



Public Service Commission

Te Kawa Mataaho

9 July 2026

9(2)(a) privacy

9(2)(a) privacy

Official Information Request

Our Ref: OIA 2026-0119 & OIA 2026-0125 – Part Two

I refer to your two Official Information Act 1982 (OIA) requests received by the Public Service Commission (the Commission) regarding ministerial directives on agency names and te reo Māori, and correspondence on the New Zealand Government Identity: Policy and Guidelines.

We received your first request on 7 May 2026 for:

“I would like to make a request for copies of any Ministerial directives made about te reo Māori OR agency names in the last six months”.

We then received your second request on 14 May 2026:

“I would like to make an OIA request for any information or correspondence regarding the branding and identity guidelines”.

On 11 June 2026, we wrote to you to advise that we had extended our deadline to respond to 10 July 2026.

As discussed on 17 June 2026, we have refined the second part of your request to include

All Ministerial advice and correspondence (including communications) leading up to the decision to change the policy (i.e., New Zealand Government Identity Policy and Guidelines).

We understand that you are not seeking correspondence relating to the implementation phase after the decision to show the English name ‘New Zealand Government’ first was made.

We understand you are seeking information about how the advice was developed and what options were considered.

Thank you for your patience while we have assessed and further refined your request with you. You received our response to part one of your request on 23 June 2026. This letter provides our response to part two of your request, excluding any material that has already been provided to you in our 23 June 2026 response.

Our response

As outlined in our 23 June 2026 response to you, there were two letters received by Hon Judith Collins, former Minister for the Public Service, that initiated Ministerial requests and advice on the New Zealand Government Identity: Policy and Guidelines. These are the letters from the New Zealand Taxpayers' Union dated 5 February 2026 titled 'Public service rebranding and policy changes' and the letter from Todd Stephenson MP dated 18 March 2026.

In this response to you, we have provided the Commission's correspondence relating to the drafting of Ministerial responses to these two letters, as well as the correspondence around the New Zealand Government Identity: Policy and Guidelines aspects covered in the following two Ministerial reports:

- **MoSR 2026-0100:** Instruction on the Commission's Branding and the NZ Identity Guidelines
- **MoSR 2026-0111:** Implementing a refresh of the Public Service Commission and New Zealand Government Branding.

In part one of our response, we provided you with a scanned version of 'MoSR 2026-0111: Implementing a refresh of the Public Service Commission and New Zealand Government Branding', which contained the Minister for the Public Service and Digitising Government's comment. However, this scanned version only picked up every second page. We have provided the full version of MoSR 2026-0111 in this response to you.

We can also confirm that the Guidelines, or branding more generally, were on the agendas for the following meetings:

- **5 March 2026: Te Mana Whakahaere.** Agenda item '*New Zealand Government Identity – Thor, Nardine*'.
- **10 March 2026: Minister for the Public Service meeting with the Public Service Commission.** Agenda item '*Minister's items. Action sought: Discussion on Minister's priority matters – Public sector agency rebranding*'.
- **25 March 2026: Minister for the Public Service meeting with the Public Service Commission.** Agenda item '*Minister's items. Action sought: Discussion on Minister's priority matters – letters from Hon David Seymour and Todd Stephenson MP*'.
- **10 April 2026: Regular catch-up; Brian Roche / Thor Gudjonsson.** Agenda item '*Te reo names implementation paper to TMA and Minister Briefing on Branding Implementation.docx*'.
- **28 April 2026: Minister for the Public Service and Digitising Government and Public Service Commission Meeting.** Agenda item: '*Minister's items. Action sought: Discussion on Minister's priority matters*'. Annotated agenda: Minister would like to discuss: Branding.
- **30 April 2026: Te Mana Whakahaere.** Agenda item '*Public Service Commission and NZ Government visual identity and naming conventions – Thor*'.

We would also like to note that, at the time of this response, the scope of a review of the New Zealand Government Identity: Policy and Guidelines remains under active consideration.

Information being released

Please find enclosed the following documents:

Item	Date	Document Description	Decision
1	Various	Correspondence relating to New Zealand Taxpayers' Union dated 5 February 2026 titled 'Public service rebranding and policy changes' and the letter from Todd Stephenson MP dated 18 March 2026	Released in part
2	Various	Correspondence relating to the Guidelines and the development of 'MoSR 2026-0100: Instruction on the Commission's Branding and the NZ Identity Guidelines'	Released in part
3	Various	Correspondence relating to the Guidelines and the development of 'MoSR 2026-0111: Implementing a refresh of the Public Service Commission and New Zealand Government Branding.'	Released in part
4	23 April 2026	MoSR 2026-0111: Implementing a refresh of the Public Service Commission and New Zealand Government branding	Released in part

I have decided to release the documents listed above, subject to information being withheld under the following sections of the OIA, as applicable:

- section 9(2)(a) – to protect the privacy of natural persons, including deceased people
- section 9(2)(g)(i) – to maintain the effective conduct of public affairs through the free and frank expression of opinions by or between or to Ministers of the Crown or members of an organisation or officers and employees of any public service agency or organisation in the course of their duty
- section 9(2)(h) – to maintain legal professional privilege.

In making my decision, I have considered the public interest considerations in section 9(1) of the OIA.

Information not released

There are additional documents covered by your request that I have decided to withhold in full under the following sections of the OIA, as applicable:

- section 9(2)(g)(i) – to maintain the effective conduct of public affairs through the free and frank expression of opinions by or between or to Ministers of the Crown or members of an organisation or officers and employees of any public service agency or organisation in the course of their duty

Given the context you provided us in the documents you are interested in, we have not included documents that we have deemed solely as administrative in nature, such as:

- emails arranging access to SharePoint files
- emails providing timeframes/deadlines for responses/following up on deadlines
- pages with only signature blocks.

We have also removed duplicate emails from the pack for ease of navigation.

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 response (with your personal details removed) on the Commission's website.

Yours sincerely



Nicky Dirks

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

From: [Communications](#)
To: [Enquiries](#)
Cc: [Communications](#)
Subject: COMMISSIONING REQUEST - MINCORRE 2026-0004: Query regarding public service rebranding and policy changes (due: Wed 18 Feb)
Date: Friday, 20 February 2026 2:13:31 pm
Attachments: [image001.png](#)

Kia ora Etiana

Here is the signed-off (by Nardine) draft response from Comms:

DRAFT RESPONSE

Thank you for your letter dated 5 February regarding Public Service rebranding and policy changes.

The 'New Zealand Government Identity Policy and Guidelines' is the responsibility of and administered by the Public Service Commission.

The Policy and Guidelines encourage agencies to adopt 'aspects of the Identity' rather than require them to. There is no directive, direction, or requirement that prevents public sector agencies from having dual branding. There may be instances where it is appropriate for an agency to have dual branding and that is a decision for an agency Chief Executive.

Ngā mihi

Jules

waea pūkoro: 9(2)(a) privacy

From: Enquiries <enquiries@publicservice.govt.nz>
Sent: Monday, 9 February 2026 11:25
To: Communications <communications@publicservice.govt.nz>
Cc: Enquiries <enquiries@publicservice.govt.nz>
Subject: RE: COMMISSIONING REQUEST - MINCORRE 2026-0004: Query regarding public service rebranding and policy changes (due: Wed 18 Feb)

Morning Jules – sorry about that!

I have attached the letter to the Minister and given you access to the below link as well.

Thank you
Etiana

From: Enquiries <enquiries@publicservice.govt.nz>
Sent: Thursday, 5 February 2026 15:23
To: Communications <communications@publicservice.govt.nz>

Cc: Enquiries <enquiries@publicservice.govt.nz>

Subject: COMMISSIONING REQUEST - MINCORRE 2026-0004: Query regarding public service rebranding and policy changes (due: Wed 18 Feb)

Kia ora Comms team

The Minister has received a complaint from Taxpayers union re: public service rebranding and policy changes.

-  [Letter to Minister Collins.docx](#)

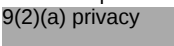
Could a member of your team please draft a response on behalf of the Minister by **Wednesday, 18 February**.

Many thanks!
Etiana

Etiana Roebeck

Ngā Ratonga ki Ngā Minita me Te Tari Tumu | **Ministerial and Executive Services**

Ratonga Whakamana | **Enabling Services**

waea pūkoro:  | **īmēra:** etiana.roebeck@publicservice.govt.nz

From: [Nardine Sleeman](#)
To: [Communications](#); [Enquiries](#)
Cc: [Alana Fasavalu](#)
Subject: Re: New entry in spreadsheet: MINCORRE 2026-0004 / JC-COR-PS-058 - Letter to Minister Collins
Date: Wednesday, 25 February 2026 9:39:52 am
Attachments: [image001.png](#)
[image002.png](#)
[image003.jpg](#)

Hi Jules

I've just suggesting an update to the last para.

Thanks

Nardine

DRAFT RESPONSE

Thank you for your letter dated 5 February regarding Public Service rebranding and policy changes.

The 'New Zealand Government Identity Policy and Guidelines' is the responsibility of and administered by the Public Service Commission.

The primary intent of the policy and guidelines is to make visible to the public what is being funded by government rather than to be prescriptive about how a public sector agency brands itself. It also provides a visual cue for the public so they can have trust and confidence in what programme, service, policy initiative, or infrastructure is being provided bearing the brand.

The Policy and Guidelines encourage agencies to adopt 'aspects of the Identity' rather than require them to. This could mean when an agency updates their brand mark, the Coat of Arms of New Zealand could be included if the agency has the right to include it; they can adopt the font used in the New Zealand Government Identity; they can choose to use a generic New Zealand Government brand mark; they can choose to select colours from the expanded colour palette found in the Technical Style Guide; or they can adopt all of these. There are also exemptions from using the Identity, as outlined in the Policy and Guidelines.

There is no directive, direction or requirement that prevents public sector agencies from having dual branding. There may also be instances where it is appropriate for an agency to have dual branding and that is a decision for an agency Chief Executive.

At this time, the Government is not considering a review of the policy whereby all agencies would be required to adopt the Identity. Our priorities include growing the economy, creating jobs, and returning the books to surplus.

Thanks again for taking the time to make contact.

Your sincerely,

From: Communications <communications@publicservice.govt.nz>
Sent: Tuesday, February 24, 2026 6:21 PM
To: Enquiries <enquiries@publicservice.govt.nz>; Nardine Sleeman <Nardine.Sleeman@publicservice.govt.nz>
Cc: Communications <communications@publicservice.govt.nz>; Alana Fasavalu <Alana.Fasavalu@publicservice.govt.nz>
Subject: RE: New entry in spreadsheet: MINCORRE 2026-0004 / JC-COR-PS-058 - Letter to Minister Collins

Hi Nardine and Etiana

Version 2 which hopefully covers off what Azriel had in mind.

Ngā mihi

Jules

Snr Adv | Comms & Engmt

DRAFT RESPONSE

Thank you for your letter dated 5 February regarding Public Service rebranding and policy changes.

The 'New Zealand Government Identity Policy and Guidelines' is the responsibility of and administered by the Public Service Commission.

The primary intent of the policy and guidelines is to make visible to the public what is being funded by government rather than to be prescriptive about how a public sector agency brands itself. It also provides a visual cue for the public so they can have trust and confidence in what programme, service, policy initiative, or infrastructure is being provided bearing the brand.

The Policy and Guidelines encourage agencies to adopt 'aspects of the Identity' rather than require them to. This could mean when an agency updates their brand mark, the Coat of Arms of New Zealand could be included if the agency has the right to include it; they can adopt the font used in the New Zealand Government Identity; they can choose to use a generic New Zealand Government brand mark; they can choose to select colours from the expanded colour palette found in the Technical Style Guide; or they can adopt all of these. There are also exemptions from using the Identity, as outlined in the Policy and Guidelines.

There is no directive, direction or requirement that prevents public sector agencies from having dual branding. There may also be instances where it is appropriate for an agency to have dual branding and that is a decision for an agency Chief Executive.

In considering a review of the policy whereby all agencies would be required to adopt the Identity, my initial concern is around the significant cost to taxpayers for that to occur. As you know, our priorities include growing the economy, creating jobs, and returning the books to surplus. Although it is something to be considered in the future, for now this is not a government priority.

Thanks again for taking the time to make contact.

Your sincerely,

From: Enquiries <enquiries@publicservice.govt.nz>

Sent: Tuesday, 24 February 2026 11:51

To: Jules Lovelock <Jules.Lovelock@publicservice.govt.nz>

Cc: Enquiries <enquiries@publicservice.govt.nz>

Subject: FW: New entry in spreadsheet: MINCORRE 2026-0004 / JC-COR-PS-058 - Letter to Minister Collins

Morning Jules

The MO has come back with some rework below – could you please incorporate the office's feedback into the response? I have also attached a copy of the request and response we sent over. Let me know if you need anything else.

Thanks Jules!
Etiana

From: Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>

Sent: Tuesday, 24 February 2026 11:33 am

To: MAES <MAES@publicservice.govt.nz>
Cc: Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>
Subject: RE: New entry in spreadsheet: MINCORRE 2026-0004 / JC-COR-PS-058 - Letter to Minister Collins

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Kia ora Etiana,

Thank you for the work on this MIN. Would the team be able to strengthen the framing of the letter? The office would appreciate a more fulsome reply, with additional detail around what is meant by the 'aspects of identity'. Adding a little more explanation and warmth would help ensure the response lands well.

Feel free to give me a call – happy to chat. (out of scope

Many thanks,
Aziel

From: MAES <MAES@publicservice.govt.nz>
Sent: Friday, 20 February 2026 4:01 pm
To: Misty Mossman <Misty.Mossman@parliament.govt.nz>
Cc: MAES <MAES@publicservice.govt.nz>
Subject: New entry in spreadsheet: MINCORRE 2026-0004 / JC-COR-PS-058 - Letter to Minister Collins

Kia ora Misty

Response to the below has been added to the spreadsheet:

 MINCORRE 2026-0004 & JC-COR-PS-058 - DRAFT RESPONSE - Rhys Hurley - Public service rebranding and policy changes.pdf	 MINCORRE 2026-0004 & JC-COR-PS-058 - DRAFT RESPONSE - Rhys Hurley - Public service rebranding and policy changes.docx
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Please let me know if you need anything else!

Ngā mihi
Etiana

From: Misty Mossman <Misty.Mossman@parliament.govt.nz>
Sent: Thursday, 5 February 2026 2:21 pm
To: MAES <maes@publicservice.govt.nz>
Cc: Jordan Pearson <Jordan.Pearson@parliament.govt.nz>
Subject: MINCORRE 2026-0004 / JC-COR-PS-058-FW: JC-COR-PS-058 Letter to Minister Collins

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Good afternoon

Could you please advise whether PSC can provide a response or if this correspondence should be referred to another minister(s)?

If you can provide a response, it will be due 19 February.

Thanks

Misty



Misty Mossman

Private Secretary (Public Service) | Office of Hon Judith Collins KC MP

Member of Parliament for Papakura
Attorney-General | Minister of Defence | Minister for Digitising Government | Minister for the Public Service |
Minister Responsible for the GCSB | Minister Responsible for the NZSIS | Minister for Space

Mobile 9(2)(a)

Email: misty.mossman@parliament.govt.nz Website:

<http://www.beehive.govt.nz/> www.beehive.govt.nz

Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

From: Judith Collins (MIN) <J.Collins@ministers.govt.nz>

Sent: Thursday, 5 February 2026 1:59 pm

To: Misty Mossman <Misty.Mossman@parliament.govt.nz>

Subject: FW: JC-COR-PS-058 Letter to Minister Collins

JC-COR-PS-058



9(2)(a) privacy

P (a) Administration) | Office of Hon Judith Collins KC MP

Member of Parliament for Papakura
Attorney-General | Minister of Defence | Minister for Digitising Government | Minister for the Public Service
Minister Responsible for the GCSB | Minister Responsible for the NZSIS | Minister for Space

DDI: 9(2)(a)

Email: 9(2)(a) privacy <[9\(2\)\(a\)privacy@parliament.govt.nz](mailto:9(2)(a)privacy@parliament.govt.nz)> Website: www.beehive.govt.nz

Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

Authorised by Hon Judith Collins KC, Parliament Buildings, Wellington

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Please note information about meetings related to the Ministers' portfolios will be proactively released (this does not include personal or constituency matters). For each meeting in scope, the summary would list: date, time (start and finish), brief description, location, who the meeting was with, and the portfolio. If you attend a meeting with the Minister on behalf of an organisation, the name of the organisation will be released. If you are a senior staff member at an organisation, or meet with the Minister in your personal capacity, your name may also be released. The location of the meeting will be released, unless it is a private residence. The proactive release will be consistent with the provisions in the Official Information Act, including privacy considerations. Under the Privacy Act 1993 you have the right to ask for a copy of any personal information we hold about you, and to ask for it to be corrected if you think it is wrong. If you'd like to ask for a copy of your information, or to have it corrected, or are concerned about the release of your information in the meeting disclosure, please contact the sender. You can read more about the proactive release policy at <https://www.dia.govt.nz/Proactive-Releases#MS>

From: Rhys Hurley <rhys@taxpayers.org.nz>

Sent: Thursday, 5 February 2026 1:37 PM

To: Judith Collins (MIN) <J.Collins@ministers.govt.nz>

Subject: JC-COR-PS-058 Letter to Minister Collins

Good Afternoon

Attached is a letter for consideration by Minister Collins.

Best Regards,

Rhys Hurley

Investigations Coordinator | New Zealand Taxpayers' Union | Auckland Ratepayers' Alliance

Mobile [REDACTED] 9(2) (a) | Email rhys@taxpayers.org.nz

New Zealand Taxpayers' Union Inc. | Main +64 4 282 0300 | 117 Lambton Quay, Wellington 6011 | PO

Box 10518, The Terrace, Wellington 6143 | www.taxpayers.org.nz

Auckland Ratepayers' Alliance | Main +64 9 281 5172 | Unit 6, 143 Quay Street, Auckland 1010 | PO Box 133099, Eastridge, Auckland 1146 | www.ratepayers.nz

We stand for Lower Taxes, Less Waste, and More Accountability across all levels of government. If you like what we do, join the [Taxpayers' Union](http://www.taxpayers.org.nz) or the [Auckland Ratepayers' Alliance](http://www.ratepayers.nz).

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Confidentiality notice: This email may be confidential or legally privileged. If you have received it by mistake, please tell the sender immediately by reply, remove this email and the reply from your system, and don't act on it in any other way. Ngā mihi.

From: [MAES](#)
To: [Public Service Portfolio](#)
Cc: [MAES](#)
Subject: New entry in spreadsheet: MINCORRE 2026-0004 / JC-COR-PS-058 - Letter to Minister Collins [Updated]
Date: Thursday, 26 February 2026 3:09:45 pm
Attachments: [image001.png](#)
[image002.png](#)
[image003.jpg](#)

Kia ora Misty and Aziel

The updated response to the below correspondence has been added to the spreadsheet (line 99):

 MINCORRE 2026-0004 & JC-COR-PS-058 - DRAFT RESPONSE - Rhys Hurley - Public service rebranding and policy changes.pdf	 MINCORRE 2026-0004 & JC-COR-PS-058 - DRAFT RESPONSE (Updated) - Rhys Hurley - Public service rebranding and policy changes.docx
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Ngā mihi,
Etiana

From: Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>
Sent: Tuesday, 24 February 2026 11:33 am
To: MAES <MAES@publicservice.govt.nz>
Cc: Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>
Subject: RE: New entry in spreadsheet: MINCORRE 2026-0004 / JC-COR-PS-058 - Letter to Minister Collins

Duplicate email

From: [Nardine Sleeman](#)
To: [Thor Gudjonsson](#)
Subject: Fw: MoSR 2026-0200-New Zealand Government Identity - policy and guidelines
Date: Wednesday, 4 March 2026 1:00:49 pm
Attachments: [image001.jpg](#)
[Letter to Minister Collins.docx](#)

Hi Thor

FYI - Comms led this process last time and developed the policy and guidance. Really happy if Hugo's team want to pick this up with us in support from an operationalising perspective. Depending on scope and scale, it took us about a year and that was with minimal changes, it's a significant piece of work with a department-wide consultation process etc.

N

From: Misty Mossman <Misty.Mossman@parliament.govt.nz>
Sent: Wednesday, 4 March 2026 11:50 am
To: Hugo Vitalis <Hugo.Vitalis@publicservice.govt.nz>; Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>
Cc: MAES <MAES@publicservice.govt.nz>; Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>
Subject: MoSR 2026-0200-New Zealand Government Identity - policy and guidelines

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Good morning

Minister Collins has asked if the Commission could please review: [Policy and Guidelines: New Zealand Government Identity - Te Kawa Mataaho Public Service Commission](#)

This has been brought to the Minister's attention by the attached correspondence from the Taxpayers Union. She has asked for a draft reply that indicates she has asked for the Commission to review the policy and guidelines – we will commission this separately.

Happy to discuss or clarify.

Thanks

Misty



Misty Mossman

Private Secretary (Public Service) | Office of Hon Judith Collins KC MP

Member of Parliament for Papakura
Attorney-General | Minister of Defence | Minister for Digitising Government | Minister for the Public Service |
Minister Responsible for the GCSB | Minister Responsible for the NZSIS | Minister for Space

Mobile: [0\(2\)\(a\)](tel:02100000000)
Email: Misty.Mossman@parliament.govt.nz Website: <http://www.beehive.govt.nz/>www.Beehive.govt.nz
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand



Hon Judith Collins KC
Minister for the Public Service
By email: J.Collins@ministers.govt.nz

5 February 2026

Dear Minister Collins,

Public service rebranding and policy changes

1. We write to you regarding ongoing concerns about public service rebranding costs.
2. Recent examples uncovered include NZQA's \$2.9 million blowout, the \$270,000 by the new Crown Research Institutes and Callaghan Innovation's \$170,000 overhaul.
3. The 2021 Identity Policy and Guidelines were intended to promote use of the New Zealand Coat of Arms as the official government logo, improving unity and transparency. However, the guidelines appear to have been interpreted as permitting dual or agency-specific branding, resulting in duplicated design work, repeated website refreshes, and unnecessary ongoing costs.
4. The UK and Australia have already adopted standardised logos using their respective coats of arms. While Minister van Velden had Internal Affairs change at a minimum cost to taxpayer.
5. We ask the Minister to consider updating these guidelines so only tightly defined exceptions be permitted, where operational or cultural considerations may justify distinct branding.
6. This would be a simple, low-cost reform that delivers long-term savings and a more unified public service.

We look forward to your response.

Yours sincerely,
New Zealand Taxpayers' Union Inc.

Rhys Hurley
Investigations Coordinator
rhys@taxpayers.org.nz

From: [Robert Jordan](#)
To: [Stephanie Wyse](#)
Subject: Re: New Zealand Government Identity - policy and guidelines
Date: Thursday, 5 March 2026 11:52:49 am

Sure thing

Ngā mihi

Robert

From: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>
Sent: Thursday, March 5, 2026 10:15
To: Robert Jordan <Robert.Jordan@publicservice.govt.nz>
Subject: FW: New Zealand Government Identity - policy and guidelines

Hi Robert,

Could you please draft an initial reply to this? I haven't discussed with Hugo yet, and we haven't received any commissioning for a review, but we'll need to get a draft reply back to the office.

Have a think about –

- the intent of the policy & guidelines (re-brands are operational matters for agencies in line with policy/guidelines) - this guidance implicitly discourages bespoke rebranding and promotes use of a common look and feel across government. New agencies are adopting logo marks in line with govt identity? Agencies expected to transition over time.
- Minister's priorities around agencies being responsible with taxpayer's money and spending wisely.
- Maybe check if any public statements about agency branding/visual identity (might not be - it's a level of detail well below performance/seeking efficiencies).

Thanks,
Stephanie

From: Misty Mossman <Misty.Mossman@parliament.govt.nz>
Sent: Wednesday, 4 March 2026 11:50 am
To: Hugo Vitalis <hugo.vitalis@publicservice.govt.nz>; Stephanie Wyse <stephanie.wyse@publicservice.govt.nz>
Cc: MAES <maes@publicservice.govt.nz>; Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>
Subject: New Zealand Government Identity - policy and guidelines

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Duplicate email



From: [Hugo Vitalis](#)
To: [Robert Jordan](#)
Cc: [Stephanie Wyse](#)
Subject: RE: New Zealand Identity Policy and Guidelines
Date: Monday, 9 March 2026 11:56:37 am
Attachments: [image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)

Thanks much appreciated.

From: Robert Jordan <Robert.Jordan@publicservice.govt.nz>
Sent: Monday, March 9, 2026 11:02 AM
To: Hugo Vitalis <Hugo.Vitalis@publicservice.govt.nz>
Cc: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>
Subject: New Zealand Identity Policy and Guidelines

Mōrena Hugo

The Policy and guidelines are 10 pages, plus another 23 pages of a technical style guide. Its administered by PSC.

- [Policy-and-Guidelines-New-Zealand-Government-Identity.pdf](#)
- [New-Zealand-Government-Identity-Technical-Style-Guide.pdf](#)

The expectation is that new agencies, or existing agencies looking to re-brand, should adopt a logo mark that is in keeping with the NZ Govt Identity logo mark. Agencies are also encouraged to consider adopting other elements of the Identity in their branding review or development, helping to create a common Public Service visual identity.

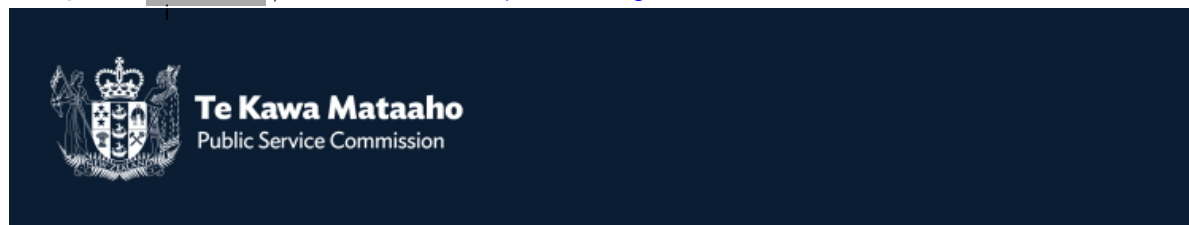
The guidance does not formally require agencies to adopt the NZ Government at the exclusion of others, for example co-signage is allowed.

Exceptions:

- Appropriateness of use: where there may be perception issues supporting use or non-use of the logo mark
- Negative audience impact: where there is a proven risk of audience alienation and reduced message impact
- Reduced participation rates: where use of a NZ Govt logo mark can be demonstrated to impact negatively on audience participation or uptake levels

Agencies are encouraged to contact our Comms and Engagement team for further advice.

Robert Jordan ([he/him](#))
Kaitohutohu Mātāmua | Principal Analyst, Policy
Rautaki, Kaupapahere me te Ngākau Pono | Strategy, Policy, and Integrity
waea pūkoro: 9(2)(a) | ĭmēra: Robert.Jordan@publicservice.govt.nz



Te Kawa Mataaho Public Service Commission
www.publicservice.govt.nz | www.govt.nz



From: [Robert Jordan](#)
To: [Stephanie Wyse](#)
Subject: Re: New Zealand Government Identity - policy and guidelines
Date: Wednesday, 11 March 2026 10:02:04 am

Kia ora Steph

Attached is an updated MIN response to the Taxpayers' Union based on our discussion with Hugo.

☐ [MIN Taxpayers' Union draft response.docx](#)

I'm also following up with the AC who looks after NZQA to see the best way to get the information on their recent rebrand. A 2024 OIA from the TPU to NZQA noted that the rebrand cost \$114,386. The bulk of the \$2.9m quoted (about \$2.8m) was spent on website redevelopment.

Ngā mihi

Robert

From: Robert Jordan <Robert.Jordan@publicservice.govt.nz>
Sent: Thursday, March 05, 2026 18:14
To: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>; Hugo Vitalis <Hugo.Vitalis@publicservice.govt.nz>; Gabrielle Wilson <Gabrielle.Wilson@publicservice.govt.nz>
Subject: New Zealand Government Identity - policy and guidelines

Afternoon

We briefly discussed the MIN correspondence from the Taxpayers' Union to Minister Collins and our proposed response. I've also talked with Hugh L about the options available. A short letter from the Minister to the board Chairs is likely the most effective. A similar letter from the Commissioner to department heads would provide coverage across the public service.

It's also expected to be an item at the Minister's meeting on Tuesday next week. I've pulled together a few items for us to have a look at. Tracked changes and comments are most welcome.

- a draft response to the Taxpayers' Union ☐ [MIN Taxpayers' Union draft response.docx](#)
- Talking points for officials at the meeting with the Minister on Tuesday, 10 March
☐ [Talking points w Minister - NZ Govt Identity.docx](#)
- Draft letter from Minister Collins to board Chairs ☐ [Draft letter from Minister to board Chairs.docx](#)

Happy to chat if you have any questions.

Ngā mihi

Robert

From: Misty Mossman <Misty.Mossman@parliament.govt.nz>
Sent: Wednesday, 4 March 2026 11:50 am
To: Hugo Vitalis <hugo.vitalis@publicservice.govt.nz>; Stephanie Wyse <stephanie.wyse@publicservice.govt.nz>
Cc: MAES <maes@publicservice.govt.nz>; Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>
Subject: New Zealand Government Identity - policy and guidelines

Duplicate email



Talking points - New Zealand Government Identity Policy and Guidelines

- The Taxpayers' Union has written to the Minister asking that the New Zealand Government Identity Policy and Guidelines be reviewed and narrow the exceptions.
- We have had a look and consider the Guidelines are appropriate. The issue being raised is how they are being adhered to.
- We have looked at a couple options on the best way to response – our preferred option is:
 - A letter to the department heads from the Commissioners, and
 - a letter from the Minister to board Chairs, if she wishes. Alternatively, the Commissioner could also send this letter.
- The letter would:
 - remind Public Service entities of the Policy
 - highlight the Government and public expectation that the Public Service spend taxpayers' money wisely and not be wasteful
 - request board Chairs ensure their Chief Executives are keeping these points front-of-mind when considering rebranding
- We can provide a draft letter for her consideration.

Back pocket notes for officials

The guidelines

- The Guidelines apply to all Public Service departments, departmental agencies, interdepartmental ventures, interdepartmental executive boards and Crown agents.
- Their purpose is to reinforce unity across the public sector, improve visibility of government services through consistent imagery, build trust by clearly identifying government-funded initiatives, and support greater transparency in government spending.
- The guidelines don't require updates at this stage. The issue appears to be the extent to which some parts of the public service are adhering to them.

PSC position

- The guidelines are clear and comprehensive. A review of the guidelines would be costly and take time.
- Directing the entire Public Service to change their branding to that of the guidance would also be costly.
- The most effective response is the Minister writing the board Chairs with a brief reminder about the guidelines and of her expectations that entities spend taxpayers' money as if it were their own. This letter could also come from the Commissioner.
- This is the most effective because –
 - Ensure consistent messaging
 - Relates to the broader conduct of the Public Service
 - The Public Service Commission is responsible for the administration of the NZ Govt Identity.
- We also considered individual Ministers writing to their Public Service entities, but it would be harder to ensure a consistent message across all Ministers.

From: [Robert Jordan](#)
To: [Joshua Blackmore](#); [Erik Koed](#)
Cc: [Stephanie Wyse](#)
Subject: Information relating to agency rebranding
Date: Wednesday, 11 March 2026 11:40:53 am
Attachments: [Outlook-o4zkh35g.png](#)
[Outlook-psolv5qx.png](#)
[Outlook-fx2la1m4.png](#)
[Outlook-i5r3rhcm.png](#)
[Letter to Minister Collins.docx](#)

Kia ora kōrua

The Taxpayers' Union has recently written to the Minister asking about the cost of rebranding across departments and agencies. They've mentioned DIA and NZQA as examples: DIA's rebranding being described as low-cost, and NZQA's involving more significant expenditure. I've attached their letter for your awareness.

We've advised the Minister that we'll look into both examples. For NZQA, the reported \$2.9m largely relates to website redevelopment, with around \$114k attributed to the brand redesign itself. It would be helpful to understand some of the background thinking, including whether the New Zealand Identity Policy and Guidance was considered.

For DIA, it would be useful to confirm whether their recent rebranding work was undertaken at no or minimal cost. And if so, to get a few high-level points on how they approached it.

Would it be possible to find some time to chat about the best way to gather this information? I'd really appreciate your advice.

Ngā mihi

Robert Jordan ([he/him](#))

Kaitohutohu Mātāmua | Principal Analyst, Policy

Rautaki, Kaupapahere me te Ngākau Pono | Strategy, Policy, and Integrity

waea pūkoro: [9\(2\)\(a\) privacy](#) | **īmēra:** Robert.Jordan@publicservice.govt.nz



Te Kawa Mataaho
Public Service Commission

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From: [Stephanie Wyse](#)
To: [MAES](#); [Hugo Vitalis](#); [Nardine Sleeman](#); [Robert Jordan](#)
Cc: [Etiana Roebeck](#); [Gabrielle Wilson](#); [Nicky Dirks](#); [Enquiries](#)
Subject: Re: MoSR 2026-0200 -New Zealand Government Identity - policy and guidelines
Date: Thursday, 12 March 2026 11:23:39 am
Attachments: [image001.jpg](#)
[image002.png](#)

Kia ora Mins,

I have just spoken with Hugo on the revised response, it aligns to the conversation with the Minister and is approved to go over to the Office.

Could you please template up this version? [MIN Taxpayers' Union draft response.docx](#)

Thanks,
Stephanie

From: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>
Sent: Thursday, March 12, 2026 11:14 AM
To: MAES <MAES@publicservice.govt.nz>; Hugo Vitalis <Hugo.Vitalis@publicservice.govt.nz>; Nardine Sleeman <Nardine.Sleeman@publicservice.govt.nz>
Cc: Etiana Roebeck <Etiana.Roebeck@publicservice.govt.nz>; Gabrielle Wilson <Gabrielle.Wilson@publicservice.govt.nz>; Nicky Dirks <Nicky.Dirks@publicservice.govt.nz>; Enquiries <enquiries@publicservice.govt.nz>
Subject: Re: MoSR 2026-0200 -New Zealand Government Identity - policy and guidelines

Hi team,

Sorry, updated letter got stuck. Will put it in front of Hugo shortly.

Stephanie

From: MAES <MAES@publicservice.govt.nz>
Sent: Thursday, March 12, 2026 10:49 AM
To: Hugo Vitalis <Hugo.Vitalis@publicservice.govt.nz>; Nardine Sleeman <Nardine.Sleeman@publicservice.govt.nz>; Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>
Cc: Etiana Roebeck <Etiana.Roebeck@publicservice.govt.nz>; Gabrielle Wilson <Gabrielle.Wilson@publicservice.govt.nz>; Nicky Dirks <Nicky.Dirks@publicservice.govt.nz>; Enquiries <enquiries@publicservice.govt.nz>
Subject: MoSR 2026-0200 -New Zealand Government Identity - policy and guidelines

Kia ora team,

Aziel called to follow-up on the below/attached letter – the Minister requested at officials that we prepare a holding response to go to the Taxpayer's union that we are looking into the matters they have raised. Can I please check this has been picked up? The office is keen on an updated letter asap. Linked below is our earlier version provided to the office:

- [MINCORRE 2026-0004 & JC-COR-PS-058 - DRAFT RESPONSE \(Updated\) - Rhys Hurley - Public service rebranding and policy changes.docx](#)

If not - I'm happy to draft something for review to make sure it lines up with what was discussed at the meeting.

He also mentioned we will write to the agencies mentioned in their letter – just checking this is also on our radar?

Thanks all

Ngā mihi,
Emily

From: Emily Mather <Emily.Mather@publicservice.govt.nz>
Sent: Wednesday, 4 March 2026 12:33 pm
To: Nardine Sleeman <Nardine.Sleeman@publicservice.govt.nz>
Cc: Enquiries <enquiries@publicservice.govt.nz>; Etiana Roebeck <Etiana.Roebeck@publicservice.govt.nz>
Subject: FW: MoSR 2026-0200-New Zealand Government Identity - policy and guidelines

Hi Nardine,

As discussed – the request from the Minister's office.

I will check that the draft reply can come once the Commission has had an opportunity to discuss the request.

Ngā mihi
Emily

From: Misty Mossman <Misty.Mossman@parliament.govt.nz>
Sent: Wednesday, 4 March 2026 11:50 am
To: Hugo Vitalis <Hugo.Vitalis@publicservice.govt.nz>; Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>
Cc: MAES <MAES@publicservice.govt.nz>; Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>
Subject: MoSR 2026-0200-New Zealand Government Identity - policy and guidelines

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Duplicate email



From: [Robert Jordan](#)
To: [Hugo Vitalis](#)
Cc: [Stephanie Wyse](#)
Subject: Re: New Zealand Government Identity - policy and guidelines
Date: Thursday, 12 March 2026 11:16:32 am

Kia ora Hugo,

The draft MIN response is ready for your review. Once approve I can get it ready to go across to the Minister's office (letterhead, etc).

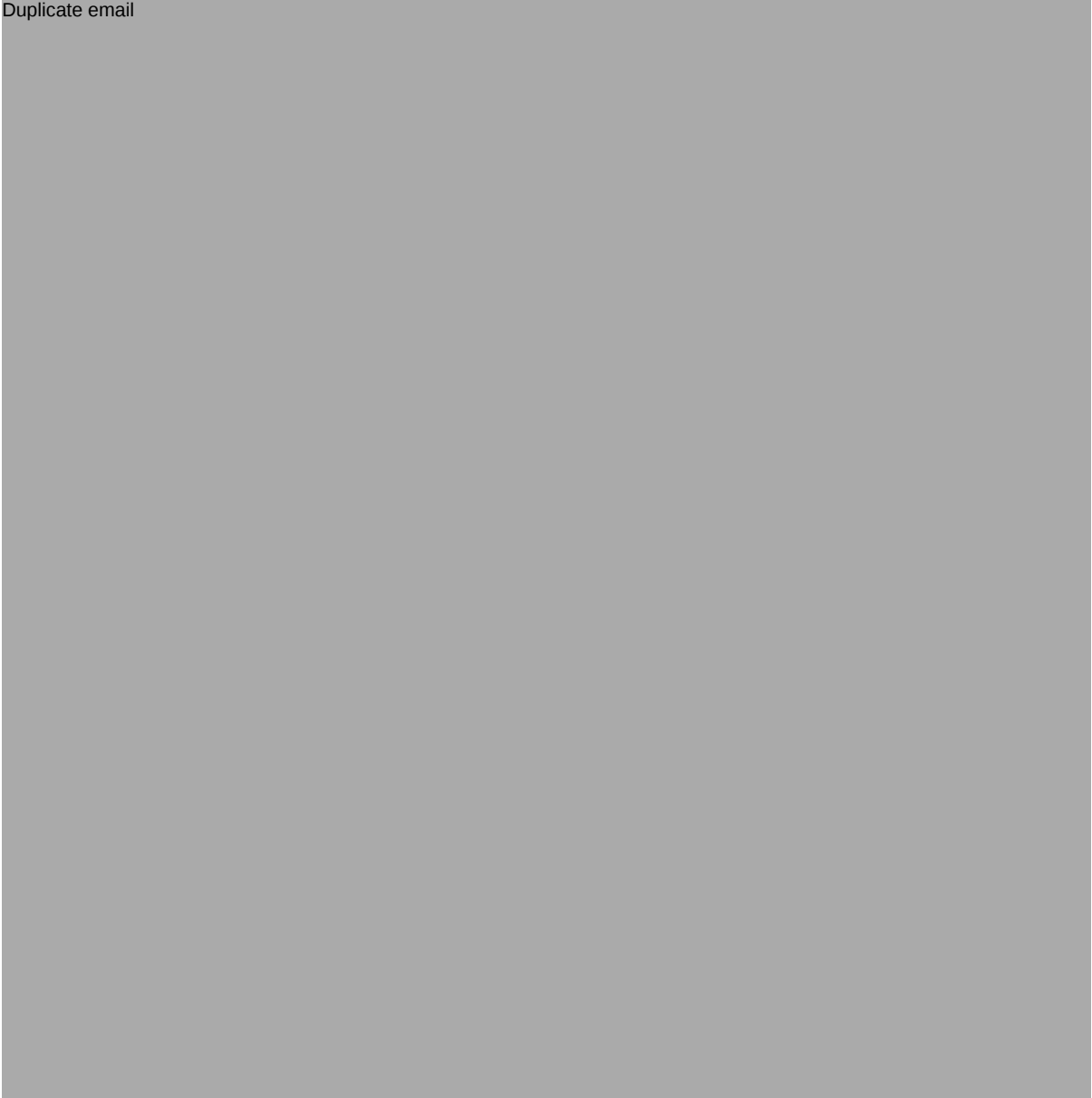
 [MIN Taxpayers' Union draft response.docx](#)

Ngā mihi

Robert

From: Robert Jordan <Robert.Jordan@publicservice.govt.nz>
Sent: Thursday, March 05, 2026 18:14
To: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>; Hugo Vitalis <Hugo.Vitalis@publicservice.govt.nz>; Gabrielle Wilson <Gabrielle.Wilson@publicservice.govt.nz>
Subject: New Zealand Government Identity - policy and guidelines

Duplicate email



From: [Robert Jordan](#)
To: [Stephanie Wyse](#)
Subject: Re: MINCORRE 2026-0004 & JC-COR-PS-058 -New Zealand Government Identity - policy and guidelines
Date: Friday, 13 March 2026 3:40:07 pm
Attachments: [image002.png](#)
[image004.png](#)

I have indeed I've reached out to both Erik (DIA) and Joshua (NZQA via MoE as the monitoring agency).

Erik is checking what information he has on file. Joshua has brought in Rob A, who may have a view on the best approach.

Hugo mentioned this morning that he wants to speak with Nardine and Thor since Comms and Engagement own the Guidelines. He said he's comfortable with this progressing at a slower pace, as long as it continues moving. He's keen to hand this over to the Comms team, framed as them continuing the work of looking into these examples - something we've started with the ACs.

Ngā mihi

Robert

From: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>
Sent: Friday, March 13, 2026 15:23
To: Robert Jordan <Robert.Jordan@publicservice.govt.nz>
Subject: Fw: MINCORRE 2026-0004 & JC-COR-PS-058 -New Zealand Government Identity - policy and guidelines

Have you chatted to ACs (to get info from DIA/NZQA)? Need to kick off the data collection and agree a timeframe.

From: MAES <MAES@publicservice.govt.nz>
Sent: Friday, March 13, 2026 3:06 PM
To: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>
Cc: MAES <MAES@publicservice.govt.nz>
Subject: RE: MINCORRE 2026-0004 & JC-COR-PS-058 -New Zealand Government Identity - policy and guidelines

Kia ora Stephanie

The office has asked if you could share an indicative ETA for when the Commission expects to report back to the Minister on the investigations referenced in the response.
They too have shared their thanks for your efforts on the response letter

Thanks,
Etiana

From: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>
Sent: Thursday, 12 March 2026 1:54 pm
To: MAES <MAES@publicservice.govt.nz>
Subject: Re: MINCORRE 2026-0004 & JC-COR-PS-058 -New Zealand Government Identity - policy and guidelines

Thanks Etiana

Happy with the changes. I suggest adding the "*wider* public sector" back in to align with the text in the guidelines, but it's very minor and up to the Office.

Grateful for their efforts to get this to a great final draft.

Thanks,

Stephanie

From: MAES <MAES@publicservice.govt.nz>
Sent: Thursday, 12 March 2026 1:37 pm
To: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>
Cc: MAES <MAES@publicservice.govt.nz>
Subject: FW: MINCORRE 2026-0004 & JC-COR-PS-058 -New Zealand Government Identity - policy and guidelines

Kia ora Stephanie

Apologies for the constant emails while you're out of the office!
The MO has made some minor track changes in the response below, and just wanted to check if you're comfortable with them:

 [JC-COR-PS-058 - RESPONSE - Rhys Hurley - Public service rebranding and policy changes.docx](#)

Thank you!
Etiana

From: Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>
Sent: Thursday, 12 March 2026 12:58 pm
To: MAES <MAES@publicservice.govt.nz>
Cc: Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>
Subject: MINCORRE 2026-0004 & JC-COR-PS-058 -New Zealand Government Identity - policy and guidelines

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Thanks for this Etiana – I have made some minor edits in tracked changes. Can you please check them with the team for accuracy?

Many thanks,
Aziel

From: MAES <MAES@publicservice.govt.nz>
Sent: Thursday, 12 March 2026 11:57 am
To: Misty Mossman <Misty.Mossman@parliament.govt.nz>
Cc: Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>; MAES <MAES@publicservice.govt.nz>
Subject: RE: MoSR 2026-0200-New Zealand Government Identity - policy and guidelines

Hi Misty

We have updated the draft response to include the below:

 JC-COR-PS-058 - RESPONSE - Rhys Hurley - Public service rebranding and policy changes.pdf	 JC-COR-PS-058 - RESPONSE - Rhys Hurley - Public service rebranding and policy changes.docx
---	--

Please let me know if you need anything else.

Thank,
Etiana

From: Misty Mossman <Misty.Mossman@parliament.govt.nz>
Sent: Wednesday, 4 March 2026 11:50 am
To: Hugo Vitalis <Hugo.Vitalis@publicservice.govt.nz>; Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>
Cc: MAES <MAES@publicservice.govt.nz>; Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>
Subject: MoSR 2026-0200-New Zealand Government Identity - policy and guidelines

Duplicate email

From: [Public Service Portfolio](#)
To: [MAES](#)
Cc: [Public Service Portfolio](#)
Subject: RE: MINCORRE 2026-0004 & JC-COR-PS-058 -New Zealand Government Identity - policy and guidelines
Date: Friday, 13 March 2026 12:15:39 pm
Attachments: [image001.png](#)
[image002.png](#)
[image003.jpg](#)

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Kia ora Etiana,

Many thanks for your email and confirmation. Please pass on my thanks to the team for their efforts on this MIN letter. Grateful if you could also ask the team to share an indicative ETA for when PSC expects to report back to the Minister on the investigations referenced in the response.

Thanks,
Aziel

From: MAES <MAES@publicservice.govt.nz>
Sent: Thursday, 12 March 2026 2:08 pm
To: Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>
Cc: MAES <MAES@publicservice.govt.nz>
Subject: RE: MINCORRE 2026-0004 & JC-COR-PS-058 -New Zealand Government Identity - policy and guidelines

Kia ora Aziel

The team are happy with the changes made.
They have suggested adding the "*wider* public sector" back in to align with the text in the guidelines, but it's very minor and up to the Office.

The team have also noted they are very grateful for your efforts to get this to a great final draft!

Let me know if you need anything else!

Ngā mihi,
Etiana

From: Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>
Sent: Thursday, 12 March 2026 12:58 pm
To: MAES <MAES@publicservice.govt.nz>
Cc: Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>
Subject: MINCORRE 2026-0004 & JC-COR-PS-058 -New Zealand Government Identity - policy and guidelines

Duplicate email



From: [MAES](#)
To: [Stephanie Wyse](#)
Subject: RE: MINCORRE 2026-0004 & JC-COR-PS-058 -New Zealand Government Identity - policy and guidelines
Date: Monday, 16 March 2026 10:49:21 am
Attachments: [image001.png](#)
[image002.png](#)

Thanks Stephanie, I have passed this on to the MO.

From: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>
Sent: Monday, 16 March 2026 10:41 am
To: MAES <MAES@publicservice.govt.nz>
Subject: Re: MINCORRE 2026-0004 & JC-COR-PS-058 -New Zealand Government Identity - policy and guidelines

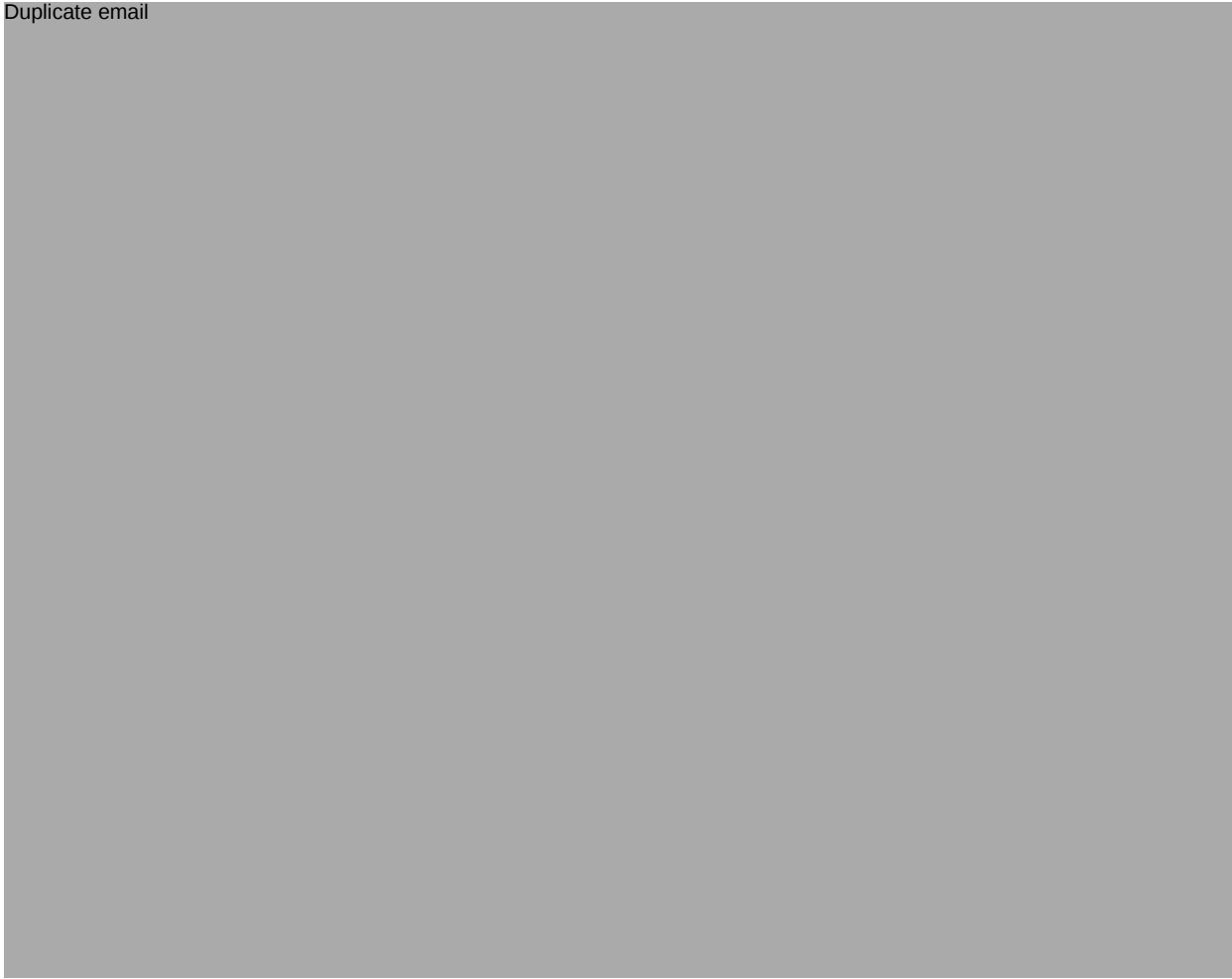
Hi Etiana,

Please let the office know that we are contacting DIA and NZQA to gather insights from their branding/identity updates this week. We expect to be able to provide a short update in the next few weeks, but as noted in the agency meeting any possible further review/work would be considered later in the year.

Thanks,
Stephanie

From: MAES <MAES@publicservice.govt.nz>
Sent: Friday, March 13, 2026 3:05 PM
To: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>
Cc: MAES <MAES@publicservice.govt.nz>
Subject: RE: MINCORRE 2026-0004 & JC-COR-PS-058 -New Zealand Government Identity - policy and guidelines

Duplicate email



From: [Erik Koed](#)
To: [Robert Jordan](#)
Subject: FW: Information for PSC
Date: Monday, 16 March 2026 10:09:19 am
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)

Hi – please see below for info from DIA – expenditure = \$741!

Erik Koed
Assistant Commissioner
waea pūkoro: 9(2)(a) privacy



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From: Ann-Marie Nansett <Ann-Marie.Nansett@dia.govt.nz>
Sent: Monday, 16 March 2026 9:51 am
To: Erik Koed <erik.koed@publicservice.govt.nz>
Subject: FW: Information for PSC

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hi Erik.

Probably the best background to the change is in this OIA (we got OIA-ed a few times about the change late last year): [OIA-2526-0209.pdf](#)

In a nutshell, the logo was updated inhouse and then applied to everything electronic. Changes to physical logos (on cars, buildings etc) will be made as part of the regular renewal process. So far, this has only applied to about a dozen pull-up banners. Nothing else has come up for renewal yet.

The briefing we provided Min van Velden about options has also been publicly released and is here: [OIA-2526-0112.pdf](#) (it's the first appendix).

Please let me know if you've got any questions. I'm happy to have a chat if that's easiest.

Ann-Marie Nansett | Acting GM Communications
Department of Internal Affairs | Te Tari Taiwhenua

Mob: 9(2)(a) privacy

From: Karen Hope-Cross <Karen.Hope-Cross@dia.govt.nz>

Sent: Friday, 13 March 2026 4:41 pm

To: Ann-Marie Nansett <Ann-Marie.Nansett@dia.govt.nz>

Cc: Erik Koed <erik.koed@publicservice.govt.nz>

Subject: Information for PSC

Kia ora Ann-Marie

As discussed, Erik would like us to provide some information on the rebranding we did for English first. This relates to a query to Minister Collins from NZTPU.

Can you please provide:

- Copy of the briefing sent to Min IA
- Summary of what we did
- Noting we have done electronic and then update anything physical as its needed (e.g. we updated the banners as they were due)
- Any additional cost we incurred since the original figure of \$700 odd.

Can we please provide to Erik by cob Tuesday if possible please – let us know if not feasible.

Ngā mihi

Karen

Karen Hope-Cross

Director Office of the Secretary | Pouārahi Te Toki

Department of Internal Affairs | Te Tari Taiwhenua

Mobile : 9(2)(a) privacy

45 Pipitea Street | PO Box 805, Wellington 6140, New Zealand | www.dia.govt.nz



From: [Robert Jordan](#)
To: [Stephanie Wyse](#)
Subject: RE: JC-COR-PS-058 - NZTU - Identity guidelines
Date: Monday, 16 March 2026 5:24:44 pm
Attachments: [image001.png](#)

Had a look and accepted. Thanks Steph

From: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>
Sent: Monday, March 16, 2026 3:02 PM
To: Robert Jordan <Robert.Jordan@publicservice.govt.nz>
Subject: Re: JC-COR-PS-058 - NZTU - Identity guidelines

Made some tweaks, mainly to make it shorter (and align one para with Minister's response to TPU) - have a look?

From: Robert Jordan <Robert.Jordan@publicservice.govt.nz>
Sent: Monday, March 16, 2026 12:34 PM
To: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>
Subject: RE: JC-COR-PS-058 - NZTU - Identity guidelines

Hey Steph,

I had a brief discussion with Hugh L when we spoke about the TPU branding letter last week.

Attached is a draft letter.

 [Draft letter from Minister to board Chairs.docx](#)

Erik also came back with information from DIA which I've attached.

I'll talk to Rob A about the information from MOE/NZQA.

Cheers,

Robert

From: Gabrielle Wilson <Gabrielle.Wilson@publicservice.govt.nz>
Sent: Monday, March 16, 2026 11:05 AM
To: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>; Nardine Sleeman <Nardine.Sleeman@publicservice.govt.nz>; Robert Jordan <Robert.Jordan@publicservice.govt.nz>
Cc: Hugo Vitalis <Hugo.Vitalis@publicservice.govt.nz>
Subject: RE: JC-COR-PS-058 - NZTU - Identity guidelines

Duplicate email

From: [Stephanie Wyse](#)
To: [Robert Jordan](#)
Subject: Re: Information relating to agency rebranding
Date: Tuesday, 17 March 2026 10:14:38 am
Attachments: [Outlook-o4zkh35g.png](#)
[Outlook-psolv5qx.png](#)
[Outlook-fx2la1m4.png](#)
[Outlook-j5r3rhcm.png](#)
[image001.png](#)

Thanks, good updates, we'll wait to see key points then think about level of detail in Minister's letter.

out of scope

From: Robert Jordan <Robert.Jordan@publicservice.govt.nz>
Sent: Tuesday, 17 March 2026 10:13 am
To: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>
Subject: FW: Information relating to agency rebranding

out of scope

The response from the NZQA CE.

Robert

From: Grant Klinkum <Grant.Klinkum@nzqa.govt.nz>
Sent: Monday, March 16, 2026 7:23 PM
To: Rob Anderson <Robert.Anderson@publicservice.govt.nz>; Robert Jordan <Robert.Jordan@publicservice.govt.nz>
Cc: Kevin Jenkins <kevin@kevinjenkins.co.nz>
Subject: Re: Information relating to agency rebranding

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Kia ora Robert (and Rob),

Thanks for your email.

As you correctly note, the rebrand part of the website and portal upgrade was a very small percentage of the expenditure quoted by the Taxpayers Union.

That said, we are always open to lessons that can be learnt for NZQA or for the system. I will respond to the questions you have set out below by Wednesday.

Ngā mihi nui, Grant

Get [Outlook for iOS](#)

From: Rob Anderson <Robert.Anderson@publicservice.govt.nz>
Sent: Monday, March 16, 2026 4:55 PM
To: Robert Jordan <Robert.Jordan@publicservice.govt.nz>
Cc: Kevin Jenkins <kevin@kevinjenkins.co.nz>; Grant Klinkum <Grant.Klinkum@nzqa.govt.nz>
Subject: FW: Information relating to agency rebranding

Thanks Robert.

In the first instances, Grant Klinkum, CE of NZQA, would be the appropriate point of contact. Grant, if you could assist, that would be great. I've also copied in Kevin Jenkins, who is the Chair for visibility too.

Thanks

Rob

Robert Anderson

Manager, Public Sector Performance

Phone: 9(2)(a) | Email: robert.anderson@publicservice.govt.nz



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From: Robert Jordan <Robert.Jordan@publicservice.govt.nz>

Sent: Monday, March 16, 2026 4:31 PM

To: Rob Anderson <Robert.Anderson@publicservice.govt.nz>

Subject: FW: Information relating to agency rebranding

Hey Rob

Quick reminder for the background - the Taxpayers' Union has recently written to the Minister asking about the cost of rebranding across departments and agencies. They've mentioned DIA and NZQA as examples: DIA's rebranding being described as low-cost, and NZQA's involving more significant expenditure. I've attached their letter for your awareness. We've told the Minister that we would look at the NZQA rebranding exercise for any learnings.

I'm interested in the drivers for the costs of rebranding for NZQA. I understand that of the \$2.9m quoted, the majority relates to website redevelopment. Around \$114k attributed to the brand redesign itself. It would be helpful to obtain further information on:

- The costs associated with NZQA rebranding exercise;
- options considered, the criteria against which those options were assessed; and
- whether the New Zealand Identity Policy and Guidance was considered.

Thanks again for offering to connect me!

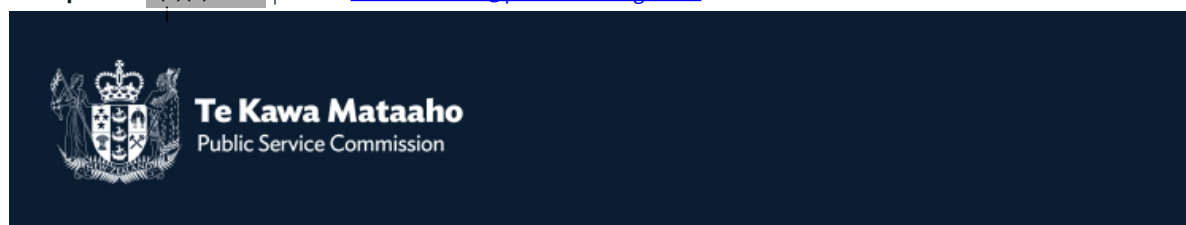
Ngā mihi

Robert Jordan ([he/him](#))

Kaitohutohu Mātāmua | Principal Analyst, Policy

Rautaki, Kaupapahere me te Ngākau Pono | Strategy, Policy, and Integrity

waea pūkoro: 9(2)(a) | Īmēra: Robert.Jordan@publicservice.govt.nz



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From: [Elizabeth Templeton](#)
To: [Robert Jordan](#); [Rob Anderson](#)
Cc: [Kevin Jenkins](#)
Subject: OC02414 NZQA response - Information relating to agency rebranding
Date: Wednesday, 18 March 2026 10:27:33 am
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.gif](#)
[image006.png](#)
[image007.png](#)
[OC02414 appendix.pdf](#)
[OC02414 NZQA response 20260318 - NZQA rebranding.pdf](#)

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Kia ora Robert

Please find attached a response to your email of 16 March.

Ngā mihi
Elizabeth

Elizabeth Templeton

Senior Advisor, Chief Executive and Ministerial Services | Kaitohutohu Matua - Ratonga Minita
Office of the Chief Executive | Tari o te Pou Whakahaere
New Zealand Qualifications Authority | Mana Tohu Mātauranga o Aotearoa



9(2)(a) privacy

Elizabeth.Templeton@nzqa.govt.nz

www.nzqa.govt.nz

125 The Terrace, PO Box 160, Wellington, 6140

From: Robert Jordan <Robert.Jordan@publicservice.govt.nz>
Sent: Tuesday, March 17, 2026 12:01 PM
To: Grant Klinkum <Grant.Klinkum@nzqa.govt.nz>; Rob Anderson <Robert.Anderson@publicservice.govt.nz>
Cc: Kevin Jenkins <kevin@kevinjenkins.co.nz>
Subject: RE: Information relating to agency rebranding

Cheers, Grant. Much appreciated for the prompt response.

I'll keep an eye out for the information.

Kind regards,

Robert

From: Grant Klinkum <Grant.Klinkum@nzqa.govt.nz>
Sent: Monday, March 16, 2026 7:23 PM
To: Rob Anderson <Robert.Anderson@publicservice.govt.nz>; Robert Jordan <Robert.Jordan@publicservice.govt.nz>
Cc: Kevin Jenkins <kevin@kevinjenkins.co.nz>
Subject: Re: Information relating to agency rebranding

Duplicate email thread

18 March 2026

Robert Jordan
Strategy, Policy, and Integrity
Te Kawa Mataaho Public Service Commission
Robert.Jordan@publicservice.govt.nz

Tēnā koe Robert

Thank you for your email of 16 March, about the cost of NZQA's rebranding work from 2021-2023.

I have addressed each of your questions below.

The costs associated with NZQA's rebranding exercise

As contained in [our answers to Select Committee questions](#), NZQA conducted a rebranding exercise across 2021/22 and 2022/23, with a total cost of \$151,031.

This was split across two financial years as the bulk of rebranding work was done prior to 30 June 2022, with the remainder completed after 1 July 2022. The timespan reflects prioritisation of the material that needed updating, and that changes to some documents and systems (such as those involved in running examinations) are best made at certain times of the year.

Through this work, NZQA's visual identity was updated to be relevant, modern and improve accessibility, particularly for people with visual impairments or colour blindness.

The rebranding work delivered a refreshed logo, new brand fonts, accessible colours, a range of culturally appropriate patterns, and a selection of complex or notable templates (such as for PowerPoint presentations and New Zealand Records of Achievement). More straightforward templates – such as those for letterheads and reports – were updated in-house using the logo, fonts and colours provided.

This mix of outsourced and in-house development, along with only refreshing the visual identity of material as it became due for updating, reprinting or renewal, helped to manage rebranding costs.

The only subsequent cost for rebranding work is \$2,019 (ex GST), incurred in October 2025. This reflects an updated logo placed on the wall of NZQA's office reception. This sign is visible to all external visitors arriving at NZQA's office and is typically used as the backdrop for official photos with international visitors. The delay in updating this signage reflects that it was not urgent, but it is important for presenting NZQA consistently.

Options considered, the criteria against which those options were assessed

Three primary options around rebranding were considered:

1. undertaking rebranding work 'in-house';
2. deferring or not undertaking rebranding work; or
3. undertaking rebranding work alongside the redevelopment of our website.

NZQA was unable to undertake rebranding work 'in-house' as we did not have the in-house graphic design skills and knowledge required.

Since groups with these specialist skills (including an indigenous design agency and accessibility expertise) were being contracted for the design of the website, it made sense to draw on their experience for NZQA's broader visual identity at the same time. Deferring or not undertaking rebranding work would have resulted in needing to re-contract these skills later, with additional procurement costs. This option would have also resulted in additional costs for adjusting the new website to accommodate new brand elements.

NZQA therefore took the option of procuring rebranding services alongside the website design and development. To achieve this, NZQA conducted a closed Request for Quotes (RFQ) combining both areas of work, using the All-of-Government panel. We received two applications, and our RFQ documentation (including the criteria on which we chose a vendor) is attached.

Whether the New Zealand Identity Policy and Guidance was considered

NZQA's Communications lead considered whether the New Zealand Government Identity could be used instead of a separate NZQA visual identity.

He considered whether the New Zealand Government Identity would be seen as relevant and engaging by NZQA's diverse audiences – particularly secondary school students working towards NCEA, who are one of NZQA's primary audience groups.

He also looked at whether using the New Zealand Government Identity would constrain NZQA's ability to adjust branding to meet the wide range of situations in which it is used.

On the basis of this consideration, the New Zealand Government Identity was seen as not being a good fit for NZQA.

If you have any further questions, please do not hesitate to be in contact.

Nāku noa, nā

A handwritten signature in black ink, appearing to read 'Grant Klinkum', with a long horizontal stroke extending to the right.

Dr Grant Klinkum
Chief Executive
New Zealand Qualifications Authority

Cc: Robert Anderson, Kevin Jenkins

From: [Stephanie Wyse](#)
To: [Nicky Dirks](#); [Hugo Vitalis](#); [Callum Butler](#); [Nardine Sleeman](#); [Thor Gudjonsson](#); [Gabrielle Wilson](#)
Subject: Re: URGENT Fw: Correspondence from Todd Stephenson MP raising concerns around the Public Service Branding
Date: Thursday, 19 March 2026 1:20:23 pm
Attachments: [image001.jpg](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[Outlook-mrefeaqi.png](#)

Kia ora koutou anō,

Thanks for feedback/tracked changes.

Hugo and I reviewed together, here's the final version ready for Minister's Office

 [MINCORRE 2026-0025 - RESPONSE TEMPLATE - Todd Stephenson \(Act MP\) - Public Service Branding.docx](#)

Stephanie

From: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>
Sent: Thursday, March 19, 2026 10:29 AM
To: Nicky Dirks <Nicky.Dirks@publicservice.govt.nz>; Hugo Vitalis <Hugo.Vitalis@publicservice.govt.nz>; Callum Butler <callum.butler@publicservice.govt.nz>; Nardine Sleeman <Nardine.Sleeman@publicservice.govt.nz>; Thor Gudjonsson <Thor.Gudjonsson@publicservice.govt.nz>; Gabrielle Wilson <Gabrielle.Wilson@publicservice.govt.nz>
Subject: Re: URGENT Fw: Correspondence from Todd Stephenson MP raising concerns around the Public Service Branding

Kia ora koutou,

First draft response here:  [MINCORRE 2026-0025 - RESPONSE TEMPLATE - Todd Stephenson \(Act MP\) - Public Service Branding.docx](#)

Given short timeframe, sending to all for a review. Would welcome thoughts, comments, changes!

Ngā mihi nui,
Stephanie

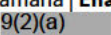
From: Nicky Dirks <Nicky.Dirks@publicservice.govt.nz>
Sent: Thursday, March 19, 2026 9:17 AM
To: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>; Hugo Vitalis <Hugo.Vitalis@publicservice.govt.nz>; Callum Butler <callum.butler@publicservice.govt.nz>; Nardine Sleeman <Nardine.Sleeman@publicservice.govt.nz>; Thor Gudjonsson <Thor.Gudjonsson@publicservice.govt.nz>; Gabrielle Wilson <Gabrielle.Wilson@publicservice.govt.nz>
Subject: RE: URGENT Fw: Correspondence from Todd Stephenson MP raising concerns around the Public Service Branding

Hi all

Steph is taking the lead on our response and will link in with others as required.

Thanks all

Ngā mihi

Nicky Dirks
Pou Whakahaere | Manager
Ngā Ratonga ki Ngā Minita me Te Tari Tumu | **Ministerial and Executive Services**
Ratonga Whakamana | **Enabling Services**
waea pūkoro: 9(2)(a)  | imēra: nicky.dirks@publicservice.govt.nz

Logo? Description automatically generated

Te Kawa Mataaho Public Service Commission
www.publicservice.govt.nz | www.govt.nz



From: Nicky Dirks <Nicky.Dirks@publicservice.govt.nz>
Sent: Thursday, 19 March 2026 7:50 am
To: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>; Hugo Vitalis <Hugo.Vitalis@publicservice.govt.nz>; Callum Butler <callum.butler@publicservice.govt.nz>
Cc: Thor Gudjonsson <Thor.Gudjonsson@publicservice.govt.nz>; Gabrielle Wilson <Gabrielle.Wilson@publicservice.govt.nz>; Misty Mossman <misty.mossman@parliament.govt.nz>; Public Service Portfolio <publicserviceportfolio@parliament.govt.nz>; Nardine Sleeman <Nardine.Sleeman@publicservice.govt.nz>; MAES <MAES@publicservice.govt.nz>
Subject: Fw: URGENT Fw: Correspondence from Todd Stephenson MP raising concerns around the Public Service Branding

Hi Steph and Hugo

Including you into this request from the MO too.

Can we please confirm who will be taking the lead on the response for this request to meet the deadline of 2.30pm.

Thanks
Nicky

Get [Outlook for iOS](#)

From: Misty Mossman <Misty.Mossman@parliament.govt.nz>
Sent: Thursday, March 19, 2026 7:35:06 AM
To: Nardine Sleeman <nardine.sleeman@publicservice.govt.nz>; Thor Gudjonsson <thor.gudjonsson@publicservice.govt.nz>; Nicky Dirks <nicky.dirks@publicservice.govt.nz>
Cc: Gabrielle Wilson <gabrielle.wilson@publicservice.govt.nz>; MAES <maes@publicservice.govt.nz>; Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>
Subject: URGENT Fw: Correspondence from Todd Stephenson MP raising concerns around the Public Service Branding

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Good morning

Could we please have a draft response to this correspondence by 2.30pm tomorrow?

Thanks
Misty

From: 9(2)(a) privacy <[REDACTED]@parliament.govt.nz>
Sent: Wednesday, 18 March 2026 5:44 PM
To: Judith Collins (MIN) <J.Collins@ministers.govt.nz>
Cc: Todd Stephenson <Todd.Stephenson@parliament.govt.nz>; 9(2)(a) privacy <[REDACTED]@parliament.govt.nz>; 9(2)(a) privacy <[REDACTED]@parliament.govt.nz>; Aziel Verner <Aziel.Verner@parliament.govt.nz>
Subject: Correspondence from Todd Stephenson MP raising concerns around the Public Service Branding

Dear Minister,

Please find attached correspondence from Todd Stephenson raising concerns that the principal Government website remains prominently branded as “Te Kāwanatanga o Aotearoa.”

We look forward to your response.

Kind regards

9(2)(a) | Research and Policy Advisor – ACT Caucus Support Centre
ACT Caucus Support Centre | Parliament Buildings, Wellington 6160
| E: 9(2)(a) | [@parliament.govt.nz](mailto:9(2)(a)@parliament.govt.nz) M: 9(2)(a)

Hon Judith Collins
Minister for the Public Service
By Email: J.Collins@ministers.govt.nz

18/03/2026

Dear Minister,

I am writing to bring to your attention concerns ACT MPs have been receiving regarding the Government's overall branding and public presentation.

ACT and its MPs have received a significant volume of correspondence questioning whether the way the Government currently presents itself reflects the direction agreed to at the formation of this coalition. In particular, there is growing concern that commitments which were clearly signalled during coalition negotiations are not being visibly implemented across the system.

The principal government website remains prominently branded as "Te Kāwanatanga o Aotearoa". For many New Zealanders, the issue is not about the place of te reo Māori in our national life. The concern is whether the Public Service is following the clear direction set by Ministers, and whether English is in fact being used as the primary identifier in the way that was agreed.

The Public Service exists to implement the policy programme of the elected Government. It is not there to develop its own branding philosophy, determine cultural emphasis, or move at its own pace on matters that were settled during coalition negotiations. It must be politically neutral, operationally disciplined, and clearly aligned with ministerial direction.

When government branding does not reflect clearly articulated commitments, it creates the perception that either the direction is not being firmly driven or that departments are exercising discretion in areas where there should be none. That risks eroding public confidence and blurring accountability.

The Government agreed that departments would have their primary name in English, and that public service communication would be primarily in English. These Government commitments should be actively implemented. Leadership and consistent standards across government

are necessary to ensure that these commitments are not treated as secondary or symbolic. We are aware that the English-first policy was agreed upon in the coalition agreement between National and New Zealand First, and it is important that this agreement is reflected clearly.

Please find attached a copy of the proposed brand. *

I look forward to your response.

Yours sincerely,



Todd Stephenson MP

ACT New Zealand

Parliament Buildings

Todd.Stephenson@parliament.govt.nz

*

Current Brand:



Te Kāwanatanga o Aotearoa
New Zealand Government

Proposed Brand:



New Zealand Government
Te Kāwanatanga o Aotearoa

Source: Public Service Commission, Policy and Guidelines: New Zealand Government Identity

From: MAES
Sent: Friday, 20 March 2026 11:37 am
To: Stephanie Wyse; MAES
Cc: Hugo Vitalis; Enquiries
Subject: RE: MO Edits - Response to Todd Stephenson (ACT MP)

Great, thank you!

We'll let the office know we're comfortable with the edits, and add a wee note about sequencing and the potential to change it to "I will write" if the Board letters aren't also being sent this afternoon.

Thanks for the speediness in coming back to us

Ngā mihi
Emily

From: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>
Sent: Friday, 20 March 2026 11:33 am
To: MAES <MAES@publicservice.govt.nz>
Cc: Hugo Vitalis <Hugo.Vitalis@publicservice.govt.nz>; Enquiries <enquiries@publicservice.govt.nz>
Subject: Re: MO Edits - Response to Todd Stephenson (ACT MP)

Thanks Emily,

I'm comfortable with the changes proposed by the office, thanks for checking (and extra thanks for the track changes version to speed it up 😊).

I note that the letter references correspondence sent to Board chairs - I think that draft corre only went back to the office this morning, so sequencing may be important? (have written / will write)

Stephanie

From: MAES <MAES@publicservice.govt.nz>
Sent: Friday, 20 March 2026 11:02 am
To: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>
Cc: Hugo Vitalis <Hugo.Vitalis@publicservice.govt.nz>; Enquiries <enquiries@publicservice.govt.nz>
Subject: MO Edits - Response to Todd Stephenson (ACT MP)

Kia ora Stephanie,

As below – the office has made some changes to this letter and would like to check them off with you.

I've compared their version with our draft, and created a track change version here:  [MINCORRE 2026-0025 - TRACK CHANGES.docx](#)

In case it is helpful: here is their  ['clean' version](#) (no track changes), and here is our  [original draft](#).

Could you please let me know if you're comfortable with their changes **by this afternoon**? They are hoping to get it out today.

Let me know if this needs to go to anyone else.

Ngā mihi
Emily

From: Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>
Sent: Friday, 20 March 2026 9:58 am
To: MAES <MAES@publicservice.govt.nz>
Cc: Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>
Subject: RE: New entry on spreadsheet - Response to Todd Stephenson (ACT MP)

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Kia ora Alana,

Many thanks for sending this through. 😊 We have made some changes to this response – grateful if you be able to run this past the SME and check if they are comfortable with the changes? If possible, we are looking to dispatch it later today.

Thank you!
Azriel

From: MAES <MAES@publicservice.govt.nz>
Sent: Thursday, 19 March 2026 3:55 pm
To: Misty Mossman <Misty.Mossman@parliament.govt.nz>; Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>
Cc: MAES <MAES@publicservice.govt.nz>
Subject: New entry on spreadsheet - Response to Todd Stephenson (ACT MP)

Kia ora kōrua

The final response to Mr Todd Stephenson is now saved into the spreadsheet:

 MINCORRE 2026-0025 - RESPONSE - Todd Stephenson.pdf	 MINCORRE 2026-0025 - RESPONSE - Todd Stephenson.docx
---	--

Ngā mihi nui
Alana

Alana Fasavalu ([she/her](#))

Kaitohutohu Mātāmua | Principal Advisor

Ngā Ratonga ki Ngā Minita me Te Tari Tumu | Ministerial and Executive Services

Ratonga Whakamana | Enabling Services

waea pūkoro:  | īmēra: alana.fasavalu@publicservice.govt.nz

From: MAES
Sent: Friday, 20 March 2026 11:39 am
To: Public Service Portfolio
Cc: MAES; Alana Fasavalu
Subject: RE: New entry on spreadsheet - Response to Todd Stephenson (ACT MP)

Kia ora Aziel,

The team is comfortable with the edits, thank you for checking.

Their only note was whether the letter to Board Chairs needs to be reframed to future tense (eg., I will write..), unless you are also sending those this afternoon!

Thanks,
Emily

From: Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>
Sent: Friday, 20 March 2026 9:58 am
To: MAES <MAES@publicservice.govt.nz>
Cc: Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>
Subject: RE: New entry on spreadsheet - Response to Todd Stephenson (ACT MP)

Duplicate email



From: [Judith Collins \(MIN\)](#)
To: [9\(2\)\(a\)](#)
Cc: [Todd Stephenson](#); [9\(2\)\(a\)](#)
Subject: FW: Correspondence from Todd Stephenson MP raising concerns around the Public Service Branding
Date: Wednesday, 25 March 2026 11:50:22 am
Attachments: [Todd Stephenson MP 25 March 2026.pdf](#)
[image001.jpg](#)

Dear [9\(2\)](#)
()

Please see attached letter for Todd Stephenson MP from Hon Judith Collins KC.

Kind regards



Office of Hon Judith Collins KC MP

Member of Parliament for Papakura
Attorney-General | Minister of Defence | Minister for Digitising Government | Minister for the Public Service
Minister Responsible for the GCSB | Minister Responsible for the NZSIS | Minister for Space

Email: j.collins@ministers.govt.nz Website: www.Beehive.govt.nz
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

Authorised by Hon Judith Collins KC, Parliament Buildings, Wellington

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Please note information about meetings related to the Ministers' portfolios will be proactively released (this does not include personal or constituency matters). For each meeting in scope, the summary would list: date, time (start and finish), brief description, location, who the meeting was with, and the portfolio. If you attend a meeting with the Minister on behalf of an organisation, the name of the organisation will be released. If you are a senior staff member at an organisation, or meet with the Minister in your personal capacity, your name may also be released. The location of the meeting will be released, unless it is a private residence. The proactive release will be consistent with the provisions in the Official Information Act, including privacy considerations. Under the Privacy Act 1993 you have the right to ask for a copy of any personal information we hold about you, and to ask for it to be corrected if you think it is wrong. If you'd like to ask for a copy of your information, or to have it corrected, or are concerned about the release of your information in the meeting disclosure, please contact the sender. You can read more about the proactive release policy at <https://www.dia.govt.nz/Proactive-Releases#MS>

From: [9\(2\)\(a\) privacy](#) <[9\(2\)\(a\)@parliament.govt.nz](mailto:9(2)(a)@parliament.govt.nz)>
Sent: Wednesday, 18 March 2026 5:44 PM
To: Judith Collins (MIN) <j.collins@ministers.govt.nz>
Cc: Todd Stephenson <Todd.Stephenson@parliament.govt.nz>; [9\(2\)\(a\) privacy](#) <[9\(2\)\(a\)@parliament.govt.nz](mailto:9(2)(a)@parliament.govt.nz)>; [9\(2\)\(a\) privacy](#) <[9\(2\)\(a\)@parliament.govt.nz](mailto:9(2)(a)@parliament.govt.nz)>; Aziel Verner <Aziel.Verner@parliament.govt.nz>
Subject: Correspondence from Todd Stephenson MP raising concerns around the Public Service Branding

Duplicate email

Office of Hon Judith Collins KC

Attorney General
Minister of Defence
Minister for Digitising Government
Minister for the Public Service
Minister Responsible for the GCSB
Minister Responsible for the NZSIS
Minister for Space



Todd Stephenson MP
ACT New Zealand

Todd.Stephenson@parliament.govt.nz

Dear Todd,

Thank you for your letter of 19 March, sharing your concerns about the Government's overall branding and public presentation.

In your letter, you reference the branding of the 'principal government website' which I understand to be www.govt.nz. This website aims to improve co-operation and partnership across agencies so that users have a simple and trustworthy experience when they're interacting with government.

The coalition commitment between the New Zealand National Party and New Zealand First agreed to ensure all public service departments have their primary name in English, except for those specifically related to Māori. Ministers and agencies have responded to the coalition commitment on a case-by-case basis. This aligns with the Government's priority that public sector agencies focus on delivering more effective frontline services to New Zealanders and making good use of taxpayer dollars.

The coalition commitment also agreed to require public service departments and Crown entities to communicate primarily in English except those entities specifically related to Māori.

The all of government logo you refer to in your letter is included in the *New Zealand Government Identity Policy and Guidelines*. This document was last reviewed in 2021, and many agencies have implemented the NZ Govt Identity and logo mark across a wide range of digital and physical collateral.

Recently I have been concerned about the cost of agency rebranding activities and raised this with the Public Service Commissioner. He has reminded public service agencies of the need to be mindful of the fiscal environment, to minimise unnecessary expenditure associated with rebranding, and to learn from other agencies' experiences to avoid undue costs. I have also written to Crown entity Board Chairs to share these expectations. I have asked officials to advise me on the potential costs and timeframe for reviewing the Guidelines as I want any changes in approach or branding to be made without incurring substantial additional cost.

Thank you again for sharing your concerns with me.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Judith Collins'.

Hon Judith Collins KC
Minister for the Public Service

From: [Nardine Sleeman](#)
To: [Thor Gudjonsson](#)
Subject: Fw: Letters from Min Seymour and Mr Stephenson
Date: Thursday, 19 March 2026 2:02:53 pm

Hi Thor

You'll want to be across this as it relates to AoG branding. I can give you a briefing.

Ngā mihi

Nardine

From: Gabrielle Wilson <Gabrielle.Wilson@publicservice.govt.nz>
Sent: Thursday, March 19, 2026 1:28 PM
To: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>; Hugo Vitalis <Hugo.Vitalis@publicservice.govt.nz>; Heather Baggott <Heather.Baggott@publicservice.govt.nz>
Cc: Nardine Sleeman <Nardine.Sleeman@publicservice.govt.nz>
Subject: Letters from Min Seymour and Mr Stephenson

Hi all, just a heads up that the Minister's office has asked for these letters to be on next week's agenda.

Thanks
Gabs

Gabrielle Wilson (she/her)
Office of the Public Service Commissioner | Head of Service
waea pūkoro: 9(2)(a) privacy | **īmēra:** gabrielle.wilson@publicservice.govt.nz
Te Kawa Mataaho Public Service Commission

From: MAES
To: Misty Mossman
Cc: Public Service Portfolio; MAES
Subject: RE: JC-COR-PS-058 - NZTU - Identity guidelines
Date: Friday, 20 March 2026 10:57:37 am
Attachments: [image002.png](#)
[image003.jpg](#)

Morning Misty

Please see new entry in the tracking spreadsheet:

[Draft letter from Minister to statutory Crown entity board Chairs.docx](#)

Thanks,
Etiana

From: Misty Mossman <Misty.Mossman@parliament.govt.nz>
Sent: Monday, 16 March 2026 10:43 am
To: Stephanie Wyse <stephanie.wyse@publicservice.govt.nz>
Cc: Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>; MAES <maes@publicservice.govt.nz>
Subject: FW: JC-COR-PS-058 - NZTU - Identity guidelines

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Good morning

Please see the final letter attached, and the response from NZTU. Could you please advise when the Commissioner is writing to CEs and when the Minister will receive a draft letter to forward to Board Chairs?

Thanks

Misty

From: Rhys Hurley <rhys@taxpayers.org.nz>
Sent: Monday, 16 March 2026 10:20 AM
To: Judith Collins (MIN) <J.Collins@ministers.govt.nz>
Subject: Re: JC-COR-PS-058 Letter to Minister Collins

Thank you ^{9(2)(a)} for sending this response and the Minister for investigating this issue further.

Best Regards,

Rhys Hurley

Investigations Coordinator | New Zealand Taxpayers' Union | Auckland Ratepayers' Alliance

Mobile ^{9(2)(a)} | Email rhys@taxpayers.org.nz

New Zealand Taxpayers' Union Inc. | Main +64 4 282 0300 | 117 Lambton Quay, Wellington 6011 | PO Box 10518, The Terrace, Wellington 6143 | www.taxpayers.org.nz

Auckland Ratepayers' Alliance | Main +64 9 281 5172 | Unit 6, 143 Quay Street, Auckland 1010 | PO Box 133099, Eastridge, Auckland 1146 | www.ratepayers.nz

We stand for Lower Taxes, Less Waste, and More Accountability across all levels of government. If you like what we do, join the [Taxpayers' Union](#) or the [Auckland Ratepayers' Alliance](#).

From: Judith Collins (MIN) <J.Collins@ministers.govt.nz>
Sent: 16 March 2026 10:05 AM
To: Rhys Hurley <rhys@taxpayers.org.nz>
Subject: RE: JC-COR-PS-058 Letter to Minister Collins

Good morning,

Please see attached the Minister's response to your letter. Thank you for taking the time to write to the Minister. Please accept our apologies for the delay in providing a response.

Kind regards,

9(2)(a)



Office of Hon Judith Collins KC MP

Attorney-General | Minister of Defence | Minister for Digitising Government
Minister for the Public Service | Minister Responsible for the GCSB
Minister Responsible for the NZSIS | Minister for Space

j.collins@ministers.govt.nz

Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

Authorised by Hon Judith Collins KC MP, Parliament Buildings, Wellington

From: Rhys Hurley <rhys@taxpayers.org.nz>

Sent: Thursday, 5 February 2026 1:37 PM

To: Judith Collins (MIN) <J.Collins@ministers.govt.nz>

Subject: JC-COR-PS-058 Letter to Minister Collins

Good Afternoon

Attached is a letter for consideration by Minister Collins.

Best Regards,

Rhys Hurley

Investigations Coordinator | New Zealand Taxpayers' Union | Auckland Ratepayers' Alliance

Mobile 9(2)(a) | **Email** rhys@taxpayers.org.nz

New Zealand Taxpayers' Union Inc. | **Main** +64 4 282 0300 | 117 Lambton Quay, Wellington 6011 | PO

Box 10518, The Terrace, Wellington 6143 | www.taxpayers.org.nz

Auckland Ratepayers' Alliance | **Main** +64 9 281 5172 | Unit 6, 143 Quay Street, Auckland 1010 | PO Box 133099, Eastridge, Auckland 1146 | www.ratepayers.nz

We stand for Lower Taxes, Less Waste, and More Accountability across all levels of government. If you like what we do, join the [Taxpayers' Union](http://www.taxpayers.org.nz) or the [Auckland Ratepayers' Alliance](http://www.ratepayers.nz).

From: MAES
To: Robert Jordan
Cc: Stephanie Wyse; Nardine Sleeman; MAES
Subject: RE: MINCORRE 2026-0004 NZTU - Identity guidelines
Date: Friday, 20 March 2026 10:59:35 am
Attachments: image001.png

Thank you! Confirming the below letter has been templated and sent to Misty.

Ngā mihi,
Etiana

From: Robert Jordan <Robert.Jordan@publicservice.govt.nz>
Sent: Friday, 20 March 2026 10:41 am
To: MAES <MAES@publicservice.govt.nz>
Cc: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>; Nardine Sleeman <Nardine.Sleeman@publicservice.govt.nz>
Subject: Re: MINCORRE 2026-0004 NZTU - Identity guidelines

Thanks Etiana, MAES has access but I've added you as well. Let me know if there is anyone else I need to add.

Ngā mihi

Robert

From: MAES <MAES@publicservice.govt.nz>
Sent: Friday, March 20, 2026 10:02
To: Robert Jordan <Robert.Jordan@publicservice.govt.nz>
Cc: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>; Nardine Sleeman <Nardine.Sleeman@publicservice.govt.nz>; MAES <MAES@publicservice.govt.nz>
Subject: RE: MINCORRE 2026-0004 NZTU - Identity guidelines

Mōrena Robert

Thank you for sending this through. Could we please have access to the document?

Thanks,
Etiana

From: Robert Jordan <Robert.Jordan@publicservice.govt.nz>
Sent: Thursday, 19 March 2026 1:21 pm
To: MAES <MAES@publicservice.govt.nz>
Cc: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>; Nardine Sleeman <Nardine.Sleeman@publicservice.govt.nz>
Subject: RE: MINCORRE 2026-0004 NZTU - Identity guidelines

Kia ora Mins,

Please see attached the approved letter from the Minister to board Chairs. It is ready to go across. It's part of the overall response to a letter from the NZTU discussed with the Minister's office. [📎 Draft letter from Minister to board Chairs.docx](#)

Can you please put this into the template and send?

Happy to discuss if you have any questions.

From: Hugo Vitalis <Hugo.Vitalis@publicservice.govt.nz>
Sent: Thursday, March 19, 2026 1:02 PM
To: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>
Cc: Robert Jordan <Robert.Jordan@publicservice.govt.nz>
Subject: RE: JC-COR-PS-058 - NZTU - Identity guidelines

Good to go.

From: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>
Sent: Thursday, March 19, 2026 12:45 PM
To: Hugo Vitalis <Hugo.Vitalis@publicservice.govt.nz>
Cc: Robert Jordan <Robert.Jordan@publicservice.govt.nz>
Subject: Re: JC-COR-PS-058 - NZTU - Identity guidelines

Thanks for the steer this morning. Updated version here:  [Draft letter from Minister to board Chairs.docx](#)
I'm keeping an eye on alignment to the other corre around identity/branding.

From: Hugo Vitalis <Hugo.Vitalis@publicservice.govt.nz>
Sent: Wednesday, March 18, 2026 5:18 PM
To: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>
Cc: Robert Jordan <Robert.Jordan@publicservice.govt.nz>
Subject: RE: JC-COR-PS-058 - NZTU - Identity guidelines

Thanks for this. Might need to have a quick chat tomorrow.

From: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>
Sent: Wednesday, March 18, 2026 5:06 PM
To: Hugo Vitalis <Hugo.Vitalis@publicservice.govt.nz>
Cc: Robert Jordan <Robert.Jordan@publicservice.govt.nz>
Subject: Fw: JC-COR-PS-058 - NZTU - Identity guidelines

Hi Hugo,

To close out the NZ Taxpayers' Union corre about agency identity/branding, Robert has prepared a draft letter for the Minister to send to Board chairs reminding them about application of the Guidelines.

Could you please review and confirm this covers off the remaining points from the conversation with Minister Collins. I indicated to Misty we'd get a draft letter over late this week.  [Draft letter from Minister to board Chairs.docx](#)

Thanks,
Stephanie

From: Gabrielle Wilson <Gabrielle.Wilson@publicservice.govt.nz>
Sent: Monday, 16 March 2026 11:04 am
To: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>; Nardine Sleeman <Nardine.Sleeman@publicservice.govt.nz>; Robert Jordan <Robert.Jordan@publicservice.govt.nz>
Cc: Hugo Vitalis <Hugo.Vitalis@publicservice.govt.nz>
Subject: RE: JC-COR-PS-058 - NZTU - Identity guidelines

Thanks for this update Steph Brian actually spoke to CEs last week at Advance!

Thanks
Gabs

From: Stephanie Wyse <Stephanie.Wyse@publicservice.govt.nz>
Sent: Monday, 16 March 2026 10:57 AM
To: Nardine Sleeman <Nardine.Sleeman@publicservice.govt.nz>; Gabrielle Wilson <Gabrielle.Wilson@publicservice.govt.nz>; Robert Jordan <Robert.Jordan@publicservice.govt.nz>
Cc: Hugo Vitalis <Hugo.Vitalis@publicservice.govt.nz>
Subject: Fw: JC-COR-PS-058 - NZTU - Identity guidelines

Mōrena koutou,

A quick round-up on the corre and next steps - let me know if I've missed anything?

- Hugo shepherded this through last week's agency meeting and reply was sent (attached).
- [@Robert Jordan](#) has asked ACs/PSP to gather info from DIA and NZQA on lessons learned, and will collate/summarise insights in the next week or two as it comes in.
- [@Robert Jordan](#) can you please also draft a short letter to Board chairs from Minister, leaving in a holding para to drop in a couple of insights (if any) from the info gathering — chat to Hugh L about whether there's a template letter you could base it off / best way to communicate it.
- [@Gabrielle Wilson](#) - Insights from info gathering should also inform the reminder from Brian to Chief Executives (the letter said "will remind chief executives of the need... and to learn from other agencies' experiences" - Happy to discuss letter vs update at a regular meeting?)
- [@Nardine Sleeman](#) - find me when you have a moment and I'll update you on the agency meeting/next steps. IF a review, it would be later in the year, but sit with you team as owners of the guidelines?

Thanks,
Stephanie

From: Misty Mossman <Misty.Mossman@parliament.govt.nz>
Sent: Monday, March 16, 2026 10:42 AM
To: Stephanie Wyse <stephanie.wyse@publicservice.govt.nz>
Cc: Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>; MAES <maes@publicservice.govt.nz>
Subject: FW: JC-COR-PS-058 - NZTU - Identity guidelines

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Good morning

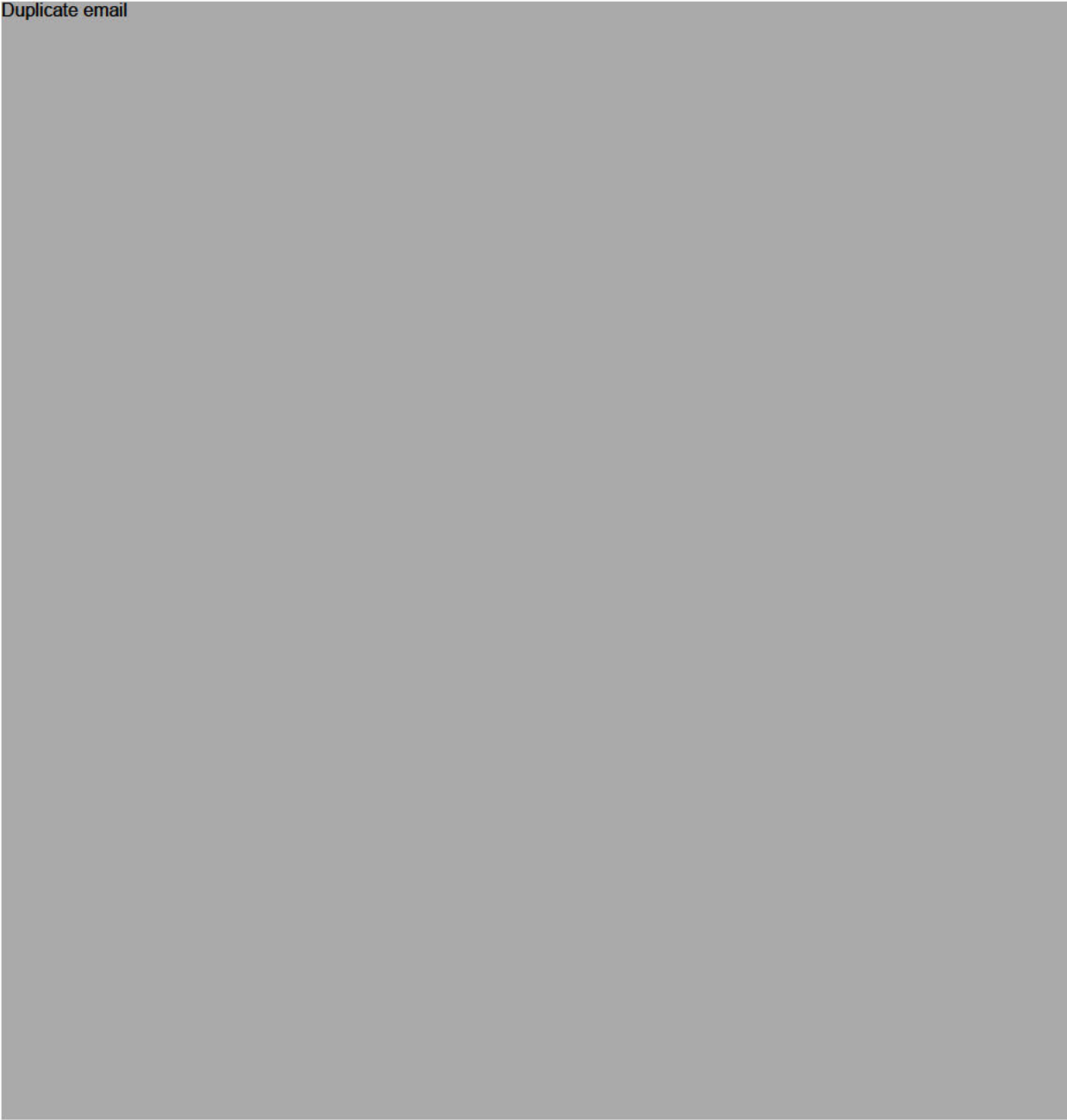
Please see the final letter attached, and the response from NZTU. Could you please advise when the Commissioner is writing to CEs and when the Minister will receive a draft letter to forward to Board Chairs?

Thanks

Misty

From: Rhys Hurley <rhys@taxpayers.org.nz>
Sent: Monday, 16 March 2026 10:20 AM
To: Judith Collins (MIN) <J.Collins@ministers.govt.nz>
Subject: Re: JC-COR-PS-058 Letter to Minister Collins

Duplicate email



From: [Stephanie Wyse](#)
To: [Misty Mossman](#)
Cc: [Public Service Portfolio](#); [MAES](#)
Subject: Re: JC-COR-PS-058 - NZTU - Identity guidelines
Date: Monday, 16 March 2026 11:47:19 am
Attachments: [image001.jpg](#)

Good morning Misty,

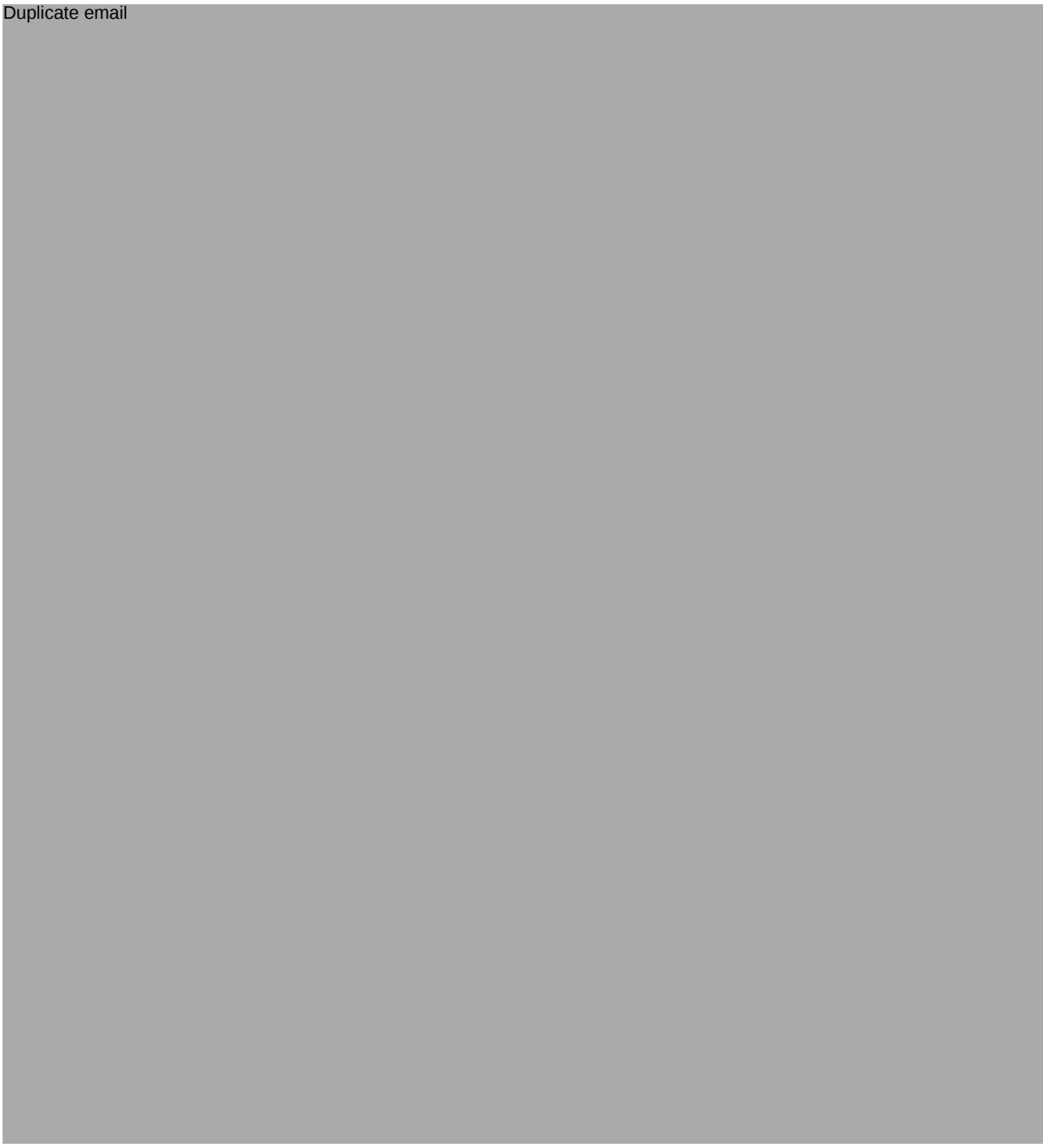
Thank you for the copy of the final letter .

Brian discussed the Guidelines/expectations around re-branding with CEs at Advance last week. We hope to provide a draft letter to go to Board chairs later this week.

Stephanie

From: Misty Mossman <Misty.Mossman@parliament.govt.nz>
Sent: Monday, 16 March 2026 10:42 am
To: Stephanie Wyse <stephanie.wyse@publicservice.govt.nz>
Cc: Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>; MAES <maes@publicservice.govt.nz>
Subject: FW: JC-COR-PS-058 - NZTU - Identity guidelines

Duplicate email



From: [Hugo Vitalis](#)
To: [Public Service Portfolio](#); [Stephanie Wyse](#)
Cc: [MAES](#); [Nardine Sleeman](#); [Thor Gudjonsson](#)
Subject: RE: New Zealand Government Identity - policy and guidelines
Date: Monday, 23 March 2026 10:31:37 am

Hi Misty

I will check with Nardine and Thor, but I think further work first needs to be done (as yet not undertaken) to think through the timing, possible cost and process for any review of the guidelines. It might be simple or more complex. Nardine and team will likely need to pick up the lead for this part of it. Helpful info is likely to be on file from the last review and process that was done in 2021 to get a sense of what might be involved.

From: Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>
Sent: Monday, March 23, 2026 9:46 AM
To: Hugo Vitalis <hugo.vitalis@publicservice.govt.nz>; Stephanie Wyse <stephanie.wyse@publicservice.govt.nz>
Cc: MAES <maes@publicservice.govt.nz>; Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>
Subject: RE: New Zealand Government Identity - policy and guidelines

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Good morning!

I understand that most of the links in the "other useful guidance" in this policy are "page not found". Therefore, perhaps these guidelines do need to be reviewed and updated.

Could you please provide an update on the time and cost to review and update the guidelines? Both to update the broken links and to undertake a wider review.

Thanks

Misty



Misty Mossman
Private Secretary (Public Service) | Office of Hon Judith Collins KC MP

Member of Parliament for Papakura
Attorney-General | Minister of Defence | Minister for Digitising Government | Minister for the Public Service |
Minister Responsible for the GCSB | Minister Responsible for the NZSIS | Minister for Space

Mobile: 9(2)(a) [REDACTED]
Email: Misty.Mossman@parliament.govt.nz Website: www.Beehive.govt.nz
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

From: Misty Mossman <Misty.Mossman@parliament.govt.nz>
Sent: Wednesday, 4 March 2026 11:50 am
To: Hugo Vitalis <hugo.vitalis@publicservice.govt.nz>; Stephanie Wyse <stephanie.wyse@publicservice.govt.nz>
Cc: MAES <maes@publicservice.govt.nz>; Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>
Subject: New Zealand Government Identity - policy and guidelines

Duplicate email

From: [Hugo Vitalis](#)
To: [Brian Roche](#); [Gabrielle Wilson](#)
Cc: [Thor Gudjonsson](#)
Subject: FW: MoSR 2026-0100-Instruction to change PSC and NZ Govt branding
Date: Thursday, 2 April 2026 2:47:51 pm
Attachments: [MoSR 2026-0100-Instruction to change PSC and NZ Govt branding.docx](#)

[IN-CONFIDENCE]

Just one further change from the MO – they wanted to make clear we would minimize cost and start with changes in digital and then replace existing stocks as they were depleted.

[IN-CONFIDENCE]

From: Hugo Vitalis
Sent: Thursday, April 2, 2026 2:43 PM
To: Misty Mossman <misty.mossman@parliament.govt.nz>
Cc: MAES <MAES@publicservice.govt.nz>; Nicky Dirks <Nicky.Dirks@publicservice.govt.nz>
Subject: MoSR 2026-0100-Instruction to change PSC and NZ Govt branding

Misty with changes that include a noting rec to make clear we will minimize cost via digital changes first and then paper changes later.

MAES can you update with this version – sorry.

From: [Hugo Vitalis](#)
To: [Brian Roche](#); [Gabrielle Wilson](#)
Cc: [Heather Baggott](#); [Thor Gudjonsson](#)
Subject: FW: [IN-CONFIDENCE] RE: MoSR 2026-0100-Instruction to change PSC and NZ Govt branding
Date: Thursday, 2 April 2026 4:31:20 pm
Attachments: [image002.jpg](#)
[image003.png](#)

[IN-CONFIDENCE]

Obviously, in the further revision as instructed, did not quite manage to capture the digital in terms of NZ Government branding but the Minister's additional note seems clear.

We will need to get on to this asap.

[IN-CONFIDENCE]

From: Misty Mossman <Misty.Mossman@parliament.govt.nz>
Sent: Thursday, April 2, 2026 4:08 PM
To: Hugo Vitalis <Hugo.Vitalis@publicservice.govt.nz>
Cc: Nicky Dirks <Nicky.Dirks@publicservice.govt.nz>; Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>; MAES <MAES@publicservice.govt.nz>; Gabrielle Wilson <gabrielle.wilson@publicservice.govt.nz>
Subject: RE: [IN-CONFIDENCE] RE: MoSR 2026-0100-Instruction to change PSC and NZ Govt branding

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Good afternoon

Minister Collins has signed this report: [MoSR 2026-0100 - SIGNED REPORT - Instruction on the Commission's branding and the NZ Identity Guidelines.pdf](#)

Kind regards

Misty



Misty Mossman

Private Secretary (Public Service) | Office of Hon Judith Collins KC MP

Member of Parliament for Papakura
Attorney-General | Minister of Defence | Minister for Digitising Government | Minister for the Public Service |
Minister Responsible for the GCSB | Minister Responsible for the NZSIS | Minister for Space

Mobile: 9(2)(a) [REDACTED]
Email: Misty.Mossman@parliament.govt.nz Website: www.Beehive.govt.nz
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

From: MAES <MAES@publicservice.govt.nz>
Sent: Thursday, 2 April 2026 2:50 pm
To: Misty Mossman <Misty.Mossman@parliament.govt.nz>; Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>
Cc: MAES <MAES@publicservice.govt.nz>; Nicky Dirks <Nicky.Dirks@publicservice.govt.nz>; Hugo Vitalis <Hugo.Vitalis@publicservice.govt.nz>
Subject: [IN-CONFIDENCE] RE: MoSR 2026-0100-Instruction to change PSC and NZ Govt branding

[IN-CONFIDENCE]

Hi Misty,

New row in the spreadsheet for the updated report:

☐ [MoSR 2026-0100- REPORT - Instruction to change PSC and NZ Govt branding \[Updated\].pdf](#)

☐ [MoSR 2026-0100- REPORT - Instruction to change PSC and NZ Govt branding \[Updated\].pdf](#)

Nga mihi

Emily

[IN-CONFIDENCE]

From: Hugo Vitalis <Hugo.Vitalis@publicservice.govt.nz>

Sent: Thursday, 2 April 2026 2:44 pm

To: Misty Mossman <misty.mossman@parliament.govt.nz>

Cc: MAES <MAES@publicservice.govt.nz>; Nicky Dirks <Nicky.Dirks@publicservice.govt.nz>

Subject: MoSR 2026-0100-Instruction to change PSC and NZ Govt branding

[IN-CONFIDENCE]

Misty with changes that include a noting rec to make clear we will minimize cost via digital changes first and then paper changes later.

MAES can you update with this version – sorry.

[IN-CONFIDENCE]

Confidentiality notice: This email may be confidential or legally privileged. If you have received it by mistake, please tell the sender immediately by reply, remove this email and the reply from your system, and don't act on it in any other way. Ngā mihi.

From: [Thor Gudjonsson](#)
To: [Nardine Sleeman](#)
Subject: Branding
Date: Thursday, 2 April 2026 5:01:42 pm
Attachments: [MoSR 2026-0100 - SIGNED REPORT - Instruction on the Commission's branding and the NZ Identity Guidelines.pdf](#)

FYI for picking up next week.

From: [Callum Butler](#)
To: [Thor Gudjonsson](#); [Nardine Sleeman](#); [Gabrielle Wilson](#)
Subject: RE: Draft Branding Briefing
Date: Thursday, 9 April 2026 9:38:20 am
Attachments: [image001.png](#)
[image002.jpg](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)

Thanks Thor – have tracked some minor stuff but more importantly some comments for you to consider included. May need to talk about the branding guidelines review (I have dug up some more context, included in one of my comments).

Cheers,
Callum

From: Thor Gudjonsson <Thor.Gudjonsson@publicservice.govt.nz>
Sent: Wednesday, April 8, 2026 7:10 PM
To: Nardine Sleeman <Nardine.Sleeman@publicservice.govt.nz>; Callum Butler <callum.butler@publicservice.govt.nz>; Gabrielle Wilson <Gabrielle.Wilson@publicservice.govt.nz>
Subject: Draft Branding Briefing

Hi Dream Team

Attached is the link to my draft memo to the Minister.

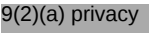
 [Briefing on Branding Implementation.docx](#)

Please feel free to go to town on it. I'm sure I've missed some things, but was keen to get a mind dump down and my understanding/questions of what we need clarifying (which I've tried to do in comments).

Cheers
Thor

Thor Gudjonsson (he/him)

Deputy Chief Executive, Enabling Services

waea pūkoro:  | **īmēra:** thor.gudjonsson@publicservice.govt.nz



Te Kawa Mataaho Public Service Commission
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From: [Stephanie Wyse](#)
To: [Thor Gudjonsson](#); [Nardine Sleeman](#)
Cc: [Callum Butler](#)
Subject: Fw: New Zealand Government Identity - policy and guidelines
Date: Thursday, 9 April 2026 2:56:28 pm
Attachments: [image001.jpg](#)
[Letter to Minister Collins.docx](#)

Kia ora kōrua,

Callum asked me to share Ministerial correspondence with the Taxpayers Union...

This is email 1 - original letter from the Taxpayers Union

Before we had drafted a reply, the corre was added to the agency meeting agenda in the following week.
Hugo spoke to the item and the discussion informed the response letter (see next email).

Stephanie

From: Misty Mossman <Misty.Mossman@parliament.govt.nz>
Sent: Wednesday, March 4, 2026 11:49 AM
To: Hugo Vitalis <hugo.vitalis@publicservice.govt.nz>; Stephanie Wyse <stephanie.wyse@publicservice.govt.nz>
Cc: MAES <maes@publicservice.govt.nz>; Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>
Subject: New Zealand Government Identity - policy and guidelines

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Good morning

Minister Collins has asked if the Commission could please review: [Policy and Guidelines: New Zealand Government Identity - Te Kawa Mataaho Public Service Commission](#)

This has been brought to the Minister's attention by the attached correspondence from the Taxpayers Union. She has asked for a draft reply that indicates she has asked for the Commission to review the policy and guidelines – we will commission this separately.

Happy to discuss or clarify.

Thanks

Misty



Misty Mossman

Private Secretary (Public Service) | Office of Hon Judith Collins KC MP

Member of Parliament for Papakura
Attorney-General | Minister of Defence | Minister for Digitising Government | Minister for the Public Service |
Minister Responsible for the GCSB | Minister Responsible for the NZSIS | Minister for Space

Mobile: 9(2)(a)

Email: Misty.Mossman@parliament.govt.nz Website: <http://www.beehive.govt.nz/> www.Beehive.govt.nz
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

From: [Stephanie Wyse](#)
To: [Thor Gudjonsson](#); [Nardine Sleeman](#)
Cc: [Callum Butler](#)
Subject: Fw: JC-COR-PS-058 - NZTU - Identity guidelines
Date: Thursday, 9 April 2026 2:57:35 pm
Attachments: [JC-COR-PS-058 - RESPONSE.pdf](#)
[RE MINCORRE 2026-0004 NZTU - Identity guidelines \(100 KB\).msg](#)

Kia ora kōrua,

This is email 2 of 2 - the final reply from the Minister.

Between the agency meeting and the letter, Brian verbally updated CEs on expectations and we drafted a letter from the Minister to Board chairs (see attached email).

Stephanie

From: Misty Mossman <Misty.Mossman@parliament.govt.nz>
Sent: Monday, March 16, 2026 10:42 AM
To: Stephanie Wyse <stephanie.wyse@publicservice.govt.nz>
Cc: Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>; MAES <maes@publicservice.govt.nz>
Subject: FW: JC-COR-PS-058 - NZTU - Identity guidelines

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Good morning

Please see the final letter attached, and the response from NZTU. Could you please advise when the Commissioner is writing to CEs and when the Minister will receive a draft letter to forward to Board Chairs?

Thanks

Misty

From: Rhys Hurley <rhys@taxpayers.org.nz>
Sent: Monday, 16 March 2026 10:20 AM
To: Judith Collins (MIN) <J.Collins@ministers.govt.nz>
Subject: Re: JC-COR-PS-058 Letter to Minister Collins

Duplicate email



From: [Tania Ott](#)
To: [Thor Gudjonsson](#)
Subject: RE: Branding review
Date: Friday, 10 April 2026 4:19:56 pm
Attachments: [image001.png](#)
[image002.jpg](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)

Thanks Thor, appreciated.

From: Thor Gudjonsson <Thor.Gudjonsson@publicservice.govt.nz>
Sent: Friday, 10 April 2026 4:06 pm
To: @Te Mana Arataki <TeManaArataki@publicservice.govt.nz>
Subject: Branding review

Hi Team

We have been talking about next steps regarding the branding review of our name, and that of the NZGovt branding.

We are proposing a no surprises memo to our new Minister.

I've attached a draft here:

 [Briefing on Branding Implementation.docx](#)

I'm proposing we discuss this at our Context sharing meeting on Tuesday.

Cheers

Thor

Thor Gudjonsson (he/him)

Deputy Chief Executive, Enabling Services

waea pūkoro: ^{9(2)(a) privacy} | imēra: thor.gudjonsson@publicservice.govt.nz



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From: [Thor Gudjonsson](#)
To: [Tania Ott](#)
Cc: [Alex Chadwick](#)
Subject: RE: [IN-CONFIDENCE] RE: Updated Branding memo
Date: Tuesday, 14 April 2026 11:24:00 am
Attachments: [image001.png](#)
[image002.jpg](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)

Beautiful thanks Tania!

From: Tania Ott <tania.ott@publicservice.govt.nz>
Sent: Tuesday, 14 April 2026 11:07 am
To: Thor Gudjonsson <Thor.Gudjonsson@publicservice.govt.nz>
Cc: Alex Chadwick <alex.chadwick@publicservice.govt.nz>
Subject: [IN-CONFIDENCE] RE: Updated Branding memo

[IN-CONFIDENCE]

Hi Thor

Updated paper looks sound thanks Thor, although re para 23 I would replace the current wording of:

9(2)(g)(i) free and frank



With:

The proposed approach seeks to meet Ministerial requests, cost minimisation, and cultural and relationship considerations.

9(2)(g)(i) free and frank



Cheers
Tania

[IN-CONFIDENCE]

From: Thor Gudjonsson <Thor.Gudjonsson@publicservice.govt.nz>

Sent: Tuesday, 14 April 2026 10:40 am
To: @Te Mana Arataki <TeManaArataki@publicservice.govt.nz>; Gaye Searancke <Gaye.Searancke@publicservice.govt.nz>
Cc: Nardine Sleeman <Nardine.Sleeman@publicservice.govt.nz>
Subject: Updated Branding memo

[IN-CONFIDENCE]

Hi team

Further to our discussion this morning, I've attached an updated briefing. ^{9(2)(g)(i) free and frank}
[REDACTED].

I've pushed out the implementation date to 1 June, as I think it's more realistic.
The link if you want to track changes is below, otherwise static copy attached.

 [Briefing on Branding Implementation.docx](#)

Cheers
Thor

Thor Gudjonsson (he/him)
Deputy Chief Executive, Enabling Services
waea pūkoro: ^{9(2)(a) privacy} | **imēra:** thor.gudjonsson@publicservice.govt.nz



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[IN-CONFIDENCE]

From: [Gabrielle Wilson](#)
To: [Thor Gudjonsson](#)
Cc: [Brian Roche](#)
Subject: [IN-CONFIDENCE] RE: Updated Branding memo
Date: Thursday, 16 April 2026 9:18:30 am
Attachments: [image001.png](#)
[image002.jpg](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)

[IN-CONFIDENCE]

Hey Thor

Brian has looked at this and his only feedback is:

- 9(2)(g)(i) free and frank 

- 


Thanks
Gabs

[IN-CONFIDENCE]

From: Thor Gudjonsson <Thor.Gudjonsson@publicservice.govt.nz>
Sent: Tuesday, 14 April 2026 10:40 AM
To: @Te Mana Arataki <TeManaArataki@publicservice.govt.nz>; Gaye Searancke <Gaye.Searancke@publicservice.govt.nz>
Cc: Nardine Sleeman <Nardine.Sleeman@publicservice.govt.nz>
Subject: Updated Branding memo

Duplicate email



From: [Thor Gudjonsson](#)
To: [Heather Baggott](#)
Subject: Fw: Updated Branding memo
Date: Tuesday, 21 April 2026 2:20:38 pm
Attachments: [image001.png](#)
[image002.jpg](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)

Hi Heather

I'm wondering if you have had a chance to consider this yet?

9(2)(a) privacy



Misty is chasing this paper to go to the Minister but I want to make sure any comments or suggestions you may have are incorporated.

Cheers

Thor

From: Thor Gudjonsson <Thor.Gudjonsson@publicservice.govt.nz>
Sent: Tuesday, April 14, 2026 10:39:39 AM
To: @Te Mana Arataki <TeManaArataki@publicservice.govt.nz>; Gaye Searancke <Gaye.Searancke@publicservice.govt.nz>
Cc: Nardine Sleeman <Nardine.Sleeman@publicservice.govt.nz>
Subject: Updated Branding memo

Duplicate email



From: [Gabrielle Wilson](#)
To: [Thor Gudjonsson](#); [Public Service Portfolio](#)
Cc: [Nicky Dirks](#); [MAES](#); [Public Service Portfolio](#)
Subject: RE: MoSR 2026-0111 - REPORT - Implementing a refresh of the Public Service Commission and New Zealand Government branding
Date: Tuesday, 28 April 2026 8:30:13 am
Attachments: [image001.jpg](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)
[image007.png](#)
[image008.png](#)

Extremely squeezed but we'll fit it in! Can discuss at TMA this morning

From: Thor Gudjonsson <Thor.Gudjonsson@publicservice.govt.nz>
Sent: Tuesday, 28 April 2026 8:15 AM
To: Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>; Gabrielle Wilson <gabrielle.wilson@publicservice.govt.nz>
Cc: Nicky Dirks <Nicky.Dirks@publicservice.govt.nz>; MAES <MAES@publicservice.govt.nz>; Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>
Subject: Re: MoSR 2026-0111 - REPORT - Implementing a refresh of the Public Service Commission and New Zealand Government branding

I think that would be good.

Gabs, how's the agenda looking for time?

From: Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>
Sent: Tuesday, April 28, 2026 8:12:10 AM
To: Thor Gudjonsson <Thor.Gudjonsson@publicservice.govt.nz>; Gabrielle Wilson <gabrielle.wilson@publicservice.govt.nz>
Cc: Nicky Dirks <Nicky.Dirks@publicservice.govt.nz>; MAES <MAES@publicservice.govt.nz>; Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>
Subject: RE: MoSR 2026-0111 - REPORT - Implementing a refresh of the Public Service Commission and New Zealand Government branding

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Good morning

Hon Goldsmith has read the report and commented "Fine – para 9 is key – digital first and physical as replaced. Yes, discuss"

Would you like to discuss this at the agency meeting this afternoon also?

Kind regards

Misty



Misty Mossman
Private Secretary (Public Service and Digitising Government)

Office of Hon Paul Goldsmith
Minister for Arts Culture and Heritage | Minister of Justice
Minister for Media and Communications | Minister for Pacific Peoples
Minister for the Public Service and Digitising Government
Minister for Treaty of Waitangi Negotiations

Mobile: [9\(2\)\(a\)](#)
Email: Misty.Mossman@parliament.govt.nz Website: www.Beehive.govt.nz
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

From: Abby Swann <Abby.Swann@publicservice.govt.nz>
Sent: Thursday, 23 April 2026 10:44 am
To: Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>
Cc: Thor Gudjonsson <Thor.Gudjonsson@publicservice.govt.nz>; Nicky Dirks <Nicky.Dirks@publicservice.govt.nz>; MAES <MAES@publicservice.govt.nz>
Subject: MoSR 2026-0111 - REPORT - Implementing a refresh of the Public Service Commission and New Zealand Government branding

Kia ora

Please see below the report which has been added to the spreadsheet this morning.
There are two attachments to go with this report which have been included too.

MoSR 2026-0111 - REPORT - Implementing a refresh of the Public Service Commission and New Zealand Government branding.pdf	MoSR 2026-0111 - REPORT - Implementing a refresh of the Public Service Commission and New Zealand Government branding.docx
MoSR 2026-0111 - ATTACHMENT 1 - Letter to Minister Collins.docx	
MoSR 2026-0111 - ATTACHMENT 2 - MoSR 2026-0100 - SIGNED REPORT - Instruction on the Commission's branding and the NZ Identity Guidelines.pdf	

Thanks,
Abby

Abby Swann
Kaitohutohu | Senior Advisor
Ngā Ratonga ki Ngā Minita me Te Tari Tumu | Ministerial and Executive Services
Ratonga Whakamana | Enabling Services
waea pūkoro: 9(2)(a) | īmēra: abby.swann@publicservice.govt.nz

out of scope



Te Kawa Mataaho Public Service Commission
www.publicservice.govt.nz | www.govt.nz



Confidentiality notice: This email may be confidential or legally privileged. If you have received it by mistake, please tell the sender immediately by reply, remove this email and the reply from your system, and don't act on it in any other way. Ngā mihi.

From: [Public Service Portfolio](#)
To: [MAES](#)
Cc: [Thor Gudjonsson](#); [Nicky Dirks](#); [Public Service Portfolio](#)
Subject: RE: MoSR 2026-0111 - REPORT - Implementing a refresh of the Public Service Commission and New Zealand Government branding
Date: Wednesday, 29 April 2026 4:15:50 pm
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)
[image007.png](#)

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hi team,

Thanks for sending this through – the Minister has signed the report which can be found at: [MoSR 2026-0111 - SIGNED REPORT - Implementing a refresh of the Public Service Commission and New Zealand Government branding.pdf](#).

Many thanks,
Aziel

From: Abby Swann <Abby.Swann@publicservice.govt.nz>
Sent: Thursday, 23 April 2026 10:44 am
To: Public Service Portfolio <PublicServicePortfolio@parliament.govt.nz>
Cc: Thor Gudjonsson <Thor.Gudjonsson@publicservice.govt.nz>; Nicky Dirks <Nicky.Dirks@publicservice.govt.nz>; MAES <MAES@publicservice.govt.nz>
Subject: MoSR 2026-0111 - REPORT - Implementing a refresh of the Public Service Commission and New Zealand Government branding

Duplicate email thread





Report Title:	Implementing a refresh of the Public Service Commission and New Zealand Government branding		
Report No:	MoSR 2026-0111		
Date:	23 April 2026		
To:	Hon Paul Goldsmith, Minister for the Public Service and Digitising Government		
Action Sought:	Indicate whether you would like officials to brief you on the planned change to branding.	Due Date	29 April 2026
Contact Person:	Thor Gudjonsson, Deputy Chief Executive, Enabling Services		
Contact No:	9(2)(a) privacy		
Encl:	MoSR 2026-0100 – Instruction on the Commission's branding and the NZ Identity Guidelines Correspondence from the Taxpayers' Union	Priority:	Low / Medium / High
Security Level:	IN CONFIDENCE		

Recommended Action

We recommend that you:

- Note** that Minister Collins requested the Commission change the ordering of the English and te reo Māori names so that English appears first in the Commission's branding and in the New Zealand Government branding component of the New Zealand Government Identity Policy and Guidelines (MoSR 2026-0100).
- Note** the proposed implementation plan, including a digital-first go-live as soon as practicable and a phased replacement of physical materials as existing stock is depleted.
- Indicate** whether you would like officials to brief you on this matter, including options and timing for any more substantive review of the New Zealand Government Identity Policy and Guidelines, and any support you may like with engaging with your colleagues.

Yes/No

Hon Paul Goldsmith
Minister for the Public Service and Digitising Government

Purpose of Report

1. This report informs you of the planned implementation approach for the request by the former Minister for the Public Service, Hon Judith Collins KC, regarding the ordering of English and te reo Māori names in:

- the Commission's own branding (Te Kawa Mataaho /Public Service Commission);

From:



Te Kawa Mataaho
Public Service Commission

To:



Public Service Commission
Te Kawa Mataaho

- the New Zealand Government Identity Policy and Guidelines (Te Kāwanatanga o Aotearoa /New Zealand Government).

From:



Te Kāwanatanga o Aotearoa
New Zealand Government

To:



New Zealand Government
Te Kāwanatanga o Aotearoa

2. This report briefly recaps the decisions made and confirmed by Minister Collins and outlines the proposed implementation plan to give effect to those decisions as soon as practicable.

Background

3. The New Zealand Government Identity Policy and Guidelines set the all-of-government requirements and practical guidance for how Public Service agencies apply the New Zealand Government brand (including the 'New Zealand Government / Te Kawanatanga o Aotearoa' identifier) across communications and products.
4. Their purpose is to ensure a consistent, recognisable government identity for New Zealanders, while supporting trust, clarity and accessibility in how government information is presented.
5. Compliance applies to Public Service departments, departmental agencies, interdepartmental ventures, interdepartmental executive boards and Crown agents, and is used by agencies when creating or updating digital and physical materials (for example websites, templates, publications, signage and stationery).
6. In the context of this report, the proposed update is narrow: it changes the ordering of the bilingual 'New Zealand Government / Te Kawanatanga o Aotearoa' brand mark (English first) and fixes minor web-link issues, without changing the underlying policy settings.
7. The attached signed briefing to Minister Collins (MoSR 2026-0100: *Instruction on the Commission's branding and the NZ Identity Guidelines*) provides the background and legal context to this briefing, and is referenced where relevant to implementation and engagement.

Decisions already taken

8. After receiving correspondence on the matter from the Taxpayers' Union, and Todd Stephenson, and discussing with officials, Minister Collins requested the Commission reverse the ordering of English and te reo Māori names so that English appears first:
 - for the Commission's identity branding; and
 - within the New Zealand Government branding component of the New Zealand Government Identity Policy and Guidelines.
9. This request was formally confirmed by Minister Collins on 2 April 2026 through MoSR 2026-0100. The Minister also requested that:
 - changes be implemented quickly and at minimal cost; and
 - digital branding changes occur first, with physical materials replaced as stocks are depleted.

10. ^{9(2)(h) legal privilege}

In summary it noted that reversing the order of te reo Māori and English names is likely to be perceived as de-prioritising te reo Māori and diminishing the Crown's active protection and partnership obligations, with potential to cause material harm

to the Crown–Māori relationship, 9(2)(h) legal privilege

11. 9(2)(h) legal privilege

12. 9(2)(h) legal privilege

13. Minister Collins additionally asked officials to provide advice on options for a more substantive review of the New Zealand Government Identity Policy and Guidelines beyond the immediate logo reordering.

Analysis

14. We propose to implement the two component requests in parallel. Both changes are designed to be predominantly digital first, to manage cost and timing, while supporting orderly internal and external communication.

Reordering of Te Kawa Mataaho / Public Service Commission

15. This component gives effect to the request to place the English name Public Service Commission ahead of Te Kawa Mataaho across Commission branding and identity material.

16. The implementation will focus on digital assets and internal templates, including:

- the Commission's public website;
- electronic letter templates, briefing document templates, and PowerPoint slides; and
- email signatures

17. Physical branded material (such as paper letterhead) will be updated as existing stock is depleted, consistent with the Minister's request to minimise cost.

18. Given the cultural significance of the name Te Kawa Mataaho, and the Tribunal's emphasis on engagement with those who were involved in sourcing te reo agency names, targeted engagement is proposed with Sir Pou Temara, who was involved in the commissioning of the name for the Commission. 9(2)(a) privacy

so we may need to consider other ways of engaging appropriately before publicly communicating any change.

19. The Commission proposes to make these changes as soon as practicable, with preparatory internal communications and stakeholder engagement in the week prior to go-live.

Reordering of New Zealand Government / Te Kawanatanga o Aotearoa

20. This component relates to the New Zealand Government Identity Policy and Guidelines, published on the Commission's website.
21. Compliance with this Policy and Guidelines applies to all Public Service departments, departmental agencies, interdepartmental ventures, interdepartmental executive boards and Crown agents.
22. To give effect to Minister Collins' request, we propose a narrow and targeted change to:
- reverse the order of the names so that 'New Zealand Government' appears before 'Te Kawanatanga o Aotearoa' in the logo;
 - make no substantive changes to policy settings or guidance content; and
 - address a small number of broken web links identified at the end of the guidance.
23. This approach enables timely compliance with the Minister's request while minimising risk, cost, and unintended policy change.
24. The Commission also proposes to make these changes as soon as practicable for this refreshed document, with preparatory external communications and stakeholder engagement in the week prior to go-live.

Indicative implementation timeline

Date	Key deliverable	Component
End of April 2026	Update digital branding assets and templates	PSC branding
End of April 2026	Prepare revised NZ Government logo and web updates	NZ Government branding
Early May 2026	Internal staff communications	PSC branding
Early May 2026	Targeted engagement with Sir Pou Temara/alternative contact	PSC branding
Early May 2026	Advise Chief Executives of Government Departments and Crown agents (who are required to give effect to the Identity Policy and Guidelines of upcoming changes)	NZ Government branding
Mid-May	Go-live: English-first branding across digital channels Formal issuance of updated Identity Policy and Guidelines	Both
30 June 2026	Expectations that Government Departments and Crown Agents have updated their Digital content to comply with new Policy and Guidelines	NZ Government branding

Date	Key deliverable	Component
Post go-live	Progressive replacement of physical materials as depleted	PSC branding

Additional review of Identity Policy and Guidelines

25. Minister Collins also requested advice on options for a more substantive review of the Identity Policy and Guidelines. This followed correspondence with the Taxpayers' Union (attached), which suggested updating the guidelines to encourage more generic use of branding for agency logos, with the aim of reducing costs. We have interpreted the Taxpayers' Union suggestion as standardising logos, with only the departmental name differentiating the logo, which is what Australia do. Examples of Australian Department Logos are shown below.



Australian Government
Department of Education



Australian Government
Department of Foreign Affairs and Trade



Australian Government
Defence



Australian Government
Department of the Prime Minister and Cabinet

26. Officials have identified a spectrum of options for any further review, including:

9(2)(f)(iv) confidentiality of advice

Risks

29. 9(2)(h) legal privilege

30. The proposed approach seeks to meet Ministerial requests, cost minimisation, and cultural and relationship considerations.

31. Any decision to undertake a broader review of the New Zealand Government Identity Policy and Guidelines would require separate scoping, timeframes, and consideration of consultation obligations.
32. We expect that the changes will attract media attention. We will work with your office on the media approach before the go-live of any change.