



Foreword

Regulation is central to much of what MBIE does and good regulatory practice is a priority for me.

We need to make sure our regulatory systems work well for the communities, people, and businesses we serve today, and for future generations. Being an effective steward of these systems is the cornerstone of how we do this.

Kia ora,

I am pleased to present MBIE's 2023 Regulatory Systems Stewardship Strategy. This is an important document that signals our organisational commitment to improving how we steward our regulatory systems. Our goal is to extend and deepen our regulatory stewardship capability so that we can better support the safety, growth and sustainability of Aotearoa New Zealand's communities, people, and businesses.

The majority of our people at MBIE are involved in either shaping policy for regulation, designing it, delivering services as part of a regulatory system, ensuring people comply, or assessing its impact. When we do this well, New Zealanders benefit.

Since launching our first strategy in 2017, we've made significant progress, despite the challenges recent years have presented for creating momentum across MBIE. We also recognise that we've got some way to go before all our regulatory systems operate with a consistent stewardship mindset.

Our regulatory obligations are reflected in MBIE's core values, so that we strive to:

- › **Pono me te tika** – take responsibility collectively to do things from a system perspective
- › **Mahi tahi** – work together to achieve good outcomes for systems – sharing accountabilities and knowledge, and respecting and partnering with others

- › **Pae kahurangi** – be future-focused and proactive – learning and listening to ensure relevance and protect what is precious for future generations
- › **Māia** – have the courage to do things differently. This includes having challenging conversations within and outside MBIE about what good regulatory stewardship means for our priorities and ways of working.

This 2023–2028 Strategy not only builds on the work that's underway, but also extends our ambition, based on the lessons we've learnt since 2017. The strategy directs our focus over the next five years so that, by working with our partner organisations, our regulatory systems deliver increasing benefits for all New Zealanders.

Our success will require a shared commitment across our organisation and beyond. I look forward to taking the next steps on this journey with you.

In doing this, I encourage all of us to consider what regulatory stewardship means for us in our different roles, so that we can maximise the benefits of the scale and scope of MBIE to realise the potential of the organisation.

Carolyn Tremain

Te Tumu Whakarae mō Hikina Whakatutuki
Secretary for Business, Innovation and Employment and Chief Executive

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"Protecting what is precious for future generations is the key part of being a regulatory steward."

Day-to-day this means understanding the trends that are affecting our communities, and responding to changes in New Zealanders' behaviours, expectations and attitudes. All the time, keeping one eye to the future and what that means for future proofing our regulatory systems."

Melanie Porter
Deputy Secretary Te Waka Pūtahitanga

Introduction

Regulatory stewardship is a priority for MBIE.

REGULATORY STEWARDSHIP IS CENTRAL TO MBIE'S ROLE

Regulation, created through legislation, is one of the main ways that governments achieve outcomes for Aotearoa New Zealand and is critical to maintaining a safe, healthy, and vibrant economy and society.

MBIE has a role in many regulatory systems that touch on the daily lives of New Zealanders. As regulators, we engage with diverse communities, people, businesses, and regions. This places a responsibility on us to put people at the heart of our mahi and to look ahead on behalf of future generations.

We invest in regulatory stewardship because high-performing regulatory systems are key to achieving our purpose: *Grow Aotearoa New Zealand for All*.

REGULATORY STEWARDSHIP IS RELEVANT ACROSS MBIE

Regulatory stewardship is a core part of our organisational strategy – Te Ara Amiorangi – and doesn't just apply to those directly involved in regulatory policy practice. It's fundamental to the way we approach our roles whether delivering services, monitoring finances and performance, designing policy and implementation approaches, managing teams, building people capability, or making better use of data and information. Collaboration across our teams, across our organisation, and with system partner organisations is essential to enable stewardship.

This strategy sets a path for MBIE to strengthen regulatory stewardship and work with our partner organisations to increase the benefits delivered to New Zealanders through our regulatory systems. In doing so, it looks to leverage the benefits of the scale and scope of MBIE.

