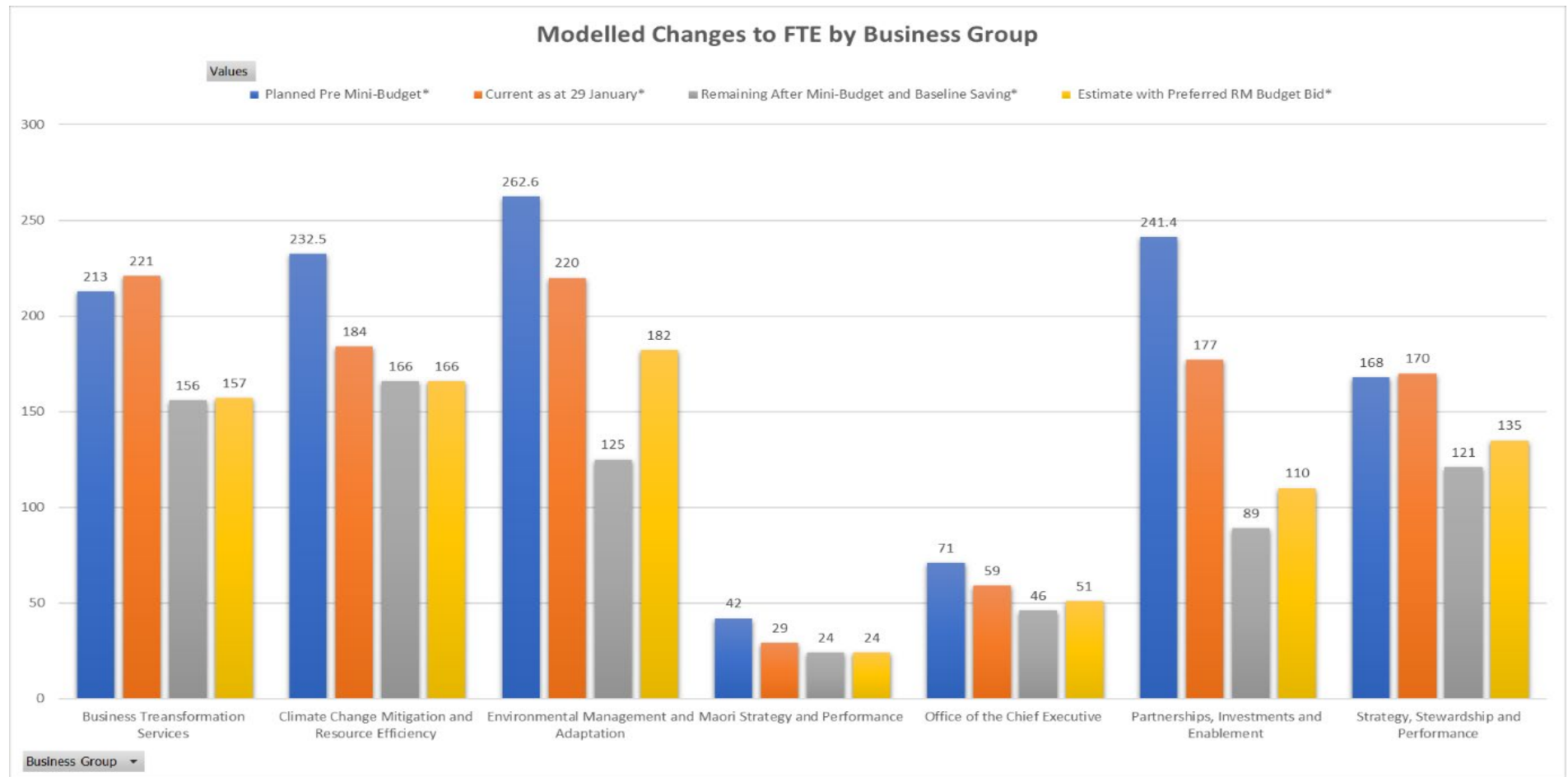


Attachment 2 - Summary of intended changes to the existing work programme

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	Scaled
					Opportunities to increase carbon sequestration beyond forestry, including soils	Scaled
				Climate Impacts	Delivering evidence, information and guidance to support New Zealand to adapt to the impacts of climate change	Scaled
					NZ key contact point for the Intergovernmental Panel on Climate Change	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	Pending Rescope
					Regular reporting dashboard to support Ministers track progress towards climate priorities	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)	Scaled
					Provides guidance and insights that enable NZ to measure and reduce their GHG emissions.	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			
		Delivery of bespoke reporting and insight products to support analysis and advice on Government priorities	Scaled			
	Kathleen Mackie - General Manager - Planning & Performance	56	43	Enterprise Portfolio Management Office (EPMO), Performance	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
				Project and Programme Management	Maintaining and reporting an enterprise view of programme delivery across the Ministry and providing quality advice to support good business decisions	Scaled
					Defining and improving consistent, enterprise-wide approach to project management and continuous improvement e.g. improving prioritisation, benefits realisation	Scaled
					Ensuring centralised programme; project management information system (Planview) rollout, adoption & continuous improvement.	Scaled
					Providing project and programme planning and management enabling services across MfE	Scaled
					Leading annual business planning and stepping into integrated quarterly planning	Scaled
				Sustainability, Youth, Engagement & Reporting	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
					Partnering with key education / youth organisations	Scaled
	Programme management of MfE's Emissions Reduction Plan and National Adaptation Plan actions, implementation progress reporting	Scaled				
	Sarah Stevenson General Manager Strategy	28	17	Climate Strategy	Delivering policy advice on Emissions Reduction Plan 2 and beyond (including targets, budgets and international commitments)	Pending Rescope
					Contributing to delivery of emissions budgets (under Climate Change Response Act)	Pending Rescope
					Policy work to inform Nationally Determined Contribution (under Paris Agreement)	Pending Rescope
				Undertaking Voluntary Carbon Market policy	Pending Rescope	
Stewardship Strategy				Delivering Strategic Priorities, Performance Targets & Measures to ensure Ministerial priorities are driven across the organisation	Pending Rescope	
				Statutory delivery of regulatory system performance (under the Public Services Act)	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)	Pending Rescope	
	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				
	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	Pending Rescope	
				Reporting of indicators for Essential Freshwater programme and Freshwater Farm Plans	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	Pending Rescope	
				Delivering and reporting on performance measures for local government under the Resource Management Act 1991	Pending Rescope	
			Environmental Science	Policy and science work to inform Limits and Targets attributes (under Natural and Built Environment Act)	Stopped	
				Delivering internal science capability and assurance: ensuring appropriate science controls, policies and standards	Scaled	
				Undertaking foundational science to underpin policy analysis and advice	Scaled	
	Providing advice on Māori data governance to inform legislative responsibilities	Scaled				
	Ngā Parirau	Implement mātauranga and Māori research strategy for the Ministry including consideration environmental data responsibilities under Treaty Settlements	Scaled			
		Developing policy to define clear standards of practice for the acquisition, protection, storage, and use of mātauranga Māori and other place-based knowledge	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
					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
Chief Executive Group	Martin Workman Chief of Staff Office of the Chief Executive	36	34	Ministerial Services	Coordinates and provides advice to prepare Official Information Act requests (OIAs), 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
					Responds to Ombudsman investigations into the handling of OIAs	Continued
					Creates and tracks briefing notes, cabinet papers, OIAs, Correspondence, WPOs	Continued
					Coordinates advice to Ministers, manages relationships with Ministers' offices / private secretaries	Continued
					Oversees Weekly Updates for the Environment and Climate Change Ministers	Continued
				Quality of Policy Advice	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
				Private Secretaries	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
					Manages communication and the day-to-day relationships with Ministers and their offices	Continued
				Climate Change Interdepartmental Executive Board	Facilitates the strategic relationship between Ministers and Ministry	Continued
					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
				Spatial Planning Policy Office + Spatial Planning IEB	Lead on collective advice to the Board/Ministerial Group as required on cross-cutting matters	Continued
					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
				Crown Entities Performance	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	Continued
					Provides support and advice to Crown entities	Continued
				CE Office	Appointments processes for Crown entities' Boards	Continued
					International Coordination	Scaled
					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	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	
					Wai 2358 Waitangi Tribunal: National Fresh Water and Geothermal Resources Inquiry	Continued	
				Māori Climate Action	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	
					Joint work programme with NICF	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	
				Policy Alignment	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	
					Develop an integrated and effective regional implementation approach	Stopped	
					Treaty Settlements & Agreements	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	
				Te Ao Māori Policy	Leads policy and legislative work that provides strategic role for Māori in RPCs	Stopped	
					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	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			
			Input into Aotearoa New Zealand Biodiversity Strategy (DOC is lead)	Scaled			
			Input into National Adaptation Plan	Scaled			
		Freshwater Allocation	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			
	Mauri Moana	Policy on Special Vegetable Growing Areas	Rescoped				
		Oceans & Fisheries Secretariat	Pending Rescope				
		Fiordland Marine Guardians Secretariat	Continued				
		Exclusive Economic Zone Act amendments	Pending Rescope				
		Kermadec Rangitahua Sanctuary Bill	Stopped				
		Seabed mining Select Committee process	Continued				
		NBA Legislation	Stopped				
		Develops policy and regulations for Limits and Targets to support the NBA and SPA	Stopped				
	Jo Gascoigne General Manager - Resource Management System	Environmental Response	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			
			Engagement with various agencies, councils, and Treaty partners to ensure policy transfer	Stopped			
		National Planning Framework	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			
		RM Policy and Legislation	Develops new NBA regulations	Stopped			
			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			
			Review of institutional arrangements for the RM and Env management system	Continued			
RM Systems	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					
	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					
Katherine Wilson General Manager - Adaptation	Adaptation Policy	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				
		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				
	Adaptation Systems	Creates provisions, including legislation for community-led retreat, to adapt to land use changes exacerbated natural hazards caused by a changing climate	Pending Rescope				
		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				
	Climate RM Policy	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				
		Supports development of the National Planning Framework	Stopped				
Natural Hazards Policy	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					
Liz Moncrieff General Manager - Urban and Infrastructure Policy	Recovery Provisions	Contributes to RM and fast track policy and wider RM legislative reform, including intended reform of emergency management system	Stopped				
		Develops options to double renewable energy production, including a NPS on Renewable Electricity Generation	New				
		Infrastructure policy	Pending Rescope				
		Implements the NPS-UD and MDRS	Pending Rescope				
	Urban Implementation	Preparation and contribution to City Deals	New				
		Supports for the Auckland Policy Office	Continued				
		Transfer of the NPS-UD to the NPF	Stopped				
		Develops options for changes to MDRS and NPS-UD to support going for housing growth	New				
Urban Water	NES-Drinking Water	Continued					
	NPS-FM Heavy metals – Cu & Zn attributes	Pending Rescope					

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
				Waste Strategy and Legislation	Contained biomedical research and development	Continued
					PCE recommendations on chemical contaminants	Continued
					Hazardous Substances Infringement Regime	Continued
				Waste Streams and Plastics	Waste Strategy	Continued
					Waste Minimisation Act	Continued
					Updating Waste legislation	Continued
					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
					Container Return scheme (currently on hold)	Stopped
					Regulations for plastic phase-outs	Continued
	Hemi Smiler General Manager - Climate Change Mitigation	41	33.2	Carbon Neutral Government Programme	Assists agencies to set appropriate targets and reduce emissions	Scaled
					Monitors public sector progress to reduce emissions	Scaled
					Secretariat for Carbon Neutral Government Programme Governance	Continued
				Data Evidence and Emissions Reductions	Offsetting project	Scaled
					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
					Waste strategy target reporting	Pending Rescope
					National waste data framework & supporting systems	Scaled
					National waste data reporting programme	Scaled
				Mitigation Policy	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
				Sustainable Finance	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
					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
	Melody Guy General Manager - Markets	39	31.2	Targets and Budgets	Climate Economic and Fiscal Assessment (joint with Treasury)	Continued
					Projections of emissions - international and domestic	Continued
					GHG projections and modelling	Continued
				Emissions Pricing Policy	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
				ETS Policy	Supports to Biennial Transparency Report	Continued
					Leads the role of price (emissions pricing) within ERP2 - Pricing chapter	Continued
					ETS Review (lead alongside MPI and MBIE)	Pending Rescope
				International Markets	Redesign of the ETS permanent forestry category (alongside MPI.)	Pending Rescope
					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
				Market Assurance and Operations	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
	Shaun Lewis General Manager - Waste Systems	39	38	Market Development	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
				Kerbside Improvements and Food Waste	Negotiations on international carbon markets	Continued
					Quarterly NZU auctions and the auction monitor function	Continued
				Waste Operations	Secretariat for: ETS Advisory Committee, ETS Operational Exec (IME, EPA and MPI), and Managed Auction Service, and Governance Committee	Continued
					Improvements to market governance	Continued
					Oversight of market risks	Continued
	Michelle Kazor Programme Director - Waste Investments	31	31	Waste Product Stewardship	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
				Operations Impact and Improvement	Agriculture emission reduction	Stopped
					Sequestration strategy	Rescoped
					Inform the ERP2 Rural Land Use workstream (MBIE)	Rescoped
					Regulations and policy for kerbside standardisation	Continued
					National food waste behaviour change	Rescoped
					Funding national food waste reduction programmes	Rescoped
	Waste Infrastructure & Circular Solutions			Waste Minimisation Fund	Food waste policy	Continued
					Compliance, monitoring and enforcement (CME) of the WMA 2008 and associated regulations	Rescoped
					Manages the waste levy	Continued
				Plastics Innovation Fund	Intelligence provision and dissemination	Continued
					Regulations and policy for Priority Products	Continued
					Regulated product stewardship schemes – policy development, implementation and regulations	Rescoped
					Voluntary product stewardship schemes - implementation	Rescoped
				Supports function to the waste investment functions/funds across operations, systems, processes, outcomes / reporting	Container Return scheme (currently on hold)	Stopped
					Ensures increased levy funds are used effectively	Continued
					Service design and delivery monitoring	Continued
					Business, analysis& intelligence	Continued
					Platform management	Continued
				Waste Emergency Response Fund + COVID-19 response and recovery funded projects	Waste Strategy and policy implementation through investment, primarily commercial sector	Rescoped
					Waste Minimisation Fund	Continued
					Climate Emergency Response Fund + COVID-19 response and recovery funded projects	Continued
				Waste Action and Investment Plan	Plastics Innovation Fund	Continued
					Supports function to the waste investment functions/funds across operations, systems, processes, outcomes / reporting	Continued
					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	Kaiwhakatare/ 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's changes 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
				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
					Manages and improves the FMS system	Continued
					Develops data systems and deliver reports	Continued
					Provides risk management and assurance advice	Continued
					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
	Lorena Stephen General Manager - Partnerships and Investments	50	32	Strategic 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 natural direction	Pending Rescope
				Strategic Partnerships	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
				Whakamanahia te Hapori - Community Investments	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
				Whakamanahia te Wai	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
	Sara Clarke General Manager - System Enablement	47	18	Policy Implementation	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
					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
	Ilana Miller Programme Director - Jobs for Nature	10	6	Nutrient Management Tools	Policy development and updates	Scaled
					System Performance and Monitoring	Scaled
					Workforce development	Scaled
				Delivery and Oversight	Contaminant management system that enables the implementation of the NPSFM 2020	Pending Rescope
					Overseer redevelopment	Stopped
					Contaminant discharge risk index tool	Stopped
				Transition and Implementation	Exploration of use of input and practice controls	Stopped
					Investigate new approaches to Nutrient Management	Stopped
					Internal regulatory needs analysis	Stopped
				Jobs for Nature Secretariat	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
	Ilana Miller Programme Director - Jobs for Nature	10	6	Ministerial Inquiry into Land Use Response	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
				Jobs for Nature Secretariat	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
					Provides robust advice to RM reform gathered from the intelligence acquired through our work	Pending Rescope
				Jobs for Nature Secretariat	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
				Jobs for Nature Secretariat	Implementation strategy for roll out of the new RM system	Stopped
					Implementation guidance and support for new policy, including RM Reform	Stopped
					First tranche regions project for roll out of RM Reform, especially spatial planning	Stopped

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			
					Running the Financial Audit of the Crown's Accounts	Continued			
					Maintains finance policies, systems and controls	Continued			
				Financial Operations	Accounts payable and receivable	Continued			
					Manages procure to pay processes, faster payments	Continued			
					Provides strategic procurement advice, support and data to senior leaders, governance groups	Scaled			
				Procurement	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			
					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			
	Mike Porter General Manager - Information and Technology	32	25.6	IT Operations	Operational Assurance	Continued			
					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 Architecture	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	Scaled			
				IT Project Delivery	Develops and maintains the Ministry's digital strategy	Scaled			
					Responsible for information Security and architecture and that we meet information security obligations	Continued			
				IT Security	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			
				Knowledge Management & Information Centre	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			
					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			
				Andrew Royle General Manager - Legal and Risk	33	29	Legal - public law (x2 teams)	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							
	Environmental Legal Assistance Fund (external advisors advising the Chief Legal for funding grants)	Scaled							
	Commercial Legal	Advice on broad range of legal matters including - public law considerations and decision making, requirements under Privacy Act and OIA, enforcement related matters	Continued						
		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						
	Risk Assurance and Resilience	Provides commercial legal advice, including to inter-departmental boards	Scaled						
		Leads, engages, and provides support and oversight of Risk, Assurance, and Resilience activities	Continued						
		Reporting to external Audit and Risk Committee, and internal executive governance boards, and Public Service requests	Continued						
	Adelyn Wischnowsky General Manager - People and Capability	31	24	Organisational Development	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				
People Operations				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	Continued				
				Workforce capability and capacity planning, including capability frameworks	Scaled				
				MfE Induction programme	Scaled				
				Payroll services	Scaled				
				Advice and support to leaders on all aspects of employment including change management	Scaled				
Talent				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				
				Health, Safety and Wellbeing policies, processes and practices	Continued				
Pepi Batsos General Manager - Transformation and Operations	84	47	Business Support and Facilities	Employment documentation, onboarding and offboarding	Scaled				
				Advice and support on talent identification and attraction including internal mobilisation	Scaled				
				Candidate management and tracking through recruitment process	Scaled				
			Transformation and Change	Organisational reporting on recruitment / talent management	Continued				
				Travel bookings - flights, accommodation, rental cars	Scaled				
				Project and administrative support	Scaled				
			Operations	Purchasing of stationery, office supplies and equipment	Continued				
				Event management support for internal and external events	Scaled				
				Building services, meeting room and tech support	Continued				
				Leads business transformation and change programme of work	Continued				
				Provides advice to senior leaders, and leads projects, which give effect to MfEs operating model	Continued				
				Provides strategic governance advice and support to Te Mimitiro	Continued				