

Detailed proposals

This document summarises the proposals for all dimensions of the operating model

19 September 2023

What's in here...

This document is **one of two**. It should be read alongside its companion document: ***Maturing Our Operating Model***, which summarises key features of the model and provides a detailed overview of proposed structural changes.

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How to have your say

The proposals in this document cover 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
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 Te Pūrengi will consider feedback and take advice before final decisions on structure are announced on Thursday 26 October.

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.

The proposals



Structure and organisation

1. Structure and Organisation

To bring the preferred operating model to life it is proposed we:

1.1

Establish a strengthened stewardship function, with the mandate and resources to translate evidence and insights into strategic objectives, prioritisation decisions, and drive integration and performance management across the organisation

In practice:

- This function would be the Ministry's compass, blending strategic planning, management of resources, and performance measurement to establish a clear line of sight 'the golden thread' between the outcomes the Ministry is seeking to achieve, the activities it undertakes and the corresponding results it delivers.
- This function would be the engine room of Ministry strategy, developing strategies in collaboration with business groups, aligning resources to strategic priorities, and tracking outcomes.
- A robust data, evidence and insights business group would consolidate those functions currently disbursed across the Ministry; bringing coherence, consistency and enhanced quality to the way that the Ministry collects, commissions and uses evidence. Together with the Chief Science Advisor Māori and Chief Science Advisor based in the Office of the Chief Executive, this group of functions would form the bedrock of evidence-based policy, regulation and implementation, guiding the Ministry on its priorities and buttressing the advice delivered to government.



1.2

Embed Māori capability deeply in the new stewardship function, while continuing to build Māori capability across business groups; establish the Partnerships, Engagement and Investment group to support sustained, well-coordinated, two-way relationships with Treaty Partners and a centralised, integrated approach to Ministry engagement.

In practice:

- The inclusion of a Māori strategy unit within the Strategy Stewardship Performance business group would provide a powerful stewardship function with a specific focus on embedding Māori data sovereignty, Mātauranga Māori and tracking Māori Outcomes and Performance across the organisation. 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.
- Furthermore, Māori capability would also be embedded across key functional areas of the Ministry and provide the necessary specialised expertise into technical areas of focus such as Resource Management, Climate and Waste.
- The establishment of a Partnerships, Engagement, and Investment business group would consolidate communications and engagement activity in the Ministry through a Centre of Expertise and business partnering approach with the broader business. It would also support a centralised hub and single point of co-ordination that would bring together and streamline broader engagement activity, relationship and partnership management, which aligns with recent recommendations made in the Integrated Māori Engagement Project plan.

Structure and organisation

1. Structure and Organisation

1.3

Embed horizontal collaboration, coordination and connection across the Ministry through a combination of: establishing specific roles in the new structure to drive this priority; including it as a core requirement in position descriptions; grouping centralised capability where appropriate; and/or requiring it to be evidenced in commissioning and governance processes.

In practice:

- The Ministry could establish 'business performance managers' as the primary integration and leadership point between business groups focused on external delivery and those focused on internal alignment and support. This would create responsibility within each business group for the business planning and budget process, supporting Deputy Secretaries with information to inform decisions around trade-offs, managing and reporting risk, and coordinating group-wide efforts to implement centrally-directed improvement and change processes. This would enable connection into business services such as finance, IT, people and capability, and communications. They would provide coordination and leadership support to administration functions within the business group. In addition, they would play an essential capability-building role in strengthening financial and project management capability of managers and team leaders.
- We propose that the Ministry clarify the role, and the appropriate number, of Chief Advisors. For example, a reduction to one per specialist focus area, and refresh position descriptions to clarify and standardise role expectations across the cohort. Sitting alongside Directors at an equivalent level, this newly streamlined functional grouping would be tasked with supporting Deputy Secretaries in bringing visibility, coherence and alignment across and between Business Groups, as well as providing strategic and thought-leadership.

- Within the Chief Advisor functional grouping, a dedicated Chief Advisor Māori in the Office of the CE who would work to drive strong connections and coherence on matters relating to Te Tiriti and Te Ao Māori across the Ministry, in addition to supporting the work of the Chief Executive by providing strategic, organisational and operational advice.
- Identifying and grouping centralised capability or functions that would act as an interface between teams. For example, a centralised hub for communications or programme management functions allows for adaptability and scalability in response to the changing needs in the business and promotes cross functional collaboration.

1.4

Where required establish horizontally-integrated teams for priorities, focus areas or 'special projects'. An example might be for new time-bound priorities that do not fit readily into domain-based groups. This is particularly the case where a multi-disciplinary approach is needed.

In practice:

- The prominence of domains or programmes of work that require cross-functional expertise will continue to be a key feature of the Ministry's work programme in the future. For example, to support policy monitoring and implementation activity to inform one other, cross functional teams can operate as 'virtual' constructs, with accountability for integration across functions resting with a designated T3 director. For example e.g. for responses to severe weather events or to build a picture of policy priorities at a regional level .
- How horizontal integration could be driven more generally across the Ministry without establishing 'teams' is addressed in proposal 4.4 of Policies and Processes and 2.4 Ways of Working.

Structure and organisation

1.5

Focus core enabling services into central hubs, deploying them across the Ministry as needed for a business partnering model, to 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.

In practice:

- Currently the Ministry has a number of project coordinator roles. In practice, these roles are used for a variety of administrative purposes, rather than strictly for project support. On this basis, we propose they be centralised under the Organisational Innovation & Enablement group, where they can benefit from the existing centralised management structure for administrative support and be redeployed more strategically – including as a general support for managers. Specifically, we recommend providing one team administrator for every two teams in the Ministry.
- Enabling services are provided to directorates in a way that gives clear oversight to the Deputy Secretary and Chief Executive on the range of critical corporate functions being provided, and the quality and value of these services.
- Organisational Innovation and Enablement should provide sector-leading advice, technical expertise and corporate services across the Ministry, providing foundation for its people to excel in their work, by building capability and driving a culture of continuous improvement.

People and ways of working

2. People and ways of working

2.1

To reflect the shift in the Ministry's work programme following an intensive period of reform, refocus and clarify senior management tiers to drive a focus on collective, integrative governance and organisational performance. Reduce the number of Tier 2 and Tier 3 roles to align more closely with general management practice (6-8 direct reports who are mostly managers of managers). Review role sizes of managers to reflect the diversity and scale of management roles in a larger organisation.

In practice:

- Replace Director roles with a smaller number of "General Manager" positions to reflect the breadth of responsibilities at this level of management, with a strong focus on organisational development and coherence, alongside delivery.
- Over time, as the organisation scales down and the work programme resets, review Tier 3 remuneration to take into account the scale, complexity, and strategic importance of individual roles.
- Set performance expectations for people leaders relating to the different aspects of management, with clear KPIs around people development, culture, engagement, financial performance, and work programme delivery. These can formalise the Ministry's existing Leadership Expectations for leaders of teams, leaders of leaders, and leaders of the organisation.

2.2

Embed a consistent approach to strategic workforce planning across the Ministry, culminating in a Ministry-wide consolidated strategic workforce plan for the next 3-5 years, led by the Organisational Innovation and Enablement business group.

In practice:

- An enterprise-wide view of workforce requirements would be developed as part of the business planning process, including clarity on funding of these sources (time-limited and contingency funding) to articulate a clear set of expectations and directions on the capability required by the Ministry. This builds on recent work in this space.
- A strategic workforce plan would be developed for the Ministry for the next 3-5 years, which acknowledges the short term need to rebalance from delivery to stewardship and enabling the Ministry's statutory responsibilities (reflected in the design requirements) continue to be upheld and delivered upon.
- Workforce planning should also include a plan to progressively rebalance the Ministry's workforce, with a lower ratio of senior staff, as the work programme profile changes. A first step to achieving this could be modelling for natural attrition, and replacing with junior roles as appropriate, as well as disestablishing vacant senior roles.

People and ways of working

2.3

Develop and roll-out a Ministry-wide commissioning framework that requires kaimahi to plan and communicate for how they would collaborate, communicate and/or consult across business groups and functions in the course of their work. This could be scaffolded with a similar requirement built into governance memos for papers requiring decisions.

In practice:

- Use of a commissioning tool that is tailored to the Ministry's strategy and supports team identification and cross-Ministry connections for new projects, with potential inspiration drawn from the RM reform programme's successful commissioning tool.
- Provide online resources that make it easy for people to identify responsible teams or individuals in other parts of the Ministry they need to collaborate with.
- Use the Ministry's central communications channels to share examples of collaborative practice, as well as resources and guides to support teaming behaviours.

2.4

Pre-empt workload pressures through regular, proactive prioritisation of the work programme, facilitated by the EPMO, using simple visual tools to support decision-making and engagement with ministers.

In practice:

- Utilise project management tools to provide visibility of resources and workload at an enterprise level. Setting a capability pool with similar skillsets would allow for scalability and flexibility with peaks and drops in workload.
- Managers being provided with coaching capability to support teams manage their workload.
- Increased visibility of workload sustainability and management actions by making EPMO reports on programmes and projects available to the whole Ministry on the intranet, including a quarterly Wellbeing Report.

People and ways of working

2.5

Support a more equitable distribution of talented people across the environmental management system, and capacity for policy implementation, by taking a more strategic approach to employing people in regional New Zealand. New positions or vacancies can still be filled outside the main centres of Auckland, Wellington, and Christchurch if the work requires it, but discontinue the practice of making new positions or vacancies open to people from across the motu by default.

In practice:

- As part of the Ministry's workforce strategy, identify where employment at place is truly essential for the success of a role and achievement of the Ministry's strategic objectives.
- Work with partners in the regions to understand skill and capacity needs and collaborate on resourcing. This could include seconding existing Ministry staff to roles in different parts of the country, co-funding positions, or short-term secondments to provide partners' employees with exposure and input to relevant policy or regulatory work.

2.6

For instances where the Ministry does decide to employ someone in a region without an office, define the levels of equipment, support, and facilities any remote worker must have access to. Ensure this requirement is fully costed and built into team budgets to allow appropriate trade-offs in other areas.

In practice:

- Develop a framework to consider the structures, processes, and support required for remote workers to be successful, taking into account their development needs and team cohesion.
- More dedicated opportunities for whakawhanaungatanga and building connections.

2.7

For employees with access to an office, continue to embed hybrid working (the ability to work from the office or from home) by tailoring management and day-to-day work practices to reflect this "new normal".

In practice:

- Provide training for people leaders on how to build cohesive teams, and develop individuals, in a hybrid working environment.
- Provide guidance for employees on how to make the most of the hybrid working environment on a day-to-day basis, including being intentional about meeting design, making time to connect with their team, and actively managing wellbeing.

Performance management

3.1

Develop an outcomes led performance framework that provides a clear line of sight between the outcomes the Ministry is trying to achieve (Environmental and otherwise), and its investments, activities and outputs across the organisation.

In practice:

- The Ministry builds on its strategic intentions document, enabling the Ministry to clearly account for the outcomes its resources and investments are delivering, noting that many of the programmes the Ministry delivers are complex system transformations seeking long term outcomes.
- The framework includes a clear and direct view on Te Tiriti and Te Ao Māori outcomes and priorities, with corresponding reporting processes and indicators. This would enable clear visibility for kaimahi on how prioritisation and allocation decisions are made and how their work directly contributes to the Ministry's strategic priorities.

3.2

Support the development and maturation of the EPMO into a capability that consistently provides both strategic services and oversight of Ministry performance and acts as a Centre of Expertise for programme management capability across the Ministry.

In practice:

- The EPMO acts as a key performance management mechanism for the organisation, providing a 'bottom-up' view of performance across the Ministry. In doing so, the EPMO, in conjunction with the centralised, 'top-down' strategy and planning function supports Te Pūrengi prioritisation and investment decisions.
- The EPMO would hold standards for reporting against organisational priorities and the development of corresponding reporting mechanisms across teams and work programmes (e.g. impact statements or assessment frameworks). Embedding a consistent approach to project management would allow managers to increase focus on people development, quality of policy advice, evidence collection and system monitoring, and programme delivery, while being supported to meet a minimum set of project management standards.

Performance management

3.3

Re-build the Ministry's people development "muscle" by supplementing the individual performance framework ("Kei Te Pehea Taku Haere") with more structured elements, reintroducing regular performance reviews and reporting (tailored to the needs of the individual), within a career framework that supports the aspirations and capability development of kaimahi. This should be led by the Organisational Innovation and Enablement business group.

In practice:

- Personal impact would be celebrated across the Ministry and there would be recognition of the benefits of early intervention where staff may need more support. The development needs of kaimahi take place first at a team level where individual performance reviews are used to map capabilities. These are then viewed at a business group level to understand where and who may require additional support.
- *Te Ao Hurihuri Framework* is refreshed for the current organisational context and incorporated into performance management and career frameworks, to support the uplift in capability and confidence of all staff members to deliver on the commitment to bringing Te Tiriti and te ao Māori to our work every day. At a people leader level, this would work to ease pressure on specific Māori functions to be first responders to enterprise wide requests for support, and enable initial thinking to be done within the business group, before it is reviewed by specialised Māori functions who would then check for alignment and consistency.
- The Ministry reviews job descriptions and creates (where necessary) job descriptions that are explicit about responsibilities and accountabilities of roles so that the Ministry and its staff can measure performance against these responsibilities and accountabilities
- The Ministry's individual framework *Kei te pēhea taku haere? (How am I going?)* is strengthened and aligned to the preferred operating model. Providing kaimahi with a clear and defined career pathway, including when promotions and progressions can be expected.

3.4

Invest in building the capability of Managers to enable them to operate with greater autonomy from Directors (General Managers), enabled by clear delegations, robust administrative support and strong business partnering from the centre for finance, HR and programme management.

In practice

- Managers are supported with adequate training, tools and processes to coach team members, including those working remotely, as well as manage budgets and people appropriately. Performance expectations of Managers of teams are built into their performance expectations / KPIs.
- Managers have clarity on their responsibilities in relation to enterprise wide services (such as Finance and HR) and are supported by a centralised administration staff where appropriate to ensure they are able to perform the full remit of their role.

3.5

Further strengthen and embed Te Ao Māori capability (e.g. via Tōnui and other elements of Te Ao Hurihuri) and practical application of Te Tiriti, including formalising staff development expectations in these areas as part of the new performance management framework (replacing Kei Te Pehea Taku Haere). This should continue to be led by the Organisational Innovation and Enablement business group.

In practice:

- Individual performance plans in place that incorporate and embed Te Ao Hurihuri to help kaimahi step towards minimum standard of capability, and progressively to excellence.
- Develop ways of recognising the performance of those who have completed this and applied what they have learned in their work.
- Dedicated resource to maintaining and sharing learning resources with staff, including practical examples of how the Ministry has incorporated Te Tiriti and te ao Māori in its advice.

Operational policy, processes and functions

4. Policy, Processes and Functions



4.1

Clearly articulate the Ministry's commitment and response to Te Tiriti across the continuum of Ministry activities, and develop and implement key frameworks and guidance required to support delivery

In practice:

- The organisation's commitments under Te Tiriti is documented and clearly communicated to all staff. Clear guidance is provided to understand what these commitments mean in practice, including how they should be incorporated into the development of strategies and policies and inform decision making.
- A partnership framework is developed that clearly articulates both the benefits and obligations of embracing and delivering on a Treaty Partnership approach, and guidance is provided to support staff to recognise the knowledge and cultural shift required to enable this.
- Led from the function responsible for Māori Partnerships & Regional Relationships in the Partnerships, Engagement and Investments group, the *Integrated Māori Engagement Framework* is further developed and adopted across the organisation. The framework outlines a high-level Māori Relationship and Engagement framework to support Treaty Centred Relationships, consistent high quality engagement with Māori partners, and timely collection of insights.

4.2

Strengthen and align a cohesive, whole-of-organisation planning and prioritisation approach against the Ministry's strategic intentions and performance framework. This should be led by the Strategy, Stewardship and Performance business group as part of the business planning and performance cycle.

In practice:

- The Ministry's planning and prioritisation and funding approach ensures activities across the Ministry are optimally aligned to its priorities and resources are used in the most efficient way. Practically, the approach sets the priorities and parameters for the organisation based on its statutory responsibilities and system performance.
- The process builds on what is currently in place to ensure all functions and teams priorities and outputs are captured, with a strong link to internal performance management / improvement.
- Teams across the Ministry can describe and evidence how their activities contribute to this overarching plan.
- The business planning process is led out of the Strategy, Stewardship and Performance business group, working hand-in-glove with the finance team.

Operational policy, processes and functions

4. Policy, Processes and Functions

4.3

Enterprise services with an enabling function for the Ministry are given the mandate to give effect to key operational policies, drive consistency, and reduce duplication. Build into the Te Pūrengi and Te Mīmīro agendas regular review of adherence to operational policies and performance against KPIs.

In practice:

- Review corporate policies with clear ownership of policies and accountability for ensuring adherence.
- Organisation wide recruitment policies are strengthened and held consistent by the People and Capability function so that no 'enabling' capability is hired into delivery focused business groups without explicit consultation with the relevant enterprise service. Where this occurs, capability, in line with the operating model reports to the 'home' business group (i.e. communications and engagement) and closely partners with the business group as needed.

4.4

Service level delivery models for key functions including Finance, People and Capability, Legal, Communications and Engagement, IT and EPMO are developed, confirmed and shared with the organisation. These clearly articulate the services and value the function is providing.

In practice:

- Note indicative service delivery models for the functions listed above would be included in the full version of the report.
- Service level expectations for these functions from delivery business groups (i.e. Strategy, Stewardship and Performance, Environmental Management and Adaptation, Climate Change Mitigation and Resource Efficiency, and Partnerships, Engagement & Investment groups) are clearly outlined and agreed at the Deputy Secretary level.
- Enterprise service and other enabling capability required across the Ministry's work programme would be planned and accounted for early in the business planning cycle, to ensure enterprise services can plan and resource upcoming needs through the agreed models, limiting the duplication of capability across the organisation.
- Capability would be deployed through a business partners internal delivery model across the Ministry in a coordinated and consistent manner. These resources would have a 'dotted line' to the business group in which they are deployed and a 'vertical line' (core accountability) to their home business group.

Operational policy, processes and functions

4. Policy, Processes and Functions

4.5

Programme management and administration frameworks, tools and capability should be centralised and held by the Strategy, Stewardship and Performance business group, delivered through a Centres of Expertise (CoE), Enterprise Wide Services and Business Partners internal delivery models

In practice:

- The Ministry conducts a review into the generic use of programme management across the Ministry, with a view to consolidate and scale down as appropriate, in alignment with the preferred operating model.
- A programme management CoE model facilitates enterprise wide (project leads and managers) access to knowledge, skills, tools and templates to enable standardisation and collaboration on project management in the Ministry.
- A Business Partnering delivery model for a centralised administration function would provide more tailored administrative support, such as EAs to specific roles within business groups. Business Partners would have a solid vertical line of accountability to their functions with a dotted horizontal reporting line to their business groups.
- Recognise the role of the project manager as a technical expert and only employ project managers into those specific roles. Business Performance Managers hold responsibility for day-to-day management in business groups (see proposal 1.3).

4.6

Embed the Regulatory Impact Assessment and Quality of Advice Panels as key contributors to the Ministry's stewardship functions. Establish participation in panels as part of individual performance expectations, and criteria for promotion/advancement.

In practice:

- The Regulatory Impact Assessment panel is resourced appropriately, through a mix of permanent members and 'rotating' members as part of their career pathway at the Ministry.
- As part of the Quality of Advice function, the Ministry develop a framework anchored in data, insights and evidence that guides policy development and certifies with minimum standards for the inclusion of data, insights and evidence. The framework can be used to succinctly highlight connections that need to be drawn and any evidence gaps which may need to be addressed to meet the Ministry's strategic objectives and give effect to Te Tiriti.

Tools, technology, and data

5. Tools, technology and data

5.1

Establish a clear view on the current state of tools and technology and how these currently work together. Review, refine and accelerate investment plans to drive efficiency and improve the way the Ministry collects and integrates information for performance management.

In practice:

- Undertake a detailed assessment to establish clarity on how the Ministry's enterprise architecture, specifically how current tools, technology, systems, data and processes, work together to inform decision-making, deliver on the Ministry's strategic objectives, and give effect to Te Tiriti. This process can be used to inform further investment and divestment required.
- Develop and implement supporting operational policy so kaimahi across the organisation understand the importance of and adhere to utilising enterprise-wide aligned processes and systems for data and information. This would reduce the variation of siloed tools and spreadsheets.
- Align these activities with the Ministry's future RM Reform Digital Futures Programme - a digital transformation roadmap to avoid siloed decision-making and enable effective prioritisation in activities, phasing timeline and tactical investment in supporting resources.

5.2

Continue to improve enterprise-wide data processes and use of data. Incorporate aggregated data related to te Taiao, environmental, and socio-economic impacts in decision-making to demonstrate evidence-based advice and decision-making and improve strategic alignment to work.

In practice:

- Standardise and streamline methods, systems and tools for data collection and related processes for improved data quality and usability in decision-making, accurate analyses, reporting and policy development.
- Integrate dispersed domain data held by individual data leads into the central data platform managed by a central data team to establish a single source of truth, enable greater oversight, improve data quality, cost of maintenance and accessibility. Centralise data related processes such as central data commissioning to avoid inefficiencies and duplication of effort.
- Develop and embed a data management policy underpinned by Māori data sovereignty principles that outlines data governance, management processes and plans for how data is used within the Ministry. Reflect this policy in performance management frameworks to enable policy to be consistently upheld.
- Work with system partners and dedicate sufficient tools and resourcing to monitor outcomes related to current gaps in knowledge to meet the Ministry's strategic objectives (i.e., implementation outcomes).
- Develop and implement an enterprise-wide process that utilises outcomes-related data from implications of work in te taiao, socio-economic and environmental contexts to demonstrate evidence-based decision-making and credibility to the Ministry's system partners and to improve strategic alignment to work for kaimahi.

Tools, technology, and data



5.3

Standardise and streamline tools, technology and systems at an enterprise-level where appropriate and invest in the automation of back-office support and resource required to support the Ministry to deliver on future objectives and give effect to Te Tiriti.

In practice:

- Invest in a high-quality staff directory and that is well maintained, making it easy to find accurate information on people, the teams they are in and their relevant skills and experience.
- Automate back-office support to reduce manual processes, for example transactional activities within corporate services, and using dashboards as a substitute limiting manual reporting to improve availability for kaimahi to undertake high value tasks and collaborate on delivering strategic objectives and give effect to Te Tiriti.
- Invest in tools and digital infrastructure where necessary as core enablers that support office-based, hybrid and remote kaimahi and the Ministry as a whole to optimise ways of working to meet desired organisational standards (i.e. accessibility, collaboration, compliance and data privacy) and organisational objectives (i.e. environmental reporting, monitoring of system performance and Implementation outcomes).
- Test and implement emerging enabling software such as AI, Microsoft 365 copilot and Microsoft edge to enhance processes.
- Where appropriate invest in capability, skills and expertise and resourcing required to realise benefits i.e., data architects, automation engineers and cyber security analysts.

Governance

6. Governance

6.1

Revise the Ministry's strategic framework (initially established in 2020 during the reform program's peak), with a focus on highlighting the various operating model components, business groups, and teams to the Ministry's overarching purpose, serving as a guiding "true north" to foster connections and collective, integrative governance.

In practice:

- Clearly articulate what the Ministry does, and how it does it, alongside a refreshed set of strategic priorities in the new framework, showing the contributing roles of individual business groups and specialist capabilities within them.
- Translate the framework into governance rhythms and accompanying materials e.g. the executive team meeting agenda, cover pages for internal briefings to show how initiatives give effect to the framework.
- Align programme structures and EPMO performance reporting with the new framework.
- Incorporate the framework in the new commissioning framework (see proposal 2.3).

6.2

Review and redesign the Ministry's internal governance framework, particularly with a view to clarifying and formalising the role of Tier 3 in relation to both organisational performance and work programme governance. This includes specifying the focus, decision-making accountabilities and ways of working for governance groups to reflect the Ministry's updated operating model.

In practice:

- A stocktake of all governance groups operating under current business groups is undertaken and realigned to the proposed operating model. The principles of alignment include, flow of decision making, transparency, and embedding integration as required. Alignment would also need to include frequency of meetings and consider the time and resources needed to service these requests.
- Formally update respective Terms of Reference (TOR) for governance groups to reflect in roles and responsibilities the use of EPMO and business planning frameworks for evidence-informed decision-making. This would assist in the consistent and practical application of frameworks to realise benefits.
- Make information around governance, including accountabilities, responsibilities, updated TORs and up-to-date agendas transparent and available to kaimahi for oversight of respective mandate, supported through the use of available systems.
- Clarify Te Pūrengi role to provide collective oversight, direction, alignment, and collective impact, driving performance and managing risk across the Ministry and wider system.
- At the Tier 3 level, governance 'sub-groups' are established for 'cross-cutting' issues that require attention and integration. These groups would be decision making bodies, with papers going to Te Pūrengi for noting only (within Ministry delegations).
- Consider establishing a Māori leadership governance board

Governance

6. Governance

6.3

Invest in the existing Director cohort to enable to step up into the General Manager role, particularly the development of skills in relation to strategic workforce management, financial management, and development of the leaders at Tier 4.

In practice:

- Deputy secretaries are clear on the expectations, accountabilities and key indicators required to exhibit integrated, cross business group working. Including but not limited to, joint and aligned business planning where appropriate, and clear consultation expectations on Te Pūrengi papers (ensuring review and input into papers by relevant parties).
- Tier 3 leaders across the organisation are clear on their increased mandates and decision-making responsibilities under the new operating model, particularly in regards to engagement with Ministers. This is reflected in refreshed job descriptions, and collective terms of references and accountabilities for cross-functional and business group integration where appropriate.
- As part of this, formal learning and development training is built into our leaders' professional development, through the inclusion of Institute of Director courses for example.

6.4

Establish the current 'Ministerial Services' function as a single point of contact with other agencies and ministers' offices on matters requiring cross-ministry responses.

In practice:

- This function, under the Office of the Chief Executive, is responsible for disseminating information or papers to MfE business groups, and collating and refining joint responses (working with the members of relevant business groups as appropriate).
- There is a register of papers, both anticipated and sent to the Minister's office as a standing part of Te Pūrengi meetings, to make sure the relevant Deputy Secretary input and alignment occurs across the organisation.
- A risk-based framework is developed to assess which papers, OIAs, letters, media statements are to be reviewed, signed, or authorised by the Secretary or Deputy Secretaries prior to being issued to the Minister's office.
- The centralised Ministerial Services function would be where Private Secretaries operate under and report to.

