



Title	Strategy-led Business Planning
Meeting date: 25 June 2024	Written date: 21 June 2024
Sponsor: Natasha Lewis - Deputy Secretary, Strategy Stewardship and Performance	Prepared by: Kathleen Mackie, Jennifer Hutcheon
What you're updating Te Pūrengi on	
Work programme prioritisation, summary budgets, investment plan for Data Science and Evidence	
Reason for Te Pūrengi's consideration	
To provide direction to enable next steps in business planning	
Have Te Pūrengi considered this item before?	
Yes (work prioritisation, summary budgets). Most recently at the 11 June 2024 Te Pūrengi meeting.	

Recommendations or Actions sought

We recommend Te Pūrengi:

Work programme prioritisation

1. **Agree** what work will be stopped
2. **Provide** any further information following initial Ministerial conversations on stop | scale | defer
3. **Note** work in progress to complete detailed business planning with GMs including work proposed to be passed to another group
4. **Provide** feedback on the proposed quarterly planning process, decision accountabilities or feedback on the draft agenda

Strategy

5. **Note:** Work on resetting MfE's strategic direction is on-going. Early thinking on how we can take MfE with us is provided in the appendix
6. **Note:** Te Pūrengi will receive a first draft of strategic direction for early consideration in advance of 2nd July away day

Finance

7. **Approve** the Budgets for Business Group/Business Units, as summarised in this pack, for 2024/25.
8. **Agree** that further reprioritisation of funding will be approved by Te Pūrengi following Quarterly planning and prioritisation decisions of the unallocated portion of \$7.17m.

Investment Plan for science, data and evidence

9. **Approve** the Investment Plan approach, including high-level investment priorities
10. **Agree** to delegate Te Mīmiro to make the final decision on the priorities for spend for the unallocated portion of the DSE budget in late July
11. **Agree** that relevant CCMRE, EMA and PIE GMs, with managers' and principals' input as requested, help finalise direct policy support needs in Q1
12. **Note** that the Science and Evidence Unit (in SSP) will be overseeing the development and delivery of the Investment Plan, and tracking and reporting



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Strategy-led Business Planning

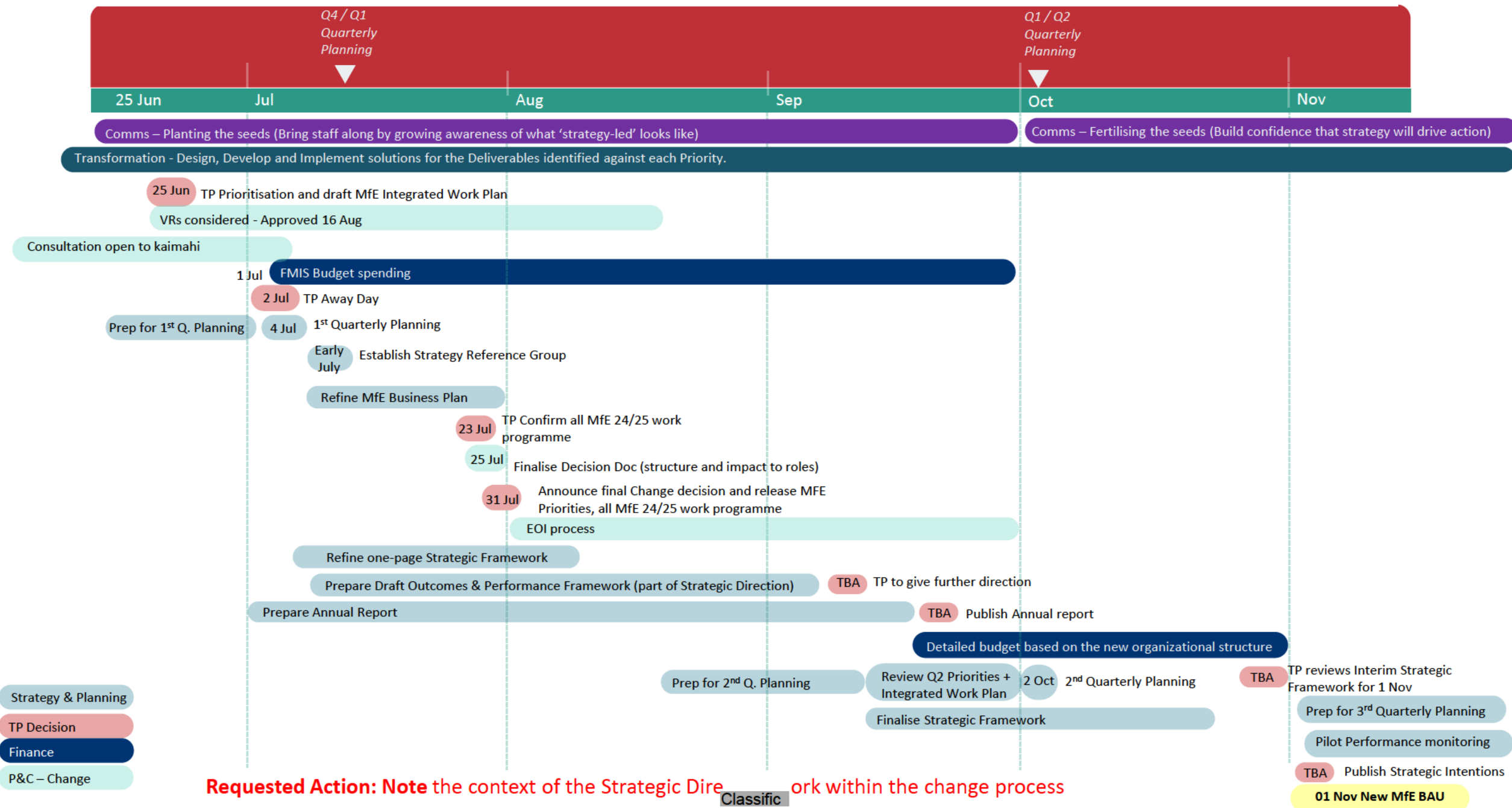
Te Pūrengi 25 June Meeting

Key Messages


This paper follows your meeting on 11 June.

- **Part 1** of the paper sets out the timeframe for finalising the work programme with a focus on decisions for:
 - work proposed to stop alongside information sharing following Ministerial conversations
 - Initial conversations on ‘hand to another business group’
 - the proposed quarterly planning process, decision accountabilities and any further feedback on the draft agenda for 4th Jul
- **Part 2** of the paper sets out the summary budgets for Business Group/Business Units for 2024/25, seeks discussion around the **priority and non-priority spend** and agreement for further reprioritisation of funding following quarterly planning
- **Part 3** of the paper provides the requested **investment plan for Data, Science, and Evidence** seeking your endorsement of the plan’s approach

Strategy, Business Planning, Finance and P&C high-level timeline



Strategy, Business Planning, Finance and P&C detailed timeline

		25 June TODAY	01 July	02 July	04 July	W/c 08 July	W/c 23 July	30 Sept	02 Oct	June	July	August	September	October	November
Business Planning, Strategy & Finance	<p>25 June: Today</p> <ul style="list-style-type: none"> ★ Decide what work will stop, scale, transfer following discussions with Ministers and within business groups ★ Provide feedback on the proposed quarterly planning process, decision accountabilities or feedback on the draft agenda ★ Note: Work on resetting MfE's strategic direction is on-going. Early thinking on how we can take MfE with us is provided in the appendix. ★ Note: Te Pūrengi will receive a first draft of strategic direction for early consideration in advance of 2nd July away day 	<p>1 July</p>  <ul style="list-style-type: none"> • FMIS Budget available for all managers for operation spending. <p>02 July:</p> <ul style="list-style-type: none"> • Te Pūrengi Away Day - Strategy check ahead of quarterly planning / provide direction for Strategy products <p>04 July</p> <p>1st Quarterly planning:</p> <ul style="list-style-type: none"> • Presentation by Business Group on performance Q4 look ahead Q1 • Stress test whole of MfE Priorities and associated Work Plan • Workshop proposed All MfE 24/25 work programme by MfE Priority to set and agree targets for the next quarter <p>W/c 8 July: Use output of Quarterly planning to refine MfE Business Plan</p> <p>W/c 23 July: TP confirm All MfE 24/25 work programme for release alongside decision document</p> <p>Late July</p> <ul style="list-style-type: none"> ★ Draft All MfE 24/25 work programme released post consultation 	<ul style="list-style-type: none"> • Develop project plans based on MfE priorities • Socialise the interim Strategic Framework with a group of MfE Champions (tbc) • Outcomes Framework – confirm high level outcomes • Performance framework – confirm high-level performance measures <p>★ Approve draft Strategic Framework</p>	<ul style="list-style-type: none"> • Continue developing project plans based on MfE priorities • Continue socializing the draft Strategic Framework • Release updated work programme with decision document <p>★ Publish Annual Report (TP BAU)</p> <p>30 September:</p> <ul style="list-style-type: none"> • Te Pūrengi Away Day– collective check of progress towards strategy ahead of Oct quarterly planning 	<p>02 October</p> <p>2nd Quarterly Planning</p> <ul style="list-style-type: none"> • Quarterly Planning to lock in Business Plan and work plans <p>Late Oct</p> <ul style="list-style-type: none"> • Confirm outcomes-led performance framework (TP priority 2) • Finalise Strategic Framework • Release final work programme for OpModel 	<p>01 Nov</p> <ul style="list-style-type: none"> ★ New MfE BAU to deliver to business plan and work plans • MfE new OpModel commences <p>Timing TBC</p> <ul style="list-style-type: none"> ★ Publish Strategic Intentions (TP priority 2) 									
	P&C	<p>02 July:</p> <ul style="list-style-type: none"> • Change Consultation closes <p>25 July:</p> <ul style="list-style-type: none"> ★ Approve final decision post consultation <p>31 July:</p> <ul style="list-style-type: none"> • Announce final decisions on change proposal 	<ul style="list-style-type: none"> • EOI process <p>16 Aug:</p> <ul style="list-style-type: none"> • VRs finalised 	<ul style="list-style-type: none"> • EOI process 											

Part 1:

Work programme prioritisation

You are being asked to:

Work programme:

- **Agree** what work will be stopped
- **Provide** any further information following initial Ministerial conversations on stop | scale | defer
- **Note** work in progress to complete detailed business planning with GMs including work proposed to be passed to another group
- **Provide feedback** on the proposed quarterly planning process, decision accountabilities or feedback on the draft agenda

Strategy:

- **Note:** Work on resetting MfE's strategic direction is on-going. Early thinking on how we can take MfE with us is provided in the **appendix**.
- **Note:** Te Pūrengi will receive a first draft of strategic direction for early consideration in advance of 2nd July away day

Continuing prioritisation decisions: continue, stop, scale, defer or pass to another business group

Work programme:

- The next slide contains a high-level summary of MfE's priority work for Q1 **as agreed** by Te Pūrengi on 11th June
- In addition to the agreed priority work, conversations are underway with Ministers regarding continue | stop | scale and defer as per initial advice provided to Ministers
 - [24-25 work programme initial advice.docx](#)
 - [1 year work Programme - Minister conversations - June 2024.pptx](#)
- Te Pūrengi are asked to **agree what work will be stopped** and provide any **further information** following Ministerial conversations
- Conversations are underway with GMs on the **detailed work programme**.
- The intention is to release the **detailed work programme** at the same time as consultation decisions on approx. 23rd Jul. This will require top-down cascade of messaging

Strategic direction refresh:

- Work on resetting MfE's strategic direction is on-going. A slide providing information on how the team envisage we can take MfE with us is provided in the **appendix**.
- Te Pūrengi will receive a **first draft of strategic direction** for early consideration in **advance of 2nd July** away day and have an item to convey progress to **Tier 3** as part of the session on 4th July

MfE Work Priorities Q1 2024/2025 - refer to [summary ppt \(link\)](#) for business-group level priorities

The following work priorities have **been agreed** as the highest priority work for Q1 [11th June]

Strategic Priorities	Environmental Ministerial: Effective RM system / Prepared for the future / Cohesive and Integrated				Organisational: Strategic & Impactful / Partnering and enabling / Evidence-led		
Priority outcomes	<u>Resource management:</u> More efficient consenting regime	<u>Climate mitigation:</u> Frameworks in place to meet emissions targets and budgets	<u>Climate adaptation:</u> Framework in place to support decisions on risk and funding	<u>Waste and resources:</u> Reducing emissions from waste	<u>Transformation:</u> Embedding core Operating model changes	<u>Evidence & Data:</u> Improving the collection & reporting of data and evidence	<u>Focused on Partners:</u> Maintaining critical relationships
Priority work programmes	<ol style="list-style-type: none"> RM Reform RM National Direction 	<ol style="list-style-type: none"> ERP2 Emissions trading scheme: Ag. emissions 	<ol style="list-style-type: none"> Climate Adaptation Framework 	<ol style="list-style-type: none"> Waste Min. Act Hazardous Substances & vulnerable landfills Waste investments 	<ol style="list-style-type: none"> Transformational Priorities A Strategy-led MfE 	<ol style="list-style-type: none"> Env data system improvements Scoping centralised systems and tech 	<ol style="list-style-type: none"> Strategic relationship management
Q1 Priority projects	<ul style="list-style-type: none"> RM Reform Bill 2 preparation RM Reform [CAB] – Fast Track RM Bill 1 [CAB] RM – National Direction (staged): <i>Housing and urban development; Freshwater; HPL, Infrastructure; NES DW; Natural Hazards</i> Farm planning changes RM Reform Bill 3 preparation Litigation (Waitangi Tribunal; Ngai Tahu) Cabinet Quarterly Plan deliverables 	<ul style="list-style-type: none"> PM Climate Target 9 (CCIEB) NDC2 ERP2 consultation and draft policies ETS backstop draft legislation ETS further changes Methane Science Review Cabinet Quarterly Plan deliverables 	<ul style="list-style-type: none"> Climate Adaptation Framework Recovery (Flood Control OIC) Response to CCC NAP Report Developing the Climate Data Initiative (<i>as part of improving the environmental data system</i>) 	<ul style="list-style-type: none"> Waste Minimisation Act scope extension ERP2 consultation (waste) Hazardous substances legislative amendments Waste: Container policy and Construction and Demolition policy Investment portfolio management 	<ul style="list-style-type: none"> Change consultation and decision Selection process Ramp up buy-in for new ways of working, incl. Te Ao Hurihuri Reconfigure back office systems and mobilise for 1 Nov Talent mobilisation model / approach Prioritisation via: <ul style="list-style-type: none"> Integrated MfE work plan Strat on a Page, Strat Intentions Outcomes Frwk & Perf. Measures Mature Quarterly Planning process Finalise Business Plan 	<ul style="list-style-type: none"> Improving env data systems: <ul style="list-style-type: none"> ERA amendments Options paper for ministers Climate Data Initiative Investment Plan for science and data Integrated MfE investment roadmap for external partners IT systems stocktake RASCI for data teams to support integration 	<ul style="list-style-type: none"> Centralised strategic relationship management framework incl. Q2 relationships plan (ministerial, policy, programme, private, research sector) Integrated engagement plan International relationships – Trans-Tasman 2+2 forum Clarify role of pan-Māori and Iwi advisor groups in Minister work programme
Background/ Enabling	Statutory Obligations and Responsibilities - MVP and staged delivery; Finance; Ministerials; IT; coord + PMO; P&C; Comms & Engagement; Science & Data ; Treaty obligations, Māori-Crown Relationship, Treaty Settlements, Māori Strategy & Relationships						

Work proposed to 'stop' by Business Group & Minister portfolio

Minister Bishop	Minister Watts
Minister Hoggard	Minister Simmonds

The following table summarises proposed work to be stopped.

Requested action:

- **Agree** this work will be stopped (recognising that in many instances this requires decisions from Ministers to agree)
- **Provide** any further information following initial Ministerial conversations on stop | scale | defer

MfE Business Group	STOP	PORTFOLIO
<u>Environmental Management and Adaptation</u>	Commercial forestry	Minister Simmonds
	Monitoring adaptation preparedness	Minister Watts
	Progressing development of any further adaptation tools and guidance	Minister Watts
	No small standing function or centre of expertise on recovery (would need to stand up from scratch in a new event)	Minister Simmonds
	RMA Treaty Implementation and pilot work (aligned to previous reforms)	Minister Bishop
	RM Reform Phase 3 substantive work (2025)	Minister Bishop
<u>Climate Change Mitigation and Resource Efficiency</u>	Amendments to the Climate Change Response Act	Minister Watts
	Ecolabelling trust	Minister Simmonds
	Contaminated land technical guidance	Minister Simmonds
	Minamata ratification – pause due to dependency on NES-Air Quality	Minister Simmonds
<u>Partnerships, Enablement, and Investments</u>	Kaiwhakare	Minister Simmonds
<u>Strategy, Stewardship and Performance</u>	Evidence base for reporting on non-forest carbon sequestration not funded	Minister Watts
	Environmental and Climate Research Strategy system implementation	Minister Simmonds (<i>also relates to all Ministerial portfolios</i>)
	Natural Capital Project	Minister Simmonds
	Digital Futures work (implement former RM Reform)	Minister Bishop
	Environmental limits and targets	Minister Bishop
	Behavioural Science and systems change, teaming services, structural dynamics	Minister Simmonds
	Recloaking Papatūānuku	Minister Simmonds
	Environmental expenditure mapping	Minister Simmonds
	Ngā Mātāpono rollout/implementation	Minister Simmonds

MfE Business Group	STOP	PORTFOLIO
<u>Business Transformation and Services</u>	<ul style="list-style-type: none"> • ICT investment: no capacity for new systems, need to scale others e.g. PlanView, CRM • Hybrid, remote and flexible working improvements • Ministerial Services to be responsible for preparing the Ministers bags each day – BSCs will no longer provide back-up support on days when no MS staff in office 	N/A

Pages 11-78 withheld under section 9(2)(g)(i) of the Act, or withheld as out of scope.