

Te Pūrengi 20 January 2026 Planning Day Outputs

Meeting date: 27/01/2026
Sponsor: Martin Workman
Purpose of Te Pūrengi consideration Te Pūrengi is asked to provide feedback on the outputs identified at the 20 January 2026 Planning Day. The outputs will guide Te Pūrengi leadership over the following six months. Please consider these outputs alongside Agenda Item 3, ' <i>Managing the MfE Transition</i> ', as they will inform the transition discussion.
Has Te Pūrengi considered this item before? No.
Has this paper been considered by Te Mīmiro? No.
Internal consultation: No.
Recommendations or Actions sought 1. Provide feedback on the Te Pūrengi 20 January 2026 Planning Day Outputs.

What we know: IMO Process & Milestones

- Board:
 - CEO on assignment
 - Head of IMO
 - 3 agencies CEOs
 - First fortnight meeting 2 Feb
- Loose workstreams but nothing firm yet
 1. Operating model & people,
 2. Votes, budgets, appropriations, contracts
 3. IT systems, stocktake
 4. Comms

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Pre-Mortem

The merger has gone well. Here's how things ended up:

- Tier 2 appointed
- People are in good heart
- Process was fair, kind, transparent, participatory & predictable
- RM legislation (nearly) delivered
- Delivered other BAU
- Relationships maintained & enhanced
- Political environment managed through the process
- Closed MfE with mana

What we did to ensure success

- **We held the high-level promise/vision and acted in the interests of new agency**
 - Got agreement by Integration Management Office and Ministers by mid-Feb about specific achievable objectives for new agency
 - Scope: what is in/out and what over-reach would look like and how prevent, what can wait until post 1 July
 - What is success by 1 July?
 - Priorities / decisions were made
- **Our customer and kaimahi-centric principles (care, clarity & fairness) were picked up by IMO via our efforts and people**
 - We empowered and mobilised our people leaders (e.g. engaged regularly with Tier 3 and people leaders)
 - We had good people in the process (esp at IMO) and a dedicated internal change team
 - Sam was super-supported to be successful and influential as acting CEO by his Te Purengi colleagues
 - We provided certainty to kaimahi ASAP (while clear what don't control), supported most at risk (remote workers, enabling functions), and did best to retain key kaimahi
- **Te Purengi stayed alert to the environment, flexible and resourceful**
 - We remained calm, unified and positive – explain the benefits, how natural envt and climate fit
 - We prioritised engagement with other agencies and IMO to build relationships and common objectives
 - Early wins with providing joint integrated advice with other agencies
 - New agency - greater than sum of its parts
 - Mindset: "It's a new world and focused on what's best for new agency"
 - Continued to deliver BAU, not just about the merger, focus on what can control

Things Went Sideways

The merger all but failed. Here's how things ended up:

- Org not established;
- Roles remain unfilled;
- Talent fled; low engagement
- Ministers unhappy, we failed to deliver work

What lead to failure?

- IMO focused on change mechanics (i.e. transactional aim to stand up agency with no sense of purpose, vision or kaimahi centric)
- There was a comms vacuum and mixed messages from the various players
- Scope was way over-optimistic
- Poor decisions made in a rush, or no decisions
- Competitive tensions across agencies and defensive mindsets
- Systems mismatched
- Digitisation was over-scoped/scope creep
- We lost good people early; snowballed into more loss
- Focused on merger and didn't deliver

Comms back to our people

- Keep our comms simple (because it's messy)
- We can sketch only broad timelines
- We'll get clearer about what will change as IMO gets up to speed
- Not everything will be locked down + finished by 1 July
- We, and our people, are deeply involved in working to shape new org.

Opportunities

- **Key person risk:**
 - Early identification and mitigation across agencies.
 - Explicit “wrap around” support for system-critical individuals (e.g., Sam).
- **Cross-agency coordination:**
 - Opportunity to advance alignment e.g. with local government work.
- **Positive contribution and pre-alignment:**
 - Pull strong operators into IMO processes to accelerate quality and throughput.
 - Te Pūrengi coordination prior to IMO Board meetings to reduce friction and rework.

Risks

Risk	Description	Mitigation
Decision ambiguity	Unclear authority slows execution	Explicit decision mapping with IMO
Tempo drag	Slow milestones reduce momentum	Pull forward internal readiness work
Key person dependency	Over-reliance on a few individuals	Succession plans; workload smoothing/stopping
Coordination gaps	Local govt and agency alignment weakens	Formal coordination cadence, one source info
Systems friction	IT + planning integration delays	Early stocktake and integration planning
Expectation misalignment	Unrealistic July expectations	Consistent comms narrative