

20-D-00953

9(2)(a)

Dear 9(2)(a)

Thank you for your email of 11 June 2020 requesting the following under the Official Information Act 1982 (the Act):

Please release the following information:

All Consultation- and Decision Documents that were generated within the last 3 years (between May 31st 2017 and June 1st 2020) as part of **any restructure, reorganisation, or establishment of a team, business unit or directorate** within the Ministry for the Environment:

- All Consultation Documents** that were circulated in the affected teams, business units or directorates. These are documents that describe the current state of the team, the reason for proposed changes, the proposed new structures (usually as an org chart), and the impact on roles, reporting lines and responsibilities.
- All Decision Documents** that were circulated in the affected teams, business units or directorates. These are documents that list the feedback that was received, the leadership response to that feedback, and the final decision that was made based on it. They describe the final new structure (usually as an org chart) and the process and timeline for that new structure to take effect.

The Ministry for the Environment has identified 19 documents in scope of your request. We have also included two additional documents that fall outside the timeframe requested as they are related and provide context to the other documents. There are 21 documents in total, listed in the attached table.

Three of these documents have information withheld under section 9(2)(g)(ii) of the Act, to protect members of organisations, officers, and employees from improper pressure. The remaining documents have been released in full.

In terms of section 9(1) of the Act, I am satisfied that, in the circumstances, the withholding of this information is not outweighed by other considerations that render it desirable to make the information available in the public interest.

You have the right to seek an investigation and review by the Office of the Ombudsman of my decision relating to this request, in accordance with section 28(3) of the Act. The relevant details can be found on their website at: www.ombudsman.parliament.nz.

Please note that due to the public interest in our work the Ministry for the Environment publishes responses to requests for official information on our [OIA responses page](#) shortly after the response has been sent. If you have any queries about this, please feel free to contact our Executive Relations team: ministerials@mfe.govt.nz.

Yours sincerely



Neil Hurley
Director, People Experience

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provisions of the
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Document schedule

Document no.	Document date	Content	Decisions	OIA sections applied
1	17 May 2017	Email: Mana Honohono Proposal 2017	Released in full	
2	17 May 2017	Document: Mana Honohono Proposal 2017	Released in full	
3	12 June 2017	Email: Update on Directorate Changes	Released in full	
4	August 2018	Document: Communications & Engagement Consultation Document	Released in full	
5	6 September 2018	Presentation: Communications & Engagement Team Review Proposal for Consultation	Released in full	
6	September 2018	Document: FAQ's – Communications & Engagement Review	Released in full	
7	15 October 2018	Document: Communications & Engagement Review – Confirmation of Final Structure	Released in full	
8	15 October 2018	Presentation: Communications & Engagement Team Review – Final Decisions	Released in full	
9	15 October 2018	Document: Communications & Engagement Review – Summary of Feedback	Released in full	
10	3 April 2019	Email: SIC: Transition HUB Stocktake	Released in full	
11	22 May 2019	Email: SIC: Transition HUB Stocktake – Report for optional feedback	Released in full	
12	10 May 2019	Document: Stocktake of the Transition Hub: Summary Report	Released in full	

13	10 June 2019	Email: SIC: Transition Hub Stocktake – Proposed Next Steps	Information withheld under s9(2)(g)(ii)	
14	26 June 2019	Email: Transition Hub Stocktake – Agreed Next Steps	Information withheld under s9(2)(g)(ii)	
15	13 June 2019	Presentation: Organisational Performance Review	Released in full	
16	July 2019	Presentation: Organisational Performance Review: Blueprint for our way forward	Released in full	
17	16 July 2019	Presentation: Organisational Performance Review: Decision Document	Released in full	
18	21 October 2019	Intranet: Formal Consultation on the realignment of the Partnerships and Customers division	Released in full	
19	14 October 2019	Document: Realignment Proposals: Partnerships & Customers Division – Consultation Document	Released in full	
20	19 November 2019	Intranet: Partnerships and Customers Realignment – Final Decision Document	Released in full	
21	18 November 2019	Document: Realignment Proposals: Partnerships & Customers Division – Final Decision Document	Information withheld under s9(2)(g)(ii)	

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From: [Shaun Lewis](#)
To: [Directorate - Mana Honohono –Investments and Partnerships](#)
Cc: [Kate Anslow](#); [Karyn Steel](#)
Subject: Mana Honohono proposal 2017 05 17
Date: Wednesday, 17 May 2017 8:18:33 pm
Attachments: [Mana Honohono proposal 2017 05 17.docx](#)

Kia ora Mana Honohono

Firstly thanks for a great day today. It was fantastic to have everyone together in the one place talking about our vision for the future. We really appreciate the effort and contributions from you all today. Please let Annabelle or Hinemoa know if you are interested in being part of the team to nail down our vision statement.

Attached is the proposal for you to consider and give feedback on. We haven't done a comprehensive discussion document for the reasons outlined today, however please be assured that we have given this a lot of thought and consideration. We are really keen to continue the conversation from today so that we end up with the best possible result for the directorate. Please keep the questions and comments coming.

Please have any comments back to us by 31 May.

Nga mihi maioha
Shaun

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Current setup

Mana Honohono

Hono Tahua

10 FTE

Freshwater Improvement Fund

Te Mana o te Wai Fund

Lake Taupō Protection Project

Rotorua Te Arawa Lakes Programme

Community Environment Fund

Fiordland Marine Guardians

Landcare Trust

Environmental Education

Hono Tātaki

14 FTE

Waste Policy (Waste Act, Litter Act, Waste Levy)

Waste Advisory Board

Contaminated Sites Remediation Fund

Waste Minimisation Fund

Performance & Engagement

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Proposed setup

Mana Honohono

Hono Tahua

Freshwater and non-departmental funding
8.5 FTE

- Freshwater Improvement Fund
- Te Mana o te Wai Fund
- Lake Taupō Protection Project
- Rotorua Te Arawa Lakes Programme
- Community Environment Fund

Hono Tātaki

Waste Levy and Waste Minimisation Fund
(100% recoverable)
8 FTE

- Waste Levy Strategy (New)
- Waste Advisory Board
- Waste Minimisation Fund
- Performance & Engagement

Hono Kaupapa Here

Legislation and departmental funding
7.5 FTE

- Waste Policy (Waste Act, Litter Act)
- Contaminated Sites Remediation Fund
- Environmental Education
- Fiordland Marine Guardians
- Landcare Trust

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From: [Shaun Lewis](#)
To: [Directorate - Mana Honohono –Investments and Partnerships](#)
Cc: [Kate Anslow](#); [Rachel Dougherty](#)
Subject: Update on directorate changes
Date: Monday, 12 June 2017 7:10:29 am
Attachments: [image001.png](#)

Tena koutou katoa,

Thank you all for your feedback on our proposal for re-aligning the directorate. We really appreciate the time and effort you have all put into considering our proposal and giving us your feedback. We are now in a position to confirm the changes we are going to make.

In summary, you all support the rationale for the changes - to bring in another manager to improve the manager: staff ratio, in alignment with Ministry's workforce strategy. Although there are several ways to achieve this from a structural perspective, the principal idea remains that the directorate needs another manager. On that basis we will proceed with recruiting for that position.

We also think there is merit in putting place a third team, as outlined in our proposal. We considered doing away with teams altogether and having a single Investments and Partnerships team, however this seemed too big of a shift.

Some of you indicated your interest in opportunities to work on other work programmes across the directorate. We have a busy work programme for next year as our work becomes more central to where the Ministry is heading. So please keep talking with your managers about what the opportunities are and where your interests lie. Your performance and development conversations are coming up soon, and are an ideal time to talk with your manager about your aspirations.

I would like to reiterate my earlier comments about agility. Working across the directorate and the Ministry are becoming the new normal. Several of you have already had this experience of working in cross-disciplinary teams or simply working in a completely different area to your current role. The complex challenges we face will require more of this kind of working, and our new physical working environments will support making this happen more easily. Although you may be located in one team, where possible, you will have opportunities to work across the directorate (or Ministry). The expressions of interest that we received will help to inform those arrangements.

Next steps: we will begin recruiting for a new manager immediately. We aim to have the new team in place by mid-July.

Thanks again for your feedback.

Nga mihi maioha

Shaun, Annabelle and Hinemoa

Shaun Lewis

Director, Mana Honohono – Investments and Partnerships

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Ministry for the
Environment
Manatū Mō Te Taiao

Communications & Engagement Review
Consultation Document

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1. Introduction – the case for change

New Zealand, and New Zealanders, are at a tipping point. Our environmental challenges are not new. But the need to address them is increasingly translating into meaningful, voluntary changes to our way of life – from our purchasing decisions and how we get to work, to farming methods and the way we carry our groceries home.

We need to harness this momentum. To get better environmental outcomes for New Zealand, the Ministry's organisational strategy puts a much stronger focus on influencing, working and connecting with others. As well as supporting voluntary change, we help to create the authorising environment for more effective regulation where it's needed.

This direction was validated in our recent PIF review, which pointed to the need for us to 'mobilise all New Zealanders' if we wanted to be truly successful.

This includes stepping into an influential leadership role right across the system so we can leverage the collective efforts of others, as well as connecting with all New Zealanders on the environmental issues that matter. New Zealanders are asking "what's next" – the Ministry needs to be a step ahead, ready to provide direction and leadership.

Being influential means understanding the issues deeply, understanding who we are talking to and their context and tailoring our approach accordingly. It means having a reputation for action in the right places, making connections, seeing opportunities, and anticipating and managing risk.

It means having a leadership team that can confidently forge our path because it is well supported by a high performing organisation that is constantly conscious of how its work will touch, and be received, by New Zealanders. And it means that every single interaction we have with the outside world reinforces and builds our leadership position.

Mobilising all New Zealanders is a big job. It requires us to connect with people up and down the country in a way that resonates with them personally, with compelling information that focuses attention and drives action.

We won't be able to do it alone – we need to partner with change makers to amplify our efforts and harness our collective resources. We need to engage in a meaningful way.

The Communications and Engagement Team has a critical role to play in delivering to these aspirations, and Te Purengi wants to see us step into that role.

As well as continuing to do the basics really well, we need to make sure we are set up to provide joined-up, strategic and forward looking advice to senior leaders; lead the Ministry's approach to effective engagement and partnering; support a strong internal culture and customer awareness within the Ministry; and connect with our audiences by story-telling in a way that resonates and inspires action.

Exactly how we do that is the focus of this review.

2. The scope

This review provides an opportunity to get really clear on the job that the Communications and Engagement Directorate needs to do, get buy-in and alignment across the whole organisation, and ensure that the team has the right capability and resources to do the job being asked of it.

The review was initiated in May and covers three of the four teams in the Directorate.

The objective of the review is to recommend the best way to set up the Communications and Engagement team – structure, capability, roles and responsibilities, to meet the Ministry's aspirations and deliver our stated outcomes.

The review was conducted by Amanda Woodbridge and Lynda Carroll from Matai Partners.

This review has been conducted at the same time as the Ministry is taking a different approach to business planning. This is an evolving process that has a focus on delivering against key impact areas, and agile, project based working. We have taken these factors into account in the proposal.

Matai Partners views and recommendations were presented and discussed with the Steering Group (Sam Dawson, Shaun Lewis, Vicki Connor, led by James Walker) before going to Te Purengi for discussion and sign off.

3. Consultation on a new approach

The review identified that while our team was recognised for its commitment and hard work, a step change was needed to position this key function to ensure we support the ambitious changes the Ministry is seeking.

So today, we are starting consultation on a proposal for a new model and structure for the Communications and Engagement Directorate.

This proposal sets out the rationale for change, the proposed changes, impact on positions, how any change would be managed, how staff would be supported, and how to provide feedback and ask questions in the consultation process.

Please take the time to provide your feedback. All feedback will be considered by the Steering Group before a final recommendation is put to Te Purengi for sign off.

4. Why are we proposing changes?

The formal review followed conversations the Directorate has been having for some time about how to bring a stronger audience focus, mobilise New Zealanders, and deliver Policy Plus.

On top of delivering a significant work programme, we have been building our strategic capability and audience focused approach over the last year, with many successes, but the pace of change in some areas has been slow.

Some challenges have hindered our success, including:

- a lack of capacity
- a lack of alignment across the Ministry on the role of the Communications and Engagement function
- a lack of capability in some areas
- a lack of control over resources to drive audience focused work programmes
- a lack of role clarity in the team
- the volume of reactive work making it difficult to focus on proactive, audience driven strategies.

In addition, recent budget constraints have meant that we haven't replaced some key positions, putting pressure on the team and making the service offering across the organisation variable.

We also need to consider the Ministry wide shift to more agile ways of working and the need to bring in the partnership function.

5. What we heard

Nearly 50 people participated in interviews or focus groups to gather views for how the Directorate's service offering could better meet the organisation's needs.

Team members also provided their views through team workshops, and one-on-one interviews.

A summary report was provided to the teams on 21 June. The high level findings reiterated much of what we already knew and reinforced a need for us to provide communications services in a different way within the Ministry and with external audiences.

The review found:

The Directorate currently achieves a lot within its resource constraints

- The Directorate achieves a lot with its resource constraints. Campaign capability is growing and the team was recognised for trialling new approaches and recent wins (the ZCB consultation process was the most cited example of this).

- The engagement team was acknowledged for making traction on a centralised function across the Ministry, and the channels and comms teams were recognised for developing our channels, including the website, intranet and building social media.
- Generally, the team service a large of amount of requests, often within tight timeframes, and meet deadlines including responding to Ministers' offices, answering media requests, and delivering a large number of quality publications.
- Allocating senior, strategic capability in key areas (particularly water and climate) has added significant value.

The Directorate's operating model is inconsistent, resulting in duplication of work, and confusion within the Directorate and across the organisation

- There are two ways for delivering services in the engagement team. One of these overlaps with the communications team's understanding of its work, creating role clarity issues and confusion for clients about who to approach for what support. Partnerships, engagement and relationship management as terms are not well understood.
- The communications team also operates in two different ways: account managers provide advice to clients while located within the Directorate, while a senior practitioner operates 'in' the Water Directorate, sitting on the leadership team and working closely with a Deputy Secretary. While this approach has provided significant value for the water work programme, it creates confusion among other clients about what services they should reasonably expect. It also has the potential to create silos, and contributes to an inefficient use of resources, with the senior resource providing strategic advice and doing all delivery work.
- The team has moved away from the intended account management model – one engagement and one communications person per area – as vacancies have not been filled, leaving some areas unsure of how to get the support they need.
- Responsibilities, accountabilities and sign-off processes are not clear across a number of areas.
- The three teams in the C&E Directorate are sometimes siloed, negatively impacting on innovation and team work, leading to duplication of work, and/or team members involved too late to do a good job. There were some exceptions where cross-functional teams existed, but they were the minority.
- In some cases, clients issue instructions, rather than seek advice.
- The Zero Carbon Bill project was identified as an example where the Directorate worked well with clarity of responsibilities, timelines, and a lead who effectively influenced and managed decisions with the internal client. There is a desire from the Directorate to replicate, and build on, this team-based approach. (Note that this project was well funded, allowing the team to invest in new ways of reaching audiences, and bring in additional and specialist capability where needed).

There is a lack of capability and capacity, and inefficient use of resources

- Due to staff changes and budget constraints, the team is operating with a reduced capacity (approx. 18 roles, many part-time, against a full-time FTE of 24 incl Director). This is contributing to the Directorate's reactive approach.
- The review identified capability gaps in the Directorate including digital/social, research/insights, specialist proactive media, and communicating effectively with Maori/iwi. There is also a lack of very senior capability and a desire for stronger internal communications support. There was also a desire from the Directorate to have more administrative support.
- Almost all roles have a portfolio/account focus, limiting the ability to shift work to those with more time, or bring in different expertise when needed. While it was acknowledged this contributed to a deeper understanding of the subject matter, it limits the ability to be audience focused and connected, and creates pressure points.

The Directorate is largely reactive, and not set up well to deliver strategic advice

- With limited capacity and capability, and an inflexible use of resources, there is limited time to think and plan ahead. This is compounded by managers getting involved in 'doing' to support their team with the work load. The lack of very senior capability is contributing to this issue.
- Clients want confidence they have access to strategic advice combined with support that will enable them to mobilise New Zealanders and tell effective stories. They want seamless support from across the Directorate and confidence that the approach is informed by audience research and insight.
- The Directorate shares these views and acknowledges that the lack of capability combined with capacity issues is resulting in them being reactive and not having the time to plan ahead, research or evaluate.
- All clients wanted access to communications support, regardless of the priority. Clients had a range of views for how this would be resourced. A minority wanted their own dedicated resource; others were open to all options so long as they had access to practitioners who could provide strategic advice.

6. Designing a solution

In thinking about the best solution for the function, the review team used the following design principles to guide the recommendations.

Design Principles

The solution needs to:

- Be audience centric, applying that insight and knowledge across the organisation to deliver policy-plus and enhance partnerships
- Be customer-focused
- Promote the C&E Directorate as a trusted strategic business partner and key enabler for organisational success
- Enable the provision of best practice advice and implementation on strategic projects and initiatives
- Use data and insights to demonstrate what effective engagement and communication looks like
- Be innovative, testing new approaches and ideas
- Be agile so can scale/up down to projects
- Be affordable
- Be scalable over time
- Deliver appropriate spans of control and layers of management
- Build and retain capability
- Ensure that each layer in the structure adds value to the effective functioning of the C&E Directorate
- Deliver core communications services in a way that aligns with the shift the organisation is making.

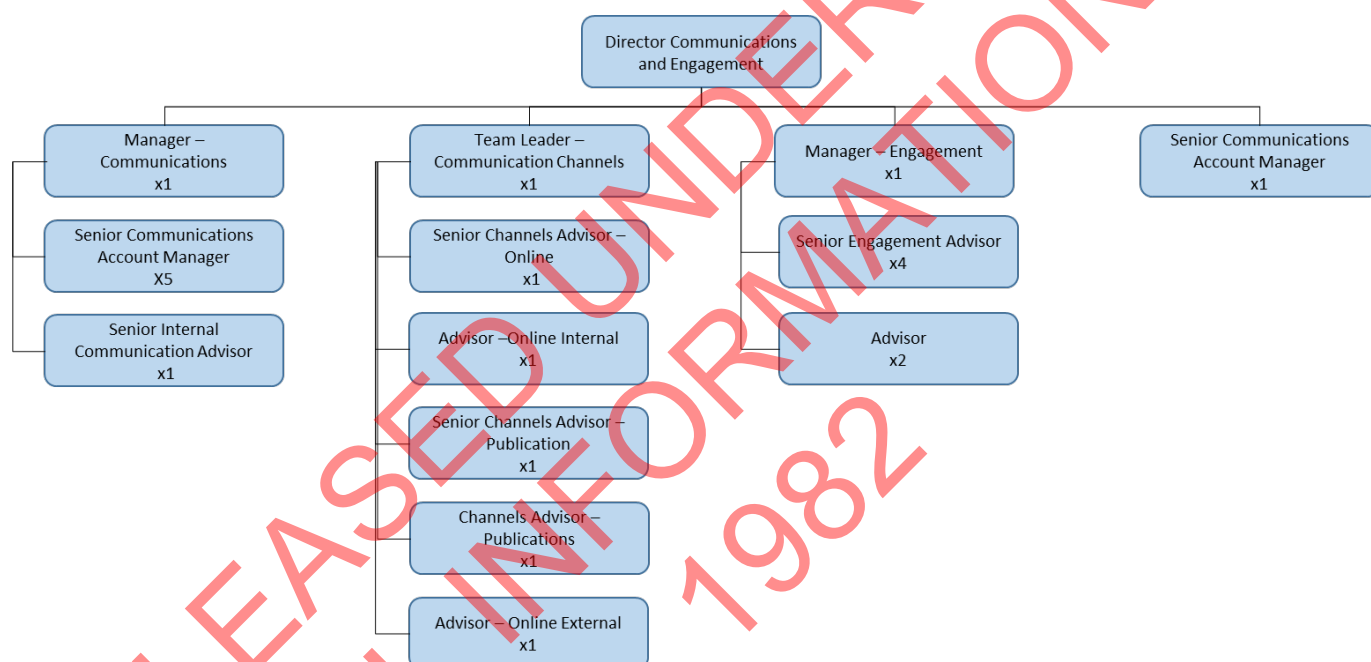
7. Current Model

The accountabilities of the current Communications and Engagement are outlined in Section 8 of this paper. Outlined below is the current organisation structure, represented by roles. Not all roles are full time. Currently the Communications and Engagement team carries vacancies and is supported by a number of Contractors.

The current establishment budget for the 2018-19 year, as set through the business planning process, is 24 FTE, plus 1 FTE for insights and 1 FTE for partnerships.

Note the Executive Relations team is out of scope.

Current Structure



8. Current Accountabilities

The Accountabilities allocated within the Communications and Engagement Directorate as detailed in position descriptions are outlined below.

It should be noted that not all of these accountabilities are currently being delivered. Some activities are also contracted out to external providers – for example, Datacom Technical Support, some proactive media, and some social media.

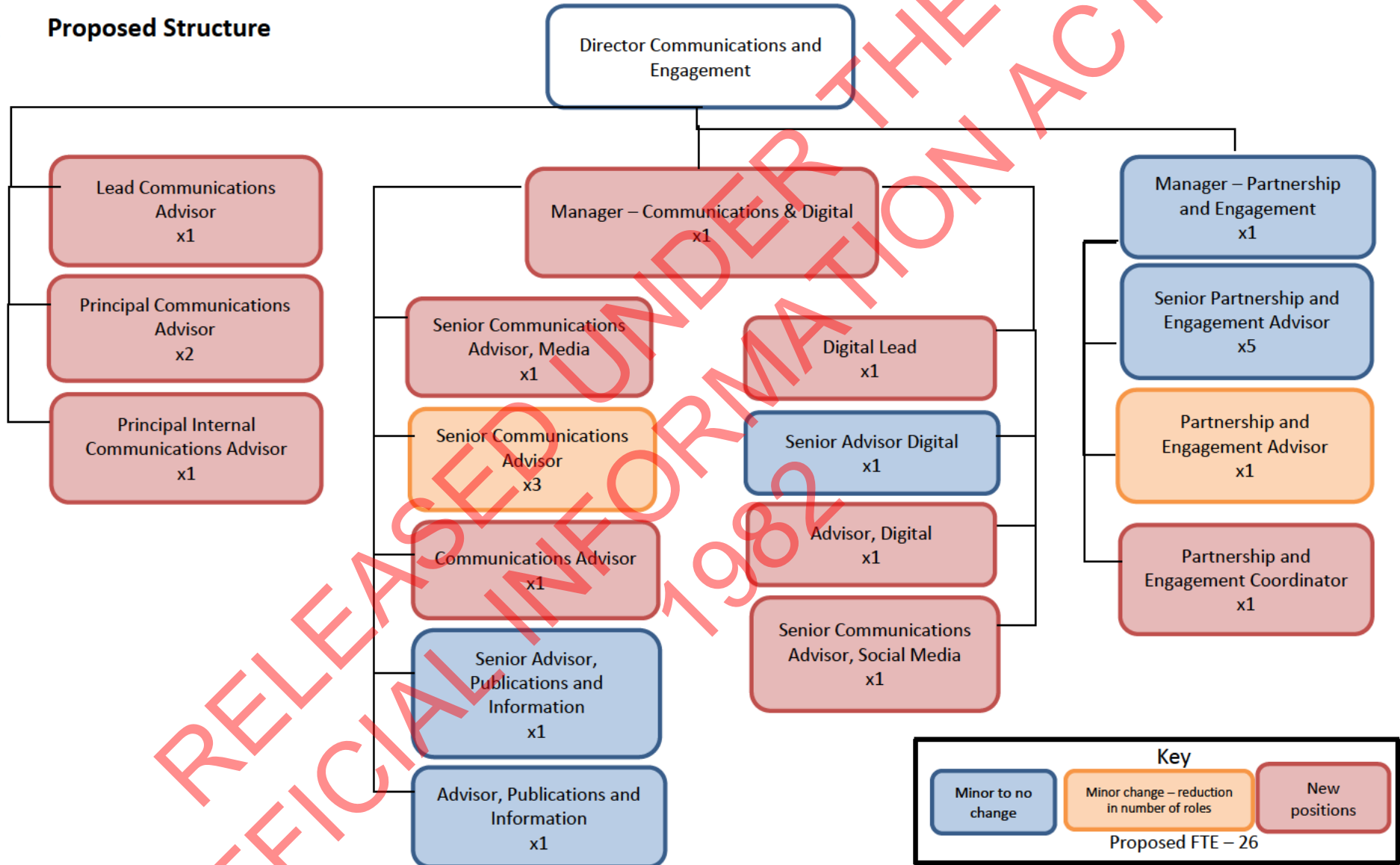
Channels	Communications	Engagement
<ul style="list-style-type: none"> • Strategy/Long-Term Planning and Delivery • Professional Advice • Client Relationship Management • Organisational System Development and Maintenance • Project Management • Publishing Management • Publishing to Ministry Websites • Design and Style Guidance • Publication Standards and Quality Assurance • Brand Management • Administration, Monitoring, Reporting and Review • Provide technical solutions for web-based business needs • Maintaining and developing online strategies • Content Management Process • Web Standards • Directorate Programme • Site Management • Health and Safety 	<ul style="list-style-type: none"> • Communications Strategy and Planning • Stakeholder/Relationship Management • Events Management • Media • Digital Communications • Issues Identification and Risk Management • Build Strategic Communications Capability • Project Management • Health and Safety 	<ul style="list-style-type: none"> • Engagement Strategy and Planning • Stakeholder/Relationship Management Analysis • Leadership of collaboration and engagement function • Engagement delivery and training • Relationship Management • External Engagement Advice • Issues Identification and Risk Management • Build Capability • Project Management • Health and Safety

9. Assumptions

Matai Partners' recommendations are based on the following assumptions:

- The Ministry will look into purchasing a CRM to enable the effective and efficient coordination of engagement and partnerships across the organisation.
- The Datacom contract will be reviewed to ensure clarity over service level requirements and response times, with possible amendments where these do not meet the revised focus of the Ministry.
- The Ministry will review and determine what digital tools, for example Office 365, it wishes to use to support effective internal communications.
- The Ministry will continue to contract in publications support as required.
- The Ministry will no longer contract in digital/social media support and proactive media expertise, providing these services in-house.
- The Ministry will be able to provide office space for the Communications and Engagement Directorate to be co-located.
- This review and any potential change process will clarify the roles and responsibilities of team members. To support this, once the change process is complete and permanent appointments have been made, the Ministry will complete a role clarity exercise to ensure all team members understand how their role relates to others', and how they are to work effectively within and across teams.
- The Communications and Engagement Directorate will undertake conversations with their internal clients to share the revised operating model and ensure they have the opportunity to discuss the service offering of the Directorate and how this will be delivered, ensuring it will meet their needs.
- Regardless of the operating model and associated structural design proposed, there will be stronger client focus and engagement with all internal customers by the Communications and Engagement Directorate.

10. Proposed Structure



11. Proposed Functions

Functions

Principal Communication Advisors	Communications	Partnerships and Engagement
<ul style="list-style-type: none">• Internal Client Management• Communications Strategy and Planning• Strategic Communications Advice and Support• Stakeholder Engagement• Internal Communications• Culture and Staff Engagement• Internal Communications Content Creation• Evaluation and Reporting• Campaign Oversight• Capability Building	<ul style="list-style-type: none">• Communications Strategy & Planning• Brand/Reputation Strategy and Management• Corporate Communications• Content Creation• Capability Building• Campaigns/Project Management• Publications• Media• Digital Strategy• Digital Work Programme• User Experience• Website• Intranet• Social/Digital• Māori/iwi Communications• Internal Communications Support• Policy, Procedures and Guidelines• Ministerial Support• Evaluation and Reporting• Consumer Research	<ul style="list-style-type: none">• Sector Engagement Strategy• Organisation-wide Partnership Strategy• Sector Engagement Programme Management• Partnerships Programme Management• Building Engagement/Partnership Capability• Stakeholder Research• Evaluation and Reporting• Advice and Support• Database Management• Event Management

12. Detailed role descriptions

Principal Communications Advisors:

This team of **Principal Advisors** would drive the strategic work programme.

All roles would report directly to the Director Communications and Engagement, but the work programme would be driven by the Lead Principal Advisor who would be responsible for delivering a programme of strategic, connected advice to the Director, Deputy Secretary and Te Pūrengi.

Although they can always be deployed where needed, they would be assigned to a strategic theme and be a part of the leadership team of that theme. They are responsible for developing a communications and engagement strategy for each theme, with an emphasis on connections between themes. By sitting on the leadership team, they would have a deep knowledge and understanding of the work programme and be able to engage early and influence on projects and issues as they emerge, thereby delivering 'policy plus' in action and protecting and enhancing the Ministry's reputation.

They would be responsible for driving a coordinated programme of strategic communications across the Ministry, in conjunction with the Manager, Engagement and Partnerships, Manager Communications and the Strategy team. They would work closely with the Communications team on the development and delivery of communications strategies, taking a pragmatic approach to delivering the work. For example, they would lead the stakeholder engagement for the work programme and would write keynote speeches for Te Pūrengi or Ministers.

The **Principal Advisor Internal Communications** would work closely with the Office of the Chief Executive and People and Culture to drive a programme of internal communications linked to shift we seek as an organisation. They would play a key role in developing the Ministry's brand strategy and making sure this is well understood internally.

The Communications Team

This team would drive a programme of proactive communications. They would be the experts in best practice, audience focused communications.

They would deliver major projects and assignments, working both through the Principal Communication Advisors, and directly with the internal clients on specific pieces of work. They would manage any reactive work, such as media issues.

The additional expertise of proactive media, research, insights and social media would also be included, as well as additional Māori/iwi capability. The addition of specialist roles would provide deep expertise and capability – but it is expected that all members of the Communications team would be skilled generalists. For example, team members would be expected to respond to media queries, write media releases, write content for social media channels, write for an internal audience, and contribute content to the intranet and external website.

Publications and information would also sit within this team, recognising the need for greater integration and the role of publications and information in communicating our messages and reaching our audiences.

Senior Communications Advisors: The senior communications advisors would be skilled, generalist practitioners who would lead and deliver projects across the Ministry. Although they wouldn't be assigned to a particular area as with the previous account manager model, they would be dedicated to pieces of work – for example delivering the communications programme to change the way New Zealanders think about waste and resource use, or lifting the reach and impact of Environment Reporting. These roles will also need to provide a focus on connecting with Maori and leading our consumer research programme. They would work closely with the Principal Advisors to make sure work is aligned to the overarching strategy, and draw on the specialist skills of others in the Directorate as needed.

Senior Media Advisor: One of the Senior Advisor roles would bring specialist proactive media management capability and would retain a focus on managing, measuring and reporting on the Ministry's media strategy.

Publications & Information: The publications roles would be expanded to include a broader focus on providing information, recognising that producing a publication is one of a number of ways to reach our audiences.

Communications Advisor: A generalist communications advisor role would be created to deliver on the communications work programme, both internal and external.

A focus on Digital

A small digital team would be housed within communications and led by a digital specialist. They would drive a programme of continuous development, improvement, and evaluation for our digital channels. The team would bring a deep understanding of our audiences and their information needs, and the best ways to reach and engage them.

The Digital Lead: This role would be responsible for developing an integrated digital and user experience strategy. They would be constantly scanning externally for new approaches, and would work with the team to trial these within the Ministry. They would bring a user experience lens to the Ministry's work, making sure that all of the ways we interact with our audiences are intuitive, connected and effective. This role would have line management responsibility for the three other digital roles.

The Senior Advisor, Digital would manage projects to develop functionality in both the website and intranet.

The Advisor, Digital would oversee the development of audience driven content for both the website and intranet, in line with best practice. They would understand and cater for the needs of our different customers, and drive a programme of monitoring and evaluating effectiveness of the content we create.

Both report to the Digital Lead, along with the **Senior Advisor Social Media** who would be focused on managing and developing our social media channels, making sure that we are driving engagement and reach, and creating engaging content. They would also be responsible for monthly evaluation and reporting.

Interface between Communications team and Principal Communications Advisors: The Principals would work very closely with the Communications team, who would deliver key projects and business-as-usual activities. The Communications team's work would be aligned to the communication strategy for each theme. Internal clients would be able to seek advice and support directly from all practitioners across the Communications team or seek this support through their Principal Communications Advisor. The teams would need to work as a group, ensuring they connect the work they are doing back to the strategy, so there would always be a line of sight between the work programme being implemented and the theme's communication strategy.

The role of the Communication Manager: This role leads the Ministry's communications team, which sits at the heart of the Directorate, delivering effective, audience-focused communications that inspires New Zealanders to take action. The Manager would play a crucial role in assigning resources to communications activities and projects, working closely with the Principals and the Manager Engagement and Partnerships to understand where the priority business need is. This role would drive a programme of evaluation and reporting to deliver continuous improvement.

Partnerships and Engagement

The Partnerships and Engagement team: This team would be the experts on how to engage and partner well, and who we should be talking to. They would help teams to develop effective sector engagement and partnership programmes and make connections and would help to lift capability across the Ministry. They would be well connected externally and understand where our key stakeholders are at, helping the Ministry seize opportunities, implement policy more effectively and get more action on the Ministry's priority areas. They would be aligned around audiences rather than internal programmes or domains.

Because the review was being conducted at the same time as the business planning process was shaping our approach to external engagement, the roles in this team have been left generic to allow for greater flexibility. However, we are proposing the team would cover the following:

- **Supporting iwi/Maori engagement:** Working closely with Mana Taiao to support teams to engage in a proactive and coordinated way with iwi/Maori.
- **Sector Engagement:** Some sectors or groups are of critical importance to MfE if we want to achieve our goals – particularly Local Government, Business/NGOs. This team would lead Sector Engagement Strategies for our critical audiences. The resulting Sector Engagement Programme would be coordinated from this team, however the actual sector relationships would be led from across the business.

Supporting the Communications Team and Principal Advisors on stakeholder engagement: The Engagement and Partnerships team would manage partnerships and engagements over the long term, and be able to add value through the intel, connections and practical support (names, contacts etc) they can offer. Stakeholder engagement as part of a broader communications strategy would be led by the Principal Advisors, but informed and supported by the Engagement and Partnerships team.

Partnerships: A Ministry-wide Partnerships Strategy would be developed, led and facilitated by the Partnerships and Engagement team. The resulting Partnerships Programme would be managed and facilitated from this team. The partnership relationships would be undertaken by both the Partnerships and Engagement team and senior managers in the business. As well as the sectors identified above, the partnership function would include a particular focus on youth.

Partnerships and Engagement Coordinator: The Partnerships and Engagement Coordinator would provide support across the Directorate as well as to the Partnerships and Engagement team, in the areas of logistics and events management, updating the (future CRM) database, and potentially administrative support for the website and other digital channels, mailing lists, and helping with internal events like staff meetings.

Links to relationship management: The team would ensure that the Ministry wide relationship management programme is connected into broader engagement work.

Other considerations

Scaling up for projects: For significant projects, such as Carbon Zero, virtual teams would be created, drawing on the expertise and capability from across teams. Who leads, and the exact membership of the project, would be determined on a case by case basis. The key factor here is everyone being clear on their role and responsibility within the group. The Manager Communications would work with the relevant Principal Communications Advisor to assign project teams.

Working together as one Directorate: It would be expected that team members would meet regularly across the Directorate to share information, knowledge and insights, and to break down silos. It was clear from the Review that meetings held merely within functional teams was insufficient. Mechanisms would include:

- formal 'debriefs' on projects to explore lessons learnt
- weekly or fortnightly meetings by Theme which would bring together the key personnel working on the Theme from Digital, Communications and special Theme projects, led by the Principal Advisor
- sector-focused meetings such as iwi or youth where all practitioners with an interest in that audience would attend.

This matrix of conversations would ensure that people are connected by audience and work programme.

Providing advice to the leadership team: Reflecting the importance of the function to the Ministry's overall success, a process enabling Te Pūrengi decision making relating to communications and engagement opportunities and risks needs to be set-up. This would cover two things

- advice on emerging or possible opportunities and risks across the Ministry's areas of interest (and related areas) so that Te Pūrengi can discuss, bring views to the table, and agree priorities for the period ahead.
- an assessment of the impact we've had in the previous period, with lessons learnt, positives to highlight and replicate, and actions to pick up lessons from any challenges.

12. Draft position descriptions

Draft descriptions relating to the roles described above have been created and are attached in Appendix 1. These are a first draft and will be finalised through this process.

13. Behaviours and competencies

The structure of a team is just one part of the way we change the focus of the function. The most critical thing is the way all team members approach the work. This is both the behaviours demonstrated every day and the competencies needed to succeed in the team.

Expected behaviours

MfE's organisational behaviours set the tone for each and every employee. Specifically, as we build the Communications and Engagement function, we are looking for the following:

We help others succeed – we live the concept of one Ministry, one team. We are 100% customer focused. We understand the value of excellent customer service and take the time to understand what our internal clients are trying to achieve. We use our collective skills to provide the best advice. We work as a team – we are clear on each person's role and we support each other to deliver.

We lead – our insights, our knowledge of our craft and ability to provide connected advice that reflects the external environment wins us a seat at the table. Our advice is sought after. We drive the organisation to look across, to take a system view and identify where to put our effort externally. People listen, because we know what we are talking about and we have the evidence to back it up.

We are curious – about the Ministry's work, the effectiveness of our own work, about how we can constantly improve. We make time to find out.

We take action – we do what we say we will, we meet commitments and move when we see an opportunity. We work at pace. We look after our own personal development. We are passionate about our craft

We are innovative – we drive innovation. We are willing to try new things, bring in new approaches, learn from these and adjust. We have a plan, but don't just stick to it – if we see an opportunity we take it. We always have the end goal in sight.

14. Competencies

A competency framework defines a role – including responsibilities and skills. Having clarity over what is expected enables everyone to do their best work.

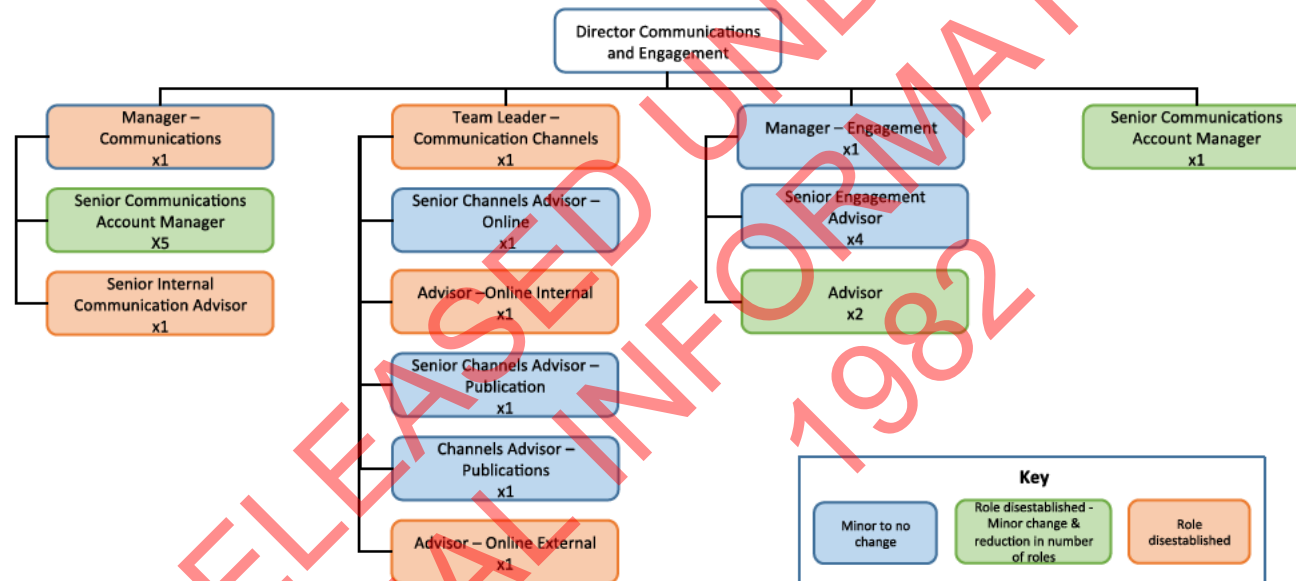
A proposed competency framework, based on international best practice, is attached in Appendix 2.

15. Proposed impact on roles

Proposed impact on current roles in the existing structure

The following diagram shows the proposed impact on existing roles in the existing structure:

Current Structure



15.1 Roles to be disestablished

Role	Rationale
Team Leader – Communications Channels	Under this proposal, this role has been disestablished and replaced with a Digital Lead. The major differences being the loss of the accountability of publications and more focus on driving a wider digital strategy and user experience /audience, insights programme.
Channels Advisor - web/intranet	Under this proposal, this role would be disestablished, and the functions included in the Advisor, Digital and Communications Advisor roles.
Channels Advisor, Web/Internet/External	Under this proposal, this role would be disestablished, and the functions included in the Advisor, Digital and Communications Advisor roles.
Senior Internal Communications Advisor	Under this proposal, the Senior Internal Communications Advisor role would be disestablished and replaced with a Principal Internal Communications Advisor.
Senior Communications Account Managers (x 6) reduced to three Senior Communication Advisors	Under this proposal, it is considered that the Senior Communications Advisor roles would be similar to the current Senior Communications Account Manager positions. The number of these generalist roles has been reduced to three.
Advisor, Engagement (x2) reduced to one Partnership and Engagement Advisor	Under this proposal the number of Advisors in the Partnerships and Engagement team has been reduced to one.
Manager, Communications	Under this proposal, this role picks up responsibility for publications, the digital work programme and a Digital Lead, changing the function and accountabilities of the role. Some of the current accountabilities shift to the Principal Advisor roles.

15.2 Roles with proposed minor or no changes

Communications Roles

Current Role	Proposed Accountabilities	Proposed change
Senior Channels Advisor – Publications Channels Advisor – Publications	<ul style="list-style-type: none"> • Publishing Management • Information management • Policies and Guidelines • Publishing and Design Advice and Support • Quality Assurance • Evaluation and Reporting • Project Management • Health and Safety 	Under this proposal, there is no major change to the current accountabilities of these roles. However it is proposed that Channels will be removed from the position titles, and change in reporting line to the Digital Lead and through the Manager Communications
Senior Channels Advisor - Online x1	<ul style="list-style-type: none"> • Technical Management • Web Standards • Site Management • Policies and Guidelines • Evaluation and Reporting • Advice and Support • Health and Safety 	Under the proposal this role would be retitled Senior Advisor, Digital and would report to the Digital Lead and through the Manager Communications.
Senior Communications Advisor x 3	<ul style="list-style-type: none"> • Campaign/Project Management • Content Creation • Corporate Communications • Communications Planning • Communications Advice and Support • Research coordination • Maori • Brand/Reputation Management • Evaluation and Reporting • Capability Building • Health and Safety 	Under this proposal, these new roles would be similar to the Senior Account Manager roles. It is proposed that the current incumbents would be confirmed into these roles.

Partnerships and Engagement

Current Role	Proposed Accountabilities	Proposed change
<p>Manager Engagement</p>	<ul style="list-style-type: none"> • Leadership contribution • Provision of connected, strategic communications advice to Senior Leaders • Connections across the team, and with Strategy • Partnerships and Engagement Strategy • Partnerships and Engagement Work Programme • Operational Management of Team • Evaluation and Reporting • Capability Building • Health and Safety 	<p>Under this proposal the current role has been expanded to include partnerships, however this is not considered to be a significant change. The title is proposed to change to Manager Partnerships and Engagement.</p>
<p>Senior Engagement Advisor x 5</p> <p>Sectors/focus</p> <ul style="list-style-type: none"> • Business/NGO • Iwi/Māori • Local Government 	<ul style="list-style-type: none"> • Organisation-wide Partnership and Engagement Strategy • Partnerships Programme Management • Engagement Programme Management • Building Partnerships and Engagement Capability • Advice and Support • Content Creation • Project Management • Evaluation and Reporting • Health and Safety 	<p>Under this proposal the current roles have been expanded to include partnerships, however this is not considered to be a significant change. The title is proposed to change to Senior Partnership and Engagement Advisor.</p>
<p>Advisor, Engagement x 1</p>	<ul style="list-style-type: none"> • Engagement Planning • Partnerships Planning • Building Partnerships and Engagement Capability • Evaluation and Reporting • Content Creation • Advice and Support • Database Management • Health and Safety 	<p>Under this proposal this role would continue and would manage a work programme and provide support to senior advisors to implement their work programmes. The title is proposed to change to Partnership and Engagement Advisor, and the number of position has reduced from two to one.</p>

15.3 Proposed new roles to be established

Principal Advisors

Proposed New Role	Proposed Accountabilities	Comment
Lead Principal Communications Advisor	<ul style="list-style-type: none"> • Provision of connected, strategic communications advice to Senior Leaders • Connections across the team, and with Strategy • Internal Client Management • Communications Strategy and Planning • Strategic Communications Advice and Support • Evaluation and Reporting • Campaigns Oversight • Capability Building • Health and Safety 	Under this proposal, a new position of Lead Principal Communications Advisor is created to drive coordinated and strategic advice to senior leaders and provide senior communications and engagement advice and support to the business
Principal Communication Advisors x 2	<ul style="list-style-type: none"> • Internal Client Management • Communications Strategy and Planning • Strategic Communications Advice and Support • Evaluation and Reporting • Campaigns Oversight • Capability Building • Health and Safety 	Under this proposal, the roles of Principal Communication Advisors are considered to be new roles as whilst some of the functions would be similar to those currently carried out by the Senior Communications Account Managers, these roles would operate at a more strategic level, sitting as strategic advisors on the leadership teams of their internal clients.
Principal Internal Communication Advisor x 1	<ul style="list-style-type: none"> • Internal Client Management • Internal Communications Strategy • Internal Communications Work Programme • Project Management • Staff Engagement • Organisational Culture • Evaluation and Reporting • Capability Building • Health and Safety 	Under this proposal, this role is considered to be a new role operating as a strategic advisor on internal communications matters. This role would be responsible for developing an internal communications and engagement strategy for the Stronger More Integrated MfE work programme and would sit on the leadership team of this Theme. They would also

		<p>accountable for all related internal communication priorities.</p> <p>This role replaces the Senior Internal Communications Advisor.</p>
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Communications Team

Proposed New Role	Proposed Accountabilities	Comment
Manager, Communications & Digital	<ul style="list-style-type: none"> • Leadership Contribution • Communications Strategy and Planning • Corporate Communications • Communications Work Programme • Digital Strategy and Work Programme • Research and Insights Work Programme • Capability Building • Evaluation and Reporting • Resource Management • Operational Management • Health and Safety • 	<p>Under this proposal this new role will include the functions of the communications team, along with digital and publications.</p>
Senior Communications Advisor (Media) x 1	<ul style="list-style-type: none"> • Proactive Media Relations, Advice and Support • Campaign/Project Management • Content Creation • Corporate Communications • Communications Advice and Support • Communications Planning • Brand/Reputation Management • Evaluation and Reporting • Capability Building • Health and Safety 	<p>Under this proposal, this new role would have a specialist knowledge of media and is expected to spend much of their time seeking high-profile proactive media coverage for the Ministry. The role would have a proactive focus, not reactive.</p> <p>They would also have general communication accountabilities.</p>

Communications Advisor	<ul style="list-style-type: none"> • Content Creation • Corporate Communications • Internal communications • Advice and Support • Capability Building • Evaluation and Reporting • Project Coordination • Health and Safety • Staff Engagement • Advice and Support • Organisational Culture 	<p>Under this proposal this is a new generalist communication roles. This role would provide day-to-day communications support and advice across the Ministry on projects, as requested. The establishment of this role also provides a career pathway for communications specialists. This role would have internal and external communications responsibilities</p>
Digital Lead	<ul style="list-style-type: none"> • Digital and Insights Strategy • Digital Work Programme • Audience Research and Insights Work Programme • People Development • Evaluation and Reporting • Resource Management • Capability Building • Health and Safety 	<p>Under this proposal, this new role would develop the digital and audience insights/research strategies and be constantly scanning the environment for new approaches and supporting the team to trial these within the Ministry. They would bring a user experience lens to the Ministry's work, making sure that all of the ways the Ministry interacts with its audiences are intuitive and effective.</p>
Advisor Communications - Social Media x 1	<ul style="list-style-type: none"> • Social Media Planning • Social Media Channel Management • Campaign/Project Management • Content Creation • Social Media Advice and Support • Evaluation and Reporting • Capability Building • Health and Safety 	<p>Under this proposal, this new role would be responsible for leading the Ministry's social media work programme and managing day to day activity. This role would develop new channels, lift the social media capability within the Ministry and would work closely with the Communications Team who would contribute content and ideas to the social media platforms.</p>
Advisor Digital x 1	<ul style="list-style-type: none"> • Web Standards • Content Creation and Management • Audience Research and Insights • Site Management 	<p>Under the proposal, this new role would cover web content, intranet content, audience analysis and user experience.</p>

	<ul style="list-style-type: none"> • Policies and Guidelines • Evaluation and Reporting • Advice and Support • Health and Safety • 	
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Partnerships and Engagement Team

Proposed New Role	Proposed Accountabilities	Comment
Partnerships and Engagement Coordinator x 1	<ul style="list-style-type: none"> • Database Management • Event Management • Mailing Lists • Administrative Support • Health and Safety 	Under this proposal, this is a new role that would provide support across the Directorate as well as to the Partnerships and Engagement team in the areas of logistics and events management along with updating the (future CRM) database, administrative technical support, and mailing lists, etc.

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16. Change Management Protocol for the placement of employees and managers

Overview

When a change is confirmed, there will be an initial comparison of existing and new positions within the scope of the review, and reconfirmation or reassignment of employees affected by the change.

Employees affected by organisational change will have a preferential right of appointment to vacancies within the Ministry for the Environment, and will be advised in writing of their preferential status.

The Ministry will provide assistance with counselling, career advice, financial advice and paid time off for job search during this period.

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.

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.

Any training needs will be identified before a reassignment occurs. Preferential applicants may be required to undertake on the job training and/ or attend training courses.

Where reassignment is to a position with a lower salary, the staff member will receive an allowance equivalent to the difference between their old and new salary and be able to have this paid either:

- As a lump sum calculated on the basis of two years' equalisation; or
- As an ongoing allowance that will be abated by any subsequent salary increases.

Where the new position is at a location outside the local area, assistance with transfer expenses shall be provided on an actual and reasonable basis to ensure the employee does not suffer financial loss as a result of the acceptance of the reassignment position.

Process for Reassignment

Where reassignment applies, affected staff will be advised of available reassignment options. They will be invited to submit an expression of interest in the available positions. An expression of interest may include the ability to explore other options as well as reassignment. There will be an ongoing conversation with affected staff about their options.

Decisions on reassignment will be based on best person for the position. The process to determine best person for the position may vary according to the situation and may include a variety of selection processes, which may include:

- Expression of Interest Form
- Interview
- Psychometric assessments
- Other written tests or assessments
- Referees

Decisions on reassignment will be made by a Manager with relevant delegated authority.

Voluntary Redundancy

Where a change proposal may result in fewer positions than there are affected employees, the Ministry may seek expressions of interest, on a without prejudice basis, in voluntary redundancy from employees.

Where expressions of interest are received, the Ministry may, at its sole discretion, choose to accept or decline any expression of voluntary redundancy where there would be an adverse impact on the business.

By way of example and without limiting the Ministry's sole discretion, voluntary redundancies may not be accepted in circumstances where:

- An applicant has skills and experience that the Ministry wishes to retain; or
- Where approving the voluntary redundancy may result in insufficient skilled staff from which to appoint to remaining positions in the impacted area.

Where the Ministry accepts an expression of interest and offers voluntary redundancy, written acceptance of that offer by the individual will be binding.

Other options

If either reconfirmation or reassignment is not appropriate to the situation the following options may be offered to affected employees:

- Temporary employment
- Special Leave With or Without Pay
- Retraining
- Redeployment/ Job Search

- Extended notice period

Other options may be agreed, and the types and levels of assistance will be negotiated on a case by case basis.

Temporary Employment

The Ministry may agree to offer alternative employment for a period of up to 6 months at the end of which the member will be entitled to consideration of other Management of Change options.

Special Leave

Special leave with or without pay may be granted, with or without the guarantee of a job placement at the end of the period. This may include an opportunity to retrain. Preferential applicant status is retained during the period of special leave. If not placed within the period of special leave, the employee will be entitled to severance calculated as of the day special leave commenced.

Retraining

Where a retraining opportunity is identified which offers a genuine expectation of employment with the Ministry on completion of training, a specific programme will be designed to meet the needs of the individual. The Ministry will pay for the costs of the training to a maximum of the redundancy compensation payment that the employee would otherwise receive. In exceptional circumstances and by agreement between the parties, consideration may be given to additional assistance with significant specific costs such as fees.

Redeployment to other Public Sector Agency

The Ministry and the PSA agree to explore and identify suitable alternative positions in other agencies. Should a suitable position/s be identified and there is a successful match to the requirements of the relevant agency redeployment could be offered where the terms and conditions are no less favourable.

Redundancy

Employees on fixed term agreements will not be entitled to any redundancy.

Redundancy will only be made available by the Chief Executive, after consultation with the PSA (if applicable), when all other options in the Management of Change process have been considered and exhausted. The MfE and PSA recognise the serious consequences that the loss of employment can have on individual employees. Following agreement that redundancy will be paid, and where it is agreed on the individual ceasing service, the employee concerned will be given one month's notice of termination. If applicable the PSA will also be notified of the termination at the same time as the employee(s).

If the parties agree, the employee is not required to work out the notice period.

Redundancy compensation will be calculated and paid in accordance with the employee's employment agreement.

17. Providing feedback

We want to get these proposed changes right, so your feedback will be really valuable.

Feedback is invited on all aspects of the proposal, and there are particular questions we would like you to consider.

- Do you think we have covered all of the functions that the team needs to perform?
- What is the optimum configuration of the Engagement and Partnerships Team? Should there be specialist roles identified?
- Are the differences between the roles clear to you?
- Do the competencies align with the future direction of the team?

Please submit feedback and questions via email to Communications_review@mfe.govt.nz by Thursday 20 September at 5.00pm.

PSA members will be offered the opportunity to discuss and provide feedback as a collective voice if they want to.

18. Timeline

The broad consultation and decision timeline is as follows:

DATE	EVENT
Thursday 6 September	Consultation document released - proposal open for discussion and feedback
Thursday 20 September (5.00pm)	Consultation period ends
By Wednesday, 10 October	Feedback collated and analysed. Proposal finalised. Final decisions made by Steering Group Final decisions to Te Purengi for sign off
Thursday, 11 October	Final decisions communicated to staff including the phasing of implementation
Monday, 15 October	Expressions of interest process open and recruitment
1 November	Implementation of change process

19. Looking after each other and employee support

Change is always challenging and unsettling. Please talk to your Manager in the first instance if you have questions or concerns. You can also talk to Sonia, Vicki or James at any time too. Look out for your colleagues and please let us know if you or someone around you needs particular support.

Ongoing support is also available through Ministry for the Environment's Employee Assistance Programme. This confidential service provides access to confidential counselling. You can access the Employee Assistance Programme pages through the MfE intranet.

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Communications & Engagement
Team Review
Proposal for Consultation

06 September 2018

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What we heard

- We currently achieve a lot within our resource constraints
- Our operating model is inconsistent, resulting in duplication of work, and confusion
- There is a lack of capability and capacity, and inefficient use of resources
- We are largely reactive, and not set up well to deliver strategic advice

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The job we need to do

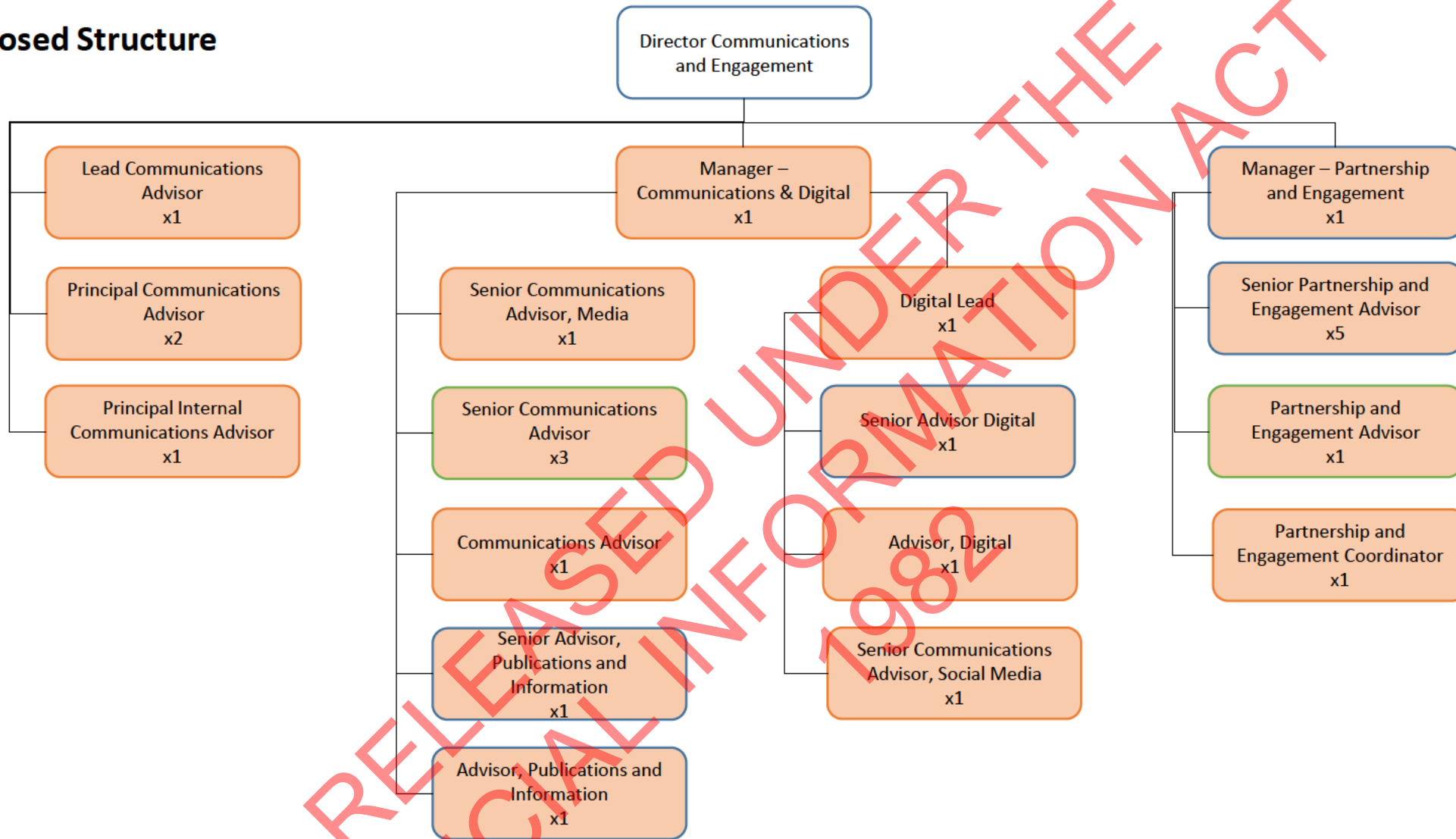
1. The 'basics', really well
2. Audience focused, engaging storytelling and communications
3. Strategic, connected advice
4. Partnerships
5. Excellent customer service

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Our design principles

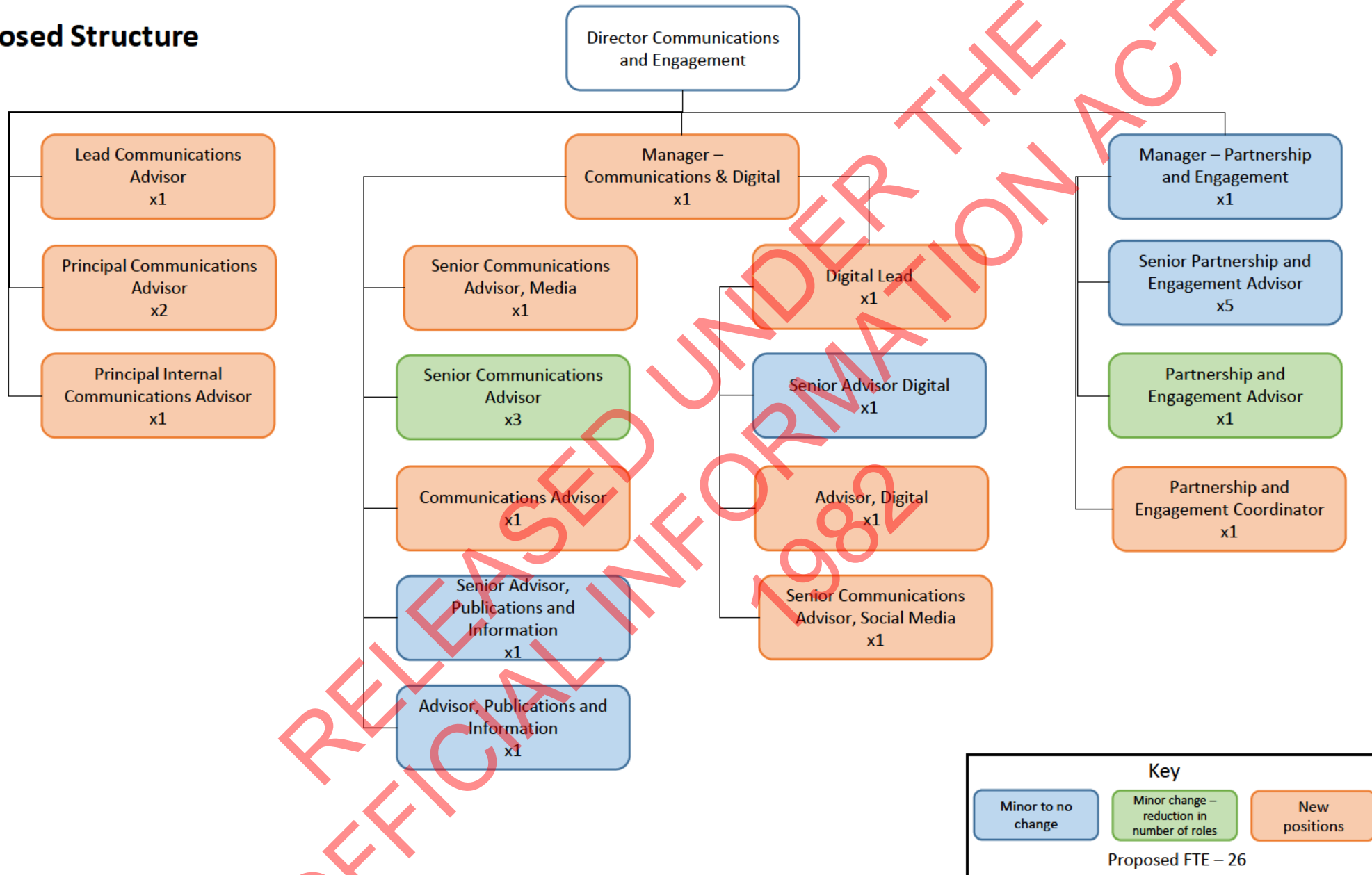
- Be audience centric, applying that insight and knowledge across the organisation to deliver policy-plus and enhance partnerships
- Be customer-focused
- Promote the C&E Directorate as a trusted strategic business partner and key enabler for organisational success
- Enable the provision of best practice advice and implementation on strategic projects and initiatives
- Use data and insights to demonstrate what effective engagement and communication looks like
- Be innovative, testing new approaches and ideas
- Be agile so can scale/up down to projects
- Be affordable
- Be scalable over time
- Deliver appropriate spans of control and layers of management
- Build and retain capability
- Ensure that each layer in the structure adds value to the effective functioning of the C&E Directorate
- Deliver core communications services in a way that aligns with the shift the organisation is making.

Proposed Structure



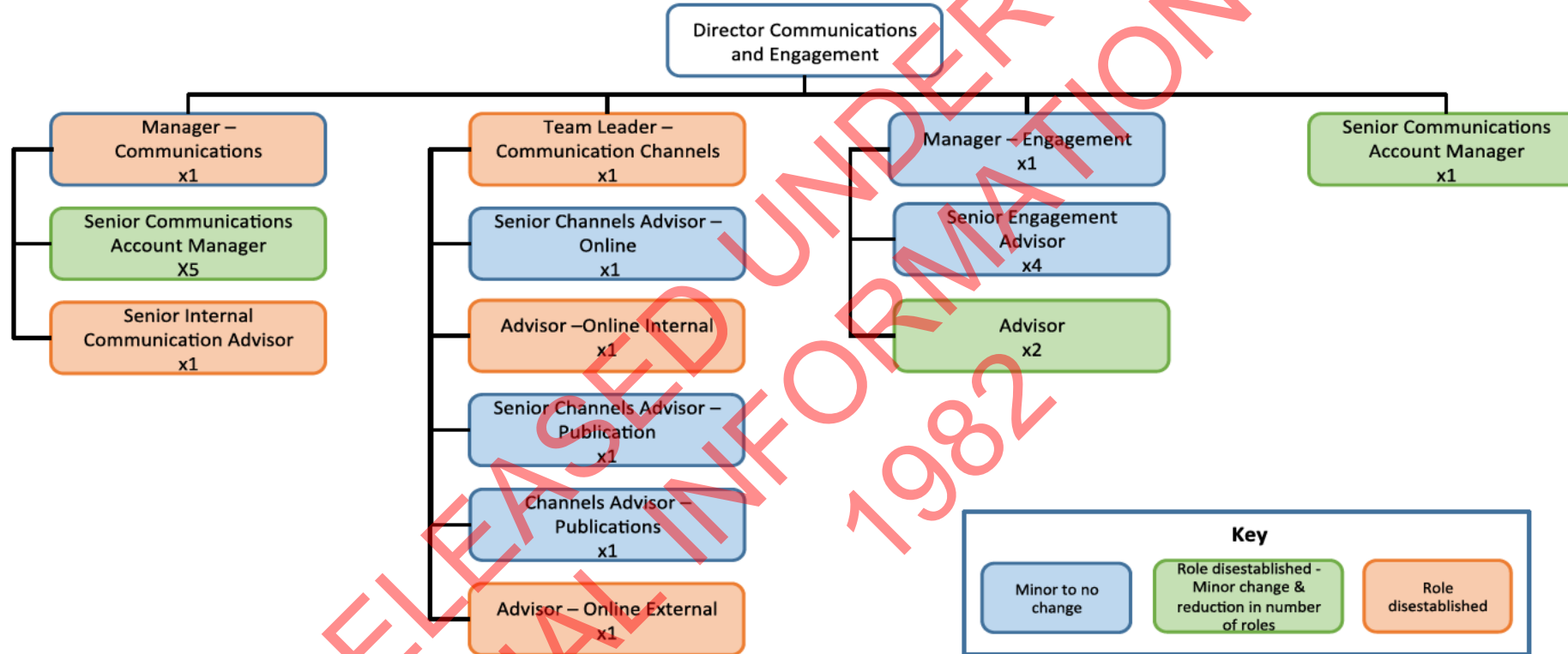
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Proposed Structure



Proposed impact on roles

Current Structure



Next steps

Thursday 6 September	CONSULTATION DOCUMENT RELEASED - PROPOSAL OPEN FOR DISCUSSION AND FEEDBACK
Thursday 20 September (5.00pm)	Consultation period ends
By Wednesday, 10 October	Feedback collated and analysed. Proposal finalised. Final decisions made by Steering Group Final decisions to Te Purengi for sign off
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FAQs: C&E review

Focus and scope

1. Why is a review needed?

The purpose of this review is to ensure our communications and engagement function has the capability and capacity to deliver our strategy.

Te Purengi is asking the communications and engagement directorate to do something different: to drive proactive, customer focused work that gets attention and inspires action. This direction was validated in our recent PIF review. This shift requires the Ministry to truly understand its audiences and to provide factual, compelling information that focuses attention and to tell stories that resonate and inspire. Our whole organisation is being challenged to step into this role, *and* there will be a specific role for our Directorate to support this change, and lead it in some areas.

We also need to consider the Ministry wide shift to more agile ways of working and the need to bring in specific partnership capability.

As well as meeting these new needs, we must continue to support the Ministry to be successful, including the provision of risk and media management, internal communications, intranet and website maintenance and publication production.

A move to more customer focused approach isn't new - the team has been heading in this direction for the last year or so, with many successes. We've built our capability to engage and partner, our social media presence is taking off, we've upgraded our website and intranet, we're using much more video content and we've started building a bank of consumer research.

But the pace of change has been slower than we need and there are some challenges that get in the way, including a lack of alignment across the Ministry on the role of the function, and the volume of reactive work making it difficult to focus on proactive, audience driven strategies.

2. What is the scope of the review?

The review's objective is to recommend the best way to set up the Communications and Engagement directorate – structure, capability, roles and responsibilities, and high level processes and tools - to meet the Ministry's aspirations and deliver our stated outcomes. Three of the four teams in the C&E directorate are in scope; the Executive Relations team is out of scope.

3. How is this process different from the impact based business planning process going on across the Ministry?

The Ministry is currently undertaking a different approach to business planning to make sure we are focused on the areas where we want to make the biggest impact, we have clear relative priorities, and we can more easily move people and resources. This may mean some changes in the way teams work together and what they work on.

The communications and engagement review will take this broader context into consideration, but it is a different and separate process that is part of the existing plan to respond to the PIF recommendations (the next step following setting up the Partnership and Customers division). Our starting point with the review is what capability, capacity and structure do we need to deliver to our aspirations. The business planning process is about aligning our resources to our priorities.

4. Does this mean that the Communications and Engagement Director role is also in scope?

The Director role is in scope in so far as any change to what the team does will have a direct impact on the accountabilities of this role, so it needs to be considered.

5. Is this about gaps in capability or capacity?

It's about both. We are being asked to do something different, which requires us to consider what capability we need across the directorate to meet this new need. We also know that the team is stretched, so this review is looking at how we can deliver to meet the new needs in a way that is sustainable.

6. The Ministry has a group of people across the organisation leading some form of engagement, including policy teams and the Mana Taiao and Mana Honohono directorates. Are they in scope given engagement is part of this review?

This review does not extend beyond the Communications and Engagement team, however we need to be mindful of what these roles are and ensure that there is clear role clarity.

7. Is the partnership function in scope?

Bringing in a partnership function is in scope. The current 'partnership hub' is an interim measure while we look at how we resource this function ongoing. There may be changes to how we set up this function as a result of the review.

8. What sort of support is available for staff?

Employee Assistance Programme are aware of the Review and are available to you should you need support. Their number is 0800 327 669.

9. How will we put people first?

We recognise that this review process may result in a change process and change can be difficult. We are committed to supporting you throughout the process by being open and transparent, by providing access to support if you want it (through People and Culture and EAP), and by giving you opportunities to be directly involved in the determining *how* the communications and engagement services will be delivered to meet the Ministry's future requirements. We will also work with you to make sure that your skills, strengths and aspirations are understood and if there are changes to roles as a result of this process, you will be given the opportunity to signal your interest in any or all roles and be supported to upskill if necessary.

10. Where on the engagement continuum does the Review itself sit? Will staff have the opportunity to co-design this change?

We would be happy for this approach to be used to a point. The expectations on our team are clear and we know they bring both challenges and opportunities. As you are the experts your areas we would welcome your ideas on the best approach to delivery, however should the delivery require a change in organisation structure, it is not considered appropriate for the C&E directorate to be involved in the detailed organisation design of that structure.

11. How will the review seek the input of people in the C&E directorate who are away during the review period?

We want to hear the views of everyone in the C&E directorate either through team workshops or one on one sessions, whatever is your preference. If you are not here when these are happening please get in touch with Amanda directly to arrange a time (Amanda@mataipartners.co.nz or 021715499). Jess can also help you to organise a time to meet with Amanda, if you prefer.

12. Will this review consider turnover statistics and the insights gathered by the exit interviews of staff over the past two years?

Yes, to the extent that these statistics and insights relate to the focus of this review, which is future-focused.

13. Are the views of external organisations being sought? Are you talking with organisations grappling with similar issues to understand how their communications and engagement function operates?

Yes.

14. Will the insights from interviews across the organisation be provided to the C&E directorate?

Yes. We will share a summary of the themes that emerged across the interviews. The interviews are anonymous so the themes will be high-level to protect confidentiality.

15. How will the review accommodate a situation where there is a mismatch of expectations between the C&E directorate and the wider organisation?

Getting alignment on the expectations for the Communications and Engagement function is a critical part of this process. The review is future focused. The starting point is the vision articulated by Te Purengi and reinforced by the PIF. A programme of communications will sit around the review to make sure we have a shared understanding of the goal as we go in. Where there is a mismatch between what the C&E directorate believe should be delivered and what the wider organisation wish to be delivered, it will be an opportunity for the C&E directorate to educate and influence the wider Ministry on the value proposition of the proposed work.

Potential impacts and consultation process

16. Would the consultation process open to everyone?

At this stage in the review it is a little early to be determining whether a “formal consultation process” will even be required. However in such situations, the Ministry usually only consults with those whose roles were potentially affected.

17. Will people's jobs change?

Potentially. For example, we are currently running an account management model but the appropriateness of this set up needs to be tested. We also need to be deliberate about the skills we need to deliver, for example the social media resource we are using for the climate change project. So yes, there may well be change, but it is too early to say what that will be.

18. If there are changes to roles, to what extent will there be opportunities to retrain to step into a new role?

If the role changes, but it is still a role that you could successfully undertake with training, we will support you in that training.

Review and steering group

19. Who is completing the review?

We have sought the support of Matai Partners Ltd, a specialist communications agency with experience completing these sorts of reviews. They are providing a report to a steering group comprising Vicki Connor, James Walker, Sam Dawson and Shaun Lewis, who will consider the recommendations and make decisions about how to proceed.

20. Why is there no representation from iwi given the important place Maori have as an audience?

Iwi are a critical partner for us and the review will consider how we need to support the Ministry's work with iwi/Maori, and the capability the team needs to be able to connect with Maori audiences. We will be speaking with the Director of Mana Taiao and with key representatives from the Mana Taiao Directorate and other parts of the organisation to make sure that Maori/iwi views are captured.



Ministry for the
Environment
Manatū Mō Te Taiao

Communications and Engagement Review

Confirmation of Final Structure

15 October 2018

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Introduction

On 6 September I presented the proposal to realign the Communications and Engagement Team and invited you to provide feedback on the proposed new structure, roles and competencies. The consultation period for the proposal ended on 20th September and during this period I received 11 submissions from both teams and individuals, and had a number of one-on-one discussions with many of you.

I want to thank you for the quality and depth of your feedback and the questions you asked. It showed me that there is strong support for the proposed structure, and a real willingness for the changes to be implemented.

Your thoughts and feedback have helped to sharpen and enhance the proposal. I've made changes off the back of your suggestions and I hope my responses in this document give you comfort that your opinions matter and they have been considered.

The decision to review the team was all about setting us up well to deliver to the Ministry's aspirations. We need the capability, capacity, systems and processes to enable us to do the basics really well; provide joined-up, strategic and forward looking advice to senior leaders; lead the Ministry's approach to effective engagement and partnering; support a strong internal culture and customer awareness within the Ministry; and connect with our audiences by story-telling in a way that resonates and inspires action.

I'm confident the changes we're making will enable us to do all of these things well.

Thank you for your participation in this process and for helping to improve the future direction of the team.

Vicki Connor, Director
Communications, Partnerships and Engagement

Summary of feedback

Overall, there was general support for the proposed changes. Much of your feedback related to the functions in roles, role clarity and the numbers of roles, rather than the structure itself.

The main themes of the feedback were:

- There is general support for the proposal
- Supporting Ministers and the policy work is critical and need to be resourced
- We don't have enough 'doers'
- Some roles need more clarification
- There are benefits in keeping the Principals roles generic and the same level
- We don't have enough Maori capability

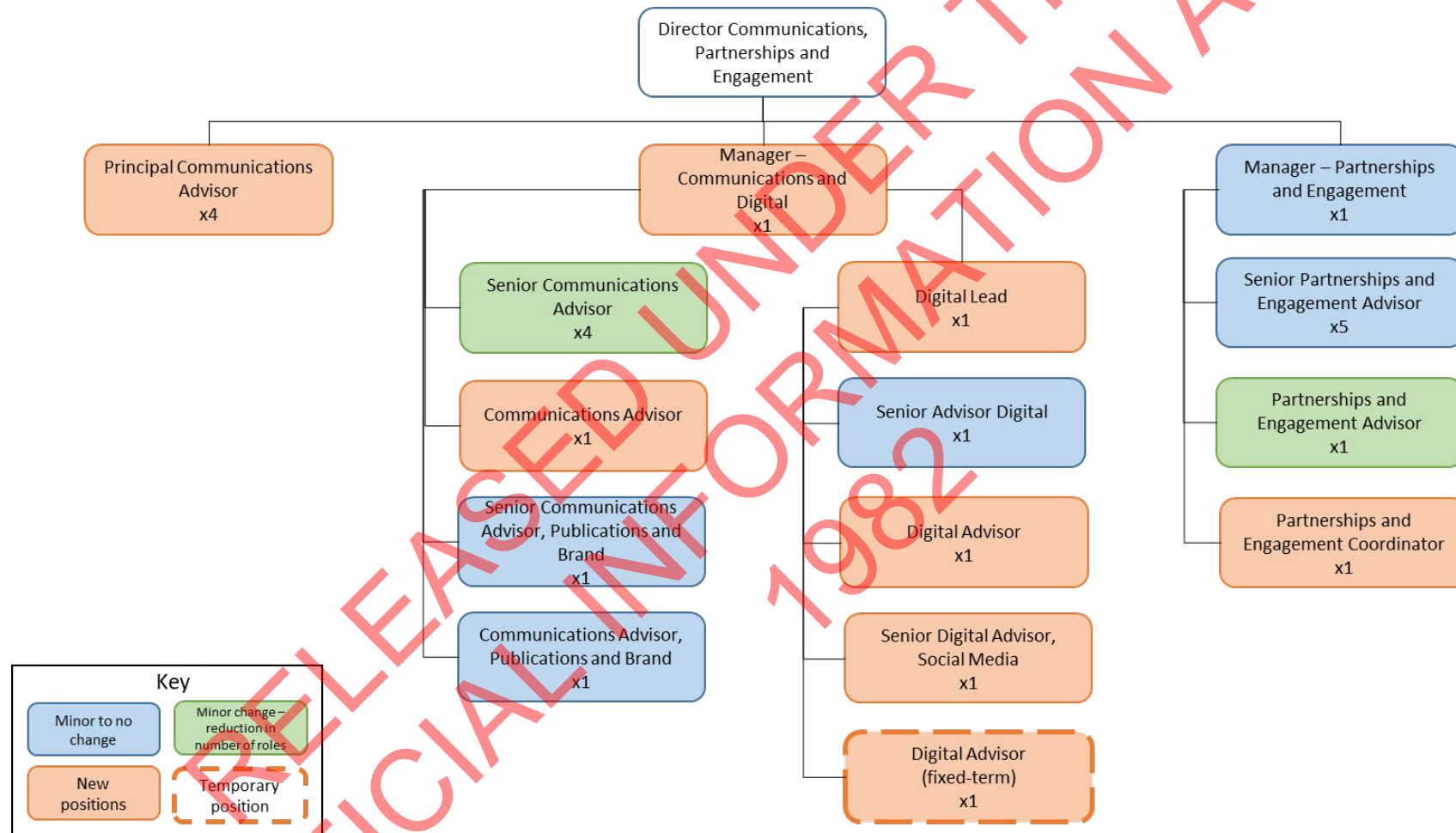
A summary of your feedback, how it was considered and the final decision is attached.

The main changes as a result of your feedback are:

- Removal of the Lead Principal role. Recruit four Principals on the same JDs to allow for greatest flexibility and set expectations and work programmes through PDPs
- Principals pick up more 'doing'
- Addition of a fixed term Digital Advisor to clear a backlog of technical web work
- Focus the Digital Advisor role on the external website, including content creation, audience insights and user experience, and some technical
- Assign responsibility for oversight of the intranet to the Principal Advisor (Internal Communications), supported by the Communications Advisor
- Focus the Senior Advisor Social Media on social media optimisation, evaluation, infographic and video creation and some web technical
- Keep the proactive media role as a generic Senior Communications Advisor position and target media through the job ad and performance expectations

New structure

Following feedback below is the new structure for the Communications, Partnerships and Engagement team.



Impact on Individual Roles

Current Position Title	Current Reporting Line	Impact	New Position Title	New Reporting Line
Manager Communications	Director Communications and Engagement	Role disestablished	N/A	N/A
Senior Communications Account Manager x6	Manager Communications	Reduction in number of roles. Change in position title and slight change to accountabilities	Senior Communications Advisor	Manager Communications and Digital
Senior Internal Communications Advisor	Manager Communications	Role disestablished	N/A	N/A
Team Leader – Communications Channels	Director Communications and Engagement	Role disestablished	N/A	N/A
Senior Channels Advisor – Online	Team Leader – Communications Channels	Change in position title and reporting line	Senior Advisor Digital	Digital Lead
Advisor – Online Internal	Team Leader – Communications Channels	Role disestablished	N/A	N/A
Senior Channels Advisor – Publications	Team Leader – Communications Channels	Change in position title, reporting line and slight change to accountabilities	Senior Communications Advisor, Publications and Brand	Manager – Communications and Digital
Channels Advisor – Publications	Team Leader – Communications Channels	Change in position title, reporting line and slight change to accountabilities	Communications Advisor, Publications and Brand	Manager – Communications and Digital
Advisor – Online External	Team Leader – Communications Channels	Role disestablished	N/A	N/A
Manager – Engagement	Director Communications and Engagement	Change in position title and slight change to accountabilities	Manager – Partnerships and Engagement	Director Communications, Partnerships and Engagement
Senior Engagement Advisor x4	Manager – Engagement	Increase in number of roles. Change in position title and slight change to accountabilities	Senior Partnerships and Engagement Advisor	Manager – Partnerships and Engagement
Advisor x2	Manager – Engagement	Reduction in number of roles. Change in position title and slight change to accountabilities	Partnerships and Engagement Advisor	Manager – Partnerships and Engagement

New Positions

This table lists the newly created positions. All employees whose roles are disestablished will have the opportunity to express interest in these new positions. Position descriptions for these roles are attached.

Position Title	Reporting Line
Principal Communications Advisor x4	Director Communications, Partnerships and Engagement
Manager – Communications and Digital	Director Communications, Partnerships and Engagement
Communications Advisor	Manager – Communications and Digital
Digital Lead	Manager – Communications and Digital
Digital Advisor	Digital Lead
Senior Digital Advisor, Social Media	Digital Lead
Digital Advisor (fixed-term)	Digital Lead
Partnerships and Engagement Coordinator	Manager – Partnerships and Engagement

What happens now?

The timetable for the next steps is:

Date	Milestone
Monday, 15 October	Final decision announced
Monday, 15 October	Employee letters distributed
Wednesday, 17 October	Open expressions of interest process
Monday, 5 November	Implement new structure

Employee Assistance

The Ministry provides a free counselling service via the Employee Assistance Programme (EAP). If you'd like to talk to someone about this change or any other concerns you have, you can contact EAP on 0800 787 2867.

Questions and more information

If you'd like more information on the next steps in the change process, you can:

- talk to Vicki Connor, James Walker or Sonia Smith
- talk to your PSA Delegate if you're a PSA member.

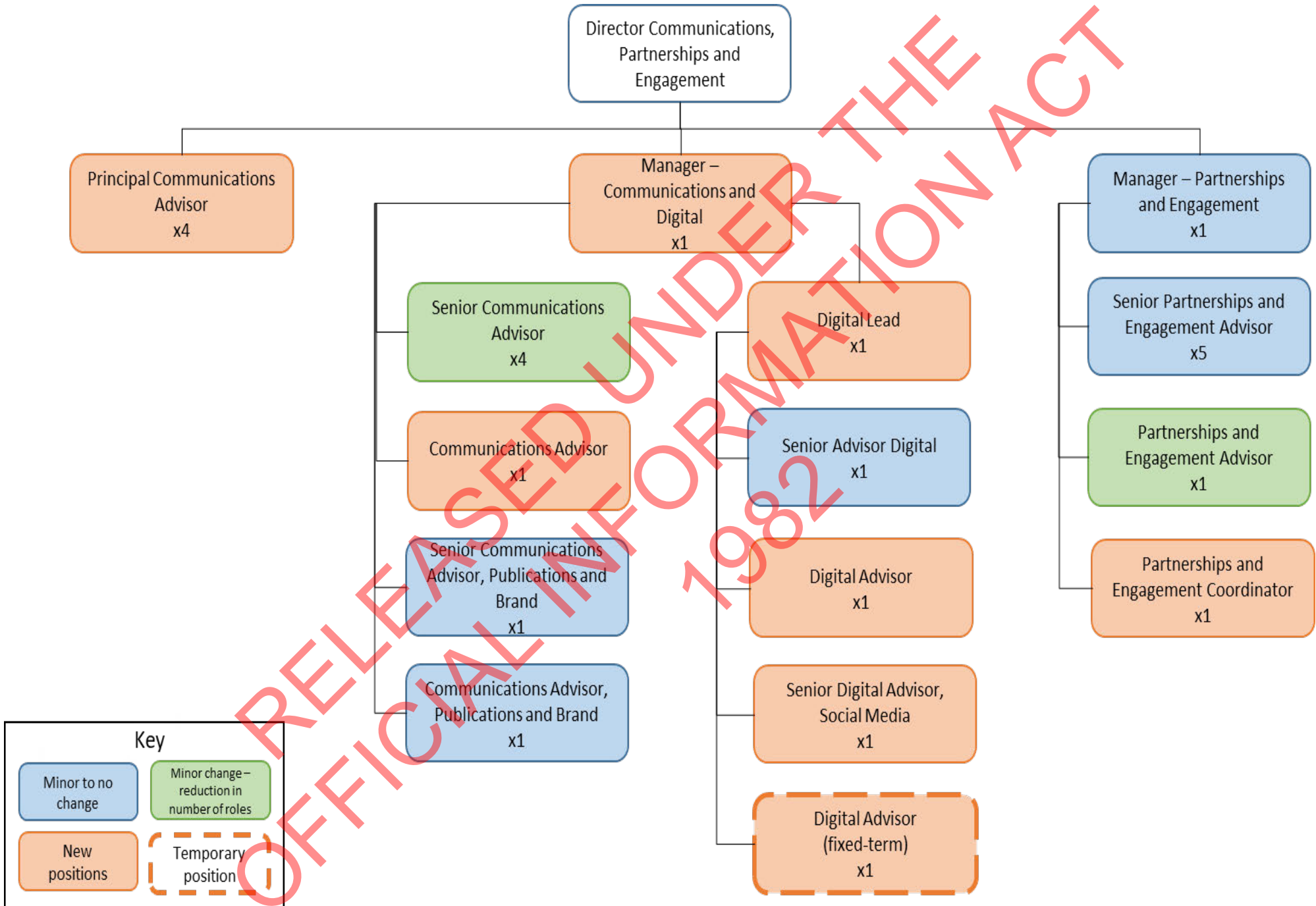
Communications & Engagement
Team Review
Final Decisions

15 October 2018

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Main themes

- There is general support for the proposal
- Supporting Ministers and the policy work is critical and need to be resourced
- We don't have enough 'doers'
- Some roles need more clarification
- There are benefits in keeping the Principals roles generic and the same level
- We don't have enough Maori capability



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Position Title	Reporting Line
Principal Communications Advisor x4	Director Communications, Partnerships and Engagement
Manager – Communications and Digital	Director Communications, Partnerships and Engagement
Communications Advisor	Manager – Communications and Digital
Digital Lead	Manager – Communications and Digital
Digital Advisor	Digital Lead
Senior Digital Advisor, Social Media	Digital Lead
Digital Advisor (fixed-term)	Digital Lead
Partnerships and Engagement Coordinator	Manager – Partnerships and Engagement

Implementation plan

- Role clarity exercise
- PDPs
- Team training plan

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Next steps

Date	Milestone
Monday, 15 October	Final decision announced
Monday, 15 October	Employee letters distributed
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Communications and Engagement Review

Summary of feedback

Feedback received from the team was reviewed and considered by Vicki Connor, in consultation with Sonia Smith and Amanda Woodbridge (Matai Partners). Recommendations and decisions were agreed by the Steering Group and endorsed/approved by Te Purengi. The following table summarises major/significant themes.

What you told us	Response / options considered	Final decision
<p>Broad agreement on structure and ambition: There was broad agreement with the proposed structure and the ambition for the Directorate to be agile, proactive, strategic and carve out more time for 'big thinking'. There was also strong support for the shift to working as a team. The following proposals were all welcomed:</p> <ul style="list-style-type: none"> • Creation of Principal roles. • Creation of a Communications and Digital team. • Very strong focus on digital capability including social media. • Improved focus on consumer research/insights. • Co-locating the publications roles in the broader Communications and Digital team. 		
<p>Top heavy structure: The model was described by many as top heavy with 4 principals, 3 Senior Communication Advisors and 1 Communications Advisor. Feedback included that:</p> <ul style="list-style-type: none"> • Senior Advisors are already very stretched. The focus on new areas (corporate communications, iwi communications, research/insights) combined with fewer Seniors would only increase the workload of Seniors. The pressure could become unreasonable. • While there was a broader span of roles in the proposed structure, in practice there was a limited career pathway. <p>Various solutions were offered including:</p> <ul style="list-style-type: none"> • Principals 'doing' much more (ie greater mix of strategic and day-to-day implementation than what was proposed) • Broadening the role of the proposed Senior Communications Advisor, Media role to include proactive and reactive media, and potentially to become a very broad 'corporate storyteller' role creating content for all channels (media, social, web etc). • Boosting the number of other staff. The most common suggestion was for an additional senior/advisor in the Communications and Digital team. <p>There was also a desire, in time, to increase the number of advisor-level practitioners, who could build a career at the Ministry.</p> <p>There was also feedback on the Principal roles (see next section).</p>	<ul style="list-style-type: none"> • Increasing strategic senior capability is a key goal of the proposal. Along with strategy development and providing advice, the four Principals will also 'do' work, including speech writing, content writing, stakeholder engagement, liaising with and responding to the Minister's office, managing projects, monitoring and evaluation. They will also be expected to pick up some cross cutting work as needed, such as developing the core narrative. • The key to success will be in the clarity of the set up. Work will be allocated by the C&E leadership team and reviewed every 90 days. We will take an agile approach, deploying resources to where they are most needed. That's not to say that resources will move every 90 days, and we recognise the need for depth in some areas, but making sure we have the right people in the right places will be a continuous process. Each 'project' or area will have a clear owner and people will know what they are responsible for. • The structure allows for some specialist positions, but there will be a focus on upskilling everyone in the broadest range of communications and engagement skills. This will help build skills useful for career progression. • We can take our own 'people to projects' approach within the team and rotate people where skills and aspiration match an opportunity. 	<ul style="list-style-type: none"> • Make the Senior Communications Advisor roles, including the proposed Media role, generic to allow for flexibility and movement. • Target specific roles through job ads and performance agreements. • Do not add additional Advisor level roles now.

	<ul style="list-style-type: none"> • We considered whether to make the Senior Comms Advisor, Media a specific role or generic. The expectation is that this role will have a dedicated focus on media – proactive, reactive, measurement etc - and be given the space to do that well. Agree that they will need to contribute to other work as needed. So that means a generic JD, with a specific performance agreement focused on media. This also means that people can easily rotate into this role for development. • We note the suggestion for more advisor level resource. We cannot exceed the allocated FTE count so adding roles would need to be instead of other roles. Given the importance of the other roles, there isn't an obvious trade off at this point. 	
<p>Principal roles: The establishment of the principal roles was welcomed as providing high level strategic advice. The following observations were made:</p> <ul style="list-style-type: none"> • No need for a lead role; it is the role of Managers and the Director to 'join up'. • Assigning one Principal per theme would have the same disadvantages of the previous account management model, particularly lack of flexibility. Principals should be assigned in a way that is flexible and responds to business need. • Care needs to be taken to ensure Seniors and Advisors can contribute to, and lead, strategic work, and provide development opportunities for Seniors. • It is unclear in the proposals how Principals would work with the Engagement Advisors and the scope of engagement responsibilities (see more below). • Principals should be expected to use the engagement systems and processes as the Engagement and Partnerships team. 	<ul style="list-style-type: none"> • The need for joined up strategic advice is critical. Agree that the Managers and Director have a role here. The Principals will be expected to think in a broad and connected way, and to proactively feed into a central view. It will be important for us to make sure we have systems and an approach that enables us to do this well. We will also need to be very connected to the strategy function. We will look at how this will work in practice as part of the implementation plan. • The underlying idea was to retain some flexibility in where Principals were assigned. There is some logic in having one person associated with each of the strategic themes. However, flexibility to respond to business need is really important. So Principals will be assigned to the areas of greatest need, as part of our 90 day workflow planning process, and among the group there will be oversight of all strategic themes. • Senior Advisors will be expected to lead work and to provide strategic advice. Everyone is expected to continuously build skills and knowledge of best practice. • The role of the Principals/Seniors versus the Engagement team is addressed below. We proposed that once finalised, we would do a role clarity exercise as a team. This is really important and we will do that as soon as people are placed into roles. • Agree that Principals, like everyone in the team, should use the agreed systems and processes. This will be a clear expectation. 	<ul style="list-style-type: none"> • Remove the Lead Principal role. • Recruit generic Principal roles and assign flexibly. • Ensure Seniors have projects they are leading.
<p>Digital team size:As noted above, the intention of the Digital team was welcomed and there was support for the Digital Lead role. However there was concern about the size of the proposed team, which is one role smaller than currently. There was agreement that this would negatively impact the team's ability to</p>	<ul style="list-style-type: none"> • Improving our systems and tools and reviewing the Datacom contract to make sure we are getting the right external support are critical and we will do that as soon as possible. Getting this sorted should help with workload. 	<ul style="list-style-type: none"> • Add a fixed term Digital Advisor Role to the end of the financial year 2018/19. • Focus the proposed Digital Advisor role on the external website, including writing, user experience, some technical web work and analytics.

<p>deliver on its work programme and restrain its ability to be proactive and meet future business need. There was also concern that the proposed Digital Advisor role would be too large, with work including essential administrative work falling to others in the team.</p> <p>Solutions offered included:</p> <ul style="list-style-type: none"> • Creating an additional Digital Advisor role, possibly for a fixed term until the contract with Datacom has been reviewed and tools such as Office 365 have been implemented. • Adding an Advisor (Admin) Digital role to sit between the current Senior Advisor and Advisor. Their role would entail web writing, web admin work, site management, and could also take on the lower web development work. Pending the strategic direction of the team this could be a transition role while major change takes effect. • Focusing the proposed Digital Advisor role on just the web. • It was suggested that the digital team have the capability to create basic videos and infographics. • One person suggested shifting the Senior Advisor, Social Media into the Communications and Digital team (not in the Digital team); and retaining an entry-level role. 	<ul style="list-style-type: none"> • While we are doing this, we will assign a fixed term Digital Advisor position to get us over the hump this year. We can reassess needs at the end of this period, noting that we can't exceed our FTE cap. • The role of the Digital Advisor was considered. Agree that the focus should be on the website. This would include some technical work, content and a focus on the user experience. • Responsibility for the intranet will sit with the Principal Advisor, Internal Communications supported by the Communications Advisor. This assumes greater investment in the platform and supporting tools, and more ownership from across the business. • We considered where the role of the Senior Advisor - Social Media should sit, and how technical it should be. We agreed to leave this role in Digital team and keep the focus on social media optimisation, reporting, and evaluation, video and infographic creation. We discussed if this could be a generic digital role, that has a focus on social through a targeted job ad, but we are looking for specific skills in a tight marketplace, so felt that the more specific we could be in the JD the more likely we were to get the right candidate. • Principals/Senior Comms Advisors will create content for their specific work programmes in conjunction with the Senior Advisor Digital - Social Media who will offer best practice advice. • To support this approach, we will keep the entry-level role – currently a part time contract focused on monitoring and responding to social media – and look at options to formalise this in future, within existing FTE, potentially as a role we can carve out for YELF graduates. 	<ul style="list-style-type: none"> • Rename the social media role - Senior Digital Advisor, Social Media; focus it on social media optimisation and include video infographic creation, and some web 'technical'.
<p>Manager Communications and Digital: There was some concern that the Manager role had too many direct reports to be effective.</p>	<ul style="list-style-type: none"> • This is a big team, in keeping with the Ministry's move to lift the focus of each layer of the organisation. This role will be focused on supporting and developing people, evaluation and reporting, and ensuring excellent delivery including through the effective assignment of resources/people to projects. This is not a 'doing' role. They will be supported by the Digital Lead who will have people management responsibility for the other digital roles. 	<ul style="list-style-type: none"> • No change to the scope of the Manager, Communications and Digital role.
<p>Principal Communication Advisor titles: It was suggested that the Principal titles should include the word 'engagement'.</p>	<ul style="list-style-type: none"> • There is merit in this, and it could be argued either way. From a purely practical point of view it makes sense to leave out the word engagement so as not to create confusion and make the job title really long. Communications can include a range of activity. 	<ul style="list-style-type: none"> • Leave the titles as Principal/ Senior Communications Advisors.

<p>Engagement and Partnerships resourcing: The proposed resourcing of the Engagement and Partnerships team was welcomed. Some minor changes were suggested to the resourcing including:</p> <ul style="list-style-type: none"> • Making one of the proposed Senior Advisor roles a Programme Management role (either Relationship Manager Lead or Programme Manager) with responsibility for overseeing the one-MfE relationship management programme. • Changing one of the roles to become a Principal role. 	<ul style="list-style-type: none"> • Career progression is an important consideration. Progression to one of the Principal roles or a Manager role should be available to everyone in the team and the expectation is that people will identify aspiration and build those skills through PDPs. • The one MfE Relationship Management programme is still under development and no final decisions have been made. We will look at the need for a specific programme manager role once that programme has landed. • Our organisation structure has Principals reporting into Directors rather than Managers. • Keeping the roles generic allows for greater flexibility and movement. 	<ul style="list-style-type: none"> • Keep the five Senior Advisor Engagement and Partnerships roles generic.
<p>Engagement and Partnerships functions and cross over with the communications team: There was some confusion about how the engagement and communication functions would operate, with a concern that the communications advisors would not 'do' project-based engagement. If they were expected to support/advise on project-based engagement, then it should be included in the JDs for Seniors and Principals.</p> <p>Specific feedback was provided on the proposed functions of the Engagement and Partnerships team which helps clarify the situation.</p> <p>The team identified the following areas different team members would lead:</p> <ul style="list-style-type: none"> • Youth engagement and partnerships <ul style="list-style-type: none"> ○ Leading the Ministry's youth strategy ○ Managing the following partnerships: SPBT, EnviroSchools, DOC • Local government <ul style="list-style-type: none"> ○ Relationship manager programme management ○ Responsible for a team of up to nine relationship managers ○ Ensuring adequate support and connections made ○ Responsible for ensuring there is value from the programme back into the business (eg intel sharing, influencing strategy etc) • Iwi/ Māori <ul style="list-style-type: none"> ○ Responsible for supporting effective engagement by advising project teams ○ Oversight (if not direct management) of any new partnerships (eg FOMA) 	<ul style="list-style-type: none"> • We acknowledge the past confusion between the engagement and communications teams and agree that now is the time to get clarity. • We have committed to a role clarity exercise which will be important to bring the expectations outlined in the proposal, and below, to life. • The underlying intent of this proposal is that the Partnership and Engagement team will enable the organisation to work with externals in a coordinated and strategic way. They will have a more hands-on approach with Partnerships, directly leading some cross Ministry partnership work and actively seeking out opportunities. • They will be organised around audience sectors, whereas the Principals/Seniors will be organised around our work programme. • The roles proposed by the team (to the left) fit the model and intention of the review and we agree with that focus. • The Principals/Seniors Communications Advisors will be responsible for the stakeholder engagement plans related to their areas of work. They will consult with the Partnership and Engagement team as the experts and holders of the latest intel. The Partnerships and Engagement team will add value by the stakeholder and organisational context they bring. They will make sure we are looking after our key external relationships on an ongoing basis, outside of specific projects. • Principals/Seniors will be expected to use the tools, and champion the services of the Partnerships and Engagement team. 	<ul style="list-style-type: none"> • Assign the generic Partnership and Engagement roles as per the team suggestion. • Undertake a role clarity exercise.

<ul style="list-style-type: none"> ○ Lifting capability of staff to engage effectively ● Business/NGOs <ul style="list-style-type: none"> ○ Ongoing oversight of Sustainable Wealth Initiative ○ Explore partnerships with key business and NGO partners (eg Air NZ, WWF) ● Primary sector/ Science <ul style="list-style-type: none"> ○ Develop a cross-Ministry sector strategy for Primary sector engagement and partnerships ○ Lead development of partnerships with primary sector (eg Fonterra, Dairy NZ) ○ Lead development of partnerships with science sector (eg NIWA, Cawthron) ● Generalist advisor role <ul style="list-style-type: none"> ○ Shadow and support sector leads ○ Work on project-based engagement, as needed, (eg Zero Carbon Bill or Water Quality work) ○ Support cross government collaboration (eg MFE's Natural Resources Sector leadership) ● Emission partnerships <ul style="list-style-type: none"> ○ Managing Auckland Council climate partnership, and connecting other parts of MFE to agenda ○ Progressing climate ag partnerships further <p>The people covering these roles will need to have effective relationships with the Communications Team, the CE's Office, strategy team, relationship managers, Mana Taiao and Principals.</p>		
<p>Coordinator role: This role was welcomed. There was feedback that it in fact replaced the existing vacant Coordinator role. This role would be very busy focusing solely on Partnerships and Engagement and could not reasonably be expected to support the wider Directorate. It was suggested this role focus solely on the Partnerships and Engagement.</p>	<ul style="list-style-type: none"> ● Considered and agree, noting that event management and managing stakeholder lists for events would sit with the Partnership and Engagement Team. 	<ul style="list-style-type: none"> ● Keep the Coordinator role focused on Partnerships and Engagement.
<p>Publications roles: Locating the publications roles in the wider Communications and Digital team was welcomed. The following suggestions were made:</p> <ul style="list-style-type: none"> ● The publications roles should be responsible for brand development/management and included in the JDs. It should also be included in the Manager Communications and Digital JD. ● The proposed publications titles should include the reference to Communications in recognition of their specialist communications role (ie Communications Advisor/Senior Advisor Publishing or a variation thereof). 	<ul style="list-style-type: none"> ● Developing and holding the MfE brand is an important role that has previously fallen between the cracks. We agree that responsibility for the ongoing management of the brand sits with these roles. ● Brand development will have input from the Manager Communications and Digital and Principal Advisors. ● One consideration was that under the move to keep all roles generic, it would be better to make these roles generic communications roles with a focus on publications and brand through the performance expectations. However it was felt that there are specialist skills needed 	<ul style="list-style-type: none"> ● Change the job titles to Senior/Advisor Communications – Publications and Brand and incorporate brand into the JDs.

	<p>in the publications space, and that these roles would not necessarily be expected to undertake all other communications functions.</p>	
<p>Reactive media: there was a desire to clarify who was responsible for reactive media. There was a suggestion that the Senior Communications Advisor Media be responsible for this.</p>	<ul style="list-style-type: none"> The Senior Advisor Communications Media will have the lead role in managing reactive media, but not in isolation. Project leads will contribute to or lead media responses and may deal directly with journalists on occasion. The media phone would still be shared out of hours. 	
<p>Assumptions: The following assumptions outlined in the consultation document were identified as being essential to the Directorate's success:</p> <ul style="list-style-type: none"> Review of Datacom contract Investigation of digital tools to support internal communications Development of a CRM Office space for the directorate. One group submission went further and said "space is available for everyone involved in the wider partnerships whanau (including up to nine relationship managers and four additional partnership staff) at least for 2-3 days per week." Complete a role clarity exercise to ensure everyone understands their roles and scope, and cross-over with others, especially in relation to engagement. 	<ul style="list-style-type: none"> Agree, noting that investment in things like CRM will need to be a part of the Ministry's costed work programme. It isn't realistic to think we can have office space for the whole Directorate plus potentially another 13, especially given we will be recruiting, but getting room for the Directorate in one place is a priority. 	
<p>Implementation: It was observed that the shifts were large and it was vital the changes were well managed. The following ideas were offered to ensure that the new structure and way of working was successful:</p> <ul style="list-style-type: none"> Effective communication to assist Directors, Managers and Ministers and their offices to understand how the new model will work, including responsibilities and expectations Leadership and support to enable the Directorate to work as one combined team Good processes for ensuring work is transferred effectively between Principals and other staff Ensuring Senior Communications Advisors/Advisors have access to development opportunities Reviewing and simplifying the sign-off process and actively managing this with internal clients Clarifying how projects/tasks will be prioritised, particularly given the proposed small number of Communications Advisors/Senior Advisors. 	<ul style="list-style-type: none"> These are all great suggestions and will form part of the implementation plan. It is assumed we will discuss and agree this plan as a team. Reviewing and simplifying sign off processes is critical. 	<ul style="list-style-type: none"> Director to develop an implementation plan for discussion with the team.
<p>Iwi/Māori specialist expertise: There was agreement that a practitioner with iwi/Māori expertise was desirable, either as a Senior or Principal Advisor.</p>	<ul style="list-style-type: none"> Agree. This will be targeted through the recruitment process, and for all roles. 	<ul style="list-style-type: none"> Target iwi/Māori specialist capability through recruitment strategy.

<p>Iwi/Māori capability: It was suggested that all practitioners should actively grow their knowledge of Te Reo Māori and become proficient at communicating with a Māori audience.</p>	<ul style="list-style-type: none"> • Agree. This will form part of the implementation plan. 	<ul style="list-style-type: none"> • Include in the implementation plan.
<p>Directorate name: Partnerships should be included in the Directorate's name.</p>	<ul style="list-style-type: none"> • Agree. 	<ul style="list-style-type: none"> • Change the name of the Directorate to 'Communications, Partnerships and Engagement'.
<p>Bilingual titles: It was suggested key roles should have bilingual titles.</p>	<ul style="list-style-type: none"> • A project creating bilingual titles for our teams is underway and being driven by Hinemoa and Kylie. We could build on this for our job titles. 	<ul style="list-style-type: none"> • Include in the implementation plan.
<p>Bringing in a youth voice: In addition to areas covered already, Te Purengi is keen to see a deliberate focus on bringing in a youth perspective to our work.</p>	<ul style="list-style-type: none"> • We have trialled this with Nina and it has worked well. We will look at the possibility of having a regular communications focused intern programme, and the potential to formalise Nina's role (within our existing FTE) and keep that ring-fenced for YELF graduates. 	<ul style="list-style-type: none"> • Director to scope and progress.

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Robyn White

Subject: FW: Transition Hub Stocktake

From: Cheryl Barnes <Cheryl.Barnes@mfe.govt.nz>
Sent: Wednesday, 3 April 2019 2:10 PM
To: Directors Team <DirectorsTeam@mfe.govt.nz>
Cc: Team - ELT <Team-ELT@mfe.govt.nz>
Subject: SIC: Transition Hub Stocktake

Hi all,

This email is to let you know that I have initiated a short stocktake of the Transition Hub in the Climate Directorate. This team plays an increasingly critical part in our work programme, and it is timely to look back at what has been achieved since the Hub was established in 2017, and what is needed in the future.

There have been some changes in context since the Hub was set up – including the Just Transitions Unit at MBIE, decisions on the emissions target and associated institutions, and the creation by Cabinet of a Climate Change CEs Board – which make a stocktake timely.

Nick Davis from MartinJenkins will be leading this work over the next 2 weeks. He will be in touch with some of you during this process to seek your views. If you would like to provide input please let me know so that I can ensure you are on the list.

The terms of reference are below for interest and context. I'll let you know the findings from this work and any next steps in due course.

Ngā mihi
Cheryl

Transition Hub Stocktake: Terms of Reference

This note sets out the terms of reference for a stocktake of the Transition Hub.

Context

The Hub was established in September 2017 by the Natural Resources Sector Chief Executives. Its mandate was based on providing whole-economy advice on meeting the 2030 Emissions Target, transition advice, and to assess the impacts of the 2050 target, as advice on that was developed. The work programme was agreed by NRS CEs to the end of December 2018.

The Hub was set up with CEs' agreement to resource it with people from across agencies – MBIE, MPI, MFAT, Transport and The Treasury.

Taking stock

The Hub has provided advice in support of the 2030 Emissions Target, and advice as the 2050 Target was developed. The team has built up a core set of skills, particularly in economic impact analysis, which has been critical over this period, and which are in high demand to support government decision-making.

Since the time the Hub was established, the context has shifted somewhat, including:

- The establishment of the Just Transitions team at MBIE. This team was created at the time of the Taranaki oil and gas ban, and has primarily focused on that to date. It is also now setting its future work programme.
- The decision by to create a Climate Change Chief Executives Board. The role of supporting this board has sat with the Hub. Its creation, and parallel changes to the NRS CEs group, also raises the question of which CEs are accountable for the Transition Hub, and where decisions and accountability lie.
- Decisions on the form and function of the permanent Climate Change Commission, to be established by legislation later this year. There is a need to consider and clarify the role MfE and others will play in providing advice to the Government in response to advice and emissions budgets set by the Commission.
- The MfE Transition Hub is no longer staffed by agencies other than MfE, which means there is a significant call on our own resources. Around 11 people are involved to some degree; key work programmes include the Government's response to the Productivity Commission's report on emissions, which is a key strategic piece, and the work on Climate Impact Policy Assessments (a coalition agreed piece of work). The work of the Hub currently excludes climate change adaptation.

More generally, as the core components of the climate change architecture become clearer, it is timely to consider the role MfE and other agencies will have in leading the transition to a sustainable, low-emissions economy over the next 10-20 years.

Putting all of this together with concerns raised by the team in the Transition Hub and others about the need for clear governance, commissioning and decision-rights, this seems an opportune time to look at what is needed for the next phase of this critical work area.

Objectives

The stocktake will provide advice to the Deputy Secretary, Climate Change and Water on:

- How it has met the objectives set for it when it was established
- What has enabled the Hub to work well
- What barriers and challenges has the Hub faced
- Options for ways forward from here – that build from the strength we have, support the direction of climate change policy (mitigation and adaptation) and the broader economic transition for NZ, and the role of MfE in that.

It is expected that the stocktake will cover:

- Governance and decision-making
- Key external relationships and stakeholder feedback
- Internal working relationships, both within the Climate Directorate and across MfE.

Approach

The stocktake will take place over a two-week period, from Wednesday 3 April to Thursday 18 April. It will take the form of interviews with internal and external stakeholders and an analysis of written documentation.

It will be led by Nick Davis from Martin Jenkins, to ensure an objective perspective.

The output will be in the form of written advice to the Deputy Secretary, Water and Climate Change to consider and take to Te Purengi for decisions on any next steps.

Cheryl Barnes – Deputy Secretary, Water & Climate Change

Ministry for the Environment – Manatū Mō Te Taiao

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Robyn White

Subject: FW: Transition Hub Stocktake - Report for optional feedback
Attachments: Confidential - Stocktake of the Transition Hub - Summary Report by MartinJenkins to MfE 10 May 2019.pdf

From: Cheryl Barnes <Cheryl.Barnes@mfe.govt.nz>

Sent: Wednesday, 22 May 2019 8:29 AM

To: Claire Richardson <Claire.Richardson@mfe.govt.nz>; Natasha Lewis <Natasha.Lewis@mfe.govt.nz>; Amanda Moran <amanda.moran@mfe.govt.nz>; Glenn Wigley <glenn.wigley@mfe.govt.nz>; John O'Connell <John.O'Connell@mfe.govt.nz>; Katherine Meerman <Katherine.Meerman@mfe.govt.nz>; Kirsty Millard <Kirsty.Millard@mfe.govt.nz>; Lesley Baddon <Lesley.Baddon@mfe.govt.nz>; Lorena Stephen <Lorena.Stephen@mfe.govt.nz>; Martin Workman <martin.workman@mfe.govt.nz>; Mike Porter <Mike.Porter@mfe.govt.nz>; Neil Hurley <Neil.Hurley@mfe.govt.nz>; Shaun Lewis <Shaun.Lewis@mfe.govt.nz>; Vicki Connor <Vicki.Connor@mfe.govt.nz>; Melanie Mark-Shadbolt <Melanie.Mark-Shadbolt@mfe.govt.nz>; Vicky Robertson <Vicky.Robertson@mfe.govt.nz>

Cc: Janine Smith <Janine.Smith@mfe.govt.nz>; Roger Lincoln <roger.lincoln@mfe.govt.nz>; Jo Gascoigne <Jo.Gascoigne@mfe.govt.nz>; Aidan Meerman <Aidan.Meerman@mfe.govt.nz>; Clodagh Jolly <Clodagh.Jolly@mfe.govt.nz>

Subject: SIC: Transition Hub Stocktake - Report for optional feedback

Hi all,

As you may be aware, I recently asked Nick Davis at MartinJenkins to undertake a stocktake of the work of the Transition Hub, located within the Climate Directorate.

This is a look at the purpose and scope of the T-Hub's work programme, governance and management arrangements, external and internal relationships and capabilities. The stocktake is aimed at ensuring that we are set up well to deliver on this critical function. It is not a restructuring proposal.

I've attached in confidence a copy of Nick's report. This is currently with the Transition Hub and Climate Change Directors, as well as those interviewed externally for comment, by COP Monday 27 May.

I would welcome your thoughts as part of this process too, in your leadership roles. The report is not to be forwarded to others without discussing with me please.

Once I have received feedback, I'll be taking that and the report's findings on board, and taking recommendations on any next steps to Te Purengi.

Ngā mihi
Cheryl

Cheryl Barnes – Deputy Secretary, Water & Climate Change

Ministry for the Environment – Manatū Mō Te Taiao

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STOCKTAKE OF THE TRANSITION HUB: SUMMARY REPORT

Final Report

10 May 2019

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PREFACE

This report has been prepared for the Ministry for the Environment by Nick Davis from MartinJenkins (Martin, Jenkins & Associates Limited).

MartinJenkins advises clients in the public, private and not-for-profit sectors. Our work in the public sector spans a wide range of central and local government agencies. We provide advice and support to clients in the following areas:

- public policy
- evaluation and research
- strategy and investment
- performance improvement and monitoring
- business improvement
- organisational improvement
- employment relations
- economic development
- financial and economic analysis.

Our aim is to provide an integrated and comprehensive response to client needs – connecting our skill sets and applying fresh thinking to lift performance.

MartinJenkins is a privately-owned New Zealand limited liability company. We have offices in Wellington and Auckland. The company was established in 1993 and is governed by a Board made up of executive directors Kevin Jenkins, Michael Mills, Nick Davis, Allana Coulon and Richard Tait, plus independent director Sophia Gunn and chair Hilary Poole.

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INTRODUCTION

Background

The Transition Hub (the T-Hub) was established in September 2017, to provide economy-wide advice on meeting New Zealand's 2030 emissions reduction target, and on the potential transition pathways and associated economic impacts of the 2050 target as policy advice on that was developed.

The T-Hub was established by Natural Resource Chief Executives and was intended to be resourced with people drawn from each of the main participating agencies (i.e., MfE, MBIE, MPI, MoT, MFAT and the Treasury). The T-Hub's work programme was approved through to December 2018. The work of the T-Hub was intended to build on, rather than duplicate, existing work on climate change issues across a range of government agencies and ministerial portfolios.

Since the T-Hub was established, the institutional context and operating environment has changed significantly, raising not just the profile of its work but placing significant short term demands on its resources, and on MfE more generally. These changes include:

- the newly elected government's greater focus on climate policy
- the establishment by MBIE of the Just Transitions Unit
- the establishment of a Climate Change Chief Executives Board
- the development of the Zero Carbon Bill which will establish new institutional arrangements, including creating an independent Climate Change Commission and requiring the Minister to set carbon budgets, develop plans for meeting them, and monitor progress. The Bill would also establish requirements to undertake climate change risk assessments and to prepare national adaptation plans.

This Stocktake was commissioned to provide an independent perspective to the Ministry on the purpose, role and functions and capabilities of the T-Hub, and to consider how these may need to evolve given the changes in the operating context.

Approach

This Stocktake has explored the purpose and scope of the T-Hub's work programme, governance and management arrangements, external and internal relationships and capabilities. It was completed over a two-week period and involved:

- Document review, including documents relating to the establishment of the T-Hub, its work programme, examples of outputs, and papers relating to the proposed new institutional arrangements in the Zero Carbon Bill; and
- Interviews with a range of Ministry staff (primarily within the T-Hub and across the wider Climate Directorate), representatives of government agencies involved in the work of the T-Hub, and a small number of external stakeholders.



ACHIEVEMENTS

Establishment of the T-Hub

The T-Hub currently comprises a Programme Director, with a core team comprising two principal advisors and approximately five other senior advisors/advisors. A small number of other staff are T-Hub 'adjacent', in that they work on closely related work (e.g., Climate Implications of Policy Assessment, secretariat for Chief Executives Board). Key capabilities of the team relate to applied economic analysis and policy analysis. The team also includes people with specialist experience in areas of energy, transport, built environment and resource management.

Since it was established, the work programme of the T-Hub has been focused on:

- Joining-up climate mitigation work across government, including coordination of the government's response to the Productivity Commission Inquiry into a transition path to a low emissions economy and providing advice on the transition path for the domestic economy
- Assessing the impact of the new 2050 climate target(s) to support public consultation and subsequent policy decisions on the Zero Carbon Bill, and more generally developing the evidence base and analytical tools to support transition advice and the evaluation of alternative transition strategies and policy proposals
- Seeking to develop partnerships to catalyse and accelerate action in support of transition to a low emissions economy.

It is important to note that the T-Hub did not become operational until September 2017, when key staff were appointed. For much of the initial 9 months, the Programme Director and the T-Hub's initial staff (approximately 4-6) were focused on supporting policy development on the Zero Carbon Bill. Additional recruitment was undertaken in the latter part of 2018, with the current team in place from December 2018.

What has the T-Hub achieved in practice?

The T-Hub is well respected for its technical knowledge and has played a valuable role in supporting agencies to think about transition pathways and potential impacts associated with these (see Table 1).

Table 1: Summary of the T-Hub's achievements since it was established

Area of focus	Achievements
Joining up climate change work across government	<ul style="list-style-type: none">• Acted as key point of engagement with productivity commission on inquiry into transition pathways to a low emissions economy and coordinated the Government's draft response• Engaging with and influencing agencies in each of the emitting sectors, less so in agriculture. This includes working with agencies to develop policy frameworks for supporting agencies to make choices around the approach to transition, developing narrative around transition strategy, and working with agencies on sector-specific policy proposals (e.g., infrastructure investment, built environment, process heat, renewable energy, transport) to ensure climate change• Preparing a climate impact policy analysis framework, which required agreement from other government agencies, to use as part of the development of cabinet papers



Area of focus	Achievements
Economic analysis and modelling	<ul style="list-style-type: none"> • Commissioned and supported development of models to assess the impacts of transition pathways to the new 2050 climate targets • Coordinated a system-wide analysis of the potential abatement opportunities available in New Zealand and what it will cost to achieve them, working with several agencies in emitting sectors • Seeking to play a leadership role in shaping the data, information and analysis environment and to build a consistent evidence base to support carbon budgeting and analysis of the impacts of alternative transition pathways
Partnerships	<ul style="list-style-type: none"> • Working with iwi, business, community and local government to encourage and support them to take action to reduce emissions. This has included working with the Sustainable Business Council and the Climate Leaders Coalition, Auckland Council, Venture Southland and Fonterra.
Other significant work	<ul style="list-style-type: none"> • Providing advice on institutional arrangements for the Climate Commission and other elements of the Zero Carbon Bill (e.g., carbon budgeting, how government would respond) • Working closely with the ICCC, on developing an evidence base and shaping future Inquiries • Establishing the Climate Change Chief Executives board and acting as secretariat • Responding to ad hoc requests for briefings, advice and ministerial servicing (e.g., speeches)

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ISSUES AND CHALLENGES

Purpose and scope of the T-Hub

This Stocktake has revealed a lack of understanding by some stakeholders (both external and internal) regarding the purpose and role of the T-Hub, in particular regarding the scope of its responsibilities. Key issues stakeholders raised include:

- the original intention that the T-Hub would function as an inter-agency group with resource drawn from across the key agencies had not come to fruition, and this was viewed as lessening its relevance and impact across agencies
- the T-Hub is primarily seen as an information sharing and coordination mechanism rather than a policy hub that provides integrated advice prepared jointly and agreed across agencies.
- the omission of climate risks and adaptation from the T-Hub's remit, which most stakeholders saw as very significant issues for New Zealand that needed to be progressed together with mitigation – the Climate Commission will have both within its remit.
- the T-Hub's partnerships function requires a different mix of capabilities and would require additional resources (people and funding) in order to have a significant impact. Some stakeholders felt other agencies/other parts of MfE were better placed to carry out this function.
- the need for stronger linkages between the T-Hub's work programme and the government's economic strategy, with several questioning the merits of separating the Climate Change Chief Executives and Economic Chief Executives groups. The T-Hub has been working with MBIE on the alignment of the low-emissions strategy work with the government's wider economic strategy.
- the need for MBIE and Treasury to be more actively involved in the T-Hub, with clearer cross-agency ownership of the T-Hub's work programme. While there have been regular meetings between the T-Hub, MBIE and Treasury, there is a need in future to further strengthen alignment with MBIE's Just Transitions work programme and to strengthen alignment between these agencies.

Governance and management arrangements

Several stakeholders including T-Hub staff commented that the governance and management arrangements surrounding the T-Hub are unclear, burdensome and lacking in effectiveness. Several bodies (including the Public Sector Climate Change Chief Executives Board, Climate DCEs group, and Climate Directors Group) are in some way part of, or related to, governance of the T-Hub but there is a lack of clarity regarding the relationship between the T-Hub and these groups. This lack of clarity and certainty has led to perceptions among stakeholders that the T-Hub operates independently of cross government climate policy work, with agencies feeling they do not have enough visibility or influence over the work of the T-Hub.

There have been recent changes to internal governance and management arrangements that have resulted in confusion and tension regarding responsibility, accountability and oversight of the T-Hub's



work. This has had several consequences including, a breakdown in effective working relationships across the different levels of management within the Climate Directorate, a lack of clear direction regarding the work of the T-Hub, feelings of disempowerment of management and staff of the T-Hub, convoluted sign-out processes, and significant rework of deliverables.

External relationships

The T-Hub has developed positive and constructive working relationships across government agencies, and the regular inter-agency meetings are seen as a useful forum for sharing information.

There have been tensions around particular pieces of work (e.g., NZIER modelling of impacts of 2050 targets; advice on price versus non-price mechanisms). Related to this, there are occasions where external and internal stakeholders have felt their views had not been reflected in the T-Hub's advice, including advice that has gone to Ministers.

This is a challenge common to inter-agency policy processes where advice is contestable. Whether or not this is a problem depends on whether areas of disagreement can be identified and worked through in a constructive manner without damaging the ongoing relationship.

Internal relationships

The T-Hub and other parts of the Climate Directorate acknowledge the challenges in building strong internal relationships, which have been exacerbated by acute resourcing pressures within the Directorate. The current situation is unsustainable but there appears to be a willingness from all parties to address this situation and rebuild working relationships.

Capabilities

The T-Hub has built up good economic analysis and modelling capability over a short space of time. The skills and experience in the T-Hub are viewed as important to developing the data infrastructure, evidence base and analytical frameworks to support the provision of high-quality transition advice now and into the foreseeable future.

While the T-Hub also has some good policy capability, and has recently specifically recruited to strengthen this capability, it is viewed as not yet having had a significant influence or impact on shaping advice to the government on the transition strategy. This requires experience and approaches to build strong inter-agency policy processes that deliver jointly agreed advice and/or faithfully represent differences of perspectives. It requires a sound understanding of the economy as a whole, but also of the key sectors where the implications for policy are greatest (e.g., transport, energy, infrastructure, primary industries, local government, financial system). In many ways, this is at the heart of the role of the T-Hub – providing economy-wide advice on transition pathway, key trade-offs and policy choices, and distributional impacts. This area of capability will need to be further developed over time.



As noted earlier, the partnerships function is unique and requires a different mix of capabilities than those required for economic analysis or policy advice. It also requires enough resources (people and funding) in order to support the development and maintenance of effective partnerships. If the T-Hub continues to hold this responsibility, this will require additional investment.

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OPTIONS FOR THE WAY FORWARD

Implications of the Zero Carbon Bill

The current draft of the Zero Carbon Bill contains several provisions, which will establish a new level of permanence around the roles and functions that the T-Hub was set up to perform and adds greater specificity to the work programme. Specifically, provisions in the Bill create obligations on the responsible Minister and the government to set carbon budgets, develop multi-sector strategy and plans for meeting them, and prepare a national adaptation plan in response to each 5-yearly national climate change risk assessment. While the Climate Commission would have statutory responsibilities to advise government on these matters, the responsibility for setting budgets, strategies and plans rests with the responsible Minister, who will in turn depend on advice from government ministries.

The biggest risk to achieving progress against the targets, to successfully managing the economic transition, and to lessening the country's exposure to climate-related risks will be a lack of policy coherence. This is acknowledged in the Productivity Commission's report on the opportunities and challenges for New Zealand on the path to a low-emissions economy. The Productivity Commission noted that development of the government response to meet emissions budgets and targets is likely to be a challenging and potentially fraught process, and that preparing a coordinated and coherent government response will require a substantive policy process extending across the economy and across agencies.

Given the above context, and the issues and challenges identified earlier, the current organisational arrangements are not fit for purpose. The path forward is likely to require new ways of working across agencies and with non-government stakeholders and may require new, innovative models of leadership, accountability and delivery.

Need to consider alternative models

In the past, where problems crossed agency boundaries, the two main ways that state sector agencies were organised to address the problems involved voluntary cooperation, or a structural change to place the whole problem within a single agency. Neither approach is likely to work for problems as important, challenging and multi-dimensional as climate change mitigation and adaptation.

Recently, significant work has been undertaken by the State Services Commission to develop approaches and models for addressing these types of problems that involve stronger accountabilities than are achievable via voluntary cooperation, while not involving changes to agency structures.

These are summarised in the State Services Commission's *System Design Toolkit for Organising Around Shared Problems*, which contains several alternative models that should be considered for performing some or all of the current roles and functions currently performed by the T-Hub.



Options that should be considered

There are at least two broad options (and several variants) that should be considered for performing all or some of the functions required under the Zero Carbon Bill:

- Enhanced Status Quo** – Under this model, the Ministry would continue to function as the transition hub, but with strengthened strategic policy capability, and inter-agency governance mechanisms to ensure coordinated and integrated advice on transition pathways, policy options and distributional impacts that takes an NZ Inc perspective. Further work will be required, alongside the remaining policy work to support the passage of the ZCB and establishment of the Climate Change Commission, to rethink the overall role and shape of the Directorate. This includes considering the interlinkages with other policy directorates (e.g., Water) and with other key functions of the Ministry (e.g., Stewardship, Partnerships). It will be important through that process to retain and further strengthen the economic analytical capability that the T-Hub has built up, and to strengthen the linkages with the CCA team.
- Collective Accountability** – As contemplated in the Terms of Reference for the Climate Change Chief Executives Group, an alternative option is to consider shifting from the current Shared Responsibility model to a Collective Accountability model. This would create joint accountability for the performance of certain defined functions that would be agreed by Cabinet. Moving to this model would also have implications for the way in which the Board is supported, and changes to the ways in which agencies work together. In designing such an option, careful consideration would need to be given to leadership, accountability and delivery (including required capabilities and funding). This would be a significant shift away from the existing arrangements but given the importance of making progress towards the targets, the significant economic and social implications for New Zealanders associated with the transition, the multi-sectoral nature of policy coordination challenge, and the statutory requirements to deliver integrated, cross-government advice on these issues over the next 30 years, this option warrants further consideration.

There are several factors that should be considered in developing the preferred institutional arrangements moving forward. These are summarised in Table 2.

Table 2: Factors to consider when designing the future institutional architecture

Factor	Explanation
Whether to continue to maintain separate oversight and management of work on climate mitigation and adaptation	Currently, these work programmes are governed, managed and resourced separately. Under the Zero Carbon Bill, the Commission will have responsibilities in relation to both mitigation (carbon budgets, emission reduction strategies and plans) and adaptation (national climate risk assessment). Given the interdependencies between mitigation and adaptation, particularly in land-based sectors and in transport, there are prima facie arguments for combining the oversight of this work under a single governance model. Countering this, there are a wider range of interests in adaptation which could make governance at CE level unwieldy. The advantages and disadvantages of including adaptation should be weighed as part of the analysis of alternative institutional arrangements.



Factor	Explanation
Considering the costs, risks and benefits of various government arrangements	The assessment of institutional arrangements will need to consider the costs and risks as well as the benefits, which includes considering interdependencies with other policy or regulatory domains, or service delivery, that might be impacted by the proposed changes. For example, there are interdependencies between climate mitigation and a host of other environmental management issues (e.g., the government's response to concerns about freshwater quality will likely deliver co-benefits for GHG emissions reduction, biodiversity and soil erosion). Furthermore, there are other drivers of economic transition beyond climate change, such as disruptive technological change which has large implications for the future of work and therefore labour market, education and welfare policies. These interdependencies add layers of complexity when making judgements about the pros and cons of alternative arrangements. Key to working through these issues is the need to be very clear about "what problem are we trying to solve".
The assignment of roles and functions currently held within the T-Hub	The most critical features of the future model will be those that are conducive to a policy process that spans several agencies and sectors, including the mana to convene the range of portfolio agencies, to influence cross-agency priorities and to engage effectively with Ministers, public sector CEOs, local government, iwi and business leaders. These features do not necessarily imply that technical economic modelling work, or sector-specific partnerships, would need to form part of the role of the future inter-agency arrangements. While these functions are important to retain in the system, there are options for where they might best fit: <ul style="list-style-type: none"> • Economic modelling and analysis of climate impacts has wide-reaching applications to other sectors (e.g. transport and energy) and the general economy and the location of this function will need to reflect these interdependencies. • Partnerships with business, local government, Maori and communities will be important for catalysing action and maintaining momentum on climate mitigation and adaptation. Effective engagement through partnerships demands different skills, knowledge (especially for sector-specific partnership) and experience than the functions required to deliver economy-wide transition advice, and such engagement is resource intensive. For these reasons, it may be preferable for partnerships to be managed and resourced separately.
Leadership on emissions reduction in the state sector	All state sector agencies will have an emissions profile and the public service has a responsibility to lead by example. Consideration should be given to establishing a System Leadership Governance role (e.g., like the Chief Digital Officer) for Climate Change. This role would have a focus on providing support and ensuring state sector agencies understand their emissions profiles, are identifying opportunities for reducing their emissions and taking action. This function could also report on total emissions across the state sector and monitor this over time.
Other factors requiring consideration	Other factors that need to be considered include: <ul style="list-style-type: none"> • the tension between collective and individual agency interests • the current state of working together • the required durability of the cross-agency arrangements • how many parties need to be involved in key decision-making arrangements; and • what systems, processes, capabilities and resources are needed to support the effective operation of the preferred arrangements.

Process for progressing work on options for institutional arrangements

Given the multiple agency interests in this work, it will be important that further consideration of these options be undertaken through an inter-agency process. In addition to the agencies already involved in the work of the T-Hub, consideration should be given to expanding the scope of work to include agencies with a strong interest in climate adaptation. Since the work is focused on the machinery of government, it will be important to engage the State Services Commission early in the process to determine what involvement they wish to have.



The proposed options are predicated on the Zero Carbon Bill being passed. However, the analysis of options could be undertaken in anticipation that the Bill will be passed, so plans can be put in place to transition to any new arrangements.

Areas for immediate action

The process to assess the alternative options outlined above will take some time (2-3 months) to work through and longer to transition to new arrangements. In the meantime, the T-Hub has important deliverables and there is a need to take short term actions to help address some of the most significant issues. These actions could include:

- Build a stronger line of sight between the work programme of the T-Hub and the interagency Climate Directors group, including alignment with MBIE's work on just transitions
- Clarify the internal governance arrangements, including clarifying expectations regarding internal consultation, and simplifying and streamlining processes for QA and sign-out of advice
- Reconfirm the T-Hub's work programme for the next 6 months, considering the short-term demands and resource pressures the Directorate is under.
- Bring together the climate mitigation and adaptation work, currently managed separately, into a single, integrated climate transition work programme.
- Strengthen internal relationships between the T-Hub and other parts of the Directorate, including strengthening connections between the teams
- Further strengthening the working relationships and alignment of work programmes between the T-Hub, MBIE and Treasury, including close alignment between advice on climate resilient and low emissions strategy, the just transitions work programme, and the government's broader economic strategy.



Robyn White

Subject: FW: Transition Hub Stocktake - Proposed Next Steps

From: Cheryl Barnes <Cheryl.Barnes@mfe.govt.nz>

Sent: Monday, 10 June 2019 1:00 PM

To: Vicky Robertson <Vicky.Robertson@mfe.govt.nz>; Claire Richardson <Claire.Richardson@mfe.govt.nz>; Amanda Moran <amanda.moran@mfe.govt.nz>; Vicki Connor <Vicki.Connor@mfe.govt.nz>; Sam Buckle <Sam.Buckle@mfe.govt.nz>; Melanie Mark-Shadbolt <Melanie.Mark-Shadbolt@mfe.govt.nz>; Natasha Lewis <Natasha.Lewis@mfe.govt.nz>; Janine Smith <Janine.Smith@mfe.govt.nz>

Cc: Neil Hurley <Neil.Hurley@mfe.govt.nz>

Subject: SIC: Transition Hub Stocktake - Proposed Next Steps

Kia ora Te Purengi,

Further to the recent stocktake of the Transition Hub, below is a note that summarises the themes from the stocktake and feedback received, and my proposed next steps.

I have worked this through with People and Culture, to ensure that the proposed next steps are all consistent with the approach taken, and that the supporting processes are robust. It also draws from conversations with Tash.

From here, I am running the proposals past Directors, and will meet with the Transition Hub and Adaptation Teams as soon as possible to take them through my thinking.

The changes will happen through the current business planning and P2P processes. The key practical implications (subject to the relevant conversations happening with individuals) are:

- Bringing together the ZCB Policy, Adaptation and Transition Hub teams into one "Transition Team". To have 2 managers (9(2)(g)(ii)) and one other – likely 9(2)(g)(ii) – and one programme manager. (9(2)(g)(ii)) to report to Janine. The other manager to report to Roger.
- Formalising the arrangement for Bridget Fraser to lead a 'impact analysis' team, focusing initially on sustainable land use, but broadening over time (under the Transition Theme work).
- Roger to lead the development of refreshed work programme for the Transition Team; working with Janine and others as required (e.g. Janine on adaptation).
- Roger and Janine to lead a process to clarify governance arrangements as set out below.

Please let me know if you have any feedback, questions or concerns.

Ngā mihi
Cheryl

This note sets out the key themes from the stocktake, feedback received and related discussions on the recent stocktake of the Transition Hub's work to date, including Te Purengi discussions.

It sets out some proposed next steps – for discussion with the Transition Hub team, the adaptation team and the rest of the climate directorate. It will also be considered by Te Purengi and Climate Directors.

	<i>Key theme from stocktake and feedback</i>	<i>Comment</i>	<i>Proposed next step</i>	<i>Further detailed comments</i>
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Long term direction

1. The importance of the work on transition for NZ and for MfE

2. There is an opportunity to use the current business planning process to put the transition at the heart of MfE's work.

This will ensure that we are giving this area of work the appropriate level of priority, focus and resources.

3. There is also recognition of the need for strong impact analysis to support policy making.

This includes, but is not limited to, the impacts of climate change mitigation efforts. It extends across our work programme.

- The significance of the work on New Zealand's transition to a low emissions economy is apparent from the stocktake and all the feedback.
- It is seen as a central, and increasingly important, part of MfE's work, as we seek to drive policy change across government.
- The centrality of the transition has also been a theme of Te Purengi's discussions on business planning for 2019/20 and beyond.
- There is general support for the need to strengthen our focus on this work at MfE, and in our relationships with other agencies.
- This would build from the work done to date by the Transition Hub, and position the work at the centre of the Ministry for the next 5-10 years.

- The economic impact work done to date is important, and this will be an ongoing area of focus for advising governments on transition policy, and on policy making more generally.
- It will be important that our impact work uses the best possible methodologies, with support and connections to work done in other agencies. There is an opportunity to create a centre of excellence in this area.

- New transition outcome built into business planning as a central focus.
- Will connect work on overall strategy; transition policy (adaptation and mitigation); central economics and science capability development.
- Cheryl and Natasha to co-lead

- Cheryl and Natasha to develop as part of the transition outcome.
- In the meantime, bring together economic analysis across the sustainable land area (building from the work ^{9(2)(g)(ii)} is currently leading)

In practical, terms, bring together the current ZCB Policy team, Adaptation team and Transition Hub into one 'Transition Team', with sub-parts to bring focus.

To be done via the current business planning process.

Two managers to lead (9(2)(g)(ii) and 9(2)(g)(ii) [TBC]), alongside a new dedicated programme manager.

Managers to lead on the overall work programme and people leadership; the programme manager to provide project management support across the whole (including Climate Change CE's Board)

Formalise a new central impact analytics team; focus on sustainable land, but broadening over time.

		Economic CEs have recognised the importance of building this capability across the public sector.	
Short term focus	<p>4. Create <u>short-term certainty</u> by agreeing a 3-month work programme.</p> <p>5. While we need to consider the differences between <u>adaptation</u> and mitigation work, it makes sense to bring them closer together. This builds on current arrangements.</p>	<ul style="list-style-type: none"> The impact on the team of the stocktake and recent changes to management are recognised. As is the need to give the team short-term certainty by agreeing a clear work programme. The resourcing pressures on both the hub and adaptation team are also recognised, and there is an opportunity now to both bring the two closer together, and to re-balance resourcing through the business planning process. 	<ul style="list-style-type: none"> Roger to lead; with a new manager in place via the 19/20 business planning process
	<p>6. <u>Clarify governance</u> arrangements and decision-rights</p>	<ul style="list-style-type: none"> For stability and consistency, short-term governance will continue to be through Roger as lead Director and via the Climate Change Governance group (chaired by Cheryl). Roger to lead the development of: <ul style="list-style-type: none"> 3-month work programme for the team (in place by 30 June) 1-3 year work programme, to be agreed (by 30 August) by: Climate Change Directors (cross-agency); Climate Change Dep Secs; the Climate Change Board; and Climate Change Ministers. To set out the transition work programme for the period, 	<ul style="list-style-type: none"> Roger and Janine to co-lead – via a transparent, inclusive process working with all team members

		<p>highlighting key decision-points (e.g. Provisional Emissions Allowance; NCCRA) and a timetable for Ministerial and CE meetings.</p> <ul style="list-style-type: none"> - advice to Cheryl on any requirements for associated governance arrangements to support the work programme. 	
Looking further ahead	<p>7. Looking the longer-term, and reflecting the importance of this work, there is interest in exploring options for <u>working differently across agencies</u> to support the transition. This will take time to work through, and will involve a significant piece of work to be undertaken to explore the options. This could include looking to forthcoming changes to the State Sector Act for <u>structural options</u>.</p>	<ul style="list-style-type: none"> • The cross-cutting nature of the work makes it fertile ground for exploring a range of possible options for working effectively across agencies. • Early conversations on this matter reveal a mix of curiosity and interest, with some flagging possible downsides. • At the moment, the need to shore up current arrangements is the priority focus. This question could be explored further, drawing on independent experts, once we have done that. Having said that, initial steps should be made with this longer-term thinking in mind (e.g. establishing strong cross-agency governance arrangements). 	<ul style="list-style-type: none"> • Consider this question again in 6-12 months time • At that point, commission independent expert advice on possible options.

Cheryl Barnes, Deputy Secretary, Water & Climate Change

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Ministry for the
Environment
Manatū Mo Te Taiao



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Robyn White

Subject: FW: Transition Hub Stocktake - Agreed Next Steps

From: Cheryl Barnes <Cheryl.Barnes@mfe.govt.nz>

Sent: Wednesday, 26 June 2019 4:48 PM

To: Lewis Stevens <Lewis.Stevens@mfe.govt.nz>; Scott Gulliver <Scott.Gulliver@mfe.govt.nz>; Bridget Fraser <Bridget.Fraser@mfe.govt.nz>; Lisa Niven <Lisa.Niven@mfe.govt.nz>; Allison Rokke <Allison.Rokke@mfe.govt.nz>; Dan Zwartz <Dan.Zwartz@mfe.govt.nz>; Emma Lemire <Emma.Lemire@mfe.govt.nz>; Fiona Newlove <Fiona.Newlove@mfe.govt.nz>; Mark Johnson <Mark.Johnson@mfe.govt.nz>; Matt Raeburn <Matt.Raeburn@mfe.govt.nz>; Sacha Walters <Sacha.Walters@mfe.govt.nz>; Transition Hub <TransitionHub@mfe.govt.nz>; Craig Salmon <Craig.Salmon@mfe.govt.nz>

Cc: Directors Team <DirectorsTeam@mfe.govt.nz>; Team - ELT <Team-ELT@mfe.govt.nz>; Aidan Meerman <Aidan.Meerman@mfe.govt.nz>; Clodagh Jolly <Clodagh.Jolly@mfe.govt.nz>; Sonia Smith <Sonia.Smith@mfe.govt.nz>

Subject: Transition Hub Stocktake - Agreed Next Steps

Hi all,

Thanks again for all your contributions to the recent stocktake of the Transition Hub. Below, as discussed with most of you, is a summary of the feedback received and agreed next steps.

The key points are:

- The work to transition New Zealand is a critical role for MfE. This is reflected in a new impact area, created in the business planning process and jointly led by myself and Tash.
- To support this, a new Transition Team, comprising the current ZCB Policy Team, Adaptation Team and Transition Hub will be created via the business planning process, effective from 1 July.
- The Transition Team will have 2 managers, 9(2)(g)(ii) on Adaptation; and 9(2)(g)(ii); and a new Transition Programme Manager.
- Both managers and the programme manager will report to Janine Smith, who will lead the development of a short-term (3 month) and ongoing work programme.
- The work on economic and impact analysis will be brought together through the business planning process, likely into a dedicated team. This will build on the role currently being played by 9(2)(g)(ii), focusing on impact analysis across climate and water, will support all of MfE.
- A plan for clear Governance arrangements – including Climate Change Ministers, CEs and across agencies – to be proposed to Cheryl by Janine and Roger.

This note below sets out the key themes from the stocktake, feedback received and related discussions on the recent stocktake of the Transition Hub's work to date, including Te Purengi discussions.

Once again, thanks for all of your constructive engagement on this process,

Ngā mihi
Cheryl

	<i>Key theme from stocktake and feedback</i>	<i>Comment</i>	<i>Proposed next step</i>	<i>Further detailed comments</i>
Long term direction	1. The <u>importance of the work</u> on			In practical, terms, bring

	<p>transition for NZ and for MfE</p>	<ul style="list-style-type: none"> The significance of the work on New Zealand's transition to a low emissions economy is apparent from the stocktake and all the feedback. It is seen as a central, and increasingly important, part of MfE's work, as we seek to drive policy change across government. The centrality of the transition has also been a theme of Te Purengi's discussions on business planning for 2019/20 and beyond. There is general support for the need to strengthen our focus on this work at MfE, and in our relationships with other agencies. This would build from the work done to date by the Transition Hub, and position the work at the centre of the Ministry for the next 5-10 years. 	<ul style="list-style-type: none"> New transition outcome built into business planning as a central focus. Will connect work on overall strategy; transition policy (adaptation and mitigation); central economics and science capability development. Cheryl and Natasha to co-lead 	<p>together the current ZCB Policy team, Adaptation team and Transition Hub into one 'Transition Team', with sub-parts to bring focus.</p>
	<p>2. There is an <u>opportunity</u> to use the current business planning process to put the transition at the heart of MfE's work.</p> <p>This will ensure that we are giving this area of work the appropriate level of priority, focus and resources.</p>			<p>To be done via the current business planning process.</p> <p>Two managers to lead (9(2)(g)(ii) and 9(2)(g)(ii)), alongside a new dedicated programme manager.</p> <p>Managers to lead on the overall work programme and people leadership; the programme manager to provide project management support across the whole (including Climate Change CE's Board)</p>
	<p>3. There is also recognition of the need for strong <u>impact analysis</u> to support policy making.</p> <p>This includes, but is not limited to, the impacts of climate change mitigation efforts. It extends across</p>	<ul style="list-style-type: none"> The economic impact work done to date is important, and this will be an ongoing area of focus for advising governments on transition policy, and on policy making more generally. It will be important that our impact work uses the best possible methodologies, with support and connections to work done in other agencies. There is an 	<ul style="list-style-type: none"> Cheryl and Natasha to develop as part of the transition outcome. In the meantime, bring together economic analysis across the sustainable land area (building from the work Bridget is currently leading) 	<p>Bring together economic and analysis work in a central impact analytics team; focus on sustainable land, but broadening over time. Details to be developed further through the business planning process.</p>

	our work programme.	opportunity to create a centre of excellence in this area. Economic CEs have recognised the importance of building this capability across the public sector.	
Short term focus	<p>4. Create <u>short-term certainty</u> by agreeing a 3-month work programme.</p> <p>5. While we need to consider the differences between <u>adaptation</u> and mitigation work, it makes sense to bring them closer together. This builds on current arrangements.</p>	<ul style="list-style-type: none"> The impact on the team of the stocktake and recent changes to management are recognised. As is the need to give the team short-term certainty by agreeing a clear work programme. The resourcing pressures on both the hub and adaptation team are also recognised, and there is an opportunity now to both bring the two closer together, and to re-balance resourcing through the business planning process. 	<ul style="list-style-type: none"> Janine to lead
	<p>6. Clarify <u>governance</u> arrangements and decision-rights</p>	<ul style="list-style-type: none"> For stability and consistency, short-term governance will be through Janine as lead Director and via the Climate Change Governance group (chaired by Cheryl). Janine to lead the development of: <ul style="list-style-type: none"> 3-month work programme for the team (in place by 30 July) 1-3 year work programme, to be agreed (by 30 August) by: Climate Change Directors (cross-agency); Climate Change Dep Secs; the Climate Change 	<ul style="list-style-type: none"> Roger and Janine to co-lead – via a transparent, inclusive process working with all team members

		<p>Board; and Climate Change Ministers. To set out the transition work programme for the period, highlighting key decision-points (e.g. Provisional Emissions Allowance; NCCRA) and a timetable for Ministerial and CE meetings.</p> <ul style="list-style-type: none">- advice to Cheryl on any requirements for associated governance arrangements to support the work programme.	
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<p>Looking further ahead</p>	<p>7. Looking the longer-term, and reflecting the importance of this work, there is interest in exploring options for <u>working differently across agencies</u> to support the transition. This will take time to work through, and will involve a significant piece of work to be undertaken to explore the options. This could include looking to forthcoming changes to the State Sector Act for <u>structural options</u>.</p>	<ul style="list-style-type: none"> • The cross-cutting nature of the work makes it fertile ground for exploring a range of possible options for working effectively across agencies. • Early conversations on this matter reveal a mix of curiosity and interest, with some flagging possible downsides. • At the moment, the need to shore up current arrangements is the priority focus. This question could be explored further, drawing on independent experts, once we have done that. Having said that, initial steps should be made with this longer-term thinking in mind (e.g. establishing strong cross-agency governance arrangements). 	<ul style="list-style-type: none"> • Consider this question again in 6-12 months time • At that point, commission independent expert advice on possible options. 	
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Cheryl Barnes – Deputy Secretary, Water & Climate Change

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Kate Sheppard Place, Wellington



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ORGANISATIONAL PERFORMANCE REVIEW

Consultation on proposed organising model

13 June 2019

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What this consultation is about

- The Organisational Performance (OP) Review is about ensuring we're well set up to add the most value we can to MfE. It has provided us with a clear pathway forward, informed by your feedback and the voice of our customers.
- We've made a great start and the organisation is seeing us operate differently. You are also talking about how much better it is to be working as one OP team.
- From here, there will be a programme of work to design, implement and embed what's required to keep delivering the shifts we want to see.
- Part of this will involve making some proposed changes to roles, structure, capability and capacity. For the most part it's about continuing to work together, being as joined up as we can, so we can keep improving our service models and ways of working.
- We're engaging with you in a formal consultation process over the next two weeks to seek feedback on the proposed changes to roles and structure, as well as other aspects of the proposed way forward. Your feedback is important across all aspects of the review and proposed changes.

OP needs to continue to change the way we work.

The OP Review has highlighted that OP is doing a number of things really well. It has also provided some insights and feedback which highlight some shifts we need to make. These shifts are summarised in the table below.

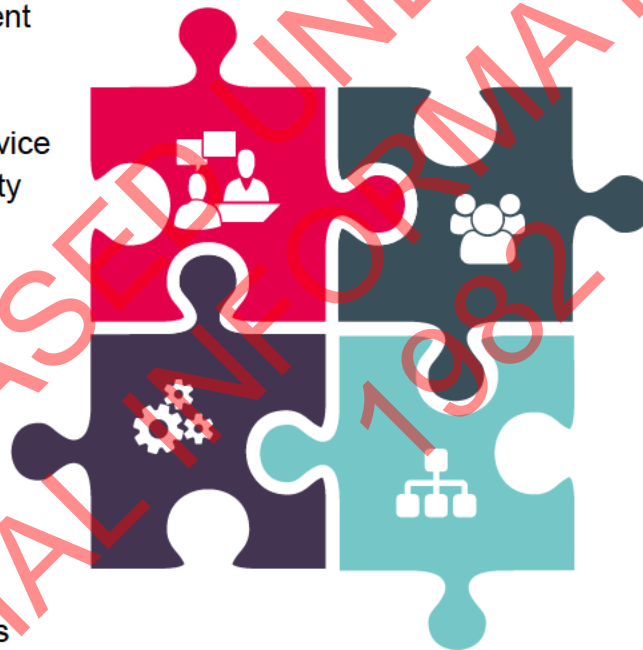
Current state OP	Future state OP
Reactive order-takers; 'separate' experts responding to immediate requests and problems	Anticipate needs, risks and opportunities, provide proactive advice as a trusted advisor/partner
Transactional focus, support and advice	More strategic , forward-looking advice
Fragmented advice about performance across different OP functions Unreliable data eroding confidence Providing data without the insights	Credible, repeatable, timely, and integrated information and insights to support decision-makers, based on value-adding analysis and accurate data
Thinking from a function perspective. Fragmented service models and different levels of business partnering across functions.	Thinking as One OP from a customer perspective. Consistent and connected model for services and partnering, joined up where needed
Unclear view of what OP offers , what value it can add, and what people are expected to do for themselves vs what OP can help with	Clear OP services and value proposition. What OP services and support can provide, how it will deliver them, and what is the responsibility of OP vs managers
Clunky business systems and processes (eg FMIS, workflow tools).	Make the transactional easier through simpler self-service, integrated systems and processes that free up time to focus on higher value activity.

Service model and ways of working

- Clarifying OP service offerings
- Consistent, proactive business partnering models
- Shift to higher value focus/support
- Lift focus on providing project management tools, resources and capability building
- More joined up customer facing support
- Integrated organisational insights and advice
- Rethinking self-service tools and capability

Systems and processes

1. Finance system
2. IT (replacement and enabling new digital opportunities)
3. Workflow management system/processes
4. Streamlining business processes (eg onboarding (welcoming), user support)



Capability and capacity

New

- Change management
- Strategic IT/digital transformation
- Health, Safety & Wellbeing

Strengthen

- Planning, performance & insights
- Business partnering
- Business support
- Legal
- Executive Relations

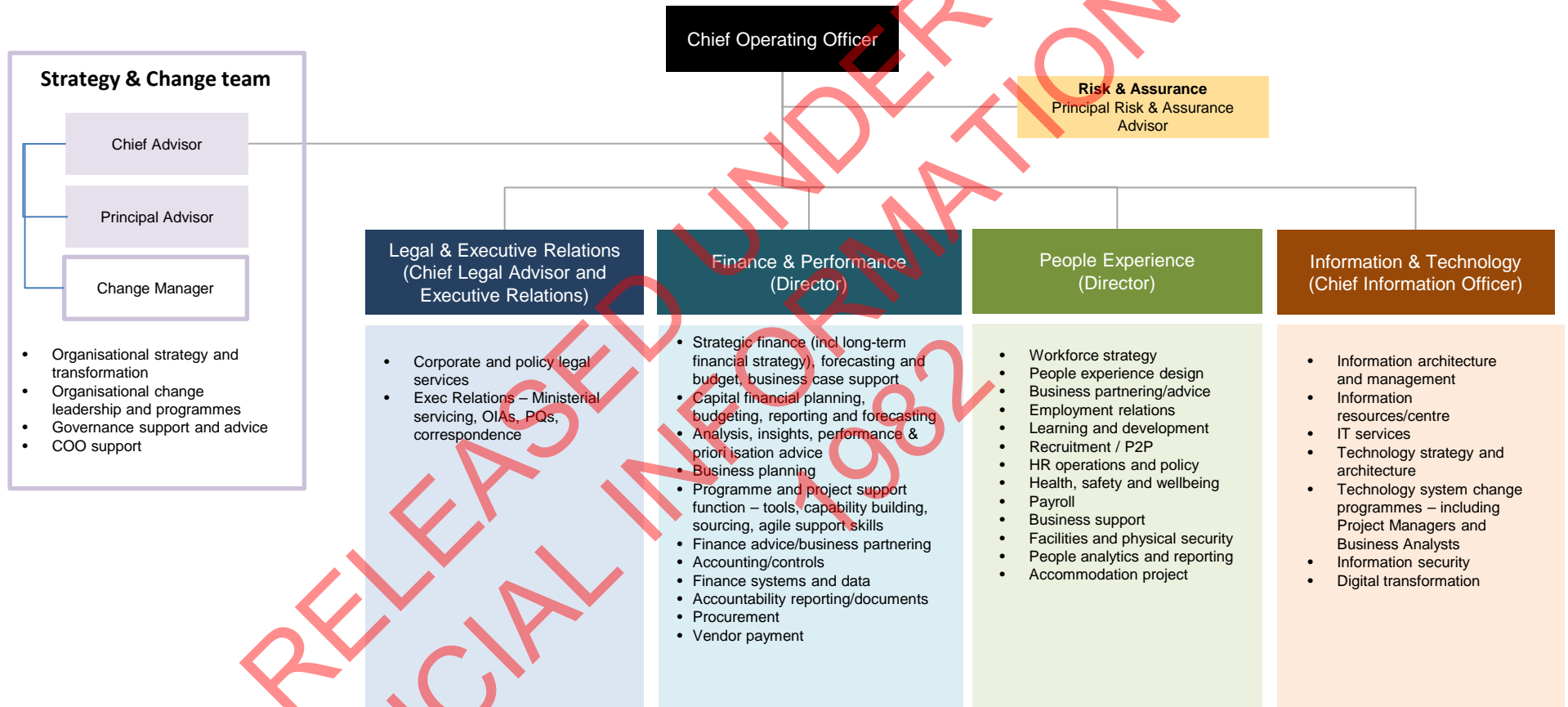
Any increases are subject to budget availability.

Roles and structure

Subject to consultation, these include:

- Joining finance and a range of other related functions (planning, insights, procurement)
- People Experience (P&C and Business Support)
- Addition of digital transformation to IT and Information Management

Proposed changes to how functions are grouped within OP



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Summary of proposed changes (subject to budget availability)

- Move the **procurement** function to Finance & Performance to enable stronger connections between finance, spend analysis and procurement
- Build additional **planning, performance, insights, programme/project and business partner** capability in the Finance & Performance function
- Strengthen the focus on **organisational strategy and change** across MfE
- Strengthen the **project management and business analyst expertise in our IT/IM space** to support our intensive IT and digital transformation work programme
- Strengthen the focus on **health, safety and wellbeing**, and add additional capability to support the delivery of our **Workforce Strategy, recruitment, business support and accommodation project**
- Build additional **management capacity** to reduce the span of control across some functions – Legal, Executive Relations, Business Support and IT/IM
- Convert existing **fixed-term roles to permanent** positions.

Process and timeframes

Date	Activity
13 June	<ul style="list-style-type: none">• Consultation document and change protocol sent to all OP people (and shared with all MfE)• Formal consultation on detailed design proposals for roles, structure and all aspects of the future model
14 June to 26 June	<ul style="list-style-type: none">• Send feedback to Haveyoursay@mfe.govt.nz• Drop-in sessions
26 June	<ul style="list-style-type: none">• Consultation feedback submitted by 5.00pm
27 June to 5 July	<ul style="list-style-type: none">• Analysis of feedback
Week of 8 July	<ul style="list-style-type: none">• Decisions communicated• Proceed to implementation

Please remember:

EAP is always available and the PSA can offer support.

ORGANISATIONAL PERFORMANCE REVIEW

Blueprint for our way forward

July 2019

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1. Why does Organisational Performance (OP) need to change?

There are several reasons why Organisational Performance (OP) needs to change and adapt.

- **MfE is transforming the way it works – we are running our business differently to increase our impact.** This requires strong organisational disciplines to determine Ministry-wide (One MfE) priorities, make investment decisions, allocate budgets, and move from strategy and policy to implementation. Organisational Performance (OP) needs to enable these decision-making processes, and support planning, design and implementation of change more generally. In future, our digital transformation will underpin our workplace and become key to our people experience. It will impact on how work is done, when and where work is done, and how we collaborate and work in teams. We need to be supporting and enabling this change.
- **Decision-makers need strategic, proactive support.** Many functions within OP are delivering transactional and largely reactive approaches. This is contributed to by workloads and insufficient capacity to achieve proactive services as well as not being included early enough to provide essential input. It is also due to a lack of clarity about what OP provides, including service models and expectations i.e. self-service versus expert advice and support. In some functions it comes down to a lack of dedicated focus to provide the strategic insights and advice decision-makers are wanting.
- **Customers want and need a more joined-up, customer-centred approach from OP.** While OP strives to deliver good services within its different functional areas, there are opportunities for OP teams to connect better together so advice and customer experience is more integrated. This includes joining up strategic advice and insights across functions, as well as a more streamlined approach to user support for key systems and processes. Being more customer centred doesn't imply simply being an 'order taker'; we want to move towards being a valued strategic partner.
- **Some of our business fundamentals need immediate attention.** Some of our core systems need to be modernised and improved to make them more user friendly, reliable, and to enable the organisation to work in new and different ways. In IT for example there is a large chunk of essential reinvestment needed to simply ensure MfE can continue to operate its core technology and manage resilience/risk.
- **Our organisation and work programme have grown significantly in the last two years and will grow and change further as funding and expectations rise.** In addition to changing the way we operate, MfE is also going to grow over the next couple of years. This growth is required to deliver on government priorities. This is on top of significant recent growth in the organisation, at a time when OP resourcing has decreased. The corporate backbone will need to grow in some areas to match the increase in demand over time.

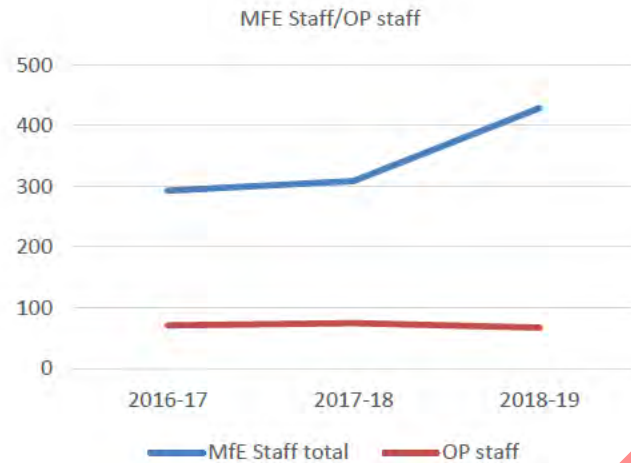
As a result, OP will continue to change the way we work.

The OP Review has highlighted that OP is doing a number of things really well. It has also provided some insights and feedback which highlight some shifts we need to make. These shifts are summarised in the table below.

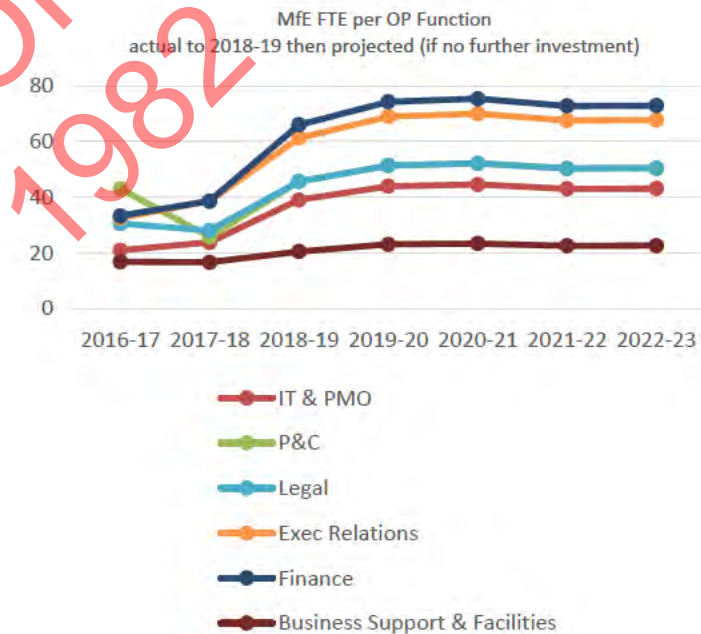
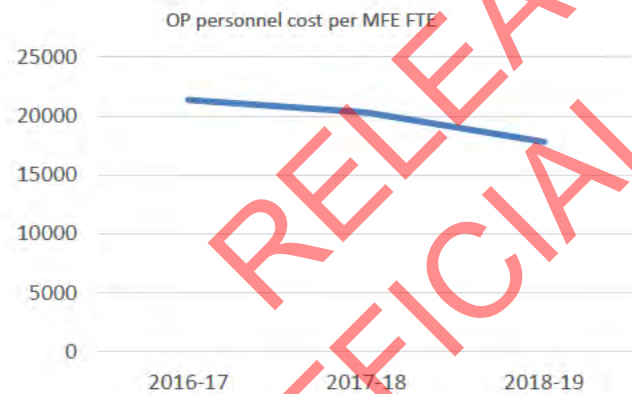
Current state OP	Future state OP
Reactive order-takers; 'separate' experts responding to immediate requests and problems	Anticipate needs, risks and opportunities, provide proactive advice as a trusted advisor/partner
Transactional focus, support and advice	A better balance to enable more strategic , forward-looking advice
Fragmented advice about performance across different OP functions	Credible, repeatable, timely, and integrated information and insights to support decision-makers, based on value-adding analysis and accurate data
Unreliable data eroding confidence	
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Thinking from a function perspective. Fragmented service models and different levels of business partnering across functions.	Thinking as One OP from a customer perspective. Consistent and connected model for delivering services and advice, joined up where needed
Unclear view of what OP offers , what value it can add, and what people are expected to do for themselves vs what OP can help with	Clear OP services and value proposition. What OP services and support can provide, how it will deliver them and what is the responsibility of OP vs managers
Clunky business systems and processes (eg FMIS, workflow tools).	Make the transactional easier through simpler self-service, integrated systems and processes that free up time to focus on higher value activity.

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OP has stayed the same or reduced in size while the rest of MfE has grown.



- When last compared to other comparable agencies in the BASS survey (2016/17), MfE's cost / size was roughly middle of the pack for IT, Finance and HR.
- Since that time, the ratio of OP FTE to overall MfE FTE has reduced. Assuming minimal change in other agencies, this would place MfE at the small end of the spectrum for corporate services.
- Two years ago there were four MfE staff members for every OP staff member. The ratio is now six to one.



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2. What are the priorities and focus for change?

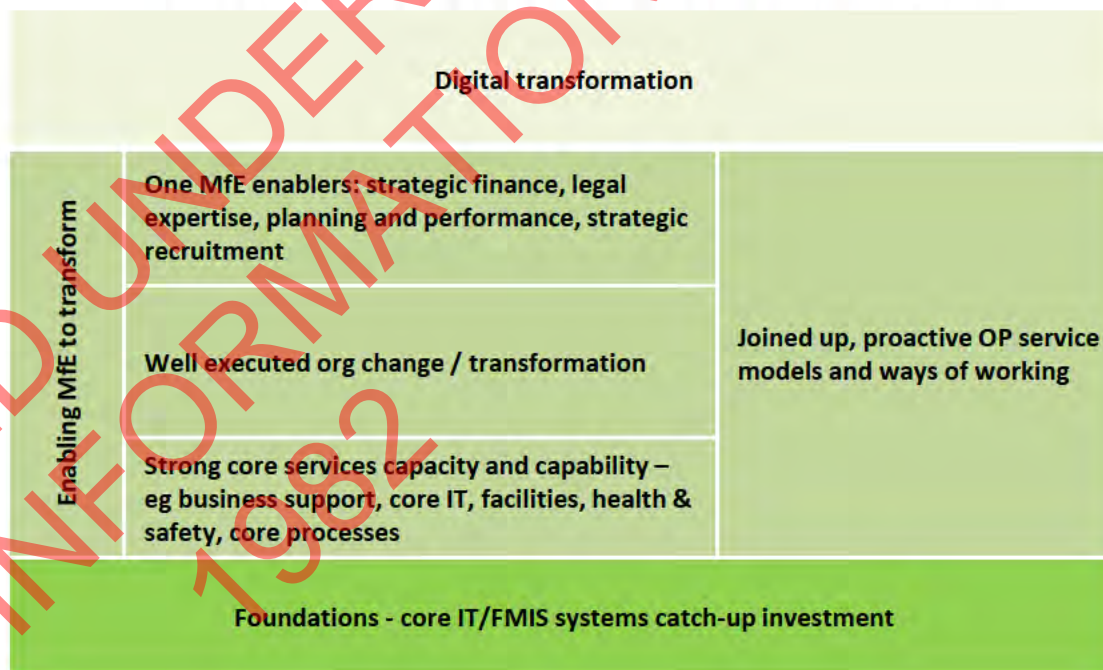
Targeted investments

To deliver on our purpose and achieve the shifts, OP needs to build capabilities and capacity in particular areas, as well as enhance the way we work with our customers.

OP's purpose

- Support MfE's leaders to set direction, priorities and monitor organisational performance
- Provide strategy and stewardship for the resources and capabilities MfE needs to achieve its impacts
- Provide support services and tools that make it as straightforward as possible for people to do their work

Proposed areas of focus for OP change



- Together we have an aspiration to do things differently and some of this – such as ways of working and integrating teams – can be done without much investment. We have started this already and it's making an impact.
- However, there is a need to invest in new capabilities to support an organisation that is changing. How much of this can be delivered, and at what pace, is linked to MfE's choices about when and how much is invested to gain the benefit.
- There is also a need to invest in improving business processes and systems that support people to do their jobs in the most efficient way. Progress in this area is also linked to decisions about the level of investment made.

What are some of the key things we need to focus on?

1. Being clearer about the services and value we offer.

This includes clarifying the boundaries of what we offer, and what we expect staff and managers to do for themselves with the appropriate tools. This is critical to creating a shift from predominantly transactional support to higher value, proactive advice. We will need to demonstrate what 'good' looks like, so that our customers know what to ask for and expect from us.

2. Being more deliberate about how we partner with our customers to understand their needs and provide proactive, joined-up advice and support.

This means each OP function will have a relationship management model that is tailored to their customers' needs. The business partners for each customer will get together regularly across OP functions to share insights about issues, needs and opportunities. We must work together in a networked way by default.

3. Strengthening our planning and performance functions.

This is required to embed and improve our planning and prioritisation approach, and drive the production of integrated performance insights for Te Purengi, Te Mimito and Te Aukaha. This is another example of how we intend to deliver more value by being joined up. It requires investment in some capabilities we don't have now, particularly to deliver the full business planning cycle, including 90 day reviews.

4. Strengthening our focus on supporting a coherent 'people experience' for MfE's staff.

We need to take a holistic view of our people's experience in the organisation and ensure this experience is consistent. This includes improving key user support processes such as welcoming (on-boarding), and handling user support requests in a joined-up, customer-friendly way. We will explore co-location of facilities, business support, information management and IT service functions together in a User Support hub, to drive a more user-centred, joined-up approach to support.

5. Targeted increases in capacity.

There are some areas where we need to increase our resourcing to keep up with recent growth in the Ministry. This will help us to deliver core services effectively and meet customer expectations.

Service model and ways of working

- Clarifying OP service offerings
- Consistent, proactive business partnering models
- Shift to higher value focus/support
- More joined-up customer-facing support
- Integrated organisational insights and advice
- Rethinking self-service tools and capability

Systems and processes

1. Finance system (Phase 1: FMIS upgrade and reconfigure)
2. IT (replacement and enabling new digital opportunities)
3. Workflow management system/processes
4. Streamlining business processes (eg onboarding (welcoming), user support)

Capability and capacity

New

- Change management
- Strategic IT/digital transformation
- Health, safety & wellbeing

Strengthen

- Planning, portfolio, performance & insights
- Business partnering
- Business support
- Legal
- Executive Relations

Roles and structure

Changes include:




- Joining finance and a range of other related functions (planning, portfolio, insights)
- People Experience (joining P&C and Business Support)
- Addition of digital transformation to IT and Information Management






We've already made a start on some things.

Priority focus	What happens now	What we will change/next steps	Type of change	What OP staff and their customers will experience
Clarify OP value add, service offerings and service expectations	Managers and staff aren't clear about OP's services and the value OP can deliver as a partner	<ul style="list-style-type: none"> Develop clear OP service offerings Clarify expectations of OP versus managers/staff in relation to different services Engage with the business to build understanding Progressively demonstrate what good looks like to create more demand for higher value partnership 		<ul style="list-style-type: none"> Managers and staff know what services to expect from OP, where to go for help and where OP functions can add value for them Managers and staff understand what they are expected to do for themselves OP services are drawn less into providing simple transactional support on lower-value needs, so they can deliver higher-value services.
Extend and enhance self-service tools and capability	Managers and staff rely quite heavily on OP services to support them directly; there are opportunities for people to more effectively to help themselves (e.g. aspects of business support)	<ul style="list-style-type: none"> Identify and prioritise opportunities for better self service tools Scope investment and change support required to build manager and staff capability 		<ul style="list-style-type: none"> Managers and staff can easily access and know how to use self-service tools and resources
Implement business partnering and relationship models	Inconsistent business partnering practices across OP; lack of coordination across OP functions in relation to the customers	<ul style="list-style-type: none"> Develop and implement a proactive business partnership model for OP services Once the model is implemented, establish joined up 'virtual' team of business partners across OP functions who meet regularly (at least monthly) in relation to their customers' needs 		<ul style="list-style-type: none"> Clear relationship management accountabilities Regular, proactive engagement with customers in the business (tailored to needs) Managers receive strategic, proactive advice Advice is based on a strong understanding of the business and the ability to anticipate what is coming up Business groups see they are getting more joined-up advice from across OP functions where it is needed
Create more efficient and customer friendly business processes	Some business processes not very user-friendly and disconnected from each other	<ul style="list-style-type: none"> Identify and prioritise opportunities for improving user support processes (including welcoming (on-boarding), logging requests, procurement) 		<ul style="list-style-type: none"> More efficient processes, freeing up time for users More user-friendly support processes, improving our employee experience (e.g. welcoming (on-boarding), logging requests for user support, procurement)
Group related OP functions together	Some functions which could work closely together to create more value are structurally separate	<ul style="list-style-type: none"> See organising model 		<ul style="list-style-type: none"> Stronger connections across end-to-end functions and processes, supporting a more joined up perspective and advice (e.g. user services and support hub).

We will need to invest in new capacity, capability and systems in some areas.

Priority focus	What happens now	What we will change/next steps	Type of change	What OP staff and their customers will experience
Integrated performance insights and forward-looking advice	Fragmented view of organisational performance. Reporting is underdeveloped and data rather than insights are provided.	<ul style="list-style-type: none"> • Build the capability required within the Finance & Performance and People Experience function. • Develop the approach (including key elements, data required, frequency, and approach to generating insights). • Produce a quarterly insights report for Te Purengi & Audit and Risk committee, integrating all aspects of organisational performance and health, with advice on risks, issues and opportunities. Supported by monthly operational snapshot reports. 		<ul style="list-style-type: none"> • Leaders and decision makers have access to an up-to-date, integrated view of MfE performance, which anticipates and provides insights on key issues and opportunities.
Effective, integrated business planning	Low organisational maturity and consistency around business planning and performance. Processes are manual and lack consistency. Flexibility is also required to prioritise resources quickly to where they're most needed and provide a good experience for our people.	<ul style="list-style-type: none"> • Continue to embed and refine the business planning and prioritisation processes. • Build planning and prioritisation capability (within Finance & Performance function). 		<ul style="list-style-type: none"> • Strategy will be translated into actionable, prioritised plans using a fit-for-purpose, repeatable process. • Decision-making around planning and resource allocation will be faster and more transparent.
Effective management of organisational change	Change is not strategically invested in or well managed. No systematic follow through from strategy to implementation. Leaders cannot easily see or articulate the organisational strategy and their role in enabling change. Governance is not sufficiently well supported to drive the extent of change required.	<ul style="list-style-type: none"> • Build change management capability. • Develop and oversee a structured, prioritised programme of organisational change, supported from the centre but led from the relevant parts of the business. • Implement the OP Review change programme. 		<ul style="list-style-type: none"> • Org-wide and OP change is prioritised, sequenced and implemented well for our people. • Strategic shifts are embedded in the fabric of the Ministry to transform us to our desired future state. • Leaders are well supported to lead confidently through change.

We will need to invest in new capacity, capability and systems in some areas.

Priority focus	What happens now	What we will change/ next steps	Type of change	What OP staff and their customers will experience
Finance and FMIS	Finance system is time consuming and unintuitive and does not reflect the business planning model. Delivery does not support strategic financial decision making and proactive business partnering. The Ministry is unable to reliably and confidently prioritise resources. Transactional processes are clunky and lack automation.	<ul style="list-style-type: none"> Updated and simplified FMIS and systems integration Develop and implement a proactive business partnership model Build additional business partnering capacity 		<ul style="list-style-type: none"> System improvements free up managers and finance to do more value-adding work. Proactive business partnering provides robust advice and value-adding insights to decision makers. Leaders empowered to make good decisions about spending and to be accountable. More reliable data is integrated with other information sets to enable better decision making.
Core service capacity	Business Support, Exec Relations and Legal team struggling to meet increased/increasing demand from the business. Support services in reactive mode, unable to focus on higher-value activities. Leadership spans of control are an issue. Significant programme of core IT work requires expert management to deliver within resource constraints.	<ul style="list-style-type: none"> Build additional and/or permanent capacity in particular service areas where budget allows 		<ul style="list-style-type: none"> MfE managers & teams freed up to focus on higher-value activities by passing more administrative tasks to business support. Respond to growth in the Ministry's work programme and workforce to maintain service levels. Leadership and delivery of critical functions such as accommodation move and health, safety & wellbeing.
IT core systems and technology enablers	Current IT work programme is largely about maintaining core infrastructure and services. There is limited ability to invest time and money in enablement projects that would transform how we work. We're also at a point in the asset / investment cycle where a certain level of non-discretionary spend is required to maintain core service levels.	<p>Build capacity and capability to deliver:</p> <ul style="list-style-type: none"> Core system replacement Digital transformation <p>Invest in system replacement</p>		<ul style="list-style-type: none"> Current core IT service levels to the business are maintained. Increased maturity and innovation in how MfE manages and analyses environmental data. Increased integrity and credibility in environmental reporting and data management. More integrated solutions and an architecture roadmap to support the Ministry's digital transformation.

Future grouping of functions within OP



3. Appendix – Blueprints for each OP function

Staff in confidence – not for distribution

Organisational strategy, change and strategic support for the COO – case for change

Purpose

- Ensure the COO and Te Purengi are well supported with high quality advice and implementation of organisational strategy in the context of significant change and growth for the Ministry.
- Ensure investments in funding, capability and culture are strategic and give effect to MfE’s strategic direction, and create an operating model and ways of working that are cohesive, implemented well, and transform the Ministry to its desired future state.

Issues and opportunities

The Ministry is going through a period of significant transformation. Currently change is not strategically invested in or well managed, and we don’t systematically follow through from strategy to implementation (e.g. delivering and embedding the transformation programme). Leaders cannot easily see or articulate the organisational strategy and their role in enabling change. The COO and governance bodies are not sufficiently well supported to drive the extent of change required in the organisation.

Key shifts



From
Change is not strategically invested in or well managed, and we don’t systematically follow through from strategy to implementation
Org Performance is operating with lagged infrastructure, systems, governance and processes that make it hard for the business to get their work done
Leaders cannot easily see or articulate the organisational strategy and their role in enabling the change
The COO is not sufficiently well supported to drive the extent of change required in the organisation.

Customers and value proposition

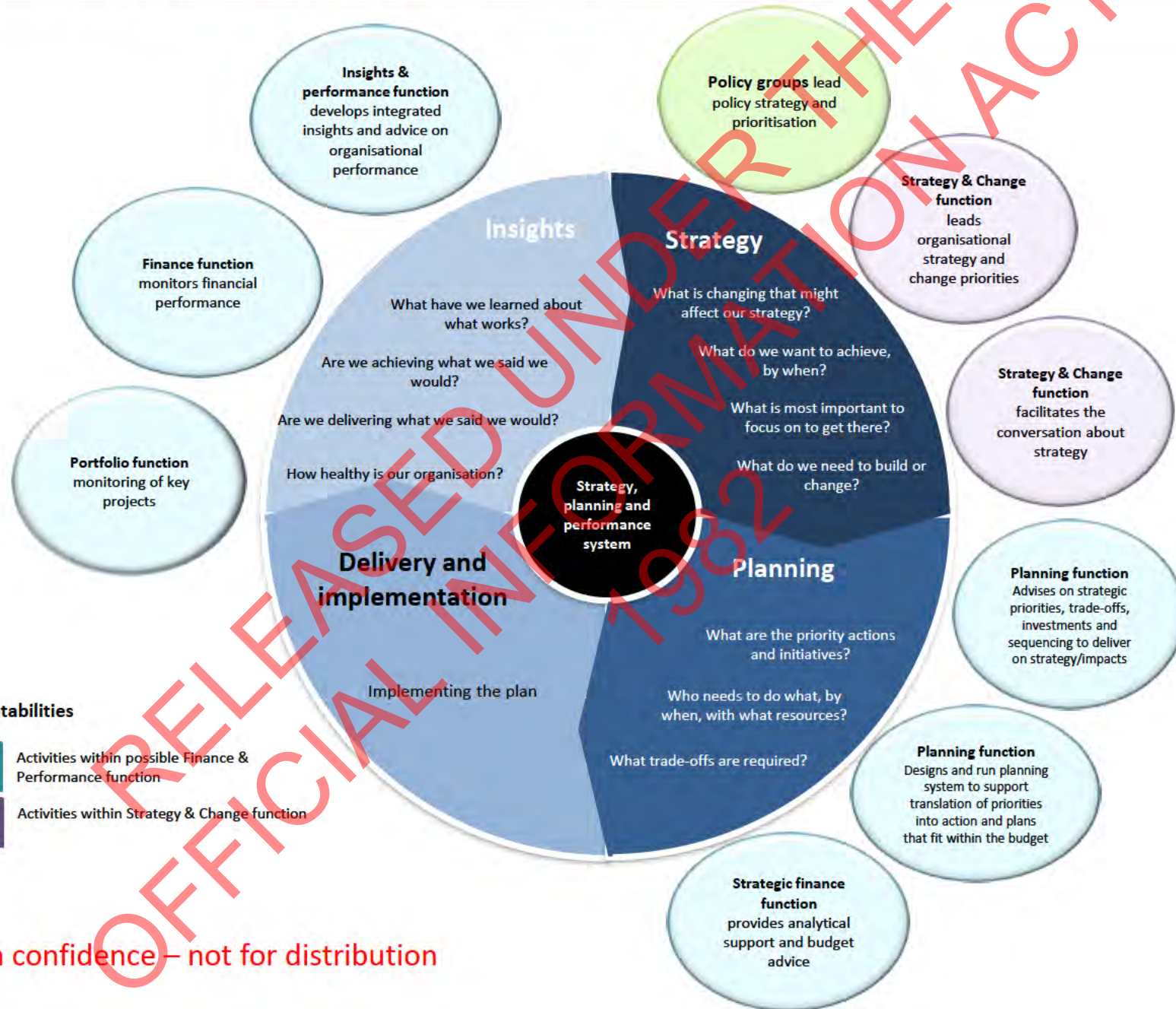
Customer	Needs	Customer needs and expectations will be met through...
Leaders	<ul style="list-style-type: none"> • A clear plan for organisational strategy and change • Understand their role and responsibilities in relation to organisational strategy and change • Confidence that the org strategy is being executed 	<ul style="list-style-type: none"> • A clear, easy to understand organisational strategy and change plan, and strategic advice to translate the strategy into capability, culture and ways of working • Strong and agile change programme management and tracking & reporting of progress and responding to issues • Personalised advice and support to drive the change across MfE and in their business areas • Rapid turnaround of work • Effective governance arrangements and advice that provides the right strategic oversight and decision making and improves linkages
Business groups	<ul style="list-style-type: none"> • Effective support for translating organisational strategy into action 	<ul style="list-style-type: none"> • Support to translate the strategy into operations – through coaching, advice on execution, facilitation of design etc
All MfE people	<ul style="list-style-type: none"> • Understand how we are changing, what it means for them and how to do it 	<ul style="list-style-type: none"> • Great internal comms and engagement • Support to learn and develop new skills, behaviours and ways of working • Line of sight of the change to their work

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Organisational strategy, change and support for the COO – achieving the shifts

Area of focus	Recommended change to achieve shifts	Benefits	Next steps/pathway
<p>Service model and ways of working</p> 	<p>Clarify role, expectations and accountabilities of OP strategy functions and how they align to other functions within OP and in other groups. Clarify how links with governance groups outside OP would work. Determine roles and accountability for overseeing Ministry-wide change priorities.</p> <p>Develop and oversee a structured, prioritised programme of organisational change (MfE-wide, and for OP Review), supported from the centre but led from the relevant part of the business.</p>	<p>Provide clarity around the role of OP strategy and change functions as part of a clear organisational strategy system</p> <ul style="list-style-type: none"> • Well prioritised and sequenced change programmes • Change implementation is well designed and supported to ensure it lands 	<p>Develop and implement</p> <p>Develop change programmes</p>
<p>Capabilities and capacity</p> 	<ul style="list-style-type: none"> • Build change capability through additional change management capacity. • Convert fixed-term Principal position to permanent. 	<ul style="list-style-type: none"> • Focused and coordinated approach to the planning and implementation of change across the Ministry • Leaders are well supported with high-quality advice to lead confidently through change 	<p>Subject to available budget allocation</p>
<p>Systems and processes</p> 	<p>Nil</p>		
<p>Roles and structure</p> 	<p>Build change management capacity as above</p>	<p>Supports strong focus and coordination across functions related to strategy & change so that:</p> <ul style="list-style-type: none"> • Investment and change priorities are strategic and give effect to an optimal operating model that transforms the Ministry to its desired future state. • Change is prioritised, sequenced and implemented well for our people, and strategic shifts are embedded in the fabric of the Ministry. 	<p>Implement decisions</p>

Potential strategy, planning and performance accountabilities



Programme & project management – case for change

Purpose

- Ensure OP's project manager and business analyst resources are targeted to the areas of most critical need
- Ensure executive-level visibility of delivery on significant MfE programmes and projects
- Build MfE-wide capability in project/programme management, and support the effective management of org-wide project and programmes expertise

Customers and value proposition

Customer	Needs	Customer needs and expectations will be met through...
Individual clients from business groups	Access to tools, resources and skills to support effective project management and business analysis	Providing capability-building support and advisory services to support Ministry staff to set up and manage projects effectively
Te Purengi/ Te Mimi / Te Aukaha	Assurance around delivery of key programmes/projects	Providing visibility (at executive level) of project/programme delivery performance on significant work

Issues and opportunities

The current programme and project management function has historically been oriented towards support for specific IT projects, but branched out during 18/19 to support the Ministry's wider work. There is still a significant programme of IT work that needs supporting and this will increase in the coming few years as the Ministry delivers Budget 19 initiatives and works to transform our digital capabilities. There is also still a need and opportunity to provide advice, build capability across MfE, support the sourcing and management of project/programme management expertise, and monitor delivery of significant Ministry projects.

Key shifts

From	To
Inconsistent understanding of the Ministry's model for programme and project management and what services are offered to the business.	Clarity around: the focus of OP's project and programme management resources; the central capability building and advisory support available to the business; and how to manage the Ministry's wider project/programme management expertise to best effect.
Low visibility of key projects across MfE; limited central reporting and oversight.	Strategic view of major projects across MfE and better ability to report on key work and forecast demand – integrated into 90-day review cycle.
Low capability across the business to deliver in a project based environment and manage projects effectively	Project management capability built into everyone's skill set and way of working

Programme and project management – achieving the shifts

Area of focus	Recommended change to achieve shifts	Benefits	Next steps/pathway
Service model and ways of working 	Clarify role, expectations and operating model for Ministry-wide central programme/project management functions. Core responsibilities would include advisory, capability building, curator of methods and tools, sourcing, and oversight of delivery of key Ministry projects.	The business understands and knows how to access the central project/programme management support available. We optimise how we use MfE-wide project/programme management expertise to best effect, meet increasing demand as well as achieve value for money.	Develop the operating model and service offering in more detail. Identify all current project/programme management capability and FTE in the Ministry and provide advice on how to maximise that resource across MfE.
Capabilities and capacity 	Build some MfE-wide advisory and capability building responsibilities into the Change Manager role	Supports common approach and builds capability across the organisation.	Implement
	Build portfolio, planning and monitoring responsibility into a Senior Advisor role within Finance & Performance team	Provides visibility (at executive level) of project/programme delivery performance on significant work	Implement
	Ensure project management capability is a core competency for all roles	MfE can operate effectively in agile project-based model.	Add project management into existing position descriptions.
	Build the capability across the organisation to have project management ability/skills in every role	MfE can operate effectively in agile project-based model.	Develop capability uplift plan
Systems and processes 	Understand how we can better use PSODA (or other systems) – can it integrate with other functions?	System that provides end to end services and automation.	Build on initial work to scope possibilities
Roles and structure 	<ul style="list-style-type: none"> Build central project/programme advisory and oversight as outlined above. Current Project Managers and Business Analysts largely deployed to support critical IT projects from within the Information and Technology function, but with ability to provide other support and advice where capacity allows. 	<ul style="list-style-type: none"> Provides essential support for increased Digital Transformation programme of transformation. Leaders and staff receive some support to grow project/programme management capability and take a good practice approach 	Implement

Programme and project management – how it would work

Organisational Performance

Information & Technology function

Project Managers and Business Analysts



Current Project Manager and Business Analyst roles within the PMO would re-focus primarily on supporting the management and delivery of the Ministry's IT and digital transformation programme. These roles would have a practical project management and delivery focus. They can be made available to work on other projects across MfE depending on capacity.

Strategy & Change function

A new Change Manager role will sit in the Strategy & Change function. This role will focus on:

- Supporting the OP and MfE change programme of work
- Designing and advancing a programme of work to lift project management capability in the Ministry
- Providing some advisory and capability building support for project and programme management

Change Manager



Insights, Planning & Performance function

The Senior Advisor (Portfolio & Planning) will focus on planning and advising on MfE's priorities and the business planning portfolio of work. They will also ensure the effective monitoring and reporting of significant Ministry projects to the appropriate governance level.

This role would not manage projects in other parts of MfE.

Senior Advisor (Portfolio & Planning)



MfE Business groups



Project/programme managers and Ministry staff with project management skills

- Business groups source and fund specialist external (e.g. fixed term) programme/project resource if they require it for complex or significant projects. We will assess what project/programme management & coordinator resources exist across MfE and how to use this expertise to best effect, meet increasing demand as well as achieve value for money.
- The expectation is that all Ministry staff will develop an appropriate level of project management competency (supported by simple tools and training) to manage most projects they are responsible for.

Staff in confidence – not for distribution

Risk and Assurance – case for change

Purpose

- To help MfE understand the uncertainty (risk and/or opportunity) associated with achieving our strategic and operational objectives, and make informed decisions to reduce, accept or exploit that uncertainty to achieve success
- Provide independent assurance that strategies, controls and actions to manage risk and/or exploit opportunity are effective and operating as designed

Issues and opportunities

Conversations about strategic risk are not yet valued highly enough in the organisation. Risk thinking needs to be more closely linked to organisational strategy development and embedded in day-to-day thinking.

Good basic project management practices and monitoring will help surface risks and issues more quickly.

Key shifts






From
Risk management perceived solely as controls to eliminate or reduce risk in our operations and activities
Focussing primarily on short-term or immediate risk
Governance groups not always explicitly or regularly discussing risk and opportunity
Focus primarily on MfE risk and security issues

Customers and value proposition

Customer	Needs	Customer needs and expectations will be met through...
Business groups	<ul style="list-style-type: none"> • Support and capability to embed risk thinking in decision-making 	Providing risk frameworks and tools to support decision-makers
Te Purengi and other organisational governance groups (Te Mimiro and Te Aūkaha)	<ul style="list-style-type: none"> • Understanding of strategic and operational organisational risk and options for addressing these areas • Assurance that key risks are being identified and managed effectively 	<ul style="list-style-type: none"> • Developing and maintaining organisational level risk management frameworks and processes • Supporting and enabling monitoring of key organisational risks, taking a leadership role as required – current priorities being health, safety and wellbeing, business continuity and cyber security • Pro-active advice, guiding and supporting executive level conversations about strategic risk • Maintaining a target, risk-based internal audit programme
Audit & Risk Committee (ARC)	<ul style="list-style-type: none"> • Assurance that MfE's risk management and internal audit are operating effectively and appropriately 	<ul style="list-style-type: none"> • Providing appropriate and timely information to quarterly ARC meetings that facilitates value-adding discussions

To
Risk thinking embedded in culture and behaviours – how we make informed decisions to achieve our objectives, which take account of uncertainty
Delivering medium to long-term advice about strategic risk as well as short term operational risk, and how the two are related
Regular risk discussions at governance level, which help MfE make informed decisions
Representing the COO and/or taking a leadership role on behalf of MfE on cross-government risk and security work programmes

Risk and Assurance – achieving the shifts

Area of focus	Recommended change to achieve shifts	Benefits	Next steps/pathway
Service model and ways of working 	Build strategic risk conversation into 90-day business planning cycle, integrated into wider strategic conversation about performance. To be led by Insights, Planning & Performance function in Finance & Performance.	<ul style="list-style-type: none"> Better quality, more integrated and forward looking insights and advice to support strategic conversation. Lift in focus from operational to strategic level thinking about risk (including link to impacts). 	Develop model for 90-day review cycle and strategic conversation about performance and strategy.
	Administrative support to assist with regular tasks such as following up internal audit recommendations, arranging ARC meetings; maintain business continuity plans	Ensures regular (important) monitoring and maintenance tasks are completed as required; frees up Principal Risk Advisor to focus on more strategic risk conversations	Allocate responsibility to existing resource
Capabilities and capacity 	Develop management capability to build risk thinking into decision-making.	Better decisions that consider risk appropriately	<ul style="list-style-type: none"> Build risk module into Managers Development Programme. Clarify manager accountability to own and manage risk.
Systems and processes 	See service model and ways of working. Work with Change Manager to develop fit for purpose project and programme risk registers and reporting.	Key delivery risks associated with projects assessed and reported consistently	Design approach
Roles and structure 	No change recommended – leave as independent function reporting to COO	Independence from operations and other functions; influence in the Ministry	N/A

Purpose

- Advise on the lawfulness of the exercise of MfE and relevant Ministerial functions, duties and decisions
- Advise on legal risks and options relating to policy development and provide sound drafting instructions to reflect reasoned policy development
- Offer practical solutions and support for business needs in a way that identifies and ensures legal risks for MfE are appropriately managed by the business

Issues and opportunities

The Ministry's legal function is currently trusted to provide robust and responsive advice. However, legal advice tends to be more reactive in response to specific requests. There are opportunities for legal advisors to be brought in sooner, and to understand and anticipate the business needs through more regular relationships. The legal function also gets asked to be involved in some work that is more akin to development of policy outputs.





Key shifts

From	To
Primarily approached for advice on specific questions as required during a project	Projects engage early on legal perspectives, and legal thinking more networked into projects and issues throughout
Primarily focused on specific technical legal issues and compliance	Strategic, proactive legal advice on issues, risks and opportunities coming up in the business
Patchy information on business context	More connected to customer's context and future needs to provide contextualised support
Blurring into policy output development and filling a policy gap	Focused on legislative and legal issues. Policy capability across MfE is developed

Customers and value proposition

Customer	Needs	Customer needs and expectations will be met through...
Individual clients from business groups	<ul style="list-style-type: none"> • Timely, robust legal advice • Understanding the business group and policy context • Trusted advisor/critical friend • Practical solutions and advice 	<ul style="list-style-type: none"> • Practical advice, solutions and options (eg 'finding another way') to achieve business goals while managing legal risks • A legal service that understands the client's business context (including pressures, objectives, risk and risk tolerances, timeframes) • Technical expertise in the areas that MfE needs • Timely services • Services delivered in a way that meets different needs (eg phone, email, in person, sitting alongside client) • A trusted advisor who operates in an open and engaging way
Te Purengi	<ul style="list-style-type: none"> • Effective assurance and support around organisational level legal risk 	<ul style="list-style-type: none"> • Effective management of legal and reputational risk for the department • Appropriate judgement about escalation and where to draw the line on legal risk being taken in business groups

Legal – achieving the shifts

Area of focus	Recommended change to achieve shifts	Benefits	Next steps
<p>Service model and ways of working</p> 	<p>Develop and communicate principles for briefing out legal work externally. Communicate expectations to the business on what should be performed in house vs. outsourced, and process for seeking outsourced legal support.</p> <p>Develop a more refined relationship model with business groups. Business partner approach for high users vs. lighter touch relationship approach for less frequent users (e.g. quarterly catch up).</p> <p>Clarify the role of Legal and what customers can expect, including the boundaries of legal involvement in policy work.</p>	<p>Business understands the default approach to dealing with different type of legal issues.</p> <ul style="list-style-type: none"> • Legal team is aware of and able to advise on legal issues earlier • Improved understanding of business context for advice • Appropriate level of relationship based on different user needs. <p>Free up time for more core legal work.</p>	<p>Develop principles on what is in- and outsourced for testing and discussion.</p> <p>Mapping who are the frequent and not so frequent users, and the best approach to relationship management.</p> <p>As a team, develop a clear view on what the role of Legal is and test this with users. Reinforce through legal business partners/relationship managers.</p>
<p>Capabilities and capacity</p> 	<p>Convert one fixed-term position to permanent Create second Manager role</p>	<p>Embeds the capacity required to meet demand</p>	<p>Subject to available budget allocation</p>
<p>Systems and processes</p> 	<p>Develop and implement a work planning and commitments system</p>	<p>To assist efficient and effective capacity and workload planning for legal work and staff.</p>	<p>Scope and implement a low cost tool for managing legal workflow. Consider alongside the scoping of workflow management tools that have wider application across OP.</p>
<p>Roles and structure</p> 	<p>Reduce the spans of control for the Director – Legal and Ministerial Services through an additional Manager.</p>	<p>Improved span of control and strategic support for the Director – Legal and Ministerial Services; freed up to focus more on strategic issues, priorities, and engagement across MfE</p>	<p>Implement</p>

Executive Relations – case for change

Purpose

- Ensure Ministers, the Ministry and the public are well served with timely, accurate, transparent and high-quality information, advice and support.
- Keep the business informed of what is coming up in Ministers' Offices and the impact on MfE, and vice versa.

Issues and opportunities

The Ministry is improving its performance but not yet consistently meeting all its KPIs around the quality and timeliness of Ministerial correspondence. There has also been steady growth in the numbers of cabinet papers, briefings, official information requests, WPOs and correspondence in recent years. Executive Relations' staffing is not proportionate to the increase in volumes and the additional transparency and quality commitments and expectations. There is a need to increase capacity to address these increases. There are also opportunities to improve and streamline the tracking process as well as the way advice is provided.





Key shifts

From	To
Mostly reactive to spikes in volumes	Better anticipation of the impact of policy changes on volumes and more easily able to adjust to meet increases in volumes
Under-developed, manual controls of information and workflow	Streamlined, automated tracking and workflow systems, synched with other MfE systems
Unrealised opportunity to analyse trends in correspondence and OIAs	Increased focus on proactive analysis and insights, e.g. identifying trends and patterns to inform improvement and planning
Business not routinely meeting KPIs around quality, timeliness etc	Further improvements and consistency in timeliness and quality of OIA responses and Ministerial correspondence. Improved delivery of Ministerial and Executive support for annual select committee hearings. More recognition from the business about the importance of consistency in timeliness and quality and the partnership with Exec Relations to deliver on this.
Ministerial services not seen as important by the business	Ministerial services seen as a key, valued part of MfE's work

Customers and value proposition

Customer	Needs	Customer needs and expectations will be met through...
Internal MfE	<ul style="list-style-type: none"> • Understand role and responsibilities in relation to Ministerial servicing • Assurance that the flow of correspondence etc is well managed • A streamlined process 	<ul style="list-style-type: none"> • Good awareness and support for issues as they arise and ability to identify emerging patterns of issues • Effective QA and control over Ministerial papers and correspondence to ensure quality and consistency • Building knowledge and capability of staff on processes, and expectations of stakeholders
Ministers and external (public, Ombudsman)	<ul style="list-style-type: none"> • Accuracy • Consistency • Timeliness • Transparency 	<ul style="list-style-type: none"> • Efficient, robust OIA, PQ and correspondence process • Well managed relationships with Ministers offices and other external stakeholders such as Ombudsman

Executive Relations – achieving the shifts

Area of focus	Recommended change to achieve shifts	Benefits	Next steps
Service model and ways of working 	Develop a regular (e.g. quarterly) systematic practice of proactive analysis and insights relating to trends and patterns for correspondence.	Identifying trends, patterns, issues and opportunities will inform emerging issues and opportunities to improve or streamline how we respond.	Enabled by a strong tracking system. Start implementing.
	A business partnership model, involving relationship managers who proactively understand what is coming up across the business. Also determine whether in this model Advisors should be part time co-located with the business.	Better awareness of potential issues and demand enables better preparedness	Develop and test outline for how model would work, including what is possible within capacity constraints
Capabilities and capacity 	Increase capacity to manage recent and ongoing increases in demand volumes and provide strategic advice and support.	Better able to manage increasing workload, ensuring that timeliness and accuracy levels are maintained and improved.	Subject to available budget allocation
Systems and processes 	Implement a single, integrated workflow and tracking tool. Improve delivery of Ministerial and Executive support for annual select committee hearings.	<ul style="list-style-type: none"> • Single source of truth about inflow and outflow to Ministers' offices; one point of information accessible by the business. • Streamlined tracking of correspondence and other requirements, saving time and reducing the risk of missed timeframes • Increased customer satisfaction. 	Accelerate implementation of new tool. Consider opportunities for one solution for several OP functions (for workflow management). Identify improvements to Select Committee process.
Roles and structure 	Reduce the span of control and provide strategic support alongside the manager through creating a Lead Senior role. Introduce additional Advisor role.	Improved span of control and support for Manager and Director; freed up to focus more on strategic issues, priorities, and engagement across MfE. Additional support to meet KPIS and manage increased workload.	Implement subject to available budget allocation

Planning & Performance – case for change

Purpose

- Support decisions and communication on a clear, future-focused direction and priorities for MfE
- Ensure agile planning and prioritisation of projects and resources that give effect to our strategy and deliver on our impacts by translating strategy into plans and action
- Understand and report on the Ministry's performance in delivering on our strategy, financial management and inform opportunities for improvement

Customers and value proposition

Customer	Needs	Customer needs and expectations will be met through...
Leaders	<ul style="list-style-type: none"> • Effective support for decisions about priorities and trade-offs • Insights into organisational performance and choices/actions required 	<ul style="list-style-type: none"> • A clear, easy to understand strategy and planning system • Support for thinking and decisions about organisational goals and priorities, including choices, trade-offs, and key decision points • Regular organisational performance reporting with added-value insights that join up areas of organisational performance to take a holistic view • Support for thinking about the future landscape and translating this into tangible choices and action to position MfE for the future • Line of sight from priorities to action and performance • A clear, effective and efficient governance system and support arrangements that focus on the right level of decisions, ensure the right conversations at the right time, and provide an integrated, big picture view
Business groups	<ul style="list-style-type: none"> • Effective support for translating strategy into action • Clear view on relevant aspects of business performance 	<ul style="list-style-type: none"> • Effective communication about strategy and priorities • Support to translate strategy into operational direction and plans • Support to use the governance system to best effect
All staff	<ul style="list-style-type: none"> • Visibility of work programme • Visibility of opportunities to work on projects 	<ul style="list-style-type: none"> • System/intranet – visibility of projects and impact • Visibility of project vacancies

Issues and opportunities

There is low organisational maturity and consistency around planning and performance. In most cases our processes are manual and lack the consistency and agility needed to prioritise our resources, to deliver on our objectives and provide a good experience for our people. Performance reporting is lacking or underdeveloped. MfE has a fragmented view of organisational performance and mainly in the form of data, rather than insights and advice.

Key shifts

From	To
Relatively new, manual planning process and low organisational maturity and consistency around planning	Mature planning process driven by a strategic view of priorities. Well understood and embedded as a repeatable and streamlined process
The relationship between policy strategy and wider organisational strategy is somewhat ambiguous	Clear relationship between policy strategy and wider organisational strategy
Portfolio capability and visibility and approach is underdeveloped	Insightful portfolio analysis and advice to inform planning decisions (priorities and trade-offs). Resources are clearly aligned to priorities and match the agreed work programme. Work programme is achievable within resource constraints.
Fragmented views on performance across areas, mainly in the form of data	Joined up, value adding performance insights and analysis (across, people, finance, strategy/priorities, risk) to inform decisions

Planning & Performance – achieving the shifts

Area of focus	Recommended change to achieve shifts	Benefits	Next steps/pathway
Service model and ways of working 	Produce a quarterly insights report for Te Purengi, integrating all aspects of organisational performance and health, with advice on risks, issues and opportunities. Supported by monthly operational snapshot reports.	Providing leadership with a joined up view . Focuses on anticipating, identifying risk and opportunities for MfE.	Bolster capability and drive this forward.
	Continue to embed and refine the planning and performance processes. Strong alignment and link in with proposed Strategy and Performance functions.	Better integration across groups, providing a consistent story to leaders. Providing a fit for purpose, repeatable process	Continue to refine existing process
Capabilities and capacity 	Build planning, performance and insights capability and capacity.	<ul style="list-style-type: none"> • Critical capability to enable MfE to successfully turn strategy into actionable, prioritised plans • Providing managers and MfE leadership with a joined up view of performance. Focuses on anticipating, identifying risk and opportunities for MfE. • Supports faster, better decision-making around planning and resource allocation in a project based and P2P model 	Implement
Systems and processes 	Understand how we can better use PSODA – how might it integrate with other functions such as finance, planning and prioritisation.	System that provides end to end services and automation.	Take forward from initial work
Roles and structure 	Bring planning, portfolio, and performance insights capabilities and functions into same group with finance. Also group with central major project monitoring capability.	Grouping related functions together, better integration of end to end functions.	Implement.
	Improve ‘insights and reporting’ within a Finance & Performance directorate. Look to co-locate people analysis capability	Enabling more integrated insights and advice on organisational performance.	Implement

Planning & Performance – how would the performance insights approach work?

Insights and performance functions focus on:

- Developing and maintaining the strategic performance dashboard for MfE
- Leading development of insights and advice for Te Purengi based on performance data (monthly, quarterly, annually) – in collaboration with other OP functions. Critical focus on anticipating issues and opportunities early
- Managing accountability reporting processes and documents

The insights and performance function would collaborate with/'network in' other OP roles and functions, along with project and programme managers across MfE, to develop insights and advice on the performance story. The insights and advice would be integrated to present an MfE-wide view.

People insights and analysis role
co-located with wider team, but reports to People Experience



The insights and performance function sits within a team that also includes business planning and finance business partnering.

Finance – case for change

Purpose

- Provide stewardship of financial resources and performance to enable MfE to deliver on its strategy and manage financial risk
- Support the business to forward plan and prioritise investment across the work programme, both in short term and longer term

Issues and opportunities

The Ministry's finance function is currently not operating in a way that enables agile, user-friendly and strategic financial decision making. The Ministry is not in the strongest position to reliably and confidently prioritise resources to where they are most needed. The finance system is time consuming and unintuitive, and our transactional processes are clunky and lack automation. There is relatively low financial competency and accountability among MfE budget holders overall.





Key shifts

From	To
Central constraints on financial management and accountability of managers (and data accuracy issue)	Empowering managers to own and make good decisions about budgets and spend and be accountable
Low financial competency and accountability among MfE budget holders	Strong financial literacy and understanding of budget managers
BAU, operationally focused service provision	Proactive business partnering that anticipates issues and informs short and long term business planning and investment
Time consuming, unintuitive finance system	Easy to use, intuitive finance system that meets business needs and puts everyone on the same page about financial position
Clunky transactional processes	Automation enables focus on higher value service

Customers and value proposition

Customer	Needs	Customer needs and expectations will be met through...
Managers/ budget holders	<ul style="list-style-type: none"> • Able to easily access and enter information about budgets, resources and financial performance • Proactive support, advice and insights to support resource planning 	<ul style="list-style-type: none"> • Building financial literacy within MfE • Providing value-adding business partner support and advice • Designing and improving financial management tools and systems
Te Purangi	<ul style="list-style-type: none"> • Clarity about organisational finance picture, including anticipating issues • Assurance relating to financial risks, controls and processes • Support with strategic finance/investment decisions 	<ul style="list-style-type: none"> • Anticipating issues, proactively developing strategic insights and reporting into finances and what this means for the business. • Supporting the strategic/investment case for budgets • Developing and maintaining accurate fit for purpose financial information, controls and processes

Finance – achieving the shifts

Area of focus	Recommended change to achieve shifts	Benefits	Next steps
<p>Service model and ways of working</p> 	<p>Develop clear service offering (including shift in focus from compliance to value adding advice) and communicate to business, setting out expectations of business and managers.</p> <p>Develop and implement a proactive business partnering model – broaden the scope of this to include proactive understanding of procurement needs (to inform the procurement priorities and avoid double up in conversations with procurement), and act as a conduit for planning</p>	<p>Managers know what services to expect from finance. Finance provides more higher value services.</p> <p>Increasing business partnering capability will:</p> <ul style="list-style-type: none"> • Provide better, more strategic advice and support for managers, based on proactive, value-adding insights • Improve ability for finance to anticipate and advise on what is coming up • Empower managers to own and make good decisions about budgets and spend and to be accountable • Ensure financial advice is based on strong understanding of the business 	<p>Develop and implement</p> <p>Design how the model will work.</p>
<p>Capabilities and capacity</p> 	<p>Build business partnering capacity</p>	<p>See above</p>	<p>Subject to available budget allocation</p>
<p>Systems and processes</p> 	<p>FMIS and systems integration</p>	<ul style="list-style-type: none"> • Easy system for managers to navigate and own their budgets. Managers save time and finance save time through more automated processes and system. Frees up managers and finance team to do more value-adding work • More reliable data, integrated with other information sets, to enable better decision making. The solution would include modules for other purposes, eg contract management. 	<p>Revised proposal with Tech One being developed for implementation</p>
<p>Roles and structure</p> 	<p>Bring finance into same group with planning, insights and performance.</p> <p>Add finance business partner.</p> <p>Create new third tier groupings.</p>	<p>Grouping related functions together, better integration of end to end functions. Enabling more integrated insights and advice on organisational performance.</p>	<p>Implement (subject to available budget allocation)</p>

Purpose

Ensure MfE is purchasing goods and services in accordance with Government principles for procurement; in a way that is fair and transparent and provides the Ministry with value for money.

Issues and opportunities

There is an opportunity for the procurement function to focus more on higher-value/risk contracts, with less involvement in lower-value procurement. There is also an opportunity to drive higher-value spend overall. The Ministry also needs a stronger end-to-end approach and focus on contract management, delivering on the recommendations from the latest contract management audit.





Key shifts

From	To
Too much front end focus and limited management/monitoring of contracts when they are in place	End to end support of the management of contracts, (however, this does not mean that procurement owns the responsibility for contracts).
One size fits all approach to contracts	Focus on higher-risk/complex contracts and promote manager self-help
Mix of avoidance and dependency on procurement team (i.e. expectation procurement will write plans for people)	Greater responsibility and capability in the business to carry out procurement activities within clear guidelines and processes
Being asked to retrospectively develop/approve contracts already agreed to	Being involved at the initial scoping phase to provide options and advice on the best way to procure
Unclear role and value proposition	Clarity on the role and value of procurement
Process driven service / seen as roadblock	Customer focused / trusted advisors, valued by the business

Customers and value proposition

Customer	Needs	Customer needs and expectations will be met through...
Internal customers	<ul style="list-style-type: none"> Streamlined, easy to use, timely processes for getting the resources they need Robust procurement processes Best value for spend 	<ul style="list-style-type: none"> Timely, strategic information and advice which is available to them in the format they need A strong understanding of business needs Easy to use self-service tools and information Timely, agile assistance where self-service isn't available Commercial expertise to support negotiations and commercial management of vendors Proactive support in managing external provider engagement and relationships
External providers	<ul style="list-style-type: none"> Clear, simple processes Effective information about needs 	<ul style="list-style-type: none"> MfE being easy to engage with, agile in response Providing timely, clear, accurate information On-time payment of invoices Establishing a collaborative, dynamic relationship based on mutual trust and openness

Procurement – achieving the shifts

Area of focus	Recommended change to achieve shifts	Benefits	Next steps/pathway
Service model and ways of working 	Develop clear service offering and communicate to business. Set out expectations of procurement specialists vs business and managers (including in relation to contract management)	<ul style="list-style-type: none"> Managers know what services to expect from procurement. Procurement provides more higher value services. 	Develop and implement
	Shift active involvement of procurement specialists from lower risk/value contracts to higher risk/value contracts.	Procurement provides more higher value services.	Develop and implement. Requires capability and tools for managers to self-serve on the routine contracts (see below)
	Reorient the focus of procurement onto understanding the overall spend profile and driving better value from external spending.	Improve value for money.	Understand and prioritise this shift in focus
Capabilities and capacity 	Build management capability. Standard templates and guidance to help managers understand the procurement process and to support budget holders to exercise judgement within their delegations.	<ul style="list-style-type: none"> Free up procurement to focus on higher value added services. Enables managers to help themselves, through a more streamlined approach. More accountability to managers to manage spend 	Develop and implement tools
Systems and processes 	Procure to pay	System that provides end to end services and automation.	Research the most suitable option as part of wider FMIS upgrade. Look at the contract management module as part of FMIS Phase 2.
	Develop some key tools and precedents for contract management	More disciplined approach to contract management.	Explore as part of ongoing work programme.
	Identify and act on process improvement opportunities	Streamlined procurement processes	Explore as part of ongoing work programme
Roles and structure 	Split recruitment service orders (contractor resources) out into P&C	Dedicated focus on this activity to manage the volume. Links with recruitment and other people activities	Determine resource availability to build function in People Experience

People & Culture – case for change

Purpose

- Supporting the attraction, management, and development of the people and capabilities MfE needs to be successful.
- Ensuring the business has what it needs from us from a people perspective to deliver

Issues and opportunities

A new model and team was built in 2018, which has worked well to date. In the area of recruitment and management of contractor service orders there is high and increasing demand for support. The current capacity is struggling to match demands and do anything more than provide a more transactionally-focused service. There is also a lack of clarity about when P&C needs to be involved and inconsistent approaches amongst business groups.





Key shifts

From	To
Reactive focus on dealing with people management issues/ less firefighting/ more focus on “root causes” and steps to address them.	Increased leadership – proactive implementation of key priorities in the Workforce Strategy; anticipating and advising on key issues and trends.
Lack of information and insights for managers to support effective people team management.	Regular, timely tailored people insights, analysis and advice provided to managers to support high-performing teams.
Unclear value proposition and scope of role/service offerings	Clear value proposition and scope of services
Mainly focusing on operational HR	Moving up the value chain – being a trusted business partner for both strategic and operational HR related matters.
Separate, fragmented technology systems	Integrated systems and data

Customers and value proposition

Customer		Customer needs and expectations will be met through...
Te Purengi / Directors / Managers	<ul style="list-style-type: none"> • Practical, proactive support for developing people and capabilities • Analysis and planning for future workforce needs • Accurate, timely people-related information and insights – knowing what is happening and anticipating issues • Robust support and advice to help manage people issues 	<ul style="list-style-type: none"> • Understanding the business our leaders work in • Building people leadership capability to enable them to make good people decisions, effectively manage their people and grow the organisational capability and capacity and culture we need to succeed. • Providing managers and staff with information, insights, tools and knowledge to be effective in their roles.
MfE as a whole	<ul style="list-style-type: none"> • Transactional needs are met easy and in a timely way (eg payroll) • Robust people related policies and processes 	Robust policies, systems and processes

People & Culture – achieving the shifts

Area of focus	Recommended change to achieve shifts	Benefits	Next steps/pathway
Service model and ways of working 	<p>Develop clear service offering and communicate to business. Set out expectations of people and culture vs business and managers.</p> <p>Reframe the function (which would continue to include Business Support) as People Experience to signal the core purpose and a stronger focus on enabling a coherent experience for our staff.</p>	<ul style="list-style-type: none"> Managers know what services to expect from people and culture. People and culture provides more higher value services. 	Develop and implement
	<p>Drive implementation of the workforce strategy, including ensuring we have the right mix of capability in terms of employees vs contractors</p>	<p>Ensure MfE has the capacity and capability required for MfE's future.</p>	Implement
	<p>Develop better insights to feed into strategic workforce decision making, integrated into wider organisational wide insights reporting.</p>	<ul style="list-style-type: none"> Organisation is provided with value adding people insights. Ability to anticipate, identify risk and opportunities for MfE. 	Continue to refine existing process
Capabilities and capacity 	<p>New recruitment business partner role. Assume responsibility for contractor recruitment (from procurement). Support implementation of P2P. Adopt centralised approach to attracting and retaining interns and graduates.</p>	<ul style="list-style-type: none"> More efficient and effective recruitment process that delivers a better candidate experience and more successful hiring outcomes Managers are better supported to be effective in their roles 	Determine requirements and roles
	<p>Grow capability (new senior advisor role) to initially focus on the progressing the framework and policies to support good health, safety and wellbeing practices.</p>	<ul style="list-style-type: none"> The Ministry is supported to build a more mature approach to delivering on its health and safety responsibilities Less fragmented accountabilities for health and safety oversight 	Subject to available budget allocation
Systems and processes 	<p>Streamline welcoming (on-boarding) process</p>	<p>Process that is integrated with other OP functions and pain points are removed/streamlined for managers.</p>	Understand pain points and improve process
	<p>System integration with other functions (e.g. finance)</p>	<p>Single source of information and systems that integrate with each other. Able to spend more time on analysis/insights.</p>	Research to see if another system would be optimal
Roles and structure 	<p>Virtual team that better connects people data and insights into wider performance analysis and insights</p> <p>Build capacity in recruitment, organisational development and health, safety & wellbeing</p>	<p>Integrated insights into business performance and anticipation of emerging issues</p>	<p>Develop team within performance function and set up mechanisms to connect/link in with people analysis</p>

Business Support – case for change

Purpose

- Provide high quality, timely administrative and facilities support that make it easy for the business and customers to perform well
- Provide trusted, expert support to senior leaders to enable them to make good decisions and lead well

Issues and opportunities

PAs assigned to business groups are experiencing difficulty responding to the variety and volume of demands from the leaders and teams they serve. BSCs are also experiencing increased demand. This places administrative support roles in a more reactive mode, and means they are unable to focus on higher value support activities such as helping to coordinate Regional hui and consultation programmes. The demand for support is likely to increase as the Ministry grows further over the next few years and engages/partners more and more widely. The Manager Business Support has a very high number of direct reports and multiple areas of direct accountability, including facilities, which has no additional resource attached.





Key shifts

From	To
Lack of clarity and consistency around Business Support's role and what is expected of them (vs other OP teams)	Clear parameters for BSCs and EA/PAs. They are used appropriately on highest-value work.
Lack of tracking, acknowledgment and updates on progress of customer requests.	Customers know who is looking after their request and are kept informed of progress through to completion.
Dependency by customers around use of BSCs and administrative support	Clear processes and tools are in place to enable more self-help by managers and staff (e.g. better intranet landing page, more automation and self-service)
Reactive, day to day way of operating.	Proactive support – anticipation of needs, e.g. travel, procurement, events, relationship management

Customers and value proposition

Customer	Needs	Customer needs and expectations will be met through...
Managers and staff (focus for BSCs)	<ul style="list-style-type: none"> • Support to manage administrative aspects of workload • Support to manage day-to-day technology 	<ul style="list-style-type: none"> • Requests for support being prioritised and managed seamlessly and transparently. • Timeliness of services • Clarity of roles and services provided by BSCs and who to approach about different tasks. • Effective use of technology, building self service capability • Streamlining processes.
Directors and Dep Secs (focus for EAs/PAs)	<ul style="list-style-type: none"> • Support to manage administrative aspects of workload • Anticipate their needs, provide forward planning 	<ul style="list-style-type: none"> • High standards around good fit and capability of EAs/PAs. • Sufficient capacity to do both reactive and proactive work • Understanding and insights into their business

Business Support – achieving the shifts

Area of focus	Recommended change to achieve shifts	Benefits	Next steps/pathway
Service model and ways of working 	Clarifying expectations on what services the PA/EA and BSC roles provide and what people are expected to do themselves.	Clear, consistent use of business support resource.	Develop, test and communicate clear guidelines on what the BSC/PA/EA roles are responsible for.
	Business partnering model – individual assigned to each business group to understand what is coming up in group for the next fortnight and 90 day process. Check in on a monthly basis to share and find out what is happening across the business.	Better understand of what is coming up in the business and what needs to be planned for. Proactive service, rather than reactive.	Develop and test potential model
	Identify the additional self-help opportunities – eg to support technology in rooms	Upskilling, better use of business support resource.	<ul style="list-style-type: none"> Stocktake of what can be done by the business. Develop training resources and material to support this.
	Co-locate IT/IM/info centre support services with BSCs to create a virtual 'user support' hub; develop joined up processes and opportunities to streamline support requests	Clear, streamlined, joined up processes and an improved employee experience	Identify and scope opportunities for more joined up user support approach
Capabilities and capacity 	Add leadership capacity to reduce span of control for the manager	Address span of control problems for the manager	Implement
	Add capacity to support the building move (fixed-term)	Ensures manager does not get spread too thin	Understand what this role/function is required to do
Systems and processes 	Tracking and responding to incoming requests.	Better visibility of workflow and allocation of resources to tasks	Link with OP wide consideration of workflow tools
Roles and structure 	<ul style="list-style-type: none"> Add leadership capacity to reduce span of control for the manager and provide additional support for projects, including accommodation move. Add PA role 	Free up Manager to focus on facilities, leadership and relationship management across MfE.	Implement subject to budget

Business Support – how would a ‘user support’ hub work?

The User Support hub would deliver a great experience for MfE staff by providing customer friendly, joined up user support services

While IT support would manage service requests independently, a Business Support team leader would ensure the user support services are joined up where they need to be and delivering the best customer service overall



BSCs/facilities roles would continue to report to the Business Support team

Links to P&C and health, safety & wellbeing

IT support, Information Management, and Information Centre support roles would continue to report to the Information & Technology team

The User Support hub operates together



Internal customers access the user support team through a range of channels



Simple request and tracking system for facilities, general business support (BSC), IT support, and information management support

In addition to providing user support services, the team would look for and act on opportunities to improve and/or better connect user-facing business processes, drawing on process improvement/business analyst capability as required

Information and Technology & Info Management – case for change

Purpose

- Enable MfE to deliver its work effectively and efficiently through the use of technology
- Ensure MfE meets its information security obligations

Issues and opportunities

The Ministry's IT team and support services (Datacom) are structured and resourced to deliver solid BAU operational performance rather than technology-enabled transformation of how we work. Capacity and operational funding means current work programmes are largely about maintaining core infrastructure and services, with limited ability to invest time and money in enablement projects. The Ministry is reaching the point where core systems are due for replacement.

Key shifts





From
People unsure of what we do and how we do it (vs what others do, e.g. BSCs, comms)
Reactive, tactical, BAU service that focuses on the day-to-day delivery
Slow implementation for service enhancements through pilots, constrained by resource capacity

Customers and value proposition

Customer	Needs	Customer needs and expectations will be met through...
Managers and staff	<ul style="list-style-type: none"> • Timely support in response to service issues • Easy to access business information • Promotion of the existing technology tools that are fit for purpose • Process understanding for occasions technology gaps exist 	<ul style="list-style-type: none"> • Effective planning and delivery of technology solutions that meet the changing needs of the business and harness new developments • Effective and timely service responses to issues • Effective access to information resources • Partnering with vendors as appropriate where to deliver the services we need, and provide a consistent service experience for internal customers
MfE as a whole	<ul style="list-style-type: none"> • Effective information management privacy and security • Legislative compliance and alignment with Government recommendations around IT and information management • Technical currency and support for existing services 	<ul style="list-style-type: none"> • Providing a safe and secure IT environment that ensures appropriate protection of data and information • Implementing and maintaining good practice information management, privacy and information security systems and practices • Managed services via BAU operations

To
People have clear understanding of our services, processes, tools and know what to expect in terms of service delivery
Proactively improve services to enable the business to operate more effectively
Fast dynamic capability to implement business enhancement or value added change

Information and Technology & Info Management – achieving the shifts

Area of focus	Recommended change to achieve shifts	Benefits	Next steps/pathway
Service model and ways of working 	Clarity around offering and services and right channels for support. Develop clear service catalogue and SLA arrangement.	<ul style="list-style-type: none"> • People know what services to expect from IT, information management and the information centre, and when to go to IT/IM vs other OP teams. • IT/IM spends more time providing higher value services and supporting digital transformation 	Develop and implement
Capabilities and capacity 	Build capacity and capability to deliver: <ul style="list-style-type: none"> • Core system replacement • Digital transformation 	See below	Confirm resource allocation
Systems and processes 	<ul style="list-style-type: none"> • Core system replacement • Digital transformation 	<ul style="list-style-type: none"> • Replace/reinvest in technology-based enablers to continue to support the Ministry's work • Modernise systems to enable new ways of working • More integrated solutions and architecture roadmap to support the Ministry's transformation 	Confirm resource allocation
Roles and structure 	<ul style="list-style-type: none"> • Create span-breaking management roles for IT programmes and IT/IM Operations and create new Lead Senior position with a small number of direct reports • Create Information & Solutions Architect role 		Implement

ORGANISATIONAL PERFORMANCE REVIEW

Decision document

16 July 2019

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1. Introduction

Tena koutou

I would like to thank you all for the thoughtful and constructive way you have engaged in discussion around our future design and ways of working within Organisational Performance (OP). Your input during the information-gathering phase, your questions and comments during our engagement sessions, and submissions on the consultation document have all informed my final decision.

Today I am confirming that as a result of the feedback received, I have made some changes to the original proposal, which are reflected in this document. I believe that making these changes will set us up to achieve the shifts we have identified together as important.

The structural changes are only one part of the journey we are embarking on. We have already made a start on working more closely together.

In the year ahead we will embed and extend this way of working to be more joined-up and proactive, providing value to our customers. The things we will focus on were outlined in the consultation document, which sets out a wide-ranging blueprint for improving the way we operate as a division. An updated version of this is provided alongside this decision document as a reference for the way forward.

This decision document sets out my decisions on the structural components of the change and responds to the feedback people provided. It also provides information on the timing and process for implementation.

We've had a good level of engagement from people within Organisational Performance and right across the Ministry before and during the formal consultation period.

Eighteen written submissions were received on the proposals, including five group submissions.

Overall, there was not a significant amount of feedback on many aspects of the proposals. Judging by the engagement before the consultation period, this seems to reflect broad endorsement of the overall direction and proposed ways of getting there. Whether it be systems improvements, ways of working or how teams/functions are structured.

However, some key themes emerged from feedback on the proposals. These included:

- The best fit for procurement functions within the OP structure
- The best fit for Executive Relations functions within MfE/OP
- The approach to PMO capabilities and functions within MfE
- Management roles within the Legal team
- Areas of the proposals where clarification was sought on specific issues.

These themes and my response are outlined in the following pages.

Thank you again for your ongoing commitment and professionalism through this process. I appreciate your contribution and support, along with the team building and joined-up leadership.

Ngā mihi

Claire

2. Summary of feedback and responses

This section outlines the key themes emerging from your feedback on the Organisational Performance consultation document, and the response to this feedback.

Feedback and responses

Theme	Feedback	Response
Overall	The OP Division needs to ensure a strong focus on carrying through the implementation of the non-structural proposals.	Agree, this will be essential to achieving the shifts. This is a significant part of the reason for creating a role responsible for change & programme management in OP. Leading the implementation of change remains the ongoing responsibility of OP Leaders and their teams.
	Question about whether we should look at changing to the name of the division to reflect the fact it is not all about performance, e.g. it's also about business services.	The review presents an opportunity to look at whether there is a more suitable name for the division. Once the leadership and functions are in place, this is a conversation we can have as a division.
	A perception that we are adding layers of managers and team leaders, when one of the design objectives was to minimise unnecessary management hierarchy.	Adding a small number of managers, team leaders, and lead seniors with limited staff management responsibility is designed to address issues where there would otherwise be unsustainable spans of control. Keeping spans of control manageable requires more than looking at just the number of direct reports. It is also important to ensure that directors and/or managers have enough bandwidth to respond to the transformation task and operate at a strategic level, in addition to managing their accountability for the business as usual elements of the work and their 'home manager' responsibilities for staff. The addition of some management and/or principal advisor roles aims to support this to happen.
IT and Information Management	<p>Proposals were generally supported. There were two specific areas of feedback:</p> <ul style="list-style-type: none"> The placement of the IT Analyst role in the structure – feedback that it has a more systems and technology focus than an information management focus. Concern that converting a role to a Team Leader would reduce capacity to do knowledge management work. 	<ul style="list-style-type: none"> Minor change to proposal – change proposed Team Leader (Operations) title to Lead Senior (IT/IM Operations) to clarify the scope of the role. This Lead Senior will have three direct reports as proposed. Given the small number of reports, the Lead Senior will be expected to deliver parts of the work programme alongside the team and provide senior-level advisor support to the CIO. The IT Analyst role will report to the Lead Senior (IT/IM Operations) for home management, but will have a strong systems and IT focus and will work closely with the Senior Service Delivery Manager and IT Programme Manager. A Business Analyst will work on Business Planning during Q1, with no change to the proposed reporting line to the IT Programme Manager role.
Finance	<ul style="list-style-type: none"> Specific question about the title/focus of the FMIS Administrator role. Support for strengthening the focus on planning and insights. 	<ul style="list-style-type: none"> The FMIS system upgrade project means we will need to look at the impact of the new system on how the FMIS Administrator and Accounts & Payroll Officer roles need to change. A review of the roles required to service the new system will commence after the OP Review has concluded. We will build oversight of delivery of key Ministry projects into a Senior Advisor (Portfolio & Planning) role. This will support planning and reporting in relation to the 90-day business planning cycle, annual business planning, and monitoring delivery of major MFE projects.

Feedback and responses

Theme	Feedback	Response
Strategy & Change	A need to clarify the relationship between the change management and organisational strategy focus of the Strategy & Change function, and the organisational development function in the People & Capability function.	These areas of focus are intended to be complementary. The focus in Strategy & Change is putting in place the wider operating model and organisational enablers MfE needs to build (i.e. people, processes, systems, structure etc) to deliver its outward-facing strategy. The organisational development focus within the People & Capability function focuses on the people capability aspect of that wider strategy (including workforce development, people experience etc). The two functions will need to work together to ensure a joined up approach.
	Suggestion that there be a dedicated HR coordinator for recruitment, especially focussed on welcoming (onboarding). These activities are currently spread across a range of EA/PA roles as well as P&C and managers.	No change to the proposal, but the P&C Advisor (Advisory) role will be responsible for ensuring this activity is coordinated across BSCs and PAs/EAs.
People Experience	Question about whether responsibility for people experience design sits with a particular role.	Primary responsibility for people experience design sits with the Organisational Development & Talent function. 'People experience design' is about ensuring that MfE's systems, processes and ways of working are designed to deliver a great experience for our people and contribute to a strong Employee Value Proposition.
	Health, safety & wellbeing should be a dedicated ongoing role. Question about whether it would be possible to give effect to business partnering alongside the health, safety & wellbeing focus within the same role.	<ul style="list-style-type: none"> Change to proposal – change proposed fixed-term Business Partner to a Senior Advisor position, in recognition of the fact that establishing the core policies, processes and priorities relating to health, safety & wellbeing will require specialist attention up front. This role will have an initial focus on health, safety and wellbeing (approximately six months fixed term). Once health, safety and wellbeing is set up, we will determine the appropriate resourcing required to deliver our approach to health, safety and wellbeing on an ongoing basis and how we best use the Senior Advisor role going forward. Note that both Business Support Team Leader roles are required to provide business continuity and elements of health, safety & wellbeing oversight and support.
Business support	Support for the proposal to put in place additional leadership to manage the spans of control for the Manager (Business Support/Facilities). Some further suggestions were provided about how this could be combined with a Senior Business Support Advisor role. Another suggestion was EA reporting lines could be reconsidered, i.e. possibly to the EA in the OCE.	<p>Changes to proposals:</p> <ul style="list-style-type: none"> Retain new Team Leader (Support & Facilities) role as proposed, but do not progress with the Senior Business Support Advisor role. This Team Leader role and the existing Team Leader role will support the Manager (Business Support & Facilities) with projects and portfolios alongside people management responsibilities, as needed. EAs reporting line to revert back to current state, direct to the Manager (Business Support & Facilities)

Feedback and responses

Theme	Feedback	Response
Procurement	<p>Feedback that the procurement and legal functions should remain together due to synergies and a perceived lack of additional benefit from locating procurement with finance functions. Recognition that procurement and finance do however need to work more closely together on some issues to offer additional value to the business.</p>	<p>Change to proposal. There needs to be an active, day-to-day connection with the finance functions, however the procurement function will remain in the same team as legal functions:</p> <ul style="list-style-type: none"> • At the moment, the Ministry's procurement function is mostly a contracting function (focused on contracting and contract management), and therefore it has a synergy with legal functions. • MfE isn't spending significantly across a wide range of procurement categories. Given this, strategic sourcing and optimising category spend to deliver more value is not a significant feature of the procurement function. Most of the Ministry's procurement relates to the setting up of service contracts which are driven by business groups. • Standard purchasing processes can be built into transactional finance systems. <p>As above, to increase the value of the procurement function it must work closely with the finance function going forward, including delivering on the recommendations of the contract management audit. The procurement function will need to work as a matter of course with both the finance and people business partners to build up a picture of contracting intentions within business groups, and to be able to provide proactive, joined-up advice.</p> <p>It is now proposed to disestablish the Procurement Coordinator role, which is no longer required, with direct reassignment into the Procurement Advisor role (when the current secondee returns to their home organisation). This will support a refocusing away from lower-value administrative work. As part of this, responsibility for the contracting of people will move to the Recruitment Business Partners in the Organisational Development & Talent team.</p>
Executive Relations	<ul style="list-style-type: none"> • Feedback that the placement of Executive Relations functions alongside legal functions risks diverting the attention of the Director responsible for Legal and Ministerial Services away from one or other function, in an environment where the workload for each function is unpredictable and issues can rapidly ramp up. • Feedback about the lack of strong synergy between Executive Relations and Legal functions. 	<p>Change to proposal:</p> <ul style="list-style-type: none"> • We considered a range of options for the placement of Executive Relations. On balance there is still value that can be realised through having these functions organised together, including sharing knowledge of key governance-level issues and risks, and the connection on complex complaints and OIAs. However, acknowledging the often complex and quick-fire nature of the work of the team, additional senior-level strategic support will be provided for the Executive Relations function. • A Lead Senior (Executive Relations) will be created reporting to the Director, instead of the proposed Team Leader (Executive Relations), with limited home manager responsibilities (two Senior Advisor reports). This is intended to reflect the delivery-oriented nature of the Lead Senior role and the need to provide additional senior advisory support to the Director – Legal and Ministerial Services.

Feedback and responses

Theme	Feedback	Response
Legal	<p>Manager/Principal role – there was concern about the conversion of the Principal Legal Advisor role to a Manager role. In particular:</p> <ul style="list-style-type: none"> • impact on career pathway options and retention for those solicitors who do not want to become managers • risk of removing some technical legal capacity at a senior level • contestability of the proposed appointment process. <p>Some feedback suggested giving the Principal role a small level of people management. Other feedback suggested focusing the Manager of Legal on people management only to enable the span of control to be manageable.</p>	<p>Changes to proposal:</p> <ul style="list-style-type: none"> • Retain current Principal Legal Advisor role. • Retain current focus of Manager (Legal & Procurement) role • Convert one fixed-term Senior Solicitor role to an additional new Manager (Legal) role. • Have four Senior Solicitors positions (currently reporting to the Director) report to the new Manager (Legal) position. The focus of the Manager (Legal & Procurement) remains unchanged. This is a way to reduce the number of direct reports to the Director. It will free up and support the Director to be strategic, and provide additional capability to focus on complex legal issues. <p><i>NB: legal remains one team/one function – with a work programme and distribution of responsibilities, based on priorities. Work will be agreed between the director, managers and principal and distributed across the whole function.</i></p>
	<p>Concern about the status of the Chief Legal Advisor</p>	<ul style="list-style-type: none"> • Note that the Review proposal is for a tier three role, as is current. • Minor change to proposal – change proposed Chief Legal Advisor and Executive Relations title to Director (Legal & Ministerial Services).
Programme and project management	<p>Suggestions about grouping programme/project management functions with Performance / Strategy & Change functions to strengthen line of sight monitoring of how P2P is working, link strategy with benefits realisation analysis, and provide insights into business planning and change management.</p>	<p>Change to proposal.</p> <ul style="list-style-type: none"> • MfE-wide project/programme management capability building and advisory accountabilities will be built into the Change Manager role in Strategy & Change. The job description will clarify the scope of this role.
	<p>Feedback about limiting the focus of the current Project Manager/Business Analyst roles to IT and digital transformation projects only. Questions about who would answer general questions from the business and maintain templates and models. Also concern about reducing capacity to support and advise on project/programme management across MfE.</p>	<ul style="list-style-type: none"> • While the core focus of the Project Manager and Business Analyst roles will be on IT and digital transformation projects, they can be made available to work on projects across MfE depending on capacity. • The existing Senior Project Manager role (vacant) will no longer be disestablished, but will remain vacant until funding allows for recruitment. • A piece of work has been commissioned to assess what project/programme management & coordinator resources exist across MfE and how to use this expertise to best effect, meet increasing demand as well as achieve value for money.

Staff in confidence – not for distribution

3. Detailed decisions

This section outlines the decisions on the structural proposals in the consultation document, including the future design of Organisational Performance's management structure and leadership roles, new roles, and changes to current roles.

Future grouping of functions within OP



Decisions on change to roles and structure

Finance & Performance

New Senior Advisor (Planning & Portfolio) role to lead annual business planning, 90-day review cycle, and reporting on significant projects in MfE's portfolio.

New team structure in Finance & Performance, with functions divided into two teams, each with a manager:

- Insights, Planning & Performance, including finance business partnering positions.
- Financial Operations (including financial accounting, controls, reporting and systems functions).

Additional business partner capacity through:

- creating an additional Business Partner position (to remain vacant until funding becomes available)
- rescoping the current Performance Analyst position to provide higher level of focus on business partnering.

Strategy & Change

Strengthening the focus on organisational strategy and change through:

- a new Change Manager position, aligned with a Strategy & Change cluster of positions; also includes responsibility for driving MfE-wide project/programme management capability and advisory services
- converting a temporary Principal Advisor position to permanent.

Information & Technology

New Information and Solution Architect position.

New Lead Senior (Information Technology/Information Management Operations) to replace the current Senior Knowledge Management Advisor position.

New IT Programme Manager to replace the current Manager (PMO) position.

Project & Programme Management

- Refocus resources currently in the PMO.
- Project Managers and Business Analysts to have a primary focus on the delivery of IT/IM projects, with change in reporting line to the IT Programme Manager.

Legal, Procurement & Executive Relations

Disestablish Procurement Coordinator role.

New management arrangements/reporting lines in the legal team, including the creation of an additional permanent Manager (legal) position (converting one fixed-term Senior Solicitor role), and changes to reporting lines for Senior Solicitor positions currently reporting to Director to the new Manager (Legal) position.

Convert one fixed-term Senior Solicitor position to permanent Senior Solicitor.

Retain Director role but change title to Director – Legal and Ministerial Services.

Replace current Senior Advisor position (Executive Relations) currently filled by a contractor, with a new Lead Senior (Executive Relations) position, with limited home manager responsibilities.

New Advisor (Executive Relations) position.

People Experience

Change team name from People & Culture to People & Capability.

New Senior Advisor position to have an initial focus on health, safety & wellbeing.

Convert a fixed-term Business Partner/Organisational Development position to permanent Senior Organisational Development Advisor position.

New Recruitment Business Partner position.

New Team Leader (Support & Facilities) position in Business Support, with additional project responsibilities including providing support for the Ministry's accommodation move.

New Personal Assistant position.

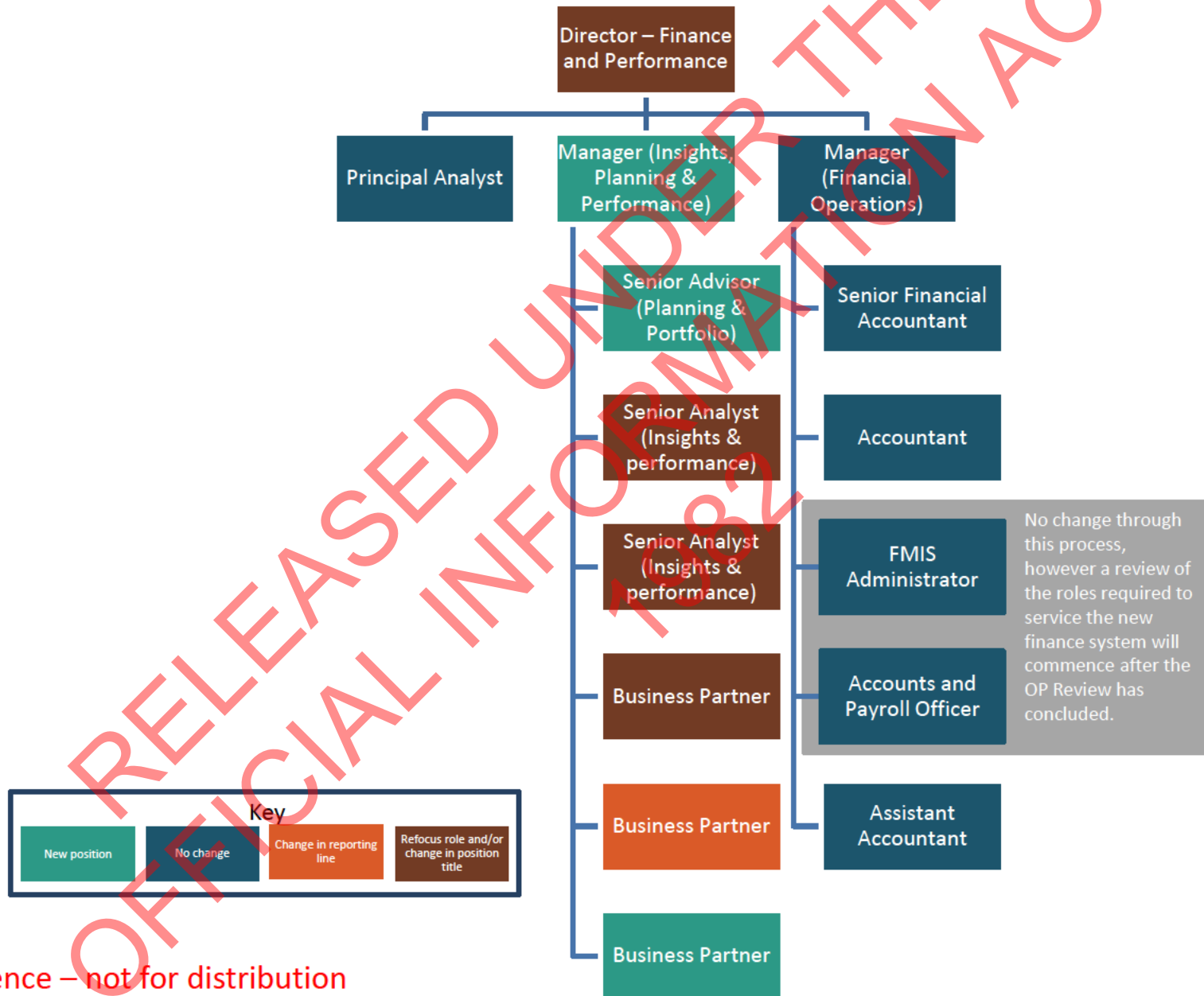
New fixed-term Project Manager position to manage the Ministry's Accommodation project (building move).



Confirmed roles and structure – Legal, Procurement & Executive Relations functions



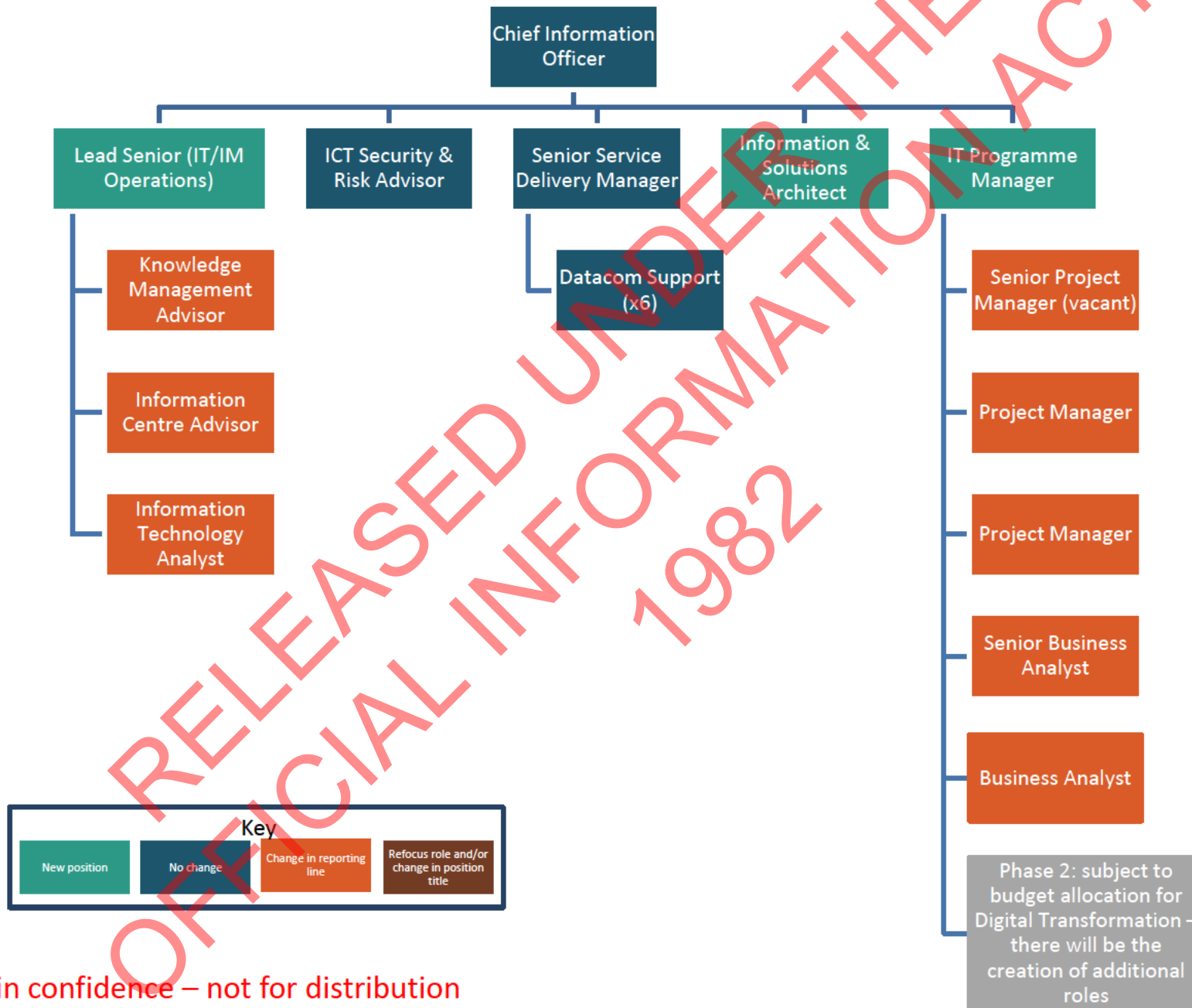
Confirmed roles and structure – Finance & Performance functions



Confirmed roles and structure - People Experience functions



Confirmed roles and structure – Information & Technology functions



4. New roles

This section describes the new roles that will be created within Organisational Performance.

Confirmed new roles (all new roles are subject to available budget)

New role	Reporting line
Strategy & Change	
Change Manager	Chief Advisor
Principal Advisor (fixed-term converted to Permanent)	Chief Advisor
Legal & Executive Relations	
Manager (Legal)	Director (Legal & Ministerial Services)
Senior Solicitor (one fixed-term role converted to permanent)	Manager (Legal)
Lead Senior (Executive Relations)	Director (Legal & Ministerial Services)
Advisor	Manager (Executive Relations)
Finance & Performance	
Manager (Insights, Planning & Performance)	Director (Finance & Performance)
Senior Advisor (Planning & Portfolio)	Manager (Insights, Planning & Performance)
Finance Business Partner (vacant)	Manager (Insights, Planning & Performance)

New role	Reporting line
People Experience	
Senior Advisor (initial focus on health, safety & wellbeing)	Manager (People Operations)
Senior Organisational Development Advisor	Manager (Organisational Development & Talent)
Recruitment Business Partner	Manager (Organisational Development & Talent)
Project Manager – Accommodation Project (building move) (Fixed-term)	Director (People Experience)
Team Leader (Support & Facilities)	Manager (Business Support & Facilities)
Personal Assistant	Team Leader (Support & Facilities)
Information & Technology	
Lead Senior (IM/IT Operations)	Chief Information Officer
Information & Solutions Architect	Chief Information Officer
IT Programme Manager	Chief Information Officer

5. Impact on current roles

This section outlines the impact of decisions in this document on current roles in Organisational Performance.

Impact on existing roles

Existing role	Impact
COO Support	
Principal Risk & Assurance Advisor	No change
Chief Advisor	No change
Principal Advisor (fixed-term role)	Convert to permanent position
Manager (Organisational Performance) (vacant)	Disestablish – create new Change Manager position
Legal	
Director – Legal, Procurement and Executive Relations	Change in title to Director – Legal and Ministerial Services
Principal Legal Advisor	No change
Manager (Legal & Procurement)	No change
Senior Solicitor x2 (fixed-term roles)	Use to create one permanent Senior Solicitor position reporting to the Manager (Legal) and one new permanent Manager (Legal) reporting to the Director
Senior Solicitor x3	Change in reporting line from Director to Manager (Legal)
Senior Solicitor (Contracts), Solicitor x4 and ELA Fund Analyst	No change
Procurement	
Senior Procurement Advisor and Procurement Advisor	No change
Procurement Coordinator	Disestablish – direct reassignment to Procurement Advisor (when current secondee returns to home organisation)
Executive Relations	
Senior Advisor x1 (currently filled by contractor)	Disestablish – create new Lead Senior (Executive Relations)
Manager, Advisor x2 and Coordinator x2 and Private Secretaries x6	No change
Senior Advisor x2	Change in home manager reporting line from Manager to Lead Senior (Executive Relations)

Impact on existing roles

Existing role	Impact
Project Management Office	
Manager (PMO)	Disestablish – create new IT Programme Manager position
Senior Project Manager (vacant)	Change in focus – primary focus on IT/IM work programme and change in reporting line from Manager (PMO) to IT Programme Manager
Project Manager x 2	Change in focus – primary focus on IT/IM work programme and change in reporting line from Manager (PMO) to IT Programme Manager
Senior Business Analyst	Change in focus – primary focus on IT/IM work programme and change in reporting line from Manager (PMO) to IT Programme Manager
Business Analyst	Change in focus – primary focus on IT/IM work programme and change in reporting line from Manager (PMO) to IT Programme Manager
Finance	
Director – Strategic Business Performance	Change in title to Director – Finance and Performance
Manager (Finance)	Change in title to Manager (Financial Operations)
Senior Strategic Finance Advisor	Increased focus on insights and performance. Change in position title to Senior Analyst (Insights & Performance). Change in reporting line from Director to Manager (Insights, Planning & Performance)
Senior Performance Analyst	Change title to Senior Analyst (Insights and Performance) and change in reporting line from Director to Manager (Insights, Planning & Performance)
Performance Analyst	Increased focus on business partnership, change in title to Business Partner, change in reporting line from Manager (Finance) to Manager (Insights, Planning & Performance)
Finance Business Partner	Change in reporting line from Manager (Finance) to Manager (Insights, Planning & Performance)
FMIS Administrator	No change through this process. However, a review of the roles required to service the new finance system will commence after the OP Review has concluded.
Accounts and Payroll Officer	No change through this process. However, a review of the roles required to service the new finance system will commence after the OP Review has concluded.
Principal Analyst, Senior Financial Accountant, Accountant, and Assistant Accountant	No change

Impact on existing roles

Existing role	Impact
Business Support and Facilities	
Personal Assistant x8	Change in reporting line from Manager to Team Leader (Support & Facilities)
Manager, Team Leader, Business Support Coordinator x7, Visitor Administrator, and Executive Assistant x6	No change
People & Culture	
Director – People & Culture	Change in title to Director – People Experience
Manager (People & Culture)	Change in title to Manager (People Operations)
Manager (Organisational Development)	Refocus role to organisational development and talent. Change in title to Manager (Organisational Development & Talent)
Recruitment Business Partner	Change in reporting line from Director to Manager (Organisational Development & Talent)
Business Partner/Organisational Development (fixed-term)	Disestablish – create new permanent Senior Organisational Development Advisor position
Learning and Development Advisor	Change in reporting line from Manager (People & Culture) to Manager (Organisational Development & Talent)
Business Partner x2, Advisor x2, Analyst and Remuneration Specialist	No change
Information Technology and Information Management	
Senior Knowledge Management Advisor	Disestablish – create new Lead Senior (IT/IM Operations) role and direct reassignment to this role.
Knowledge Management Advisor, Information Centre Advisor and Information Technology Analyst	Change in reporting line from Chief Information Officer to Lead Senior (IT/IM Operations)
Chief Information Officer, ICT Security and Risk Advisor and Senior Service Delivery Manager	No change

6. Timeline and next steps

Date	Activity
18 July	<ul style="list-style-type: none">• Distribution of letters confirming the outcome of the review
22 July	<ul style="list-style-type: none">• Implementation of new structure• Begin recruitment process for new positions (NB: each role and team is different so there will be different timeframes for this. It won't all happen from Monday and at once)
Ongoing	<ul style="list-style-type: none">• Begin implementation of Op Review change programme

Formal consultation on the realignment of the Partnerships and Customers division

Formal consultation on the realignment of the Partnerships and Customers division has started.

Formal consultation on the proposed changes to our Partnerships and Customers division started on Monday 14 October. The review is about ensuring our division is more balanced and cohesive and has the right capability and capacity to support the Ministry's success.

A summary of the proposed changes includes:

- Establishing a Communications Directorate and a Partnerships & Engagement Directorate to create a more balanced structure and bring closely-aligned functions together
- Realigning the team structure to deliver focused functional capability including new teams such as Brand & Experience and Strategic Partnerships
- Increasing capacity and leadership in specific functions through new roles as well as more flexible ways of working across portfolios

There are also proposals to rename the Mana Taiao team to Treaty Partnerships and to focus their work on system leadership and Treaty settlements. The Māori Secretariat in the OCE would be the lead on all internally-focused work such as a culture and capability development and the integration of rights and interests/capability support for policy teams. Co-ordination of Iwi/Māori engagement would be led by a new Regional Relationships team but would continue to involve staff from across the Ministry.

You can find the [consultation document here](#).

Consultation on the proposed structure is **open until 5pm Friday 1 November**. Note the deadline has been extended from Tuesday 29 October.

If you have feedback on the proposal that you believe will help shape the Partnerships and Customers division going forward, please send this to haveyoursay@mfe.govt.nz.

Ngā mihi

Anne

—

1 user has voted.

ADD NEW COMMENT 175 reads

Posted by [Jena White](#) on 21 Oct 2019 - 15:39

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Realignment Proposals

Partnerships & Customers Division

Consultation Document – 14 October 2019

Updated 21 October 2019 to extend consultation end date from Tuesday 29 October to Friday 1 November
and to remove people impact slides

Introduction

Purpose

This document sets out a number of realignment proposals for the Partnerships & Customers Division. The proposals are intended to deliver a more balanced and cohesive division with the capability and capacity needed to deliver our divisional priorities and support the Ministry's success.

Consultation Document

The purpose of this document is to explain:

- the consultation process and timing that will be followed to seek staff input and feedback
- the context and rationale for the proposals i.e. why do we want to do this?
- the proposals including their practical effect and who will be impacted

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Consultation Timeline



Context for Change

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Ministry for the
Environment
Manatū Mō Te Taiao



Making Aotearoa New Zealand
the most liveable place in the world
Aotearoa - he whenua mana kura mō te tangata

Partnerships & Customers Division

Our Purpose

The Partnerships & Customers division mobilises New Zealanders and partners with kaitiaki and change-makers to make Aotearoa the most liveable place in the world. The division is a key enabler of the Ministry's success in achieving its core functions. Together we build MfE's brand and reputation and support the Ministry to work effectively with our Treaty partners and stakeholders in pursuit of the organisation's strategic outcomes and priorities.

Our Priorities

- We partner with Māori, iwi and hapū to enable kaitiakitanga
- We partner with change-makers to deliver shared environmental outcomes
- We understand and mobilise New Zealanders to take care of our environment through individual action and support for systemic change
- We build MfE's brand and reputation

PARTNERSHIPS

We work across government to partner with Māori, iwi and hapū

We amplify our impact and the speed of positive change, through partnering with purpose. We prioritise partnerships with those that can make a measurable impact on our Ministry outcomes

We understand there are many ways we can work with others; brokering, influencing, informal and formal partnerships and co-investing

We strive to understand our partners, and the value MfE brings to different relationships

CUSTOMERS

We recognise all New Zealanders have an interest in our environment, and work with them as customers, in the spirit of public service

Our work is based on a deep understanding of what our customers think, their context and what they need from us to make the greatest difference

We advise and engage with impact. For every piece of work we do, we understand the best way to engage our audience, and the outcomes we seek

We follow up on conversations and follow through on commitments

Driver 1: Changes in Operating Context

The Government has an ambitious environment programme reflected in the Ministry receiving the largest budget appropriation in its history in FY19/20.

Why does this matter?

This has had a flow-through impact to servicing needs performed by our division. As organisations grow in size and complexity, the communication and engagement function must adapt accordingly. The key areas we need to respond to are:

- 1. Increased capacity** Our workflows have increased significantly and this trend will continue throughout 2020, potentially beyond that. We want to ensure we are able to support staff in delivering our work programme by fully utilising resources, capacity, and capability in a more focused way.
- 2. Building capability and expertise:** The type of work we are doing - from events co-ordination through to sector-specific engagement – has expanded and requires specialist skills and expertise.
- 3. Strengthening leadership:** The nature of our policy work has become more complex and high-profile requiring more sophisticated engagement with our customers as well as strategic leadership by management.

Driver 2: Need for a More Customer-centric Approach

We want to help New Zealand transition to a sustainable, low-emissions, circular economy. Big reforms are underway in every policy area we traverse. But to date our approach to engaging with New Zealanders has been fragmented, and we have not always honed in on the things that matter most to them. This has damaged our credibility, and sometimes made things harder than they needed to be. These are not new issues, but our current way of working has not addressed them. An increasing workload may make them worse.

Why does this matter?

New Zealanders are being clear with us that we need a more customer-focused way of working that will:

- 1. Deliver better policy advice:** A more customer-focused approach will help us to better understand the issues we're trying to address, the context in which policy has to land, and insights into the viability of different approaches.
- 2. Make a challenging transition easier:** The issues we are addressing are inherently contentious. But in the Joined-Up Consultation we saw that opposition was sometimes based on basic misunderstandings that could have been addressed through better communication upfront. A customer-centric approach will cut to the heart of the issues that matter most to people, making life easier for everyone and enabling more productive conversations.
- 3. Improve our credibility, and license to operate:** Our stakeholders do not draw distinctions between one part of MfE and another. Some do not differentiate between MfE and other government agencies. When we don't show an understanding of the big picture, and what it all adds up to for others, our credibility suffers. When we do, and can show an appreciation of the wider priorities and pressures for stakeholders, we give them a reason to listen, now and in the future.

Driver 3: Ensuring Our Division Delivers

Our strategies and plans clearly demonstrate that we have a strong understanding of what we need to do. However, execution has been challenging. In many areas we have made good progress but it is not at the pace required. Often this has been due to short-term needs taking priority over our long-term priorities or not having sufficient resource due to vacancies not being filled.

Why does this matter?

The Ministry relies on our division to deliver particular functions and outcomes. It is critical that we move quickly to address issues affecting execution and ensure we are prioritising the right things so we meet these expectations. The key areas we need to address include:

- 1. Building alignment and cohesion:** The way we are organised has a significant impact on our performance. As a division, we need to be working together collaboratively and as effectively as possible. We also need to ensure we have strong systems and processes in place.
- 2. Growing a high-performance culture:** The way we work is critical to our success. We need to move towards building a culture of accountability and transparency and shift our focus towards strong business practices and continuous improvement.

Proposals

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Ministry for the
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Manatū Mō Te Taiao



Making Aotearoa New Zealand
the most liveable place in the world
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Realignment Proposals

We are proposing a number of changes that are intended to deliver a more balanced and cohesive division with the capability and capacity needed to deliver our divisional priorities and support the Ministry's success. This includes an overall increase in roles within the division.

We consider the proposals to be more akin to a realignment rather than a restructure. We have looked closely at how we can achieve our objectives without significant disruption. As a result, the proposals look to build on existing direction and groupings where possible. The impacts on people are primarily changes in reporting lines, and refocusing of roles to support our delivery.

The proposals are as follows:

- **Proposal 1:** Establish two directorates
- **Proposal 2:** Realign team structure
- **Proposal 3:** Increase capacity and/or leadership in specific functions:
 - a) Digital & Insights
 - b) Brand & Experience
 - c) Strategic Partnerships
 - d) Regional Relationships

Each of the proposals are addressed separately in this document.

Proposal 1: Establish Two Directorates

The Partnerships & Customers division currently consists of the Communications, Partnerships & Engagement directorate led by a Director; and the Mana Taiao team led by a Director (who has also overseen two policy teams through P2P).

Issues

- 1. Size and scope for directors:** The CPE directorate and Mana Taiao are both large groups led by directors. However, the former is almost 3 times larger meaning our director resource is not evenly distributed across our division. Given the scope of work the division needs to deliver, it is critical that our leadership resource is deployed in an optimal way.
- 2. Divisional cohesion:** Despite areas of common activity such as external engagement and relationship management, the work of the CPE directorate and Mana Taiao is not closely integrated. The groups are physically located on different floors and do not regularly meet together. There is a question whether we have the right structure to achieve aligned, cohesive operations within our division.
- 3. Profile of Partnerships & Engagement:** We are still “getting off the starting blocks” with both our partnerships and engagement functions which are arguably being ‘dwarfed’ by the more established communications function. As with any new function, there is often a risk of it being absorbed by the larger, dominant function.

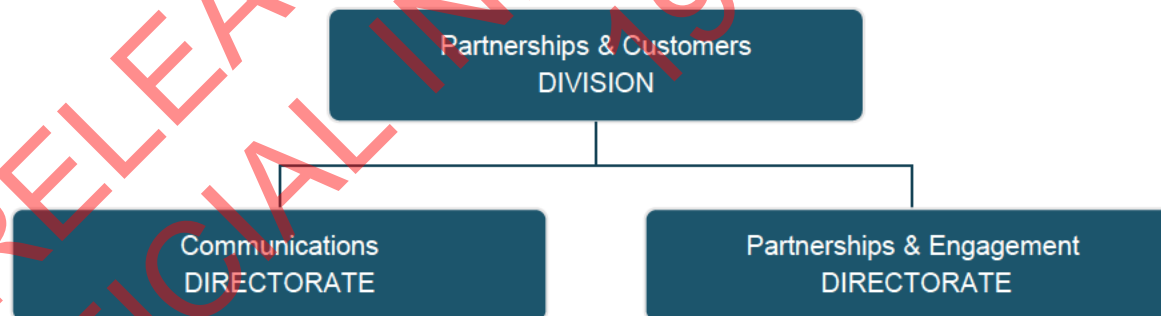
Proposal 1: Establish Two Directorates

Solution

We are proposing to create two directorates within the Partnerships and Customers Division which will create a more balanced structure and bring closely-aligned functions together:

1. **Communications Directorate:** This directorate would be responsible for providing communications advice, support and service within the Ministry.
2. **Partnerships & Engagement Directorate:** This directorate would be responsible for building relationships with our Treaty partners, local authorities and strategic partners as well as provide strategic oversight and leadership of stakeholder management. It would also be charged with leading the Ministry's regional model. By creating a stand-alone Partnerships and Engagement directorate, it is intended to elevate the profile and prominence of this work.

Alongside this, we are proposing that directorates would be physically located together in neighbourhoods. Ideally, the division would be located together if suitable floor space can be obtained.



Proposal 2: Realign Team Structure

Within the Partnerships & Customers division, there are currently 3 teams: Communications, Partnerships & Engagement, and Mana Taiao together with a group of Principal Advisors.

Issues

- 1. Size and scope for managers:** The 3 teams are large in size which stretches managers across a large number of staff, inevitably affecting their ability to support and guide staff as well as manage strategic risks and opportunities. The breadth of issues covered within each of the 3 teams is also significant. This can create challenges in building team cohesion and focusing performance around strategic priorities.
- 2. Strategic priorities:** Staff are frequently being pulled on to 'fire-fighting' and/or responding to urgent requests irrespective of relevance or priority. This way of working has affected our ability to deliver on priority areas including:
 - **Strategic partnerships:** To mobilise New Zealanders and accelerate change, we need to work with like-minded organisations and we need allies to stand with us. Work has been undertaken to develop a strategy for this work but progress has been limited, partly due to resourcing.
 - **Treaty partnerships:** We must build closer relationships with our Treaty partners and we need to prioritise our work and ensure we are focusing investment on system leadership.
 - **Regional connectivity:** Understanding regional priorities, developments and differences is critical to the Ministry's success and we need to be more strategic here. Our recent experience within Joined Up Consultation has highlighted a critical need to build greater connections and relationships within the regions.
 - **MfE brand:** The perception of policy proposals are increasingly influenced by New Zealanders view of MfE. Our brand is important to our credibility and success. This is a core focus area for the division but we do not have an active programme of work focused on telling our story and promoting our brand.
- 3. Duplication:** Both Mana Taiao and Partnerships and Engagement teams are working within iwi engagement (and the Māori Secretariat is also working in this space). There would be benefits in streamlining this work under one team both in terms of efficiency as well as effectiveness for external groups.

Proposal 2: Realign Team Structure

Solution

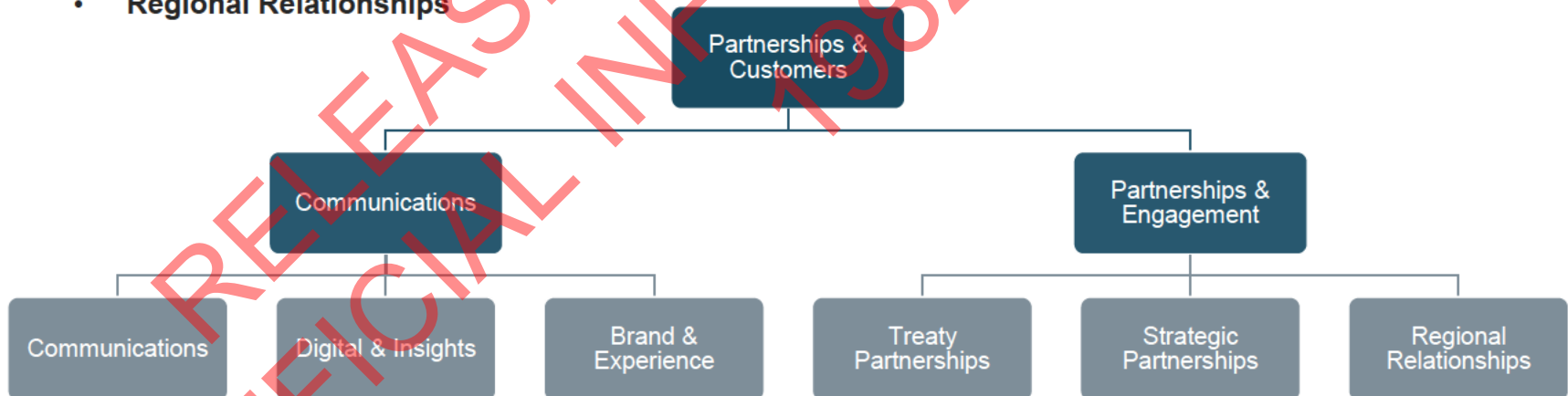
We are proposing to increase investment within the division to deliver more capacity and cohesion within functions. We will move from 3 teams to 6 teams and create more focused functional capability. Each team will be led by a manager. This will double our existing manager cohort and significantly strengthen the leadership layer within the division.

Within the proposed **Communications directorate**, there would be 3 teams:

- **Communications**
- **Digital & Insights**
- **Brand & Experience**

Within the proposed **Partnerships & Engagement directorate**, there would be 3 teams:

- **Treaty Partnerships**
- **Strategic Partnerships**
- **Regional Relationships**



Proposal 2: Communications Directorate Teams

Solution

Within the proposed Communications directorate, the 3 teams would be structured around key function areas. These areas sit within the current Communications team and have been elevated through increased investment into stand-alone teams. This will create greater focus and alignment for functions and ensure strategic priorities are advanced. At a practical level, the changes proposed are as follows:

1. The scope of the current Communications Manager role will be reduced and no longer responsible for the areas covered by the proposed Digital & Insights and Brand & Experience teams.
2. The Digital Lead role will be modified to Digital & Insights Manager and will lead the Digital & Insights team.
3. A new Brand & Experience manager role will be established to lead the new Brand & Experience team.

Key Roles and Responsibilities

COMMUNICATIONS	DIGITAL & INSIGHTS	BRAND & EXPERIENCE
<ul style="list-style-type: none">• Communications strategy for mobilising New Zealanders• Manage MfE's reputation• Media relations• Internal communications• Ministerial support (speech writing)• Strategic input and advice• Crisis management• All-of-government communications• Campaign development & management	<ul style="list-style-type: none">• Manage core digital communication channels (website, social media)• Data and research insights that enable us to measure effectiveness• Lead CRM development	<ul style="list-style-type: none">• Marketing and branding• Publications• In-house design• Sponsorship• Events management and logistics• Centralised consultation and engagement support for the Ministry

Proposal 2: Partnerships & Engagement Directorate

Solution

Within the proposed Partnerships & Engagement directorate, the 3 teams will be formed by realigning the work of the existing Partnerships & Engagement team and Mana Taiao team. The changes proposed are as follows:

1. For Mana Taiao:
 - The team would be renamed Treaty Partnerships and focus on system leadership and Treaty settlements
 - Internally-focused work such as culture and capability development and the integration of rights and interests/capability support for policy teams would be led by the Māori Secretariat in the OCE
 - Iwi/Māori Engagement would be led by the Regional Relationships team after a transition period from Māori Secretariat. Multi-tiered engagement models will be used so that senior level relationships are owned and led by the Chief Executive, Te Pūrengi and directors as appropriate
2. The Partnerships & Engagement team will be divided into two teams: Strategic Partnerships and Regional Relationships. A new Strategic Partnerships manager role and a new Regional Relationships manager role will be established
3. All regional engagement will be led by the Regional Relationships team. Relationship managers will be responsible for engagement with iwi/Māori, local authorities and community stakeholders within their regions.

Key Roles and Responsibilities

TREATY PARTNERSHIPS	STRATEGIC PARTNERSHIPS	REGIONAL RELATIONSHIPS
<ul style="list-style-type: none">• System leadership regarding Treaty partnership in the environment management system• Settlement negotiation• Settlement implementation• Iwi/hapū participation in the resource management system including relationships with local authorities	<ul style="list-style-type: none">• T-shaped relationship oversight across vertical (agency) and horizontal (system) dimensions• National engagement with strategic partners incl. central govt and industry• Manage formal partnerships eg Aotearoa Circle and programmes of work• Stakeholder management• Lead strategic approach for mobilising action and New Zealanders	<ul style="list-style-type: none">• Lead on-the-ground engagement and relationship management• Engagement strategy provides in depth understanding of the needs, and aspirations of our customers, stakeholders and Treaty partners• Regional engagement focused on local authorities, Maori and community

Proposal 3: Increase Capacity and/or Leadership

Solutions

Given the increase and changes in complexity of our work together with the expansion in functions, we are proposing changes that will deliver new capacity and/or leadership in specific functions through two ways:

1. **New roles:** Establishing new roles as well as modifying some existing roles to deliver new capacity in areas. This has been resourced by utilising or redeploying vacancies as well as additional investment.
 - a. New 0.5 Programme Manager role to manage Partnerships and Mobilising Action theme
 - b. New Senior Communications Advisor role in Communications team
 - c. New Communications Advisor roles in Communications team (x2)
 - d. New Manager role to lead proposed Digital & Insights team
 - e. New Manager role to lead proposed Brand & Experience team
 - f. New Senior Advisor role in proposed Brand & Experience team
 - g. New Manager role to lead Strategic Partnerships team
 - h. New Regional Relationship Manager roles (x2)
2. **Ways of working:** We will ensure we are working in a way that provides increased agility and flexibility to move across portfolios, and allows people to work on other projects within the broader division. There are some changes proposed to job titles that will help ensure greater flexibility.

Proposed New Structure

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PARTNERSHIPS AND CUSTOMERS DIVISION LEAD TEAM



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Key:

Current role in structure

New role in structure

Not part of Division

**PROPOSED COMMUNICATIONS
DIRECTORATE**
(Home management)

Director
Communications

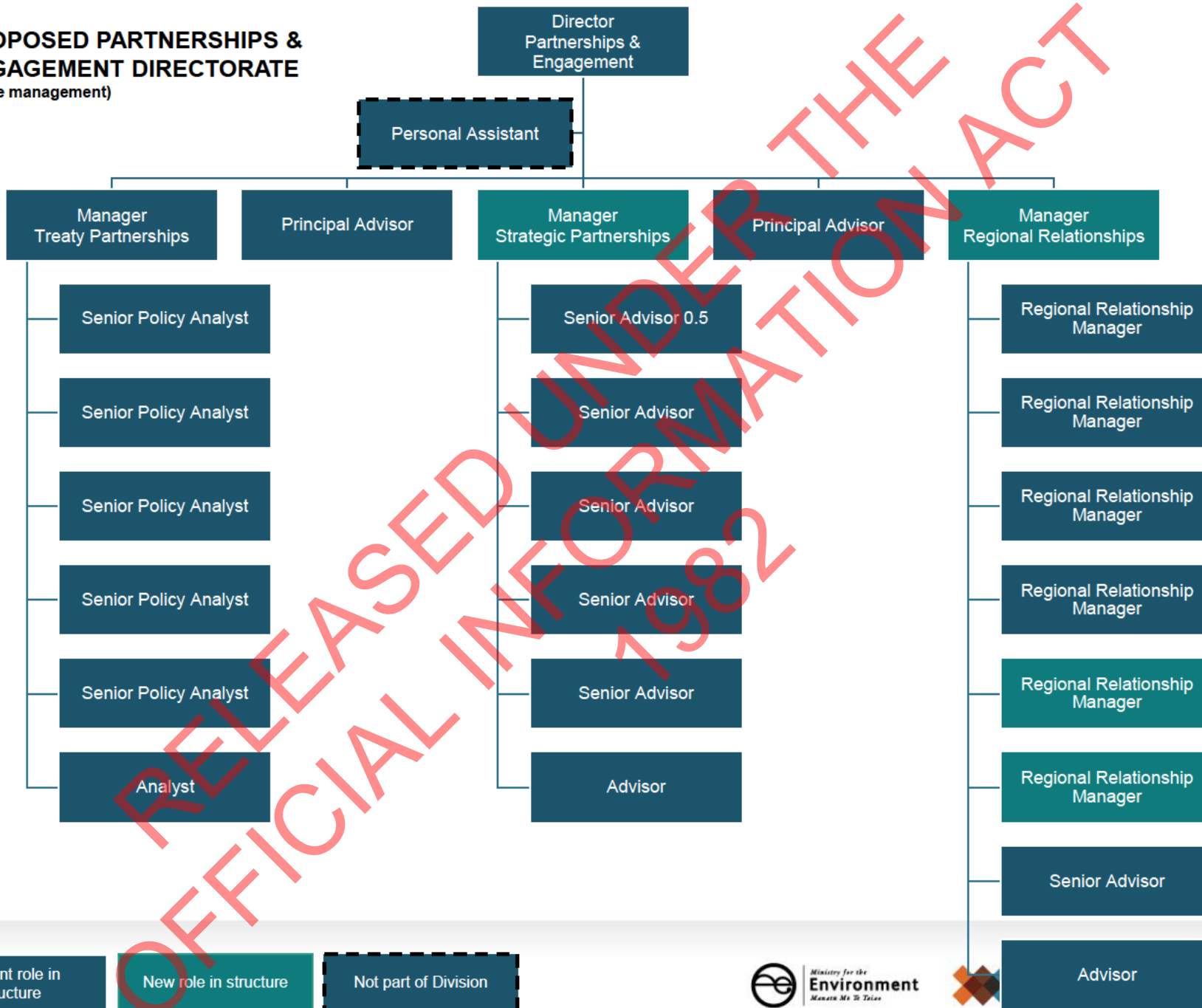
Personal Assistant



Key:

Current role in structure	New role in structure	Not part of Division
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PROPOSED PARTNERSHIPS & ENGAGEMENT DIRECTORATE
(Home management)



Key:

Current role in structure	New role in structure	Not part of Division
---------------------------	-----------------------	----------------------



What's next?



Support

- Employee assistance programme – 0800 327 669 – 24 hours 7 days a week – free and confidential
- PSA – if a member
- Partnerships & Customers Division Lead Team

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Partnerships and Customers Realignment – Final Decision Document

Anne Haira, Deputy Secretary Partnerships and Customers, has now shared the [final decision document](#) for the realignment of the Partnerships and Customers Division with her people. This follows the recent formal consultation.

Thank you to those who submitted feedback on the realignment proposal. There was significant constructive feedback that provided great insight into how we can set ourselves up for success.

The final decision document:

- summarises the feedback received and responses to feedback, including any changes made as a result of feedback
- sets out final decisions on the realignment proposals for the Partnerships & Customers Division
- sets out the final organisat on structure
- explains the process from here

Structural changes are only part of the solution. A central theme within submissions was how we work – within the division, across the Ministry and externally – and the importance of keeping the customer front and centre. Investing in building team culture and strengthening relationships will be a critical priority in the coming months.

Where have we landed? Summary of key decisions

- Two directorates will be established as proposed but following feedback, directorate names will change to the Communications and Engagement directorat and the Partnerships directorate

The proposed realignment of teams will proceed w th 3 teams in the new Communications and Engagement directorate (Communications and Engagemen (change to name), Digital & Insights, and Brand & Experience) and 3 teams in the new Partnerships directorate (Treaty Partnerships, Strategic Partnerships and Regional Relationships)

- The following new roles will be established to deliver new capacity in specific areas:
 - a. New Programme Manager role to manage Partnerships and Mobilising Action theme and support divisional planning and implementation
 - b. New Senior Advisor role in Communications and Engagements team
 - c. New Manager role to lead Digital & Insights team
 - d. New Advisor role in Dig tal & Insights team
 - e. New Manager role to lead Brand & Experience team
 - f. New Senior Advisor role in Brand & Experience team
 - g. New Advisor role in Brand & Experience team
 - h. New Manager role to lead Strateg c Partnerships team
 - i. New Regional Relationship Manager roles (x2)
- Job titles will follow a naming convention of generic ttle combined with team name. There will be some exceptions to this (Principal Advisors and Regiona Relationship Managers).

Next steps

The divis on is working on our Transit on and Implementation plan, which will set out roles and responsibilities within the teams, and help internal and external partners and customers have clar ty on serv ces we provide support on, and who to go to for these.

The new team structure will be implemented from Monday 9 December, and in the next couple of weeks the division will be working together on the Transit on and Implementation Plan. This will include our business partnering model, which will help you all to identify where roles and responsibilities sit within the new teams.

We have also begun a recruitment process for our vacant manager pos tions as a prior ty, and recruitment for other vacancies will follow this in a phased approach.

We look forward to keeping you updated on our implementation plan, and working with to support the Ministry's success.

If you have any quest ons please get in touch with Anne, V cki or Lorena.

3 Likes

[ADD NEW COMMENT](#) 101 reads

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Realignment Proposals

Partnerships & Customers Division

Final Decision Document – 18 November 2019

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Thank you for your feedback during the consultation period

The consultation period was over 3 working weeks from Monday 14 October 2019 to Friday 1 November 2019.

We received 20 submissions which included team submissions as well as individual submissions.

Thank you to all those who took the time to contribute their thoughts and to share any concerns which have also been carefully noted.

There was significant constructive feedback that provided great insight into how we can set ourselves up for success. We are in a much stronger position as a result of this engagement and the contribution of our people.

The purpose of this decision document is to:

- summarise the **feedback received** and **responses** to feedback, including any **changes** made as a result of feedback.
- set out **final decisions** on the realignment proposals for the Partnerships & Customers Division
- set out the **final organisation structure**
- outline **impacts** on people
- explain the **process** from here

Recap: the Realignment Proposals

The realignment proposals are intended to deliver a more balanced and cohesive division with the capability and capacity needed to deliver our divisional priorities and support the Ministry's success.

The consultation document set out 3 key drivers for change:

- Driver 1: Changes in Operating Context
- Driver 2: Need for a More Customer-Centric Approach
- Driver 3: Ensuring Our Division Delivers

Realignment Proposals

The realignment proposals (set out in detail in the consultation document) are as follows:

- **Proposal 1:** Establish two directorates - Communications directorate and Partnerships & Engagement directorate
- **Proposal 2:** Realign team structure with 3 teams in the Communications directorate (Communications, Digital & Insights, and Brand & Experience) and 3 teams in the Partnerships & Engagement directorate (Treaty Partnerships, Strategic Partnerships and Regional Relationships).
- **Proposal 3:** Increase capacity and/or leadership in specific functions (Digital & Insights, Brand & Experience, Strategic Partnerships, Regional Relationships) through new roles, as well as new ways of working across the division (including proposed changes to job titles):

Where have we landed? Summary of key decisions

Proposal 1: Two directorates will be established as proposed but following feedback, directorate names will change to the Communications and Engagement directorate and the Partnerships directorate*

Proposal 2: The proposed realignment of teams will proceed with 3 teams in the new Communications and Engagement directorate (Communications and Engagement* (change to name), Digital & Insights, and Brand & Experience) and 3 teams in the new Partnerships directorate (Treaty Partnerships, Strategic Partnerships and Regional Relationships).

Proposal 3: The following new roles will be established to deliver new capacity in specific areas:

- a. New Programme Manager role to manage Partnerships and Mobilising Action theme
- b. New Senior Advisor role in Communications and Engagements team
- c. New Manager role to lead Digital & Insights team
- d. New Advisor role in Digital & Insights team*
- e. New Manager role to lead Brand & Experience team
- f. New Senior Advisor role in Brand & Experience team
- g. New Advisor role in Brand & Experience team*
- h. New Manager role to lead Strategic Partnerships team
- i. New Regional Relationship Manager roles (x2)

Job titles will follow a naming convention of generic title combined with team name. There will be some exceptions to this (Principal Advisors and Regional Relationship Managers).

The following two roles will move to the Strategic Partnerships team:

- a. Advisor role proposed for the Regional Relationships team*
- b. Co-ordinator role proposed for the Brand & Experience team*

* Additional changes post-consultation

General Feedback

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Key Theme 1: Our Future Direction

Theme	Summary of Feedback Received	Response
Overall Direction and Vision	<p>From the responses received there was overall strong support for the intent and rationale of the realignment.</p> <p>Many believe it takes us in the right direction, by:</p> <ul style="list-style-type: none">- growing our capacity and capability to deliver on the Ministry's strategy and priorities- our focus on delivery- implementing a more customer-centric approach- and building alignment and cohesion within the division. <p>The proposals will allow us to build closer relationships and more confidently respond to feedback from our Treaty partners, local authorities, businesses and industry, stakeholders and wider regional communities.</p>	Noted.

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Key Theme 2: How We Work

Theme	Summary of Feedback Received	Response
Division Culture and Communication	Comments received highlighted the importance of how we work together, and our communication across the division. No structure is perfect – a large number of submissions emphasised that it is how we work together that matters.	Noted. This is a critical point. The expectation is that people will work proactively together to get things done. People will be expected to work in project teams, working to project briefs that clearly set out objectives and roles and responsibilities for particular pieces of work. This will also enable project leadership to come from anywhere, rather than just follow a hierarchy.
	A suggestion was that the division has regular catch ups led by Anne and the Directors to understand work updates, strategic objectives and risks. Meeting more regularly, with purposeful commitment to working together from the leadership down is integral to the proposed realignment working. People were keen for an away day or interactive workshop to develop our division culture and directorate level KPIs.	Noted. This will be critical and will be incorporated into the Transition and Implementation Plan.
	People highlighted the opportunity of recruiting people managers who have a team culture focus, and experience in excellent leadership and people management skills.	Noted and will be incorporated into the Transition and Implementation Plan.
	Many supported the aim of the division sitting together to form a cohesive team.	Noted and currently under investigation.
Account Management	Many supported an account management model for communications and engagement, having a 'go to' person for a theme or area of work, and having one point of contact. Some felt having an account management model with a 'second' would allow cover for leave and busy periods, and the opportunity for people to learn about other areas of work. This model was also supported to increase understanding, knowledge and relationships with specific policy areas, and supporting the delivery of better policy advice, becoming trusted advisors	Noted. The importance of having a 'go to' person, and continuity and connection to our internal customers work is acknowledged and understood. A Business Partner model will be implemented where our internal customers have a clear point of contact to work with. Note allocations will change as business priorities change.
	A Business Partnering Agreement example was provided that set out services and what was out of scope.	
Systems	Customer Relationship Management System/Partnership Management System Enabling everyone across the Ministry to access real time data and make connections that add value to internal and external relationships. Promoting best practice information management, guiding tailored customer-centric interactions. The opportunity for enhancing the Ministry's reputation, and focus of resources elsewhere.	Noted. The importance of ensuring accurate information is maintained and shared across the Ministry is acknowledged and understood. Scoping work to identify potential CRM options will happen later this FY. Important to note that the scale of external relationships is relatively low and any solution should reflect that.
	Holding up to date intel regarding all hapū and iwi.	
	Suggestion that this system would be owned and administered by the coordinator with support from the Strategic Partnerships teams.	If investment in an CRM proceeds, it would be led by the Digital and Insights team.

Key Themes: Building Capability

Theme	Summary of Feedback Received	Response
Te Ao Māori Capability	Comments received requested that everyone in the Directorate is upskilled in Te Ao Māori and te reo, to reach all New Zealanders by ensuring press releases and social media posts are available in te reo. This needs to become a part of who we are.	Noted. The importance of building this capability is acknowledged and aligns closely with priorities within the Ministry's Te Ao Māori strategy. There is a dedicated plan under development at present by the Māori Secretariat to address this.
	People were keen to take this opportunity to build the capacity and capability across the Ministry when it comes to partnerships with Māori.	
	Many felt that to reach 'all New Zealanders' there needs to be an increase in Māori expertise and competency within the Division, with specialist dedicated resource for communications.	The need for upskilling across the division in this area as well as specialist expertise in Māori communications is noted and will be incorporated into the Transition and Implementation plan.
	One suggestion is to create a specialist Māori Senior Communications Advisor role to support building stronger relationships with Māori.	A division-wide noho marae (marae stay) is being considered for 2020 as an initial step.
Science and Data	We were encouraged to consider the need to specifically support science and data communications and engagement, to increase our science visibility, impact and credibility both internally and externally.	Noted. Science communications skills will be sought through the recruitment process. Our ability to enable greater engagement with our data sources will also be a key consideration of the development of our digital channels.
	There was a suggestion for a session with the Strategy and Stewardship Directorate to help build a picture of how we can best work together.	Noted and will be incorporated into the Transition and Implementation Plan.
Additional Resources	Graphic Designer/Multimedia Feedback was received that there could be an opportunity to drive the Brand and Experience intent by creating a Graphic Designer/Multimedia role with in-house branding, and design capabilities. This could elevate the brand and create consistent, sophisticated and polished content across the channels.	Change made. A new advisor role has been added into the structure in the Brand and Experience team and could be deployed for this purpose. Decisions around the exact configuration of the team will be led by the new Manager and influenced by the strategy that is developed for that team.
	Events Coordination/Management Feedback was received that events coordination could still be required as a new role under the Brand and Experience team, supporting the work of the team and whole division with Ministry events.	Noted. The Ministry's connection with New Zealanders will be strengthened through in-house expertise of local and regional venues and facilities. The scale of events management that the team will need to provide is difficult to predict. The advisor role in the Brand and Experience team will have some event management responsibility, supported by the BSC team and potentially through contract/short term resource to cover peaks. This function may need to be expanded in future if Ministry priorities and direction changes.
	There was a questions as to whether event management is a better fit in the corporate area, particularly a role within the BSC area where they do this already.	
	There was also a suggestion that event management potentially would reduce over time, and not an ongoing requirement of the division.	

Key Theme 4: Job Titles and Team Names

Theme	Summary of Feedback Received	Response
Generic vs Specialist role titles	<p>The proposal of generic role titles was to allow for flexibility within the division. Those who supported the proposed generic role titles felt that it gave everyone the opportunity to build skills.</p> <p>Many felt a can do culture and attitude is a better approach for flexibility without changes to job title. People understood and supported the requirement that, from time to time, people will need to pick up relationships or content that sits outside their area of expertise.</p> <p>Some felt that certain roles are required to be specialist, these included:</p> <ul style="list-style-type: none"> - roles where there is engagement with specific groups, such as Māori, youth, primary sector - communication roles with specialist internal, social media, media, brand, publishing and marketing focus <p>Comments received suggests specialist roles, or subject matter experts, allow us to have a deeper understanding of our Treaty partners, and become the key link at the Ministry, providing one point of contact, clarity on who does what, and a more customer-centric approach.</p> <p>There were concerns that generic role titles impacts on career development, attracting and retaining people, job satisfaction, and work programme management.</p>	<p>Noted. Maximum flexibility is a key principle of the proposal. It also allows people to be able to work across different areas, building their skills and experience.</p> <p>After considering this feedback, job titles will reflect the position and the team – e.g Senior Advisor – Strategic Partnerships or Advisor - Communications and Engagement.</p>
Job Titles	<p>There was a suggestion for bilingual job titles in the division.</p> <p>There was a suggestion that the Director title in the Partnerships and Engagement Directorate to refer to Treaty partnerships, with core competencies in Treaty Partnerships and Te Ao Māori</p>	<p>Noted and will be investigated further and included in the Transition and Implementation Plan.</p> <p>Noted. The Director title will be modified to Partnerships as a result of the change to the directorate name. As the scope of the directorate is broader than Treaty partnerships, no change is proposed to the job title. However, competencies in Te Ao Māori and knowledge of Treaty partnership will be essential.</p>
Team names	<p>There were suggestions on alternative names for teams such as 'Brand, Marketing and Events' to limit confusion to partners and customers, or 'Brand and Design'.</p>	<p>Noted. The underlying thinking for the proposed names was to incorporate the impacts we want to make rather than use traditional descriptions of functions. It is acknowledged that the use of 'Experience' may seem abstract and unclear. The intention is to bring customers front and centre and elevate the importance of the experience they have when interacting with MfE.</p>

Key Theme 5: Transition

Theme	Summary of Feedback Received	Response
Support and Input	Feedback was received around capability, capacity, support and transition of the proposed realignment. People were enthusiastic to be part of helping to work through this transition piece.	Noted. A Transition and Implementation Plan that is co-created and co-owned by the team is critical.
Within the Ministry	<p>Feedback was received asking to clarify roles and responsibilities between:</p> <ul style="list-style-type: none"> - the two proposed directorates, - the Māori Secretariat, - Policy teams within the Ministry <p>Specifically in relation to:</p> <ul style="list-style-type: none"> - ensuring Māori values, rights and interests are reflected in advice, - cultural support, - the regional hui programme, - how teams will interact and relate to each other. <p>Further to this, it was asked what the strategy is for building capability and capacity in other parts of the Ministry in Treaty relationships and Te Ao Māori, to support the proposed realignment. It was suggested that there should be a clear communications strategy for Ministry teams on how they can seek advice in the Treaty relationship and Te Ao Māori in their work.</p> <p>Feedback highlighted the importance of cultural support within the Ministry, to support colleagues and to build stronger relationships with Māori.</p>	<p>The Communications and Engagement Directorate provides a full range of services to support the Ministry's work programme and objectives, develop and support our channels, and develop and deliver campaigns to mobilise New Zealanders around environmental change. The directorate focuses on the 'how' we engage with key audiences.</p> <p>The Partnerships Directorate provides strategic leadership regarding the Ministry's relationships with iwi/Māori, Treaty settlements, our partnerships and delivery of our regional relationship programme. This directorate will play a key role in building alignment and consistency in how we connect across the Ministry.</p> <p>An exercise to articulate the purpose and service offering for each team and how that relates to other teams like the Maori Secretariat will be part of Transition and Implementation Plan.</p>
Within the Partnerships and Customers division	<p>It was requested for the responsibilities of the engagement and communications directorates to be clearer.</p> <p>There were also concerns that the responsibilities of the proposed Treaty Partnership team and regional relationship managers needed to be clarified, and that training is given to support these.</p>	This is noted and will be addressed through the Transition and Implementation Plan.
For our external partners and customers	<p>Feedback was received for the importance for Iwi/Māori to feel, and be recognised, as our partners, not stakeholders.</p> <p>It was suggested that there be a communications plan for partners to support the transition through the realignment.</p>	<p>Iwi/Māori are seen as partners not stakeholders and the establishment of the Treaty Partnership team helps reinforce the Ministry's view and supports this. Note the consultation document has not used the term stakeholders in relation to iwi/Māori.</p> <p>Communication with external relationships will form part of the Transition and Implementation Plan.</p>

Key Themes: Other

Theme	Summary of Feedback Received	Response
Process	<p>Concerns were raised that some roles were impacted more substantially than as proposed.</p> <p>Some feedback received recommended that position descriptions for new roles should be provided to help people see how their roles are affected.</p> <p>Clarity over the intent of the current recruitment process for the managers within the division was requested.</p>	<p>The impact on all roles has been evaluated and reflected in the table within the consultation document and updated in this decision document.</p> <p>Individual staff members with specific questions relating to their roles have been or will be contacted one-on-one.</p> <p>Job descriptions for new roles will be created following the announcement and this will form part of the Transition and Implementation Plan.</p> <p>Recruitment for the Communications Manager role is underway. All new vacant manager roles will be advertised once final decisions are announced. A generic engagement Manager position was advertised and applicants will be incorporated into the process.</p>
Other considerations	<p>Top Heavy Structure There were some concerns over a top heavy structure within the division, and whether the structure of 2 directors and 6 managers will achieve greater alignment and cohesion.</p> <p>Affordability Some feedback raised concerns on affordability of the proposed new roles, as well as some of the intention in the proposal.</p> <p>Sustainability A comment was received regarding ensuring our division demonstrates its commitment to sustainability through reduced printing.</p> <p>Centralising Community Fund Teams An idea was raised around centralising Community Fund Teams within the Partnerships and Customers Division as a consideration for the future.</p>	<p>The division is responsible for a wide range of functions which requires specialist expertise and leadership if we are to be effective and deliver on strategy.</p> <p>Career progression is also important and the new structure provides additional pathways for our people. The structure also includes a number of new advisor positions so there has been an increase in resource at multiple levels.</p> <p>Noted. The structure will take some time to implement and recruitment will be staggered across Q2 and Q3. The structure has been costed with Finance.</p> <p>Noted. The team needs to demonstrate a commitment to sustainable business practices to be able to credibly influence others to do the same. Printing reduction targets will be set and monitored.</p> <p>Noted and will be explored separately to this process.</p>

*Proposed
Communications
Directorate*

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Summary of Feedback

Theme	Summary of Feedback Received	Response
Separation of Communications and Engagement	<p>Some feedback received was concerned that splitting communications and engagement may give a message that these functions are separate rather than complimentary, and that they should not be seen in isolation.</p> <p>It was suggested that the directorate should be renamed 'Communications and Engagement, and that advisors have 'Communications and Engagement' in the title.</p>	<p>Changes to be made. The importance of expressly linking communications and engagement is acknowledged. These functions are inextricably linked and advisors need to provide both services.</p> <p>To ensure this is clear and in response to feedback:</p> <ul style="list-style-type: none"> • Communications directorate name will change to Communications and Engagement. • Advisors/Senior Advisors will have Communications and Engagement in their job title eg. Senior Advisor – Communications and Engagement. • Name of the Communications team will change to Communications and Engagement.
Multi-channel, multi-media approach	<p>Submissions identified the importance of incorporating multi-channel plans into how we work and its strong connections to being audience-centric.</p> <p>It was suggested that this direction would be best deployed by consolidating all delivery channels together.</p>	<p>Noted. The value of this approach regarding the drivers for change is acknowledged and will be explored further. This will be incorporated into the Transition and Implementation Plan.</p> <p>Regarding bringing all channels together into one team, our focus will be on teams working more closely together to increase alignment.</p>
Communications Team	<p>Resourcing</p> <p>There was concern that there are too many direct reports for the communications manager.</p> <p>There was also a request to increase the number of communications advisors.</p>	<p>Changes to be made. In response to feedback, the need for additional resource is considered greater in the Brand and Experience and Digital and Insights teams.</p> <p>For the Communications and Engagement team, management will focus on prioritising efforts and the way we work with other teams.</p> <p>Total FTE for the Communication and Engagement team will reduce by 2 FTE to a new total of 7 FTE.</p> <p>The resource will be transferred to Brand and Experience (1 x FTE Advisor) and Digital and Insights (1 x FTE Advisor).</p>

Summary of Feedback

Theme	Summary of Feedback Received	Response
Digital and Insights Team	<p>Functions Feedback that as the Digital and Insights team is a communications delivery role, this may best sit within the Brand and Experience team, with the social media function moving to the Communications team.</p> <p>Suggestion to move the social media function to the Communications team.</p> <p>Comments received on whether Publications should be with Digital and Insights and increase the team size.</p>	<p>Noted. There are many ways in which functions can be organised and there are different views on the optimal approach.</p> <p>Teams will be expected to work closely together across the Directorate. Growing a culture of collaboration and cohesiveness will be a key priority and focus for 2020.</p>
	<p>Establishment of Dedicated Team Concerns were raised over the small team size of the Digital and Insights team, and whether this team requires a manager role or can continue with the team leader role as part of the Brand and Experience team.</p>	<p>Noted. While the team is relatively small, the elevation to a stand-alone team reflects the priority and importance of this work within the Ministry, particularly greater focus on insights/analytics work.</p> <p>Strengthening the management cohort is a key driver for the proposal and the three manager positions will remain to support this.</p>
	<p>Resourcing Capacity challenges were identified as impacting on efficiency. There was a suggestion to add another digital advisor to help with video content and social media, or that the lead in social media can help with other digital channels and video creation.</p>	<p>Change to be made. To support this feedback, an additional FTE has been added to the proposed structure.</p>
	<p>More resource was recommended to increase capacity (1x Advisor and 1x Māori-Medium content designer).</p>	<p>Noted. The need for increased capability in Māori-medium content and communications generally is acknowledged and experience in these areas will be prioritised in recruitment.</p> <p>The recruitment approach will focus on these core skills rather than creating a specific role which can sometimes limit the potential candidate pool.</p>
	<p>Suggestion to outsource UX design and development services to a digital design company.</p>	<p>Noted. Some support may be outsourced as needed.</p>

Summary of Feedback

Theme	Summary of Feedback Received	Response
Brand and Experience Team	Team name A suggestion for the team to be named 'Brand, Marketing and Events' to limit confusion to partners and customers, or 'Brand and Design'.	Noted. It is acknowledged that the use of 'Experience' may seem abstract and unclear. The intention is to bring customers front and centre and elevate the importance of the experience they have when interacting with MfE through various channels. This team will be responsible for providing strategic leadership in defining that experience.
	Functions Some feedback supported the proposed realignment with extra functions added to the Brand and Experience team which will help lift capability and offer a more strategic service to our clients. Suggestions on functions included developing and owning channel and content strategies; managing channels campaigns and measuring effectiveness; creating and managing social media; developing potential new channels (e.g video, animation); and strategic focus on brand.	Noted. The clarification of functions will be incorporated into the Transition and Implementation Plan.
	Co-ordinator role Suggestion to have a coordinator role both in Brand and Experience and Partnerships and Engagement. Clarity on the function of the coordinator role in this team was requested.	Change to be made. The Co-ordinator role proposed for the Brand and Experience team will transfer to the Strategic Partnerships team as home team but the role will work across teams in supporting partnerships and engagement work. This includes supporting events work led by the Brand and Experience team if needed.
	Resourcing Request to increase resources in this team by 2 FTE (1x Senior and 1x Advisor) to help support additional Ministry funding and increase in people, the desire to be more innovative and visual in the way we tell our stories, and the requirement to meet Government accessibility web standards. Suggestion for Senior Advisor to help develop the brand and move publications to digital. Consideration is asked for the use of contract resource to manage big consultations.	Change to be made. 1 x FTE Advisor role will be transferred from the Communications and Engagement team to the Brand and Experience team. Noted. Capacity across existing staff resource will be considered in the first instance before considering use of contractors. Efforts will also focus on building a strong culture of co-operation within the division.
	Yellow (Green) Triangle Suggestion to make the Brand and Experience team our 'green triangle', meaning protected so we can deliver a shift.	Noted. The concept is used for new initiatives that may be largely untested and new to an organisation. This suggestion may be more focused on highlighting the opportunity to be innovative and operating at the edge which is strongly supported.

Final Decisions: Proposed Communications Directorate

	Decision
PROPOSALS WITHIN CONSULTATION DOCUMENT	
1. The Communications directorate will be responsible for providing communications advice, support and service within the Ministry.	Confirmed with modifications to include specific reference to communications and engagement.
2. The scope of the current Communications Manager role will be reduced and no longer responsible for the areas covered by the proposed Digital & Insights and Brand & Experience teams.	Confirmed
3. The Digital Lead role will be modified to Digital & Insights Manager and will lead the Digital & Insights team	Confirmed
4. A new Brand & Experience manager role will be established to lead the new Brand & Experience team.	Confirmed
5. Some roles had proposed changes to job titles.	Modified to a naming convention where roles (excluding Principal Advisors who work across multiple teams) within the directorate will have their team name in their title eg. Senior Advisor – Brand and Experience.
ADDITIONAL CHANGES FOLLOWING CONSULTATION	
1. Proposed name of directorate will change from Communications directorate to Communications and Engagement directorate	
2. Proposed name of Communications team will change to Communications and Engagement team	
3. Roles and responsibilities across teams within the directorate will be defined within a Business Partnering Agreement document, the development of which will be included into the Transition and Implementation Plan.	
4. 1 x FTE Advisor role (currently vacant) will be transferred from the Communications and Engagement team to the Brand and Experience team	
5. 1 x FTE Advisor role (currently vacant) will be transferred from the Communications and Engagement team to the Digital & Insights team.	
6. The Co-ordinator role proposed for the Brand and Experience team will transfer to the Strategic Partnerships team as home team but the role will work across teams in supporting partnerships and engagement work, including supporting events work led by the Brand and Experience team.	

FINAL COMMUNICATIONS & ENGAGEMENT DIRECTORATE STRUCTURE

(Home management, contractors not included)

Director
Communications & Engagement
Vicki Connor

Personal Assistant
9(2)(g)(ii)

Manager
Communications &
Engagement
Vacancy

Principal Advisor
9(2)(g)(ii)

Manager
Digital & Insights
9(2)(g)(ii)

Principal Advisor
9(2)(g)(ii)

Manager
Brand & Experience
Vacancy

Principal Advisor
9(2)(g)(ii)

Senior Advisor
9(2)(g)(ii)

Senior Advisor
9(2)(g)(ii)

Senior Advisor
9(2)(g)(ii)

Senior Advisor
Vacancy

Senior Advisor (Media)
Vacancy

Senior Advisor
Vacancy

Advisor
9(2)(g)(ii)

Senior Advisor
Vacancy

Senior Advisor
Vacancy

Advisor
9(2)(g)(ii)

Advisor
Vacancy

Co-ordinator
9(2)(g)(ii)

Senior Advisor
Vacancy

Senior Advisor
9(2)(g)(ii)

Advisor
9(2)(g)(ii) (Fixed term)
Parental leave)

Advisor
Vacancy

Key:

Current role
in structure

New role in
structure

Not part of
Division

Post-
consultation
change

*Proposed
Partnerships and
Engagement
Directorate*

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Summary of Feedback

Theme	Summary of Feedback Received	Response
Increased investment	There was strong support for the increased focus and investment in the partnerships and engagement area.	Noted.
Directorate name	It was suggested that the directorate should be renamed 'Partnerships and Relationships' (alongside a suggestion that Communications be renamed Communications and Engagement).	<p>Change to be made. The name of the directorate will be simplified to Partnerships. Explicit reference to engagement or relationships is not considered necessary as they are considered an implicit part of building partnerships.</p> <p>'Partnerships' is also used at many other government departments eg. DoC, Te Arawhiti, DIA</p>
Scope of functions	Suggestion to shift centralised consultation and engagement support and managing sponsorship relationships functions to this directorate.	<p>Noted. Sponsorship strategy and oversight will remain in the Brand & Experience team given the close linkages with brand and identity.</p> <p>Sponsorship is different to funds that are linked to other strategic objectives and managed by other teams such as community investment funds.</p>
Treaty Partnerships Team	<p>There were some concerns that changing the name from Mana Tajao could devalue the Treaty partnership, however some supported the change, advising that it would help clearly define what this team is and is not responsible for.</p> <p>Some suggestions were given to help change this perception:</p> <ul style="list-style-type: none"> - communicate how the mana of the Treaty relationships and commitments will be upheld through the proposal and clarification of responsibilities and accountability in other areas of the Ministry 	<p>Noted. Treaty partnership is one of the core Treaty principles that define and underpin the Crown-Māori relationship. Its application and importance to our work has been defined by the Waitangi Tribunal and the Courts as well as Cabinet. It is also language that is commonly used externally particularly by iwi/Māori.</p>
Strategic Partnerships Team	<p>Feedback that the Senior Engagement Advisors, Advisor and Coordinator roles should remain together within the proposed Strategic Partnerships team, also providing support and coordination for the Regional Relationships team.</p> <p>Suggestion to add in additional resource of 1x Senior, 1x Advisor and 1x Coordinator.</p>	<p>Noted. All local government and iwi/Māori work will sit within the Regional Relationships team. The Strategic Partnerships team will be responsible for business/industry, NGOs and central government partnerships and engagement.</p> <p>Changes to be made as follows:</p> <ul style="list-style-type: none"> • 1 x Advisor role transferred from Regional Relationships team • 1 x Co-ordinator role transferred from Brand and Experience team

Summary of Feedback

Theme	Summary of Feedback Received	Response
Regional Relationships Team	Comments received supported the proposed realignment for this team with some suggestions that it will provide more presence both within and outside the Ministry. However, concerns were highlighted as to how the team would work alongside the Treaty Partnership team.	Noted. Clarifying respective roles and responsibilities across teams will be included in the Transition and Implementation Plan.
	There were concerns regarding the absence of specific relationship managers focused on Treaty partnerships and Māori engagement and the sense of reduction of resource for engaging with Māori	The resource for engaging with Māori will be more aligned and cohesive and is expected to deliver more value to our Treaty partner than the current approach. The shift to having relationship managers (rather than through senior policy analysts) leading our engagement with Māori is considered to be a stronger demonstration of our commitment to develop genuine relationships.
	The newly created manager role was supported, and felt critical in linking strategic outcomes and priorities, and defining and monitoring the work programme.	Noted.
	Some questions were received around what the potential regional split could look like.	Noted and will be included in the Transition and Implementation Plan. A useful suggestion has been a ratio of 2-3 regional councils per Regional Relationship Manager. Allocations will be linked to strategic priorities..
	Feedback was received querying whether the proposal meant the positions were being based in the regions. Many supported the roles being based in the regions, which could allow people to develop stronger relationships and trust with partners, and help successfully implement engagement strategies.	Noted. There has been discussion during the consultation period with some staff working in this area to clarify intentions. The value and effectiveness of being regionally-based is acknowledged. The intent is to test the approach through basing several roles in the regions (using vacancies as a starting point).
	Some comments supported a dispersed, or semi dispersed model for the location of Regional Relationship Managers. A suggestion was for other government agency offices to be used.	There have been positive discussions with other government departments with regional offices about the possibility of sharing office space.

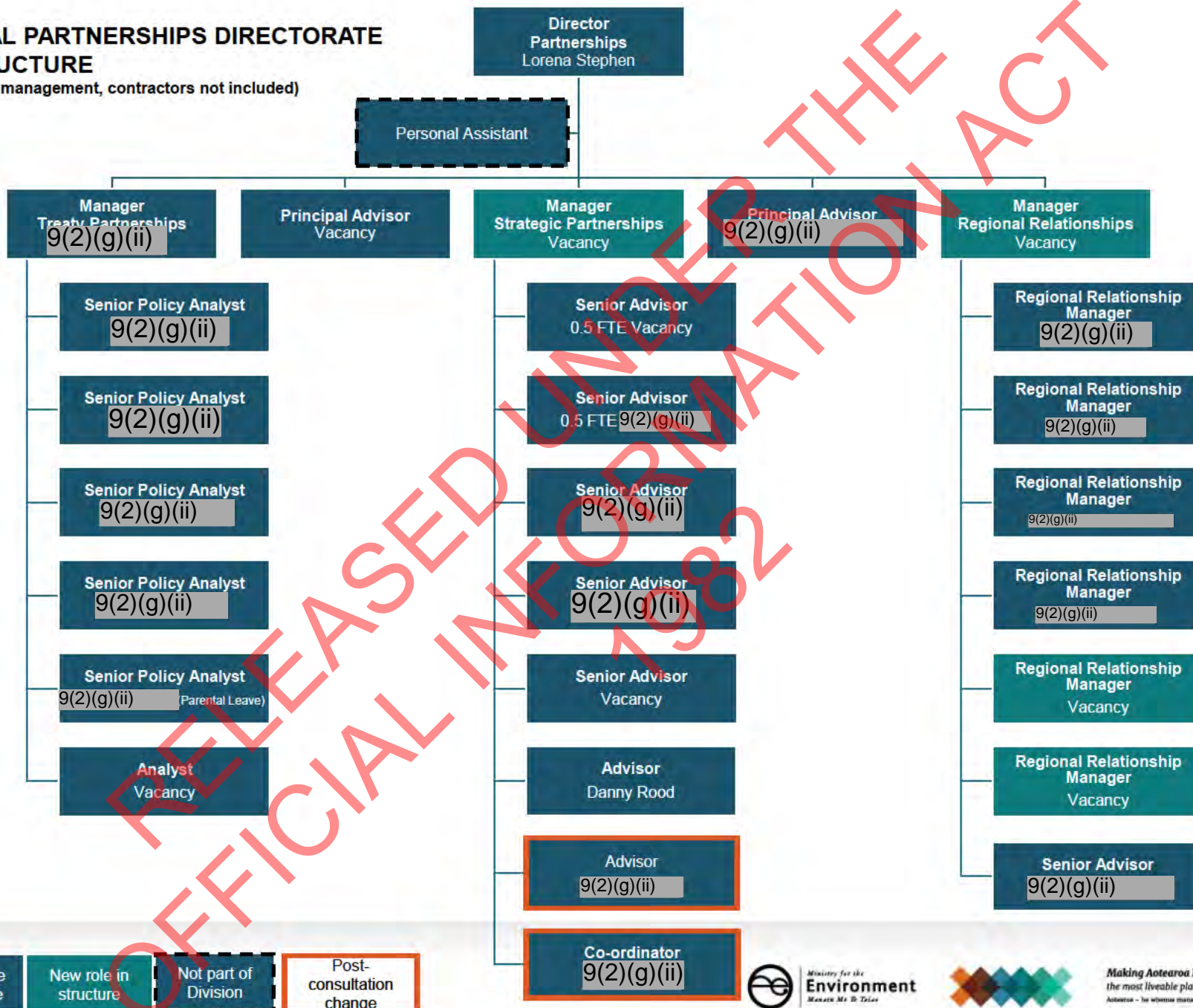
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Final Decisions: Proposed Partnerships & Engagement Directorate

	Decision
PROPOSALS WITHIN CONSULTATION DOCUMENT	
1. The Mana Taiao team would be renamed Treaty Partnerships and focus on system leadership and Treaty settlements	Confirmed
2. Internally-focused work such as culture and capability development and the integration of rights and interests/capability support for policy teams would be led by the Māori Secretariat in the OCE	Confirmed
3. Iwi/Māori Engagement would be led by the Regional Relationships team after a transition period from Māori Secretariat. Multi-tiered engagement models will be used so that senior level relationships are owned and led by the Chief Executive, Te Pūrengi and directors as appropriate	Confirmed
4. The Partnerships & Engagement team will be divided into two teams: Strategic Partnerships and Regional Relationships. A new Strategic Partnerships manager role and a new Regional Relationships manager role will be established.	Confirmed
5. All regional engagement will be led by the Regional Relationships team. Relationship managers will be responsible for engagement with iwi/Māori, local authorities and community stakeholders within their regions.	Confirmed
6. Relationship Manager role title to change to Regional Relationship Manager	Confirmed
7. Some roles had proposed changes to job titles	Modified to a naming convention where roles (excluding Principal Advisors who work across teams and Regional Relationships Managers) within the directorate will have their team name in their title eg. Senior Advisor – Strategic Partnerships
ADDITIONAL CHANGES FOLLOWING CONSULTATION	
1. Proposed name of directorate will change from Partnerships & Engagement directorate to Partnerships directorate.	
2. Roles and responsibilities across teams within the directorate will be defined within a Business Partnering Agreement document, the development of which will be included into the Transition and Implementation Plan.	
3. 1 x FTE Advisor role will be transferred from the Regional Relationships team to the Strategic Partnerships team.	
4. 1 x Co-ordinator role proposed for the Brand and Experience team will move to the Strategic Partnerships team.	

FINAL PARTNERSHIPS DIRECTORATE STRUCTURE

(Home management, contractors not included)



Key:

Current role in structure	New role in structure	Not part of Division	Post-consultation change
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People Impacts

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People Impacts: Current Mana Taiao Team

Role	People	Proposed change
Director	Lorena Stephen	Remain director, but change in focus of role
Principal Advisor	Vacant	Change in team name
Manager Mana Taiao	9(2)(g)(ii)	Remain manager, but change to team name and focus of role
Senior Policy Analyst	9(2)(g)(ii)	Change in team name and slight change in focus
Senior Policy Analyst	9(2)(g)(ii)	Change in team name and slight change in focus
Senior Policy Analyst	9(2)(g)(ii)	Change in team name and slight change in focus
Senior Policy Analyst	9(2)(g)(ii)	Change in team name and slight change in focus
Senior Policy Analyst	9(2)(g)(ii)	Change in team name and slight change in focus
Senior Policy Analyst	Vacancy	Disestablish and extend Principal Advisor role
Senior Policy Analyst	Vacancy	Disestablish and create new Regional Relationships Manager role
Senior Policy Analyst	Vacancy	Disestablish and create new Regional Relationships Manager role
Analyst	Vacancy	Change in team name and slight change in focus
Analyst	Vacancy	Disestablish and extend Principal Advisor role

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People Impacts: Current CPE Directorate Lead Team

Role	People	Proposed change
Director	9(2)(g)(ii)	Remain director, but change in focus of role
Principal Advisor		Fixed role will become vacant in mid-November and will be disestablished at this point and create 2 permanent Advisor roles
Principal Advisor		Change to team name
Principal Advisor		Change to team name
Principal Advisor		Change to team name
Principal Advisor		Change in reporting line to report to Director Partnerships

Note: Communications Manager and Partnerships and Engagement Manager are also part of the CPE Directorate Lead Team but are listed within their respective teams

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People Impacts: Current Communications Team

Role	People	Proposed change
Manager	Vacancy (9(2)(g)(ii) acting)	Remain manager, change to team name and focus of role
Senior Communications Advisor	9(2)(g)(ii)	Change to team name and position title to Senior Advisor – Communications and Engagement
Senior Communications Advisor		Change to team name and position title to Senior Advisor – Communications and Engagement
Senior Communications Advisor		Change to team name and position title to Senior Advisor – Communications and Engagement
Senior Communications Advisor		Change to team name and position title to Senior Advisor – Communications and Engagement
Senior Communications Advisor (Media)		Change to team name and position title to Senior Advisor (Media) – Communications and Engagement
Communications Advisor		Change to team name and position title to Advisor – Communications and Engagement
Digital Lead		Disestablish and direct reassignment to new Manager Digital & Insights
Senior Digital Advisor (social media)	Vacancy	Change in reporting line to Manager Digital and Insights and position title to Senior Advisor – Digital and Insights
Senior Digital Advisor	Vacancy	Change in reporting line to Manager Digital and Insights and position title to Senior Advisor – Digital and Insights
Digital Advisor	9(2)(g)(ii)	Change in reporting line to Manager Digital and Insights and position title to Advisor – Digital and Insights
Co-ordinator		Change in reporting line to Manager Digital and Insights and position title to Co-ordinator – Digital and Insights
Senior Advisor Publications & Brand		Change in reporting line to Manager Brand and Experience and position title to Senior Advisor – Brand and Experience
Advisor Publications & Brand	fixed term) parental leave)	Change in reporting line to Manager Brand and Experience and position title to Advisor – Brand and Experience

People Impacts: Current Partnerships & Engagement Team

Role	People	Proposed change
Manager Partnerships & Engagement	Vacancy	Role will be disestablished and used to create new Manager Regional Relationships
Relationship Manager	9(2)(g)(ii)	Change in reporting line to Manager Regional Relationships, change to team name and change to position title to Regional Relationships Manager
Relationship Manager		Change in reporting line to Manager Regional Relationships, change to team name and change to position title to Regional Relationships Manager
Relationship Manager		Change in reporting line to Manager Regional Relationships, change to team name and change to position title to Regional Relationships Manager
Relationship Manager		Change in reporting line to Manager Regional Relationships, change to team name and change to position title to Regional Relationships Manager
Senior Advisor		Change in reporting line to Manager Regional Relationship, change to team name and change in position title to Senior Advisor – Regional Relationships
Senior Advisor (Engagement)		Change in reporting line to Manager Strategic Partnerships, change to team name and change to position title to Senior Advisor – Strategic Partnerships
Senior Advisor (Engagement)		Change in reporting line to Manager Strategic Partnerships, change to team name and change to position title to Senior Advisor – Strategic Partnerships
Senior Advisor (Youth)		Change in reporting line to Manager Strategic Partnerships, change to team name and change to position title to Senior Advisor – Strategic Partnerships
Advisor (Youth)		Change in reporting line to Manager Strategic Partnerships, change to team name and change to position title to Advisor – Strategic Partnerships
Advisor (Engagement)		Change in reporting line to Manager Strategic Partnerships, change to team name and change to position title to Advisor – Strategic Partnerships
Partnerships & Engagement Co-ordinator		Change in reporting line to Manager Strategic Partnerships, change to team name and change in title to Co-ordinator

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What's next?



Support

- Employee assistance programme – 0800 327 669 – 24 hours 7 days a week – free and confidential
- PSA – if a member
- Partnerships & Customers Division Lead Team

