



Strategic Intentions

2026/27 – 2029/30



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Minister's foreword

Across the Western world, overregulation is stifling innovation and economic growth while making people's lives more difficult and costly. The Ministry for Regulation is New Zealand's answer to this threat.

The incentives for regulation are clear. When bad things happen, politicians and ministries want to be seen to respond, so they use the primary tool in their toolkit and make new rules. Over time, these rules have grown into an unnavigable tangle.

I established the Ministry for Regulation to act as the counterweight against the regulatory state. They represent the voice of the regulated New Zealander who wants to get on with business without the Government telling him not to, or making her fill out a 20-page form for the privilege.

Practically, this is about lowering costs for New Zealanders. Unproductive compliance activity raises the cost of doing business, often with negligible benefit, and this cost is passed on to the consumer. The Ministry for Regulation will strive to lower the regulatory burden on productive activity.

These Strategic Objectives set out a clear mandate for the Ministry for Regulation:

- Apply sound economic analysis to the flow of new regulations, to ensure they are effective and proportionate
- Ensure regulatory decision-making is as transparent as possible, so New Zealanders have access to the full picture of why they are being regulated
- Upskill the public sector in good regulatory practice, and support their stewardship of the considerable stock of regulation to reduce its burden on productive activity.

This is no small task. To succeed, the Ministry for Regulation must lead a culture shift across the public service toward common sense and trust, and away from the Government needing to control and approve every bit of risk, no matter how small.

The passage of the Regulatory Standards Act will help greatly with this. It requires agencies to assess the stock of regulation that has built up for decades, and requires new regulations to be assessed against principles of good regulation. The Ministry for Regulation will play a pivotal leadership role in this process.

To the Ministry for Regulation, thank you for your work so far in giving regulated New Zealanders a seat at the table, and I wish you all the best as the mission continues.

Responsible Minister's statement

I am satisfied that the information on strategic intentions prepared by the Ministry for Regulation is consistent with the policies and performance expectations of the Government.



A handwritten signature in black ink, appearing to read 'D Seymour'.

Hon David Seymour
Minister for Regulation

10 June 2026

Chief Executive's foreword

Chief Executive's foreword – Strategic Intentions 2026-2030

The Ministry for Regulation exists to ensure regulation in New Zealand is necessary, proportionate, and grounded in how it affects people, communities and businesses. Our focus is on reducing unnecessary regulatory burden while lifting the quality, transparency, and stewardship of regulation across the system.

Regulation plays an important role in managing risk and supporting positive outcomes. It also imposes costs. When those costs are not well understood, well managed, or regularly revisited, regulation can undermine productivity and weaken public trust. Good regulation should enable New Zealanders to do more – making better use of people's time and delivering better outcomes for all. It should make it easier for businesses to innovate, grow, and operate. The Ministry's role is to bring discipline, evidence and balance to regulation decision making, and to ensure that the impact on those who are regulated is visible and taken seriously.

Our strategic direction reflects that role. We are focused on improving the quality of regulation, strengthening transparency, and lifting regulatory stewardship across the public service. These objectives are designed to drive lasting improvement and embed better regulatory practice over time.

Delivering better regulation depends on understanding how regulation works on the ground. The Ministry will continue to engage with regulated New Zealanders, industry, communities and the wider public to learn from their experience. We will work alongside agencies and regulators to build capability, support good practice, and provide constructive challenge where it is needed always with a focus on long-term outcomes and accountability.

I am proud of the capability, skill, and judgement our people bring to this work. As a central agency and regulatory steward, we remain focused on practical impact, sound analysis, and maintaining the confidence of New Zealanders in how regulation is developed, maintained, and reviewed.

Chief Executive's statement of responsibility

In signing this information, I acknowledge that I am responsible for the information on strategic intentions for the Ministry for Regulation. The information has been prepared in accordance with section 38 and section 40 of the Public Finance Act 1989.



Gráinne M Moss

Gráinne Moss
Secretary for Regulation
and Chief Executive
Ministry for Regulation

10 June 2026

Glossary of terms

What is regulation?

The Ministry for Regulation takes a broad view of regulation. We consider that it includes any government intervention that is intended to order or influence people's behaviour or how they interact with each other, including by restricting the use and exchange of private property/resources/capital to pursue a desired policy objective.

Regulatory systems

Regulatory systems consist of formal and informal rules, norms, and sanctions, given effect through the actions and practices of designated actors that work together to shape people's behaviour or interactions in pursuit of a broad goal or outcome.

There are over one hundred regulatory systems in New Zealand. The following are examples of regulatory systems:

- housing regulatory system
- food safety regulatory system
- resource management regulatory system.

The Regulatory Management System (RMS)

The RMS is a set of policies, institutions, tools, and processes employed by central government to help it develop, deliver, and maintain high-quality regulation that provides value for money, and does not impose unnecessary costs.

There is one Regulatory Management System. It is the overarching system and includes:

- primary legislation such as the Regulatory Standards Act 2025
- systems, processes, policies, and tools such as Cabinet circulars for regulatory analysis, consistency accountability statements, and capability development.
- agencies and bodies such as the Ministry for Regulation, Parliamentary Council Office, and the Regulatory Standards Board.

Responsible regulation

Responsible regulation requires those responsible for proposed or existing legislation to carefully consider its impact on the rights and freedoms of New Zealanders, and to follow good law-making processes to ensure legislation is necessary and proportionate, and that its benefits outweigh its costs.



Our operating environment

Regulation comes at a cost

Complying with regulation comes at a cost. It requires that time and effort is redirected away from growing businesses and living our lives into complying with rules and submitting paperwork. Beyond costs for activities that are performed, there is the opportunity cost of activities that would be performed were it not for anticipated regulatory costs.

This regulatory burden leads to business and investors abandoning viable initiatives and, over time, it changes our culture from one of innovators with initiative to transactional actors in a sea of regulation. The cost of regulation has not led to a proportionate improvement in outcomes for New Zealanders.

New Zealand has fallen from 2nd in 1998 to 20th for the quality of regulation in the latest Organisation for Economic Co-operation and Development (OECD) rankings¹. It is no surprise that the Government has significantly increased regulation over this period.

When regulation is well designed and well managed, it can enable safer, freer, and more productive lives. Unnecessary and outdated regulation unfairly restricts people's freedoms, infringes on their property rights, and reduces economic activity.

The Ministry for Regulation's ambition is for New Zealand to have the simplest and most efficient regulatory systems in the world.

The expansion of regulation

The diagrams on the following pages represent a complex system of regulation clustered around administering agencies.

Currently, we have a regulatory landscape with over 1,200 primary Acts and a resulting cascade of thousands of pieces of secondary legislation spread across a confusing framework of portfolios and responsible agencies.

This complexity is described in *The state of New Zealand's regulatory systems* which identified 267 regulators spread across the system². These are widely distributed, with limited visibility and largely informal coordination, contributing to a fragmented and unevenly resourced landscape.

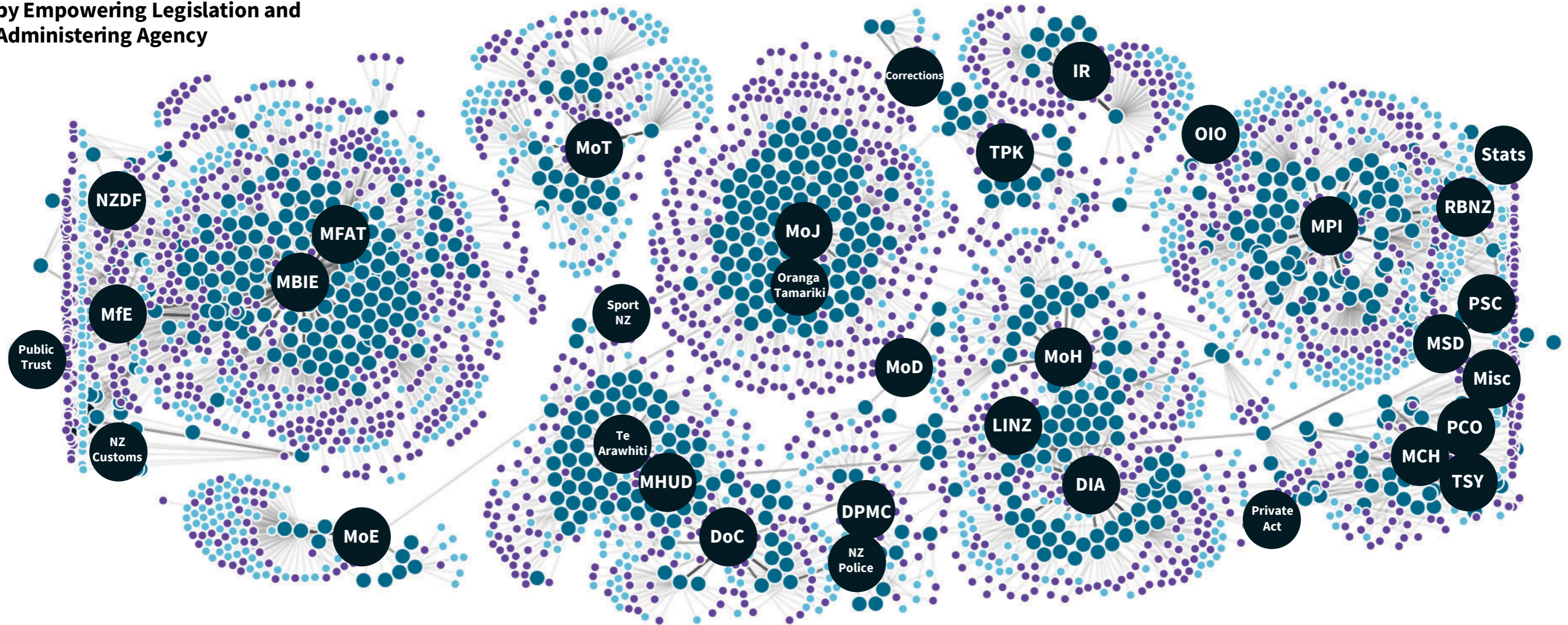
This is a challenging landscape for businesses and people to navigate. The administration cost of regulation compliance is estimated to be over \$5 billion per annum, and that amount is growing³.

¹ [OECD Product Market Regulation \(PMR\) indicators: How does New Zealand compare?](#) OECD (2023-2024)

² [The state of New Zealand's regulatory systems. Revealing the structure and scale of regulation.](#) Ministry for Regulation (May 2026)

³ As reported by NZIER, the 2016 estimated cost of compliance on business

New Zealand Secondary Legislation by Empowering Legislation and Administering Agency



- Administering agency
- PCO published secondary legislation
- Empowering legislation
- Agency-published secondary legislation
(only if accessible via legislation.govt.nz - incomplete data)

Data Source: Parliamentary
Counsel Office — pco.govt.nz
December 2025



Our role and mandate

The Ministry's focus is a relentless reduction of regulatory burden on people, communities, and business

It is vital that there is a central part of government dedicated to removing unnecessary regulation and improving regulation and regulatory systems that are not working - to enable safer, freer, and more productive lives for all New Zealanders.

We hold a system leadership role with a mandate to support regulatory system reform to improve the quality of regulation, in line with the principles of responsible regulation set out in the Regulatory Standards Act 2025 (the Act). This includes working towards the removal of unnecessary restrictions and compliance activity.

Our appropriation provides funding for the Ministry to:

- raise the quality of new regulation
- improve the functioning of existing regulatory systems
- lift capability of design and operation of regulatory systems
- promote enduring improvement of the regulatory management system.

To achieve this, the Ministry is focused on implementing the Act to drive improved regulatory quality across government in line with the principles of responsible regulation.

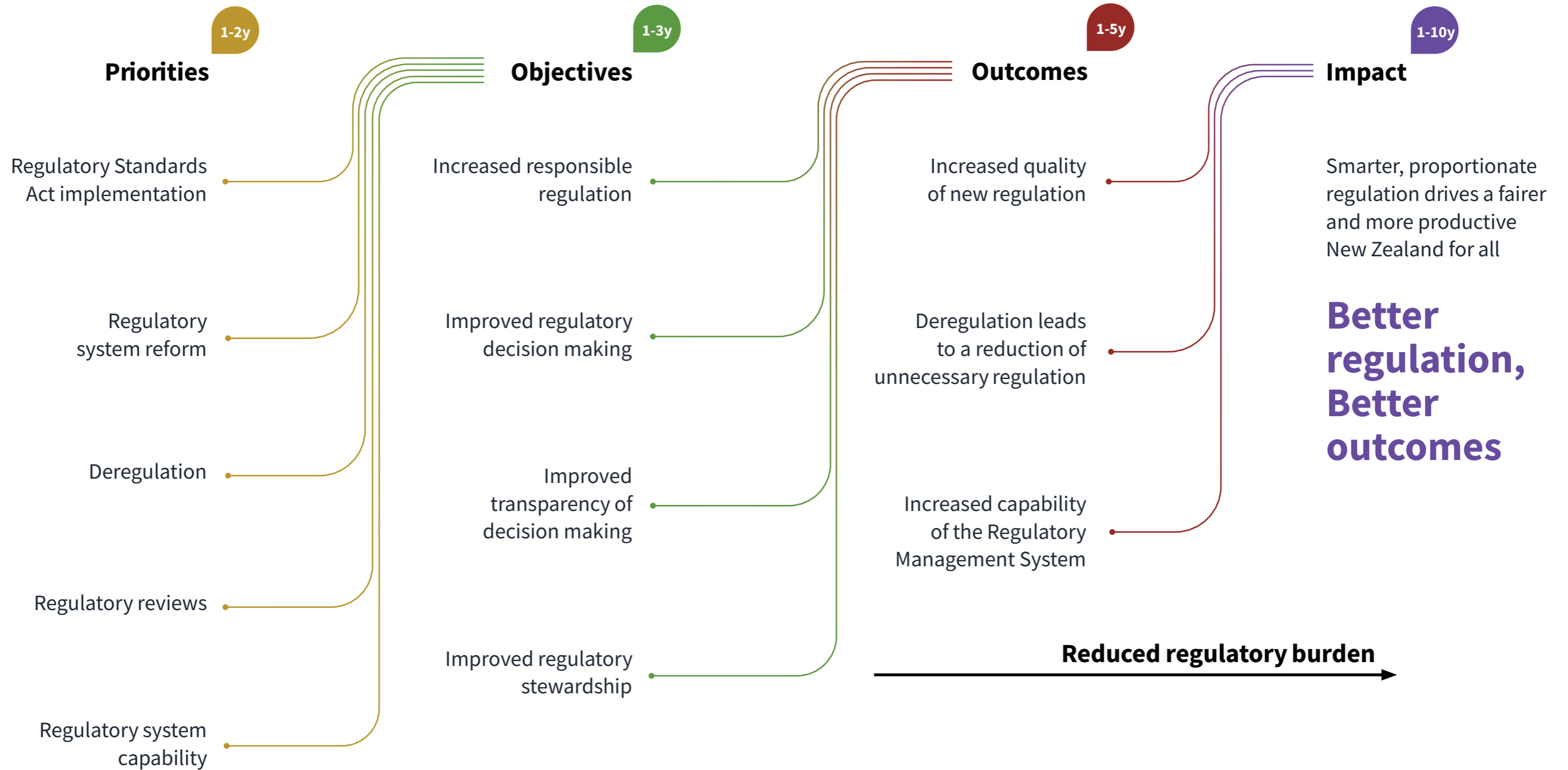
The Ministry is also focused on supporting the newly created Regulatory Standards Board, which is mandated to inquire into whether existing legislation is inconsistent with the principles of responsible regulation, and to consider consistency accountability statements for Bills.

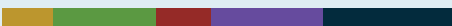
The Ministry will also continue to:

- seek deregulatory opportunities to remove regulatory burden
- conduct reviews into the regulations affecting sectors of the economy
- increase the capability of regulators to decrease any negative impact of being regulated for businesses and New Zealanders
- provide the Red Tape Tipline, so New Zealanders can challenge government to remove unnecessary red tape
- set the standard for regulatory stewardship and support public sector agencies to meet their stewardship responsibilities as set out in the Regulatory Standards Act 2025 - ensuring a focus on simplification and decreasing the impact of regulation.



Our strategy





Our impact

Enabling New Zealanders to do more

Through the reduction of regulatory burden, we seek to enable New Zealanders to do more – leading to more productive use of people’s time and better outcomes for those who want to get things done. With simpler rules and regulations, we want it to be easier for business to innovate, grow and comply.





The change we want to see for New Zealand over the four years of this strategy is:

- regulatory settings make it easier for businesses to invest, innovate and grow, leading to higher wages and more productive and happy lives for New Zealanders
- a reduction in unnecessary regulation
- an increase in the quality of new regulatory proposals through consistency with the principles of responsible regulation

- a significant capability uplift across the entire regulatory management system ensuring that when regulation is necessary, it is fair and proportionate, that the impact on people and business is transparent and central to decision making, with mechanisms for accountability.

If we are successful at putting people at the centre and ensuring the realities of regulated parties are embedded in regulatory design and implementation, then we will achieve *Better regulation, Better outcomes* for all New Zealanders.

We will track progress towards our longer-term outcomes and the impact of our work alongside our other performance measures. We will do this by:

Outcomes and impact	Indicators	Future trend
Deregulation reduces unnecessary regulation	<ul style="list-style-type: none"> • A reduction in unnecessary regulations 	
Increase capability of the RMS	<ul style="list-style-type: none"> • Ministry for Regulation publishes a report on the state of the Regulatory Management System (4 yearly) 	
Increase quality of new regulation	<ul style="list-style-type: none"> • A decrease in the number of inconsistencies identified in consistency accountability statements (CAS) by the Regulatory Standards Board, over time 	
Better regulation, Better outcomes	<ul style="list-style-type: none"> • Ministry for Regulation publishes an annual report demonstrating the increasing economic benefit to New Zealand 	

Our strategic objectives

Our objectives are interconnected

The Ministry's strategic objectives are short to medium term outcomes we aim to achieve through our strategic priorities and activities. They are what New Zealanders will see if we deliver on our priorities and key work programmes. The four objectives are not standalone - they overlap and integrate to reduce regulatory burden, ultimately leading to better regulation and better outcomes.

The Ministry's responsibilities inform our strategic objectives:

- Increased responsible regulation
- Improved regulatory decision making
- Increased transparency of decision making
- Improved regulatory stewardship

Over time, as capability for responsible regulation grows, it is likely that there will be less need for direct Ministry intervention on specific regulatory systems.



Objective 1 – Increased responsible regulation

Effective regulation begins with a clear and well-defined problem definition. New regulation should only proceed where there is a sound understanding of the underlying issue, a thorough assessment of whether regulation is the right intervention, and confidence that the proposed response is the most effective, efficient, and proportionate way to address it.

As a central agency, the Ministry has a responsibility to work with others to ensure problem definition is robust and that unnecessary or poorly targeted regulation does not proceed. The Ministry will use its influential system-leadership role to work with and through others to deliver this.

Since the Ministry's establishment, it has been responsible for operating the Regulatory Impact Analysis (RIA) system. The RIA system operates to provide ministers with the best advice and evidence of the potential costs and consequences of regulation to inform their decisions. Following enactment of the Regulatory Standards Act 2025, changes to the RIA system are required. The Ministry is leading reforms and the ongoing operation of the new system, including:

- reforming the regulatory analysis system to align with the Regulatory Standards Act 2025 and implementing the necessary changes
- publishing guidance on reviewing legislation for consistency with the principles of responsible regulation and preparing consistency accountability statements.

We will drive agencies to apply best practice. Regulatory designers and leaders need good skills and strong processes to succeed.

The Ministry will raise capability of policy agencies and regulators by:

- strengthening early-stage problem definition to ensure regulation targets the right issue and non-regulatory options are fully considered

- increasing awareness of the costs and unintended consequences of regulation
- strengthening regulatory leadership, ensuring management and stewardship of regulatory systems is strategic and focused on improving performance
- upholding good practice and setting standards to minimise unnecessary costs from regulation
- providing frameworks and tools for agencies to bring awareness to the costs and consequences of regulation
- fostering local and global collaboration to reduce the burden of regulation.

This will include responding to:

- issues from analysis and benchmarking
- issues from reviews, second opinion and stewardship work
- emerging overseas good practice.



Objective 2 – Improved regulatory decision making

The Ministry acts as a counterbalance within the Regulatory Management System, providing New Zealanders with relief from unnecessary regulation. We are a strong voice inside government that will seek continuous and enduring improvements to regulation and reducing regulatory burden.

As a central government agency, the Ministry has a mandate to ensure regulatory systems managed by other agencies are consistent with good regulatory principles and practices with a focus on reducing regulatory burden.

To achieve this objective the Ministry will continue to build a culture supporting the reduction of regulatory burden – where the analysis of the impact of regulation is inherent in decision making. The Ministry will:

- reduce the burden of regulatory systems through sector and industry regulatory reviews where we:
 - investigate and analyse issues
 - consult stakeholders
 - recommend improvements to Cabinet
 - publish findings
 - support implementation by the lead agency.
- provide second opinion advice on proposed regulatory changes and engage with agencies to:
 - support and strengthen their capability
 - hold them to account to ensure regulation is necessary, transparent, fair and proportional
 - provide a checkpoint against unnecessary or disproportionate regulation.
- identify and recommend removal of unnecessary regulation. Our Red Tape Tipline gives New Zealanders direct access to raise problems with regulation – its design, implementation, enforcement, or effectiveness. The Ministry will:
 - investigate regulatory issues across government
 - identify improvements
 - help agencies address them.



Objective 3 – Increased transparency of decision-making

Regulation adds a cost to business and all New Zealanders, whether as a direct and measurable burden, or as economic drag felt by everyone. We will ensure that regulatory decision making is transparent and that regulatory systems have a mechanism for recourse to hold regulators accountable to New Zealanders.

Cabinet has set new requirements for agencies as part of implementing the Regulatory Standards Act 2025, aimed at improving the quality of, and increasing transparency in relation to regulatory proposals. The Ministry will:

- publish economic analysis supporting our regulatory reviews and response to regulatory issues
- improve regulatory systems to ensure they are:
 - fit for purpose – assessing whether regulation is the right tool to achieve the Government’s objectives
 - effective – regulations deliver the right outcomes
 - efficient – costs are reasonable and the benefits exceed them
 - resilient – the system adapts to change and shocks
- report regularly on cost benefit analysis so regulators and Parliament weigh costs before imposing new requirements.



Objective 4 – Improved regulatory stewardship

Our role as a system leader is to support agencies and hold them to account to keep regulatory systems fair, proportionate, and fit for purpose over the long term – delivering the benefits that enable safer, freer, and more productive lives for all New Zealanders.

The Regulatory Standards Act 2025 requires chief executives of responsible agencies to proactively engage in the stewardship of regulatory systems.

Chief executives and agencies should take a whole system view and work with others to maintain their regulatory systems. Their stewardship responsibilities include:

- actively managing the systems they oversee
- publishing plans to review legislation and reporting progress
- analysing and supporting any changes, including evaluating new proposals
- assessing whether benefits exceed the costs
- upholding responsible practice.

The Ministry will help chief executives and agencies meet their stewardship responsibilities, with a strong focus on deregulation, by:



- issuing guidance, including a new Cabinet Office Circular, on good stewardship
- leading efforts to address system-wide risks to regulatory performance, especially reducing regulatory burden
- clarifying roles and responsibilities across the public sector
- providing tools and guidance on:
 - applying the principles of responsible regulation
 - reviewing legislation
 - preparing consistency accountability statements
 - planning and reporting review plans
 - conducting cost benefit analysis
- encouraging leaders and agencies to assess performance and identify risks
- publishing regular reports on the state of the Regulatory Management System.

We will balance our support role with our role to provide an independent assessment of underperformance.

How we will measure progress

We will monitor progress towards our objectives and regularly report on this progress. The following set of indicators will help us do that.

It may not be possible to provide a benchmark immediately for new initiatives. We will initially focus on quantitative indicators, before moving to a more qualitative approach as the initiatives take effect. It is our expectation to see and report on positive trends over time.

Objective	Indicators	Future Trend
Increased responsible regulation	<ul style="list-style-type: none"> • Report on the number and / or quality of: <ul style="list-style-type: none"> – consistency accountability statements – regulatory analysis summaries – cost benefit analysis 	
Improved regulatory decision making		
Increased transparency of decision making	<ul style="list-style-type: none"> • Quantification in dollar terms of social benefit (reduced burden) • Number or percentage of regulating agencies compliant with requirement to develop and publish plans to regularly review regulatory systems 	
Improved regulatory stewardship		



Our strategic priorities

Our strategic priorities are the shorter term activities and core work programmes that the Ministry will carry out to achieve our strategic objectives. Our strategic priorities will be regularly reviewed and adjusted as our work programme progresses. They will respond to the priorities of the day and any changes in our environment.

Our immediate priorities are:

- Regulatory Standards Act implementation
 - regulatory system reforms
 - regulatory system capability
- deregulation
- regulatory reviews.

We will also ensure that our staff have the means and capability to deliver effectively and efficiently.

Specific programmes of work have been prioritised to align with these priorities and include:

- establishing and supporting the Regulatory Standards Board
- implementing regulatory stewardship and driving improvements across regulatory systems
- undertaking sector reviews and investigating regulatory issues (e.g. Red Tape Tipline)
- embedding economic analysis
- building system capability, developing tools, standards and resources
- early engagement and second opinion advice
- initiatives to increase productivity and enhancing decision making.

Measuring our success in 2026/27

The measures and targets we have set for the 2026/27 performance year are outlined in the table below.

Performance Measure	Targets for 2026/27
Satisfaction of the Minister for Regulation with the policy advice service	An average score of 4.0 out of 5
The quality of policy advice papers, using an appropriately robust assessment process, meets a standard of 'acceptable' as defined by quality advice standards	An average score of 3.3 out of 5
	80% of papers assessed score 3.0 or above
	20% of papers assessed score 4.0 or above
The number of regulatory reviews	At least 4 reviews initiated per year
The number of deregulatory actions recommended	16 actions
The recommendations from regulatory reviews result in regulation change	Cabinet accepts 80% or more of recommendations
There is transparency of each ministerial portfolio's compliance with RIA requirements	2 reports published each year on compliance with RIA requirements

Our organisational capability

Critical to our success is working with others to deliver our strategic intentions

We collaborate with a wide range of stakeholders. These include the Government, central agencies, members of the business community, the New Zealand public, the public service, international counterparts, and organisations.

We are committed to engaging with all New Zealanders and supporting the Crown in its relationship with Māori as set out in the Public Services Act 2020.

We aim to be highly connected domestically and internationally. We will seek new and innovative solutions to systemic regulatory issues.

We continue to get stronger as an organisation

In line with the Government's priority of fiscal sustainability and consolidation, we will drive efficiencies within the Ministry.

To ensure we focus on priority work, we will be flexible and agile with our workforce and processes, identify transferable skills, and enable internal mobility/deployment.

As we implement our strategic intentions, we will continuously refine our organisational planning and strategic reporting and enhance our performance measures, ensuring our work is an efficient and effective use of public funds.

Great People. Bold Ideas. Shared Success.

Our people are what make the Ministry for Regulation successful. We are at our best when we understand, plan for, and foster the capabilities and capacity of our people to do the work we need to do.

Given our role at the heart of government, we have a unique challenge in covering a wide scope of issues, often at a very fast pace. Combined with our responsibilities for stewardship of the Regulatory Management System, we have a core role in providing high-quality and influential advice.

This means investing in our people so that we have the necessary skills, expertise and capability to be influential, highly skilled, well-informed, and practical.

The Ministry for Regulation is an equal employment opportunity employer.

We plan to invest in progressing our capability and performance

The Ministry is committed to being a high-performing and sustainable organisation. We will invest in areas that increase our capability ensuring our workforce and the tools we use are fit for purpose, increase our productivity, and enhance our decision-making, including:

Economics

Foundational to the Ministry's influence is its leading application of the economic way of thinking. We will draw on microeconomics including disciplines such as game theory, behavioural economics, and public choice theory to analyse policy using robust frameworks.

Policy

Our people need to keep pace with current issues and prepare for the challenges ahead. We're investing in continuous improvement that enables us to build and maintain their capability to produce good policy advice.

Leadership

Leaders play a critical role in setting and managing work, supporting staff, and managing teams to deliver in complex environments. We will support leaders to build the capabilities they need and we will continue to build their workforce-planning capabilities through business planning, talent management, and recruitment planning conversations.

Delivery

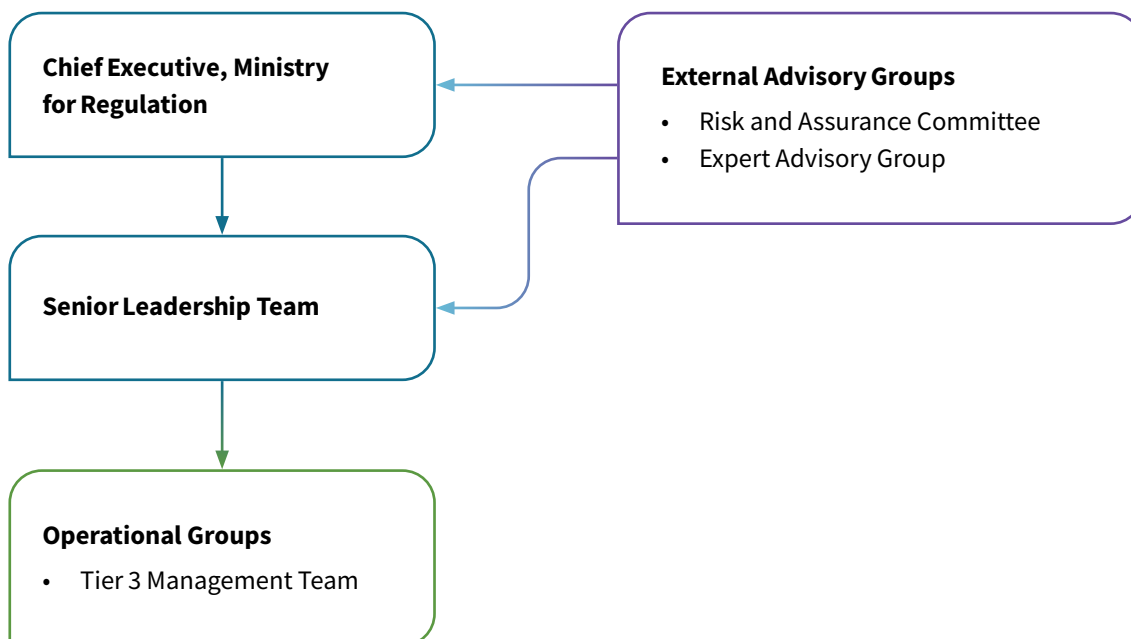
We actively listen to New Zealanders and regulated parties and let real-world insights set our priorities. We guard against capture, and measure the change we deliver. This ensures our work reflects how regulation is actually experienced, and responds quickly where it is confusing, cumulative, or costly.

Digital

Technology enhancements and digital upskilling will improve productivity and enhance decision making. We aim to automate routine tasks to spend more time delivering value for New Zealanders.

Leading and governing the Ministry for Regulation

The Ministry's governance framework



Our Senior Leadership Team

The Ministry's Senior Leadership Team (SLT) includes our Chief Executive and three Deputy Chief Executives, supported by the Chief Executive's Chief Advisor and the Ministry's Chief Economist. Together they set our strategic direction and oversee our progress in ensuring we deliver on our purpose and that the organisation is operating in a way that meets the expectations of the Government and our stakeholders.

Operational groups

The Tier 3 Management Team is made up of our senior leaders in third tier management across the organisation. Their role is to support SLT and give effect to their decisions, as well as operationalising and implementing the strategic direction set by SLT.

Advisory groups with external members

Advisory bodies provide independent, external advice to public service departments. External members are appointed by the Chief Executive to challenge ideas, provide subject knowledge and independent perspectives, and link the Ministry with external expertise. The contribution of these governance bodies is advisory only, and the statutory responsibilities and accountabilities of the Chief Executive remain unchanged.

- Risk and Assurance Committee

Provision of insights to the Chief Executive on critical issues that underpin organisational capability and delivery. It has a specific focus on strategic, financial, operational, and reputational risks.

- Expert Advisory Group

The External Advisory Group is a small group that the Ministry uses to test issues of strategic importance. Its purpose is to provide an external perspective to augment the Ministry's own thinking on those issues.

Leveraging technology and a digital future

We actively explore emerging digital technology to enhance productivity.

We have an Information Technology team that ensures our policies, systems, and processes comply with public sector standards and expectations given the sensitive nature of the content we work with.

The Ministry is embracing Artificial Intelligence (AI) technologies to boost productivity, augment staff capability and improve the quality of Ministry advice. The Ministry manages risks associated with AI usage by ensuring AI output is subject to oversight and review by accountable staff at every stage.

Our policies and guidelines for the use of AI are aligned to the government's Public Service AI Framework.

Our values

The Ministry for Regulation recognises that our people are critical to achieving our outcomes and having the impact we want to see.

Our values are anchored in creating a great place to work, ensuring an open and transparent culture, maintaining public service integrity, and achieving our strategic direction. They have served us well, building a highly engaged staff who are proud of their efforts to make regulation work better for all New Zealanders.



We make a difference | Ka whakaaweawe tātou

We strive to make a positive impact on the communities we serve
Ka nanaiore tātou kia pai tā tātou whakaaweawe i ngā hapori e manaaki nei tātou



We empower | Ka whakamana tātou

We ensure our actions, words and engagements empower the people we are working with and for
Ka mātua whakarite tātou kia whakamanahia te tangata e mahi ana ki tō tātou taha ki ā tātou mahi, ki ā tātou kupu, ki roto hoki i ā tātou huihuinga



We are courageous | Ka whakamānawanui tātou

We aren't afraid to take risks to get results
Kāore tātou e wehi ana ki te mahi whakawhara mēnā ka hua mai ko tētahi putanga pai



We put people in the centre | Ka manaaki tātou

We are considerate and treat everyone with respect
Ka whaiwhakaaro tātou, ka ngākau whakaute hoki tātou ki ngā tāngata katoa.



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