Deloitte.

Deloitte State of the State 2022

Moving mountainsBig change for better futures





Deloitte State of the State 2022

Moving mountains
Big change for better futures

Link to introductory video:

https://vimeo.com/704413903/06a6a0f1e3

Aotearoa New Zealand is in the midst of a quantity and scale of reform greater than we have seen in decades, possibly ever. Ranging from healthcare, education, three waters, housing and justice, to the long-term business and societal changes we need to tackle climate change, there has never been a greater need to be successful at reform.

While the changes are often started by politicians, they impact people, businesses, and communities just as much as they affect our public services.



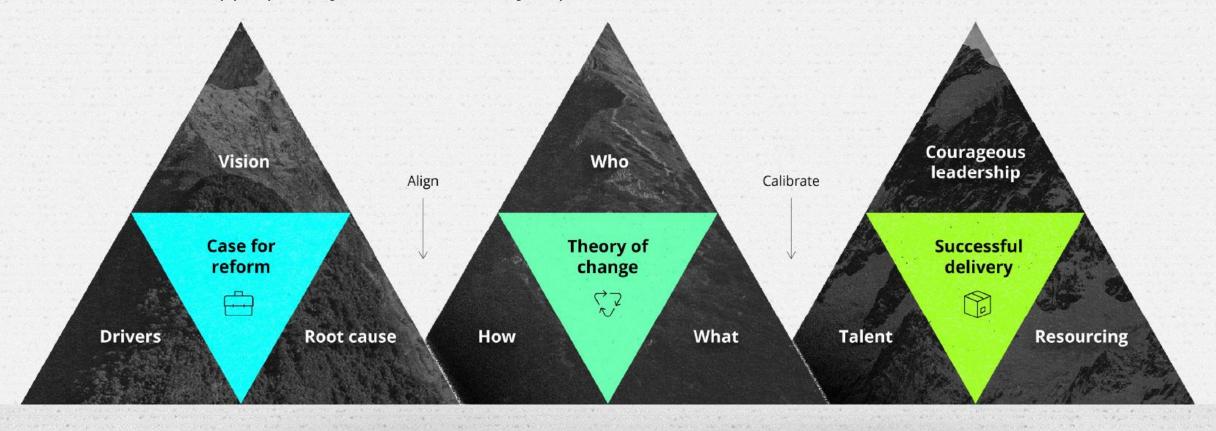
Reform is large-scale, multi-year change

In our uniquely New Zealand context, reform is also underpinned by our Treaty partnership



A framework for reform

Whatever the nature, focus and extent of reform, all reform stories include three key dimensions – and the degree to which these are appropriately addressed directly impacts the success of the reform itself





Recommendations for reformers

Our key findings and recommendations for those who are considering moving mountains



Findings









We need a people-centred toolkit



Breadth and depth in capability



Networked, collaborative and distributed

Deloitte.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities (collectively, the "Deloitte organisation").

DTTL (also referred to as "Deloitte Global") and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Deloitte Asia Pacific Limited is a company limited by guarantee and a member firm of DTTL. Members of Deloitte Asia Pacific Limited and their related entities, each of which are separate and independent legal entities, provide services from more than 100 cities across the region, including Auckland, Bangkok, Beijing, Hanoi, Hong Kong, Jakarta, Kuala Lumpur, Manila, Melbourne, Osaka, Seoul, Shanghai, Singapore, Sydney, Taipei and Tokyo.

Deloitte provides industry-leading audit and assurance, tax and legal, consulting, financial advisory, and risk advisory services to nearly 90% of the Fortune Global 500® and thousands of private companies. Our professionals deliver measurable and lasting results that help reinforce public trust in capital markets, enable clients to transform and thrive, and lead the way toward a stronger economy, a more equitable society and a sustainable world. Building on its 175-plus year history, Deloitte spans more than 150 countries and territories. Learn how Deloitte's more than 345,000 people worldwide make an impact that matters at www.deloitte.com.

Deloitte New Zealand brings together more than 1600 specialist professionals providing audit, tax, technology and systems, strategy and performance improvement, risk management, corporate finance, business recovery, forensic and accounting services. Our people are based in Auckland, Hamilton, Rotorua, Wellington, Christchurch, Queenstown and Dunedin, serving clients that range from New Zealand's largest companies and public sector organisations to smaller businesses with ambition to grow. For more information about Deloitte in New Zealand, look to our website www.deloitte.co.nz.

This communication and any attachment to it is for internal distribution among personnel of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms and their related entities (collectively, the "Deloitte organisation"). It may contain confidential information and is intended solely for the use of the individual or entity to whom it is addressed. If you are not the intended recipient, please notify us immediately, do not use this communication in any way and then delete it and all copies of it on your system.

None of DTTL, its member firms, related entities, employees or agents shall be responsible for any loss or damage whatsoever arising directly or indirectly in connection with any person relying on this communication. DTTL and each of its member firms, and their related entities, are legally separate and independent entities.

© 2022. For information, contact Deloitte Global.