



**Ministry for Regulation  
Te Manatū Waeture**

# Strategic Intentions

2024/25–2028/29



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## Minister's foreword

The Ministry for Regulation is a newly established small central Government agency with a big job to do.

The quality of regulation in New Zealand is in freefall. According to OECD rankings, New Zealand was 2nd in 1998, we are 20th in this year's survey. It's no coincidence that New Zealand experienced strong productivity growth in the 1990s but has fallen behind since.

It is too difficult to invest, and Kiwis have their productivity sapped because of the time spent complying with edicts from Wellington. Not only does poor regulation add cost to the things we do, it ensures other activities don't go ahead. The cumulative effect is a country of can't, when we used to be a country of can do.

In recent years, I've seen more businesses reporting that government regulation is a barrier to innovation and growing their businesses.

New Zealand needs a red tape reset, and the Ministry for Regulation has the task of delivering it. The outcome of tackling this issue will mean New Zealanders spend less time complying with edicts from Wellington, face more affordable living costs, and have more interesting and productive jobs.

My expectation is that the Ministry will work with regulators across government to improve the quality of what they do and how they do it – and in turn, improve the experience and lives of all New Zealanders.

I have set up the Ministry for Regulation with three tasks. One, to cut existing red tape with sector reviews. Two, to improve the scrutiny of new laws. Three, to improve the capability of the regulatory workforce.

We want it to be easier for businesses to innovate, grow and comply – while still knowing that the benefits from regulation that we take for granted, won't change.

We want rules and regulations to enable New Zealanders to do more – leading to more productive use of people's time, and far better outcomes for those who want to get things done.

The Ministry will focus on lifting quality across all regulatory systems and supporting agencies with regulatory responsibilities to align with good practice. It is important New Zealand has sound regulatory settings to support a modern, open market economy.

We are doing for regulation what we've done for spending. We will introduce a statutory backstop which says these are the principles of good lawmaking, and we have a Ministry that is there to do what Treasury does for spending, to evaluate whether the Government's activities are consistent with the statutory backstop.

The first two sector reviews are currently underway, looking into Early Childhood Education and agricultural and horticultural products. I look forward to receiving the initial reports in coming months and expect there to be a number of solutions to reduce unnecessary compliance and red tape in these sectors.

### 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.



**Hon David Seymour**  
Minister for Regulation  
30 August 2024



## Chief Executive's foreword

On 1 March 2024, the Ministry for Regulation was established. There were six of us on day one.

We knew we had a big job to do, and we were working hard to define how we would go about driving the system level change required to improve the regulatory environment for New Zealand, and indeed, how we'll measure and track our outcomes.

From our very early days, we were clear on four focus areas where we needed to deliver:

- We would lift the quality of new regulation
- We would improve existing regulation
- We would raise the capability of regulators
- We would make enduring change at a system level

Over the past six months, these four early focus areas have now been expanded, and you will see that progress within this Strategic Intentions publication.

We are clear about the Ministry's purpose, our strategic objectives, the principles and values that underpin all that we do, and importantly, the things the Ministry will prioritise over the next 12-18 months.

We have a busy work programme underway. We are:

- Undertaking two regulatory reviews
- Improving the way regulatory assessments are planned and implemented
- Progressing the development of a Regulatory Standards Bill
- Continuing to build capability and capacity across regulatory agencies
- Establishing our role as the central steward of the regulatory system

We have a big job to do to improve the quality of regulation to enable all New Zealanders to flourish.

I want to thank all of those across the economy who have helped our establishment and taken a keen interest in our work. I'm incredibly proud of what we have achieved in the past six months. I anticipate our progress and impact will continue to increase at pace.

Ngā mihi

Gráinne

## Chief Executive statement of responsibility

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



*Gráinne M Moss*

**Gráinne Moss**

30 August 2024



## What is regulation?

Governments have a finite set of tools they can use to influence outcomes. One of these tools is creating, implementing, and amending regulations.

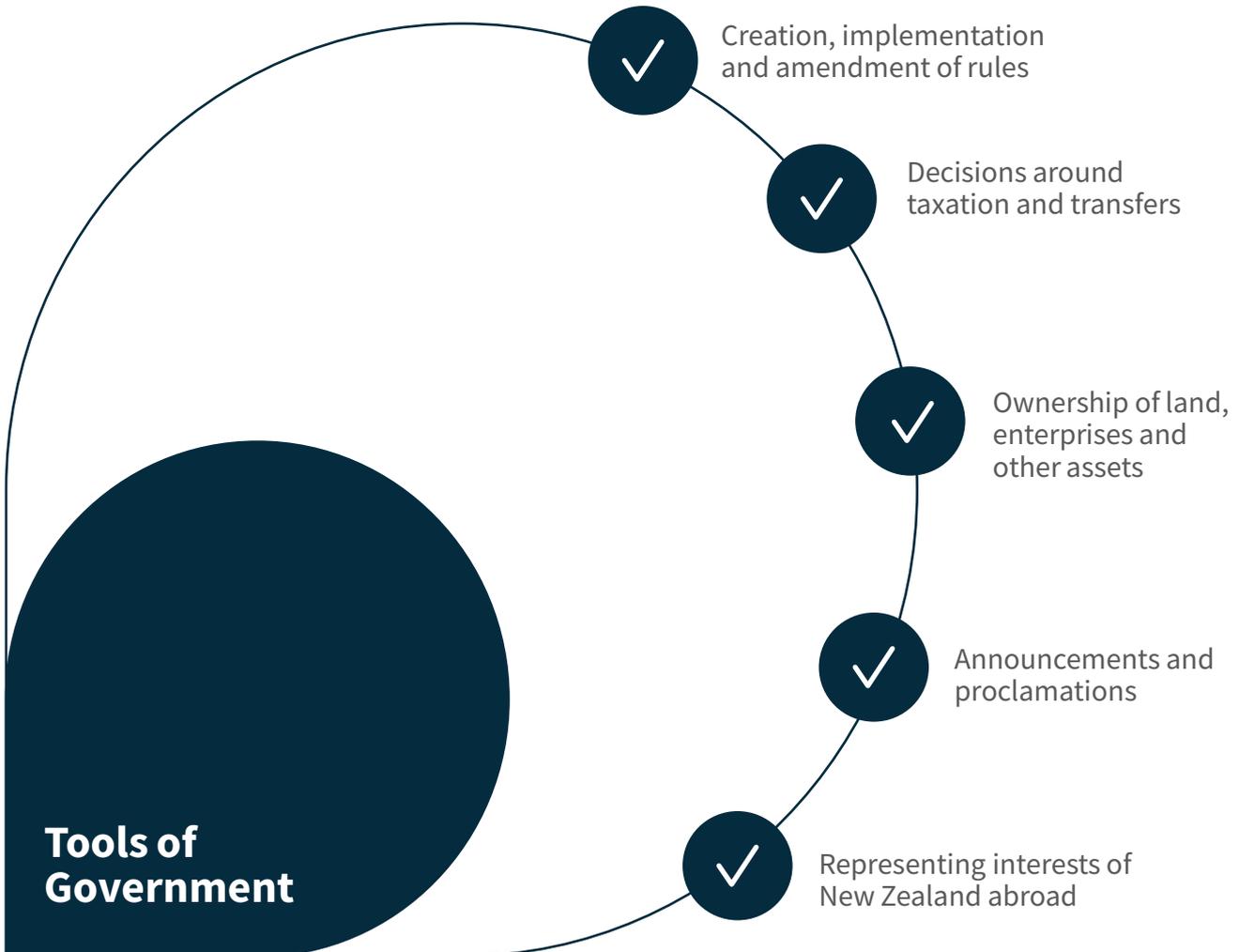
The Ministry for Regulation takes a broad view of regulation. We consider that it encompasses any government intervention that is intended to order or influence people's behaviour, or how they interact with each other, including by directing the use and exchange of private property/resources/capital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

In a world of continual change and innovation, regulation should be dynamic. This means that we need to keep reviewing, adjusting, and improving regulation, so it stays effective and avoids imposing unnecessary costs or restrictions on people's rights.

**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.

The **Regulatory Management System (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.

### Governments have a range of tools with which to influence social outcomes







## Our role and purpose

Regulation matters – it has a real impact on people’s lives and livelihoods. Regulation is critical to maintaining a safe, healthy, and vibrant economy and society. New Zealanders deserve the best regulatory systems in the world.

On 1 March 2024, the Ministry for Regulation was established to provide leadership across government for improvements in the quality of regulation and the performance of regulatory systems. We are a central government agency tasked with improving the regulations imposed by the Government, to make them better, more streamlined, and easier for New Zealanders to navigate.

Creating and maintaining regulation is one of the main ways the Government can improve outcomes for all New Zealanders. A modern, open-market economy needs to be underpinned by sound regulation, so it is safe and efficient but also promotes growth.

When regulation is well designed, it can correct market failures, minimise harm, enable people to confidently undertake economic transactions, and support innovation. However, when regulation is not carefully considered or applied, or when changes in the external environment render it obsolete or obstructive, it can become unnecessarily expensive for people to comply with and create barriers to innovation and prosperity.

Over time, a regulatory system should produce a greater stream of benefits or positive outcomes than costs or negative outcomes. So, the Government should introduce, or increase, regulation only when it is satisfied that it will deliver net benefits for New Zealanders. Similarly, it should remove, or redesign, existing regulatory systems or regulations if they no longer deliver obvious net benefits.<sup>1</sup> By insisting that regulation is better designed and implemented, we can ensure an appropriate balance between the effort of those who experience regulation and those who create it.

In 2014, the New Zealand Productivity Commission reached a number of conclusions about improvements needed to New Zealand’s regulatory institutions and practices.<sup>2</sup> Some improvements were made in response to its report. However, the overall picture is largely the same as in 2014, in that significant improvements are still needed in legislative quality checks, keeping legislation current, enhancing the workforce, prioritising leadership, and getting good value from monitoring. The Ministry for Regulation aims to respond to the call for a stronger centre and clearer leadership.

To give New Zealanders confidence that regulation is effective and in proportion with protecting their individual and collective rights, resources, and liberties, the Ministry for Regulation has the following responsibilities:

- Developing and upholding good regulatory principles and practice
- Providing pragmatic advice and guidance
- Working with other government agencies to identify and resolve problems with how regulatory systems are designing or being used
- Enhancing the capability of regulatory leaders

1. New Zealand Government. (2017). Government expectations for good regulatory practice. Treasury. [www.treasury.govt.nz/sites/default/files/2015-09/good-reg-practice.pdf](http://www.treasury.govt.nz/sites/default/files/2015-09/good-reg-practice.pdf)

2. New Zealand Productivity Commission. (2014). Regulatory institutions and practices. Treasury. [www.treasury.govt.nz/sites/default/files/2014-05/pc-inq-rip-cut-to-the-chase-regulatory-institutions-and-practices-v2.pdf](http://www.treasury.govt.nz/sites/default/files/2014-05/pc-inq-rip-cut-to-the-chase-regulatory-institutions-and-practices-v2.pdf)



## The Ministry has two primary roles that complement and reinforce each other

1. Lead the Regulatory Management System
2. Contribute to the design and operation of individual regulatory systems

### Facilitating regulatory impact analysis

Providing a framework and oversight of the Regulatory Impact Analysis (RIA) system

### Developing, implementing and stewarding a Regulatory Standards Bill

Passing a Regulatory Standards Bill, and related administrative mechanisms, to increase the quality of new and existing regulation

### Defining and assessing quality

Developing frameworks to guide assessments of regulatory quality, including use of international best practice and benchmarks

### Building capability through guidance, standards, tools and networks

Promoting good practice in regulatory system stewardship, regulatory design and operation, to regulatory leaders and practitioners

## Regulatory Management System



Be a strong voice inside government to make continuous and enduring improvements in New Zealand's Regulatory Management System

Lift the quality of new regulatory proposals and advice

Improve the functioning of regulatory systems

Raise the capability of regulators to design, operate, and govern regulatory systems effectively



## Individual regulatory systems and where they overlap

### Expert analysis and advice

Providing review and evaluation of specific legislative proposals

### Responding to regulatory issues

Reviewing regulatory issues raised in specific sectors and systems

### Assessing performance

Collating information and evidence to understand the performance of individual regulatory systems

### Agency partnership

Partnering with other government departments to deliver improvements within the regulatory systems



## The Ministry for Regulation uses different levers to deliver value to different audiences

### Regulated parties and the public

#### Regulatory response

Responding to notification of smaller scale regulatory issues

### Regulated sectors and regulatory systems

#### Regulatory reviews

Conducting targeted deep-dives into specific sectors and systems

### Regulatory agencies

#### Capability development

Providing support and guidance to regulatory leaders and practitioners

### Government

#### Regulatory Management System leadership

Providing oversight and leadership of the Regulatory Management System

Ministers and cabinet

### Expert analysis and advice

Providing review and evaluation of new legislative proposals and operating the Regulatory Impact Analysis system



## **The Ministry works with many different partners and stakeholders**

- The Ministry works with other central government agencies to oversee performance and provide advice to Government.
- The Ministry works with, and through, other government agencies that have roles within individual regulatory systems.
- The Ministry gathers insights, feedback, and other inputs from individual regulators and enforcement agencies, as well as directly from regulated parties, industry bodies, and the public.
- The Ministry is connected with a range of internationally focused organisations, such as the OECD, that promote comparative understanding, improvement, and coordination in regulation.
- The Ministry works with organisations in other countries, including the Australia and New Zealand School of Government, that have similar interests, and who can collaborate to address issues.

By establishing and maintaining close and trusted relationships, the Ministry is well placed to:

- Provide insight and direct feedback
- Recommend and apply changes to ensure harmonisation and international benchmarking
- Assure performance and deliver advice
- Provide support, guidance and capability development
- Partner on regulatory improvements



## The Ministry for Regulation works with many different partners and stakeholders



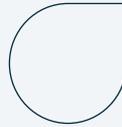
### Other central agencies

Public Service Commission  
Treasury  
Dept of Prime Minister and Cabinet  
Social Investment Agency



### Oversight and Advisory functions

Legislation Design and Advisory Committee  
Law Commission



### Executive functions

Prime Minister  
Ministers  
Cabinet Committees  
Parliamentary Counsel Office  
Crown Law



### Regulatory and Policy Agencies

Ministry of Business, Innovation and Employment  
Ministry for Primary Industries  
Ministry of Justice  
Inland Revenue  
Dept of Internal Affairs  
Ministry for the Environment  
Ministry of Health  
Ministry of Transport  
Land Information New Zealand

Regulatory Stewardship Reporting Departments

Other Public Service Departments  
Departmental Agencies  
Interdepartmental ventures



### Judiciary Courts Tribunals



### Ministry for Regulation Te Manatū Waeture



### International

OECD  
Bilateral relationships and agreements (various)  
Multilateral relationships and agreements (various)



### Regulated parties and their representatives

Businesses  
Nonprofit organisations  
Industry bodies  
Law Society  
Consumers  
Public



### Regulators and enforcement agencies

Crown agents  
Autonomous Crown Entities  
Independent Crown Entities  
Local Government  
Police  
Serious Fraud Office  
Other regulators



# Our strategy

## Our purpose

To improve the quality of regulation to enable all New Zealanders to flourish

## Our outcomes

### Higher quality regulation

Government resources are combined and focused to improve the quality of regulation and the performance of regulatory systems

### Public trust and confidence

The public have better experiences with, and perceptions of, regulation and regulatory systems

### Greater transparency

The Government and the public are informed about the purpose, costs, benefits, and outcomes of regulation being used in New Zealand

### Increased capability

Regulators and regulatory leaders are more capable stewards and operators of regulatory systems

## Our strategic objectives

Be a strong voice inside government to make continuous and enduring improvements within New Zealand’s Regulatory Management System

Lift the quality of new regulatory proposals and advice

Improve the functioning of regulatory systems

Raise the capability of regulators to design, operate, and govern regulatory systems effectively

## Our strategic priorities (12–18 months)

Lead the reform of the regulatory policy process

Invest in the capability of regulatory leaders

Establish the Ministry’s role and operating model

Partner to deliver improvements to existing regulation

Set expectations around the performance of regulatory systems

## Our principles

We pursue enduring improvement

We work in collaboration

We think big picture

We bring a fresh perspective

## Our values

We put people at the centre

We empower

We make a difference

We are courageous

To deliver our strategy, the Ministry has established an agile organisational structure, positioned to respond to priorities and needs. Our teams are carefully resourced, to enable them to achieve our objectives (see page 20).



## Our strategic objectives

The Ministry's four primary responsibilities inform our strategic objectives:

1. Be a strong voice inside government to make continuous and enduring improvements within New Zealand's Regulatory Management System
2. Lift the quality of new regulatory proposals and advice
3. Improve the functioning of regulatory systems
4. Raise the capability of regulators to design, operate, and govern regulatory systems effectively

### Our objectives support and reinforce each other

Work on system leadership, regulatory stewardship, and building capability provides structure and guidance for second opinion advice and regulatory reviews, which, in turn, generates information and evidence about regulatory performance, capability issues, needs, and gaps. These insights inform initiatives for better practice now, and inform a future workforce, so they are prepared to meet the challenges ahead.

Over time, as regulatory systems mature and capability grows, it is likely that there will be less need for direct Ministry intervention on specific regulatory systems, and the Ministry's focus will shift more towards leadership of the Regulatory Management System (RMS).

## Objective 1

### Be a strong voice inside government to make continuous and enduring improvements within New Zealand's Regulatory Management System

Central government agencies play an important role in the performance and stewardship of the public service. This includes improving how it is organised, funded, supports government priorities, and delivers for New Zealanders now and in the future.

The Ministry is responsible for two key components of the RMS: the Regulatory Impact Analysis (RIA) system (see objective 2) and regulatory stewardship (see objective 3). It is necessary for the Ministry to be a strong voice inside government, to push for continuous and enduring improvements to lift the quality of regulation generally.

To achieve this objective the Ministry will:

- Set clear expectations on regulatory performance for government agencies, and provide them with guidance
- Work closely with the other main RMS partners – the Parliamentary Counsel Office and Ministry of Justice
- Set up systems and feedback loops to ensure the performance of the RMS is visible
- Articulate and escalate risks identified across the RMS

## Objective 2

### Lift the quality of new regulatory proposals and advice

The Ministry will ensure that our advice on regulatory policy is informed by microeconomics and analysis of the impact the regulation will have. Where appropriate, this will include analysis of the economic costs and benefits.

#### Analysing new regulation

The Ministry is responsible for operating and improving the RIA system. Over the coming years, we will improve the quality of new regulation. By changing the process requirements, incentives, accountabilities, and guidance, we will improve analysis of the impact that new regulation may have. In turn, this will ensure ministers have better evidence and analysis to draw on when they make decisions.

#### Providing second opinion advice

The Ministry also provides second opinion advice on changes proposed to regulatory systems. To do this, we engage directly with government agencies to support their own capability to develop regulatory policy. When necessary, we may help agencies analyse complex economic and regulatory policy, to inform ministerial decision-making.

## Objective 3

### Improve the functioning of regulatory systems

High-performing regulatory systems have these features:

- Fit for purpose – regulation is the right tool to achieve the Government’s objectives
- Effective – regulations are delivering the right outcomes
- Efficient – the direct and indirect costs of regulation are reasonable, affordable, and in proportion with the benefits
- Resilient – the regulatory system adapts to challenges, shocks, and changes

The Ministry will support agencies with their regulatory stewardship responsibilities and, where necessary, the Ministry will respond to regulatory issues.

#### Supporting government agencies to be good regulatory stewards

**Regulatory stewardship** is the governance, monitoring, and care of our regulatory systems. It aims to ensure that all the different parts of a regulatory system work well together to achieve its goals, to keep the system fit for purpose over the long term, and to deliver value for money for taxpayers.

Under the Public Service Act 2020, all government departmental chief executives have stewardship responsibilities for legislation administered by their agencies, supplemented by Cabinet-mandated expectations that require agencies to properly govern, monitor, and care for their regulatory systems.

To fulfil their regulatory stewardship responsibilities, chief executives and government agencies should consider their whole regulatory system, and proactively work with others to take care of the systems they are responsible for. The regulatory stewardship role of chief executives and agencies includes responsibilities for:

- Monitoring, reviewing, and reporting on existing regulatory systems
- Robust analysis and implementation support for any changes to regulatory systems
- Ensuring good regulatory practice

To support chief executives and agencies to understand and fulfil their regulatory stewardship responsibilities, the Ministry will:

- Develop and communicate guidance on what it means to be a good regulatory steward
- Clarify regulatory stewardship roles and responsibilities for different parts of the public sector
- Give regulatory system leaders guidance, tools, and other practical support to help them fulfil their responsibilities as regulatory stewards
- Encourage regulatory system leaders and agencies to assess their own performance as a regulatory steward, and identify risks and issues in their regulatory system that need addressing
- Provide leadership to identify and address system-wide risks to regulatory performance

It will be necessary to balance our role to support regulatory systems and agencies with our role to provide an independent perspective on where regulatory systems are not performing.

## Responding to regulatory issues

A regulatory issue refers to any problem or challenge in a regulatory system.

Issues can relate to how regulation is designed, implemented, or enforced; how effective regulation is; or how regulation is embedded in a system's practices and culture.

Identifying and addressing regulatory issues is crucial to ensure that regulation remains relevant, effective, and efficient; continues to be in the public interest; and does not impose an unnecessary burden.

The Ministry will investigate and review regulatory issues and regulatory systems across government. New Zealanders will be able to contact the Ministry to raise specific or systematic regulatory issues, and the Ministry will prioritise where it will focus its attention. When we identify an area that needs improving, we will assist the lead government agency, and others involved, to address it. For example, we may support maintenance legislation or budget bids.

## Objective 4

### Raise the capability of regulators to design, operate, and govern regulatory systems effectively

To deliver enduring improvements to how New Zealand regulation performs, the Ministry will focus on what drives government agencies to apply good regulatory practice. People who design, operate, and govern regulatory systems need to be equipped with effective processes and up-to-date knowledge. We also know that people who govern and lead regulatory systems have the most critical influence over how successful those systems are.

The Ministry will initially focus on the following areas:

- Improving regulatory leadership capability in agencies
- Upholding principles of good regulatory practice, including through setting standards
- Delivering effective guiding frameworks and tools
- Mobilising local and international collaboration to address challenges

This will include responding to:

- Issues that we identify from analysis and benchmarking projects about the New Zealand regulatory environment, such as trends in the regulatory workforce
- Issues that we identify through regulatory reviews, legislative analysis, and regulatory stewardship work
- Good practice that is emerging overseas



## Our strategic priorities

While our purpose, outcomes, and strategic objectives will endure, our strategic priorities will evolve over time. We have set five strategic priorities that we will concentrate on in 2024/25 and 2025/26. We have selected these strategic priorities as they will have the biggest impact on our outcomes.

We will regularly review these strategic priorities and adjust them as we make progress with our work programme. We will respond as specific needs and new priorities arise, or our environment changes.

### Strategic priority 1

#### Lead the reform of the regulatory policy process

The coalition agreement between the New Zealand National Party and ACT New Zealand includes committing to legislation that will improve the quality of regulation and ensure that regulatory decisions are based on good law-making principles and economic efficiency.

This legislation will improve the quality of regulation, by embedding clear standards into the process for developing policy and legislation. The aim is to bring a similar discipline to New Zealand's regulatory management as its fiscal management.

The Ministry is advising on the development of a Regulatory Standards Bill (the Bill) and will support the Bill through parliamentary processes.

The Ministry is also working to strengthen the process for designing regulatory policy, as well as apply some streamlining where appropriate. This work will be done in consultation with regulatory agencies.

#### What we are focusing on:

- Providing advice on the development of a new Regulatory Standards Bill
- Supporting the progress of the Bill through Parliament
- Upon passage of the Bill, implementing and stewarding the Act
- Improving the processes for prioritising, proposing, and developing new regulation

### Strategic priority 2

#### Partner to deliver improvements to existing regulation

Through regulatory reviews and addressing regulatory issues, the Ministry will identify opportunities for improving existing regulation. Based on these insights, the Ministry will partner with regulators to better design and operate their regulatory systems.

We intend to initiate one regulatory review per quarter, in addition to responding to notifications of smaller scale regulatory issues.

#### What we are focusing on:

- Initiating one regulatory review per quarter
- Developing a framework for identifying future regulatory reviews

## Strategic priority 3

### Invest in the capability of regulatory leaders

To be successful, the Ministry needs to circulate existing good practice quickly and widely. Sometimes this will mean promoting and applying international practices when they are appropriate and relevant to New Zealand.

To achieve this priority, the Ministry will communicate with leaders of regulatory systems about their needs and priorities, and what will most effectively enable them to improve regulatory practice.

#### What we are focusing on:

- Modernising and enhancing the 2011 handbook for regulatory practice
- Establishing an online space where regulators can find resources and collaborate with others
- Establishing baseline data about our regulatory agencies and workforce
- Developing guidelines on the essential parts of regulatory practice

## Strategic priority 4

### Set expectations around the performance of regulatory systems

The Ministry will expand existing advice and guidance on the roles and responsibilities related to regulatory systems, and what good regulatory system performance looks like.

The information and insights we gather from our work with individual regulatory systems, and within the RMS, will give us an increasingly comprehensive picture of how these systems are performing.

This will enable us to direct resources and effort to improving specific regulation and system settings that will have the most impact on New Zealanders. To do this, the Ministry will consider assessment and benchmarking frameworks for agencies and regulatory systems.

#### What we are focusing on:

- Defining roles and responsibilities for managing the performance of regulatory systems
- Collating and reviewing evidence on how regulation is performing
- Developing assessment and benchmarking frameworks
- Supporting the Government to meet New Zealand's international trade agreement commitments in relation to regulation, known as Good Regulatory Practice (GRP)
- Promoting international regulatory standardisation

## Strategic priority 5

### Establishing the Ministry's role and operating model

As we are a new ministry, we have to integrate our existing functions and teams, initiate new activities, and establish our role within the public sector and regulatory ecosystem. To provide strong leadership, the Ministry needs to be robust and sustainable.

#### What we are focusing on:

- Establishing our approach to how we work with other government agencies on their regulatory proposals
- Undertaking critical activities to establish the Ministry, including
  - recruiting permanent staff
  - establishing management processes, including compliance and accountability
  - creating communication channels to listen and engage effectively with New Zealanders
- Developing performance measures and establishing our baselines



## How we are resourced

The Ministry's structure plays a pivotal role in ensuring that it can achieve its objectives and strategic priorities. We have designed our structure to ensure we can remain agile – we can shift our people resource within and across teams, so that we can adequately resource our priorities and key activities.

### Our Policy Group

The Ministry's Policy Group plays a key role through the following functional areas, including three specialist economist roles:

#### Regulatory Management System

This team is responsible for providing overarching advice on the Regulatory Management System and identifying priority areas for improvement. This includes providing advice on the development of a new Regulatory Standards Bill, supporting the progress of the Bill through Parliament, and providing ongoing support for implementation and stewardship as required.

#### Regulatory stewardship

This team is responsible for supporting government agencies to fulfil their regulatory stewardship obligations and responsibilities. It does this by providing resources and guidance to agencies and advising on issues that affect multiple regulatory systems. It is also responsible for assisting agencies to comply with New Zealand's international obligations in relation to good regulatory practice.

#### Regulatory policy design

The team has two primary functions. It is responsible for the oversight and operation of the Regulatory Impact Analysis (RIA) system. It also engages with other agencies and provides advice to Ministers on regulatory policy proposals that have the potential for significant impacts on New Zealand's economy, including where there are significant policy risks or uncertainty.

#### Economic analysis

The Policy Group's economists play a critical role in the Ministry's work. They conduct cost-benefit analyses and assess the economic impact of proposed regulations. By quantifying these impacts, economists guide policymakers toward optimal choices.

## Our Reviews and System Capability Group

The functions of the Ministry's Reviews and System Capability Group focus on regulatory reviews and regulatory system capability.

#### Regulatory reviews

The Reviews and System Capability Group has three teams that focus on assessing existing regulations. They review regulatory systems to evaluate their effectiveness, efficiency, and impact. By systematically examining regulations, they identify areas for improvement.

Regulatory reviews will be focused and time-bound opportunities to assess parts of New Zealand's existing stock of regulation. They may look at one specific regulatory system or at the overlap of several different regulatory systems.

#### Regulatory system capability

The Reviews and System Capability Group also focuses on supporting regulators to adopt good practice, and improving the capability of people who design, operate, and govern regulatory systems. They achieve this through:

- Releasing expectations and guidance about good regulatory practice, including leadership and governance
- Analysing the New Zealand regulatory sector and its workforce
- Promoting opportunities for regulators in New Zealand to collaborate with, and learn from, regulators overseas

## Our Organisational Enablement Group

This group enables the Ministry to operate safely and effectively by providing corporate support services such as legal, finance, people and capability, technology and systems, ministerial support, and engagement.



## Our outcomes

Our strategic objectives will lead to improved performance of regulatory systems and the Regulatory Management System, which, in practice, will deliver the following outcomes for New Zealanders:

### Higher quality regulation

Government resources are combined and focused to improve the quality of regulation and the performance of regulatory systems.

### Greater transparency

The Government and the public are informed about the purpose, costs, benefits, and outcomes of regulation being used in New Zealand.

### Public trust and confidence

The public have better experiences with, and perceptions of, regulation and regulatory systems.

### Increased capability

Regulators and regulatory leaders are more capable stewards and operators of regulatory systems.

In the longer term, better regulatory performance will protect and grow the wealth of New Zealand, leading to:

- Better returns on physical and financial capital
- More productive use of human capability
- Greater social cohesion
- A flourishing natural environment



# How we measure our success

As we are a new ministry with new functions and objectives, the way we measure our performance and success will evolve as we embed the Ministry into the public sector.

## Developing our measures

Beyond 2024/25, the Ministry is developing other measures to demonstrate we are achieving our outcomes. We will also choose indicators of our performance against the measures and set targets and thresholds. We intend to establish our baseline performance against these new measures in 2025/26. When we set measures of success we consider:

1. Did we do the things we intended to do?
2. Did we do the things we intended to do well?
3. Did doing the things we did affect our outcomes in the way we wanted?

## Doing the things we intended to do

By having a detailed workplan, and tracking the work the Ministry completes, we should know if we have completed key activities within our planned timeline and budget.

## Doing things well

We can use various ways to measure how well the Ministry has performed. Most ways combine quantity, quality, timeliness, and cost. We can measure timeliness and cost by reviewing our workplan and budget. Quality is often measured by asking stakeholders for their views.

## Having an impact on outcomes

The following table shows how we define success for each of the Ministry’s outcomes. We will develop and identify meaningful measures for each outcome, choose performance indicators, and set targets and thresholds for performance.

Outcome	What success looks like
<b>Higher quality regulation</b>	We can demonstrate improved quality across regulatory systems over time
<b>Greater transparency</b>	The Government and the public have information on the purposes, costs and benefits, and outcomes of regulation in use across New Zealand
<b>Public trust and confidence in regulation</b>	We can demonstrate improved experiences and perceptions of regulation
<b>Increased capability</b>	Regulators, regulatory leaders and regulatory agencies are more capable practitioners and better stewards of regulatory systems

## Measuring our success in 2023/24 and 2024/25

For 2024/25, the Ministry has five reporting measures which were assigned as part of the Vote Regulation appropriation.

	2023/24	2024/25
<b>The satisfaction of the Minister for Regulation with the policy advice service, as per the common satisfaction survey</b>	Average score of 4 out of 5 or better	Average score of 4 out of 5 or better
<b>The average quality of policy advice papers, using an appropriately robust assessment process, meets a standard of 'acceptable' as defined by quality advice standards</b>	At least 3.3/5.0	At least 3.3/5.0
<b>This Ministry is established as a legal entity and regulatory functions transitioned from the Treasury and MBIE to the Ministry for Regulation</b>	Ministry established	N/A
<b>The Ministry initiates regulatory reviews</b>	One review initiated	Three reviews initiated
<b>Issue updated requirements for regulatory impact analysis and quality assurance</b>	N/A	Requirements updated
<b>Attendees at Ministry-run (Regulatory System Capability) training events are satisfied with the events</b>	N/A	75% satisfied



## Our organisational capability

We are committed to being a high-performing and sustainable organisation.

As a new ministry, we have spent six months setting up our plans, systems, processes, and procedures. It's important we are prepared and well organised to respond effectively to our mandate – improve the quality of regulation for all New Zealanders, to achieve our strategic objectives, and meet our fiscal responsibilities.

We are confident that we are making good progress.

We will regularly measure and report on our capability and performance, through annual reports and other public documents. We are committed to developing the capability of our ministry and staying focused on giving our insights and evidence to the public sector.

We are establishing a plan to progress these areas of our capability and performance:

- **Our performance** – developing ways to account for our actions, assure the quality of our work, and keep our organisation safe and sustainable
- **Our workforce** – creating a capable and agile workforce who are culturally competent, and eliminating pay gaps
- **Our environment** – equipping staff with the right tools, data, and insights to make effective decisions for the Ministry, and our partners and stakeholders
- **Our workplace** – becoming a modern, flexible workplace that is diverse, inclusive, equitable, respectful, and positive, and one where people enjoy working and can be productive.

The Ministry for Regulation is an equal employment opportunity employer.









**Te Kāwanatanga  
o Aotearoa**  
New Zealand Government

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