

# Maturing our Operating Model

Proposal for consultation and feedback

19 September 2023



Ministry for the  
**Environment**  
*Manatū Mō Te Taiao*

# What's in here...

This document is **one of two**. It should be read alongside its companion document: ***Detailed Proposals***. See Slide 5 for how you can have your say.

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# Message from the Chief Executive

While everyone in Aotearoa has a role to play in nurturing our environment, MfE's responsibility is unique. We are the steward of New Zealand's environmental management system. This is a critical long-term responsibility at the core of our vision of a flourishing environment for every generation. It's also central to the proposals in this document for a new, revitalised operating model for the Ministry.

I'm in awe of what our people have achieved over the past few years. We have delivered a significant programme of reforms for the Government which has touched almost every aspect of the environmental system and is still ongoing. At the same time, we've transformed how we work – relationships, dialogue, and co-design are now central to how we operate, and we play a more active role in translating policy into impact on the ground.

As a result of the reforms, we've also picked up a range of new, ongoing functions, like overseeing the Climate Change Commission, developing Emissions Reduction Plans, and the National Adaptation Plan.

## **We've grown - but now we need to change**

Unsurprisingly, we've grown. We are no longer a small ministry. We have three times the staff we did in 2018 – capacity we've needed to keep up with the demands on us. We've also always known this growth would not continue. Funding tagged to some of our work is ending, and now the public sector is being asked to make additional savings. It's inevitable we

will become smaller, and need to be more focussed and aligned in our work.

The speed at which we've grown has also highlighted the need for changes in how we are set up, and how we work together. This is essentially what an operating model is all about.

## **Operating model review – case for change**

In June I initiated a review of this model and outlined a case for change. I laid out:

- the fiscal pressures we were under;
- our unsustainable workloads;
- feedback from our people and our partners that we weren't joined up,
- and the need for the Ministry to step more strongly into its stewardship role to help New Zealand anticipate and adapt to future challenges – particularly in relation to climate.

Underpinning all this was the need for greater integration and to uplift our ability to operate in te ao Māori, embedding and growing this capability across all aspects of our work, and supporting holistic relationships with Treaty Partners.

This was the starting point for a discovery process to get to the heart of our operational challenges.

# Message from the Chief Executive continued

## Discovery

I invited you to imagine the future and what would be needed, in the context of a revitalised operating model, to get us there.

Your insights reflected a lot of what we'd heard in recent years. Like me, you were proud of what you'd achieved, but workloads were not manageable, and we could do better at integrating our work and the way we engaged with our stakeholders. Many of you wanted us to be braver, to stand up for the environment when it was threatened. You wanted to work more collaboratively with Iwi Māori and other partners. And there was agreement that our stewardship role had taken a back seat to reform, and it was time to rebalance.

Out of discovery we learned a lot about some of the distinct pain points MfE faces, and also some of opportunities. The case for change was validated, and the root causes of some of our challenges were made clear.

## A new way forward

The next phase was design, which drew on the insights and evidence from discovery to consider the different aspects of our operating model and how they need to work together.

This document outlines a package of proposals designed to tackle our biggest challenges and set us up for the future. From the outset this has been seen as a *maturing* of our operating model. Alongside many new features you'll see some familiar structures and ways of working that have allowed us to deliver over the past years.

As I've mentioned before, the intention is to take a phased approach to change. There are tangible steps we can take now, like the proposed changes to our tier 2 and 3 structure which need to be in place to begin work with the incoming Government. Other changes will happen over the next 12 to 18 months. I expect my new leadership team to drive this work, alongside their people, and bring the new model to life.

I welcome feedback from everyone at the Ministry on the proposals in this document. Tier 2 and 3 people, including directors and chief advisors who are potentially impacted by structural change proposed, are being formally consulted on proposals relating to their roles.

One point I want to stress is that while the Ministry *will* get smaller if these proposals are confirmed, that does not mean you'll be expected to work harder. While there is still a lot to do, our work programme will reduce. What's proposed here will make us much more purposeful and focused, and it will be easier for you to do your best work. That includes steps to actively manage workload.

Finally, I know change is not always easy and each of us deals with it in our own way. If you feel you need additional support during this time please reach out to your manager or contact EAP.

Ngā mihi

James

# How to have your say

**This document contains a set of proposals covering every aspect of our operating model. They form an integrated package intended to mature the way we work. We are seeking two types of feedback:**

1. Everyone at the Ministry is invited to provide feedback on the proposals and the operating model as a whole, using the [online form available](#).
2. In addition to general feedback on the operating model, or specific proposals, Tier 2 and 3 people whose roles are affected by proposed structure changes are invited to provide feedback as part of a formal consultation process. This feedback can be sent to [FeedbackOpModel@mfe.govt.nz](mailto:FeedbackOpModel@mfe.govt.nz)
3. If the final decisions impact any positions, we will work closely with affected individuals in accordance with the provisions in their employment agreement, including considering redeployment.

## Timeline

- Consultation opens on Wednesday 20 September 2023 and closes at 5pm on Wednesday 4 October 2023.

James, with input from Te Purengi, will consider feedback and take advice before final decisions on structure are expected to be announced on Thursday 26 October.

The EOI and recruitment process for new roles commence on Monday 30 October 2023.

**See the timeline on page 52 for more detail.**

## Handling of information

All responses will be treated anonymously, and feedback will be stored in limited-access folders.

Your feedback on these proposals is welcome and encouraged and will be confidential to the Chief Executive and those supporting him. It will be carefully considered and will help shape our final decisions on the future structure.

# Change provisions

Our employment agreements and where to get support



# Our obligations to you

**The Ministry recognises that the best change is made through effective engagement with our people the change may affect and with PSA. As a good employer, the Ministry for the Environment aims, as much as possible, to provide new opportunities and to assist staff through the change process. Consultation will be open, and genuine, and while full consensus may not be possible, we will be carefully considering all the feedback received, before any decisions are made by the Chief Executive.**

## **Our employment agreements**

Our employment agreements (PSA CEA, IEA, Manager IEA) set out our approach to change at the Ministry for the Environment.

Please refer to the provisions in your employment agreement for more information. Details on the impact for individual roles are provided later in this pack.

## **Where to seek support**

We know change can be unsettling and that you may have questions. We encourage you to seek the support that works best for you during this process.

- If you have any questions about the process, you are encouraged to speak with your manager.
- Our Employee Assistance Program is available 24/7 for confidential support as needed. Contact 0800 787 2867.
- If you are a PSA member, they are available for you to contact them.

More information is provided later in this pack.

# The case for change

Our starting point, and what we learned through the discovery process



# Recap | the case for change

Over the last few years, the Ministry has delivered a work programme that will be transformative for Te Taiao. However, the rate and way the Ministry has grown is unsustainable. We now need to consolidate our capabilities and focus our resources on where we can greatest long-term and enduring impact.

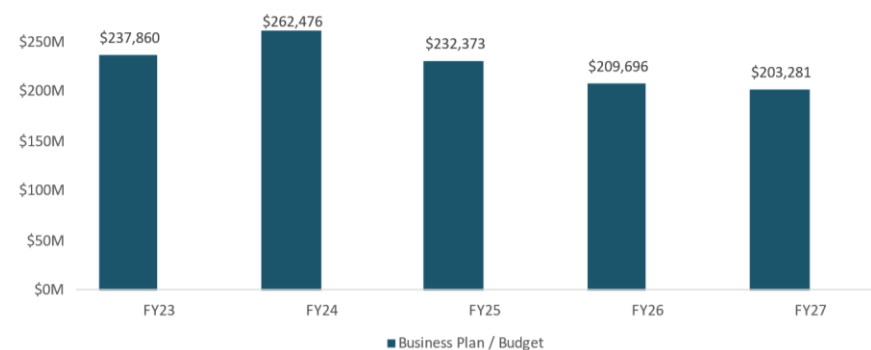
But the way we work is unsustainable.

- Tō Reo results continue to tell us our people are struggling with workload pressure.
- Our partners and our own people say we're not joined up.
- Our budget is forecast to peak in the current financial year, then decline by about 23% over three years. Further reductions may yet be required.
- And our long-term stewardship work has taken a back seat as we focus on delivery.

We want to be the kind of sustainable, strategic ministry Aotearoa needs to stay the course, and turn reforms into results. That's why we're reviewing our operating model.

## A key driver to mature the operating model was the Ministry's financial forecast over the next 3 to 5 years

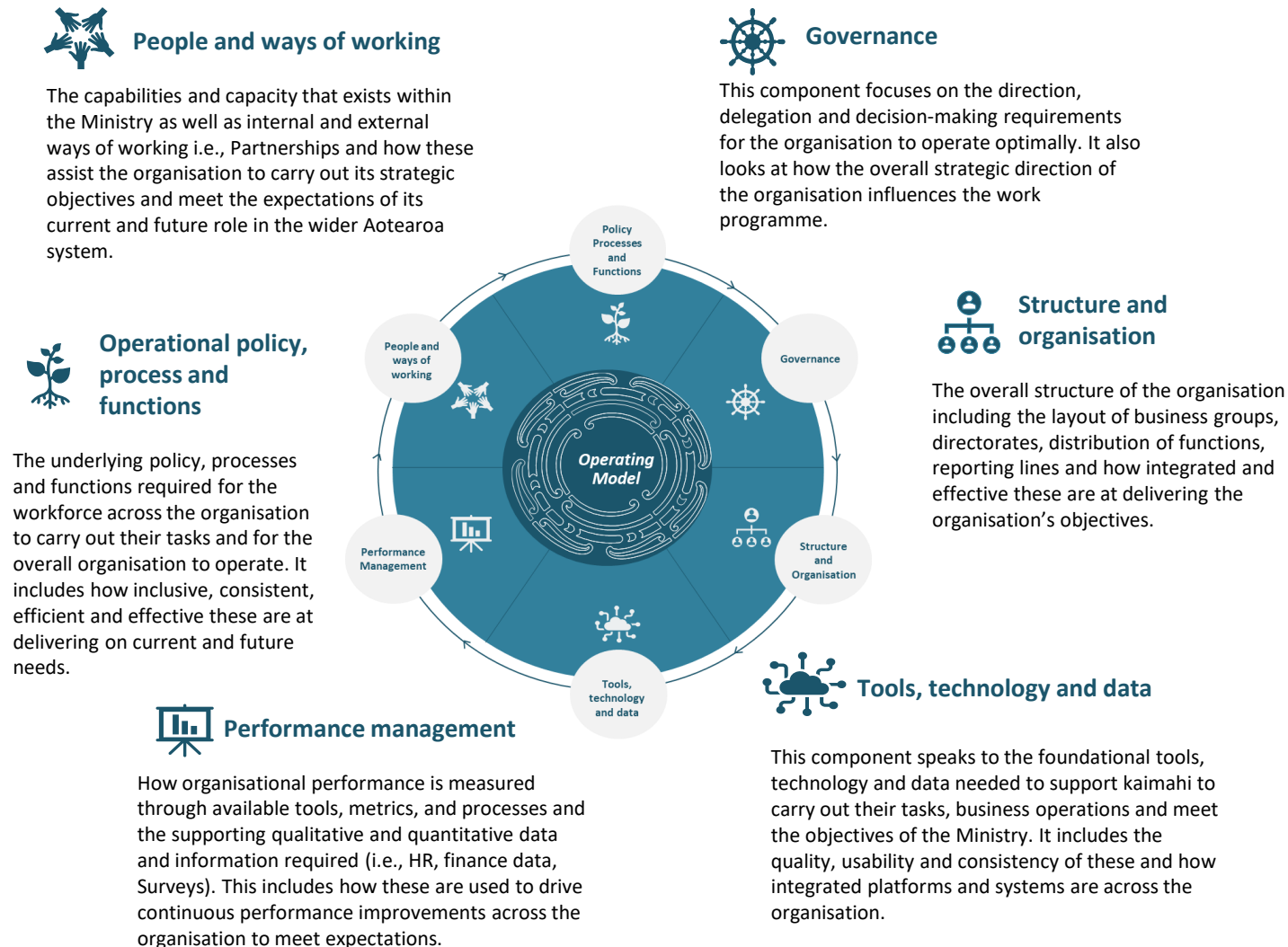
- ▶ The forecast showed a decrease of ~\$60m over the next three years. This was before the Government financial effectiveness programme, indicating more savings are likely to be sought.
- ▶ This will occur regardless of any changes in Government.
- ▶ There is and will continue to be downward fiscal pressure, a constrained budget environment and increased focus on value for money.



*The current fiscal status and the slowing economy means the Ministry needs to demonstrate extraordinarily prudent stewardship with limited resources*

# Recap | The six dimensions of the operating model

Using the operating model components below, we undertook a discovery process to form a holistic understanding of the Ministry.



# Getting to the heart of the challenge

A project team was formed, to coordinate two key discovery workstreams. One gathered insights through engagement sessions with our people. The other, led by EY, undertook an independent analysis of our operational challenge.

## The independent fact-finding analysis included:

- **1-on-1 conversations** with Te Pūrengi to understand their views on the current state and future aspirations for the organisation
- **Workshops:** future state workshop with Te Pūrengi, current / future state with directors and senior leaders, separate Te Tiriti / Te Ao Māori workshop with key staff
- **Interviews:** with a cohort of Tier 3 leaders or those with specialist skills to develop a deeper understanding of business areas
- **Targeted, iterative conversations** with individuals in support of selected deep dives on key topics – e.g. a conversation with someone who would be valuable to talk to in order to understand performance management across the Ministry.

## Engagement sessions with staff included:

**Manager-led conversations** – As part of our discovery phase, we invited kaimahi to kōrero within teams using a conversation guide, which asked a number of different questions around the following topics:

- Purpose
- Capabilities
- Ways of working as a team
- Ways of working with others
- Systems, processes and policies
- Te Ao Māori & Te Tiriti

We received 72 completed conversations guides from every business group in the Ministry and 21 separate team submissions. Both the guides and the submissions were reviewed by the project team, and fed into the discovery phase of the project.

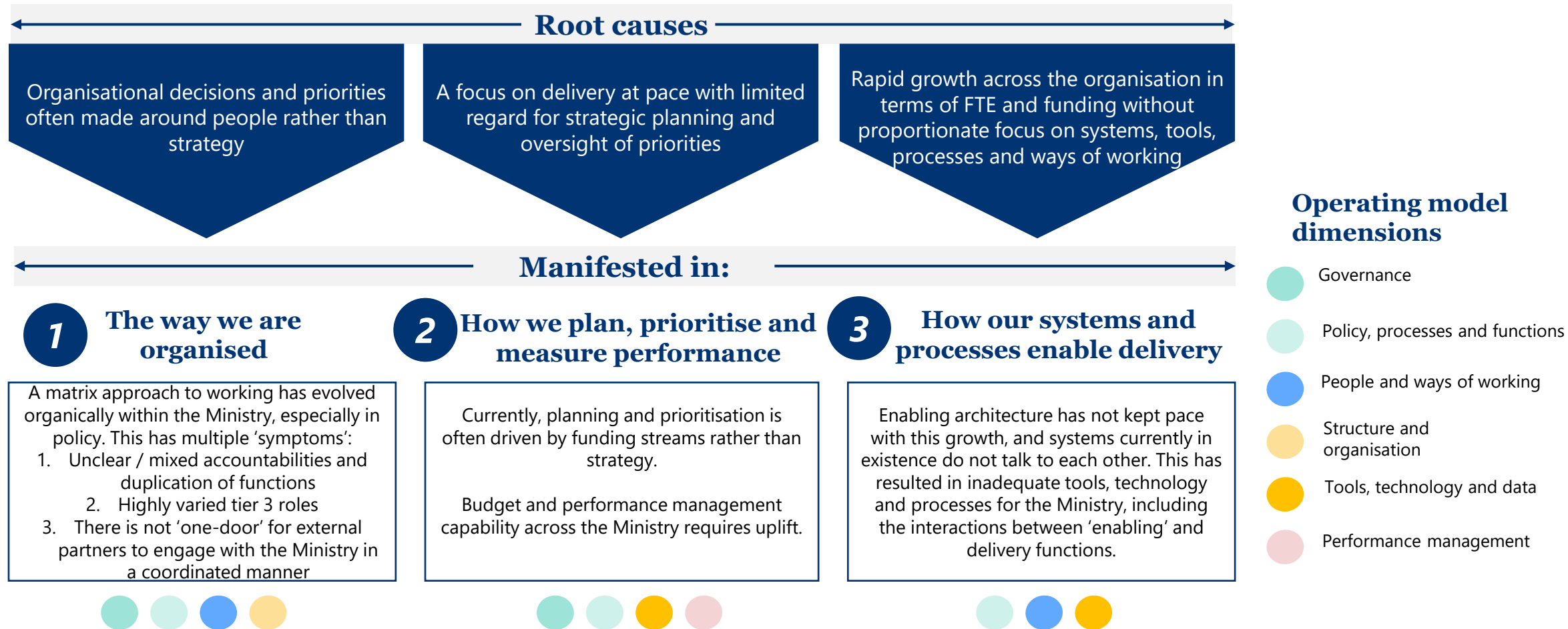
**Walk-throughs** – Through whiteboard activities we asked for feedback on four topics as part of our discovery phase. These were:

1. Remote and hybrid working
2. Working as one - process, technology and you
3. Te Ao Māori and Te Tiriti
4. Our relationships, reputation and influence

Other communications (e.g. **Ask Me Anything** sessions, **intranet project hub** and **articles**, **CE blog** and the email/intranet **Q&A loop**) focus on ensuring people can ask questions, are kept up to date, and are aware of opportunities to contribute.

# Key insights

Discovery from both independent fact-finding research and staff conversation workstreams led to the identification of three root causes of our operational challenges. The **Detailed Proposals Document** provides a full summary of proposed initiatives across the operating model, including non-structural dimensions, to address the root causes.



# Introduction to the proposed new model

This section summarises the proposals, and outlines the current structure and the proposed high-level structure



# Overview of the proposed model

**In light of our challenges and constraints the Ministry must be highly purposeful and strategic about how it deploys its resources and intervenes in the system. The proposed model includes many new features but also some of the familiar structures and ways of working which have allowed us to deliver over the past years.**

**Key to the proposed new model is a powerful new stewardship and strategy function** which serves as our compass. This ensures we have the mandate and resources, with explicit te ao Māori and te Tiriti capability, to translate evidence and insights into strategic objectives and prioritisation decisions, and to drive integration and performance management across the organisation. It's also the home of data, evidence and insights for the ministry, bringing coherence and consistency to the collection, commissioning and use of evidence in policy, implementation and advice.

**You'll also see climate explicitly and deeply embedded in all our work.** Over the last five years, climate change has become a much larger part of the ministry's work. There is no part of the environment that is unaffected by changes in our climate. Consequently, a climate change focus needs to be deeply integrated into all our work, informing everything we do. It should be at the heart of our strategy and our work on the planning system, for example, particularly as it relates to climate adaptation. We also want to keep building on the interrelationship between emissions reduction and our efforts to transition to circular economy.

**Te ao Māori underpins everything.** We are proposing to take the next step to embed te ao Māori and te Tiriti across every part of the Ministry. Key leadership roles move to the office of the Chief Executive, ensuring a te ao Māori context is brought into governance and strategic decision making. A Māori strategy group within the Strategy Stewardship Performance Group provides system level guidance and direction on how MfE can embed te ao Māori into our strategies and business practices, and ensure organisational decision-making gives effect to te Tiriti.

Dedicated leadership roles and functions relating to te Tiriti and te ao Māori are also established within each group, with a specific group and general manager responsible for the Ministry's Treaty relationships. In doing so, the Ministry would recognise and give prominence to the unique relationship Tāngata Whenua have with the environment, as well as the important role and knowledge contribution made by Treaty partners in the development of strategy, policy and decision-making.

**We'll bring our partnerships and investment work together** and take a strategic approach to relationships, so partners experience the Ministry as a credible joined-up leader, and enabler. A stronger point of coordination and supporting processes would enable our people to engage in a way that is connected and clear. This way we avoid the "multiple cars up the drive" situation, where we have lost sight of what each other is doing. Instead, our partners would view us as one coherent organisation.

# Overview continued

**We're bringing enabling services together in central hubs** so they can be deployed across the Ministry as needed in a business partnering model. This would promote efficiencies and drive consistent practice. This includes centralising programme management under the EPMO and bringing together data & insights functions under the Strategy, Stewardship and Performance group; administration under the Organisational Innovation and Enablement business group; and partnerships and engagement under the Partnerships, Engagement and Investments business group.

**And we're improving our foundational systems and processes.** You'll see strengthened career and personal development frameworks, improved commissioning processes, a proactive enterprise-wide planning and prioritisation process, and investment in the business systems that help us all do our best work.

**Integration across the ministry would be reinforced through a package of initiatives** across the operating model. Chief Advisors would have a pivotal responsibility, through their individual roles and their network, to serve as integrators across the ministry. A centralised Programme Management Office would drive integrated planning across the organisation. Integration is also strengthened through the centralisation of enabling services and engagement support, as well as through a commissioning framework. This focus on Integration would continue to be a strong theme in the forthcoming review of the Ministry's governance arrangements.

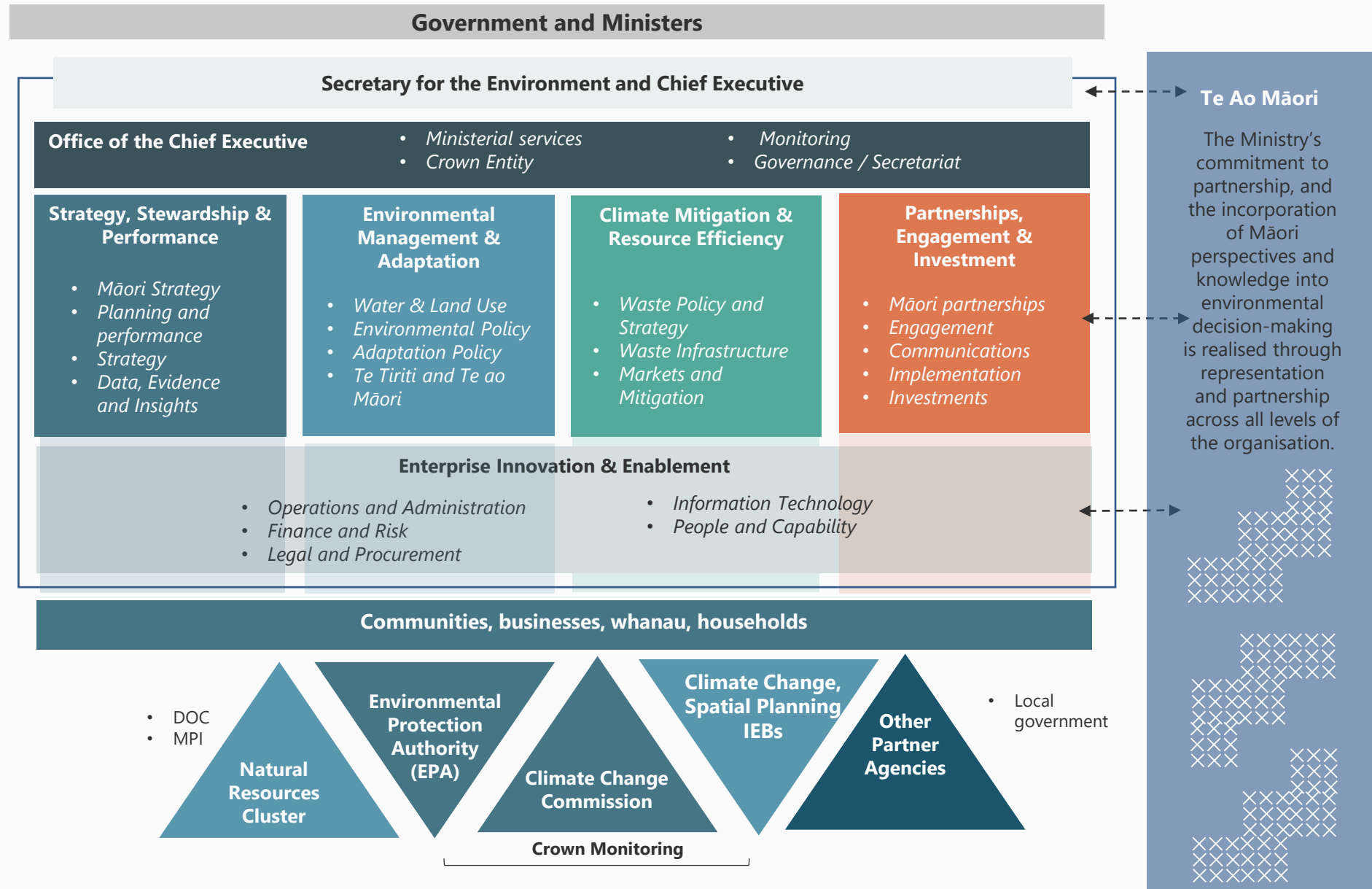
The following pages outline the proposed new operational model for MfE at a high level.

Detailed structure proposals are provided later in this document (from p.19).

The accompanying ***Detailed Proposals Document*** provides a full summary of proposed initiatives across the operating model, including non-structural dimensions, and the proposed roadmap for change.

# Proposed structure

The model is built around the Ministry's core activities, from gathering data, evidence and insights, to setting strategy, partnering with our system and Treaty partners, advising government on policy solutions, overseeing and administering markets and regulatory systems, supporting others in the system to implement policy and regulations, and monitoring performance. Policy functions in this model are grouped into two primary domains – Environmental Management & Adaptation, and Climate Mitigation & Resource Efficiency – to reflect synergies in underlying objectives and levers for change. Overall, the model is designed to drive tight alignment between our strategic priorities, resources and deliverables.



# Proposed business groups

## Office of the CE

At the heart of the Ministry's leadership, the Office of the Chief Executive is responsible for ministerial relationships, Crown entity monitoring and internal governance. A group of chief advisors embeds Te Tiriti, Te Ao Māori, science and Mātauranga, and strategic relationships in the oversight of the Ministry, while providing strategic support and intellectual leadership across the organisation.

## Strategy, Stewardship and Performance

This Business Group serves as the compass for the Ministry and the wider system; a powerful stewardship function with the mandate and resources (including te ao Māori and Te Tiriti capability) to translate evidence and insights into strategic objectives, prioritisation decisions, and drive integration and performance management across the organisation. It drives the evolution of the environmental knowledge system, leading prioritisation and investment in environmental research, mātauranga, science, and data across government.

## Environmental Management and Adaptation

Operating across the built and natural environment, this Business Group advises government on one of the Ministry's biggest levers for change: the environmental management system. It leads the development of impactful, forward-looking policy, in partnership with Māori, that promotes sustainable use of our natural resources, including efforts to adapt to our changing climate.

## Climate Change Mitigation and Resource Efficiency

This Business Group works to transition Aotearoa to a low-emission, circular economy, leveraging market-based investment and regulatory interventions. It holds the deep policy and technical expertise required to design policy solutions and stimulate innovation to solve some of our most pressing environmental challenges.

## Partnerships, Engagement, and Investments

This Business Group plays a pivotal role in fostering collaboration and trust across the environmental management system and through enabling others to implement environmental policy. It works with others to translate policy into tangible on-the-ground results by providing essential resources, funding, expert guidance, tools, and capacity-building support. A central point of stewardship and coordination for all of the Ministry's external engagement, it actively supports interactions with Treaty partners, local government and communities, pursuing sustained relationships and effective two-way communication.

## Enterprise Innovation and Enablement

The operational foundation of the Ministry, the Enterprise Innovation and Enablement Business Group provides sector-leading advice, technical expertise and enabling services across the Ministry. It designs and drives enabling strategies across the Ministry to help give effect to our strategic framework. It provides the foundation for the Ministry's people to excel in their work, by building capability and driving a culture of continuous improvement.

# Te Ao Māori underpins everything

## Secretary for the Environment and Chief Executive

### Office of the Chief Executive

#### **Chief Advisor Māori**

Supports the work of the CE by providing direct and high-level strategic, organisational and operational advice, including on external Māori issues relevant to MfE.

#### **Chief Science Advisor, Māori**

A deep science expert with a particular focus on Mātauranga and at-place evidence practices. Supports the Ministry to be an effective Treaty partner by incorporating Mātauranga and Māori scientific views into its advice.

*Alongside the Chief Advisor Māori and Chief Science Advisor, Māori, it is envisaged there would be an additional role in the Chief Executive's office to provide cultural support.*

### Strategy, Stewardship & Performance

*GM Māori Strategy, Data & Insights*

Responsible for putting Te Tiriti and Mātauranga Māori at the heart of strategy development and ensuring that outcomes valued by Māori are visibly and effectively monitored and reported.

### Environmental Management & Adaptation

*GM Te Tiriti and Te Ao Māori*

Responsible for supporting all policy teams across the Ministry to deliver quality te ao Māori advice and Treaty analysis, as well as providing leading practice advice on ensuring Māori rights, interests and perspectives are incorporated into policy processes and decision-making.

### Climate Mitigation & Resource Efficiency

*GM Waste Infrastructure and Systems*

Responsible for bringing in the voice and perspective of Māori in terms of solving waste challenges. A specialist subfunction for Māori solutions within this group would have a dotted line reporting to the GM Te Tiriti and Te Ao Māori for guidance, support and review where required.

### Partnerships, Engagement & Investment

*GM Māori Partnerships & Regional Relationships*

The external face of the Ministry, responsible for engaging directly with Iwi Māori. Leads the Ministry's Integrated Māori Engagement Strategy, with centralised nationally-held relationships, and regional Kaiwhakatere roles. Responsible for negotiating new Treaty Settlements and monitoring commitments across MfE.

### Enterprise Innovation & Enablement

*GM People and Capability*

Responsible for leading the Ministry's people functions to enable the attraction, retention, management and development of the capability the Ministry needs to be successful. Responsible for growing Māori/Crown relations and te ao Māori capability across the Ministry.

- **Refreshed Te Ao Hurihuri Framework** incorporated into performance management and career frameworks
- **Ministry-wide commissioning framework** that includes Te Tiriti/te ao Māori-specific collaboration/communication/consultation requirements.
- **Strengthened Quality of Policy Advice Panel** tied to the Ministry's stewardship functions with Te Tiriti/Te Ao Māori considerations as core assessment criteria.

# Stage one structural proposals – T2 and T3



# Business Group and Role Definitions

Our Deputy Secretary and Chief Advisor roles would continue under the proposals though there would be fewer of both. These roles are expected to be agile and work across other areas of the Ministry as needed. This supports our flexible approach to working and builds cross functional capability. It is proposed the role of Director would be disestablished and replaced by new General Manager (GM) roles.

## **General Managers**

The new role of General Manager at Tier 3 level reflects the breadth of responsibility and expectations of this position, with a strong focus on the strategic alignment, culture and engagement, operations, and performance of the group as a whole. General Managers would empower Managers to operate with higher levels of autonomy than at present and would have less involvement in day-to-day delivery of the Ministry's advice and activities. Additional support for Managers through our new operating model would enable them to fulfil their role in this new management approach.

## **Chief Advisors**

While the role of Chief Advisor remains in the proposed model, in addition to providing thought leadership and subject matter expertise in their respective roles, all Chief Advisors would have a role in driving integration within and across business groups as part of the new operating model.

# Please note

The following slides outline the proposed new organisational structure down to **Tier 3 level**. On the slides with the organisational charts, you will see how **existing teams** are proposed to be assigned to different General Manager positions. This is just the first step in a bigger process to transition to the new structure.

Many teams, especially those with multiple functions that would have different homes in the new structure, will not be a perfect fit. Changes to individual teams to better align to the structure would be addressed in later stages, when we revisit our work programme.

The focus of these diagrams is on affected staff. The diagrams **do not** include allocation of administrative support or principal advisor roles. For more details on how staff below Tier 3 would transition to the new model see page 56.

## Office of the Chief Executive

At the heart of the Ministry's leadership, the Office of the Chief Executive is responsible for ministerial relationships, Crown entity monitoring and internal governance. A group of chief advisors embeds Te Tiriti, Te Ao Māori, science and Mātauranga, and strategic relationships in the oversight of the Ministry, while providing strategic support and intellectual leadership across the organisation. Alongside the Chief Advisor Māori and the Chief Science Advisor, Māori, it is also envisaged the Chief Executive's office would include an additional role providing cultural support.

| Proposed Role                                 | Accountabilities  |
|---|---|
| Chief of Staff, Office of the Chief Executive | Responsible for supporting the Chief Executive to lead with impact through the levers of relationship management with our Ministers and their offices, enterprise governance, collective leadership, and our statutory responsibilities for crown entity monitoring and responding to requests for information from the public and select committees.   |
| Chief Advisor Public Affairs                  | A highly experienced strategic advisor on all matters relating to the Ministry's external relationships and public communications. Includes support for strategic ministerial relationships and ensuring direction from the Chief Executive connects into the Partnerships, Engagement & Investments group.   |
| Chief Advisor                                 | A highly experienced advisor providing timely, strategic advice to the Chief Executive on matters spanning the Ministry's work programme. With a strong understanding of the Ministry's work, operating environment, and key relationships, ensures the Chief Executive is well supported on a day-to-day basis on high priority issues and engagements.  |
| Chief Advisor Māori                           | A deep expert in Te Tiriti and Te ao Māori, who provides strategic, organisational, and operational advice to guide the Ministry's approach and foster strong connections and coherence on matters relating to Te Tiriti and Te ao Māori.   |
| Chief Science Advisor - Māori                 | A deep science expert with a particular focus on Mātauranga and at-place evidence practices. Supports the Ministry to be an effective Treaty partner through the incorporation of Mātauranga and Māori scientific views into its advice. Provides intellectual leadership, and fosters relationships between government, the science sector, Māori science, our Treaty partners, and the international science community. |
| Chief Science Advisor                         | A deep science expert who ensures that the Ministry's approach to generating and applying scientific knowledge is rigorous, inclusive and transparent, and that science underpins our advice. Acts as a conduit to the wider science community and represents the Ministry on all-of-government science initiatives.  |

## Strategy, Stewardship, and Performance

This Business Group serves as the compass for the Ministry and the wider system; a powerful stewardship function with the mandate and resources (including te ao Māori and Te Tiriti capability) to translate evidence and insights into strategic objectives, prioritisation decisions, and drive integration and performance management across the organisation. It drives the evolution of the environmental knowledge system, leading prioritisation and investment in environmental research, mātauranga, science, and data across government.

| Proposed Role  | Accountabilities  |
|--|---|
| GM Māori Strategy, Data & Insights                   | Responsible for putting Te Tiriti and Mātauranga Māori at the heart of strategy development at the Ministry. Ensures that outcomes valued by Māori are visibly and effectively monitored and reported on to inform decision making.   |
| GM Strategy  | Responsible for stewardship strategy at the Ministry. Acts as a centre of expertise that integrates regulatory, environmental and climate strategy across the organisation, underpinned by behavioural science, and collaborates with business groups to drive policy making that is aligned with longer-term strategy.   |
| GM Planning and Performance                          | Responsible for delivering an integrated approach to strategic planning, performance and reporting to ensure clear line of sight between outcomes, investments, activities and outputs. Enables the proactive prioritisation of the Ministry's work programme, facilitated through effective enterprise portfolio and programme management.   |
| GM Environmental Knowledge System Design             | Responsible for leadership of the design, governance and oversight of a future focused environmental knowledge system. Leads the development and oversight of standards and quality assurance for mātauranga, science, evidence, data.  |
| GM Data, Evidence & Insights                         | Responsible for ensuring the Ministry is a trusted authority across the environmental knowledge system, in the collation and use of data and evidence about the environment. This includes reporting under national and international climate and environment reporting requirements. Integrates these functions with the rest of the Ministry to drive evidence-based strategy, research, policy, regulation and implementation. This GM would also be responsible for the Ministry's overarching approach to data management. |
| Chief Advisor Strategy, Stewardship, and Performance | A skilled strategist providing end-to-end advice on the Ministry's strategy and performance, supporting strong environmental stewardship and organisational alignment. Works across the group and the Ministry to distil environmental data and evidence into clear strategic objectives and support their translation into a coherent, prioritised work programme. Ensures the Ministry is anticipating trends in its operating environment and future work.   |

# Environmental Management and Adaptation

Operating across the built and natural environment, this group advises government on one of the Ministry's biggest levers for change: the environmental management system. It leads the development of impactful, forward-looking policy, in partnership with Māori, that promotes sustainable use of our natural resources, including efforts to adapt to our changing climate.

| Proposed Role                               | Accountabilities  |
|---|---|
| GM Resource Use                             | Responsible for the Ministry's work across the land and water systems, including urban water, freshwater quality, and water allocation.   |
| GM Environmental Management                 | Responsible for policy development for the resource management system, including the national policy direction, biodiversity, environmental outcomes, oceans and the marine environment. Also responsible for urban and infrastructure policy advice.   |
| GM Adaptation, Natural Hazards and Recovery | Responsible for climate policy delivered through the resource management system, including climate adaptation and hazard policy. This includes a dedicated focus on the application of Te Tiriti and Te Ao Māori in adaptation policy, and the Ministry's response to severe weather events. Responsible for the delivery of the National Adaptation Plan.  |
| GM Te Tiriti and Te Ao Māori                | Responsible for supporting teams across the Ministry to deliver quality Te Ao Māori advice and Treaty analysis informed by a good understanding of Treaty rights and interests. This includes advising on upholding Treaty Settlements potentially impacted by significant regulatory change. Provides best practice advice to ensure Māori perspectives, rights and interests are incorporated into policy development and decision making. This includes work on freshwater rights and interests. |
| Chief Advisor Environmental Management      | A deep policy generalist operating across the group, providing thought leadership and supporting integration of policy positions and advice for all parts of the environmental management system.   |
| Chief Advisor Adaptation                    | A deep policy expert and thought leader, working across domains and business groups to bring an integrated approach to the Ministry's work on climate adaptation and recovery.  |

# Climate Change Mitigation and Resource Efficiency

This Business Group works to transition Aotearoa to a low-emission, circular economy, leveraging market-based investment and regulatory interventions. It holds the deep policy and technical expertise required to design policy solutions and stimulate innovation to solve some of our most pressing environmental challenges.

| Proposed Role  | Accountabilities   |
|--|--|
| GM Waste, HSNO Policy & Regulatory                       | Responsible for developing waste policy and legislation, including in relation to hazardous substances and biotechnology, international agreements. Leads the Ministry's Compliance, Monitoring and Enforcement to support compliance with the Waste Minimisation Act.                                   |
| GM Waste Infrastructure and Systems                      | Responsible for waste investment funding and infrastructure programmes, including the Waste Minimisation Fund, Climate Emergency Response Fund, Plastics Innovation Fund, CSRF, and COVID-19 Response and Recovery Fund. Leads the Ministry's work on product stewardship, circular and Maori solutions. |
| GM Climate Change Mitigation                             | Responsible for policy interventions and systems architecture to reduce New Zealand's emissions profile and contribution to climate change, in line with international commitments and obligations. Includes development of Emissions Reduction Plans, leading New Zealand towards a zero carbon future. |
| GM Markets   | Responsible for market-based interventions to drive a reduction in New Zealand's emissions profile, including sustainable finance, the ETS and climate markets.  |
| Chief Advisor Climate Mitigation and Resource Efficiency | Providing strategic expertise on resource efficiency and climate mitigation policy, investments, markets and regulation, while operating across the group to provide thought leadership and support the integration of policy and operations.  |

## Partnerships, Engagement and Investments

This Business Group plays a pivotal role in fostering collaboration and trust across the environmental management system and through enabling others to implement environmental policy. It works with others to translate policy into tangible on-the-ground results by providing essential resources, funding, expert guidance, tools, and capacity-building support. A central point of stewardship and coordination for all of the Ministry's external engagement, it actively supports interactions with Treaty partners, local government and communities, pursuing sustained relationships and effective two-way communication.

| Proposed Role  | Accountabilities   |
|--|--|
| GM Māori Partnerships & Regional Relationships       | Responsible for the group that is the external face of the Ministry, engaging directly with Iwi Māori. Supports regional relationships and regional delivery programmes. Leads the Ministry's Integrated Māori Engagement Strategy via a hub and spoke model, with centralised nationally-held relationships, and Kaiwhakatere roles bedded into the regions. Responsible for negotiating new Treaty Settlements, and monitoring Treaty settlement commitments across MfE. |
| GM Engagement & Communications                       | Responsible for the Ministry's external impact and influence, including how we are seen, heard and experienced by partners, stakeholders, and all New Zealanders. This includes engagement practices and resources, media and communications, campaigns, content and channels, customer audience and insights.   |
| GM RM System Enablement                              | Responsible for supporting delivery partners in implementing environmental policy as part of the resource management system to give effect to government policy (including the new resource management system).  |
| GM RM Operations                                     | Responsible for operational activities in support of policy outcomes, including freshwater farm planning, fast track consenting, and RMA statutory functions   |
| GM Investments                                       | Responsible for overseeing the Ministry's investment activities across the environment (with the exclusion of Waste Investment), including strategic investments, community investments, Jobs for Nature, Te Mana O Te Wai, and overall monitoring and evaluation of funds.  |
| Chief Advisor Partnerships, Engagement & Investments | A highly experienced advisor, operating across the full spectrum of the Ministry's implementation, engagement, and relationships in support of system change and policy implementation.  |

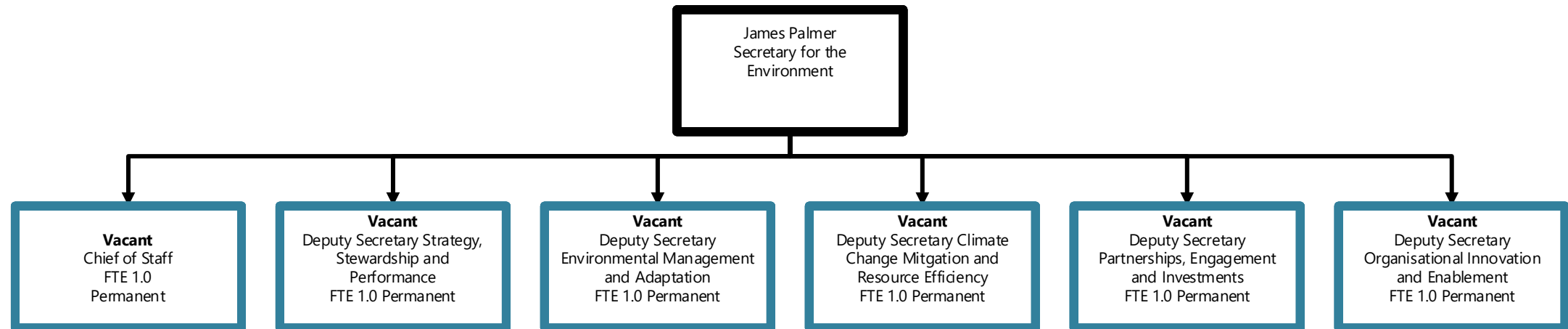
## Enterprise Innovation and Enablement

The operational foundation of the Ministry, the Enterprise Innovation and Enablement Business Group provides sector-leading advice, technical expertise and enabling services across the Ministry. It designs and drives enabling strategies across the Ministry to help give effect to our strategic framework. It provides the foundation for the Ministry's people to excel in their work, by building capability and driving a culture of continuous improvement.

| Proposed Role                                      | Accountabilities   |
|--|--|
| GM Operations and Administration                   | Gives effect to the Ministry's operating model through robust change management practices. Drives continuous improvement and service delivery levels across all elements of the enabling group. Oversees a range of workplace support services to enable our people to make best use of our office locations and remote working and to access high-quality administrative support. This includes oversight of accommodation projects, facilities management, and coordinated approach to providing administrative support to people leaders, teams and projects.   |
| GM Finance and Risk                                | Responsible for the stewardship of financial resources and performance. Advises senior leaders on the financial strategy for the Ministry; ensuring we have sound financial management practices and capability; operating the accounting systems and processes; and providing financial insights and reporting to increase financial performance. In addition, this role provides functional leadership of risk, assurance, resilience and business continuity activities to promote good practices, controls, and understanding across the business.   |
| GM Legal and Procurement                           | Responsible for leading the legal and procurement functions to ensure the Ministry's activities are lawful and carried out in accordance with All-of-Government procurement principles and good practices. This entails providing strategic advice and support to business groups on legal matters relating to legislative reform, regulations, litigation, commercial agreements, and privacy; supporting the Environmental Legal Assistance Fund; and advising on all aspects of the procurement process for the purchase of goods and services and contributions to ensure this is fair, transparent and demonstrates responsible use of funds. |
| GM Information Technology                          | Responsible for ensuring that the Ministry can deliver its work effectively and efficiently through the use of current and emerging technologies. Responsibilities include overseeing the day-to-day running of IT Operational Services including devices, the desktop environment and operating systems; developing the IT and digital transformation strategy and working with the centralised programme management office to oversee its delivery; maintaining and developing our IT Architecture; ensuring we meet Information Security obligations; and delivering knowledge and information management services.                             |
| GM People and Capability                           | Responsible for leading the Ministry's people functions to enable the attraction, retention, management, and development of the capability the Ministry needs to be successful. This includes delivering core people operations relating to HR, employment relations, payroll, health, safety & wellbeing, workforce planning; data and reporting; growing capability in Māori/Crown relations and te ao Māori and broader organisational capability; guiding organisational change; and supporting the attraction and retention of people.  |
| Chief Advisor Enterprise Innovation and Enablement | A highly experienced advisor, operating across the full spectrum of the Ministry's enabling functions. Provides thought leadership to give effect to the Ministry's organisational strategy in its design and ways of working. Understands and anticipates business needs, and helps to translate them into integrated service offerings that encompass the systems, processes, capabilities, financial resources and technology the Ministry needs to deliver its objectives and enhance the people experience.   |

# Proposed structure for consultation

## EXECUTIVE LEADERSHIP TEAM



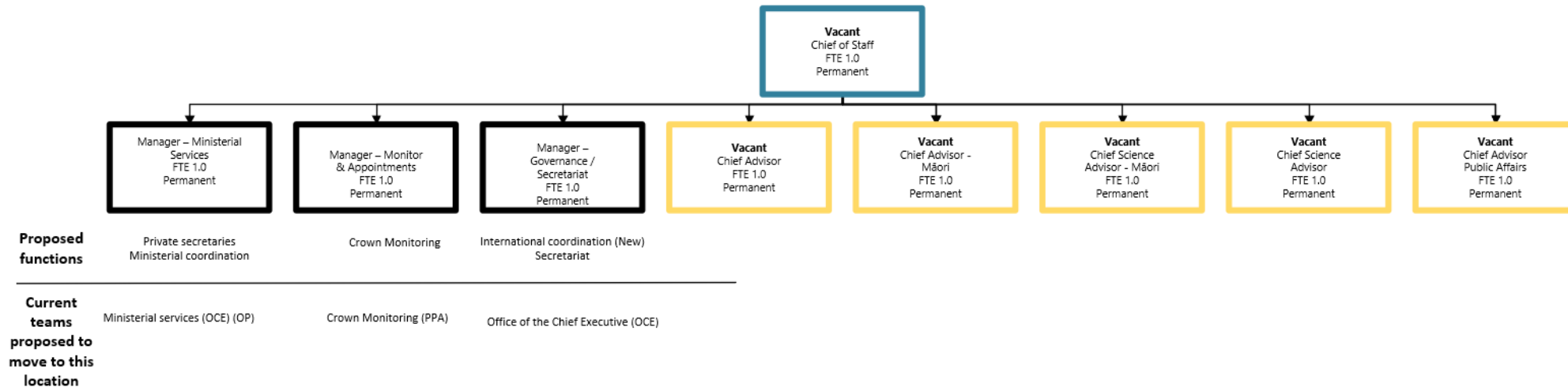
### Key:

Proposed not in  
scope

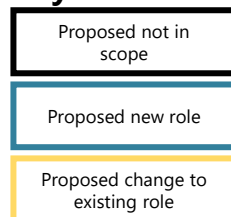
Proposed new role

# Proposed structure for consultation

## OFFICE OF THE CHIEF EXECUTIVE

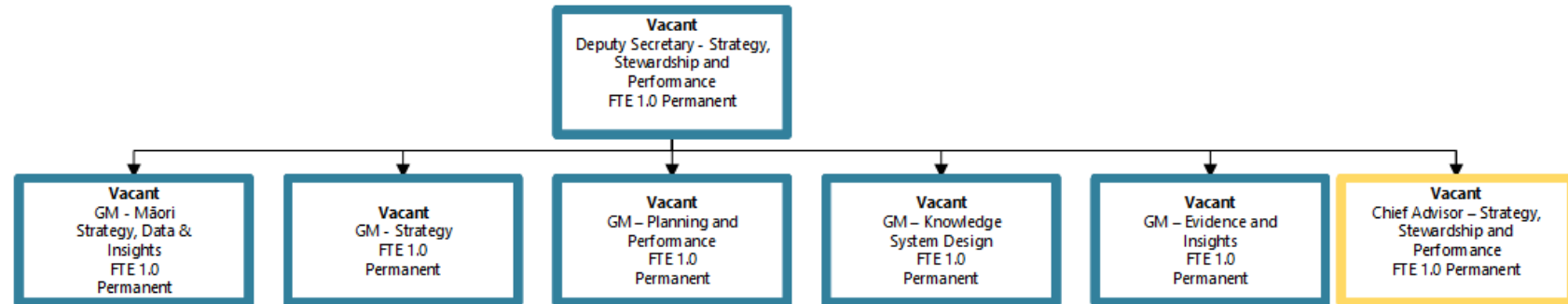


### Key:



# Proposed structure for consultation

## STRATEGY, STEWARDSHIP AND PERFORMANCE



### Proposed functions

Te Tiriti / Māori Strategy  
Performance

Ministry strategy  
Regulatory strategy  
Environment and climate strategy  
Sustainable finance  
Strategic policy  
Quality of policy advice  
Strategic partnerships  
Behavioural science

Business planning  
Ministry performance and reporting  
Sustainability  
EPMO (incl programme management)

Governance and oversight  
System architecture and requirements  
System investment and capability  
Data and digital enablement  
Standards and protocols  
Māori data sovereignty

Foresight and scenario planning  
Climate and environment insights and reporting  
Geospatial intelligence  
Knowledge investment  
Mātauranga Māori insights

### Key:

Proposed not in scope

Proposed new role

Proposed change to existing role

### Current teams proposed to move to this location

Māori Governance, Performance and Delivery (Tūmatāōkiri)  
Māori Performance (Tūmatāōkiri)

Strategy and stewardship (OCE)  
System, strategy and stewardship (Matapopore)  
Policy, strategy and transition finance (OCE)  
Climate strategy (Climate)  
Sustainable finance (Climate)  
Strategic partnerships (PPA)  
Quality of policy advice (OP)  
Systems change and capability (PID)

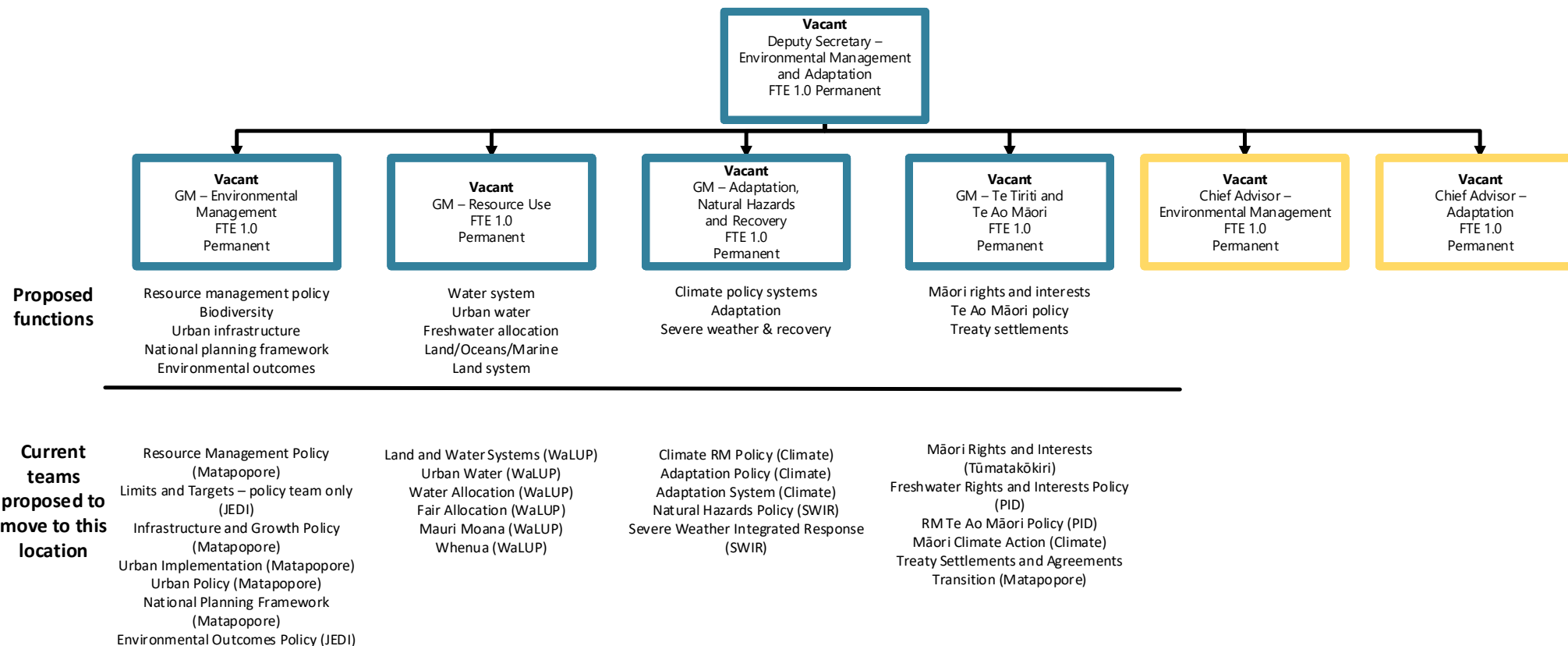
Sustainability (OP)  
PMO (OP)  
EPMO (OP)  
Delivery and operations (Climate)  
Governance and performance (Climate)  
PMO (Matapopore)  
Programme planning and support (PID)  
Governance hub (PID)  
Programme managers (Matapopore, PID, PPA, WRE)

EMRS Reform (JEDI)  
Science Capability (JEDI)  
Climate Data Infrastructure (Climate)  
Data Collection (JEDI)  
Implementation ECRS (JEDI)  
RM Digital Enablement (PID)  
Limits and Targets – science team only (JEDI)  
Governance, Relationships and Performance (JEDI)  
System Improvements (JEDI)  
IT Data & Reporting (OP)

Climate Impacts (Climate)  
Emissions, Insights and Reporting (Climate)  
JEDI Insights (JEDI)  
Carbon Sequestration (Climate)  
Knowledge Investment Hub (JEDI)  
Mātauranga Māori and Insights (JEDI)  
Ngā Parirau (JEDI)

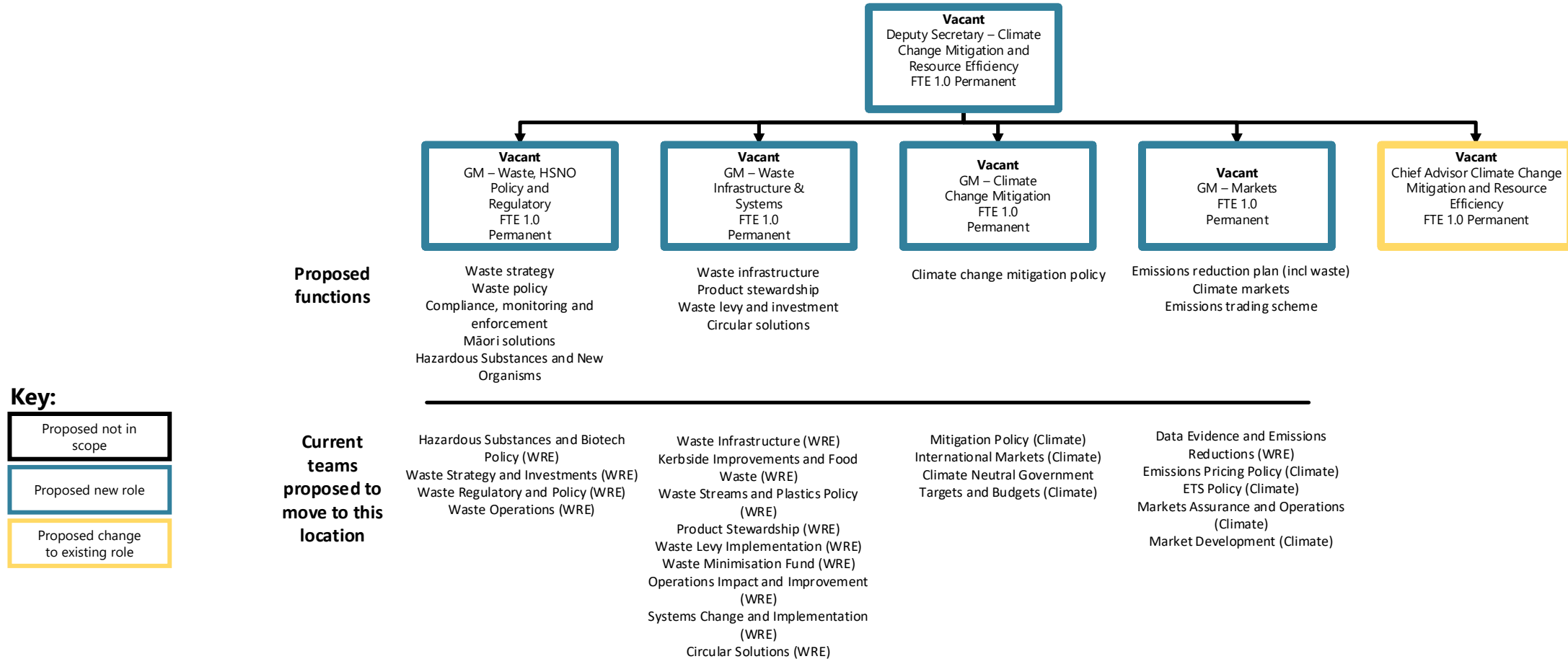
# Proposed structure for consultation

## ENVIRONMENTAL MANAGEMENT AND ADAPTATION



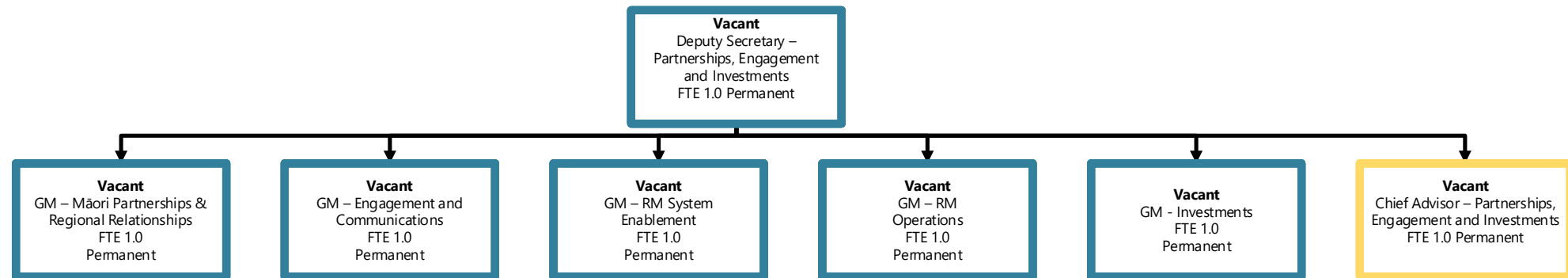
# Proposed structure for consultation

## CLIMATE CHANGE MITIGATION AND RESOURCE EFFICIENCY

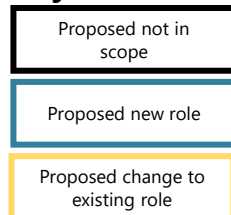


# Proposed structure for consultation

## PARTNERSHIPS, ENGAGEMENT AND INVESTMENTS



### Key:



### Proposed functions

Māori engagement and partnerships  
 Māori – national partnership  
 Māori – regional partnerships  
 Engagement strategy, planning and coordination  
 Regional coordination and oversight

Engagement practice and resources  
 Media and communications  
 Campaigns, content and channels  
 Customer audience and insights

RM system implementation  
 Regional readiness  
 Local government implementation

RM systems  
 Statutory functions  
 RM operations (including fast track consenting)  
 Intervention hub  
 Practice and system performance

Jobs for Nature  
 Strategic investments  
 Community investments  
 Te Mana o Te Wai  
 Funds monitoring and evaluation

### Current teams proposed to move to this location

Te Ao Māori Engagement (PID)  
 Treaty Partnerships - Tūtiri (Tūmatakōkiri)  
 Implementation Partnerships (incl Kaiwhakare) (PID)  
 National Pan-Māori Partnerships (PID)  
 RM Engagement (Matapopore)  
 Regional Engagement Leads (Matapopore)  
 Policy Alignment (PID)

Engagement Excellence (PPA)  
 Brand and experience (PPA)  
 Communications and engagement (PPA)  
 Digital and insights (PPA)

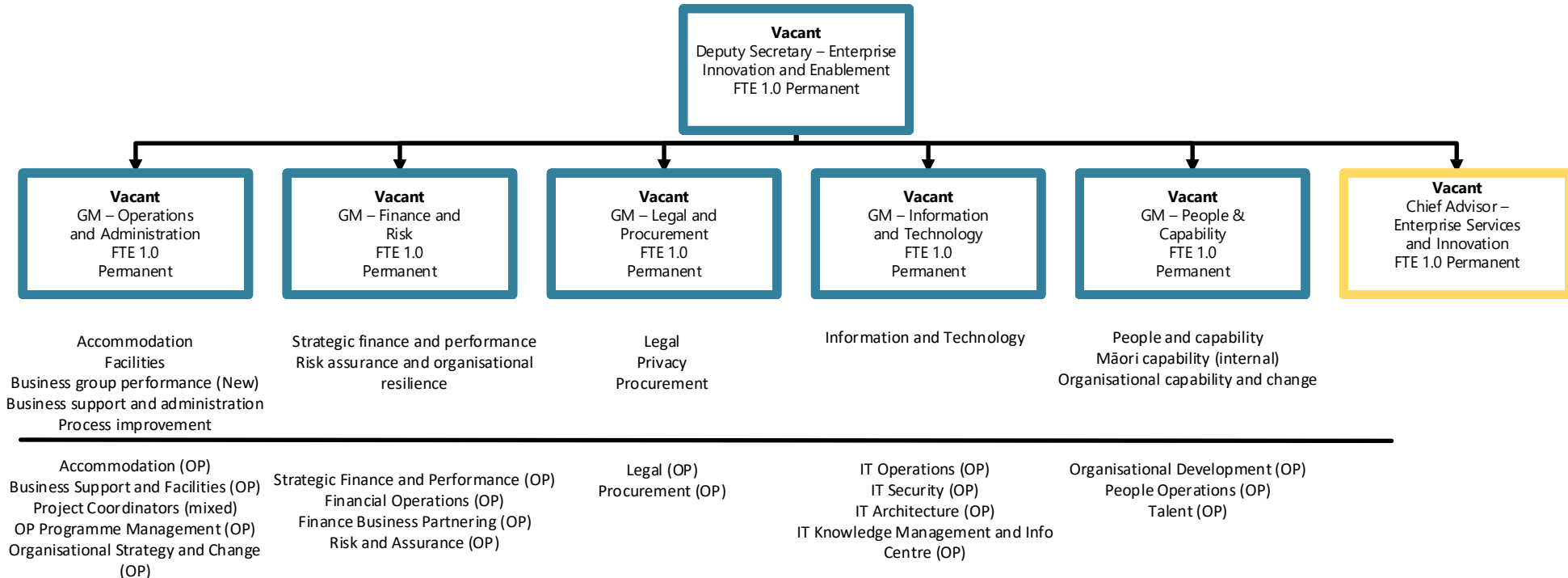
RM Implementation Hub (PID)  
 Policy Implementation (PID)  
 National direction (PID)  
 Policy Implementation Lead (PID)  
 First Tranche Regions (PID)  
 Local Government Implementation Hub (PID)  
 Māori Policy and Partnering (PID)

RM Systems (PID)  
 Delivery and Oversight (PID)  
 Recovery Provisions (PID)  
 RMA Practice (PID)  
 Fast Track Consenting (PID)  
 Farm Planning (PID)  
 Sustainable Land Use (PID)  
 Climate and Water Agriculture (PID)

Jobs for Nature (PID)  
 At risk catchments (PID)  
 Project implementation and assessment / Te Mana o Te Wai (PID)

# Proposed structure for consultation

## ENTERPRISE INNOVATION AND ENABLEMENT



### Key:

Proposed not in scope

Proposed new role

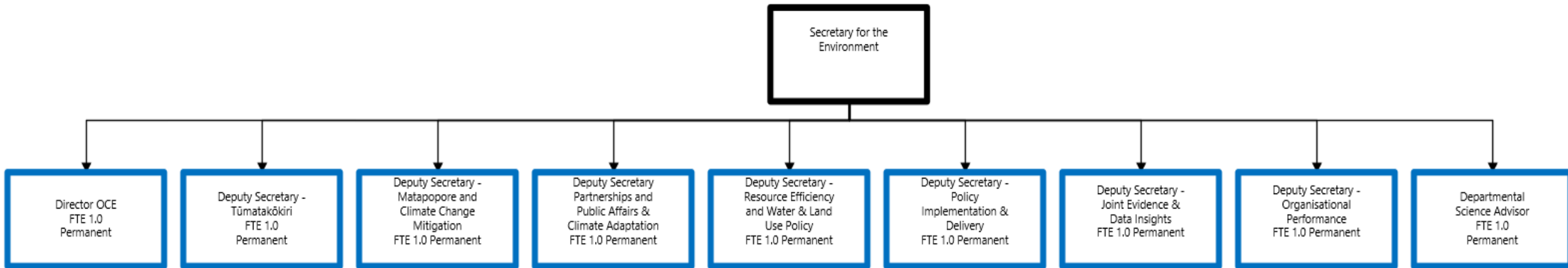
Proposed change to existing role

# Understanding what this means for you and your role

The following slides describe the impact of the proposal and what this means for you and your team.

# Current structure - Proposed Impact

## EXECUTIVE LEADERSHIP TEAM



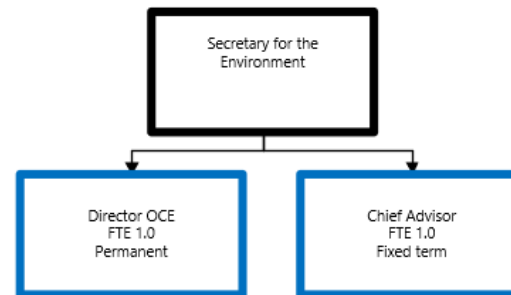
### Key:

Proposed not in scope

Proposed significant  
change to role  
&/or reduction in  
numbers &/or  
disestablished

# Current structure – Proposed Impact

## OFFICE OF THE CHIEF EXECUTIVE



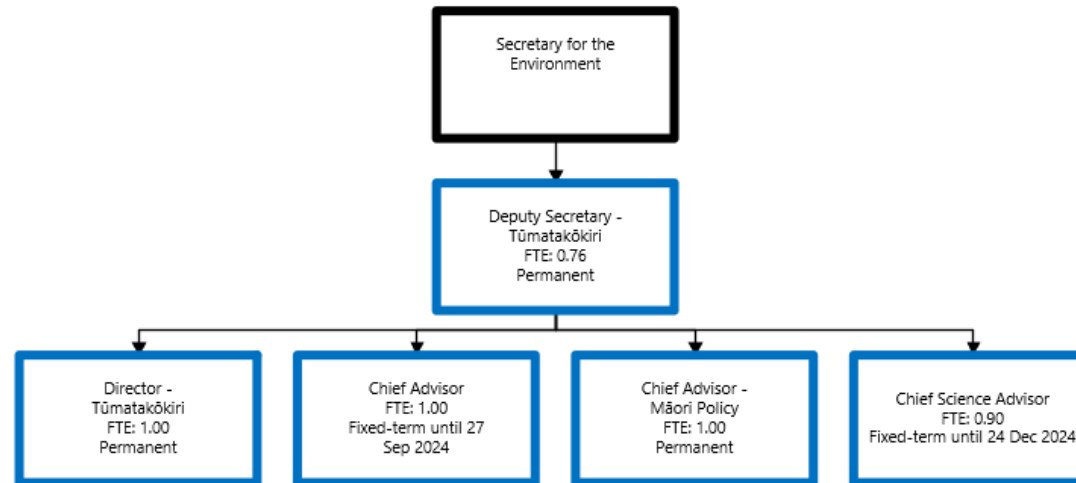
### Key:

Proposed not in scope

Proposed significant  
change to role  
&/or reduction in  
numbers &/or  
disestablished

# Current structure – Proposed Impact

## TŪMATAKŌKIRI



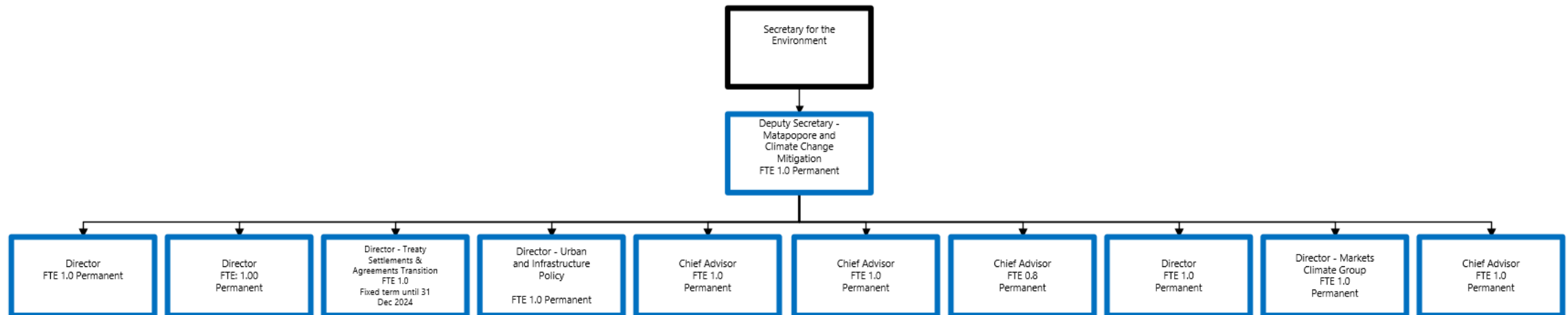
### Key:

Proposed not in scope

Proposed significant  
change to role  
&/or reduction in  
numbers &/or  
disestablished

# Current structure – Proposed Impact

## MATAPOPORE AND CLIMATE CHANGE MITIGATION



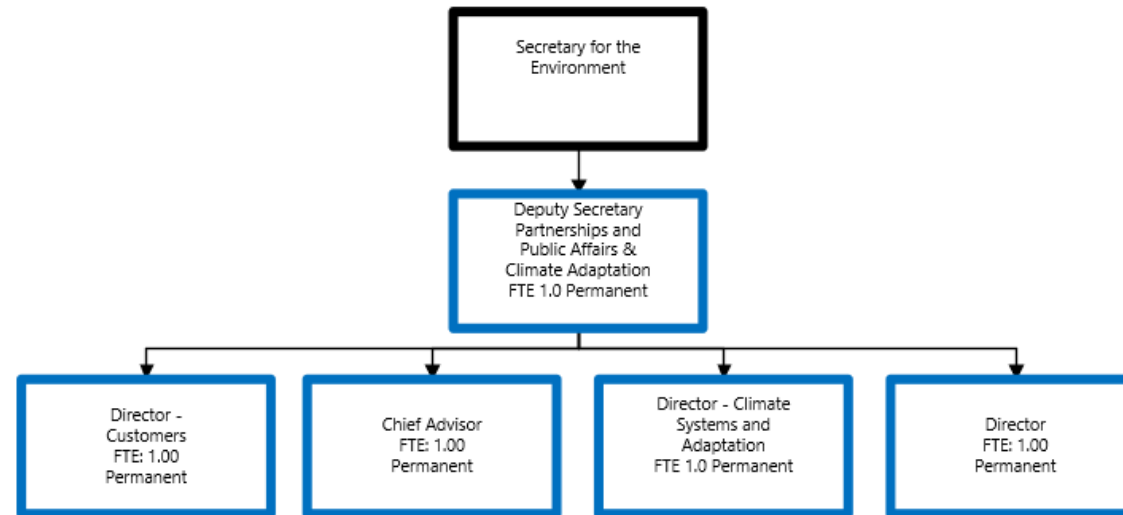
### Key:

Proposed not in scope

Proposed significant change to role &/or reduction in numbers &/or disestablished

# Current structure – Proposed Impact

## PARTNERSHIPS, PUBLIC AFFAIRS AND CLIMATE ADAPTATION



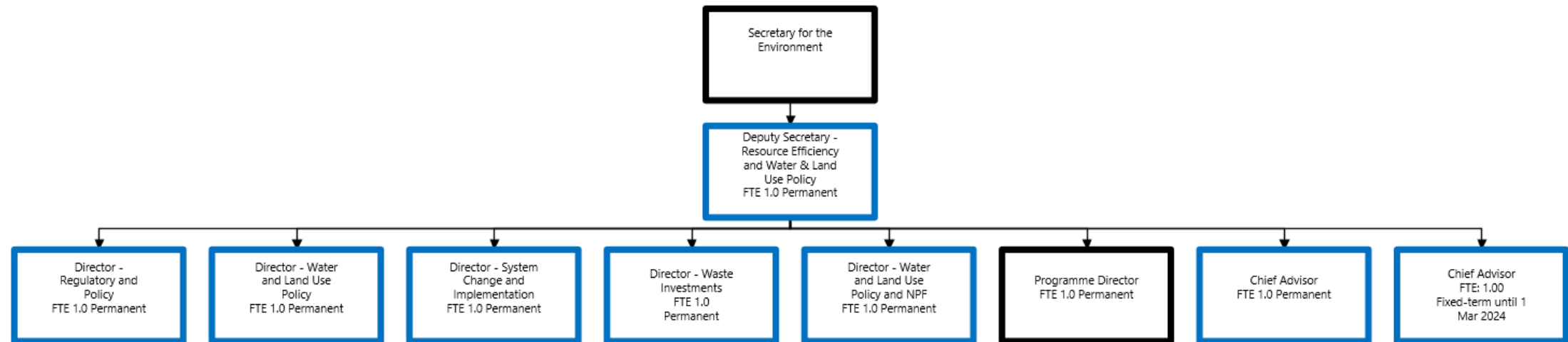
### Key:

Proposed not in scope

Proposed significant change to role &/or reduction in numbers &/or disestablished

# Current structure – Proposed Impact

## RESOURCE EFFICIENCY AND WATER & LAND USE POLICY



### Key:

Proposed not in scope

Proposed significant change to role &/or reduction in numbers &/or disestablished

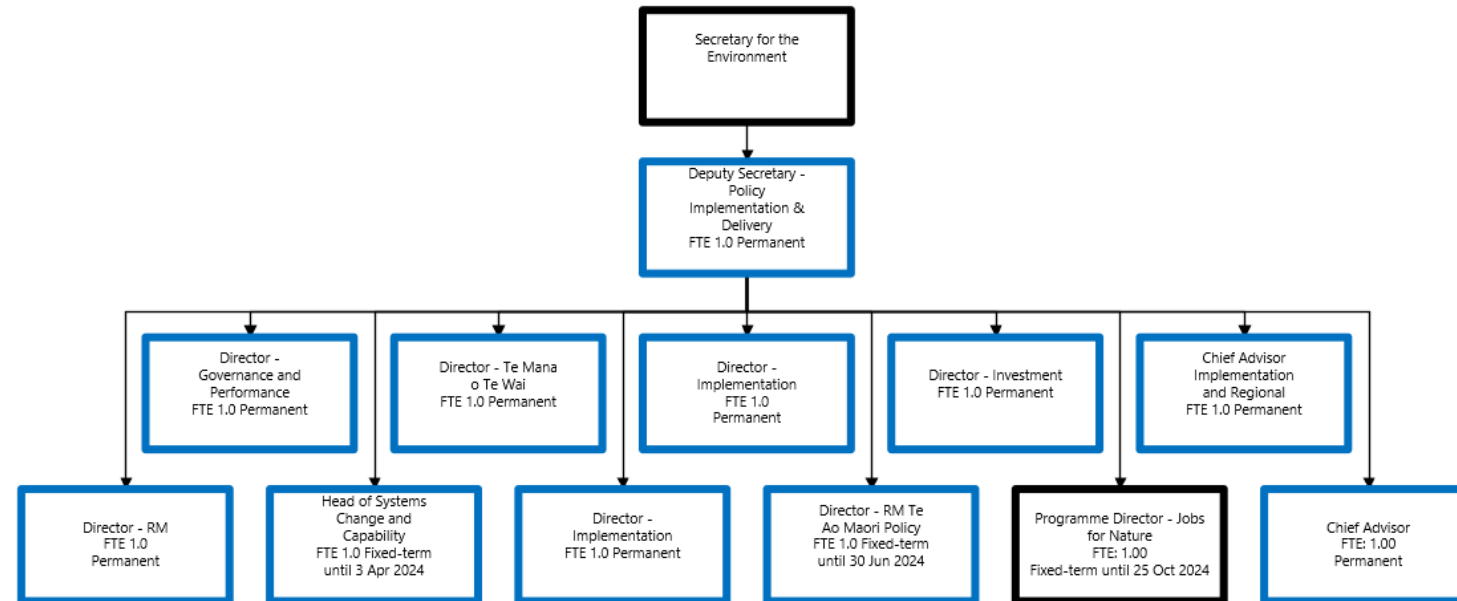
# Current structure – Proposed Impact

## POLICY IMPLEMENTATION AND DELIVERY

### Key:

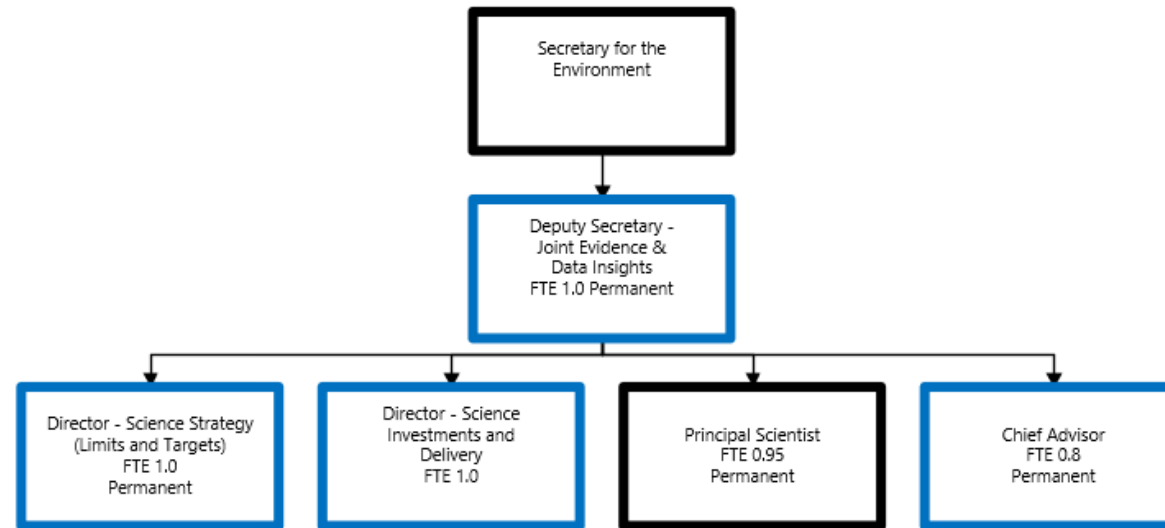
Proposed not in scope

Proposed significant  
change to role  
&/or reduction in  
numbers &/or  
disestablished



# Current structure – Proposed Impact

## JOINT EVIDENCE AND DATA INSIGHTS



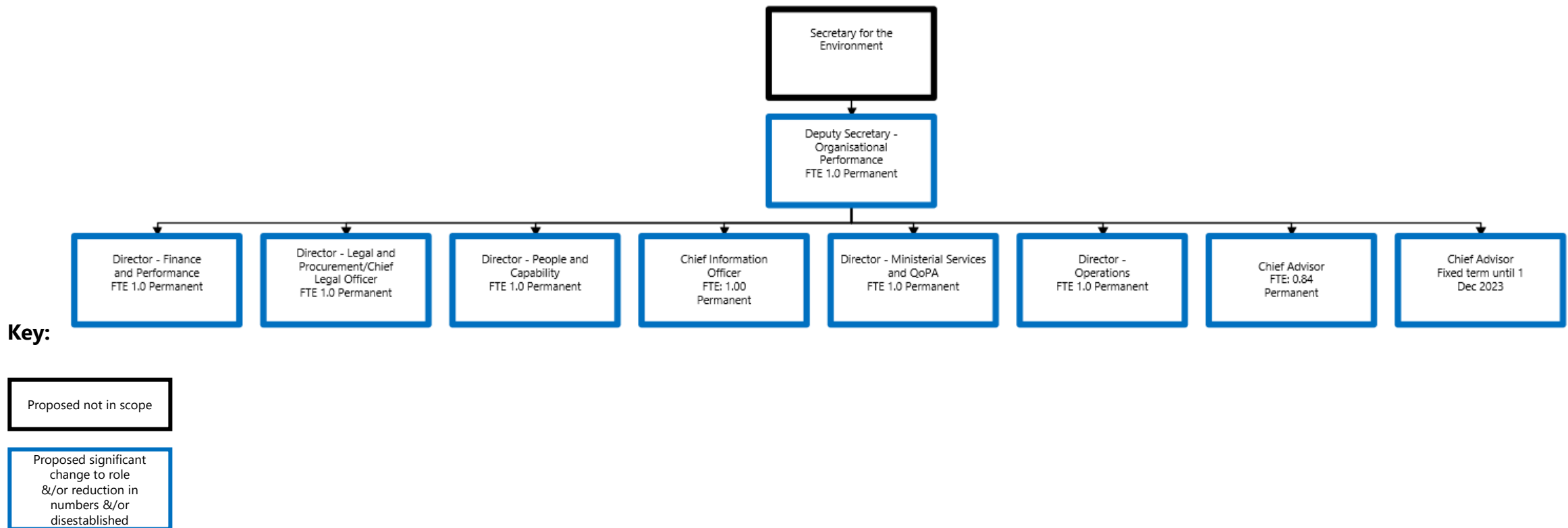
### Key:

Proposed not in scope

Proposed significant  
change to role  
&/or reduction in  
numbers &/or  
disestablished

# Current structure – Proposed Impact

## ORGANISATIONAL PERFORMANCE



# Impact of proposals

- Our Deputy Secretary and Chief Advisor roles would continue under the proposals. These roles are expected to be agile and work across other areas of the Ministry as needed. This supports our flexible approach to working and builds cross functional capability. It is proposed the role of Director would be disestablished and replaced by new General Manager (GM) roles.
- In considering how we could potentially match existing roles to the proposed structure it was important to take into account the intent of the agile approach and acknowledge that many of our existing roles have changed and evolved over time.
- To that effect we are unable to match current Director roles to the proposed new GM roles and all Director and Heads of roles are proposed to be disestablished. We propose to run an EOI process for the new GM roles that would only be open to permanent Directors. This would ensure that everyone has the same opportunity to express interest in the positions that they believe best match their capability and technical skills.
- While the Deputy Secretary and Chief Advisor roles would continue, the focus of these roles would be different and there would be fewer roles overall. It is proposed that a closed pool reassignment process, open to permanent staff in these roles.
- A transparent selection process including criteria will be designed and communicated once final decisions on the structure are made.

# Definitions

You can find more information in our [Management of Change guidance for our people](#)

**Reconfirmation** applies where a position is to be unchanged and transferred into a new structure within or outside the Ministry and:

- The new job description is the same or nearly the same;
- The salary is the same;
- The terms and conditions, including career prospects are no less favourable; and
- The location is the same or in the local area.

Where there is more than one suitable candidate who meets the criteria outlined above, the procedures for managing this will be those as for reassignment procedure.

**Reassignment** - Following completion of the reconfirmation process, reassignment will apply. The objective will be to place the maximum number of employees who are affected by the change but not reconfirmed into positions by matching individual skills with the positions that require similar skills. Cases will be dealt with on an individual basis and each applicant will be consulted prior to reassignment.

**Disestablishment** – This applies when the Ministry no longer needs a position. Cases will be dealt with on an individual basis and each applicant will be consulted prior to the disestablishment of their position. A number of options may be offered to an employee in this situation.

# Impact of proposals

This proposal does not reconfirm or reassign all our people into roles in the new structure. You can find out more about what this means in the following slides. Please speak with your manager for more information.

All contractors, secondments and acting arrangements are proposed to finish on 30 November 2023. Any fixed term arrangements are proposed to finish, and we will work with you on the end date on a case-by-case basis.

| Current role  | Proposed impact   |
|---|---|
| Deputy Secretary - Partnerships and Public Affairs - Climate Adaptation | Proposed changes to role, reassignment process to apply |
| Deputy Secretary - Policy Implementation and Delivery                   | Proposed changes to role, reassignment process to apply |
| Deputy Secretary - Matapopore and Climate Mitigation                    | Proposed changes to role, reassignment process to apply |
| Deputy Secretary - Joint Evidence Data and Insights                     | Proposed changes to role, reassignment process to apply |
| Deputy Secretary - Resource Efficiency and Water and Land Use Policy    | Proposed changes to role, reassignment process to apply |
| Deputy Secretary - Tūmatakōkiri   | Proposed changes to role, reassignment process to apply |
| Deputy Secretary - Organisational Performance                           | Proposed changes to role, reassignment process to apply |
| Departmental Science Advisor  | Proposed changes to role, reassignment process to apply |

# Impact of proposals

## What does this mean for me if the proposal is finalised?

| Current role   | Proposed impact  |
|--|--|
| Director - OCE                                       | Proposed disestablished and reduction in number of roles |
| Director – Climate Systems & Adaptation              | Proposed disestablished and reduction in number of roles |
| Director   | Proposed disestablished and reduction in number of roles |
| Director - Markets Climate Group                     | Proposed disestablished and reduction in number of roles |
| Director - Science Strategy Investment & Performance | Proposed disestablished and reduction in number of roles |
| Director – Environmental Management                  | Proposed disestablished and reduction in number of roles |
| Chief Information Officer                            | Proposed disestablished and reduction in number of roles |
| Director - Finance and Performance                   | Proposed disestablished and reduction in number of roles |
| Director - Org Strategy & Performance                | Proposed disestablished and reduction in number of roles |

# Impact of proposals

## What does this mean for me if the proposal is finalised?

| Current role   | Proposed impact  |
|--|--|
| Director - Legal and Procurement/Chief Legal Advisor | Proposed disestablished and reduction in number of roles |
| Director - Operations                                | Proposed disestablished and reduction in number of roles |
| Director – People & Capability                       | Proposed disestablished and reduction in number of roles |
| Director - Implementation                            | Proposed disestablished and reduction in number of roles |
| Director - Te Mana o Te Wai                          | Proposed disestablished and reduction in number of roles |
| Director - Customers                                 | Proposed disestablished and reduction in number of roles |
| Head of Systems Change and Capability                | Proposed disestablished and reduction in number of roles |
| Director - Implementation                            | Proposed disestablished and reduction in number of roles |
| Director - Investment                                | Proposed disestablished and reduction in number of roles |
| Director - RM  | Proposed disestablished and reduction in number of roles |

# Impact of proposals

## What does this mean for me if the proposal is finalised?

| Current role   | Proposed impact  |
|--|--|
| Director - Governance and Performance                                | Proposed disestablished and reduction in number of roles |
| Director Te Ao Māori Policy  | Proposed disestablished and reduction in number of roles |
| Director - Tūmatakōkiri  | Proposed disestablished and reduction in number of roles |
| Director - Regulatory and Policy                                     | Proposed disestablished and reduction in number of roles |
| Director - System Change and Implementation                          | Proposed disestablished and reduction in number of roles |
| Director - Waste Investments   | Proposed disestablished and reduction in number of roles |
| Director - Water and Land Use Policy and National Planning Framework | Proposed disestablished and reduction in number of roles |
| Director - Water and Land Use Policy                                 | Proposed disestablished and reduction in number of roles |
| Director – Treaty Settlements & RM Reform                            | Proposed disestablished and reduction in number of roles |
| Director – Urban & Infrastructure Policy                             | Proposed disestablished and reduction in number of roles |

# Impact of proposals

## What does this mean for me if the proposal is finalised?

| Current role  | Proposed impact   |
|---|---|
| Chief Advisor - Climate                                 | Proposed changes to role, reassignment process to apply |
| Chief Advisor - JEDI                                    | Proposed changes to role, reassignment process to apply |
| Chief Advisor – Organisational Performance              | Proposed changes to role, reassignment process to apply |
| Chief Advisor - Tūmatakōkiri                            | Proposed changes to role, reassignment process to apply |
| Chief Science Advisor - Māori                           | Proposed changes to role, reassignment process to apply |
| Chief Advisor – Organisational Performance              | Proposed changes to role, reassignment process to apply |
| Chief Advisor - Public Affairs                          | Proposed changes to role, reassignment process to apply |
| Chief Advisor – Implementation & Regional Relationships | Proposed changes to role, reassignment process to apply |
| Chief Advisor   | Proposed changes to role, reassignment process to apply |

# Timeline

| What                                       | When  |
|--|---|
| Consultation for proposed changes begins   | Wednesday 20 September 2023                           |
| Feedback period                            | Wednesday 20 September - 5pm Wednesday 4 October 2023 |
| Feedback considered by the Chief Executive | Thursday 5 - Monday 23 October 2023                   |
| Decision on final structure communicated   | Thursday 26 October 2023                              |
| EOI process for new roles commence         | Monday 30 October 2023                                |
| Implementation of new structure            | Friday 1 December 2023                                |

# Mapping teams to proposed future state

## Current team Proposed future location

### Chief Executive Group

|  |                                       |
|--|---------------------------------------|
| <b>CE Office</b>                       |                                       |
| CE Office                              | Office of the Chief of Staff          |
| <b>Office of the Chief Executive</b>   |                                       |
| Office of the Chief Executive          | Office of the Chief of Staff          |
| Policy Strategy and Transition Finance | Strategy, Stewardship and Performance |
| Strategy and Stewardship               | Strategy, Stewardship and Performance |

### Climate

|   |   |
|---|---|
| <b>Climate Systems and Adaptation</b>   |   |
| Adaptation Policy                       | Environmental Management and Adaptation           |
| Adaptation System                       | Environmental Management and Adaptation           |
| Climate RM Policy                       | Environmental Management and Adaptation           |
| Maori Climate Action                    | Environmental Management and Adaptation           |
| Sustainable Finance                     | Strategy, Stewardship and Performance             |
| <b>Governance Evidence and Insights</b> |   |
| Carbon Sequestration                    | Strategy, Stewardship and Performance             |
| Climate Impacts                         | Strategy, Stewardship and Performance             |
| Delivery and Operations                 | Strategy, Stewardship and Performance             |
| Emissions Insights and Reporting        | Strategy, Stewardship and Performance             |
| Governance and Performance              | Strategy, Stewardship and Performance             |
| <b>Markets</b>                          |   |
| Emissions Pricing Policy                | Climate Change Mitigation and Resource Efficiency |
| ETS Policy                              | Climate Change Mitigation and Resource Efficiency |
| International Markets                   | Climate Change Mitigation and Resource Efficiency |
| Market Assurance and Operations         | Climate Change Mitigation and Resource Efficiency |
| Market Development                      | Climate Change Mitigation and Resource Efficiency |
| <b>Strategy and Mitigation Policy</b>   |   |
| Climate Neutral Government Programme    | Climate Change Mitigation and Resource Efficiency |
| Climate Strategy                        | Strategy, Stewardship and Performance             |
| Mitigation Policy                       | Climate Change Mitigation and Resource Efficiency |
| Targets and Budgets                     | Climate Change Mitigation and Resource Efficiency |

## Current team Proposed future location

### Joint Evidence Data and Insights

|  |   |
|--|---|
| <b>Environmental Monitoring and Reporting</b>      |   |
| Data Collection and Management                     | Strategy, Stewardship and Performance   |
| Insights   | Strategy, Stewardship and Performance   |
| <b>Joint Evidence Data and Insights (JEDI)</b>     |   |
| Science Capability                                 | Strategy, Stewardship and Performance   |
| <b>Science Investments and Delivery</b>            |   |
| EMRS Reform  | Strategy, Stewardship and Performance   |
| Knowledge Investment Hub                           | Strategy, Stewardship and Performance   |
| Ngā Parirau  | Strategy, Stewardship and Performance   |
| Governance, Relationships and Performance          | Strategy, Stewardship and Performance   |
| Environmental Outcomes Policy                      | Environmental Management and Adaptation |
| <b>Science Strategy (Limits and Targets)</b>       |   |
| Limits and Targets - science team                  | Strategy, Stewardship and Performance   |
| Limits and Targets - policy team                   | Environmental Management and Adaptation |
| System Improvements - Framework and Implementation | Strategy, Stewardship and Performance   |

### Matapopore

|  |  |
|--|--|
| <b>National Planning Framework</b>                     |  |
| Content and Integration                                | Environmental Management and Adaptation  |
| National Planning Framework                            | Environmental Management and Adaptation  |
| Redrafting   | Environmental Management and Adaptation  |
| Roadmap and Transition                                 | Environmental Management and Adaptation  |
| <b>RM Policy and Legislation</b>                       |  |
| Resource Management Policy 1                           | Environmental Management and Adaptation  |
| Resource Management Policy 2 (Select Committee)        | Environmental Management and Adaptation  |
| <b>Strategy Integration Governance and Performance</b> |  |
| PMO  | Strategy, Stewardship and Performance    |
| Programme Planning and Support                         | Strategy, Stewardship and Performance    |
| RM Engagement  | Partnerships, Engagement and Investments |
| System Strategy and Stewardship                        | Strategy, Stewardship and Performance    |
| <b>Treaty Settlements and Agreements Transition</b>    | Environmental Management and Adaptation  |
| <b>Urban and Infrastructure Policy and Planning</b>    | Environmental Management and Adaptation  |
| Infrastructure and Growth Policy                       | Environmental Management and Adaptation  |
| Urban - Implementation                                 | Environmental Management and Adaptation  |
| Urban - Policy   | Environmental Management and Adaptation  |

# Mapping teams to proposed future state

| Current team   | Proposed future location              |
|--|---------------------------------------|
| <b>Organisational Performance</b>                                  |                                       |
| <b>Finance and Performance</b>                                     |                                       |
| Strategic Finance and Performance                                  | Enterprise Innovation and Enablement  |
| Financial Operations   | Enterprise Innovation and Enablement  |
| Finance Business Partnering  | Enterprise Innovation and Enablement  |
| <b>Information and Technology, Business Support and Facilities</b> |                                       |
| Business Support and Facilities                                    | Enterprise Innovation and Enablement  |
| IT Data and Reporting  | Strategy, Stewardship and Performance |
| IT Operations  | Enterprise Innovation and Enablement  |
| IT Security  | Enterprise Innovation and Enablement  |
| IT Architecture  | Enterprise Innovation and Enablement  |
| IT Knowledge Management and Info Centre                            | Enterprise Innovation and Enablement  |
| IT Project Delivery  | Strategy, Stewardship and Performance |
| <b>Legal</b>   |                                       |
| Legal  | Enterprise Innovation and Enablement  |
| <b>Operations and Performance</b>                                  |                                       |
| EPMO   | Strategy, Stewardship and Performance |
| Procurement  | Enterprise Innovation and Enablement  |
| Organisational Strategy & Change                                   | Enterprise Innovation and Enablement  |
| Sustainability   | Strategy, Stewardship and Performance |
| OP Programme Management  | Enterprise Innovation and Enablement  |
| Risk and Assurance   | Enterprise Innovation and Enablement  |
| <b>People and Capability</b>                                       |                                       |
| Organisational Development   | Enterprise Innovation and Enablement  |
| People Operations  | Enterprise Innovation and Enablement  |
| Talent   | Enterprise Innovation and Enablement  |
| <b>Quality of Policy Advice and Ministerial Services</b>           |                                       |
| Ministerial Services   | Office of the Chief of Staff          |
| Quality of Policy Advice   | Strategy, Stewardship and Performance |

## Current team Proposed future location

### Partnerships and Public Affairs

|  |  |
|--|--|
| <b>Partnerships and Public Affairs</b> |  |
| Brand and Experience                   | Partnerships, Engagement and Investments |
| Communications and Engagement          | Partnerships, Engagement and Investments |
| Crown Monitoring                       |  |
| Digital and Insights                   | Partnerships, Engagement and Investments |
| Engagement Excellence                  | Partnerships, Engagement and Investments |
| Strategic Partnerships                 | Strategy, Stewardship and Performance    |

### Policy Implementation and Delivery

|  |  |
|--|--|
| <b>Change and Capability</b>                             | Strategy, Stewardship and Performance    |
| <b>Delivery and Oversight</b>                            |  |
| At Risk Catchments                                       | Partnerships, Engagement and Investments |
| Climate and Water Agriculture                            | Partnerships, Engagement and Investments |
| Fast Track Consenting Implementation                     | Partnerships, Engagement and Investments |
| National Direction                                       | Partnerships, Engagement and Investments |
| Policy Implementation                                    | Partnerships, Engagement and Investments |
| <b>Implementation and Regional Relationships</b>         |  |
| Kaiwhakatere   | Partnerships, Engagement and Investments |
| RM Implementation  | Partnerships, Engagement and Investments |
| RM Systems   | Partnerships, Engagement and Investments |
| <b>Jobs for Nature</b>                                   |  |
| Jobs for Nature  | Partnerships, Engagement and Investments |
| <b>Operations</b>  |  |
| Project Implementation and Assessment / Te Mana o Te Wai | Partnerships, Engagement and Investments |
| <b>PMO</b>   |  |
| Governance Hub   | Strategy, Stewardship and Performance    |
| <b>RM te ao Maori Policy</b>                             |  |
| Engagement   | Partnerships, Engagement and Investments |
| Freshwater Rights and Interests Policy                   | Environmental Management and Adaptation  |
| Policy Alignment   | Partnerships, Engagement and Investments |
| RM te ao Maori Policy                                    | Environmental Management and Adaptation  |
| RMA Practice   | Partnerships, Engagement and Investments |
| <b>Sustainable Land Use</b>                              |  |
| COVID-19 Economic Recovery Secretariat                   | Partnerships, Engagement and Investments |

# Mapping teams to proposed future state

## Current team

## Proposed future location

### Severe Weather Integrated Response

#### Severe Weather Integrated Response

|                                      |  |
|--------------------------------------|--|
| Natural Hazards Quick Fix Workstream | Environmental Management and Adaptation  |
| Recovery Provisions Workstream       | Partnerships, Engagement and Investments |
| Severe Weather Integrated Response   | Environmental Management and Adaptation  |

### Tūmatakōkiri

|  |  |
|--|--|
| Māori Governance, Performance and Delivery | Strategy, Stewardship and Performance    |
| Treaty Partnerships(Tūtiriti)              | Partnerships, Engagement and Investments |
| Tūmatakōkiri                               | Strategy, Stewardship and Performance    |

### Waste and Resource Efficiency

#### Regulatory and Policy

|   |   |
|---|---|
| Data Evidence and Emissions Reductions        | Climate Change Mitigation and Resource Efficiency |
| Hazardous Substances and Biotechnology Policy | Climate Change Mitigation and Resource Efficiency |
| Regulatory and Policy                         | Climate Change Mitigation and Resource Efficiency |
| Waste Operations                              | Climate Change Mitigation and Resource Efficiency |
| Waste Strategy and Legislation                | Climate Change Mitigation and Resource Efficiency |

#### Systems Change and Implementation

|                                      |   |
|--------------------------------------|---|
| Kerbside Improvements and Food Waste | Climate Change Mitigation and Resource Efficiency |
| Systems Change and Implementation    | Climate Change Mitigation and Resource Efficiency |
| Waste Operations                     | Climate Change Mitigation and Resource Efficiency |
| Waste Product Stewardship            | Climate Change Mitigation and Resource Efficiency |
| Waste Streams and Plastics           | Climate Change Mitigation and Resource Efficiency |

#### Waste Investments

|                                   |   |
|-----------------------------------|---|
| Operations Impact and Improvement | Climate Change Mitigation and Resource Efficiency |
| Waste Circular Solutions          | Climate Change Mitigation and Resource Efficiency |
| Waste Infrastructure              | Climate Change Mitigation and Resource Efficiency |

## Current team

## Proposed future location

### Water and Land Use Policy

#### Urban Water

|             |   |
|-------------|---|
| Urban Water | Environmental Management and Adaptation |
|-------------|---|

#### Water and Land Use Policy

|                                 |   |
|---------------------------------|---|
| Fair Allocation                 | Environmental Management and Adaptation |
| Land and Water Systems          | Environmental Management and Adaptation |
| Mauri Moana (Marine) and Whenua | Environmental Management and Adaptation |
| Water Allocation                | Environmental Management and Adaptation |

# Transitioning to the new model



# How we manage the transition

Following the announcement of final decisions on 26 October, we would move into the implementation phase. The new structure would take effect from Friday 1 December and there would be several phases to this work.

The initial phase relates to standing up the new structure and would be as follows:

- Following final decisions, we would immediately begin a process to appoint affected people (Deputy Secretaries, Directors, Heads Of, Chief Advisors) into Tier 2 and 3 roles. As far as possible, the outcomes of this process would be known in advance of 1 December.
- At the end of this process, where people have been appointed into Deputy Secretary, General Manager or Chief Advisor roles, they would assume these roles from 1 December (or earlier if agreed).
- The reporting lines for those at Tier 4 (eg managers, principals) who report directly to a General Manager, would be assigned to a General Manager in line with the organisational structure, also effective from 1 December.
- All current teams / positions would move with their existing managers through a 'lift and shift' approach. It is proposed that principal advisors would move to the GM responsible for their work.
- We recognise that many teams carry out multiple functions that will not perfectly align with the new structure. It is also proposed to centralise some functions (eg administrative support, programme management) which, if this goes ahead, would have implications for some reporting lines. We would consult on these proposed changes as appropriate.
- Any further structure changes to teams or reporting lines that are needed to better align to the overarching structure and objectives of the operating model would be addressed in later stages, when the new leadership team is in place, and we revisit our work programme. We would work through the timing of such changes on a case-by-case basis, guided by the roadmap in the detailed proposals document.

# Thank you

- Thank you all. We'd like to close with a reminder about support that is available to you.
- We recognise that this process may create uncertainty and encourage you to talk to your people leader for additional support.
- We acknowledge work is a big part of your life.
- During organisational change, please ask for support anytime you need it.
- If you have any questions about the process, you are encouraged to speak with your manager.
- Our Employee Assistance Program is available 24/7 for confidential support as needed. Contact 0800 787 2867.
- If you are a PSA member, they are available for you to contact them.

# Appendix 1.

# Insights from discovery

Methodology, what we heard from our people, research insights



# Whiteboard insights from MfE

[More richer whiteboard insights can be found on Te Puna .](#)

## Remote and hybrid working

|                                     |  |
|-------------------------------------|--|
| <b>What's working</b>               | <p>What's working:</p> <ul style="list-style-type: none"> <li>The success of our flexible-by-default approach, and the increasing awareness that this is about all types of flexibility, not just remote working.</li> <li>The inclusive approach to all staff meetings - having these online helps to equalise the experience for everyone.</li> </ul>  |
| <b>What we could do differently</b> | <ul style="list-style-type: none"> <li>Improve the way we connect as kaimahi across the motu, within teams and business groups, and across our functions and workstreams.</li> <li>Better access to tools and equipment to enhance the experience of remote working.</li> <li>More support for People Leaders to help them look after hybrid teams.</li> <li>Be more intentional and mindful about meeting planning.</li> <li>Offer more activities to help create a stronger culture and progression pathways.</li> </ul> |

*It's important for teams to build rapport outside of the mahi they're required to do.*

## Te ao Maori and te Tiriti

|                                     |  |
|-------------------------------------|--|
| <b>What's working</b>               | <p>Having the new Kaiwhakatare in the regions presents opportunities for a more integrated and coordinated approach.</p> <p>There is a strong desire from kaimahi to upskill in how to respectfully utilise Mātauranga.</p>  |
| <b>What we could do differently</b> | <ul style="list-style-type: none"> <li>Reframe how we think about Māori- Crown relationships, and have a clearer definition of what true co-design looks like for us.</li> <li>Develop our understanding of Mātauranga as a taonga, what it means to MfE, and how we will weave it through everything that we do.</li> <li>Place higher value on creating enduring and sustainable relationships and prioritise investing the time and resources required to do this.</li> <li>Take more time to understand iwi and hapū wider context, not just our own.</li> <li>Recognise the bold and brave commitment required at all levels to make these improvements a reality.</li> </ul> |

*Taking time for whanaungatanga should be the accepted norm, as should co-design*

# Whiteboard insights continued

## Working as one - Process, technology and you

|                                     |  |
|-------------------------------------|--|
| <b>What's working</b>               | <ul style="list-style-type: none"> <li>• Our interesting and intellectually challenging work – which means we need to make sure our systems and processes support us to get it done.</li> <li>• We do already have some tools at our disposal such as the CRM, Whiteboard, and PlanView.</li> </ul>  |
| <b>What we could do differently</b> | <ul style="list-style-type: none"> <li>• Improve our organisation chart, with more visibility on who is doing what to minimise duplication, spot any gaps, and help MfE to have a clear and unified voice.</li> <li>• A clear commissioning process that is consistent across the Ministry.</li> <li>• More opportunities to focus on whakawhanaungatanga with kaimahi.</li> </ul> |

*Having "one source of truth" for information, so we're all singing from the same song sheet..*

## Our relationships, reputation and influence

|                                     |   |
|-------------------------------------|---|
| <b>What's working</b>               | <p>Having existing relationships we can build on in the regions.</p> <p>The potential of tools like our CRM that can be updated every time we connect with a partner or stakeholder.</p>  |
| <b>What we could do differently</b> | <ul style="list-style-type: none"> <li>• Improve the planning process so that conversations are happening earlier, with more thoughtful timeframes for engagement to ensure we are partnering in a reciprocal, respective, and enduring way.</li> <li>• Ensure we have the right people involved at the right time and improve our co-design process, taking a more strategic and proactive approach to engaging with a range of communities.</li> <li>• Be a little bolder and more courageous about the advice we give and how we advocate for the environment, communicating in accessible, engaging ways using plain language.</li> <li>• Proactively review and acknowledge feedback we hear on the ground.</li> <li>• Provide more accessible overviews of MfE's work programmes that can be easily understood by kaimahi across the organisation.</li> </ul> |

*Partnering must be reciprocal, respective, and enduring.*

# Feedback from team conversations

[\*More richer insights can be found on Te Puna .\*](#)

As part of our discovery phase, we invited kaimahi to kōrero within teams using a conversation guide, which asked a number of different questions around the following topics:

- Purpose
- Capabilities
- Ways of working as a team
- Ways of working with others
- Systems, processes and policies
- Te Ao Māori & Te Tiriti

Throughout July and August, we received 72 completed conversations guides from every business group in the Ministry. In addition to this, 21 separate team submissions were sent to the [feedbackopmodel@mfe.govt.nz](mailto:feedbackopmodel@mfe.govt.nz) inbox.

Both the guides and the submissions were reviewed by the project team and fed into the discovery phase of the project.

# Appendix 2.

# Our design framework

Design requirements and principles

# Design framework

Potential proposals were evaluated against our Design Framework:  
 A set of design requirements – drawn from legislation – and a set of design principles, which flowed from the discovery process.

## Design Requirements:

| Design requirement  | The design must enable MfE to...   |
|---|--|
| 1 Advise government on the management and protection of the environment, including via research, measurement, and analysis of environmental matters | Advise on policy on environmental matters to the government, its agencies, and other public authorities and provide education that enables public participation. Facilitate and encourage the resolution of conflict regarding policies and proposals that may impact the environment. Strive to ensure that all environmental reports give a fair and accurate representation of the state of New Zealand's environment, or the state of the domain being reported on. Recognise the responsibility of the Crown to take appropriate account of <u>Te Tiriti o Waitangi</u> in reporting.   |
| 2 Give effect to <u>Te Tiriti o Waitangi</u>  | Meet the obligations found in both legislation and Deeds/Accords (including but not limited to Treaty Settlements). Give effect to the principles of <u>Te Tiriti o Waitangi</u> , and support the Crown in creating and maintaining relationships with Māori consistent with the principles of the Treaty of Waitangi ( <u>Te Tiriti o Waitangi</u> ). Actively protect the relationship of iwi and hapū with the environment, empowering Māori to exercise their kawa, tikanga (including <u>kaitiakitanga</u> ), and <u>mātauranga</u> concerning their ancestral lands, waters, sites, <u>wāhi tapu</u> , <u>wāhi tūpuna</u> and other taonga. Recognise the mana of each iwi and hapū to protect and sustain the health and well-being of <u>te taiao</u> in their <u>rohe</u> or <u>takiwā</u> . |
| 3 Act as the steward of an integrated environmental management system   | Proactively promote stewardship, including of the Ministry's long-term capability and investing in its people; institutional knowledge and information; ensuring the efficiency and effectiveness of its systems and processes; and <u>its assets</u> ; and the legislation it administers. This includes adopting a proactive and collaborative approach to the delivery and monitoring of integrated regulatory system(s) within the Environmental Management System.  |
| 4 Enable and support the management of <u>Te Taiao</u> for future generations   | Recognise the role of the Ministry to <u>take into account</u> the intrinsic values of ecosystems, the values which are placed by individuals and groups on the quality of the environment, and the sustainability of natural and physical resources. Utilise regional spatial strategies to develop, protect, restore and enhance the region's environment. Give effect to <u>Te Mana o te Wai</u> so that natural and physical resources are managed in a way that prioritises the health and well-being of water bodies and freshwater ecosystems; the health needs of people (such as drinking water); and the ability of people and communities to provide for their social, economic, and cultural well-being, now and in the future.  |
| 5 Support policy decisions regarding climate change   | Provide a framework by which to develop and implement clear and stable climate change policies, contributing to the global effort under the Paris Agreement to limit the global average temperature, while also allowing New Zealand to prepare for and adapt to the effects of climate change. Provide for the implementation, operation, and administration of a greenhouse gas emissions trading scheme that supports and encourages global efforts to reduce greenhouse gas emissions, assists New Zealand in meeting its international obligations under the Convention, the Protocol, and the Paris Agreement, and helps achieve its 2050 emissions target and budgets.  |

# Design framework

## Design principles:

Principles were developed by the operating model team drawing directly from insights gathered during the discovery phase through whiteboards, interviews, strategic documents, data and insights, and have been tested with directors.



### Financially Sustainable

Promotes financial sustainability to meet future environmental regulatory system needs and continue investing in developing our people, functions, and capabilities.



### Infuses te ao Māori

Embeds a comprehensive understanding of te ao Māori, Treaty principles, and how to apply them throughout our work.



### Facilitates Integration

Promotes both internal and external integrative ways of working on what matters most including through functions and shared capabilities across the environmental management sector.



### Sustainable for our people

Accounts for and upholds obligations to our people so that they may work in safe, supported environments that enable positive wellbeing, flexibility, and sustainability of workload.



### Agile and flexible

Enables agile and flexible responsiveness so that the Ministry can effectively address emerging environmental policy challenges and opportunities as they arise.



### Enables a relational approach

Supports the development of meaningful relationships with iwi-Māori, central and local government, and local communities to achieve shared outcomes.



### Drives proactive performance management

Allows for continuous improvement through diligent and proactive monitoring of outcomes and the Ministry's performance.



### Evidence Informed

Grounded in science, mātauranga, data and evidence to enable intentional decision-making, that drives efficient and effective operations while transforming knowledge into valuable insights.

