

## Integrated planning & transformation

<b>Meeting date:</b> 26 March 2024	<b>Written date:</b> 22 March 2024
<b>Sponsor:</b> Natasha Lewis – Deputy Secretary, Strategy Stewardship and Performance Laura Dixon – Deputy Secretary, Business Transformation and Services	<b>Prepared by:</b> Kathleen Mackie, Jennifer Hutcheon, Aidan Meerman
<p><b>What you're updating Te Pūrengi on</b></p> <p>In the months ahead, the Ministry will undertake the biggest change in its history. A large reduction in the size of the Ministry, and the need to change <i>how</i> we work, makes this a genuine transformation.</p> <p>Our objective is to become a more integrated and aligned (strategy-led), agile and sustainable organisation as we downsize, and ensure a mana enhancing experience for our kaimahi through this process. In practice, this means giving effect to our strategy and operating model and managing change well. Several pieces of work are underway to inform and support the transformation. This paper provides as update on:</p> <ol style="list-style-type: none"> <li>1) Operating model implementation – identifying functional refinements or adjustments we can implement through the change process, and advancing initiatives in the five priority areas agreed by Te Pūrengi</li> <li>2) Work programme planning – defining the work the new organisation will need to deliver, based on our new strategy reflecting government priorities.</li> </ol>	
<p><b>Why should Te Pūrengi consider this?</b></p> <p>We need your clear direction and decisions as per the recommendations   actions below to enable teams to move forward at pace.</p>	
<p><b>Recommendations or Actions sought</b></p> <p>I recommend Te Pūrengi:</p>	

Decision or Action paper: Integrated planning & transformation

Te Pūrengi meeting: 26 March 2024

1. **Endorse** proposed actions to refine the operating model (or simply align more deeply to it) in the next stage of change, based on input from Te Pūrengi at their transformation workshop and the recent T3 workshop, taking account of changes to our operating environment
2. **Agree** on proposed choices / prioritisation (including work that needs to stop, functions that will not be able to be delivered or need to be phased or scaled, where further adjustments that may be required) to ensure the work programme fits within MfE's funding and FTE envelope while managing wellbeing.
3. **Agree** to retain flexibility around funding allocations and FTE allocations for Business Groups/Business Units until detailed planning and prioritization decisions are completed and funding is formally confirmed through Budget 24.
4. **Agree** that envelopes will not be static, but will be subject to review and adjustment by Te Pūrengi as part of the quarterly planning process























# Work programme progress, choices and risks

Overall summary and overview by business group

# Work Programme – progress and next steps

## Two core pieces of work underway

We have two core pieces of work to help refine our work programme, and improve oversight for integration and agility:

1. Business group envelope planning and prioritisation choices (slides 15 – 22), utilising information provided by GMs
2. An Integrated Work Plan being developed by programme managers from each business group, discussed on the next slide

## Business Group envelope planning and prioritisation choices

- GMs have made significant progress in resizing and reprioritising our work programme within the FTE envelopes which **now need decisions by Te Pūrengi**. This has involved identifying some potential ‘big calls’ within each business group and across MfE.
- The **majority** of groups are **within their envelopes for 24/25**, but key risks and choices have been identified for TP consideration
- GMs also made **recommendations** on some possible **consolidation of functions**, following the “lift and shift”
- **Chief Advisors** oversaw business group recommendations and adjustments, assessed the implications for MfE at an organisational level (based on the strategic priorities), identified common themes, and noted critical choices and cultural shifts that the quarterly planning and Operating Model processes will need to address (refer slide 16)
- **Chief Advisors** identified [areas where common capabilities are located](#), which should be considered in the next phase of planning

Pages 16-24 withheld under section 9(2)(g)(i) of the Act