

Action plan to strengthen integrity, 2025-2028



FOCUS AREAS	PROPOSED ACTIONS (led by Public Service Commission unless noted otherwise)	TIMEFRAME
1 Reset expected standards of integrity and conduct and drive agency practice	<ul style="list-style-type: none">• Re-issue the Code of Conduct• Mandatory baseline integrity training for all public servants, and scenario-led training for specific risk areas• Identify system/agency trends and opportunities from Public Service Census; support Integrity Champions to improve practice	2025/26
	<i>GO FURTHER...</i> <i>Refine and make better use of system and agency data to monitor and promote integrity practice</i>	2026
		2025/26
		2026/27 start
2 Improve conflict of interest identification and management	<ul style="list-style-type: none">• Develop template conflict of interest (Col) management plans and scenario-led learning• Embed improved conflict of interest identification and management practices through Integrity Champions	2025/26
	<i>GO FURTHER...</i> <i>Explore options to increase transparency of chief executive and board chair interests & management plans</i>	2025/26
	<i>Explore options to strengthen transparency around lobbying/'revolving doors' for senior public service leaders (with MoJ)</i>	2026/27 start
		2026/27 start
3 Simplify and improve complaints management	<ul style="list-style-type: none">• Strengthen agency practice around complaints management and 'Speaking up' processes/practices• Implement amendments to the Public Service Act 2020 around mandatory agency reporting of integrity & conduct investigations	2025/26
	<i>GO FURTHER...</i> <i>Policy review of Protected Disclosures (Protection of Whistleblowers) Act 2022 and related practices</i>	2026/27
		2026/27 start
4 Progress domestic/international commitments to reduce corruption and fraud	<ul style="list-style-type: none">• Contribute to Anti-Corruption Taskforce pilot activities (SFO-led)• Support implementation of recommendations from United Nations Convention Against Corruption (UNCAC) peer review (MoJ-led)	2025/26
	<i>GO FURTHER...</i> <i>Explore policy options for re-starting work to implement a beneficial ownership register (MBIE/MoJ-led)</i>	2025/26
		2026/27 start

GO FURTHER options have not yet been fully scoped, and may therefore be suitable for co-design with stakeholders as OGP national action plan commitments

KEY ENABLERS	RELATED WORK PROGRAMMES	MONITORING AND EVALUATING SUCCESS
Open Government Partnership, and next national action plan (due Dec 2025, to run 2026-28)		<ul style="list-style-type: none">• Six-monthly progress reports to relevant Ministers and stakeholders, highlighting delivery and key shifts in behaviour.• Maintain or improve scores/rankings in measures for public trust, integrity, public sector effectiveness.• Observe greater alignment between the expected standards of integrity and conduct and agency practices.• Use what we learn from monitoring and benchmarking to course-correct interventions.• Improve/adapt domestic and international good practice for the New Zealand public sector context.
Amendments to the Public Service Act 2020 and follow-on implementation		
Cross-agency expert networks e.g. for integrity, security and risk/assurance	Work to strengthen the Public Service against insider threat risks	
Engagement with civil society, private sector and other jurisdictions		