



Te Pūrengi Governance meeting minutes – Tuesday, 27 January 2026

Meeting: Te Pūrengi Governance Meeting
Location: Meeting Room, 11.04
Date: 27 January 2026
Time: 09:00am – 11:30am

Attendees: **Te Pūrengi:** James Palmer, Anne Haira, Gina Rangi, Laura Dixon, Martin Workman (Chair), Natasha Lewis, Sam Buckle

In Attendance: Simon King

Guests: Pepi Batsos

Secretariat: Louise Burston

Apologies: Nadeine Dommissse, Leah Haines

Agenda

Items to cover in this meeting:

2. Out of scope
3. Managing the MfE Transition to MCERT – 27012026/03
4. Te Pūrengi 20 January 2026 Planning Day Outputs – 27012026/04
5. 2 February Integration Management Office meeting – 27012026/05
6. Out of scope

3. Managing the MfE Transition to MCERT – 27012026/03

9:28am – Anne Haira left the meeting.

9:30am – Pepi Batsos joined the meeting.

Papers:

[03.1 - Managing the MfE Transition.pdf](#)

Te Pūrengi:

- Discussed the approach to managing the transition from MfE arrangements to MCERT and the need to ensure continuity during the transition period.
- Emphasised the importance of maintaining service delivery and organisational stability while transition arrangements are still evolving.
- Acknowledged that some transition-related work is progressing on a no-regrets basis, particularly where preparatory or information-gathering activity will be required regardless of final arrangements.
- Highlighted the importance of clear role delineation and coordination as responsibilities shift during the transition.
- Noted that MfE should not over-estimate the level of agency it will have over the transition, given that significant elements will ultimately sit with the Integration Management Office (IMO).
- Agreed that current work should be framed as early-stage thinking rather than defined work programmes, with any future workstreams to be shaped in response to IMO direction.

- Emphasised the need to simplify the framing, including the use of a small number of principles as anchors, and to be clear about the immediate time horizon (to 1 July or shortly thereafter), with scope to reassess later.
- Discussed the need to distinguish between leadership requirements and transactional activity, emphasising the importance of adaptive leadership of the organisation through uncertainty.
- Agreed that internal communications and engagement are critical, extending beyond a traditional communications plan and requiring coordinated leadership involvement, including with Tier 3 leaders, without over-engineering at this stage.
- Noted the importance of ensuring the strategic dimension of the transition is not lost, including consideration of how the work programme and operating model for MCERT can be shaped to deliver value greater than the sum of its parts.
- Agreed that phasing and sequencing are essential, and that work should be framed around what is within MfE's control rather than as a long-term programme of work.
- Agreed that the scope and shape of work programme integration remains an open question, and that further advice will be needed once the IMO's approach and workstreams are clearer.
- Noted the relevance of the Te Pūrengi Planning Day outputs (including the 'why' articulated in the pack) in informing this work.
- Acknowledged advice from Pepi on the need for a time-limited, appropriately scaled resourcing model, with agreement on initial "no-regrets" roles (including strong project management and change/engagement capability), while avoiding establishment of a large, fixed structure prematurely.
- Noted that requests relating to the transition are already emerging, reinforcing the need for sufficient capability in place now to respond and scale up when required.
- Agreed that further discussion is required and that this item represents the start of an ongoing conversation rather than a final position.
- Requested that intent be clearly reflected back to Te Pūrengi via the minutes, rather than re-writing the existing paper.
- Agreed that a future paper be developed on work programme integration, building on earlier discussions and identifying opportunities to demonstrate integration across agencies in the near term.
 - The paper will provide high-level advice for discussion and decision on potential preparatory steps for the new agency from a work programme perspective. The paper will be sponsored by Tash, authored by Jen (with input from Simon), and will be tightly scoped and presented in slide format for discussion. **[Action 27012026/03.1]**.
- Agreed that a separate paper be developed on delivery assurance during the transition to the new agency, setting out how Te Pūrengi will have confidence that adequate controls are in place to manage delivery risk during the transition period.
 - The paper will be authored by Kathleen (with Arun), presented at a high level in slide format to support discussion, and will not be

commissioned until after the first IMO meeting. **[Action 27012026/03.2]**.

- Noted the need to remain attentive to core business deliverables during the transition, including readiness for statutory requirements such as annual reporting and performance planning.

Te Pūrengi made the following decisions:

- a) **Agreed** to proceed with establishing a time-limited MfE transition / merger function, noting that its form, scale and workstreams will be refined as clarity emerges on the role and expectations of the IMO.
- b) **Noted** the indicative structure and lines of responsibility outlined on slide 5 as an initial framing only and confirmed that no decision is being taken at this stage on an operating or delivery model.
- c) **Agreed** that the MfE Merger Lead may engage no-regrets skilled resources (including project management and change / engagement capability) as required to meet immediate needs and respond to emerging requests, within existing delegations.
- d) **Agreed** to the eventual establishment of a mechanism to support engagement with people leaders across the Ministry on transition-related matters, noting that the timing, design and purpose will be confirmed once appropriate change and engagement capability is in place.
- e) **Noted** the proposed Guiding Principles (slide 6), affirmed that the principles from the previous change process remain a strong foundation, and requested that options for integrating or refining these with principles agreed at Te Pūrengi away days be brought back for further discussion.
- f) **Noted** the Next Steps outlined on slide 8, and requested further advice following the first IMO meeting, including on:
 - work programme integration and strategic considerations
 - delivery risk and assurance
 - phasing and sequencing through to 1 July (and shortly beyond).

4. Te Pūrengi 20 January 2026 Planning Day Outputs – 27012026/04

Papers:

[04.1 - Te Pūrengi 20 January Planning Day Outputs.pdf](#)

Te Pūrengi:

- Reflected on and endorsed the overall direction of the Planning Day outputs as a useful foundation for navigating the current period of change.
- Noted the continued relevance of previously agreed principles and discussed the value of carrying these forward rather than developing an entirely new set.
- Emphasised the importance of maintaining focus at the appropriate level, avoiding over-engineering or unnecessary detail at this stage.
- Discussed the need for clarity around time horizons, phasing and sequencing of work.
- Agreed that the Planning Day outputs should inform future discussions, particularly in relation to leadership, organisational readiness, and supporting people through uncertainty.
- Agreed that the Planning Day outputs, including thinking on purpose and direction, should be provided to Pepi to inform the shaping of the transformation and transition work underway.

5. 2 February Integration Management Office (IMO) meeting – 27012026/05

Te Pūrengi:

- Noted the upcoming IMO meeting and discussed expectations and areas of interest ahead of that discussion.
- Acknowledged that clarity regarding the IMO's scope, role and priorities is still emerging.
- Emphasised the importance of not pre-empting IMO decisions.
- Agreed that work should scale appropriately once clearer direction is available.
- Noted the need to remain prepared and responsive to early information requests or tasking from the IMO.

Out of scope

