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PARTNERSHIP
NEW ZEALAND

Fifth National Action Plan

Progress report

24 June 2026





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Commitment 1: Review protected disclosures practice

Public Service Commission



Commitment 1:

Review protected disclosures practice

Public Service Commission

Commitment Description:

Undertake a practice review of the protected disclosures system, publish information on the consequences for retaliation, and scope a community of practice for organisations receiving disclosures.

Implementation progress:

- Commission website updated to provide information on rights, protections, and remedies against retaliation (COMPLETE JUNE 2026, see <https://www.publicservice.govt.nz/guidance/protected-disclosures>)
- Research based on academic research, international comparisons and media commentary (underway).
- Review of published policies and procedures by public agencies (underway).
- Interviews with public agencies (underway).
- Information collected by Ombudsman including survey, themes from PDs received by Ombudsman, themes from relevant complaints received by Ombudsman, themes from requests for advice to the Ombudsman (underway).

Commitment 1:

Review protected disclosures practice

Public Service Commission

Challenges:

- Difficulty sharing information due to confidentiality (collecting anonymised, thematised data)
- Difficult to get feedback directly from disclosers (Ombudsman identifying themes from complaints received about PD handling, interviews with people who regularly receive PDs, commentary by representatives/advocates of disclosers.)

Next Steps:

- Interviews with public agencies (scheduled for July 2026)
- Desktop research (ongoing)
- Assembling evidence for draft practice review





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Commitment 2: Develop a corruption risk assessment tool

Serious Fraud Office



Commitment 2:

Develop a corruption risk assessment tool

Serious Fraud Office

Commitment Description:

Design a Corruption Risk Assessment Tool for public sector agencies to identify corruption and insider threat risks within their organisation. The tool will assist agencies to take steps to mitigate these risks.

Implementation progress:

- Project implementation and detailed project plan - Complete (March 2026)
- Stakeholder engagement plan and communication plan – Complete (April 2026)
- Research insights on similar tools – Complete (March 2026)
- Internal SFO Consultation – Complete (May 2026)
- Webpage and Frequently Asked Questions (FAQ) document – Complete (May 2026)
- Email from SFO Chief Executive to public sector agencies Chief Executives – Complete (May 2026)
- Published consultation on Department of Prime Minister and Cabinet webpage – Complete (May 2026)
- Published consultation in Open Government Partnership newsletter – Complete (June 2026)
- External Consultation with public sector and civil society – Complete (May 2026), international consultation underway
- Tool design and build – Underway (June 2026) with content being refined iteratively as consultation feedback is incorporated (June 2026)

Commitment 2:

Develop a corruption risk assessment tool

Serious Fraud Office

Challenges:

- Designing a tool that agencies will want to use, even though they will not be mandated to do so - agency uptake depends on agencies choosing to engage. Tool design and communications are focused on making it easy to use and ensuring it delivers clear value to agencies.

Next Steps:

- Consultation round 2 (August 2026): focused on tool functionality and usability testing
- Agency testing (October - November 2026): tool distributed to testing agencies across two refinement loops
- Final version (April 2027): version freeze, copy editing and SFO leadership sign off
- Publication (June 2027): tool published on SFO website, free to all public sector agencies





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Commitment 3: Support ethical government – private sector career transitions

Public Service Commission and Ministry of
Justice



Commitment 3:

Support ethical government – private sector career transitions

Public Service Commission and Ministry of Justice

Commitment Description:

Produce a discussion document exploring the movement of individuals (elected and non-elected) between government and private sector roles, including lobbying, and identify potential options to support ethical transitions.

Implementation progress:

- Research based on academic research, international comparisons and media commentary.
- Reference group convened to provide expert input – record now published.
- Initial draft provided to Minister.



Commitment 3:

Support ethical government – private sector career transitions

Public Service Commission and Ministry of Justice

Challenges:

- Cabinet availability before the pre-election period.

Next Steps:

- Approval processes (Minister and Cabinet).
- Public consultation period.





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Commitment 4: Explore options to improve transparency of senior leaders' conflicts of interest

Public Service Commission



Commitment 4:

Explore options to improve transparency of senior leaders' conflicts of interest

Public Service Commission

Commitment Description:

Research and scope options to improve transparency of conflicts of interest held by senior leaders in the public sector. Options could include an online register of interests (like the publication requirement for Ministers' interests) or creating an independent review process for CE interest declarations.

Implementation progress:

- Research based on academic research, international comparisons and media commentary
- Reference group convened to provide expert input and draft discussion document completed
- Consultation with affected parties in the coming months



Commitment 4:

Explore options to improve transparency of senior leaders' conflicts of interest

Public Service Commission

Challenges:

- Privacy and safety concerns from affected parties
- PSC resourcing challenges for implementation
- Agency resourcing and internal assurance for publication

Next Steps:

- Consultation review
- Ministerial briefing
- Implementation strategy





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Tēna rawa atu koutou
Thank you very much

