Bachelor of Science with Honours from the University of Liverpool as well as Master of Business Administration with Honours from the International Institute for Management Development in Lausanne, Switzerland.
- 26 In summary, I am of the view that Gráinne Mary Moss meets the requirements outlined in the attached position description.

***Conditions of Employment***

- 27 I have consulted with the Minister for Regulation about the proposed appointment and he is supportive of the proposal.
- 28 In accordance with schedule 7, clause 7(1) of the Public Service Act 2020, I will consult with you, as the Minister for the Public Service and the Prime Minister before finalising the terms and conditions of employment for Ms Moss, including the proposed five-year term of appointment.
- 29 The Secretary for Regulation must be able to obtain and maintain a Secret security clearance. Ms Moss has S9(2)(a) privacy the necessary clearance.

***Publicity***

- 30 Subject to the Governor-General's acceptance of my recommendation, I intend to publicly announce the appointment of Ms Moss on 18 September 2024.
- 31 It is also my intention to publicly release associated documents, including this paper, on the Te Kawa Mataaho Public Service Commission's website, as is our standard practice for Chief Executive appointment recommendations. The documents will have any necessary redactions in accordance with the Official Information Act 1982. You will be consulted on the communications plan and material to be released.

**Recommendations**

32 I recommend that you:

- 1 **forward** my recommendation to **appoint** Gráinne Mary Moss to the position of Secretary for Regulation and Chief Executive, Ministry for Regulation, to the Cabinet Appointments and Honours Committee for referral to the Governor-General in Council;
- 2 **note** that an advice sheet for appointment is attached for execution by the Governor-General in due course;
- 3 **note** that I will consult with the Prime Minister and you, as the Minister for the Public Service, before finalising terms and conditions of employment for Ms Moss, including her term of appointment;
- 4 **note** that Ms Moss's employment is subject to her **9(2)(a) privacy** a Secret security clearance;
- 5 **note** that, subject to the Governor-General's acceptance of my recommendation, I intend to:
  - 5.1 publicly announce the appointment of Ms Moss on Wednesday, 18 September 2024; and
  - 5.2 proactively release associated documents on the Te Kawa Mataaho Public Service Commission's website.

*Rebecca Kitteridge*

Rebecca Kitteridge  
Te Pou Turuki mō Te Kawa Mataaho  
Deputy Public Service Commissioner



# Cabinet Appointments and Honours Committee

## Minute of Decision

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### Chief Executive Appointment

**Portfolio**                      **Public Service**

On 10 September 2024, the Cabinet Appointments and Honours Committee **recommended that Cabinet:**

- 1        note the recommendation of the Deputy Public Service Commissioner to **appoint** Gráinne Mary MOSS to the position of Secretary for Regulation and Chief Executive, Ministry for Regulation;
- 2        authorise the submission of the appointment documents and curriculum vitae to the Governor-General in Council;
- 3        note that the position description attached under APH-24-SUB-0202, which sets out the role requirements for the position of Secretary for Regulation and Chief Executive, Ministry for Regulation;
- 4        note that the Deputy Public Service Commissioner is consulting with the Prime Minister and the Minister for the Public Service before finalising terms and conditions of employment with Gráinne Mary Moss;
- 5        note that under the Public Service Act 2020, the Deputy Public Service Commissioner is required to publicly announce the appointment;
- 6        note that, subject to the Governor-General's acceptance of the Deputy Public Service Commissioner's recommendation, the Deputy Public Service Commissioner intends to:
  - 6.1      publicly announce the appointment of Gráinne Mary Moss in the New Zealand Gazette;
  - 6.2      proactively release associated documents on Te Kawa Mataaho Public Service Commission's website.

Rachel Clarke  
Committee Secretary

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**Attendance (see over)**

**Present:**

Rt Hon Christopher Luxon (Chair)  
Hon David Seymour  
Hon Nicola Willis  
Hon Brooke van Velden  
Hon Shane Jones  
Hon Erica Stanford  
Hon Louise Upston  
Hon Tama Potaka  
Hon Matt Doocey  
Hon Nicola Grigg  
Hon Karen Chhour

**Officials present from:**



# Cabinet

## Minute of Decision

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### Chief Executive: Appointment

#### Portfolio                      Public Service

On 16 September 2024, following reference from the Cabinet Appointments and Honours Committee, Cabinet:

- 1        **noted** the recommendation of the Deputy Public Service Commissioner to **appoint** Gráinne Mary MOSS to the position of Secretary for Regulation and Chief Executive, Ministry for Regulation;
- 2        **authorised** the submission of the appointment documents and curriculum vitae to the Governor-General in Council;
- 3        **noted** the position description attached under CAB-24-SUB-0351, which sets out the role requirements for the position of Secretary for Regulation and Chief Executive, Ministry for Regulation;
- 4        **noted** that the Deputy Public Service Commissioner is consulting with the Prime Minister and the Minister for the Public Service before finalising terms and conditions of employment with Gráinne Mary Moss;
- 5        **noted** that under the Public Service Act 2020, the Deputy Public Service Commissioner is required to publicly announce the appointment;
- 6        **noted** that, subject to the Governor-General's acceptance of the Deputy Public Service Commissioner's recommendation, the Deputy Public Service Commissioner intends to:
  - 6.1      publicly announce the appointment of Gráinne Mary Moss in the New Zealand Gazette;
  - 6.2      proactively release associated documents on Te Kawa Mataaho Public Service Commission's website.

Rachel Hayward  
Secretary of the Cabinet

# Position Description



**Te Kawa Mataaho**  
Public Service Commission



**Position**                    **Secretary for Regulation and Chief Executive**

**Agency**                    **Ministry for Regulation**

**This position is a member of the Public Service Leadership Team**

## Position purpose

The Ministry for Regulation is the government's steward for regulatory activity. Regulatory activity is any activity where the government restricts the use and exchange of private property for a public policy purpose.

The Ministry for Regulation aims to strengthen the regulatory management system to improve regulatory quality in New Zealand. Its purpose is to lift quality across all regulatory systems and ensure agencies with regulatory responsibilities follow best practice. The Secretary for Regulation is responsible for the overall stewardship of the regulatory management system.

Regulatory systems comprise a set of rules, organisations and activities that share a common policy objective (e.g. food safety). They are not limited to primary and secondary legislation but include a range of activities including the delivery of services, education, monitoring and enforcement, and dispute resolution. These systems need to be continually maintained, reviewed and updated to keep them fit-for-purpose, avoid regulatory failure, and ensure they deliver value for New Zealanders.

The Ministry identifies rules and regulations that are superfluous, not working or could be improved, and prepares implementable policy to reform them. It is responsible for the quality of policy analysis relative to new initiatives across government. Simple, clear and essential rules and regulations will help New Zealanders to do more - leading to greater productivity and far better outcomes.

The Ministry works through and with other government departments and Ministers to identify opportunities to improve the quality, performance, and maintenance of New Zealand's 180-200 regulatory systems.

The Ministry for Regulation was established on 1 March 2024 and has brought together current regulatory stewardship arrangements and developed additional functions to help lift regulatory quality and practice. Once fully established the Ministry will be responsible for:

- Regulatory strategy
- Government Regulatory Practice Initiative (G-REG) team
- Evaluation of proposals for new regulation
- Carrying out regulatory reviews of specific sectors
- Producing omnibus bills to implement the findings of regulatory system reviews

The Ministry for Regulation is a central agency responsible to the Minister for Regulation. The Ministry is based in Wellington and once fully established is anticipated to employ approximately 60 FTE.

<b>Accountabilities</b>	
<b>Agency</b>	<p>The Secretary for Regulation and Chief Executive is accountable for:</p> <ul style="list-style-type: none"> <li>• stewardship of the regulatory management system.</li> <li>• building agencies' regulatory stewardship and regulatory practice capability through the functional lead and Head of Profession roles.</li> <li>• the continued delivery of the existing roles and work programmes including the regulatory stewardship function from Treasury and the Government Regulatory Practice Initiative (G-REG).</li> <li>• carrying out regulatory reviews.</li> </ul> <p>and over time will be accountable for:</p> <ul style="list-style-type: none"> <li>• evaluating proposals for new regulation.</li> <li>• producing omnibus bills to implement the findings of regulatory system reviews.</li> </ul>
<b>Critical success priorities</b>	<p>The Secretary for Regulation and Chief Executive will have an understanding of regulatory systems, and what well designed, well understood and well operated systems look like.</p> <p>The Secretary for Regulation is expected to direct their effort and achieve success in the following areas:</p> <ul style="list-style-type: none"> <li>• Work to the Minister for Regulation, and alongside central agencies and other key stakeholders, to refine the work programme and priority areas for the new agency.</li> <li>• Build the Ministry's influence, credibility, and value-add as a central agency.</li> <li>• Position the Ministry to grow sustainably as its roles are refined, embedded and expanded.</li> <li>• Continue to build a fit for purpose organisational culture to attract, develop and retain talented people.</li> <li>• Conduct regulatory reviews across sectors.</li> <li>• Develop and embed effective and efficient mechanisms to engage with stakeholders across the public and private sectors on systemic issues.</li> <li>• As the steward of the regulatory system work closely with other agencies to improve and build greater capability in regulatory stewardship and support a Head of Profession to build regulatory practice.</li> <li>• Maintain constructive relationships with agencies that have regulatory responsibilities.</li> </ul>
<b>System</b>	<p>As a Public Service chief executive, the Secretary for Regulation has the responsibilities, functions and duties as set out in the Public Service Act 2020, the Public Finance Act 1989 and other relevant statutes and legislation.</p> <p>As a member of the Public Service Leadership Team, the Secretary for Regulation is responsible for providing strategic leadership that contributes to an effective and cohesive public service; working together to model leadership behaviours; and assisting the other members to fulfil their responsibilities.</p> <p>As a Public Service leader, the Secretary for Regulation will:</p> <ul style="list-style-type: none"> <li>• Preserve, protect and nurture the spirit of service to the community that public service employees bring to their work;</li> <li>• Uphold the public service principles of political neutrality, free and frank advice, merit-based appointments, open government, and stewardship, and ensure that the agency they lead also does so;</li> <li>• Demonstrate and uphold the values of the Public Service as set out in the Public Service Act 2020;</li> <li>• Uphold the general responsibilities to the appropriate Minister, as set out in the Public Service Act 2020, including ensuring the integrity and conduct of the agency's employees;</li> </ul>

	<ul style="list-style-type: none"> <li>• Support the Crown in its relationships with Māori under te Tiriti o Waitangi and the Treaty of Waitangi by developing and maintaining the capability of the agency and the wider public service to engage with Māori and to understand Māori perspectives;</li> <li>• Promote diversity and inclusiveness and have regard to the principle that, in order to achieve fairness in employment and a more flexible effective public service, it is desirable for the group comprising all public service employees to, as far as practicable, reflect the makeup of society.</li> </ul>
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## Leadership Roadmap

The Secretary for Regulation must demonstrate applied experience across a number of the dimensions set out below:

<i>Priority 1</i> <b>System Leadership</b>	<i>Priority 2</i> <b>Organisational Leadership</b>	<i>Priority 3</i> <b>Sector Experience</b>	<i>Priority 4</i> <b>Context Management</b>
Ability to question and challenge the status quo to achieve innovative outcomes across the regulatory system.	Ability to shape the organisation during its establishment phase and position it for strategic impact.	Regulatory sector experience so that credibility with stakeholders can be quickly established and maintained.	Experience working effectively with Ministers and providing advice on complex issues.
Experience developing high quality advice in collaboration with other agencies on complex issues.	Experience attracting and building high performing teams to develop the necessary workforce capability.	A sound understanding of microeconomics and public choice theory.	An understanding of the Crown's relationship with Māori.
Ability to work alongside other government agencies to identify opportunities to strengthen the regulatory system.	Ability to set a fit-for-purpose organisational culture.	An understanding of public policy, machinery of government and legislative process.	Experience building relationships with a broad range of stakeholders across the public sector, private sector, and internationally.
Credibility to drive change across the Public Service system.	Experience leading and managing the delivery of multiple functions within a public service organisation through appropriate leadership structures.		

## Key relationships

Government	<ul style="list-style-type: none"><li>• The Minister for Regulation</li><li>• All Ministers with regulatory responsibilities.</li></ul>
Public Service	<ul style="list-style-type: none"><li>• Members of the Public Service Leadership Team</li><li>• The Treasury</li><li>• Te Kawa Mataaho Public Service Commission</li><li>• The Department of the Prime Minister and Cabinet</li><li>• The Ministry of Business Innovation and Employment</li><li>• The Parliamentary Counsel Office</li><li>• All other agencies with regulatory stewardship and regulatory practice responsibilities, and other regulatory interests.</li></ul>
Iwi and wider communities	<ul style="list-style-type: none"><li>• Business and industry groups</li><li>• Professional bodies and research communities</li><li>• Iwi and Māori organisations</li></ul>
International	<ul style="list-style-type: none"><li>• Organisations with similar roles internationally</li></ul>

Security Clearance	Appointment will be subject to a New Zealand Government <b>Secret</b> security clearance.
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## ***Employment History***

March 2024 - present	<b>Ministry for Regulation</b> Acting Secretary for Regulation and Chief Executive
2021 – 2024	<b>Te Kawa Mataaho Public Service Commission</b> Chief Executive and System Lead, Pay Equity
2016 – 2021	<b>Oranga Tamariki-Ministry for Children</b> Secretary for Children and Chief Executive
	<b>Bupa Care Services, New Zealand</b>
2013 – 2016	Managing Director, Global Lead - Aged Care Bupa International
2007 – 2013	General Manager, Rehab and Care Services
2005 – 2006	<b>Intelligent Technologies (Switzerland)</b> Chief Operating Officer
2005 – 2006	<b>Carter Holt Harvey Forests</b> Regional Manager, Central North Island

## ***Academic Qualifications and Professional Memberships***

1991	Bachelor of Science with Honours, University of Liverpool
2003	Master of Business Administration with Honours, International Institute for Management Development



## In Executive Council

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*Her Excellency the Governor-General is recommended to*

Accept the recommendation of the Deputy Public Service Commissioner that

Gráinne Mary Moss

be appointed, pursuant to schedule 7 clause 3 of the Public Service Act 2020,  
as the Secretary for Regulation and Chief Executive, Ministry for Regulation

A handwritten signature in blue ink, appearing to read 'Nicola Willis'.

Hon Nicola Willis  
Minister for the Public Service

*Approved in Council*

A handwritten signature in blue ink, appearing to read 'Audrey Kuru'.

A handwritten signature in black ink, appearing to read 'R. H. ...'.

*Clerk of the Executive Council*

Date: 16 September 2024