MINISTRY FOR THE ENVIRONMENT **24/02/2026**
TE PŪRENGI GOVERNANCE **FOR FEEDBACK + DIRECTION**

Assurance of Delivery Through Transition

Meeting date: 24/02/2026	
Sponsor: Natasha Lewis, Deputy Secretary, Strategy, Stewardship and Performance	**Prepared by:** Kathleen Mackie, Bridget Fraser
Purpose of Te Pūrengi consideration Te Pūrengi has asked for advice on delivery assurance through the transition to MCERT to ensure adequacy of controls.	
Has Te Pūrengi considered this item before? No but Te Pūrengi receives regular Quarterly Performance information to track delivery assurance.	
Internal consultation: Yes 1. Simon King, OCE; Arun Patel delegate Melissa Brown, BTS; Juliet Macdonald, BTS; Fiona Cashmore, BTS	
Recommendations or Actions sought **Agree** that all existing delivery assurance controls remain in place, as outlined in Appendix 1. **Agree** that each Deputy Secretary will reinforce expectations with their leadership teams following today's meeting, to ensure a continued and deliberate focus on delivery throughout the transition. This will be supported through the next managers update. **Note** that key messages will be provided to support consistent communication across all groups. **Agree** to the following targeted uplift measures from Table 1: • New monthly reporting on opportunities for joined-up work through the transition (Yes/No) • Provide the existing monthly CE Finance Report to all Te Pūrengi members (Yes/No) • Develop and provide monthly workforce insights alongside work and financial reporting (Yes/No) **Agree** to any additional assurance controls from Table 2 that Te Pūrengi considers necessary to maintain strong delivery oversight through the transition.	

Purpose

1. This paper sets out how Te Pūrengi can maintain strong delivery assurance through the transition to MCERT. It focuses on the controls that keep delivery on track during a period of significant organisational change.
2. Alongside this paper, Te Pūrengi is considering a strategic paper on early opportunities for cross-agency delivery and the functions to champion through transition. That paper looks ahead at integration and opportunity. This paper complements it by ensuring we protect what must be delivered now.
3. This paper also sits alongside the PST governance and risk papers. The Planning System Transformation is the Ministry's highest delivery priority and has dedicated, comprehensive governance and assurance arrangements. This paper does not duplicate those arrangements. It focuses instead on assurance across the rest of the Ministry's work programme.
4. The purpose is to ensure delivery risk is tightly managed through transition. Te Pūrengi is asked to confirm the adequacy of existing controls and endorse practical measures that safeguard delivery performance, financial discipline and people continuity, so that the Ministry's reputation and the new agency's credibility are maintained.

Context

5. Te Pūrengi is responsible for overseeing the Ministry's performance and delivery, and the acting Chief Executive will expect clear assurance that delivery is being protected through the transition. This includes confidence that core work continues without disruption while MCERT preparations progress.
6. Minister Bishop has been clear that we are delivering critical, large-scale reforms to ambitious timeframes and cannot afford to fail. The Ministry must balance delivery expectations with merger responsibilities while keeping a strong and visible focus on the most critical priorities.
7. Te Pūrengi and the Head of the Integrated Management Office have reinforced that failure to deliver would be the worst outcome. This heightens the need for disciplined oversight of work, finance and people during the next four months.
8. The Ministry has a strong delivery culture, supported by improvements made over the past year to work, finance and people reporting. These include quarterly performance updates to Te Pūrengi, DPMC Quarterly Action Plan reporting, ministerial dashboards and regular SLT oversight of risks. These improvements provide a solid base for transition period assurance.
9. The merger increases pressure on people and time. Support for the IMO is growing, staff are managing uncertainty, and some effort will be diverted to transition activity. It is timely to confirm that existing controls remain fit for purpose and to consider narrowing the collective focus to the programmes with the greatest impact and opportunity.
10. This paper proposes that Te Pūrengi maintain strong delivery assurance through existing line mechanisms and agree a small set of targeted uplifts to keep the most critical priorities on track to 1 July. These steps are designed to maintain confidence, protect the Ministry's reputation, and position the new agency to succeed from day one.

Analysis and advice

11. **Maintain all current delivery assurance controls:** The transition increases pressure but does not change the expectations for disciplined delivery. Keeping all existing controls in place provides stability and avoids confusion. This includes regular SLT oversight, monthly financial reporting, quarterly performance reporting, and risk and assurance reporting.

12. **Reinforce expectations through all leadership tiers:** Variability in messaging increases risk during transition. Each Deputy Secretary should actively reinforce expectations with their leadership teams. Short messages will be prepared to support this.
13. **Focus collective effort on the areas of greatest impact:** To make room for transition activity, Te Pūrengi should focus on a narrowed set of work where collective governance attention adds the most value. This aligns with the Integration and Strategic Opportunities paper, which identifies opportunities for early cross-agency delivery.
14. **Agree to a small set of targeted uplift measures to protect delivery risk:** These uplift measures are designed to strengthen assurance while keeping effort low.
15. **Increasing the frequency of reporting on the top 10 quarterly priorities:** This is not recommended as it would increase reporting and governance effort without providing materially different assurance beyond existing reporting and quarterly performance updates.

Table 1: Options for strengthening assurance of delivery through transition

No.	Initiative	Description	Value	Advice
1	*New monthly reporting on opportunities for joined-up work through the transition (Work)*	Monthly reporting across three focus areas: **(a) key work programmes** (Adaptation and resilience; Local Government reform). Planning system reporting continues via the PST Governance Group and is not duplicated here. **(b) Public service accountability tasks** (Business planning, Performance Plans, BICE) guided by the IMO. (c) **Emerging opportunities** such as the Wellington wastewater investigation and severe weather events. Reporting would be provided alongside MCERT preparation reporting.	Supports Te Pūrengi to actively manage risks and opportunities during a short transition period. Provides a clear line of sight across cross-agency issues. Low impact as it builds on existing SLT reporting.	**Recommended**
2	*Provide the existing monthly CE Finance Report to all Te Pūrengi members (Financials)*	Makes the full CE monthly finance report available to all Te Pūrengi members, extending visibility beyond individual Business Group reporting.	Strengthens early visibility of affordability and fiscal risks, enabling timely intervention. Low impact as it uses an existing reporting product.	**Recommended**

3	*Develop monthly workforce insights to present alongside work and financial reporting (People)*	Provides monthly visibility of people-related factors affecting delivery during transition, including capability, retention, critical vacancies and continuity risks. Insights would be combined with delivery and financial reporting for a complete risk picture. Product requires focused effort from enabling teams (P&C, Finance, SPP) and will be streamlined to what matters most.	Recognises people risk as the largest driver of delivery risk during transition. Supports continuity, early warning and informed decision-making.	**Recommended**

16. Table 2 provides a set of higher-effort initiatives that Te Pūrengi may choose to consider if stronger delivery controls are desired. These options may require trade-offs in time and capacity.

Table 2: Further initiatives for lifting assurance.

	Initiative	Description	Value	Trade-offs and risks
A	*Deliverability test and confidence ratings (work)*	A full review of priority projects and programmes with GM confidence ratings for delivery. Non-priority work is stopped, sequenced or scaled back to minimum viable product, consistent with the 2023–24 change process.	Creates a realistic, disciplined work plan aligned to available people and time. Improves certainty on what will be delivered before 1 July.	Requires senior time and short-term disruption while reviews occur. Some work will be delayed or de-scoped. Potential for stakeholder pushback on reprioritisation.
B	*“No new net work” control (work)*	Any new item added to a Business Group plan requires SLT approval and the stopping or de-scoping of another item.	Prevents scope creep and protects capacity for critical programmes during transition. Clear discipline for accepting new tasks.	May slow response to new Ministerial requests. Requires consistent leadership discipline to enforce.
C	*Procurement visibility (work)*	Short monthly line list of contracts above an agreed value with status and delivery risks for Te Pūrengi.	Enables early intervention on procurements that could threaten delivery timelines or quality. Low effort using existing information.	Small additional reporting step for teams. Needs a clear threshold to avoid noise.
D	*GM exception memos for variances above 3 percent (financials)*	For any forecast variance above 3 percent, a one-page	Tightens financial discipline. Speeds corrective action.	Requires GM time and consistent enforcement of the

		GM memo sets out cause, impact and corrective action, tabled with the CE finance report.	Improves confidence in budget execution.	threshold. May surface difficult reallocation decisions.
E	*Te Pūrengi scrutiny of underspends (financials)*	Te Pūrengi reviews the CE finance report monthly, including acceptability of underspends and options from Dep Secs to accelerate quality spend where appropriate.	Reduces end-of-year risk and lifts confidence that spend aligns with priority outcomes.	May require stopping or slowing lower-value activity to reallocate resources. Increases governance time.
F	*Controls on surge and backfilling* *(people)*	Time-bound surge assignments, with limits on backfilling given impact of backfilling-chains.	Reduces churn, protects continuity, and lowers administrative burden during transition.	Can reduce flexibility to respond to emerging pressures. Needs manager agreement and simple tracking. Need to make sure work resource is being moved from is lower priority or scope reduced.
	Rapid succession planning for critical roles *(people)*	Identify critical roles and single points of failure for priority programmes, then create light succession plans.	Targets the highest continuity risks. Provides clear cover for critical posts through to 1 July.	Requires quick agreement on what is “critical” and short bursts of manager time. Benefits depend on accurate identification.

Attachments:
Appendix 1 — Current reporting on delivery and risk.
Appendix 2 — FY 25/26 – Quarter 3 Level One work priorities
Appendix 3 — FY 25/26 – Workforce insight options

Appendix 1: Current reporting on delivery and risk.

Current reporting on delivery and risk				
	Live	***Monthly***	***Quarterly***	***One-off | Ad hoc***
INTERNAL:				
Work		• SLT reporting on business group work plans incl. RAG status, issues and risks • PSTO reporting to Governance Group	• Since October Quarterly Performance Reporting incl. Delivery RAG and commentary for the top 10 priorities • Quarterly Risk and Assurance Report to TM (and ARC)	• Briefing to Interim CE (covers top business group priorities, and risk) • Six monthly: Legal and Risk report to TP covers both strategic risks, and legal strategic risks
Financials		• Manager Dashboards – internal view with drill down to BG/BU/Programme; external view of Appropriations • SLT reporting on monthly financials • CE Finance report	• Since October, financial summaries are included in Quarterly Performance Report • New – report back to TM & TP on budget transfers in the quarter	
People	• Manager's dashboard (interactive, provides drill down to team level)	• Org Health Report – interactive – drill down to business group • SLT accountability packs	• Provided as part of financial reporting • Key measures in Quarterly Performance Report	• Workforce and change reporting
EXTERNAL:			• Annual Report	
Work			• DPMC Quarterly Action Plan reporting • Minister dashboards, including new quarterly finance updates	
Financials			• As above • Contractor & Consultancy reporting to PSC	
People			• Quarterly reporting to PSC	

Appendix 2: FY 25/26 – Quarter 3 Level One work priorities

SP1: Efficient and effective resource management system	SP2: Resilient communities, businesses & places / SP3: Competitive, low-emission, resource efficient economy
1. Planning and environmental management system: managing the legislative process, transitioning the current system, and mobilising for implementation / establishment phase (including National Instruments; assessing and designing for preparedness); LG Reform alignment. *Main deliverables: Select committee and departmental report; preparedness assessment and support; National Instruments decision briefs.*	6. National Adaptation Framework: Deliver CCRA legislative amendments (efficiency and effectiveness amendments); advice on cost sharing, funding for adaptation. *Main deliverable: Introduce CCRA amendment bill*
SP4: Quality, accessible evidence for all decision makers	**SP3: Competitive, low-emission, resource efficient economy**
2. Digital enablement: digital architecture design + market and user testing; National Flood Map. *Main deliverable: Cabinet decisions on implementation plan for National Flood Map; prep for planning system detailed business case in Q4, incorporating market and user testing, scope refinements.*	7. ETS stewardship - settings and evidence. *Main deliverables: market stabilisation options; 2026 auction settings advice* 8. Priority product stewardship schemes (Synthetic Refrigerants) and Agrichemicals, containers and farm plastic ('Rural Recycling RPS') *Main deliverable: Cab approval on regulations*
Strategic Objective 3: Upholding Te Tiriti and strengthening the Māori Crown relationship	**SP5: Enable others to achieve impactful solutions**
3. Te Tiriti Article 2: upholding our Tiriti responsibilities and transitioning Tiriti settlement commitments through RM Reforms; maintaining and strengthening authentic relationships; litigation activities. *Main deliverables: upholding Māori rights and interests across RM policy and implementation, supporting Minister/Ministry engagement with Tiriti partners.*	9. Investment outcomes and value-for-money framework. *Main deliverable: Initial system-wide framework and options for measuring outcomes and return on direct investment (including waste levy funding to other agencies).*
Enabling and organisational priorities	
4. Budget 26 and Performance Plan. *Main deliverable: B26 negotiations + Performance Plan preparation* 5. Prepare for change of CE and MCERT merge process, including consideration of how we work and partner with other agencies. *Main deliverable: BICE; Readiness for merge process*	10. Performance initiatives *Main deliverables: Quality of advice; Launch the GPF system.*

Appendix 3: FY 25/26 – Workforce insight options

These would be new products which would require time from the enabling service teams to develop.

Level	Theme	Description	Data source exists?	Decisions required
All org	Dependency capacity	Ability of enabling services and other dependencies to deliver when requested	No – Will be text-based insights collected from managers	Nil
Business group	Resource continuity risks	Describes impact **employment status** (eg: perm, fixed term contractor) and **attrition** could have on continuity and redundancy risks	Yes	Nil
		Describes vacancies and estimated time to fill for critical roles*	No – will need to develop	Agree critical roles to assess
	Internal surge resourcing[2]	Describes internal movements including area impacted by releasing resource for higher priority area	Yes – for initial movement over 3 months[2] (Work is being done to determine reporting options for extensions)	Nil – assumes movements over 3 months are documented as per policy
	Sustainability	Describes workload and wellbeing signals using **leave, TOIL and EAP** data	Yes	Nil
Work programme[1]	Resource continuity risks	Describes critical roles and single points of failure heat map including vacancies, estimated time to fill and employment status risks	No	Agree critical roles to assess

[1] for high priority work programmes only, or top 10 quarterly priorities

[2] internal movements less than 3 months are represented in people data in some but not all instances; depending on the arrangement between the home and host managers