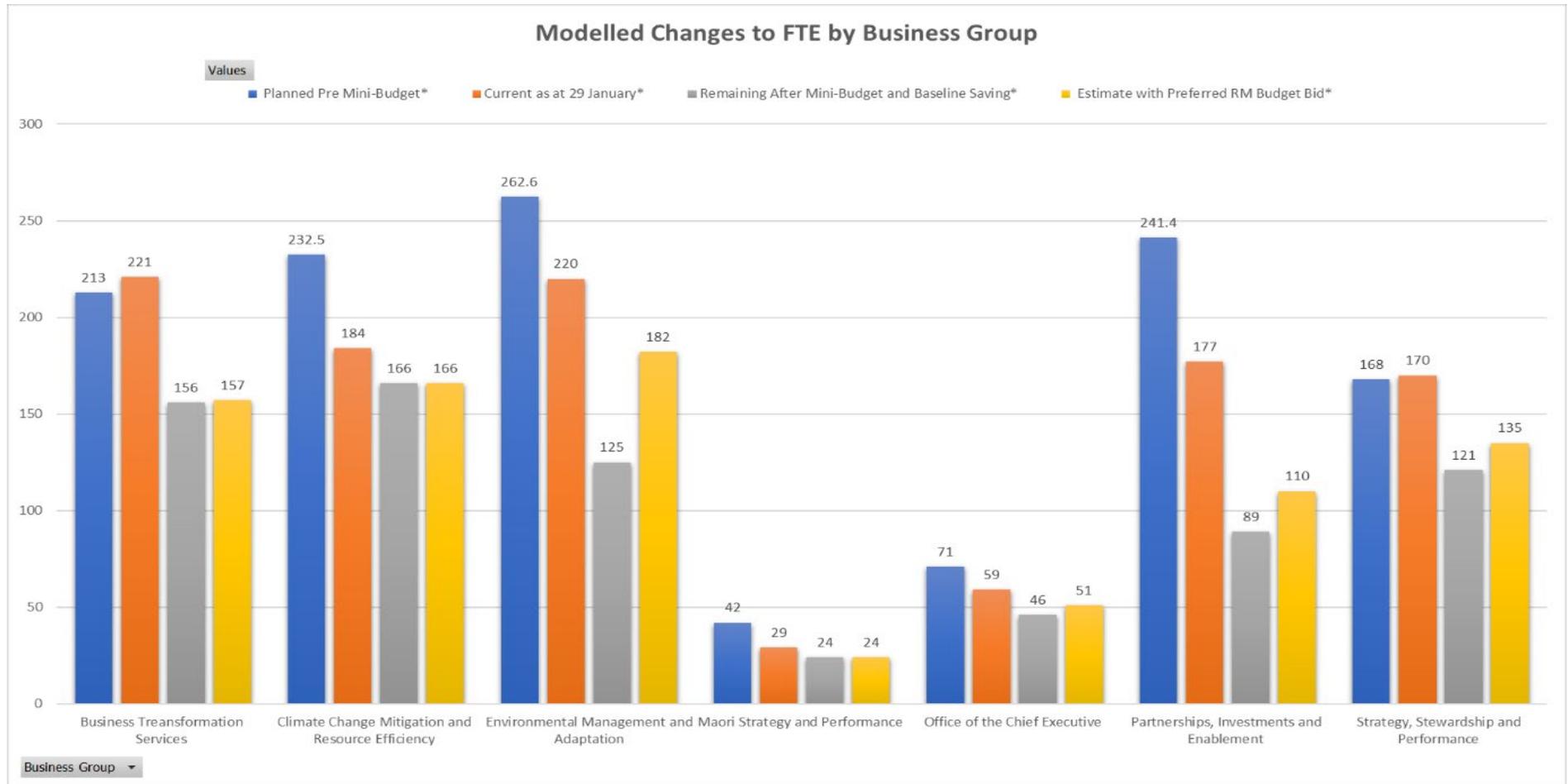


Attachment 2 - Summary of intended changes to the existing work programme

1. **Attachment 1** identifies how the Ministry's departmental capacity and capability are expected to change from the compounding impacts of the expiry of time-limited funding, the mini-Budget and the baseline savings target.
2. The modelled reductions for each of the Ministry's business group are shown in the graph on the next page, alongside the potential effect of a successful RM budget bid.
3. This attachment (**Attachment 2**) is our initial assessment of how the Ministry's work programme will need to adapt to a significantly lower appropriation. It identifies the projects and services in each business unit that will be stopped, scaled, rescope or continued.
4. It also identifies new work directed by Ministers, where this is known (e.g. under the coalition government 100-day work programme).
5. The status designated to each project or service is indicative only and needs to be confirmed through our upcoming business planning process for 2024/25. Our revised business plan cannot be finalised until we have confirmation on the size of our appropriation, which is dependent on the RM budget bid.
6. We will keep working with you to develop a work programme that responds to your priorities while also fulfilling the Ministry's statutory responsibilities.



Ministry Work Programme Summary

Deputy Secretary	General Manager	FTE Current	FTE Post Savings	Team	Projects and Services	Status			
Natasha Lewis - Strategy Stewardship and Performance	Megan Hurnard General Manager - Evidence, Data & Insights	51	42	Carbon Sequestration	Measure, map, model, report and advise on NZ's carbon emissions and removals from the Land Use, Land Use Change and Forestry (LULUCF) sector Opportunities to increase carbon sequestration beyond forestry, including soils	Scaled Scaled			
				Climate Impacts	Delivering evidence, information and guidance to support New Zealand to adapt to the impacts of climate change NZ key contact point for the intergovernmental Panel on Climate Change	Scaled Continued			
				Climate Data Initiative	Driving alignment and improvements to climate data (across central, local govt and private sector) to make it more accessible, timely and useful to decision makers Regular reporting dashboard to support Ministers track progress towards climate priorities	Pending Rescope Started			
				Emissions Insights and Reporting	Fulfills NZ's international and domestic climate reporting obligations and commitments (including NZ's Greenhouse Gas Inventory and Biennial Transparency Report) Provides guidance and insights that enable NZ to measure and reduce their GHG emissions.	Scaled Continued			
				Intelligence & Reporting	Statutory delivery of environment reports (under the Environmental Reporting Act 2015), including secretariat to independence Science Advisory Panel	Scaled			
					Statutory delivery of Long-Term Insights Briefings (under the Public Service Act 2020)	Scaled			
					Delivery of national environmental indicator programme in partnership with Stats NZ	Scaled			
				Knowledge Investment Hub	Delivery of bespoke reporting and insight products to support analysis and advice on Government priorities	Scaled			
					Delivering Environment & Climate Research Strategy: identify critical system research needs and influence Research Science and Innovation investment decisions across central government (responding to Parliamentary Commissioner for the Environment and Environment Committee recommendations)	Pending Rescope			
					Improving Science Investment: prioritising critical data needs and ensuring internal investment decisions reflect these (responding to Parliamentary Commissioner for the Environment and Environment Committee recommendations)	Scaled			
				Kathleen Mackie - General Manager - Planning & Performance	56	43	Enterprise Portfolio Management Office (EPMO), Performance	Maintaining and reporting an enterprise view of programme delivery across the Ministry and providing quality advice to support good business decisions Defining and improving consistent, enterprise-wide approach to project management and continuous improvement e.g. improving prioritisation, benefits realisation	Scaled Scaled
							Project and Programme Management	Ensuring centralised programme; project management information system (Planview) rollout, adoption & continuous improvement Providing project and programme planning and management enabling services across MFE	Scaled Scaled
	Sustainability, Youth, Engagement & Reporting	Leading annual business planning and stepping into integrated quarterly planning	Scaled						
		Embedding sustainability and climate risk in day to day decision-making e.g. emissions targets / reductions	Scaled						
		Engaging and supporting rangatahi to be environmental leaders, provide advice on meaningful, best practice engagement with youth to inform environmental policy	Scaled						
	Sarah Stevenson General Manager Strategy	28	17				Climate Strategy	Partnering with key education / youth organisations Programme management of MFE's Emissions Reduction Plan and National Adaptation Plan actions, implementation progress reporting	Scaled
				Delivering policy advice on Emissions Reduction Plan 2 and beyond (including targets, budgets and international commitments) Contributing to delivery of emissions budgets (under Climate Change Response Act) Policy work to inform Nationally Determined Contribution (under Paris Agreement) Undertaking Voluntary Carbon Market policy	Pending Rescope Pending Rescope Pending Rescope Pending Rescope				
				Stewardship Strategy	Delivering Strategic Priorities, Performance Targets & Measures to ensure Ministerial priorities are driven across the organisation Statutory delivery of regulatory system performance (under the Public Services Act)	Pending Rescope Continued			
					Delivering work on nature-based investment approaches (with Department of Conservation and Treasury) and related performance measure	Pending Rescope			
				Environmental Outcomes Policy	Delivering Environmental Reporting Act Amendments (responding to Parliamentary Commissioner for the Environment recommendations) Support uplift of transparency and accountability controls on central government agencies' investments towards environmental outcomes (responding to Parliamentary Commissioner for the Environment and Environment Committee recommendations)	Pending Rescope Pending Rescope			
				System change and capability	Build system thinking, behavioural insights and system change capability and tools across organisation	Stopped			
				Claire Barton General Manager Science and Data Systems	31	15	Data and Digital	Leads and co-ordinates the development of environmental data/digital systems to drive environmental management system performance Reporting of indicators for Essential Freshwater programme and Freshwater Farm Plans	Pending Rescope Pending Rescope
								Digital futures business case project to map the digital pathway for investment over the next 10 years for the future resource management system to improve efficiency and effectiveness.	Stopped
							Environmental Data	Delivering improvements to NZ's environmental monitoring and reporting system, including development of data architecture and national monitoring network design, and core environmental indicators Delivering and reporting on performance measures for local government under the Resource Management Act 1991	Pending Rescope Pending Rescope
								Environmental Science	Policy and science work to inform Limits and Targets attributes (under Natural and Built Environment Act) Delivering internal science capability and assurance: ensuring appropriate science controls, policies and standards Undertaking foundational science to underpin policy analysis and advice
	Ngā Parirau	Providing advice on Māori data governance to inform legislative responsibilities Implement mātauranga and Māori research strategy for the Ministry including consideration environmental data responsibilities under Treaty Settlements Developing policy to define clear standards of practice for the acquisition, protection, storage, and use of mātauranga Māori and other place-based knowledge	Scaled Scaled						

Ministry Work Programme Summary

Deputy Secretary	General Manager	FTE Current	FTE Post Savings	Team	Projects and Services	Status
Martin Workman Māori Strategy and Performance / Tumatakokiri	Hakarangi Tichborne General Manager - Māori Strategy and Performance	28	25	Māori Governance/ Performance and Delivery	Secretariat for Interim Mātauranga Science and Insights Panel and Te Aukaha	Scaled
					Provide specialist advice for setup of new governance / advisory panels whose topic or area of speciality is kaupapa Māori	Scaled
					Direct and manage access to internal te ao Māori and Treaty knowledge, skills and experience	Scaled
					Managing Tono Āwhina (internal Treaty and te ao Māori analytical support)	Continued
					Creates resources and managing our resource library, Te Puna Kōrero	Scaled
					Designs protocols and standards to guide and coach staff when using mātauranga Māori	Scaled
				Treaty Partnerships	Ministry's Māori capability strategy and framework, Te Ao Hurihuri	Continued
					Develops a Tikanga Policy, and delivering Tikanga services for executives	Continued
					Updates CRM for Māori contacts and associated coordination	Scaled
					Supports meeting the Ministry's obligations Te Tiriti O Waitangi and settlement commitments	Continued
					Provides a consistent te ao Māori voice and expertise to guide strategic direction	Scaled
					Supports staff capability in understanding Treaty settlements and delivering on MFE's commitments	Scaled
					Negotiating redress relating to natural resources in current Treaty negotiations	Continued
					Overseeing the delivery and implementation of Treaty settlement commitments	Scaled
					Facilitates the delivery of MFE's settlement commitments relating to Iwi-Crown accord forums.	Continued
					Coordinates and supports the Ministry's relationships with our Treaty partners	Stopped
Chief Executive Group	Martin Workman Chief of Staff Office of the Chief Executive	36	34	Ministerial Services	Coordinates the National Iwi Chairs Forum reporting to Te Arawhiti on behalf of the Ministry for Pou Taiao	Continued
					Leads the Ministry's response to Treaty claims including Wai262	Scaled
					Monitors and reports in Te Haetaa (Te Arawhiti central portal for meeting Treaty Settlement commitments)	Continued
					Assists MFE meet its responsibilities for Waitangi Tribunal hearings	Continued
					Coordinates and provides advice to prepare Official Information Act requests (OIA's) ministerial and departmental correspondence, and written parliamentary questions (WPOs)	Continued
					Coordinates the Ministry's engagement with Select Committees (e.g. through Annual Reviews and Estimates Reviews)	Continued
				Quality of Policy Advice	Responds to Ombudsman investigations into the handling of OIAs	Continued
					Creates and tracks briefing notes, cabinet papers, OIAs, Correspondence, WPOs	Continued
				Private Secretaries	Coordinates advice to Ministers, manages relationships with Ministers' offices / private secretaries	Continued
					Oversees Weekly Updates for the Environment and Climate Change Ministers	Continued
				Climate Change Interdepartmental Executive Board	Reporting on obligations and performance requirements relating to ministerial servicing	Continued
					Provides resources, guidance, tools, training and support to provide high-quality policy advice to executives and Ministers	Pending Rescope
				Spatial Planning Policy Office + Spatial Planning IEB	Coordinates policy improvement and monitoring functions including Regulatory Impact Assessment Panel (RIAP), Quality Support Group (QSG), Quality Assessment Panels (QUAP)	Scaled
					Provides support and advice to Ministers	Continued
Crown Entities Performance	Manages communication and the day-to-day relationships with Ministers and their offices	Continued				
	Facilitates the strategic relationship between Ministers and Ministry	Continued				
CE Office	Provides the Ministry with information about Ministers' context and priorities	Continued				
	Support of the Board and cross-Ministerial group on delivery of Climate Priorities (including coordination of papers, advice, and meetings on climate mitigation and adaptation)	Continued				
	Cross-portfolio oversight and tracking of progress in delivering climate policies and priorities, including advice on any recommendations if required to ensure New Zealand remains on track to meet its climate goals and commitments	Continued				
	Lead on collective advice to the Board/Ministerial Group as required on cross-cutting matters	Continued				
International Coordination	Support of the Board, including coordination of papers and meetings	Stopped				
	Spatial planning expertise and coordination across agencies to support CG input into process and Regional Planning Committees	Stopped				
Appointments processes for Crown entities' Boards	Coordinates appointment process for CG representatives on Regional Planning Committees	Stopped				
	Monitors the EPA and he Pou a Rangi (Climate Change Commission) on behalf of the responsible Ministers, and to exercise any statutory responsibilities	Continued				
Advice to Ministers on appointments	Advice to Ministers on appointments	Continued				
	Provides support and advice to Crown entities	Continued				
Prepares material for Chief Executive's six-monthly and annual performance reviews	Appointments processes for Crown entities' Boards	Continued				
	International Coordination	Scaled				
Coordinates the Ministry's Executive Leadership group, Te Pūrengi	Coordinates the Ministry's Executive Leadership group, Te Pūrengi	Continued				
	Chief Executive's annual expenses disclosure	Continued				
Prepares material for Chief Executive's six-monthly and annual performance reviews	Prepares material for Chief Executive's six-monthly and annual performance reviews	Continued				

Ministry Work Programme Summary

Deputy Secretary	General Manager	FTE Current	FTE Post Savings	Team	Projects and Services	Status
Nadeine Dommissie - Environmental Management and Adaptation	Clare Maihi General Manager - Te Tiriti and Te Ao Māori	53	20.5	Freshwater Rights and Interests	Policy, appointments and establishing the National Māori Entity (under NBEA)	Stopped
					Freshwater rights litigation (Ngāi Tahu High Court Case)	Continued
					Freshwater Working Group (on allocation, under NBEA) policy and establishment	Stopped
				Māori Climate Action	Wai 2358 Waitangi Tribunal: National Fresh Water and Geothermal Resources Inquiry	Continued
					Freshwater rights and interests policy	Rescoped
					Develop strategy to embed Te Tiriti within the climate response (ERP and NAP) and enable Māori led climate solutions	Pending Rescope
					Ensures Crown meets its Te Tiriti obligations relating to climate	Pending Rescope
					Māori Climate Platform – Māori led partnership and pūtea mechanism to support climate action	Stopped
					Māori rights and interests contribution to climate programme priority projects	Scaled
				Policy Alignment	Joint work programme with NICEF	Scaled
					Develops information campaign: role in RM system for all system partners and Treaty partners	Stopped
					Intelligence and support to programmes to ensure consistent advice that honours the treaty, delivers on treaty obligations and works within authorising environment.	Scaled
					Develops Māori policy standards for consistency and consensus in Māori policy advice and practice in key policy reform areas	Scaled
					Provides guidance and build Māori capacity to understand and use RM system tools and support transition to the RM system	Stopped
					Te Kahui Mangai- update records of iwi and hapu and the areas over of kaitiakitanga	Scaled
				Treaty Settlements & Agreements	Develop an integrated and effective regional implementation approach	Stopped
					Information, discussions, and negotiations with Treaty partners to uphold Treaty settlements through RMA Reform	Pending Rescope
					Legislation to uphold treaty settlements	Stopped
	Expert analysis and content to support the work of engagement leads in discussion with PSGEs	Pending Rescope				
	Advise on requirements and effects of legislative policy changes for RM as per area of expertise	Pending Rescope				
	Leads policy and legislative work that provides strategic role for Māori in RPCs	Stopped				
	Te Ao Māori Policy	Implementation approach that builds Māori and local authority understanding of and participation in the new regional layer	Stopped			
		Guidance for Māori and local authorities - decision making and participation in the new RM system	Stopped			
		Legislation amendments on role of Māori in new systems	Stopped			
		Ensures subsequent regulations that impact Māori are Tiriti consistent	Stopped			
		Develops monitoring framework to improve system performance and outcomes for Māori	Pending Rescope			
		Supports Māori rights and interest policy and leg work led by other teams	Stopped			
	Hayden Johnston General Manager Natural Environment Policy	55	36	Land Systems Natural Direction	Develop options to cease implementation of new Significant Natural Areas and seek advice on operation of the Areas	New
					NPS-Highly Productive Land	Pending Rescope
					NES-Commercial Forestry	Pending Rescope
					National Direction - Commercial Forestry	Pending Rescope
					NPS-IB and supporting implementation	Stopped
					Biodiversity Credits	Pending Rescope
				Freshwater Allocation	Input into Aotearoa New Zealand Biodiversity Strategy (DOC is lead)	Scaled
					Input into National Adaptation Plan	Scaled
					Freshwater Working Group	Stopped
Freshwater allocation system design and policy advice					Pending Rescope	
Methodologies and approaches to freshwater accounting					Scaled	
Stock Exclusion Regulations amendments					Pending Rescope	
Land and Water System				NPS-FM and NES-F review and replacement process	New	
				Water Conservation Orders	Continued	
				Options to make changes to NPS-FM to delay council notification of regional freshwater plans	New	
				Braided rivers policy development	Pending Rescope	
				Policy on Special Vegetable Growing Areas	Rescoped	
				Oceans & Fisheries Secretariat	Pending Rescope	
Jo Gascoigne General Manager - Resource Management System	55	17	Environmental Response	Fiordland Marine Guardians Secretariat	Continued	
				Exclusive Economic Zone Act amendments	Pending Rescope	
				Kermadec Rangitahua Sanctuary Bill	Stopped	
			National Planning Framework	Seabed mining Select Committee process	Continued	
				NBA Legislation	Stopped	
				Develops policy and regulations for Limits and Targets to support the NBA and SPA	Stopped	
			RM Planning and Consenting	Regional planning committees - advice and support for implementers, including appointment of CG member	Stopped	
				Develops and negotiation of transfer of policy from various regulations and National Direction	Stopped	
				Establishes and supports a Board of Inquiry	Stopped	
			RM Policy and Legislation	Engagement with various agencies, councils, and Treaty partners to ensure policy transfer	Stopped	
				Prototype plan development	Stopped	
				Establishes process for MfE input into new system functions (RSS input, NBE audit)	Stopped	
Develops and introduces legislation, including further amendments as required	Stopped					
Supports Bill development including policy not finalised by introduction	Stopped					
Develops new NBA regulations	Stopped					
RM Systems	Amendments to new Resource Management system	Stopped				
	Develops a Performance Framework for the NBA and SPA	Stopped				
	Repeal the Spatial Planning and Natural and Built Environment Act	New				
	Introduce Fast track consenting bill	New				
	Legislative process following introduction of Fast track consenting bill	New				
	Engagement with key stakeholders as needed to develop new policy and legislation	Pending Rescope				
Katherine Wilson General Manager - Adaptation	41	35	Adaptation Policy	Review of institutional arrangements for the RM and Env management system	Continued	
				Development of RMA amendment Bill, depending on the policy direction of the government	New	
				Policy analysis and development	Continued	
				Ongoing statutory responsibilities under the RMA and related legislation, including support for the Minister/s statutory functions	Continued	
				RM operational stewardship strategy and coordination	Continued	
				RM system local government performance, participation/intervention and practice, local government implementation support, guidance, tools	Continued	
			Adaptation Systems	Coordinates and oversees across various policy development areas to ensure alignment and integration	Continued	
				Manages the Making Good Decisions training process	Continued	
				Establishing and maintaining system monitoring and evaluation processes	Stopped	
				Coordinates and works with others to monitor outcomes and impacts, implementation effectiveness, system efficiency	Scaled	
				Overall adaptation policy priorities and sufficiency – implementation lead for NAP (in MfE and across government)	Continued	
				Embeds adaptation into ERP2 via guidance pathways, scenarios, toolkits, and projections for local and central government	Scaled	
Climate RM Policy	Regulations for monitoring and evaluation of adaptive responses	Continued				
	Programme of guidance to improve climate risk decision-making across all sectors	Rescoped				
	Establishes tools to measure progress: indicators, regulatory reporting requirements	Continued				
	Guidance and implementation support	Scaled				
	Advice on options for powers, tools, and funding to enable community led retreat and a system for community led managed retreat	Pending Rescope				
	Creates provisions, including legislation for community-led retreat, to adapt to land use changes exacerbated natural hazards caused by a changing climate	Pending Rescope				
Recovery Provisions	Climate Adaptation Bill and policy	Pending Rescope				
	Funding and financing systems policy relating to adaptation	Pending Rescope				
	System strategy on points of leverage in the planning system to reduce emissions and build resilience	Stopped				
	Enhances alignment and clarity between the RM and climate systems	Pending Rescope				
	Integrates RM tools and outcomes in climate policy	Stopped				
	National direction on GHG	Pending Rescope				
Infrastructure and Growth	Supports development of the National Planning Framework	Stopped				
	Transitional framework for climate through the RMA	Pending Rescope				
	Natural hazards NPS development - resulting from the cyclone response.	Continued				
	Develops any new Orders in council that may be needed	New				
	Reviews existing Orders in council to ensure they are working as intended	Continued				
	Contributes to RM and fast track policy and wider RM legislative reform, including intended reform of emergency management system	Stopped				
Liz Moncrieff General Manager - Urban and Infrastructure Policy	20	12	Infrastructure and Growth	Develops options to double renewable energy production, including a NPS on Renewable Electricity Generation	New	
				Infrastructure policy	Pending Rescope	
			Urban Implementation	Implements the NPS-UD and MDRS	Pending Rescope	
				Preparation and contribution to City Deals	New	
			Urban Water	Supports for the Auckland Policy Office	Continued	
				Transfer of the NPS-UD to the NPF	Stopped	

Ministry Work Programme Summary

Deputy Secretary	General Manager	FTE Current	FTE Post Savings	Team	Projects and Services	Status
Sam Buckle - Climate Change Mitigation and Resource Efficiency	Glenn Wigley, General Manager Waste, HSN0 Policy	29	29	Hazardous Substances and Biotechnology Policy	HSNO Act regulatory reform	Continued
					Contaminated land policy and implementation, including Contaminated Sites Remediation Fund	Pending Rescope
					F-gas emissions under the ERP	Pending Rescope
					Implements multilateral environmental agreements	Continued
					Contaminated land initiatives in NBE and NAP and Waste Strategy	Continued
					Contained biomedical research and development	Continued
				PCE recommendations on chemical contaminants	Continued	
				Hazardous Substances Infringement Regime	Continued	
				Waste Strategy and Legislation	Waste Strategy	Continued
					Waste Minimisation Act	Continued
					Updating Waste legislation	Continued
				Waste Streams and Plastics	Plastics National Action Plan (PNAP) - including implementation	Continued
	Construction and demolition policy approach	Continued				
	Supports waste strategy and WMA through product stewardship schemes	Continued				
	Regulations and policy for Priority Products.	Continued				
	Labelling approach	Continued				
	UN Global Plastics Treaty (UNGPT) negotiations and other plastics commitments (ANZPAC, EMF Global Commitment)	Continued				
	Carbon Neutral Government Programme	Container Return scheme (currently on hold)	Stopped			
		Regulations for plastic phase-outs	Continued			
		Assists agencies to set appropriate targets and reduce emissions	Scaled			
	Data Evidence and Emissions Reductions	Monitors public sector progress to reduce emissions	Scaled			
		Secretariat for Carbon Neutral Government Programme Governance	Continued			
		Offsetting project	Scaled			
	Mitigation Policy	Develops options to drive emissions reduction in air travel for public service agencies	Scaled			
		Waste data reporting regulations	Continued			
		Waste & F-gas chapters of the ERP	Scaled			
	Sustainable Finance	Waste strategy target reporting	Pending Rescope			
		National waste data framework & supporting systems	Scaled			
		National waste data reporting programme	Scaled			
		Composition & landfill gas survey programme	Pending Rescope			
		Deliver Emissions Reduction Plan 2	Continued			
		Delivers advice and policy decisions on targets, budgets and international commitments	Continued			
		Gazetting regulations about emissions budgets	Continued			
		Target and budgets review in 2024 including: 2050 target; incl. aviation and shipping in target; Emissions Budget 4; Nationally Determined Contribution 2	Pending Rescope			
		Targets and Budgets	Sustainable Finance strategy to align public and private financial flows towards climate outcomes (ERP and NAP)	Pending Rescope		
			Supports allocation of capital towards transition to low-emissions, mobilising private finance through legislative levers and tools.	Pending Rescope		
			Implements a green taxonomy tool and guidance, with definitions made publicly available	Pending Rescope		
			Strategic relationships across agencies and industry to inform options and recommendations, fit for NZ market	Continued		
	Bi-lateral agency engagement with Australian counterparts		Continued			
	Climate Related Disclosures, using market discipline to embed climate risk into investment decisions		Continued			
	Emissions Pricing Policy	Climate Economic and Fiscal Assessment (joint with Treasury)	Continued			
		Projections of emissions - international and domestic	Continued			
		GHG projections and modelling	Continued			
		Climate implications of policy assessments	Continued			
		Sufficiency analysis - assessing if we are on track	Continued			
		Costs and distributional impacts of ERP 2 actions	Continued			
		Data and evidence workstream to deliver ERP 2	Continued			
Supports to Biennial Transparency Report		Continued				
ETS Policy		Leads the role of price (emissions pricing) within ERP2 - Pricing chapter	Continued			
		ETS Review (lead alongside MPI and MBIE)	Pending Rescope			
		Redesign of the ETS permanent forestry category (alongside MPI)	Pending Rescope			
International Markets		Representation in decarbonisation negotiations and partnerships	Continued			
	ETS Review (Treaty)	Pending Rescope				
	Develops regulations to implement recent amendments to the Climate Change Response Act to produce new baselines for the allocation of NZUs to recipients of industrial allocation.	Continued				
	Annual ETS settings process: Amend ETS regulations as part of the regular annual process, including updating the annual auction settings in response to advice from the Climate Change Commission.	Continued				
	Performs business-as-usual regulatory processes to ensure the ETS continues to function as required, including supporting ETS Forestry regulatory processes alongside MPI/TUR.	Continued				
	Industrial allocation Bill implementation	Pending Rescope				
Market Assurance and Operations	Nationally Determined Contribution obligations and implementation plan	Continued				
	Options for purchase and access of international emission reductions	Continued				
	International-facing engagements, negotiations, and technical evaluations of proposals	Continued				
Market Development	Negotiations on international carbon markets	Continued				
	Quarterly NZU auctions and the auction monitor function	Continued				
	Secretariat for ETS Advisory Committee, ETS Operational Exec (MIE, EPA and MPI), and Managed Auction Service, and Governance Committee	Continued				
Kerbside Improvements and Food Waste	Improvements to market governance	Continued				
	Oversight of market risks	Continued				
	Introduces mandatory farm level emissions reporting (alongside MPI)	Rescoped				
	Develop a pathway to markets (ETS and other potential markets) for new forms of removals	Rescoped				
	He Waka Eke Noa - designing and implementing agricultural pricing	Stopped				
	Agriculture emission reduction	Stopped				
Waste Operations	Sequestration strategy	Rescoped				
	Inform the ERP2 Rural Land Use workstream (MBIE)	Rescoped				
	Regulations and policy for kerbside standardisation	Continued				
Waste Product Stewardship	National food waste behaviour change	Rescoped				
	Funding national food waste reduction programmes	Rescoped				
	Food waste policy	Continued				
Operations Impact and Improvement	Compliance, monitoring and enforcement (CME) of the WMA 2008 and associated regulations	Rescoped				
	Manages the waste levy	Continued				
	Intelligence provision and dissemination	Continued				
Waste Infrastructure & Circular Solutions	Regulations and policy for Priority Products	Continued				
	Regulated product stewardship schemes - policy development, implementation and regulations	Rescoped				
	Voluntary product stewardship schemes - implementation	Rescoped				
	Container Return scheme (currently on hold)	Stopped				
	Ensures increased levy funds are used effectively	Continued				
	Service design and delivery monitoring	Continued				
Waste Infrastructure & Circular Solutions	Business, analysis & intelligence	Continued				
	Platform management	Continued				
	Waste Strategy and policy implementation through investment, primarily commercial sector	Rescoped				
	Waste Minimisation Fund	Continued				
Waste Infrastructure & Circular Solutions	Climate Emergency Response Fund + COVID-19 response and recovery funded projects	Continued				
	Plastics Innovation Fund	Continued				
	Supports function to the waste investment functions/funds across operations, systems, processes, outcomes / reporting	Continued				
Waste Infrastructure & Circular Solutions	Waste Action and Investment Plan	Continued				

Ministry Work Programme Summary

Deputy Secretary	General Manager	FTE Current	FTE Post Savings	Team	Projects and Services	Status			
Anne Haira Partnerships, Investments and Enablement	Chloe Groser General Manager Communications and Engagement	41	25	Brand and Experience	Webinars, electronic direct mails, audience research, sponsorship and events, publication of all organisational documents, and content management of the intranet.	Scaled			
					Sponsorship Programme	Scaled			
					Brand development and protection	Scaled			
				Communications	Internal communications	Continued			
					Website maintenance – internal and external	Continued			
					Social media content and delivery	Scaled			
				Digital and Insights	Advice and tactical support for comms for programmes (e.g. press releases, op-eds etc)	Scaled			
					Develops and implements communications plans and strategies across the Ministry	Scaled			
					Social media content and delivery	Scaled			
				Engagement Hub	Website maintenance – internal and external	Continued			
					Tools and guidance for engagement	Scaled			
					Customer Relationship Management (using Salesforce)	Scaled			
	Eugene Berryman-Kamp General Manager - Māori Partnerships and Regional Relationships	25	4	Kaiwhakatore/ implementation partnerships	Advice and support to organisation on best practice for engagement	Scaled			
					Regional presence to liaise and engage to gather intelligence, communicate MFE context, enabling tailored approaches based on local needs.	Scaled			
					Coordination with National Iwi Partnerships, including established national or pan-iwi organisations, to partner effectively on environmental reforms	Scaled			
				Te Ao Māori Engagement	Support for RM and climate change with external engagement to build awareness and support	Scaled			
					Establishing consistent communication channels, networks and relationships	Scaled			
					Developing and delivering clear information, guidance and trainings to ensure Te Tiriti partners have a sound understanding of the new system and their roles in it.	Stopped			
				Lorena Stephen General Manager - Partnerships and Investments	50	32	Reporting and Systems	Te Kahui Mangai- central record of iwi and hapu and the areas over which they hold kaitiakitanga	Scaled
								Māori engagement strategy in line with Te Arawhiti guidance, Continuous Quality Improvement (CQI) evaluation mechanism.	Pending Rescope
								Standard operating guides and procedures for fund administration teams	Continued
								Consistent, efficient & effective processes for funding	Continued
								Reporting and analysis of funding programmes	Continued
								Impact evaluation analyses to inform prioritisation and future funding.	Continued
	Strategic Investments	Manages and improves the FMS system	Continued						
		Develops data systems and deliver reports	Continued						
		Provides risk management and assurance advice	Continued						
	Strategic Partnerships	Evaluates the Investments Funds	Continued						
		Develops policies and position statements for Investments Funds	Continued						
		Policy and assurance guidance for ongoing prudent management i.e. Risk Register	Continued						
	Whakamanahia te Hapori - Community Investments	Exemplar Catchments - improving the state of our freshwater resources, waterways and ecosystems	Pending Rescope						
		Essential Freshwater Funding to improve capability and capacity that supports delivery of the Essential Freshwater reforms	Stopped						
Specified vegetable growing area - integrated work programme that sets a clear direction for vegetable growing under national direction		Pending Rescope							
Whakamanahia te Wai	Partnerships with strategic organisations who can effect change on the ground, focused around key sectors, including business, innovation levers, environmental NGOs.	Scaled							
	Contributions to support initiatives	Scaled							
	Partnership models, i.e. seed funding, collaboration to pilot, scale or broker outcomes.	Scaled							
	Advice to strategic partners	Scaled							
	Administers approximately 100 research and community-based projects under the following programmes: Community Environment Fund (CEF), Freshwater Improvement Fund (FIF), Public Waterways and Ecosystems Restoration Fund (PWER), Water Science & Economic Fund (WSE), Landcare Trust appropriation and the Essential Freshwater Fund (EFF).	Scaled							
	New funding approaches to support the implementation of the Government's and Ministry's policy priorities (E.g. funding approaches to support the NPS for Indigenous Biodiversity, RM Reform)	Pending Rescope							
Sara Clarke General Manager - System Enablement	47	18	Policy Implementation	Gives effect to Te Mana o te wai by improving capacity and capability of tangata whenua to participate in fresh water management and decision making	Pending Rescope				
				Increases awareness and action of councils to give effect to TMoTW as set out in the NPS-FM 2020	Pending Rescope				
				Te mana o te wai and Tangata Whenua focused funding to improve capacity and capability of tangata whenua to participate in fresh water management and decision making.	Pending Rescope				
				Responds to stakeholder queries and requests for clarifications around policy intent and its implementation	Pending Rescope				
				Collaborates with partners, stakeholders and end users to support their implementation needs	Pending Rescope				
				Leads implementation planning for new policies to determine work programme priorities and recommended interventions or support	Pending Rescope				
			Freshwater Farm Plans	Provides or contract expertise and offer a hub of national implementation support for the NPS-FM and NES-F	Stopped				
				Implements National Direction on Greenhouse Gas Emissions - Industrial Process Heat	Pending Rescope				
				Supports implementation of National Direction on Freshwater	Scaled				
				Supports implementation of National Direction on Highly Productive Land	Pending Rescope				
				Supports implementation of National Direction on Indigenous Biodiversity	Stopped				
				Supports implementation of National Direction on Drinking water	Pending Rescope				
			Nutrient Management Tools	Supports establishment of the Freshwater Farm Plans system and implementation	Scaled				
				Certifier and Auditor appointment process	Scaled				
				Communications and Engagement	Scaled				
				Develops guidance	Scaled				
				Provides an integrated national farm data platform	Scaled				
				Policy development and updates	Scaled				
Delivery and Oversight	System Performance and Monitoring	Scaled							
	Workforce development	Scaled							
	Contaminant management system that enables the implementation of the NPSFM 2020	Pending Rescope							
	Overseer redevelopment	Stopped							
	Contaminant discharge risk index tool	Stopped							
	Exploration of use of input and practice controls	Stopped							
	Investigate new approaches to Nutrient Management	Stopped							
	Internal regulatory needs analysis	Stopped							
	Develops a Mātauranga framework	Stopped							
	Develops principles, stewardship, and governance of tools/models	Scaled							
	Oversee regulators to assist them to perform and deliver as expected	Scaled							
	Transition and Implementation	Establishes and facilitates operation of the office of the Chief Freshwater Commissioner to implement the Freshwater Planning Process	Pending Rescope						
Delivers the Essential Freshwater Progress Report (regular reporting)		Stopped							
Supports councils to update their FW management plans as required by the NPS-FM		Stopped							
Supports council implementation of the EPW package by utilising regular data, intelligence and evidence		Scaled							
Provides council oversight, including addressing complaints received by the Ministry		Pending Rescope							
Guidance to support system actors in meeting their requirements and obligations		Stopped							
Ministerial Inquiry into Land Use Response	Provides robust advice to RM reform gathered from the intelligence acquired through our work	Pending Rescope							
	Relationship management with councils, and ensuring delivery expectations are met	Scaled							
	Provides Ministers support in litigation related to the application of the current law	Scaled							
	Identifies and intervenes in major compliance issues (e.g. Ashburton Lakes)	Stopped							
	Implementation strategy for roll out of the new RM system	Stopped							
	Implementation guidance and support for new policy, including RM Reform	Stopped							
Jobs for Nature Secretariat	First tranche regions project for roll out of RM Reform, especially spatial planning	Stopped							
	Early awareness information campaign for RM Reform	Stopped							
	Coordination of the Local Government Steering Group	Pending Rescope							
	Manages the Local Government Implementation Working Group	Stopped							
	Funding to build Māori capacity to support transition to the new RM system	Stopped							
	Guidance processes and content support understanding of the new RM system, transition and implementation including a regional, needs based approach for Māori	Stopped							
Illana Miller Programme Director - Jobs for Nature	Capability and capacity funding and support for RM system partners for RM Reform, including workforce development and planning	Stopped							
	Development of new NBA regulations	Stopped							
	Supports regions transitioning into the new system, including 'Regional Readiness' support	Stopped							
	Develops and implements an evaluation and lessons framework from FTR to apply to other regions	Stopped							
	Supports the Ministerial appointed RM appointee and facilitator's work in Tairāwhiti	Pending Rescope							
	Collates and coordinates other agency response severe weather response	Pending Rescope							

Ministry Work Programme Summary

Deputy Secretary	General Manager	FTE Current	FTE Post Savings	Team	Projects and Services	Status
Laura Dixon - Business Transformation and Services	Arun Patel General Manager - Finance and Procurement	37	27	Finance Business Partnering	Support and advice to leaders and business groups to manage their financial and non-financial performance.	Continued
					Financial analysis, insights and reporting	Continued
					Supports budget process, transferring funds between projects, managing risks	Continued
					Non-departmental financial operations and accounting including Emissions Trading Scheme (ETS) and Managing financial delegations and access through the finance system (FMIS)	Continued
				Financial Operations	Running the Financial Audit of the Crown's Accounts	Continued
					Maintains finance policies, systems and controls	Continued
					Accounts payable and receivable	Continued
					Manages procure to pay processes, faster payments	Continued
				Procurement	Provides strategic procurement advice, support and data to senior leaders, governance groups	Scaled
					Support for procurement processes (approaching the market, selecting suppliers), associated documentation	Scaled
					Processes all contracts, deeds, variations and other agreements into the finance management system to enable tracking and invoice payment	Continued
					Provides a Ministry-wide perspective on financial management and performance	Continued
	Strategic Finance and Performance	Leads internal performance reporting processes eg Organisational Health Report and Monthly Financial Reporting.	Continued			
		Oversees all externally reported financial information, including the Strategic Intentions and Annual Report, and twice-yearly select committee reporting (Estimates and Annual Review)	Continued			
		Leads MfE's input to the Government's Budget process	Continued			
		Leads the Natural Resources Cluster pilot as part of the Budget process	Continued			
	Mike Porter General Manager - Information and Technology	32	25.6	IT Operations	Day to day running of IT Operational Services - incl managing software across MfE's desktop and server	Continued
					Managing large scale vendor engagements and performance, and commercial and contractual relationships	Scaled
					Operational Assurance	Continued
				IT Architecture	Mandated Service Adoption e.g. Public Cloud Adoption / Identity Brokering / SEE Mail	Continued
					Centralised technology architecture solutions relating to Business/Process/Services, Information and Data, Applications, Security, Infrastructure and Systems	Continued
				IT Project Delivery	Maintains effective technology architecture governance to support good decision making	Continued
					Supports the management and delivery of the Ministry's IT and digital transformation programme (better Reporting)	Scaled
				IT Security	Develops and maintains the Ministry's digital strategy	Continued
					Responsible for information Security and architecture and that we meet information security obligations	Continued
				Knowledge Management & Information Centre	Provides governance, assurance and reporting on IT security and manages any breaches	Continued
					Ensures appropriate controls, frameworks, policies & standards are in place	Continued
					Ensures the Ministry's knowledge management practices are compliant with Public Records Act	Continued
	Data Management and Reporting	Supports and advises staff on use of content management system	Continued			
		Runs the Information Centre and provides information research services incl OIA searches	Continued			
		Physical records management	Continued			
	Andrew Royle General Manager - Legal and Risk	33	29	Legal - public law (x2 teams)	Provides centralised technology architecture solutions relating to Business/Process/Services, Information and Data, Applications, Security, Infrastructure and Systems	Continued
					Maintains effective technology architecture governance to support good decision making	Continued
					Advice and support for law reform, assisting to develop legally compliant legislation, developing drafting instructions for legislation and regulation, liaison with Parliamentary Counsel Office	Continued
					Analysis of legal risk of policy options	Continued
					Managing litigation (and litigation risk) relating to matters our Ministers or the Ministry is (or could be) involved in, including inquiries and the Waitangi Tribunal	Continued
Advising on the Crown's legal responsibilities in relation to Te Tiriti and Treaty settlements					Continued	
Commercial Legal				Environmental Legal Assistance Fund (external advisors advising the Chief Legal for funding grants)	Scaled	
				Advice on broad range of legal matters including - public law considerations and decision making, requirements under Privacy Act and OIA, enforcement related matters	Continued	
Risk Assurance and Resilience				Legal and privacy advice to Inter-departmental Boards (Climate and Spatial Planning)	Scaled	
				Reviews commercial legal agreements - contracts and funding deeds, including conflicts of interest	Continued	
				Provides commercial legal advice, including to inter-departmental boards	Continued	
				Leads, engages, and provides support and oversight of Risk, Assurance, and Resilience activities	Continued	
Organisational Development	Reporting to external Audit and Risk Committee, and internal executive governance boards, and Public Service requests	Continued				
	Responsible for Tactical, operational and strategic risk identification and risk management activities	Continued				
	Manage the internal and external audit programme	Continued				
	Insurance policy renewal	Continued				
	Business Continuity activities (e.g. Business Continuity and Response Team)	Continued				
	Organisational development including leadership development programmes, core capability development, Diversity, Equity and Inclusion programme design and delivery	Scaled				
People Operations	Workforce capability and capacity planning, including capability frameworks	Continued				
	MfE induction programme	Scaled				
	Payroll services	Scaled				
	Advice and support to leaders on all aspects of employment including change management	Scaled				
	Industrial and employment relations activities, collective bargaining and remuneration	Continued				
	HR data and analytics, reporting, and workforce modelling - including for PSC reporting, Annual Report and twice-yearly select committee reporting (Estimates and Annual Review)	Continued				
Talent	Health, Safety and Wellbeing policies, processes and practices	Continued				
	Employment documentation, onboarding and offboarding	Scaled				
	Advice and support on talent identification and attraction including internal mobilisation	Scaled				
Pepi Batsos General Manager - Transformation and Operations	Business Support and Facilities	Candidate management and tracking through recruitment process	Scaled			
		Organisational reporting on recruitment / talent management	Continued			
		Travel bookings - flights, accommodation, rental cars	Scaled			
		Project and administrative support	Scaled			
	Transformation and Change	Purchasing of stationery, office supplies and equipment	Continued			
		Event management support for internal and external events	Scaled			
	Programme Planning and Support	Building services, meeting room and tech support	Continued			
		Leads business transformation and change programme of work	Continued			
Operations	Provides advice to senior leaders, and leads projects, which give effect to MfE's operating model	Continued				
	Provides strategic governance advice and support to Te Mimiro	Continued				