



## **Te Kawa Mataaho - Integrity and Ethics Advisory Board**

### **Appointment**

The Integrity and Ethics Advisory Board has been appointed under section 50 of the Public Service Act 2020.

### **Background**

The Commission routinely receives queries on the practical application of the principles and values, some of which highlight emerging issues or gaps in the Commission's guidance. It is important to make sure that the general principles underlining the Commissioner's decisions are carefully considered and well-articulated.

### **Purpose and mode**

The Board is to provide advice on matters of general principle to Te Tumu Whakarae mō Te Kawa Mataaho | Public Service Commissioner (Commissioner) to assist with performing their integrity and conduct function under the Public Service Act<sup>1</sup>. The Board will operate and give advice to the Commissioner in accordance with the established protocols, set out in Appendix 1. The majority of advice will be requested by the Commissioner but, if the Board considers it appropriate to do so, it may proactively offer advice either verbally or otherwise.

### **Board Membership and Support**

The Board will be established for an initial term of 18 months, between 1 April 2023 to 31 October 2024 with the possibility of extension. This is a new approach for the Commission, so a review will be undertaken before the end of the initial term.

The Commissioner and/or a Deputy Commissioner will attend all meetings of the Board. It will be the role of the Board Chair to determine the agenda, on agreement with the Commissioner.

Other officials may be invited by the Chair to attend and present to the Board, from time to time. A Secretariat provided by Te Kawa Mataaho will coordinate meeting dates, travel arrangements and any papers.

Membership on the Board comes to an end at the end of the term of appointment (including any extensions) if applicable, or earlier if the member resigns by written notice to the Commissioner or is removed by written notice given by the Commissioner. Members will not be compensated when their membership ends. The accountabilities and responsibilities of the Public Service Chief Executive members (if any), and their agencies, are unaffected by their appointment to the Board.

A full list of the standing members of the Board can be found in Appendix 2.

### **Responsibilities of members**

The Board will establish and agree its own protocols on how it will deliberate and provide advice.

All members have the following roles and responsibilities:

- Identify and help manage any conflicts of interest that may arise, both in relation to the general function of the Board, and specific matters being addressed in meetings.
- Make every effort to attend each meeting and report anticipated absences to the Secretariat as early as possible.
- Prepare adequately prior to each meeting and participate actively in meetings, with prompting from the Commission.
- Bring matters of significance to the attention of the Board and use their professional judgment to undertake analysis and offer advice as required.
- Maintain a broad knowledge of the issues and interests that relate to the operations of the Board.

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<sup>1</sup> Public Service Act 2020, s 17, s 19, s 43, s 44.

## **Appendix 1 – Meeting protocols**

### **Notice of meetings**

1. The board or the Chair, on behalf of the board, must agree the times and places of meetings of the board.
2. Members will normally attend meetings in person but may attend virtually using video or telephone conferences.
3. Any member unable to attend will provide an apology so that it can be recorded in the minutes.

### **Agenda**

4. The Chair determines the agenda and any associated papers, on agreement with the Commissioner, supported by Public Service Commission staff.
5. Any board member can provide the Chair and/or Public Service Commissioner with any items to be considered for inclusion in the agenda.
6. The agenda and any papers will be sent to members at least one week in advance of a board meeting.

### **Advice**

7. In developing its advice to the Commissioner, deliberations will seek to:
  - Encourage free and frank discussion and debate,
  - Ensure the full range of perspectives and views of all members are considered,
8. Members will respect other members of the Board, and the views they hold, and act with integrity.
9. Advice may be given verbally to the Commissioner in a Board meeting or, on occasion, in writing by email following the meeting.

### **Minutes**

10. Members will be provided with a set of draft minutes prior to the following meeting, where the minutes will be confirmed.
11. Minutes will record the time and place of meetings, meeting decisions, attendance of board members and any other attendees.
12. Members can suggest changes to the minutes any time up to the point they are confirmed by the Board at its next meeting.

## Appendix 2 – Members of the Board

- Sir Maarten Wevers, Chair  
Sir Maarten Wevers KNZM is a New Zealand diplomat and public servant. He has held multiple governance and advisory roles across the New Zealand Public Service.
- Adjunct professor Chris Eichbaum  
Chris Eichbaum is an Adjunct Professor at the School of Government.
- Professor Dean Knight  
Professor Dean Knight is a Professor at Victoria University of Wellington's Faculty of Law. He specialises in public and government law, with scholarly interests across a wide range of topics in constitutional and administrative law.
- Emeritus Professor Jonathan Boston  
Emeritus Professor Jonathan Boston ONZM is an academic and professor of Public Policy at the Victoria University of Wellington School of Government.
- Rauru Kirikiri  
Rauru Kirikiri is Managing Director of RK Associates Limited. He has extensive experience as an academic, consultant, public servant and kaihautū, and is experienced in a wide range of Māori cultural issues.
- Sally Washington  
Sally Washington heads ANZSOG's operations in Aotearoa-New Zealand. She is an independent public policy/public management consultant who has worked in senior roles in Aotearoa-New Zealand and internationally.
- Wendy Venter  
Wendy is a Board Director and Independent Consultant with expertise in governance, risk management, organisational change, and assurance.
- Heather Baggott (ex officio member)  
Heather Baggott is Te Pou Turuki mō Te Kawa Mataaho | Deputy Public Service Commissioner at Te Kawa Mataaho Public Service Commission, working closely with the Public Service Commissioner to provide leadership and oversight of the Public Service.
- Gaye Searancke (ex officio member)  
Gaye Searancke is acting Te Pou Turuki mō Te Kawa Mataaho | Deputy Public Service Commissioner at Te Kawa Mataaho Public Service Commission, working closely with the Public Service Commissioner to provide leadership and oversight of the Public Service.



31 March 2023

Sir Maarten Wevers  
Deputy chair of the Fred Hollows Foundation of New Zealand

By email: 9(2)(a) privacy

Tēnā koe Sir Maarten

### **Appointment to the Integrity and Ethics Advisory Board**

I wanted to personally thank you for agreeing to be the Chair of the Commission's newly established Integrity and Ethics Advisory Board (the Board).

As the Public Service Commissioner one of my core functions is to promote integrity, accountability, and transparency throughout the Public Service. This is essential to maintaining the high levels of trust that New Zealanders currently have in government.

I envisage that the Board will provide me with advice on matters of general principle related to this function. This will be invaluable and will ensure that the Commission's guidance and advice to agencies on these matters is of the highest standard. Further detail is set out in the attached draft terms of reference, which I propose that the Board should discuss and finalise at its first meeting in late-April.

Given that this is a new body, we will need to learn our way forward in terms of the Board's process and workload. Further, as this is an election year, there is the possibility of ad hoc meetings needing to be arranged, if issues arise. To start off with, however, I propose that we schedule three Board meetings for this year, with a tentative forward agenda that can be revised as necessary. These meetings will usually be held in Wellington, with an online option available where necessary. A Secretariat provided by Te Kawa Mataaho will coordinate meeting dates, travel arrangements and any papers.

As the Board Chair, your role will include leading the process to establish the Board's protocols, agreeing the agenda and pre-reading materials for Board meetings with me, chairing Board Meetings, and providing me with the Board's advice. Prior to each meeting I will propose an agenda and pre-reading materials for us to discuss.

Remuneration for meetings fall within Group 4 (All Other Committees and Other Bodies) of the Cabinet Fees Framework. This role has been scored at Level 1 with an associated fee of \$965 per day, for you as the Board Chair. This is in addition to any reimbursements for reasonable expenses associated with your role on the Board.

If you have any remaining questions about the role, please do not hesitate to contact me. Otherwise, my executive assistant Toni Vincent will be in touch to finalise a date and time for the first meeting.

Thank you again for agreeing to support the Commission with this important work. We are extremely lucky to have you as the Board Chair, and I am confident that your involvement will help make the Integrity and Ethics Advisory Board a success.

Ngā mihi nui



Peter Hughes (he/him)  
Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner | Head of Service



# Te Kawa Mataaho

Public Service Commission

31 March 2023

Ms Gaye Searancke  
Te Pou Turuki mō Te Kawa Mataaho | Deputy Public Service Commissioner  
Te Kawa Mataaho | Public Service Commission  
By email: 9(2)(a) privacy

Tēnā koe Gaye

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Ngā mihi nui



Peter Hughes (he/him)  
Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner | Head of Service



31 March 2023

Heather Baggott  
Te Pou Turuki mō Te Kawa Mataaho | Deputy Public Service Commissioner  
Te Kawa Mataaho | Public Service Commission  
By email: 9(2)(a) privacy

Tēnā koe Heather

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Ngā mihi nui

  
Peter Hughes (he/him)  
Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner | Head of Service



# Te Kawa Mataaho

## Public Service Commission

31 March 2023

Mr Rauru Kirikiri  
Kaihautū  
Te Kawa Mataaho | Public Service Commission

By email: 9(2)(a) privacy

Tēnā koe Rauru

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Remuneration for meetings fall within Group 4 (All Other Committees and Other Bodies) of the Cabinet Fees Framework. This role has been scored at Level 1 with an associated fee of \$865 per day, for you as a Board Member. This is in addition to any reimbursements for reasonable expenses associated with your role on the Board.

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Ngā mihi nui

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Peter Hughes (he/him)  
Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner | Head of Service



31 March 2023

Ms Sally Washington  
Executive Director  
Australia New Zealand School of Government

By email: 9(2)(a) privacy

Tēnā koe Sally

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Peter Hughes (he/him)  
Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner | Head of Service



31 March 2023

Professor Chris Eichbaum  
Adjunct Professor  
School of Government

By email: 9(2)(a) privacy

Tēnā koe Chris,

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Peter Hughes (he/him)  
Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner | Head of Service



# Te Kawa Mataaho

## Public Service Commission

31 March 2023

Professor Jonathan Boston  
Chair  
School of Government

By email: 9(2)(a) privacy

Tēnā koe Jonathan,

### **Appointment to the Integrity and Ethics Advisory Board**

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Ngā mihi nui



Peter Hughes (he/him)  
Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner | Head of Service



# Te Kawa Mataaho

Public Service Commission

31 March 2023

Ms Wendy Venter  
Director  
Venter Consulting Ltd

By email: 9(2)(a) privacy

Tēnā koe Wendy

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Peter Hughes (he/him)  
Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner | Head of Service



# Te Kawa Mataaho

## Public Service Commission

31 March 2023

Associate Professor Dean Knight  
Faculty of Law

By email: 9(2)(a) privacy

Tēnā koe Dean,

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Peter Hughes (he/him)  
Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner | Head of Service



# MEMORANDUM



Te Kawa Mataaho  
Public Service Commission

IN CONFIDENCE

**To:** Sir Brian Roche

**From:** Hugo Vitalis, Kate Salmond and Rachel Greer

**Copies to:** Heather Baggott

**Date:** 24 February 2025

**Subject:** Integrity and Ethics Advisory Board

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## Introduction

1. In April 2023 then Public Service Commissioner, Peter Hughes, established the Integrity and Ethics Advisory Board (IEAB) as an advisory board to him, under the Public Service Act. It was established for an initial 18-month term so we could trial the approach, with the possibility of extension. The initial term ended on 31 October 2024, with the last board meeting occurring in February 2024. We would now like to provide the members with clarity on its future.
2. We propose that the term of the IEAB is not extended. There are more efficient and effective ways to draw on the expertise and mana of the current Board Members as well as other subject matter experts.
3. The Terms of Reference (TOR) for the Board are attached in **Appendix 1**. This includes a list of the board members.

## Our review and advice

4. The TOR state: "This is a new approach for the Commission, so a review will be undertaken before the end of the initial term." The TOR did not prescribe a process for the review, so we took an informal approach and asked the PSC staff who attended IEAB meetings for their reflections.
5. In late 2024, we rang each Board member to let them know that we were still working through the implications of the Government's savings targets and the pending announcement of a new Commissioner. We apologised for the delay and indicated that we would aim to get greater clarity about the future of the Board once a new Commissioner was in place. We chose to wait until you were settled in your role as the new Commissioner, before asking you to decide on the future of the Board.
6. On review of how the IEAB operated in 2023 and 2024, we have reached the following conclusions:
  - The ongoing cost of the IEAB is unsustainable in the current fiscal environment. The IEAB met on four occasions, at a cost of around \$10,000 in fees for the external board members. We have not calculated the internal cost, but it includes attendance of the Public Service Commissioner, both Deputy Public Service Commissioners, and the then Deputy Commissioner, Integrity at each 90-minute board meeting. It also includes the cost of secretariat support. We no longer have the administrative capacity or budget in the Strategy, Policy and Integrity (SPI) Group to sustain the IEAB. Last year the budget and full time equivalent (FTE) staff numbers in the SPI group decreased to meet the fiscal savings required. In particular, the Integrity Teams decreased by four FTE. There is also no longer a dedicated Deputy Chief Executive and Chief Advisor in the integrity space.

IN CONFIDENCE

- The formal nature of the IEAB and its broad focus on matters of general principle, constrains its ability to provide timely and practical advice to the Commissioner on specific issues as they arise. The Board expressly did not want to provide advice on specific cases, given that several members have academic roles that may require them to publicly comment on those cases.
  - There are other informal ways that we can (and do) engage and work with the current board members to draw on their expertise, to gain their insights and support for PSC's work. For example, seeking their views on specific projects of interest to them, such as the upcoming Long-Term Insights Briefing on integrity.
7. Given those conclusions, our view is that the term of the IEAB should not be extended. If you agree, then we propose that you write to each of the board members advising them of your decision and thanking them for their work. A template letter, which could be personalised for each Board member, is attached as **Appendix 2**. If you agree in principle to send these letters, then we will work with your office to finalise the wording for each board member. As a courtesy, we also propose to ring each of the Board Members in advance of them receiving the letters, to give them a heads up.

### Recommendations

It is recommended that you:

- |   |  |     |
|---|--|-----|
| 1 | <b>Agree</b> not to extend the Integrity and Ethics Advisory Board   | Yes |
| 2 | <b>Agree</b> , in principle, to writing to each of the board members advising them of your decision and thanking them for their work | Yes |



Sir Brian Roche KNZM  
Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner | Head of Service

Date:

## Appendix 1: Integrity and ethics advisory board terms of reference



### Te Kawa Mataaho - Integrity and Ethics Advisory Board

#### Appointment

The Integrity and Ethics Advisory Board has been appointed under section 50 of the Public Service Act 2020.

#### Background

The Commission routinely receives queries on the practical application of the principles and values, some of which highlight emerging issues or gaps in the Commission's guidance. It is important to make sure that the general principles underlining the Commissioner's decisions are carefully considered and well-articulated.

#### Purpose and mode

The Board is to provide advice on matters of general principle to Te Tumu Whakarae mō Te Kawa Mataaho | Public Service Commissioner (Commissioner) to assist with performing their integrity and conduct function under the Public Service Act<sup>1</sup>. The Board will operate and give advice to the Commissioner in accordance with the established protocols, set out below. The majority of advice will be requested by the Commissioner but, if the Board considers it appropriate to do so, it may proactively offer advice either verbally or otherwise.

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The Commissioner and/or a Deputy Commissioner will attend all meetings of the Board. It will be the role of the Board Chair to determine the agenda, on agreement with the Commissioner.

Other officials may be invited by the Chair to attend and present to the Board, from time to time. A Secretariat provided by Te Kawa Mataaho will coordinate meeting dates, travel arrangements and any papers.

Membership on the Board comes to an end at the end of the term of appointment (including any extensions) if applicable, or earlier if the member resigns by written notice to the Commissioner or is removed by written notice given by the Commissioner. Members will not be compensated when their membership ends. The accountabilities and responsibilities of the Public Service Chief Executive members (if any), and their agencies, are unaffected by their appointment to the Board.

A full list of the standing members of the Board can be found below.

#### Responsibilities of members

The Board will establish and agree its own protocols on how it will deliberate and provide advice.

All members have the following roles and responsibilities:

- Identify and help manage any conflicts of interest that may arise, both in relation to the general function of the Board, and specific matters being addressed in meetings.
- Make every effort to attend each meeting and report anticipated absences to the Secretariat as early as possible.
- Prepare adequately prior to each meeting and participate actively in meetings, with prompting from the Commission.
- Bring matters of significance to the attention of the Board and use their professional judgment to undertake analysis and offer advice as required.
- Maintain a broad knowledge of the issues and interests that relate to the operations of the Board.

<sup>1</sup> Public Service Act 2020, s 17, s 19, s 43, s 44.

**Meeting protocols**

**Notice of meetings**

1. The board or the Chair, on behalf of the board, must agree the times and places of meetings of the board.
2. Members will normally attend meetings in person but may attend virtually using video or telephone conferences.
3. Any member unable to attend will provide an apology so that it can be recorded in the minutes.

**Agenda**

4. The Chair determines the agenda and any associated papers, on agreement with the Commissioner, supported by Public Service Commission staff.
5. Any board member can provide the Chair and/or Public Service Commissioner with any items to be considered for inclusion in the agenda.
6. The agenda and any papers will be sent to members at least one week in advance of a board meeting.

**Advice**

7. In developing its advice to the Commissioner, deliberations will seek to:
  - Encourage free and frank discussion and debate,
  - Ensure the full range of perspectives and views of all members are considered,
8. Members will respect other members of the Board, and the views they hold, and act with integrity.
9. Advice may be given verbally to the Commissioner in a Board meeting or, on occasion, in writing by email following the meeting.

**Minutes**

10. Members will be provided with a set of draft minutes prior to the following meeting, where the minutes will be confirmed.
11. Minutes will record the time and place of meetings, meeting decisions, attendance of board members and any other attendees.
12. Members can suggest changes to the minutes any time up to the point they are confirmed by the Board at its next meeting.

## Members of the Board

- Sir Maarten Wevers, Chair  
Sir Maarten Wevers KNZM is a New Zealand diplomat and public servant. He has held multiple governance and advisory roles across the New Zealand Public Service.
- Adjunct professor Chris Eichbaum  
Chris Eichbaum is an Adjunct Professor at the School of Government.
- Professor Dean Knight  
Professor Dean Knight is a Professor at Victoria University of Wellington's Faculty of Law. He specialises in public and government law, with scholarly interests across a wide range of topics in constitutional and administrative law.
- Emeritus Professor Jonathan Boston  
Emeritus Professor Jonathan Boston ONZM is an academic and professor of Public Policy at the Victoria University of Wellington School of Government.
- Rauru Kirikiri  
Rauru Kirikiri is Managing Director of RK Associates Limited. He has extensive experience as an academic, consultant, public servant and Kaihautū, and is experienced in a wide range of Māori cultural issues.
- Sally Washington  
Sally Washington heads ANZSOG's operations in Aotearoa-New Zealand. She is an independent public policy/public management consultant who has worked in senior roles in Aotearoa-New Zealand and internationally.
- Wendy Venter  
Wendy is a Board Director and Independent Consultant with expertise in governance, risk management, organisational change, and assurance.
- Heather Baggott (ex officio member)  
Heather Baggott is Te Pou Turuki mō Te Kawa Mataaho | Deputy Public Service Commissioner at Te Kawa Mataaho Public Service Commission, working closely with the Public Service Commissioner to provide leadership and oversight of the Public Service.

## Appendix 2: Draft acknowledgement letter template to board members

Dear [insert name]

I would like to thank you, first and foremost, for the work that you have done as a valued member of the Commission's Integrity and Ethics Advisory Board over 2023 and 2024. Your insights have been immensely appreciated and contributed to improving the Commission's work.

As you are aware, the Board was a new approach that the Commission was trialing. It was therefore established for an initial 18 month term with the possibility of an extension. The initial term ended on 31 October last year, just before I came on board as the new Public Service Commissioner.

The current fiscal context has meant that the Commission has had to re-prioritise and make cost savings wherever possible. For that reason, I have decided not to extend the Board term. Please know that this decision in no way diminishes the value of the Board or the respect I hold for the thoughtful contributions you brought to this work.

I am aware that you already engage with the Commission and contribute to our work in a range of ways, beyond your role as a Board member. We are grateful for that support, and I hope that you will continue to contribute to our projects and initiatives, as and when it suits you to do so.

Should you wish to discuss this letter further, please don't hesitate to reach out either to myself or to Hugo Vitalis.

Thank you again for your dedication and support.

[Example of personalisation – for Sir Maarten Weavers, the Board Chair:

[New para 4] In your role as the Board Chair, I want to specifically acknowledge your leadership of the Board and the mana and expertise you brought to the role. Your ability to guide discussions with clarity and purpose, while ensuring all voices were heard, was instrumental in ensuring that the Commission benefited from thoughtful debates and advice.]

Nāku noa, nā

Sir Brian Roche KNZM  
Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner | Head of Service



**Te Kawa Mataaho**  
Public Service Commission

17 April 2025

Emeritus Professor Jonathan Boston ONZM  
By email: 9(2)(a) privacy

Dear Jonathan,

I wanted to thank you, for your contribution to the Commission's Integrity and Ethics Advisory Board over 2023 and 2024. Your insights have been immensely appreciated and contributed to improving our work.

As you are aware, the Board was a new approach that the Commission was trialling for an initial 18-month term to the end of October last year.

The current fiscal context has meant that we have had to re-prioritise and make cost savings wherever possible. For that reason, I have decided not to extend the Board's term. Please know that this decision in no way diminishes the value of the Board or the respect I hold for the thoughtful contributions you have brought to this work. It also does not reflect any less focus on integrity and ethics for the Public Service. In fact, you should see the opposite in our work this year.

I want to specifically acknowledge your thoughtful feedback and guidance in refining our public service Principles Guidance, ensuring it is robust and practical. Your expertise and willingness to share your knowledge of public policy, governance and ethics has been invaluable. I appreciate your commitment to the Board and the extensive knowledge you shared with the Commission.

I know you engage with the Commission and contribute to our work in a range of ways. I am personally grateful for that support, which I hope will continue as and when time allows.

Please don't hesitate to reach out either to myself or to Hugo if you wish to discuss anything further.

Thank you again for your dedication and support.

Kind regards,

Sir Brian Roche KNZM  
Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner | Head of Service



**Te Kawa Mataaho**  
Public Service Commission

17 April 2025

Adjunct Professor Chris Eichbaum  
By email: 9(2)(a) privacy

Dear Chris, *Chris*

I wanted to thank you for your contribution to the Commission's Integrity and Ethics Advisory Board over 2023 and 2024. Your insights have been immensely appreciated and contributed to improving our work.

As you are aware, the Board was a new approach that the Commission was trialling for an initial 18-month term to the end of October last year.

The current fiscal context has meant that we have had to re-prioritise and make cost savings wherever possible. For that reason, I have decided not to extend the Board's term. Please know that this decision in no way diminishes the value of the Board or the respect I hold for the thoughtful contributions you have brought to this work. It also does not reflect any less focus on integrity and ethics for the Public Service. In fact, you should see the opposite in our work this year.

I wanted to specifically acknowledge the expertise in public policy and governance you provided the Board, in shaping discussions about matters of integrity in the Public Service. Your insights and dedication to upholding integrity in decision-making have significantly enriched our work.

I know you engage with the Commission and contribute to our work in a range of ways. I am personally grateful for that support, which I hope will continue as and when time allows.

Please don't hesitate to reach out either to myself or to Hugo if you wish to discuss anything.

Thank you again for your dedication and support.

Kind regards,

*Brian*

Sir Brian Roche KNZM  
Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner | Head of Service



**Te Kawa Mataaho**  
Public Service Commission

17 April 2025

Professor Dean Knight  
By email: 9(2)(a) privacy

Dear Dean,

I wanted to thank you for your contribution to the Commission's Integrity and Ethics Advisory Board over 2023 and 2024. Your insights have been immensely appreciated and contributed to improving our work.

As you are aware, the Board was a new approach that the Commission was trialling for an initial 18-month term to the end of October last year.

The current fiscal context has meant that we have had to re-prioritise and make cost savings wherever possible. For that reason, I have decided not to extend the Board's term. Please know that this decision in no way diminishes the value of the Board or the respect I hold for the thoughtful contributions you have brought to this work. It also does not reflect any less focus on integrity and ethics for the Public Service. In fact, you should see the opposite in our work this year.

Your deep expertise in public law, constitutional principles and governance has been instrumental in shaping the Board's discussions. This was particularly useful to our work during the pre-election period.

I know you engage with the Commission and contribute to our work in a range of ways. I am personally grateful for that support, which I hope will continue as and when time allows.

Please don't hesitate to reach out either to myself or to Hugo if you wish to discuss anything.

Thank you again for your dedication and support.

Kind regards,

Sir Brian Roche KNZM  
Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner | Head of Service



**Te Kawa Mataaho**  
Public Service Commission

17 April 2025

Wendy Venter

By email: 9(2)(a) privacy

Dear Wendy,

I wanted to thank you for your contribution to the Commission's Integrity and Ethics Advisory Board over 2023 and 2024. Your insights have been immensely appreciated and contributed to improving our work.

As you are aware, the Board was a new approach that the Commission was trialling for an initial 18-month term to the end of October last year.

The current fiscal context has meant that we have had to re-prioritise and make cost savings wherever possible. For that reason, I have decided not to extend the Board's term. Please know that this decision in no way diminishes the value of the Board or the respect I hold for the thoughtful contributions you have brought to this work. It also does not reflect any less focus on integrity and ethics for the Public Service. In fact, you should see the opposite in our work this year.

Your extensive experience in governance, risk management, organisational change and assurance has contributed significantly to both the Board and the Commission. The insights you have provided the Board have been invaluable, particularly in discussing the changes facing the public service, in response to fiscal sustainability targets.

I know you engage with the Commission and contribute to our work in a range of ways. I am personally grateful for that support, which I hope will continue as and when time allows.

Please don't hesitate to reach out either to myself or to Hugo if you wish to discuss anything.

Thank you again for your dedication and support.

Kind regards,

Sir Brian Roche KNZM

Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner | Head of Service



**Te Kawa Mataaho**  
Public Service Commission

17 April 2025

Sir Maarten Wevers KNZM

By email: 9(2)(a) privacy

Dear Sir Maarten, *Maarten*

I wanted to thank you for your contribution to the Commission's Integrity and Ethics Advisory Board over 2023 and 2024. Your insights have been immensely appreciated and contributed to improving our work.

As you are aware, the Board was a new approach that the Commission was trialling for an initial 18-month term to the end of October last year.

The current fiscal context has meant that we have had to re-prioritise and make cost savings wherever possible. For that reason, I have decided not to extend the Board's term. Please know that this decision in no way diminishes the value of the Board or the respect I hold for the thoughtful contributions you have brought to this work. It also does not reflect any less focus on integrity and ethics for the Public Service. In fact, you should see the opposite in our work this year.

In your role as the Board Chair, I want to specifically acknowledge the leadership and expertise you brought to the role. Your ability to guide discussions with clarity and purpose, while ensuring all voices were heard, was instrumental in ensuring that the Commission benefited from thoughtful debates and advice.

I know you engage with the Commission and contribute to our work in a range of ways. I am personally grateful for that support, which I hope will continue as and when time allows.

Please don't hesitate to reach out either to myself or to Hugo if you wish to discuss anything.

Thank you again for your dedication and support.

Kind regards,

Sir Brian Roche KNZM

Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner | Head of Service



**Te Kawa Mataaho**  
Public Service Commission

17 April 2025

Sally Washington

By email 9(2)(a) privacy

Dear Sally,

I wanted to thank you for your contribution to the Commission's Integrity and Ethics Advisory Board over 2023 and 2024. Your insights have been immensely appreciated and contributed to improving our work.

As you are aware, the Board was a new approach that the Commission was trialling for an initial 18-month term to the end of October last year.

The current fiscal context has meant that we have had to re-prioritise and make cost savings wherever possible. For that reason, I have decided not to extend the Board's term. Please know that this decision in no way diminishes the value of the Board or the respect I hold for the thoughtful contributions you have brought to this work. It also does not reflect any less focus on integrity and ethics for the Public Service. In fact, you should see the opposite in our work this year.

Your deep understanding of public policy, governance and strategic leadership has been invaluable to the Commission. I wanted to specifically acknowledge the knowledge and resources you shared as a member of the Board. They have been instrumental in informing the Board's discussions and the work of the Commission and are greatly appreciated.

I know you engage with the Commission and contribute to our work in a range of ways. I am personally grateful for that support, which I hope will continue as and when time allows.

Please don't hesitate to reach out either to myself or to Hugo if you wish to discuss anything.

Thank you again for your dedication and support.

Kind regards,

Sir Brian Roche KNZM  
Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner | Head of Service



### **Topics of current focus for the Integrity and Ethics Team**

- Individual freedom of speech and the political neutrality of the public service
  - What is private vs public social media use?
  - Can very senior public service leaders act publicly in a “personal capacity” or wearing a different hat? (eg as an ex Minister, Iwi rep etc)
  
- Individual professional obligations and the political neutrality of the public service
  - Health professionals including Public Health Units
  - Teachers
  - Academic researchers
  
- Public service advocacy roles and the political neutrality of the public service
  - Employee Led Networks
  - Agencies with statutory advocacy/reporting responsibilities eg Climate Commission, Human Rights Commissioner etc
  
- Government advertising
  - The line between informative and promotional advertising of policies
  - Building social license / the brand of the agency / public trust
  - Catchy slogans
  
- Social media use by agencies
  - Tagging, liking, and following Ministers
  - Correction of mis and disinformation
  - Social media monitoring
  
- Identifying and managing conflicts of interest
  - Agency-wide conflicts because of Ministers or senior leaders
  - Managing conflicts with a “political activity” component
    - Is visibility relevant?
    - Access to information
    - Spokesperson or ministerial advice roles
  - Lobbying / commercial interests
  
- Giving and receiving gifts and the cultural implications
  - Koha (Māori, Pasifika, and other ethnicities)
  - Vouchers
  - Donations



# MEETING AGENDA

**Meeting Agenda** | Integrity and Ethics Advisory Board  
 Meeting 27 April 2023, 2:30pm  
 Te Kawa Mataaho, Level 10, 2 The Terrace

Agenda item	Focus of agenda item	Supporting material
Scene setting	Scene setting for the Board, from the Public Service Commissioner	
Kaupapa and Kawa	<ul style="list-style-type: none"> <li>confidentiality</li> <li>media comment</li> <li>meeting procedure</li> <li>establishing a register of interests</li> </ul>	
Draft Terms of Reference	Consideration of the draft Terms of Reference	Draft Terms of Reference
Draft Guidance on Ngā Tikanga   the Code	Discussion of the draft guidance – gaps and areas for improvement	Cover note Draft Guidance on Ngā Tikanga   the Code

# MEETING MINUTES



**Te Kawa Mataaho**  
Public Service Commission



**Date / time:** Thursday 27 April, 2:30-4:00pm

**Venue:** Te Kawa Mataaho, Level 10, 2 The Terrace

**Present:** Sir Maarten Wevers (Chair), Dean Knight, Wendy Venter, Sally Washington, Chris Eichbaum, Jonathan Boston, Gaye Searancke, Heather Baggott

**In attendance:** Peter Hughes, Hugo Vitalis, Kate Salmond, Rachel Greer

**Apologies:** Rauru Kirikiri

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Agenda Item	Notes
Scene setting	<p>Sir Maarten Wevers opened the meeting and welcomed Board members, who bring diverse and relevant experience to the table. It was noted that there is an expectation and understanding that the members are all committed to supporting the Commissioner through the work of this new Advisory Board, to support the integrity and performance of the Public Service across its wide range of responsibilities. The health and effectiveness of our democracy depends on high levels of trust and confidence in our public institutions and those who worked in them.</p> <p>Peter reiterated the importance of free, frank and fearless advice from the Board.</p> <p>He expects to call on expertise of the Board as needed throughout the term.</p> <p>Advice requested will be on general matters, rather than individual cases.</p>
Kaupapa and Kawa:	<p>The Board agree that there should be transparency about the existence of the Board and their roles in it.</p> <p>Board members retain the right to make comments in their personal and professional capacities on public service issues but should not refer to the detailed work of the Board in public.</p> <p>The Public Service Code of Conduct doesn't apply to the Board. But professional and respectful conduct is expected.</p> <p>The Board should meet more regularly than 2-3 times over the initial 18-month period.</p> <p>A register of conflicts of interest will be maintained in relation to the standing interests of Members. The Board agreed that each meeting will also begin with a discussion of any interests of relevance to the meeting agenda.</p>
Draft Terms of Reference	<p>Agreement that the TOR should be redrafted to be one page, future-focused and reflect the legislation.</p>
Code of Conduct	<p>Members of the Board were invited to send any comments on the draft TOR to Hugo.</p> <p>Another meeting to be scheduled to discuss and present development process.</p>

**Action points**

1. Organise next meeting to include presentation on the Code of Conduct.
2. Redraft the Terms of Reference to create a one-pager.

# MEETING AGENDA



**Te Kawa Mataaho**  
Public Service Commission



**Meeting Agenda** | Integrity and Ethics Advisory Board  
Meeting 21 June 2023, 1:30-3pm  
Te Kawa Mataaho, Level 10, 2 The Terrace

Agenda item	Focus of agenda item	Supporting material	Lead	Time
Welcome			Maarten	5 mins
Administrative matters	Adoption of previous meeting minutes Action points from previous meeting Conflicts of interest <ul style="list-style-type: none"> <li>- General approach</li> <li>- Anything to declare given the agenda</li> </ul> Terms of reference <ul style="list-style-type: none"> <li>- Adopt or propose revisions</li> </ul> Brainstorm future strategic topics	Draft meeting minutes Declaration form Updated draft TOR	Maarten	20 mins
Presentation	Code of Conduct	PPT presentation and code one-pagers	Hugo	20 mins
Situation awareness	Context update from the Public Service Commissioner	Statement on Michael Woods	Peter	10 mins
Strategic Topic	Artificial intelligence and the Public Service		Maarten	15 mins
One-page Issue Brief	The application of the principle of political neutrality to Crown entities and beyond	One-page brief	Kate	20 mins

Note – Prior to the meeting, we will offer a tour of Te Kawa Mataaho to provide Board Members with a sense of the range of the Commission’s work and size.

# One page Issue Brief: Political Neutrality & Crown entities



Te Kawa Mataaho  
Public Service Commission



Every election, questions are raised about how the principle of political neutrality applies to Autonomous Crown Entities (ACEs) and Independent Crown Entities (ICEs). Questions of this nature have already arisen in relation to this year's election and will be raised as the Commission consults on the proposed new Code of Conduct for the public service (Ngā Tikanga).

The current position is that, in relation to ACEs and ICEs:

- Staff members are bound by the current [Standards of Integrity and Conduct](#), which state that “*we must maintain the political neutrality required to enable us to work with current and future governments.*”
- Board Members are required to adhere to the principle of political neutrality through the [Code of Conduct for Crown entity board members](#).
- There is **no** statutory obligation on the Boards of ACEs and ICEs to uphold the political neutrality of their agencies under s 12 of the Public Service Act 2020. That obligation only applies to the Boards of Crown Agents and the chief executives of departments and departmental agencies.

In practice what is different about the application of the principle of political neutrality to ACEs and ICEs? What is the significance of any statutory advocacy role they may have?

By way of example, our Election Guidance contains a section on [Public servants outside work](#). It states that, when considering political activity outside work, public servants should consider the seniority and nature of a person's public service role, in comparison to the scope and scale of their proposed political activity. The more senior the person is, and the more they are seen by the public as a spokesperson for their agency and/or provide advice directly to Ministers, the less room there is for them to embark on political activity outside of work.

- Is this the right framing for Board members and/or staff of ACEs and ICEs?
- Is there a better way to analyse these issues?

A list of ACEs and ICEs is attached.

# Attachment 1 – ACEs and ICEs

## Autonomous Crown entities

- Accreditation Council
- Arts Council of New Zealand Toi Aotearoa
- Broadcasting Commission
- Government Superannuation Fund Authority
- Guardians of New Zealand Superannuation
- Heritage New Zealand Pouhere Taonga
- Museum of New Zealand Te Papa Tongarewa Board
- New Zealand Artificial Limb Service
- New Zealand Film Commission
- New Zealand Infrastructure Commission/Te Waihanga
- New Zealand Lotteries Commission
- New Zealand Symphony Orchestra
- Public Trust
- Retirement Commissioner
- Te Reo Whakapuaki Irirangi (Māori Broadcasting Funding Agency)
- Te Taura Whiri I Te Reo Māori (Māori Language Commission)

## Independent Crown entities

- Broadcasting Standards Authority
- Children's Commissioner
- Climate Change Commission
- Commerce Commission
- Criminal Cases Review Commission
- Drug Free Sport New Zealand
- Electoral Commission
- Electricity Authority
- External Reporting Board
- Financial Markets Authority
- Health and Disability Commissioner
- Human Rights Commission
- Independent Police Conduct Authority
- Law Commission
- Mental Health and Wellbeing Commission
- New Zealand Productivity Commission
- Office of Film and Literature Classification
- Privacy Commissioner
- Takeovers Panel
- Transport Accident Investigation Commission

# MEETING MINUTES



**Te Kawa Mataaho**  
Public Service Commission



**Date / time:** Wednesday 21 June, 1:30-3:00pm

**Venue:** Te Kawa Mataaho, Level 10, 2 The Terrace / Microsoft Teams

**Board members present** Sir Maarten Wevers (Chair), Wendy Venter, Dean Knight, Sally Washington, Rauru Kirikiri, Jonathan Boston, Heather Baggott (ex-officio), Gaye Searancke (ex-officio)

**In attendance** Peter Hughes, (by remote access), Hugo Vitalis, Kate Salmond, Rachel Greer

**Apologies:** Chris Eichbaum

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Agenda Item	Notes
General business	<p>Sir Maarten Wevers opened the Board meeting and welcomed Rau to his first meeting.</p> <p>Board discussed and agreed minor changes to the minutes from last meeting. Further changes to Terms of Reference one-pager were also discussed with a revised draft to be circulated to members.</p> <p>Board confirmed the registration of interests form that would be used. Board members to complete revised form before next meeting.</p> <p>Because of time constraints, brainstorming of future strategic topics not covered in this meeting.</p>
Presentation	<p>Hugo gave an overview of Ngā Tikanga and how it was developed. Currently out for agency consultation to 17 July. Expecting to publish Late July/early August. Hugo and Peter noted that it was expected that the guidance on the Code would continue to be developed and amended over time.</p> <p>For current draft, individual thoughts are welcomed, especially any strategic input on interpretation. However, it is asked that thoughts are also shared with other members. Board members to circulate any suggestions or comments by 17 July.</p>
Situational awareness	<p>Peter gave an update on current situation of the public service, including a discussion around conflict of interest settings and the Commission's election guidance related work. 9(2)(a) privacy [REDACTED]</p>
One-page issue brief	<p>Kate gave an overview of the issues related to political neutrality and Crown entities, particularly ACEs and ICEs. The paper noted that there is no</p>

# MEETING MINUTES



**Te Kawa Mataaho**  
Public Service Commission



	statutory obligation on the Boards of ACEs and ICEs to uphold the political neutrality of their agencies. Board members provided input about how the Commission can better guide the ACEs and ICEs, and things to think about in doing so. Peter noted that he wanted to come back to ACEs and ICEs.
Strategic topic	Artificial Intelligence and public servants. Not discussed, owing to time constraints.
Next meeting	Late August. Proposed timing to be advised. Proposed agenda items to include: <ol style="list-style-type: none"><li>1. Board protocols</li><li>2. Matters relevant to the Commission leading up to the election</li><li>3. Strategic topic: Artificial Intelligence</li></ol>
<b>Action points</b>	
<ol style="list-style-type: none"><li>1. Board members to complete Registration of interests form by late August.</li><li>2. Commission to update Terms of Reference.</li><li>3. Commission to send out Ngā Tikanga draft for review. Board comment sought by 17 July.</li><li>4. Commission to draft 3-4 bullet points on Protocols to begin discussions in next meeting.</li><li>5. Organise meeting for late August.</li></ol>	



# MEETING AGENDA

**Meeting Agenda** | Integrity and Ethics Advisory Board  
 Meeting 21 August 2023, 1:00-2:30pm  
 Te Kawa Mataaho, Level 10, 2 The Terrace

Agenda item	Focus of agenda item	Supporting material	Lead	Time
Welcome	Opening meeting		Maarten	5 min
Declarations of interest	Changes to declarations	Standing declarations	Maarten	10 mins
General business	Adoption of previous meeting minutes Action points from previous meeting	Meeting minutes 21 June Draft TOR	Maarten	5 mins
Board protocols	Discussion about Board protocols	Draft protocol paper	Maarten	10 mins
Situational awareness	Context update from the Public Service Commissioner		Peter & Hugo	20 mins
Special Topic	Political neutrality/integrity	IPANZ presentation	Chris/General discussion	30 mins
Closing	Wrap up and agenda setting for next meeting		Maarten	10 mins

# One page Issue Brief: Declaration of interests



**Te Kawa Mataaho**  
Public Service Commission



To maintain the public's trust and confidence, the public service needs to exercise sound judgment when dealing with actual and perceived conflicts of interest. This is particularly true of our senior leaders who must be role models in this space. There have, however, been several incidents over the last year that have demonstrated that conflicts can be difficult to spot and are not always well managed.

At present, several public service agencies are currently reviewing their conflict-of-interest policies. Many are moving towards a process of asking prospective employees to declare all the interests that they have outside of work that have any potential to intersect with their jobs in some way. Employers and employees then have a conversation about whether those interests give rise to an actual, perceived, or potential conflict and if so, how that should be managed. These conversations are then repeated at least annually. Policies are being reframed as “declaration of interests” policies as opposed to “conflict of interest” policies.

In a small country like New Zealand, conflicts of interest are natural and unavoidable. But perceived conflicts, in particular, can be difficult for individuals to identify. In that context, should we shift to a more collaborative approach to identifying conflicts, which would require public servants to declare all their interests outside work? We note that this approach could only work if:

- There are clear privacy and confidentiality controls in place
- Employees trust their managers to do right by them as individuals, as well as doing right by the organisation
- The stigma around having conflicts of interest is reduced
- Employers have a mature approach to developing management plans (i.e. one that offers more options than ‘a declaration is sufficient’ or ‘you can no longer work in the area’.)
- Work is undertaken to ensure that particular groups are not made to feel marginalised by the process, for example Māori public servants with iwi affiliations, or public servants with other strong cultural or religious ties outside work

Is moving to a ‘declaration of interests’ approach the right thing for the public service to do? If so, what more could the Commission do to support agencies to make this shift?

# MEETING MINUTES



**Te Kawa Mataaho**  
Public Service Commission



**Date / time:** 1:00-2:30pm, 21 August 2023

**Venue:** Te Kawa Mataaho, Level 10, 2 The Terrace / Microsoft Teams

**Board members present** Sir Maarten Wevers (Chair), Wendy Venter, Chris Eichbaum, Dean Knight, Sally Washington, Jonathan Boston (to 1:55pm), Rauru Kirikiri (by remote access), Heather Baggott (ex-officio), Gaye Searancke (ex-officio)

**In attendance:** Peter Hughes (by remote access), Hugo Vitalis, Kate Salmond, Rachel Greer

## Apologies:

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Agenda Item	Notes
Welcome	Sir Maarten Wevers opened the Board meeting.
Declarations of interest	Brief discussion on declared interests of members. Decision to keep interests current only (ie within the past five years), but may include mention to relevant previous roles. Family interests to be included, where relevant. If there is an agenda item in which a member has had a particular interest, it's to be raised at the meeting. Any further updates, and updates prior to each meeting, to be advised to the Secretariat.
General business	Previous minutes adopted. Action points from last meeting complete.
Board protocols	Discussion around the proposed protocols in relation to the purpose of the Board. Of note, it was mentioned that: <ul style="list-style-type: none"><li>• There's value in individual views, and it should be a discussion to inform, rather than to reach a consensus.</li><li>• The Board is not a decision-making body, but advisory.</li><li>• No quorum is required by the Board.</li><li>• The Board Chair will agree the agenda with the Public Service Commissioner.</li><li>• Members don't need approval from the Chair to attend meetings virtually.</li></ul>

# MEETING MINUTES



**Te Kawa Mataaho**  
Public Service Commission



<p>Situational awareness</p>	<p>Peter spoke to the current focus of Te Kawa Mataaho (TKM) and the wider public service. Noted that TKM has a couple of reviews underway and is turning to focus on its statutory role around formation of government processes.</p> <p>Peter noted that it is not appropriate for TKM to engage with the media, or to comment on certain things during the election period, given the risks of being drawn into the political debate.</p> <p>Preparation for Briefings to Incoming Ministers (BIMs) is underway. DPMC is responsible for providing guidance about BIMs for agencies. There is a lot of work being done to support the Crown Entity Boards. Suggestion that the System and Agency Performance Group could brief the Board on our work with Crown Entity Boards.</p> <p>Hugo provided an update on TKM's elections management work in the Commission, including election guidance and a brief explanation of election advice process.</p> <p>Peter and Hugo also discussed conflicts of interest process and the model standards, which have been distributed to the broader public sector. There was also a discussion about the multiple hats that Māori public servants often wear, the complexity of navigating obligations, and the work being done to improve support in this space.</p>
<p>Special topic – Political neutrality / integrity</p>	<p>A special thank you was provided to Chris and Sally for the material provided to the Board.</p> <p>Chris gave a brief update on his IPANZ talk on Political Neutrality, which was to encourage discussion, particularly around the implications for arms-length agencies, such as Crown Entities, in terms of boundaries and guard rails. Two points were raised:</p> <ul style="list-style-type: none"><li>• Should the obligation to uphold political neutrality be less stringently applied the further away from the centre an agency is?</li><li>• Is there an argument that there should be greater flexibility for Board members in Crown Entities?</li></ul>
<p>Next meeting</p>	<p>Next meeting will be after the Government is confirmed and sworn in, so no specific time set for next meeting.</p> <p>Discussion on Crown Entity work by Te Kawa Mataaho.</p>
<p><b>Action points</b></p>	
<ol style="list-style-type: none"><li>1. Hugo to consult on and revise Board Protocols and report back at next meeting.</li><li>2. Hugo to send out requested links: Cabinet guidance on Briefing to the Incoming Minister, Conflicts of interest model standards, and Election guidance.</li></ol>	

# MEETING AGENDA



**Te Kawa Mataaho**  
Public Service Commission



## Meeting Agenda

Integrity and Ethics Advisory Board  
Meeting 19 February 2024, 1:00–2:30pm  
Te Kawa Mataaho, Level 10, 2 The Terrace

Agenda item	Focus of agenda item	Supporting material	Lead	Time
Welcome	Opening meeting		Maarten	5 min
General business	Adoption of previous meeting minutes Action points from previous meeting – adoption of protocols and TOR Conflicts of interest – anything to declare given the agenda	Meeting minutes 21 August 2023 Draft Protocols and TOR Standing declaration of interests	Maarten	10 minutes
Situational awareness	Context update from the Public Service Commissioner		Peter & Heather	30 mins
One-page Issue Brief	Unauthorised disclosure/leaks and the work we are doing with Integrity Champions	One-page Issues brief	Hugo	35 mins
Closing	Wrap up and agenda setting for next meeting		Maarten	10 minutes

# One page Issue Brief: Unauthorised disclosure / leaks



**Te Kawa Mataaho**  
Public Service Commission



In recent months there have been a few incidents of unauthorised disclosure of confidential information by public servants. Such incidents could potentially be intentional (eg documents given directly to politicians and/or the media) or unintentional (eg inadvertent mistakes in email addresses). The impact is often the same: Ministers and the public lose trust in the public service.

Our guidance states:

*While voting in the election is always an acceptable political activity and is encouraged, political expression that involves breaching the law or a code of conduct is never acceptable. For example, the unauthorised disclosure of government information or the misuse of government resources for political purposes is not acceptable.*

The Public Service Commission actively encourages agencies to investigate all unauthorised disclosures, but it is notoriously difficult to identify disclosers, particularly if their actions were intentional.

The Commission needs to take action to deter any further unauthorised disclosures. We will work with our Integrity Champions network to ensure that agencies have sound information management controls in place. We will also use the network to disseminate key messages to all public servants. This will include a statement that unauthorised disclosure of government information for political purposes is a breach of the Code of Conduct. The Commission's position is that it undermines political neutrality and demonstrates a failure to use government information only for proper purposes.

To inform our ongoing work in this space we are keen to discuss with you:

- Any circumstances in which unauthorised disclosure of confidential information could be permissible
- The relationship between leaks and whistleblowing
- The relevance of any political intentions on the part of the discloser
- The degree of responsibility external actors should take for encouraging unauthorised disclosures
- Your thoughts on any further steps that the Commission could/should take in relation to these issues

# MEETING MINUTES



**Te Kawa Mataaho**  
Public Service Commission



**Date / time:** 19 February 2024, 1:00-2:30pm  
**Venue:** Te Kawa Mataaho, Level 10, 2 The Terrace  
**Board members present:** Sir Maarten Wevers (chair), Jonathan Boston, Sally Washington, Wendy Venter, Chris Eichbaum, Dean Knight, Rauru Kirikiri, Heather Baggott (ex-officio)  
**In attendance:** Peter Hughes, Hugo Vitalis, Kate Salmond, Rachel Greer  
**Apologies:** Gaye Searancke (ex-officio)

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Agenda Item	Notes
Welcome	Sir Maarten Wevers opened the board meeting
General business	Previous minutes adopted. Draft Protocols and TOR adopted. Wendy declared an additional conflict for the register. No members had conflicts to declare for current agenda.
Situational awareness	Peter: Thanks to members for lending their personal mana to the mahi of the board and noted the importance of the board in helping the Public Service Commission. Mention of pivot under new government and the period of establishing trust and confidence. Highlighted the efficacy of managing the election year at the Commission. Hugo spoke to the webinars, Integrity Champion cohort establishment, increased views on election guidance and increase in requests for advice. Peter mentioned his retirement on 29 February 2024 and noted that the Minister has asked Heather Baggott to act as the Commissioner until the role has been filled. Heather: Noted the role for Commissioner has been advertised and the Commission is helping to run the process, which is open and contestable. Heather opened the floor to discussion about what members are hearing about the state of the public service. Of note, it was mentioned that there is considerable uncertainty, but also gave recognition to the responsiveness of the public service.
One-page issue brief	Unauthorised disclosures/leaks (topic from Hugo): Outlined agency-initiated reviews into leaks from their agency.

# MEETING MINUTES



**Te Kawa Mataaho**  
Public Service Commission



	<p>Noted upcoming Integrity Champion meeting and toolkit of resources to support them and their agency.</p> <p>Hugo opened it up for Board comments around their thoughts on the topic and suggestions for what else the Commission could do in this space:</p> <p>The Board mentioned it would be good to tidy up the processes around whistleblowing.</p> <p>Question about ethical leaks – when would there be justification for a public servant to say/do certain things? Discussed Max Rashbrooke article, but no consensus reached on an example of a leak to the media that could be ethical / consistent with the Code of Conduct.</p> <p>Ensure that Protected Disclosures policies are well publicised within agencies. The Board also mentioned it would be good to have case studies/scenarios. Commission to explore the idea.</p> <p>The Board gave support for Integrity Champions giving input/directive within their agency, as it needs to be supported and championed from within agencies.</p> <p>Look to lessons abroad, eg Royal mail case.</p>
Closing	<p>Note from Board members that it would be good to have the topic of ethics infrastructure on the agenda for a future meeting (in reference to the material provided by Chris).</p> <p>Sir Maarten acknowledged Peter's work in the Commission and wider public services and commended his efforts in establishing the Board. He also wished Heather luck in her acting role.</p>
<b>Action points</b>	
None to note.	

## Integrity and Ethics Advisory Committee Chair:

### **Sir Maarten Wevers**

Deputy chair of the Fred Hollows  
Foundation of New Zealand



Sir Maarten Wevers KNZM is a New Zealand diplomat and public servant.

Sir Wevers is currently deputy chair of the Fred Hollows Foundation of New Zealand, a trustee of the Aspen Institute New Zealand and the Victoria University of Wellington Foundation, patron of the Wairarapa Dark Sky Association, and Registrar of Pecuniary and other Specified Interests of Members of Parliament.

Sir Wevers has held multiple governance and advisory roles across the New Zealand Public Service. He has also been New Zealand's High Commissioner to Papua New Guinea and Ambassador to Japan.

Sir Wevers holds numerous commendations, including:

- Companion of the New Zealand Order of Merit,
- Knight Companion of the New Zealand Order of Merit (KNZM), and
- Order of the Rising Sun, Gold and Silver Star.

## Integrity and Ethics Advisory Committee Members:

### **Adjunct Professor Chris Eichbaum**

Adjunct Professor  
School of Government



Chris Eichbaum is an Adjunct Professor at the School of Government. He is a senior associate in its Institute for Governance and Policy Studies.

Adjunct Professor Eichbaum is a long-standing academic and was previously a Reader at the School of Government. He has published on a wide range of matters, including governance and institutional design, public and social policy, the accountability of Public Servants and Political staff, and political economy of central banking.

Chris was appointed to the Board of the Reserve Bank of New Zealand in 2008 and again in 2018.

### **Associate Professor Dean Knight**

Associate Professor  
Faculty of Law



Associate Professor Dean Knight specialises in public and government law, with scholarly interests across a wide range of topics in constitutional and administrative law. Areas of particular emphasis in his work include judicial review of administrative action, local government and democracy, and constitutional reform. He has extensive experience not only in New Zealand, but also in the United Kingdom.

Associate Professor Knight is a member of the NZ Centre for Public Law, co-chair of the Australasian chapter of the International Society of Public Law (ICON-S AU-NZ) and an executive committee member of the Law and Society Association of Australia and New Zealand (LSAANZ). He also serves on the editorial committee of the NZ Journal of Public and International Law. He has recently been a Visiting Fellow at the London School of Economics and Political Science and an International Visiting Fellow at the Bingham Centre for the Rule of Law at the British Institute of International Comparative Law.

**Heather Baggott**

Deputy Public Service Commissioner  
Te Kawa Mataaho



Heather is Te Pou Turuki mō Te Kawa Mataaho | Deputy Public Service Commissioner at Te Kawa Mataaho Public Service Commission, working closely with the Public Service Commissioner to provide leadership and oversight of the Public Service. She has a particular focus on Māori Crown relationships and the leadership, diversity and inclusion priorities for the system. Heather has also been an Assistant Commissioner at Te Kawa Mataaho and has held several senior leadership roles in the justice and culture sectors.

**Gaye Searancke**

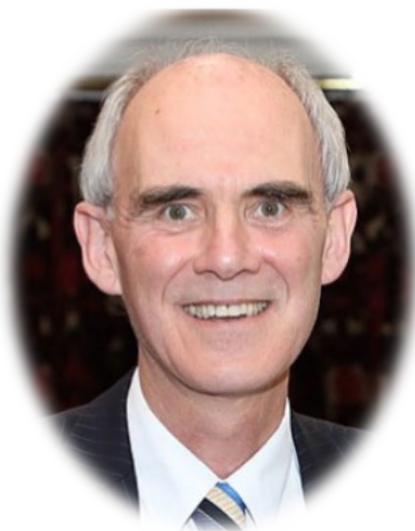
Deputy Public Service Commissioner  
(acting)  
Te Kawa Mataaho



Gaye is acting Te Pou Turuki mō Te Kawa Mataaho | Deputy Public Service Commissioner at Te Kawa Mataaho Public Service Commission, working closely with the Public Service Commissioner to provide leadership and oversight of the Public Service. She was previously Te Tumu Whakarae, Secretary and Chief Executive, at Toitū Te Whenua, Land Information New Zealand. She has held senior leadership roles at Inland Revenue, ACC, the Ministry of Economic Development and the Ministry of Business, Innovation and Employment. Gaye started her career as a lawyer and has worked as a Crown prosecutor and as senior counsel for the Commerce Commission. Gaye has put significant effort into embedding a more customer-centric approach across the Public Service. Notable highlights in her career include enhancing the capability and capacity of New Zealand's Labour Inspectorate, and undertaking extensive financial, labour market, and health and safety reforms, including establishing WorkSafeNZ.

## **Jonathan Boston**

Chair  
School of Government



Professor Jonathan Boston ONZM is an academic and professor of policy studies at the Victoria University of Wellington School of Government. He is currently Chair of the Victoria University of Wellington School of Government. Jonathan also serves on the boards of several organisations, including Oxfam NZ.

He was the co-chair of the Expert Advisory Group on Solutions to Child Poverty and has written extensively on climate change policy.

Professor Boston has published widely on a range of matters including public management, social policy, climate change policy, tertiary education policy, and comparative government. He was awarded a Fulbright Fellowship in 2014. In 2021, Professor Boston was appointed an Officer of the New Zealand Order of Merit.

## **Rauru Kirikiri**

Kaihautū  
Te Kawa Mataaho



Rauru Kirikiri has a notable background serving iwi, Māori, and New Zealand through his many roles in academia, consultancy, and the Public Service.

He is currently a Kaihautū at Te Kawa Mataaho.

He holds a Master of Arts in Anthropology from Auckland University, where he lectured in Māori Studies, as well as a Diploma of Teaching.

He has served as a member on several committees over the years. Rauru specialises in a range of Māori related issues, including environmental management, strategic planning, Treaty of Waitangi claims negotiations, policy development, and tertiary education.

## **Sally Washington**

ANZSOG Executive Director



Sally Washington heads ANZSOG's operations in Aotearoa-New Zealand. She is an independent public policy/public management consultant who has worked in senior roles in Aotearoa-New Zealand and internationally.

She set up, and was inaugural director of the New Zealand Policy Project, a collaborative program to improve policy quality and capability across government, based in the New Zealand Department of Prime Minister and Cabinet. Since leaving DPMC she has worked with a range of jurisdictions seeking to improve their policy capability (including the UK Head of the Policy Profession, States of Jersey, Australian Department of the Prime Minister and Cabinet).

She worked for seven years at the OECD. She has also worked as an adviser to a New Zealand Cabinet Minister (Minister for Women) and Prime Minister in policy roles, and in joint central agency teams leading public sector reform programs. She led the Seismic Shifts program to capture the public service innovations following the Christchurch earthquakes.

## **Wendy Venter**

Board director and independent consultant



Wendy is a board director and independent consultant with expertise in governance, risk management, organisational change, and assurance. Wendy chairs the Stats NZ Risk and Assurance Committee and sits on its Governance Advisory Board. She is a trustee of Wellington's Nikau Foundation and chairs the Parliamentary Counsel Office's Audit and Risk Committee. She is a Fellow of Chartered Accountants Australia and New Zealand and is a member of the Institute of Directors and the Institute of Internal Auditors.

She is a former partner at EY, deputy chief executive at the Ministry of Social Development and Assistant Auditor-General.

She is also currently a member of the Investigations Panel at Te Kawa Mataaho.