Resetting the Ministry

Final decision document

25 July 2024

What's in here

Ministry for the
Environment
Manatū Mō Te Taiao

Message from the Chief Executive

Ministry for the
Environment
Manatū Mō Te Taiao

Tēnā koutou e te whānau,

The decisions in this document follow a large amount of thoughtful and constructive feedback from kaimahi over the past four weeks. On behalf of Te Pūrengi, I want to say a huge thank you for taking the time to provide your insights and ideas. We have considered them all. As you'll see here, and in the accompanying business group documents, these have changed the proposal in meaningful ways.

The main difference is in headcount. While the original proposal saw a greater proportion of our funding spent on staff than in previous years, we have agreed to increase that further. Seventeen positions have been added in the first year and 17.5 in the second, which we will pay for by reducing the pool of funding available for discretionary spending, including on consultants and contractors.

We agreed with many of you that there is too much work to do right now. The additional staff will help ensure we can deliver government priorities, and our ongoing obligations.

Nevertheless, the final decisions will result in a significant number of our kaimahi leaving over the next three months. These include many on fixed terms whose contracts will end on October 31. These people came on board to provide expert advice during an extraordinarily busy and productive time. They're a valued part of the MfE whānau and should be proud of what we delivered together. I know I am.

A further 52 permanent kaimahi have also accepted offers of voluntary redundancy in this round so far and will leave at around the same time. This is on top of the 45 who have already left through the first round of voluntary redundancies.

Finally, there will be more changes as we move through the selection and appointment process, including in the second round when there may be opportunities for some fixed term kaimahi and those from other cohorts, to be considered for any remaining roles.

Everyone who leaves us through this process should know they have made their mark on the Ministry and on all of us.

For those who remain there is a huge amount of work to do. And, while we will all miss our colleagues, there will be significant opportunities to make an impact in the areas you care about as we move into the future.

At the end of this phase of change, the Ministry will still be a much larger and more effective organisation than it was in 2017. We will do less in some areas, but by understanding our role in the environmental system, and prioritising our work, we can continue to grow our impact.

As the Government's primary advisor on the environment, we have a critical job to help communities, and natural and urban places flourish now, and in the future. As New Zealand faces some of the biggest challenges of all time, our work has never been more important.

Thank you all once again, for your manaakitanga, and your professionalism. Please continue to take care of yourselves and each other and reach out for help if you need us during the next stages of change.

Ngā mihi nui ki a koutou,

James

Resetting the Ministry - Decision Document

How we've engaged people

Consultation on the proposal opened on 5 June. Following feedback, we extended the consultation period to 2 July, to give kaimahi more time to review team descriptions alongside the main consultation document.

Over the course of the consultation period kaimahi have had the opportunity to ask questions, offer their perspectives, and access supplementary information through:

Regular Teams updates with James

Kōtahitanga meetings

Business group and Business unit updates

Drop-in sessions

Regional office visits

Q&A page on Te Taiao

Dep Sec ask me anything sessions

Regular PSA meetings

Employee-led Network meetings

Email updates

James' and Dep Sec Blogs

Ministry for the **Environment**
Manatū Mō Te Taiao

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Where to get support

If you have any questions about the outcome of the Resetting the Ministry decisions, or the next steps of the process, you can:

- talk to your people leader

- talk to your PSA Delegate if you're a PSA member

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

You can find more information on next steps and what you can expect from us in our Management of Change guidance.

If there is any other support we can provide you at this time of change, please feel free to discuss with us.

A guide to the decisions

How to read this document

Our decision-making principles

How to read this document

This document outlines the final decisions made following kaimahi feedback on the Resetting the Ministry change proposal, released in June 2024.

It summarises the main decisions made at a ministry level, and responds to the key themes that emerged through the feedback.

At the back of this document, you'll find a timeline, taking us through next steps from the selection process, which begins on July 26, to implementation of the new structure on about November 1.

You should read this document alongside **detailed information packs provided for each business group.** You can find these on **Te Taiao here** and they include:

- Final organisation structures for business groups, units and teams
- Impact tables – showing the impact of the final decisions on individual roles.
- Team descriptions
- Cohort information – including how voluntary redundancies have impacted the numbers.

As part of the Selection Process (beginning July 26) we'll provide more information about:

- How to express a preference in a role
- Information about each role including minimum requirements
- The work programme – so you can see which units are leading on a piece of work
- Q&As which we'll update as further questions come in.

3 sets of information...

1. This decision document should be read alongside:

2. Business Group Packs - business group structures and decisions detail (available July 25)

3. The Selection Process - guide and form, along with work programme and team information (available July 26)

All this material can be found on the change hub on Te Taiao

Our decision-making principles

We received over 470 submissions on the proposal, with over 1500 decision points. Te Pūrengi committed to following this set of principles in our decision-making:

Upholding our operating model, which provides for the core capabilities required for the Ministry to be successful and how they will fit together. This includes our commitment to Te Ao Māori.

Alignment to the Ministry's strategic priorities – whether proposals supported our ability to deliver our work programme.

Capability levels – we considered whether each part of the organisation would be set up to play its part effectively.

Cost-neutrality – the need to live within our means.

Diversity, equity, and inclusion – considering how proposals might affect kaimahi differently.

Whole-of-organisation focus (collective decision-making) – looking at the requirements of all business groups together, recognising that decisions in one area will often affect others.

Executive summary

Executive summary – key decisions

Following feedback, we have agreed a small increase in staffing over that proposed in June. This amounts to an extra 2.1% in 2024/25 and an extra 2.4 % in 2025/26

The Ministry has a busy work programme over the next two years, and is contributing to a number of government priorities, including the delivery of RM reforms. Through feedback, kaimahi questioned our ability to deliver in key areas, with the extent of staff reductions that had been proposed. We agree that more of our resources are best spent on kaimahi during this time. These additional positions will be paid for by reducing funding available for discretionary non-FTE – including on contractors and consultants.

- For 2024/25 - the current financial year there will be **an increase of 17 roles** from that proposed, giving a **total of 836 FTE.**
- **128 of these first-year roles will be delayed redundancy** positions that end on 30 June 2025.
- For the next financial year, 2025/26, we will start with 714 FTEs reducing to **707.5 FTE by January 2026**, when some time-limited transitional roles end. This amounts to an increase of 17 roles on that proposed in year two.
- Overall, the final figures represent an approximate 30 percent reduction in FTE staff by July 2026 from the 993 we started the change process with in June this year.

The final decisions see small staffing increases across most areas of the Ministry, but are largely due to:

- Additional central servicing required to maintain our critical levels of corporate services support including in change, P&C, and IT delivery. (+3.5)
- More staff in OCE to support policy quality and ministerial servicing. (1.5)
- Data and Evidence additional data engineer and a lift in staffing to better support an evidence-based approach across MfE (+3)
- Te Ao Māori roles – to increase capability in rights and interests and Māori engagement in order to meet Te Tiriti obligations and treaty settlement commitments. Also support in P&C, (6.5)

We've also made some adjustments to seniority, resulting in reductions to the principal (-12) and manager cohorts (-4) and less of an impact than proposed on the senior advisor cohort (+27) and advisor/analyst (+9.5) cohorts. We are still aiming to shift to a more balanced structure over time. Please note, that current cohort numbers have also changed, and some cohorts have been merged to provide as many opportunities as possible for kaimahi to be placed in the structure. See page 25.

A stepped approach
As proposed, we will take a stepped approach to reducing staffing over the two financial years.
1. At the end of October 2024, contracts for most of our 148 fixed term kaimahi will end, and more kaimahi will leave through voluntary redundancies.
2. We will largely manage the FTE reduction between the 2024/25 year and the 2025/26 year through 128 delayed redundancy positions, which will end on 30 June 2025.
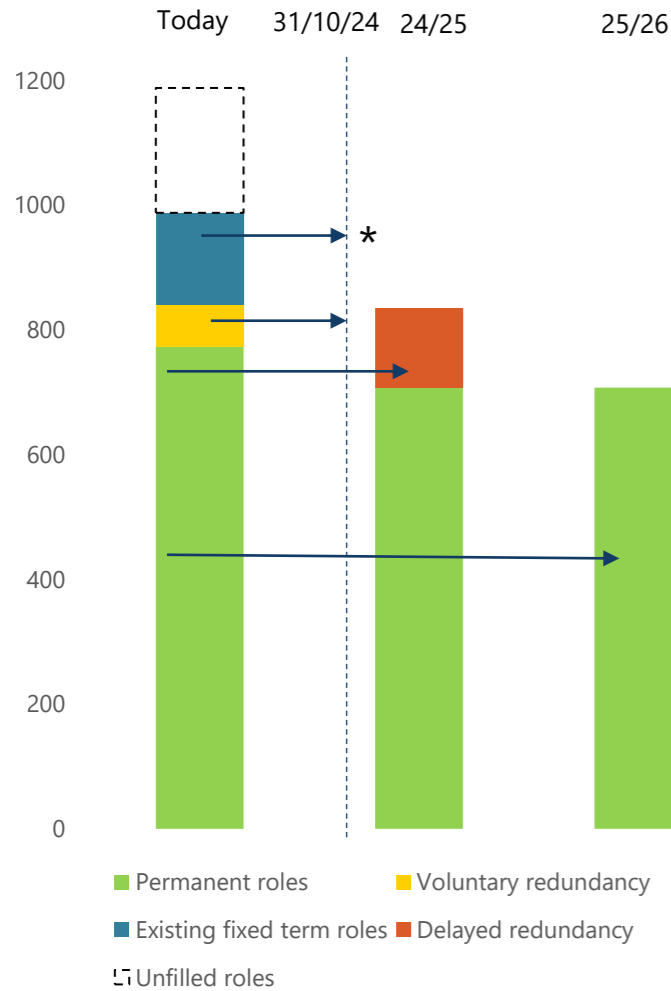
* After the initial Expressions of Preference process for permanent kaimahi, there will be opportunities for fixed term kaimahi to participate in the next phase of the selection process for any roles which remain unfilled.

Summary: Impact on current kaimahi

Impact on current staffing

As of July 18, the Ministry has a total of 988 full time equivalent (FTE) kaimahi. The final decisions would see our FTE numbers drop to:

- 836 FTEs in 2024/25
- 707.5 FTEs in 2025/26

The following tables outline our 'current' staffing levels both when the proposal was released, and now (as of July 19). The bottom table shows how the final structure compares with that proposed.

'Current' staffing

	Permanent	Fixed term	Vol Red (accepted)	Total
29 May 2024	837	156	n/a	993
19 July 2024	788	148	52	988

Structure – proposed vs final

	Proposed	Final	Final split
24/25	819	836	707.5 permanent
			128 delayed red*
25/26	690	707.5*	

The tables show there are more roles available in the first year of the new structure than there are current permanent kaimahi. It is likely that, through the selection process, a large proportion of these kaimahi will be offered a role, through reconfirmation or reassignment, although about 128 of these will be delayed redundancy positions.

***However**, the impact on individual permanent kaimahi will depend on your current cohort and whether your skills and capabilities match the new roles in the structure.*

Te Pūrengi had earlier agreed the fairest way to appoint people into new or contested roles is to take a cohort approach. For example, managers deemed affected by the proposal would be able to express an interest in manager roles across the Ministry, and advisors would be able to express an interest in advisor roles.

Some cohorts are more impacted by proposed role reductions than others. While the final decisions have reduced the impact on the senior advisor cohort, there is a still a greater reduction in these positions than others. **You can find much more detail about the cohorts at page 25**

Voluntary redundancy, or voluntary delayed redundancy

- At any time up to **August 18**, permanent kaimahi who want to voluntarily end their employment with the Ministry may express an interest (EOI) in voluntary redundancy.

- Kaimahi may also express interest in a delayed redundancy position during the selection process. This means that if you are successful and accept the offer of a delayed redundancy role you will be required to serve in the role for its duration.

- There are a number of fixed term roles in the final structure which are effectively delayed redundancies until June 30, 2025. We would try to match you to one of these, if you qualified. If accepted for delayed voluntary redundancy you would also be entitled to redundancy pay at the end of the fixed term.

- More detail about all these options, including a redundancy calculator and EOI form, **can be found on Te Taiao HERE**.

- **Voluntary reduction in hours**

- During the selection process you will also be able to indicate if you would like to be considered for a role but on reduced hours. We will do our best to try to accommodate this preference. These will not result in the creation of new roles.

It is also likely there will be positions we can't match kaimahi to in the Expression of Preference (EOP) phase, due to minimum skills and experience requirements. These may be filled in the second phase of the selection process, by inviting expressions of interest from kaimahi from other cohorts, or existing fixed term staff, or in some cases going to the market for applicants. **More information will be provided in the selection process pack, due to be provided to you on July 26**

does not include additional temporary delayed redundancy roles finishing Jan 2026

Bringing our operating model to life

The journey so far

Change has been a constant at the Ministry for the last five years, as we've grown from an organisation of around 300, mostly Wellington-based people, to more than 1000 up and down the motu, to deliver major reforms.

The operating model review launched in May last year recognised the need to take stock. At that point we were anticipating a significant reduction in our workforce, and a shift in the focus of our work, as key reforms entered a new phase and time-limited funding came to an end. A deteriorating economy and pressure on the Crown's finances only reinforced the need for the Ministry and the wider public sector to take a fresh look at the way we work.

But shrinking funding levels weren't the only pressure. As we grew fast, and worked at pace to deliver major reforms, we had begun to operate in ways that were unsustainable for kaimahi and partners across the environmental management system.

After extensive input from kaimahi, we ended the year with a refreshed operating model, new business groups and a smaller senior leadership team.

The model was designed to last as we changed in size and endures through these latest decisions. However, it was never just about how we were structured.

Te Pūrengi also agreed to make changes to *how we worked* including to our internal processes, tools, technology and data, our approach to governance and performance. These would make it easier for us to do our best work.

Work on this part of the Ministry's transformation has been going on largely in the background while we implemented the new structure, and consulted with kaimahi on the proposals to reduce in size.

Over the next few months, progress on our wider transformation will become more obvious, including as we manage our workload, and practice being truly strategy led through quarterly planning and prioritisation.

What comes next

In parallel with changes to our structure and workforce, we've started making changes to the way the Ministry works, as part of a wider Transformation Programme. This includes:

- **Refreshing our strategy**. While we will make gains through changes to the way we work, there is no question we will need to do *less* as an organisation. To be as impactful as possible, we are zeroing in on our core legislative mandate.

- **Prioritising our work programme**. A sharper focus will help us prioritise better. We've started to do this through conversations with Ministers and a new quarterly planning process led by Strategy, Stewardship & Performance. The process will treat the Ministry's work programme as a single, integrated portfolio, served by a single, integrated workforce.

- **Managing our capability more deliberately**. We're developing new capability and performance frameworks for leaders and kaimahi in general. Being clearer about expectations will help ensure we're all "playing to role" and operating more effectively as a team. It will also support a more targeted approach to growth and development.

- **Becoming more flexible**. Treating the Ministry's work as a single package, and better understanding our capabilities, will allow us to better manage peaks and troughs in the work programme by reallocating work or moving people into different areas to provide support where its needed, where they have appropriate skills and experience.

- **Improving systems, processes, and tools**. A tighter budget limits the types of systems we can invest in, but there's a lot we can do to make work easier. We have simplified approval processes, introduced a new one-stop service hub, Te Pokapū, and will launch new digital dashboards to make it easier to manage budgets, workflows, and team health.

You'll see this mahi increase in months ahead. In addition to initiatives like these, we'll be talking together about the *culture* we need to support our new focus and ways of working.

Your feedback – themes and response

Summary of key feedback themes

Through the submissions received, the following themes were evident in many. They are outlined in more detail in the following pages.

Clarity of responsibilities, and ways of working

A number of submissions focused on where different types of work or functions would be carried out. Who's responsible for what, and how things would work in practice.

Workstream capability and resourcing

Submissions from across the Ministry focused on our ability to deliver our work with fewer people and less funding. Some focused on specific capabilities the Ministry will need to succeed.

Te Ao Māori and commitment to Te Tiriti

Some submissions focused on the Ministry's ongoing commitment to Te Ao Māori and the Treaty relationship, the capabilities required to fulfil Treaty obligations, and our ability to engage with Māori.

Seniority balance and distribution of roles

A number of submissions focused on the number of roles at different levels, some inconsistency about how certain roles were used across the Ministry, and the overall seniority balance.

Service delivery models for 'central' functions

A number of submissions focused on how we will deliver centralised services, and manage expectations appropriately around service levels, under the new model.

The selection process, and diversity, equity, inclusion

Some submissions from individuals and our Employee-Led Networks focused on the selection process, and how we will support diversity, equity, and inclusion.

Clarity of responsibilities and ways of working

Feedback	Response
A number of submissions focused on where different types of work or functions would be carried out. People wanted greater clarity around a number of cross-organisational functions, including: • How the Ministry's data function would operate, including corporate, system, and environmental data • The roles and responsibilities of business units and teams with a Te Ao Māori or Treaty focus • Where work relating to RMA statutory functions would be carried out • Portfolio coordination – it was proposed this function shift from the BTS business group to SSP • Ways of working in general, noting the need for well-defined practices to bring the operating model to life once we have settled into the new structure.	Decisions on this topic were guided by our operating model, which provides a blueprint for how the Ministry is set up and works in practice. After considering the pros and cons of different arrangements, we have decided to: • Retain the approach to our data function. The IT team in BTS will deliver technology-related aspects of the function. SSP will carry out data analysis and the develop data-driven products, such as environmental reports. Where there is an overlap in these responsibilities, such as data cleansing, the two functions will work closely together. • More sharply define the roles and responsibilities of business units and teams with a Te Ao Māori or Treaty focus, alongside an increase in resources for these functions (see next theme), building on initial work in this space. *Refer to the TMK, EMA, and PIE themes for details on the focus of relevant teams.* • Move the RMA statutory functions to the PIE business group, recognising that these functions are a way the Ministry "enables" the existing resource management system, and the important role partnerships play in this work. • Move the programme and project coordination function to SSP. The function was originally located with BTS because in practice many of the roles had a general administrative focus. The reduction in the number of portfolio coordination roles will result in them becoming much more focused, and in this context they naturally sit alongside programme and project management. In the months ahead, after we have completed the current change process, the Ministry's Transformation Programme will have an increasing focus on ways of working. This includes the practices needed to support the effective flow and integration of work across the organisation. *Please note refinements have also been made to the focus of some individual business units and teams (the examples above relate to functions operating across, or shifting between, business groups). See the business group summaries for more details.*

Workstream capability and resourcing

Feedback	Response
Submissions from across the Ministry focused on our ability to deliver our work with fewer people and less funding, and the capabilities we need to be successful. As part of this, submissions sought more information on the specific pieces of work the Ministry will be doing, and what will be stopped or deferred from now on. In addition to these general resource pressures, some submissions highlighted: • A view that the roles relating to kaupapa Māori were decreasing more than the Ministry average • A concern that some IT functions would decrease below minimum levels required for some services. *Also see related themes: Service delivery models and 'central' functions; Te Ao Māori and commitment to the Treaty.*	We agree with submissions that as a smaller organisation, we will need a more focused work programme. We will need to prioritise more effectively, and become more flexible, moving our resources in response to peaks and troughs in the workload. The Ministry's new operating model is designed to help us make this shift: • We are developing a refocused strategy for the Ministry, closely tied to our mandated responsibilities under the Environment Act, and working with Ministers to prioritise our work programme. • The SSP group has been set up to oversee the Ministry's entire portfolio of work, ensuring our mahi is tightly aligned to our strategic priorities, and support organisation-wide prioritisation. • We have centralised a range of functions to: 　– Ensure we retain critical mass as we get smaller 　– Make it easier to prioritise where we focus specialised support 　– Provide cover and continuity of service where we can. • We have initiated a quarterly planning and review process to keep us on track and better manage resources. In relation to the highlighted areas: • We have increased the roles relating to kaupapa Māori, including positions in EMA, TMK, and BTS • We have included some additional roles in IT on a fixed-term basis, while we make a deeper assessment of our ongoing IT resourcing needs in the context of the Ministry's new focus and a rapidly changing IT landscape.

Workstream capability and resourcing

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• A concern that some IT functions would decrease below minimum levels required for some services
 	
Also see related themes: Service delivery models and 'central' functions; Te Ao Māori and commitment to the Treaty.
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	• We have included some additional roles in IT on a fixed-term basis, while we make a deeper assessment of our ongoing IT resourcing needs in the context of the Ministry's new focus and a rapidly changing IT landscape.

Te Ao Māori and commitment to Te Tiriti

Feedback	Response
Some submissions focused on the Ministry's ongoing commitment to Te Ao Māori and the Treaty relationship, the capabilities required to fulfil Treaty obligations, and our ability to engage with Māori. Key questions included: • How the Ministry will uphold its commitments under Te Whāinga Amorangi and Te Ao Hurihuri in the change process • What steps will be taken to enable all kaimahi to support the Ministry's statutory and other Treaty obligations • How kaimahi, and Te Rōpū Māori, will have opportunities to contribute to the Ministry's new strategic direction • When the internal Māori Governance Board proposed in Phase 1 of the operating model review might be set up.	We remain committed to bringing the Treaty of Waitangi into our work every day, as part of the Crown and to fulfil specific requirements of the Ministry under the Environment Act and Treaty settlements. Key elements of our operating model reinforce this commitment, including our business group dedicated to Kaupapa Māori (Tūmatakōkiri), the Tiriti team in EMA, and specialist roles across the Ministry. In reviewing feedback, we considered our core capability needs for engagement with Māori alongside the timing for specific reforms. We have: • Increased the Pou Tikanga role in OCE to full time • Increased the number of roles in the Tiriti unit in EMA; note the unit supports teams across Te Manatū • Added a new role in People and Capablity to support the development of all kaimahi in Te Ao Māori We also commit to: • Incorporate formal requirements relating to Te Ao Māori in individual roles – recently completed for GMs, Chief Advisors, and Team Leaders • Incorporate requirements for all other roles in new leadership and people capability frameworks to be introduced later this year • Include initial minimum requirements in the selection process for the current change • As part of the Ministry's governance review, ensure Kaupapa Māori and Tiriti responsibilities are embedded in Te Pūrengi, Te Mīmiro, and Te Aukaha terms of reference by 1 November, and assess whether a new board is also required • Tūmatakōkiri will be working in partnership with SSP in the refresh of our Strategic Direction and in the development of the supporting Performance Framework.

Seniority balance and distribution of roles

Feedback	Response
A number of submissions focused on the number of roles at different levels, some inconsistency about how certain roles were used across the Ministry, and the overall seniority balance. For the policy groups (EMA and CCMRE) in particular, it was noted that there had been a greater reduction in seniority in the CCMRE group. Some submitters also sought a better spread of roles to support career progression. Some submissions focused on the different reporting lines for principal advisors across the Ministry. Under the structure, where principals operate across a business group, they report to GMs. Where they focus on a specific area of expertise, they report to managers. Some submissions expressed concern that principals reporting to managers might be disadvantaged relative to others when it comes to opportunities for growth and development.	The Ministry's rapid growth in recent years has resulted in a workforce higher in both seniority and salary than public sector averages, partly due to the complexity of the reforms. We are seeking to rebalance the seniority of our workforce over time, while ensuring we retain the capabilities and institutional knowledge required to deliver our work. We started this transition under the first phase of the operating model implementation last year, when we reduced Tier 2 and Tier 3 roles by around 20 percent. These have subsequently been reduced further. We are now making additional changes to reduce the seniority of our workforce, particularly at the senior analyst / advisor level, which has seen the most significant growth in recent years. However, we agree seniority levels should be consistent where possible across the organisation, and in response to feedback each business group has reviewed its seniority balance. Please see the respective business group summaries for details. We have not changed reporting lines for principal advisors. The Ministry deliberately adopted a more flexible, less hierarchical approach to reporting lines last year, to make it easier for leaders to access different levels of capability (both junior and senior). But we agree care is needed to ensure all staff have equitable access to growth and development opportunities. To support this, we will: • Introduce new expectations for all roles in the new people capability and performance framework being launched later this year, with a more structured review process, to help ensure we evaluate performance consistently. • Make development opportunities a consideration in the new approach to mobilising people across the Ministry as we seek to manage peaks and troughs in the workload.

Service delivery models and 'central' functions

Feedback	Response
A number of submissions focused on how we will deliver centralised services, and manage expectations appropriately around service levels, under the new model. Submissions were provided by both members of central teams and business units which rely on their support. Examples include: • Corporate services provided by BTS e.g. finance, recruitment, IT, business support, legal, procurement • Communications and engagement services provided by PIE • Programme and project management services and science and data expertise provided by SSP • Tiriti expertise provided by the Te Tiriti and Te Ao Māori team in EMA (available to teams across the Ministry) Some submitters noted that while demand for certain services is driven by the number of people who work at the Ministry, and will decrease as we get smaller, others are relatively fixed and are likely to require similar resourcing levels.	Service delivery models, and service levels, will change under the new structure and operating model. Central services will need to focus on the more complex support requests, and organisation-wide priorities. Business units and teams will need to plan ahead more effectively, and "self-serve" for more basic needs. It will no longer be possible to access services on a "just in time" basis, and budget constraints will make it difficult to access external support where business units have not planned ahead in sufficient detail. This is a big shift for the Ministry after a period of rapid growth, but is more in line with typical arrangements for the delivery of centralised services, and expectations of kaimahi, in the public service. To make the transition possible: • Te Pūrengi will set organisation-wide priorities through the quarterly review and planning process, helping to set expectations both for central functions and teams across the Ministry • Centralised functions will review their delivery models and work with business groups to set and communicate agreed service levels; the structure includes some fixed-term roles to support this transition • We will establish a central hub in the BTS business group to help kaimahi access resources needed for basic corporate services • We will provide training and development for kaimahi in a range of areas, to provide better systems and better processes to enable people to self-service more effectively.

The selection process and diversity, equity, inclusion

Feedback	Response
Some submissions from individuals and our Employee Led Networks focused on the selection process, and how we will support diversity, equity, and inclusion. Key questions included: • Whether kaimahi can have the opportunity to express an interest in roles outside their cohort. This was particularly the case for people in acting roles. • If certain skills not core to a person's role can be recognised (for example scientific training) in the selection process and in role descriptions more generally. • If the process can be rolling, with manager roles filled first, so people can see who will be leading different teams. • How competencies relating to Te Ao Māori will be factored into role requirements and selection. • How the potential for bias in the selection process will be addressed.	While we were not consulting on the selection process, we appreciate the feedback we received, and have taken this into account as we developed the process in more detail. The Ministry has a legal obligation to permanent kaimahi in the first instance, and to place people whose substantive role sits within a cohort before making positions available to people outside the cohort. But key features of the process which respond to feedback include: • A rolling process (as requested), with managers placed first; managers will then be involved in the placement of kaimahi, taking kaimahi EOPs into account. • Making any roles not filled in the initial expression of *preference* step available for <u>all</u> kaimahi to apply for in a subsequent expression of *interest* process • Giving kaimahi the option to opt out of expressing a preference for a role in their substantive cohort • Removing the requirement for kaimahi to nominate at least one role in their existing business group. • Including a moderation panel to help avoid bias. • We did not agree with the request to recognise skills not core to a role. However, we do agree that key competencies in Te Ao Māori need to be formally embedded across the Ministry. See the *Te Ao Māori and commitment to the Treaty* theme for more details. Elements of the process designed to support diversity, equity, and inclusion include: • Making the process as simple and accessible as possible • Minimising the amount of information people need to provide, with a focus on how people meet the core requirements of a role (rather than providing a CV) • Minimising the requirement for interviews and offering alternatives.

Next steps and timeline

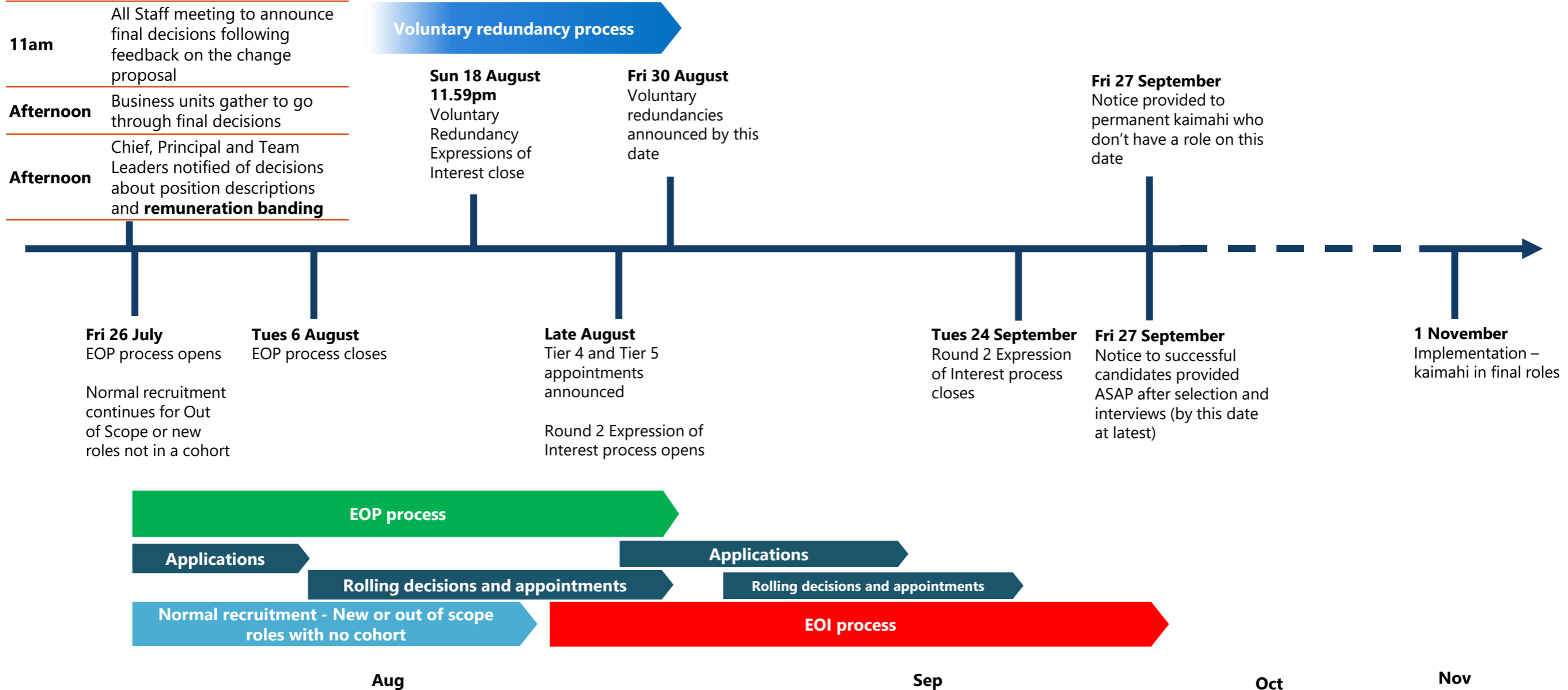# Decisions announced

Thursday 25 July

9-10.45am	Meetings in business units ahead of all-staff decision announcement
11am	All Staff meeting to announce final decisions following feedback on the change proposal
Afternoon	Business units gather to go through final decisions
Afternoon	Chief, Principal and Team Leaders notified of decisions about position descriptions and **remuneration banding**

Voluntary redundancy process

Sun 18 August 11.59pm
Voluntary Redundancy Expressions of Interest close

Fri 30 August
Voluntary redundancies announced by this date

Fri 27 September
Notice provided to permanent kaimahi who don't have a role on this date

Fri 26 July
EOP process opens

Normal recruitment continues for Out of Scope or new roles not in a cohort

Tues 6 August
EOP process closes

Late August
Tier 4 and Tier 5 appointments announced

Round 2 Expression of Interest process opens

Tues 24 September
Round 2 Expression of Interest process closes

Fri 27 September
Notice to successful candidates provided ASAP after selection and interviews (by this date at latest)

1 November
Implementation – kaimahi in final roles

EOP process

Applications

Applications

Rolling decisions and appointments

Rolling decisions and appointments

Normal recruitment - New or out of scope roles with no cohort

EOI process

Aug

Sep

Oct

Nov

Where to get support

If you have any questions about the outcome of this proposal or the next steps of the process, you can:

- talk to your people leader
- talk to your PSA Delegate if you're a PSA member

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

You can find more information on next steps and what you can expect from us in our Management of Change guidance.

If there is any other support we can provide you at this time of change, please feel free to discuss with us.

Appendix

Cohort Detail

Ministry for the Environment
Manatū Mō Te Taiao

*Note: Current kaimahi numbers are as of 19 July 2024 and will change due to voluntary redundancies and other changes. **Cohorts with fewer than five are not shown below** as individuals may be able to be identified. All kaimahi will receive individual emails so they are clear on what the final decisions mean for them. Current Headcount also includes Voluntary Redundancies that have been approved but not yet accepted by kaimahi.*

Confirmed Cohort	Number of Roles (FTE) in final structure			Current Number of Permanent Kaimahi in (Headcount) Cohort
	Permanent	Delayed Redundancy	Total	
Advisor/Analyst Cohort	179	32	211	165
Coordinator Cohort	10	0	10	18
Executive Assistant Cohort	7	0	7	7
Manager Cohort	73	6	79	78
Personal Assistant Cohort	12	0	12	15
Portfolio/Programme Manager Cohort	7	3	10	9
Principal Advisor Cohort	76.8	10	86.8	84
Project Manager Cohort	5	3	8	9
Senior Advisor/Analyst Cohort	211.1	52	263.1	281
Senior Coordinator Cohort	11	8	19	21
Senior Project Manager Cohort	5	2	7	7
Senior Solicitor Cohort	13	0	13	11
Team Leader Cohort	12	3	15	14

Resetting the Ministry

Business Transformation and Services
Final decision document

25 July 2024

Ministry for the
Environment
Manatū Mō Te Taiao

What's in here

Ministry for the
Environment
Manatū Mō Te Taiao

Business Transformation and Services

This pack contains information about the Business Transformation and Services business group, led by Deputy Secretary Laura Dixon.

Purpose of the group

The Business Transformation and Services (BTS) business group provides day-to-day business services and operational support for the Ministry. This includes professional advice, technical expertise, and enabling services like finance, HR and ICT.

The group is responsible for the organisational policies and procedures that ensure the Ministry is compliant with rules, laws and standards.

BTS is also responsible for transforming the Ministry into a smaller and more sustainable organisation. Following the blueprint provided by our operating model, the group helps to build the capabilities we need to be successful in future. This includes the tools, systems, support and learning opportunities for kaimahi to do their best work, and creating a diverse and inclusive culture that enables continuous improvement.

For more information about the work of the group, see the **work programme provided as part of the selection process on 26 Friday July.**

Feedback and decisions

BTS feedback and decisions summary

The BTS leadership team reviewed the submissions relating to the group's functions and services, including submissions from within the group and other parts of the Ministry.

Submissions were reviewed in light of our shifting operating environment. The services the Ministry needs from BTS, and the way we deliver them, will continue to change over time. As the Ministry gets smaller and refocuses on its core legislative mandate, BTS will need to review its service delivery models and reset customer expectations. Like other centralised services in SSP, PIE, TMK and EMA, the group will need to focus its efforts on more complex support requests, in line with organisation-wide priorities. The group's customers will need to plan ahead more effectively, and "self-serve" for more basic needs.

The scope of some BTS services will not change significantly as the Ministry downsizes, as we continue to meet the core compliance and operating requirements of a modern organisation. In this context, when considering submissions, we have taken care to weigh up ongoing business requirements alongside the need to support the transition to new ways of working and operate within available funding.

Clarity of business unit/team functions

The following three slides outline where we have amended the proposal based on feedback through the consultation process or where further clarity was requested through the submissions:

Data

- Some submissions raised questions about how the Ministry's data function would operate, including corporate, system, and environmental data. We have decided to retain the approach outlined in the operating model. Technology-related aspects of the function will continue to be delivered by the IT team and BTS will retain corporate data analysts. Data analysis and the development data-driven products, such as environmental reports, will be carried out by SSP. It is an expectation that individuals will work in an integrated way and work closely together to look for joint solutions.

- Given the sensitivity of people data and the specialised nature of the HR systems, we agreed that the people data roles will remain in the People & Capability business unit – People Operations team. Workforce modelling and payroll administration are all complementary and will also form part of the People Operations team. This is important for critical mass as we identify future operations. We also agreed to keep the finance system-oriented role in Finance, as it is closely involved in the business unit's services.

Information Technology (Knowledge Management)

- We have agreed to move the knowledge management roles (including the Information Centre) to the Data & Reporting team. We agree these two functions better align. The Senior Advisor Knowledge Management role will be responsible for quality of practice and leadership.

People & Capability

- The People Operations team will encompass payroll and be the owners of people data for the Ministry. In the next few years this team is responsible for embedding robust and efficient people systems and processes as well as ensuring our payroll systems can deliver the changes to Holidays Act, Parental Leave and other changes that have been signalled by the Government. As part of our service delivery model, we will continue to review how best to provide and utilise the organisational information required.

- The People Services team will take on the role of recruitment that was proposed to move to the Culture and Capability team. There was strong feedback from across the People & Capability team that recruitment would align better with the work of People Services. People Services Business Partners, supported by Talent Advisors, will be responsible for recruitment. People Services Business Partners will now centralise advice and are key engagement points for people leaders when discussing needs of their teams. It is also noted that recruitment is expected to be at much lower levels over the next 18 months and that hiring managers will also take on a lot more responsibility for managing and coordinating their own recruitment processes.

- Culture & Capability – as above, the responsibility for recruitment will move from the Culture and Capability team, to the People Services team. Culture & Capability will be responsible for the setting strategy relating to talent, succession planning and our employee value proposition.

Transformation & Operations

- The Coordination Hub will move from the Operations team to the Transformation & Change team as it is better aligned with the purpose of the Transformation & Change team while in set up mode. The Hub is critical to supporting a refined and effective service provision within BTS.

- An alternative structure was put forward for the EA cohort, which was to have EAs report directly to the relevant Deputy Secretary and the EA to the CE reporting to the Chief of Staff. This was not agreed as it did not align to the intention of creating a centralised hub within the Transformation & Operations unit. However, in recognition of the more senior role and to ensure the appropriate level of pastoral care and development is provided, it was agreed that this cohort would report to the Manager Operations.

- The Programme Planning & Support team will transfer from BTS to SSP on 1 November 2024, combining all programme and project management kaimahi into one place. The portfolio coordination function was originally located with BTS under the new operating model as part of a general coordination and administrative "hub". The reduction in the number of portfolio coordinator roles will see a need for these roles to be much more focused, and in this context they more naturally sit alongside programme and project management.

Legal & Risk

- It has been agreed that the commercial lawyers, which were proposed to be part of the Finance business unit, will remain within the Legal & Risk unit. This decision aligns with feedback for development opportunities and support for commercial lawyers as well as providing an opportunity to share legal resource across a wider range of areas.

- In considering the move of the commercial lawyers, we looked at how overall resource levels would be affected (ie, how much support would readily be available) in the legal and procurement functions. This led us to replace the fixed-term Senior Solicitor role with a fixed-term Senior Procurement Advisor. This better reflects the relative balance of resourcing levels needed across the two areas.

Sustainability

Sustainability, emissions reporting, and climate risk commitments are functions that must endure in the new operating model. However, with constrained resourcing we need to consider how these could best be delivered. Rather than a stand-alone team, sustainability strategy, sustainability, and emissions reporting will be a part of our centralised Strategy and Performance function. This will be reflected in team and role descriptions. In addition, recognising that sustainability is a whole-of-organisation commitment, we will require all business units to focus on this risk, and BTS will support with active monitoring as needed. Specific responsibilities will be reflected in team descriptions to focus on this opportunity. BTS will be responsible for organisational policies to support our sustainability strategy.

Finance & Procurement

- See note above re: commercial lawyers remaining in the Legal & Risk business unit.

- A Senior Procurement Advisor has been included to 30 June 2025 by reducing a fixed-term senior solicitor role. In addition, the Procurement Coordinator (1.0FTE) position will be changed to a hybrid coordinator (0.6FTE)/advisor (0.4FTE) role. These changes are to manage procurement volumes and risks, along with focusing on work approved through more rigorous quarterly planning and high value/risk. This role will support career pathways in the procurement function.

BTS feedback and decisions summary continued

Changes to specific roles/responsibilities

A number of submissions suggested changes to specific roles or responsibilities across the group (eg, decrease one type of role in favour of another) and resourcing needs in general. We have considered these in light of the risks associated with any changes, recognising that a change in one area will have an effect elsewhere, and the need for changes to be cost neutral overall. In response:

People & Capability

- An additional position, Senior Advisor Māori, has been added to the **Capability & Culture team.** This was added as a result of strong feedback from multiple sources that capability, especially Te Ao Māori capability, should be increased. This role will work with business groups and the Pou Tikanga to support capability across the Ministry.

Transformation & Operations

- One PA role has been added to ensure that we have enough kaimahi to support the model of one PA to two General Managers.
- The Change Manager in the Transformation and Change team was previously ending on 20 December 2024. Given the importance of this work, the Change Manager role has been extended to 2025 to continue to support the broader Transformation programme of work.
- The Continuous Improvement Lead role has been renamed Service Design Lead as this is a better description of the work that will need to be completed.
- One of the Business Analyst roles that was designated for the coordination hub has been changed to a Principal Analyst role, in recognition that thought leadership and influencing skills are required to help lead this work.

Legal & Risk

- In the Legal team, one of the senior solicitor roles has been removed and replaced by a new solicitor role.
- The Legal Operations Manager will change to Legal Operations & Privacy to reflect the current work carried out and expressly provides an operational resource for the Ministry's privacy function to support the GM Legal & Risk's role as Chief Privacy Office.

Information Technology

- In the IT Operations team, the Sharepoint Specialist will change to Microsoft 365 Specialist.
- The Senior Advisor Information Centre has been increased to a full-time role. This position is still fixed term through to June 2025 and will provide the team time to identify service levels across knowledge management functions and any transition arrangements.
- We have increased project management capacity by one Senior and one Project Manager fixed term through to June 2025. This is critical to supporting our transformation programme and delivering better ways of working for our people.
- We accepted the proposal to move the Senior Platform Manager role from the Partnerships, Investment & Enablement group to report to the IT Operations Manager. This role currently has responsibility for managing a specific business system. Moving this role into the centralised IT team allows for resourcing contingency to be built in and additional staff to be trained in this system.
- We have corrected the description and increased the Data & Reporting Team capacity by one Senior Data Engineer (converting a Data Architect role), and one Senior Data Engineer fixed term through to June 2025. There was significant feedback across both SSP and BTS regarding the level of resourcing to support both data teams. There is an increasing desire and need for data and improved systems, and feedback requested that we look at the level of resourcing across both teams. There was a specific request to increase data engineering roles in BTS.
- The IT Solution Architect will now report to the IT Security Manager.

Team descriptions

Transformation & Operations

Transformation & Change

Team description	Type of work responsible for	Key relationships
This team will be responsible for three main work areas: delivering the Ministry's Transformation Programme; supporting business excellence and continuous improvement initiatives; and supporting change management across the organisation.	Delivering the Transformation Programme: ▪ Downsizing of the organisation ▪ Operationalising and implementing the new structure post 1 November ▪ Ensuring Te Pūrengi top six transformation priorities are delivered ▪ Supporting and ensuring delivery of the operating model recommendations ▪ Business excellence and continuous improvement ▪ Streamlining and improving processes (especially those in the BTS business group) to create customer-centric, intuitive and simple operational processes across the Ministry ▪ Provide change management advice and support to the Ministry.	▪ Works closely with Finance, People, ICT teams to support the Ministry's change ▪ Note the team is responsible for overall transformation, but not for people change initiatives, which are led by People & Capability ▪ Operates with other teams across the Ministry that are delivering specific transformation initiatives

Transformation and Operations

Operations

Team description	Type of work responsible for	Key relationships

This team will be responsible for four main work areas: business support and facilities; executive support; accommodation; and a centralised coordination hub to help services across the BTS business group operate in a more streamlined, self-service way.	▪ Business support and facilities
	   o Travel bookings – flights, accommodation, rental cars
	   o Administrative support
	   o Meeting room and tech support
	   o Building services support
	   o Raising purchase orders
	   o Large printing and binding jobs
	   o User Support Hub, including onboarding and offboarding staff
	   o Equipment provisioning for remote staff and working from home.
	
	▪ Executive support – administrative support to the Ministry's Executive Leadership Team and General Managers, including:
	   o Diary and email management
	   o Meeting preparation and coordination
	   o Financial transaction, travel, and procurement support
	   o General administration tasks
	
	▪ Accommodation
	   o Managing the Ministry's portfolio of accommodation
	   o Working closely with third parties such as suppliers, vendors, and the wider Government property group, and maintaining relationships with internal and external stakeholders
	   o Manages risks and issues, including ensuring that we meet physical security requirements
	
	▪ Centralised coordination hub:
	   o Working with teams across BTS to streamline processes, identifying opportunities to move information onto Te Taiao and/or Te Pokapū
	   o Establishing a triaging system so that simple, transactional requests are addressed, allowing more complex, detailed requests to be managed by the responsible group (eg, Finance, People and Capability, Procurement).
		▪ Works closely with individuals and teams across the Ministry to ensure the organisation operates efficiently

Finance & Procurement

Procurement & Commercial

Team description	Type of work responsible for	Key relationships
This team will provide advice to business groups to ensure that the Ministry purchases goods and services in accordance with All-of-Government principles, good practices for procurement (including the Ministry's commitment to corporate sustainability, health and safety, and Māori providers), and departmental funding arrangements in a way that is fair, transparent and demonstrates that we are using taxpayer money responsibly, effectively, economically and without waste.	Key activities include: ▪ Providing procurement advice to managers and teams eg, the appropriate procurement process to follow, completing steps in the procurement process, completing documentation, managing and varying contracts, and managing conflicts of interest ▪ Advising on funding in relation to the departmental funding policy ▪ Reviewing and providing advice on commercial legal agreements (eg, contracts, funding agreements), providing commercial legal advice, and supporting the procurement process ▪ Providing strategic procurement advice, support, data and reporting to governance groups and senior leaders ▪ Supporting the Ministry's commitment to corporate sustainability in procurement processes ▪ Processing contracts, deeds, variations, and other agreements into the finance management system to enable tracking and invoice payment.	▪ Managers and teams across the Ministry ▪ Key relationships with the Financial Controller & Operations team, ICT contract managers, People & Capability, and the Strategy, Stewardship & Performance group (for business planning and performance reporting) ▪ External: Government Procurement (MBIE)

Financial Controller & Operations

Team description	Type of work responsible for	Key relationships
This team will focus on managing financial risk and control to ensure the Ministry meets all its statutory financial reporting obligations and maintains a robust financial control environment.	Key activities include: ▪ Operating the accounting systems and processes ▪ Accounts payable and accounts receivable ▪ Non-departmental financial operations and accounting including Emissions Trading Scheme (ETS) and managing the ETS auction process ▪ Managing financial delegations and access to the finance system (FMIS) ▪ Running the financial audit of the Crown's accounts ▪ Maintaining finance policies, systems, and controls ▪ Ensuring salaries and invoices are paid on time ▪ Supporting procure-to-pay processes and faster payments.	▪ Managers and teams across the Ministry ▪ Key relationships with SSP (for financial input to accountability documents etc), Procurement, P&C, and other Finance teams ▪ Audit & Risk Committee ▪ ETS Advisory Committee (internal) ▪ Ministerial Services (for Select Committee, WPQs, OIAs) ▪ Ministers and their offices (for external financial reporting) ▪ External: The Treasury, Auditors / OAG, Westpac, PSC, EPA, Climate Change Commission, NZX (for the ETS auction)

Finance & Procurement

Business partnering

Team description	Type of work responsible for	Key relationships
This team will support and advise business groups and units and the executive team to help them manage their financial performance; and provide a Ministry-wide perspective on financial management and performance.	Key activities include: ▪ Providing financial analysis, insights and reporting on the Ministry's financial performance to support good decision making and the achievement of strategic objectives ▪ Responding to queries from budget holders about budget packs, transferring funds between projects, managing risks and opportunities ▪ Leading the financial aspects of business planning and reporting including monthly financial reporting ▪ Promoting financial transparency, capability, and accountability across business groups.	▪ All Deputy Secretaries and General Managers ▪ All managers ▪ Key relationships with the Strategy, Stewardship & Performance business group (for business planning and reporting), People & Capability, Procurement, other Finance teams, Transformation & Change team (for finance-related business excellence and change initiatives), and the ICT Data and Reporting team ▪ Crown Entities Monitoring Team in the Office of the Chief Executive (for CCC and EPA matters) ▪ Audit & Risk Committee ▪ External: Auditors, EPA, Climate Change Commission

Information technology

Data & Reporting

Team description	Type of work responsible for	Key relationships
This team will be responsible for designing, implementing, and delivering solutions to support the data and reporting needs of key stakeholder groups within the Ministry.	Key activities include: ■ Data management, tooling and governance, reporting standards and tooling, and corporate reporting ■ Responsible for data access (ingestion), transformation, management, warehousing, and governance ■ Growing the Ministry's data and reporting capabilities alongside the data function in SSP ■ Data management and maturity assessment and action plan ■ Ad-hoc report design ■ Support for and management of the collective knowledge storage locations of the Ministry, and compliance with the respective legislation applicable to government agencies (eg, Public Records Act 2005) ■ Day-to-day running of the information centre, providing information, research services, subscriptions and journals.	**Internal** ■ Data functions based in SSP ■ Teams across the Ministry that have data and reporting needs **External** ■ DIA (Government Chief Data Steward) ■ Archives NZ / DIA (Government Chief Information Security Officer) ■ Stats NZ ■ Various other agencies

IT Operations

Team description	Type of work responsible for	Key relationships
This team will be responsible for the preparation, planning and implementation of new or changed systems (infrastructure),managing the ICT baseline budget, investigating and resolving issues, customer experience, hardware and software management, advocating customer needs, business relationship management, managing performance of key vendor(s) technical currency, support and continual service improvements.	Key activities include: ■ Day-to-day running of IT operational services used at the Ministry ■ Managing software across the Ministry's desktop and server infrastructure ■ Maintaining the desktop environment, applications, devices and operating systems ■ Managing vendor engagements and performance, and commercial and contractual relationships ■ Implementing service improvement plans across ICT ■ Operational assurance ■ Procurement and IT contract management ■ Mandated service adoption eg, public cloud adoption / identity brokering / SEEMail ■ Manages protective security requirement responses, annual review and any Official Information Act requests or Written Parliamentary Questions relating to IT operations ■ Manages GCDO annual investment reporting ■ Annual operations assurance plans ■ Project support and handover from project to BAU ■ Ongoing technical development of digital forms and Microsoft application configuration ■ Customer support and engagement ■ Monthly performance reporting for operational delivery and budgets including CAPEX	**Internal** ■ Teams across the Ministry **External** ■ GCDO ■ GCISO ■ DIA ■ IT vendors / service providers

Information technology

IT Security

Team description	Type of work responsible for	Key relationships
This team will be responsible for all aspects of information security for the Ministry, which includes networks, applications, forensic investigations, vulnerability management, security-related policies, managing IT risks and the mitigation thereof. The team develop and operate strategic and operational frameworks and policies.	Key activities include: ▪ Develops and maintains the Ministry's Information Security Strategy and architecture and ensures the Ministry is meeting its information security obligations ▪ Provides governance, assurance and reporting on IT security ▪ Ensures appropriate controls, frameworks, policies and standards are in place ▪ Maintains the technical security architecture ▪ Promotes a good security culture and behaviours at the Ministry ▪ Responds and manages to resolution information security events ▪ Ongoing development of tools and enhanced security services to protect the Ministry's information and staff from cyber events and internal threats ▪ Provides advice and support for projects to ensure security is part of the design, not an afterthought ▪ Advice for overseas travellers ▪ Manages protective security requirement responses, annual review and any Official Information Act requests or Written Parliamentary Questions relating to information security ▪ Ensuring all Government mandates are adhered to such as certification and accreditation.	**Internal** ▪ Teams across the Ministry **External** ▪ DIA ▪ GCDO (Government Chief Digital Officer) ▪ GCISO (Government Chief Information Security Officer) ▪ NCSC ▪ Other govt agencies

IT Delivery

Team description	Type of work responsible for	Key relationships
The purpose of the IT Delivery team is to provide end-to-end information technology project management expertise for IT projects throughout the Ministry. The team acts as first point of contact for technology procurement advice to ensure project delivery is based on established frameworks and good practice.	Key activities include: ▪ Supports the management and delivery of the Ministry's IT and digital transformation programme ▪ Provides IT project management and delivery services to ensure IT projects are successfully delivered ▪ Supports business led projects ▪ Develops and maintains the Ministry's digital strategy ▪ Manages annual review and any Official Information Act requests or Written Parliamentary Questions relating to projects ▪ Manages GCDO annual investment reporting ▪ Maturing project delivery according to industry standards ▪ Monthly performance reporting for IT projects with KPIs on scope, resources and budget	**Internal** ▪ Teams across the Ministry **External** ▪ IT vendors ▪ DIA (Government Chief Information Security Officer) ▪ GCDO

Legal & Risk

Teams 1 & 2

Team description	Type of work responsible for	Key relationships
These teams are responsible for providing legal advice across the Ministry's policy and operational portfolios, ensuring the Ministry complies with its statutory obligations, at a minimum, and litigation management where the Minister or the Ministry is the subject of legal proceedings. For example, High Court, Environment Court, Court of Appeal and Waitangi Tribunal.	Provide legal support on the Ministry's legislative reform: ▪ Advise Te Pūrengi on legal risks ▪ Provide legal advice on policy proposals or approach ▪ Advice to Select Committee ▪ Prepare, alongside policy colleagues, drafting instructions ▪ Coordinate and liaise with external agencies, particularly Parliamentary Counsel Office. Supporting advice to Ministers: ▪ Ensure good decision-making ▪ Ensure Ministers are well informed of and live to any legal risks ▪ Support teams in preparing options for Ministers' decision-making. Litigation management: ▪ Liaise with Crown Law Office ▪ Support Ministry kaimahi who are required to be witnesses ▪ Support the development of legal positions.	▪ Policy teams ▪ Ministerial Services ▪ Ministers' offices ▪ Nearly all teams, depending on the nature of the legal advice needed

Risk, Assurance & Resilience

Team description	Type of work responsible for	Key relationships
This team will be responsible for building relevant frameworks in risk, assurance and resilience, and ensuring the Ministry meets those framework expectations.	▪ Secretariat for the Ministry's Audit and Risk committee ▪ Develops and implements the Ministry's risk framework ▪ Responsible for the Ministry's internal audit programme and ensuring recommendations are complete ▪ Responsible for business resilience and ensuring that Business Continuity Plans are in place, regular scenario testing is undertaken, and measures are in place should an emergency occur ▪ Manages the Ministry's overall approach to incidents (both internal and external) ▪ Develops tools, documents, and artefacts that give effect to the developed frameworks. ▪ Takes the lead on certain issues as they arise, for instance incident management, investigation and, risk identification and management ▪ Responsible for advising, and reporting risks through to Te Mīmiro and Te Pūrengi	▪ Works with a range of teams across the Ministry ▪ The function is new and developing so is likely to need to work across a number of teams to inform the development of the function

People & Capability

People Services

Team description	Type of work responsible for	Key relationships
This team will be responsible for providing advice to leaders on how to create great workplaces while tackling the big and small issues with compassion and courage so that kaimahi know what is expected of them, and ensuring the Ministry continues to provide a place where the right people want to work and meets its employment obligations.	Key activities: ▪ Provide advice and support to leaders and kaimahi on a day-to-day basis – guiding them to self-service options or helping to contextualise Ministry policies, employment agreements, and benefits, for their individual circumstances ▪ Support leaders to implement coaching for performance and improvement frameworks, think more strategically about the capabilities needed in their team, and identify and implement succession strategies ▪ Partner effectively union delegates, other agencies, PSC and colleagues to explore new and alternate ways to enhance employee experience ▪ Ensure the Ministry meets its employment obligations. ▪ Providing proactive and strategic talent acquisition services considering long-term Human Resources needs and also filling short-term vacancies. Including working the with the Culture and Capability to set and deliver organisational capability, attraction and retention strategy ▪ Attract and select capability o Ensure processes enable internal talent mobility & other recruitment services	▪ All leaders and kaimahi ▪ Public Service Commission ▪ Unions eg, PSA ▪ Other public service agencies ▪ Employment law partners

Culture & Capability

| Team description	Type of work responsible for	Key relationships

This team will be responsible for developing and implementing strategies to lift organisational and individual performance, recognising the importance of the intersection between employee experience, stakeholder experience, and organisational achievement. A focus of the team would be to build brave leaders who inspire people to be better, work in an agile flexible manner and drive high performance, leading through ambiguity, creating amazing kaimahi experiences, and delivering results.	▪ Design and implement performance management, leadership and capability frameworks, ensure training and documentation continues to be fit for purpose, and perform ongoing monitoring
	▪ working the with the People Services Team to set and deliver organisational capability, attraction and retention strategy
	▪ Work with leaders and colleagues to ensure excellence and transparency in recruitment, rotation and career development across allocated business units
	▪ Enhance employee experience, and build and nurture capability
	   o Design, develop and deliver initiatives to grow organisational capability, with a focus on succession development
	   o Enhance employee experience within agile and flexible ways of working
	   o Strengthen organisational cultures linked to agreed organisational values and behaviours
	   o Deliver induction and other core learning programmes
	▪ Deliver engagement surveys and support the Ministry in creating effective change.
	▪ Support the Ministry's commitment to diversity, equity, and inclusion
	▪ Contribute to the growth of organisational capability in Te Ao Māori and te Tiriti.
	▪ Set organisational standards for health, safety and wellbeing practice; deliver health, safety and wellbeing services to leaders and kaimahi
	▪ Investigate current and future kaimahi benefits to ensure they contribute to C&C strategy.
		▪ All leaders and kaimahi
		▪ Systems providers (eg, Peakon, Springboard, LMS)
		▪ External learning and development providers
		▪ Public Services Commission

People & Capability

People Operations (Data and Systems)

Team description	Type of work responsible for	Key relationships
This team will be responsible for workforce information, insights, and systems. A key focus will be putting people information and insights at the fingertips of leaders, rationalising systems and processes, and implementing new approaches where required to enable self-service, and provide consistent, repeatable outcomes and data points to underpin our people strategy.	**People systems** ▪ Help to interrogate current systems effectiveness and contribute to the development and implementation of the People Systems Strategy **Deliver payroll services** ▪ Manage relationship with payroll provider ▪ Ensure kaimahi are paid on time and correctly ▪ Taking proactive steps to mitigate payroll errors caused by human action or inaction, system calculations **People data and system** ▪ Maintain current people data, systems and process ▪ Investigate alternatives to current systems and processes ▪ Provide accurate people data to leaders in an efficient and understandable manner (business as usual and bespoke data) ▪ Provide people insights and recommendations to leaders ▪ Control position management processes ▪ Deliver external and internal reporting requirements ▪ Deliver modelling and forecasting services, in particular to support workforce and business planning and change processes ▪ Support the enablement of flexible and agile ways of working	▪ All leaders and kaimahi ▪ People systems providers ▪ IT ▪ Finance

Final structure
BTS

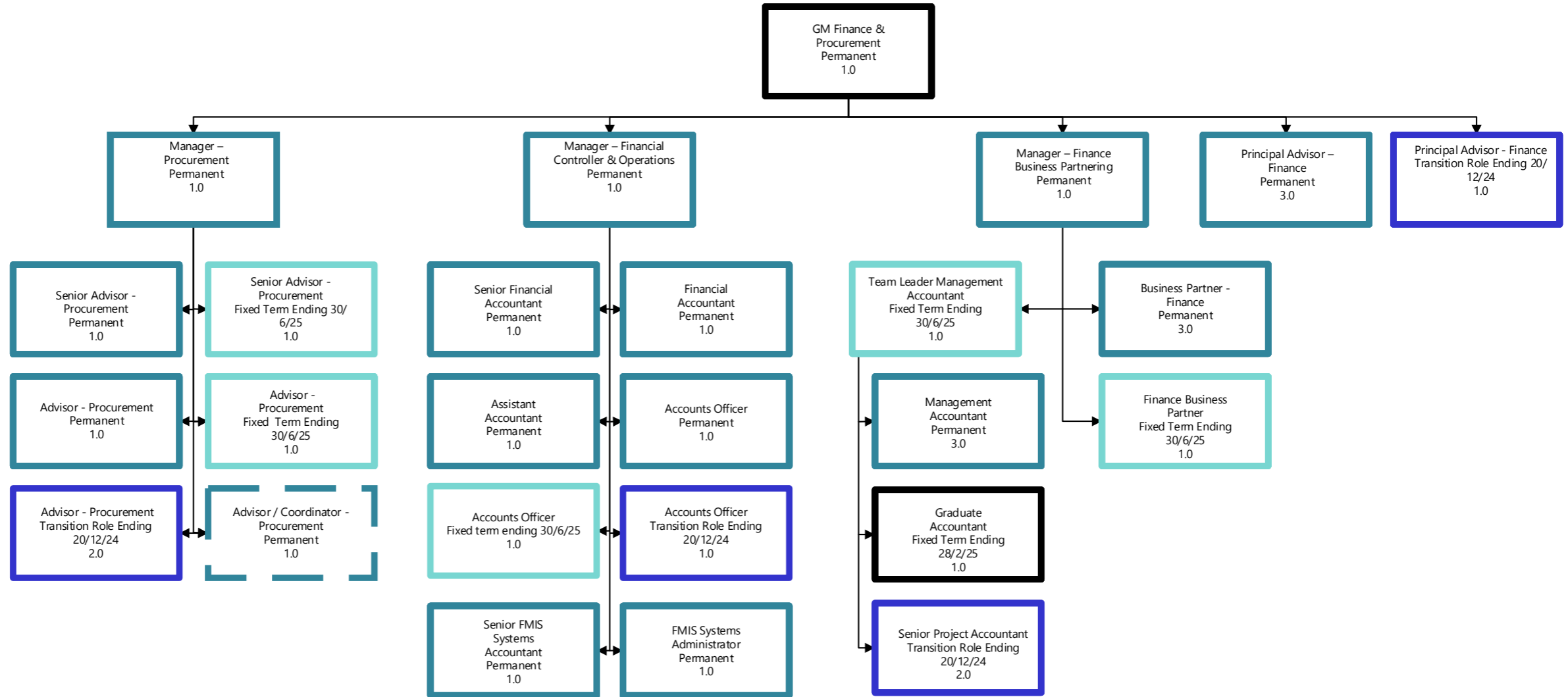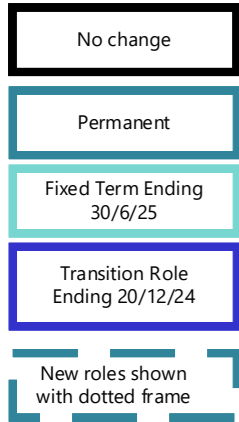# BTS leadership team - final structure
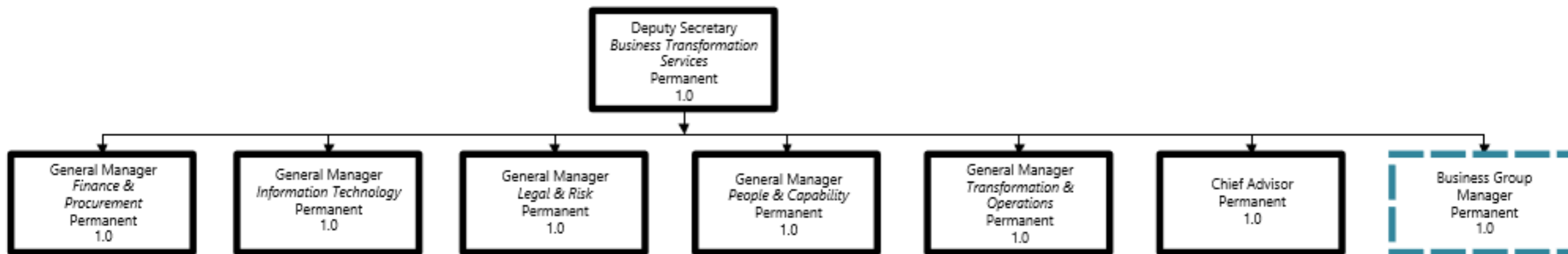
Business group / unit – New Roles

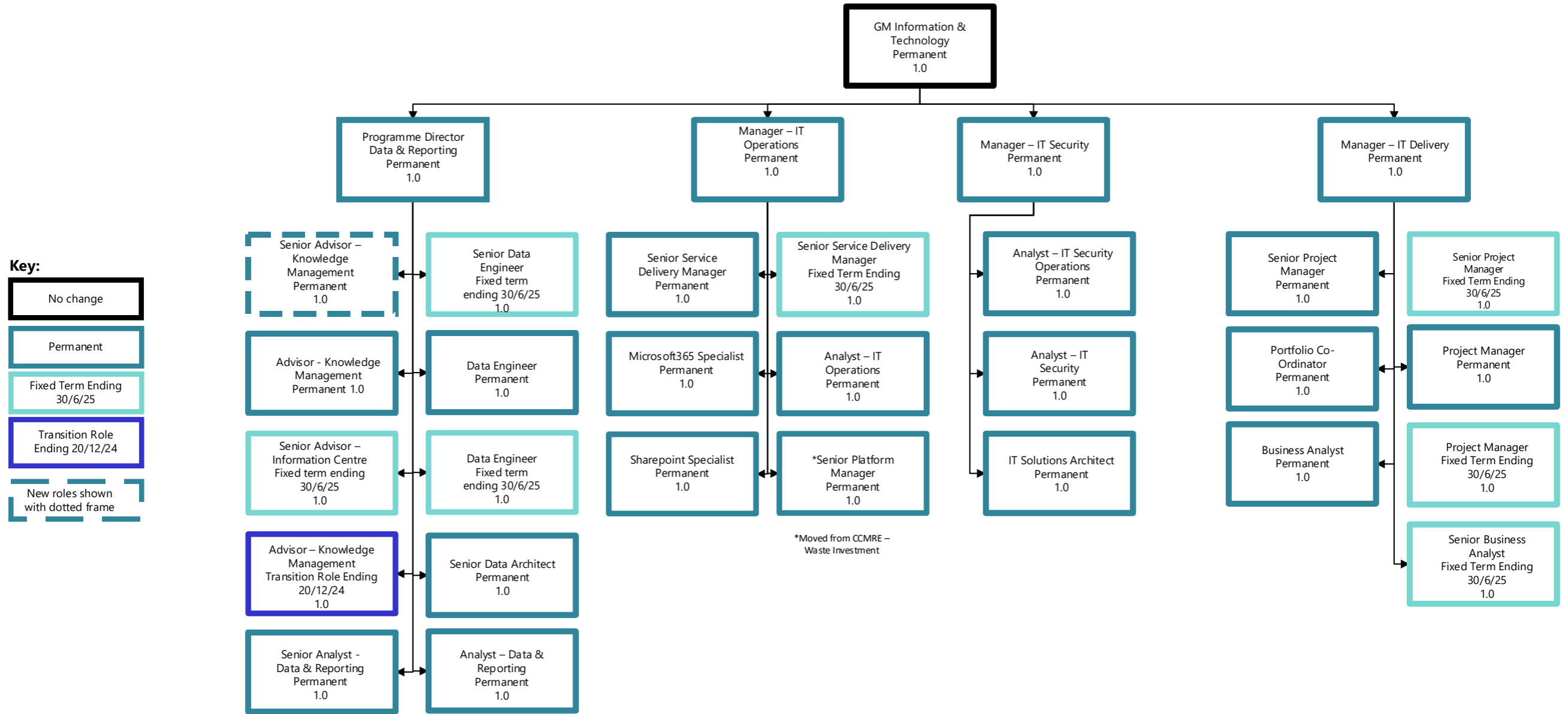| Team	Current position	Cohort	Explanation
BTS – Leadership	Business Group Manager	N/A	Will be advertised as vacancy that any kaimahi can apply for

BTS - Finance and Procurement - final structure

Key:
- No change
- Permanent
- Fixed Term Ending 30/6/25
- Transition Role Ending 20/12/24
- New roles shown with dotted frame

GM Finance & Procurement — Permanent — 1.0

Manager – Procurement — Permanent — 1.0
- Senior Advisor - Procurement — Permanent — 1.0
- Senior Advisor - Procurement — Fixed Term Ending 30/6/25 — 1.0
- Advisor - Procurement — Permanent — 1.0
- Advisor - Procurement — Fixed Term Ending 30/6/25 — 1.0
- Advisor - Procurement — Transition Role Ending 20/12/24 — 2.0
- Advisor / Coordinator - Procurement — Permanent — 1.0

Manager – Financial Controller & Operations — Permanent — 1.0
- Senior Financial Accountant — Permanent — 1.0
- Financial Accountant — Permanent — 1.0
- Assistant Accountant — Permanent — 1.0
- Accounts Officer — Permanent — 1.0
- Accounts Officer — Fixed term ending 30/6/25 — 1.0
- Accounts Officer — Transition Role Ending 20/12/24 — 1.0
- Senior FMIS Systems Accountant — Permanent — 1.0
- FMIS Systems Administrator — Permanent — 1.0

Manager – Finance Business Partnering — Permanent — 1.0
- Team Leader Management Accountant — Fixed Term Ending 30/6/25 — 1.0
- Business Partner - Finance — Permanent — 3.0
- Management Accountant — Permanent — 3.0
- Finance Business Partner — Fixed Term Ending 30/6/25 — 1.0
- Graduate Accountant — Fixed Term Ending 28/2/25 — 1.0
- Senior Project Accountant — Transition Role Ending 20/12/24 — 2.0

Principal Advisor – Finance — Permanent — 3.0

Principal Advisor - Finance — Transition Role Ending 20/12/24 — 1.0

Business group / unit – impact to positions

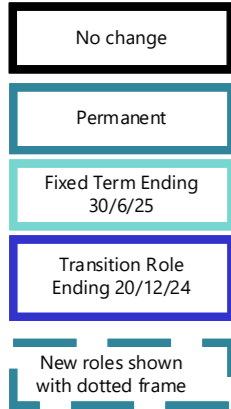| Team	Current position	Impact to position	Cohort
BTS - Finance & Procurement	Manager	Reduction in roles	Manager Cohort
BTS - Finance & Procurement	Principal Advisor / Analyst	Reduction in roles	Principal Cohort
BTS - Finance & Procurement	Team Leader	Reduction in roles	Team Leader Cohort
BTS - Finance & Procurement	Senior Advisor / Analyst	Reduction in roles	Senior Advisor / Analyst Cohort
BTS - Finance & Procurement	Strategic Finance Advisor	Reduction in roles	Senior Advisor / Analyst Cohort
BTS - Finance & Procurement	Advisor / Analyst	Reduction in roles	Advisor / Analyst Cohort
BTS - Finance & Procurement	Graduate Accountant	No change	N/A
BTS - Finance & Procurement	Senior Financial Accountant	No change - kaimahi to be reconfirmed	N/A
BTS - Finance & Procurement	Financial Accountant	No change - kaimahi to be reconfirmed	N/A
BTS - Finance & Procurement	Assistant Accountant	No change - kaimahi to be reconfirmed	N/A
BTS - Finance & Procurement	Senior FMIS Systems Accountant	No change - kaimahi to be reconfirmed	N/A
BTS - Finance & Procurement	FMIS Systems Administrator	No change - kaimahi to be reconfirmed	N/A
BTS - Finance & Procurement	Management Account	No change - kaimahi to be reconfirmed	N/A

Business group / unit – impact to positions

Team	Current position	Impact to position	Cohort
BTS - Finance & Procurement	Business Partner	Reduction in roles	Business Partner Cohort
BTS - Finance & Procurement	Procurement Coordinator	Reduction in roles	Coordinator Cohort
BTS - Finance & Procurement	Accounts Officer / Accounts Payable	No change - permanent kaimahi to be reconfirmed; Delayed redundancy role will open as EOI	N/A

BTS - Information Technology - final structure

Key:

No change	(black solid frame)
Permanent	(teal solid frame)
Fixed Term Ending 30/6/25	(light teal frame)
Transition Role Ending 20/12/24	(blue frame)
New roles shown with dotted frame	(dashed frame)

GM Information & Technology — Permanent 1.0

- **Programme Director Data & Reporting** — Permanent 1.0
  - Senior Advisor – Knowledge Management — Permanent 1.0 (new role, dotted)
  - Senior Data Engineer — Fixed term ending 30/6/25 1.0
  - Advisor - Knowledge Management — Permanent 1.0
  - Data Engineer — Permanent 1.0
  - Senior Advisor – Information Centre — Fixed term ending 30/6/25 1.0
  - Data Engineer — Fixed term ending 30/6/25 1.0
  - Advisor – Knowledge Management — Transition Role Ending 20/12/24 1.0
  - Senior Data Architect — Permanent 1.0
  - Senior Analyst - Data & Reporting — Permanent 1.0
  - Analyst – Data & Reporting — Permanent 1.0

- **Manager – IT Operations** — Permanent 1.0
  - Senior Service Delivery Manager — Permanent 1.0
  - Senior Service Delivery Manager — Fixed Term Ending 30/6/25 1.0
  - Microsoft365 Specialist — Permanent 1.0
  - Analyst – IT Operations — Permanent 1.0
  - Sharepoint Specialist — Permanent 1.0
  - *Senior Platform Manager — Permanent 1.0

  *Moved from CCMRE – Waste Investment

- **Manager – IT Security** — Permanent 1.0
  - Analyst – IT Security Operations — Permanent 1.0
  - Analyst – IT Security — Permanent 1.0
  - IT Solutions Architect — Permanent 1.0

- **Manager – IT Delivery** — Permanent 1.0
  - Senior Project Manager — Permanent 1.0
  - Senior Project Manager — Fixed Term Ending 30/6/25 1.0
  - Portfolio Co-Ordinator — Permanent 1.0
  - Project Manager — Permanent 1.0
  - Business Analyst — Permanent 1.0
  - Project Manager — Fixed Term Ending 30/6/25 1.0
  - Senior Business Analyst — Fixed Term Ending 30/6/25 1.0

Business group / unit – impact to positions

Team	Current position	Impact to position	Cohort
BTS - Information Technology	Manager	Reduction in roles	Manager Cohort
BTS - Information Technology	Project Delivery Manager	Reduction in roles	Manager Cohort
BTS - Information Technology	Senior Advisor / Analyst	Reduction in roles	Senior Advisor / Analyst Cohort
BTS - Information Technology	Advisor / Analyst	Reduction in roles	Advisor / Analyst Cohort
BTS - Information Technology	Programme Director	Reduction in roles	Programme Director Cohort
BTS - Information Technology	Senior Project Manager	Reduction in roles	Senior Project Manager Cohort
BTS - Information Technology	Project Manager	Reduction in roles	Project Manager Cohort
BTS - Information Technology	Senior Data Architect	No change - kaimahi to be reconfirmed	N/A
BTS - Information Technology	Office365 Specialist	Title change only - kaimahi to be reconfirmed	N/A
BTS - Information Technology	Sharepoint/O365 Specialist	Title change only - kaimahi to be reconfirmed	N/A
BTS - Information Technology	IT Solutions Architect	Reporting line change - kaimahi to be reconfirmed	N/A
BTS - Information Technology	Senior Data Engineer	Reduction in roles	Senior Advisor / Analyst Cohort
BTS - Information Technology	Data Engineer	Permanent kaimahi to be reconfirmed Delayed Redundancy role will open as EOI	Data Engineer Cohort
BTS - Information Technology	Portfolio Coordinator	Reduction in roles	Coordinator Cohort
BTS - Information Technology	Senior Service Delivery Manager	Reduction in roles	Senior Advisor / Analyst Cohort
BTS - Information Technology	Senior IT/IM Operations Lead	Reduction in roles	Team Leader Cohort

Business group / unit – impact to positions

Team	Current position	Impact to position	Cohort
BTS - Information Technology	Senior Advisor Knowledge Management	Reduction in roles	Senior Advisor / Analyst Cohort
BTS - Information Technology	Advisor Knowledge Management	Reduction in roles	Advisor / Analyst Cohort
BTS - Information Technology	Senior Information Centre Advisor	Reduction in roles	Senior Advisor / Analyst Cohort
BTS - Information Technology	Security Operational Analyst	Reduction in roles	Advisor / Analyst Cohort
BTS - Information Technology	Security and Risk Analyst	Reduction in roles	Advisor / Analyst Cohort
BTS - Information Technology	Business Analyst	Reduction in roles	Advisor / Analyst Cohort
BTS - Information Technology	Senior Business Analyst	Reduction in roles	Senior Advisor / Analyst Cohort

BTS - Legal and Risk - final structure
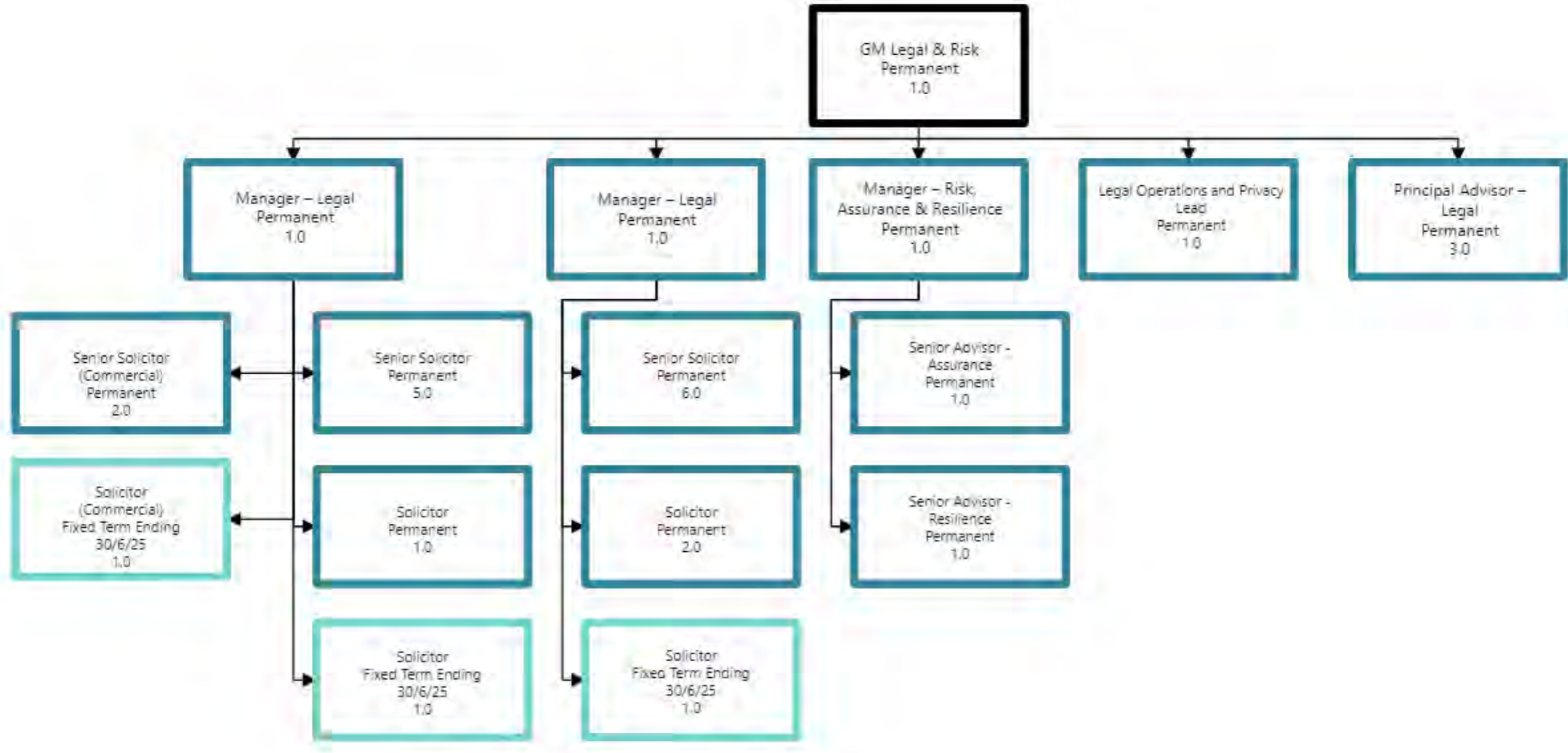
Key:
- No change
- Permanent
- Fixed Term
- New roles are shown with a dotted frame

Business group / unit – impact to positions

Team	Current position	Impact to position	Cohort
BTS - Legal and Risk	Manager	Reduction in roles	Manager Cohort
BTS - Legal and Risk	Senior Advisor / Analyst	Reduction in roles	Senior Advisor / Analyst Cohort
BTS - Legal and Risk	Principal Advisor	Reduction in roles	Principal Advisor Cohort
BTS - Legal and Risk	Senior Solicitor	EOP process applies	Senior Solicitor Cohort
BTS - Legal and Risk	Solicitor	Reduction in roles	Solicitor Cohort
BTS - Legal and Risk	Legal Operations Practice Lead	Reconfirm kaimahi - Title Change to Legal Operations & Privacy Lead	N/A
BTS - Legal and Risk	Legal Coordinator	Reduction in roles	Coordinator cohort

BTS - People & Capability - final structure
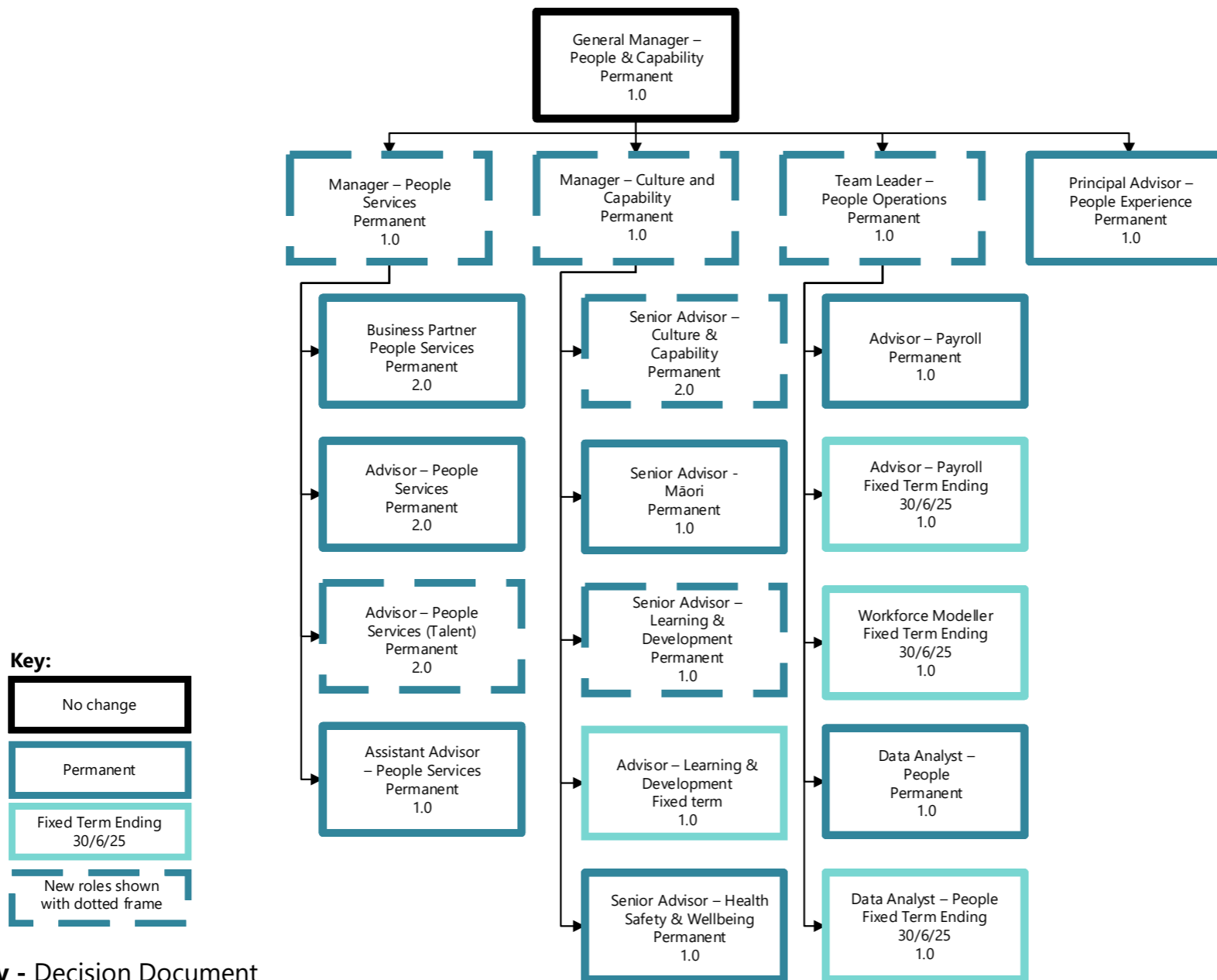
Business group / unit – impact to positions

Team	Current position	Impact to position	Cohort
BTS - People & Capability	Manager	Reduction in roles	Manager Cohort
BTS - People & Capability	Principal Advisor	Reduction in roles	Principal Cohort
BTS - People & Capability	Team Leader	Reduction in roles	Team Leader Cohort
BTS - People & Capability	Business Partner - People Services	Reconfirm	Reconfirm
BTS - People & Capability	Business Partner – Talent	Reduction in roles	Senior Advisor / Analyst Cohort
BTS - People & Capability	Senior Advisor	Reduction in roles	Senior Advisor / Analyst Cohort
BTS - People & Capability	Advisor	Reduction in roles	Advisor / Analyst Cohort
BTS - People & Capability	Data Analyst	Reduction in roles	Advisor / Analyst Cohort
BTS - People & Capability	Advisor Payroll	No permanent kaimahi – will open as EOI that any kaimahi can apply for	N/A
BTS - People & Capability	Workforce Modeller	No permanent kaimahi - Role will form part of Senior Advisor / Analyst Cohort	Senior Advisor / Analyst Cohort
BTS - People & Capability	Coordinator	Reduction in roles	Coordinator Cohort
BTS - People & Capability	Assistant Advisor	Reduction in roles	Senior Coordinator Cohort
BTS - People & Capability	Senior Advisor – HS&W	No change - kaimahi to be reconfirmed	N/A

BTS - Transformation & Operations - final structure

Business group / unit – impact to positions

Team	Current position	Impact to position	Cohort
BTS - Transformation & Operations	Manager	Reduction in roles	Manager Cohort
BTS - Transformation & Operations	Senior Advisor / Analyst	Reduction in roles	Senior Advisor / Analyst Cohort
BTS - Transformation & Operations	Advisor	Reduction in roles	Advisor / Analyst Cohort
BTS - Transformation & Operations	Principal Advisor	Reduction in roles	Principal Cohort
BTS - Transformation & Operations	Senior Coordinator	Reduction in roles	Senior Coordinator Cohort
BTS - Transformation & Operations	Coordinator	Reduction in roles	Coordinator Cohort
BTS - Transformation & Operations	Executive Assistant	No change - kaimahi to be reconfirmed	N/A
BTS - Transformation & Operations	Personal Assistant	Reduction in roles	Personal Assistant Cohort
BTS - Transformation & Operations	Senior Business Analyst	Reduction in roles	Senior Advisor / Analyst Cohort
BTS - Transformation & Operations	Business Analyst	Reduction in roles	Advisor / Analyst Cohort
BTS - Transformation & Operations	Service Design Lead	New role that will be available for selection in EoI process	N/A
BTS - Transformation & Operations	Team Leader	Reduction in roles	Team Leader Cohort
BTS - Transformation & Operations	Project Manager	Reduction in roles	Project Manager Cohort
BTS - Transformation & Operations	Senior Project Manager	Reduction in roles	Senior Project Manager Cohort

Business group / unit – impact to positions

Team	Current position	Impact to position	Cohort
BTS - Transformation & Operations	Programme Coordinator	Change in business group – moving to SSP; Reduction in roles	Coordinator Cohort
BTS - Transformation & Operations	Senior Project Coordinator	Change in business group – moving to SSP; Reduction in roles	Coordinator Cohort
BTS - Transformation & Operations	Project Coordinator	Change in business group – moving to SSP; Reduction in roles	Coordinator Cohort

Next steps

Timeline

- *Please see the Main Decisions Document, or the Change Hub for a full timeline.*
- *Details about the Selection Process will be available, by email and on the Change Hub from July 26*

What	When
Selection process – Expressions of Preference All material will be available on the Change Hub here, and emailed to kaimahi on Friday July 26	• Friday July 26 to COB Tuesday August 6
Voluntary Redundancy Expressions of Interest close	• August 18
Round 2 Expression of Interest Process (remaining vacancies)	• Tuesday September 17 to Tuesday September 24
Notice to kaimahi unplaced in the structure	• Friday September 27
Implementation of the new structure	• Friday November 1 (tentative)

Where to get support

Please refer to timeline and next steps in the main Ministry decision document

If you have any questions about the outcome of this proposal or the next steps of the process, you can:

- talk to your people leader
- talk to your PSA Delegate if you're a PSA member

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

You can find more information on next steps and what you can expect from us in our Management of Change guidance.

If there is any other support we can provide you at this time of change, please feel free to discuss with us.

Resetting the Ministry

**Climate Change Mitigation & Resource Efficiency
Final decision document**

25 July 2024

What's in here

Ministry for the
Environment
Manatū Mō Te Taiao

Climate Change Mitigation and Resource Efficiency

This pack contains information about the Climate Change Mitigation and Resource Efficiency Business Group, led by Deputy Secretary Sam Buckle

Purpose of the group

The Climate Change Mitigation and Resource Efficiency group is responsible for providing expert policy advice, and for administering statutory regimes and operational frameworks, across climate change mitigation, waste reduction and resource efficiency, hazardous substances and new organisms.

For more information about the work of the group, see the **work programme provided as part of the selection process on Friday July 26.**

Feedback and decisions

CCMRE feedback and decisions summary

The leadership team has considered the wide range of submissions received on the CCMRE proposed structure. Key issues raised in those submissions relate to the general themes addressed in the main Ministry decision document. They also covered themes specific to our group. These included:

- The mix of teams within the proposed structure and the merits of the proposed distribution of functions across those teams
- The seniority and cohort mix within CCMRE's proposed structure, with reference to the balance of mix relative to other business groups.

CCMRE can expect to carry a heavy workload through the course of FY24/25. On the climate front, this will be driven by a range of statutory requirements such as ERP2 and management of the ETS, but also the NDC, along with other Government and ministerial priorities such as the Methane Review, market governance and climate finance.

Resource Efficiency priorities include workstreams relating to the expansion of the waste disposal levy, waste investments (noting the transfer of responsibility to PIE), waste operations and CME, product stewardship, HSNO, and reform of waste legislation, with the Minister still considering several other potential focus areas. Across CCMRE there will be fewer resources than we have previously enjoyed. We need to plan carefully, be clear what we are able to progress, and to scale, phase and defer where necessary. In addition, we will need to monitor workload and risks and continue with an agile approach that enables us to shift people and resources across CCMRE to support teams under pressure.

It is important to note that given the overall funding constraints, we have had to made decisions in the context of trade-offs. A number of submissions suggested changes to specific roles or responsibilities across the group (for example, suggesting we decrease one type of role in favour of another) and resourcing needs in general. We have considered these in light of the risks associated with any changes, recognising that a change in one area will have an effect elsewhere, and the need for changes to be broadly cost neutral overall.

Changes to specific roles/responsibilities

In response to these submissions, and recognising overall funding constraints, we have made a number of changes to the structure. Notably:

- An additional six senior analyst roles have been included in CCMRE. These have been converted from 6 of the proposed analyst roles. In total the final structure now includes 39 senior analyst roles and 35 analyst roles.
- Some principal advisor capability and some delayed voluntary redundancy roles have been reallocated across CCMRE to achieve a better balance across the business group.
- We have removed the two temporary "priorities" teams in 24/25 and redistributed those FTEs across other teams. We have removed the two temporary manager roles.
- Reallocated policy responsibilities between proposed sector, international markets and finance teams, and made changes to the GM responsibilities.
- Economic and quantitative roles have been grouped together rather than distributed across individual teams.
- CNGP functional responsibility has been shifted to Strategy, Stewardship and Performance (SSP) recognising it is primarily a reporting responsibility rather than a policy responsibility.

Team descriptions

Waste and HSNO Policy

Waste Policy Priorities

Team description	Type of work responsible for	Key relationships
The team works on the Minister's main system level priorities, which are not limited to legislation. This team is the place where the overall waste system story is held.	▪ Delivering policy priorities, which will vary. ▪ Delivering policy advice on Waste Minimisation Act. ▪ Stewardship of Te Rautaki Para | the Waste Strategy ▪ Supporting for Waste Advisory Board, appointment of Board members	▪ Works with all other teams within waste, waste investments, and waste data in Strategy, Stewardship and Performance

Hazardous Substances Policy

Team description	Type of work responsible for	Key relationships
This team will hold the policy work on Hazardous Substances, chemical and waste international agreements, (non GM) new organisms work, and contaminated land policy. The Ministry-led contaminated land technical guidance work will stop, but we will look at other delivery models.	▪ Delivery of policy advice on hazardous substances and new organisms ▪ Policy input into chemical and waste international agreements, and implementation of those agreements. ▪ Provision of contaminated land policy advice. ▪ Deliverables will also vary based on policy priorities.	▪ Works with waste investments, waste policy priorities, and Crown monitoring entity teams

Waste Sectors Policy

Team description	Type of work responsible for	Key relationships
This team will combine the functions of a few existing teams. It will bring in work from the Data, Evidence, and Emissions Reductions team on the intersection of waste policy and emissions reduction, and some functions from waste systems team. All of the data and evidence functions that currently sit in Data, Evidence, and Emissions Reductions will move to Strategy, Stewardship, and Performance.	▪ Policy deliverables include the waste sections of the ERP. ▪ Deliverables will also initially encompass policy work on construction and demolition waste, and F-gases policy. ▪ Development of National Disaster Waste and Debris Management Plan.	▪ Works with all other teams within waste, waste Investments, climate mitigation, and waste data team in Strategy, Stewardship and Performance.

Resetting the Ministry - Decision Document

Waste Systems and Operations

Ministry for the
Environment
Manatū Mō Te Taiao

Resource Efficiency Policy

Team description	Type of work responsible for	Key relationships
This team covers policy and implementation work related to product stewardship, anticipating that the product stewardship work programme will likely be smaller in the future, and the operationalising of any other systems that are specific to one waste product/stream.	▪ Producing stewardship schemes, and any other future systems that are specific to one waste product/stream.	▪ Works with all other teams within waste, and waste Investments.

Waste Systems Policy

Team description	Type of work responsible for	Key relationships
This team will work on more general system design. It will be broadly a combination of the existing teams of "Kerbside improvements and food waste" and "Waste Streams and Plastics", although some of the work that sits in those teams – for example, construction and demolition waste policy – is proposed to be moved to Waste and HSNO Policy area under the team Waste Sectors Policy.	▪ Delivering on the kerbside work, food waste systems, and plastics work.	▪ Works with all other teams within waste, and waste Investments.

Waste Operations (1)

Team description	Type of work responsible for	Key relationships
This team will provide input into policy development and advice on the implementation of new and reformed waste regulation and legislation under the Waste Minimisation Act. The team will also be responsible for all activities associated with the administration of the waste disposal levy.	▪ Inputting into policy advice ▪ Engaging with the waste sector to support implementation of statutory obligations ▪ Working with external providers to maintain IT Systems (TAWLES & OWLS) ▪ Ensuring timely payment and redistribution of the waste disposal levy ▪ Auditing and assurance on Recipients of Waste investments funding grants	▪ Works closely with the waste policy, waste investments, legal, finance, communications and IT teams on policy, engagement and communication, and making sure financials are in order and the waste specific IT systems are compliant.

Waste Operations (2)

Team description	• Type of work responsible for	Key relationships
This team will provide operational CME engagement and assurance across the waste sector, including all territorial authorities and regulated levy liable and non-levy liable, waste disposal facilities.	▪ Engagement with the waste sector to support implementation of statutory obligations. ▪ CME audits and inspections of registered waste facilities. ▪ CME audits of territorial authorities on levy expenditure and reporting obligations. ▪ CME assurance on banned products and product stewardship schemes (Tyrewise). ▪ Investigate and gather evidence on non-compliance for the enforcement of remedial outcomes using legislative tools.	▪ Works closely with the waste policy, waste investments, legal, finance, communications and IT teams on policy, engagement and communication, and making sure financials are in order and the waste specific IT systems are compliant.

Mitigation Policy

Net Zero/Climate Systems

Team description	Type of work responsible for	Key relationships
This team will provide policy analysis and advice to meet the requirements of Part 1B of the CCRA. This will include work such as: ▪ Leading and coordinating development of policy advice for ERP 2 ▪ Providing advice to the Government on EB4, the 2050 target and if aviation and shipping should be included in our target. ▪ Setting out the overall systems narrative and story for climate mitigation (e.g. as reflected in emissions reduction plans) and responding to various Climate Change Commission reports. ▪ This team brings together some functions that currently sit in the Mitigation Policy and Climate Strategy team in the Strategy, Stewardship and Performance.	Some of the deliverables in the near future will be: ▪ Delivering the final version of the second emissions reduction plan. ▪ Response to CCC advice on EB4, and 2050 target review.	▪ Works with other teams within mitigation policy and markets. ▪ Works closely with Te Tiriti and Te Ao Maori business unit in EMA to ensure treaty rights and interests are considered appropriately in policy analysis and advice. ▪ Works closely with the Strategy, Planning and Performance business unit in SSP to ensure that net zero and climate systems are considered as part of broader environmental strategy.

Climate Priorities & Forecasting

Team description	Type of work responsible for	Key relationships
This team provides quantitative policy analysis to support climate mitigation and market decision making. In particular, through surging support to high priority projects and programmes in mitigation and markets, and the development and stewardship of climate related modelling capabilities including the ENZ, CGE and market supply models, and the CIPA tool. IT will be developing the baseline (WEM) for ERP 2 and assessing the impact of new policies (WAM). In addition, it will also provide an understanding of the emissions impacts of individual policies (CIPA), and support ETS settings decisions through analysis of different ETS settings options.	Some of the deliverables in the near future are: ▪ Sufficiency analysis and distributional impact analysis in ERP 2 ▪ Quantitative policy analysis to support ETS settings advice annually ▪ Climate implications of policy assessments to support decision making across ministerial portfolios ▪ Quantitative policy analysis to support setting NDC 2, and responding to the CCC advice on EB4, and the 2050 target.	▪ Works with all other teams within mitigation policy and markets. ▪ Works closely with the Data & Insights Products and Science & Evidence units in SSP.

Mitigation Policy

Ministry for the Environment
Manatū Mō Te Taiao

International

Team description	Type of work responsible for	Key relationships
To provide climate focussed policy analysis and advice to the Government on climate mitigation matters under the Paris Agreement.	Policy advice and analysis relating to New Zealand's Nationally Determined Contributions and international climate mitigation: ▪ Policy analysis and advice to set and implement NDCs ▪ Policy analysis and advice on international cooperation to meet NDCs ▪ Leading international negotiations to support NZs climate policy objectives ▪ Advice on aspects of the Paris Agreement and the wider international landscape of climate mitigation ▪ Contributing to international processes, including achieving and setting NDCs, reporting requirements like the Biennial Transparency Report, and NZ's wider influence on climate issues. Lead for international issues relating to carbon markets and climate mitigation: ▪ Forming and maintaining relationships on climate with international organisations, carbon project actors, other countries and the private sector. ▪ Formal negotiations on Article 6 of the Paris Agreement. ▪ Supporting international engagements	▪ Works with other teams within mitigation policy and markets

Land Use and Removals

Team description	Type of work responsible for	Key relationships
To provide climate focussed policy advice to the Government on agriculture, forestry and non-forestry removals. This will be a new team that brings together functions from the emissions pricing policy and market development teams.	If the team existed in 2024 it will be leading work on: ▪ The Methane Review ▪ Repealing the ETS backstop in the CCRA ▪ Providing advice on LUC restrictions for farm to forestry conversions Types of work this team might lead in FY 24/25: ▪ Analysis and advice for new categories of removals in New Zealand's target accounting ▪ Analysis and advice for a standardised farm level emissions measurement methodology and agricultural emissions pricing policy ▪ Analysis and advice on potential for afforestation in New Zealand.	▪ Works with other teams within mitigation policy and markets, particularly with the Sector Policy team

Markets

Market Assurance and Operations

Team description	Type of work responsible for	Key relationships
This team is responsible for two main functions: ▪ Assurance and Operations: ensures cohesive ETS operations within the Ministry and with other agencies. ▪ Market Governance policy project to improve operation of the NZU market.	**Assurance and Operations** Carries out the ministry's ETS operations and coordinates with the other agencies that operate the ETS ▪ Delivers governance and risk management for ETS operations ▪ Operates the quarterly ETS auctions (via NZX as the ministry's contractor) ▪ Delivers ETS and NZU market information and insights ▪ Monitors and conducts assurance of ETS operations **Market Governance Policy Project:** ▪ Leads coordination of this project across MBIE, MPI the FMA, and the EPA. ▪ Delivers policy analysis to ensure provision of better trading information and enhanced oversight of the NZU market, followed by legislation change. ▪ Delivers an 'information initiative' to better inform those who trade in the NZU market	▪ Works with all other teams within mitigation Policy and markets. ▪ Works with finance, people and capability, and ICT teams.

Emissions Trading Scheme Policy

Team description	Type of work responsible for	Key relationships

This team is responsible for ETS regulatory policy work to support the efficient and effective operation of the NZ ETS, including ensuring that legislative requirements are met.	▪ Provide advice on annual and other regular regulatory requirements to update the ETS including in relation to:
	  o Unit limits and price control settings
	  o Regulations on the price of carbon, electricity allocation factors
	  o Emissions factor information for individual sectors
	  o Other operational improvements
	▪ Provide advice on ETS industrial allocation policy
	▪ International engagement on ETS policy and operations
	▪ Supporting ministers with stakeholder engagement with ETS participants/key stakeholders
		▪ Works with other teams within mitigation policy and markets.

Markets

Sector Policy and Finance

Team description	Type of work responsible for	Key relationships
This team is responsible for climate mitigation policy advice on pricing and major sectors, and on mobilising private finance towards climate mitigation goals. It brings together functions currently under the Emissions Pricing Policy and sustainable finance teams.	Policy advice on the role of emissions pricing in advancing climate mitigation objectives and sector-related policies (excluding agriculture and land-use removals), including: ▪ The role of emissions pricing in the achievement of net zero goals ▪ Sector-specific policy advice, especially in relation to energy and transport, working with the lead agency ▪ Monitoring and advice of sector policy implementation ▪ Any potential review of the ETS policies (working with the ETS policy team) Policy advice and analysis relating to mobilising private finance: ▪ Policy analysis to develop standards and criteria for green investments in New Zealand (Green Taxonomy). ▪ Advice on aspects of a sustainable finance strategy for New Zealand. ▪ Partnership with the Centre for Sustainable Finance to identify and address regulatory barriers to investment in New Zealand ▪ Regulatory harmonisation with Australia as part of the 2 + 2 commitments	▪ Works with all other teams within mitigation policy and markets, and strategic partnerships team.

Final structure
CCMRE

CCMRE leadership team - final structure
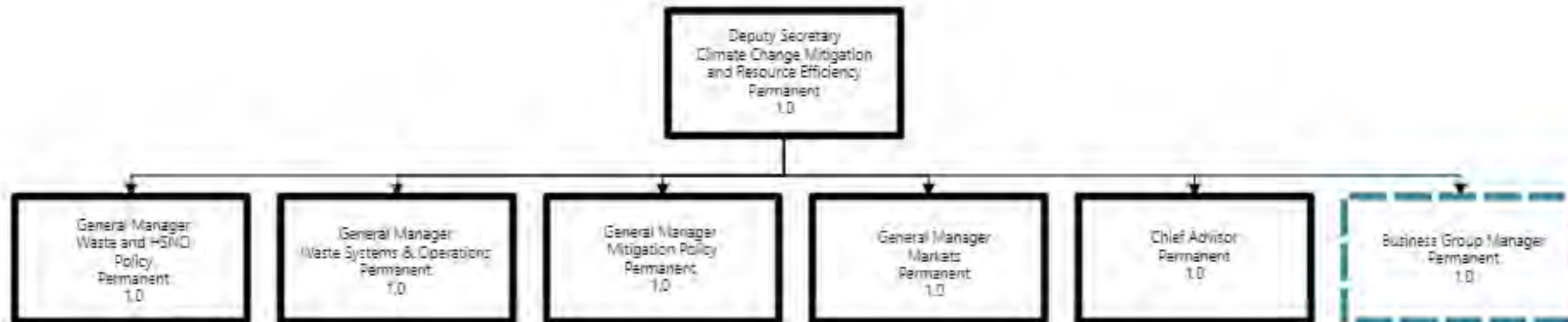
Business group / unit – New Roles

Team	Current position	Cohort	Explanation
CCMRE – Leadership	Business Group Manager	Business Group Manager	Will be advertised as vacancy that any kaimahi can apply for

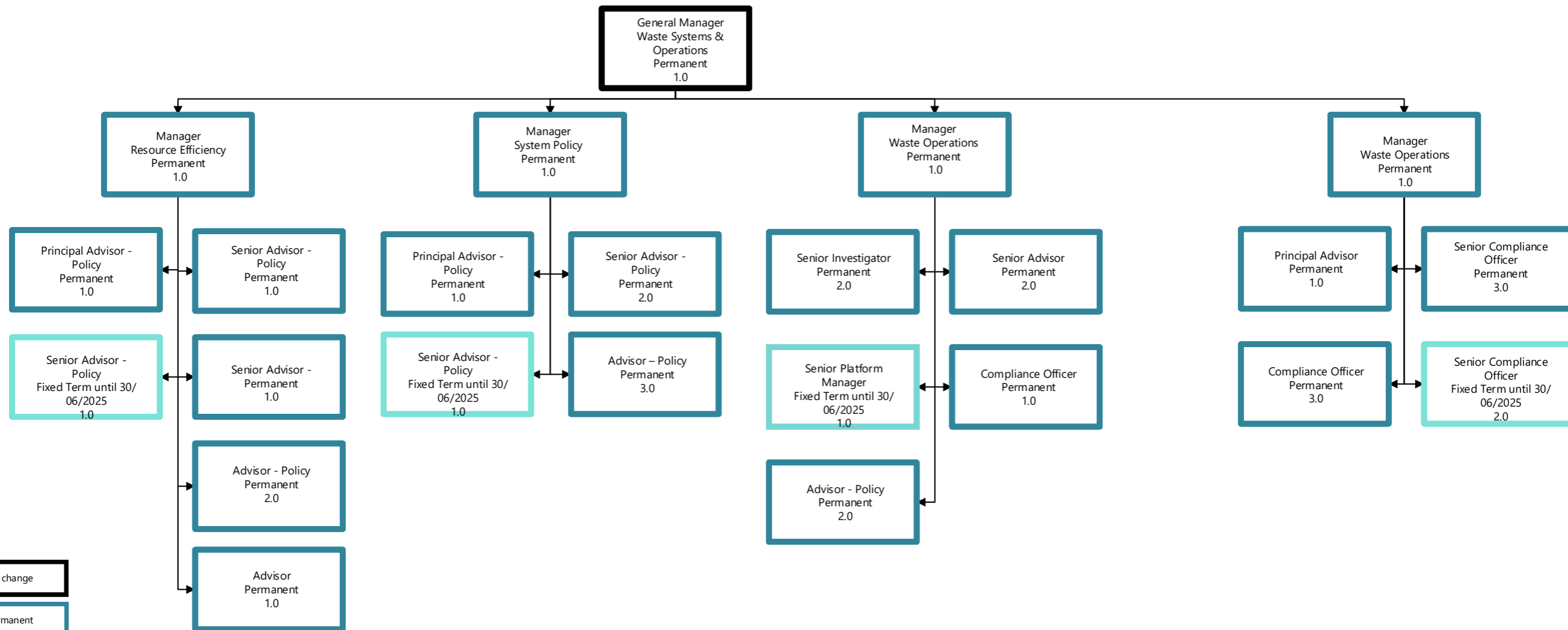# CCMRE Waste and HSNO- final structure
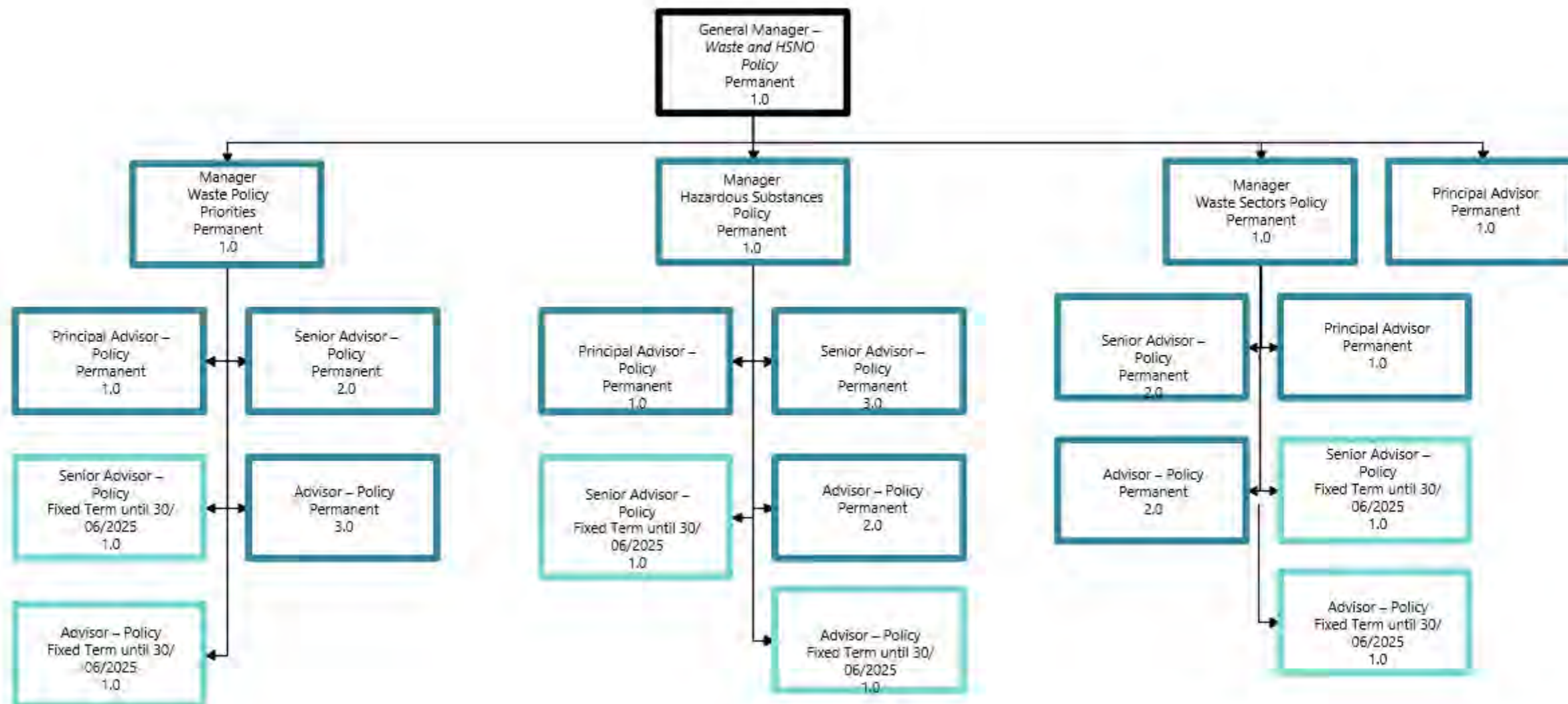
Business group / unit – impact to positions

Team	Current position	Impact to position	Cohort
CCMRE – Waste & HSNO	Manager	Reduction in roles	Manager Cohort
CCMRE – Waste & HSNO	Principal Advisor	Reduction in roles	Principal Cohort
CCMRE – Waste & HSNO	Senior Advisor / Analyst	Reduction in roles	Senior Advisor / Analyst Cohort
CCMRE – Waste & HSNO	Advisor	Reduction in roles	Advisor / Analyst Cohort

CCMRE Waste Systems and Operations- final structure

General Manager
Waste Systems &
Operations
Permanent
1.0

Manager
Resource Efficiency
Permanent
1.0

Principal Advisor -
Policy
Permanent
1.0

Senior Advisor -
Policy
Permanent
1.0

Senior Advisor -
Policy
Fixed Term until 30/
06/2025
1.0

Senior Advisor -
Permanent
1.0

Advisor - Policy
Permanent
2.0

Advisor
Permanent
1.0

Manager
System Policy
Permanent
1.0

Principal Advisor -
Policy
Permanent
1.0

Senior Advisor -
Policy
Permanent
2.0

Senior Advisor -
Policy
Fixed Term until 30/
06/2025
1.0

Advisor – Policy
Permanent
3.0

Manager
Waste Operations
Permanent
1.0

Senior Investigator
Permanent
2.0

Senior Advisor
Permanent
2.0

Senior Platform
Manager
Fixed Term until 30/
06/2025
1.0

Compliance Officer
Permanent
1.0

Advisor - Policy
Permanent
2.0

Manager
Waste Operations
Permanent
1.0

Principal Advisor
Permanent
1.0

Senior Compliance
Officer
Permanent
3.0

Compliance Officer
Permanent
3.0

Senior Compliance
Officer
Fixed Term until 30/
06/2025
2.0

Key:

No change

Permanent

Fixed Term

New roles are shown
with a dotted frame

Business group / unit – impact to positions

Team	Current position	Impact to position	Cohort
CCMRE – Waste Systems & Operations	Manager	Reduction in roles	Manager Cohort
CCMRE – Waste Systems & Operations	Principal Advisor	Reduction in roles	Principal Cohort
CCMRE – Waste Systems & Operations	Senior Advisor / Analyst	Reduction in roles	Senior Advisor / Analyst Cohort
CCMRE – Waste Systems & Operations	Advisor	Reduction in roles	Advisor / Analyst Cohort
CCMRE – Waste Systems & Operations	Senior Compliance Officer	Reduction in roles	Senior Advisor / Analyst Cohort
CCMRE – Waste Systems & Operations	Compliance Officer	Reduction in roles	Advisor / Analyst Cohort
CCMRE – Waste Systems & Operations	Senior Investigator	Reduction in roles	Senior Advisor / Analyst Cohort
CCMRE – Waste Systems & Operations	Senior Platform Manager	Reduction in roles	Senior Advisor / Analyst Cohort

CCMRE Mitigation Policy- final structure
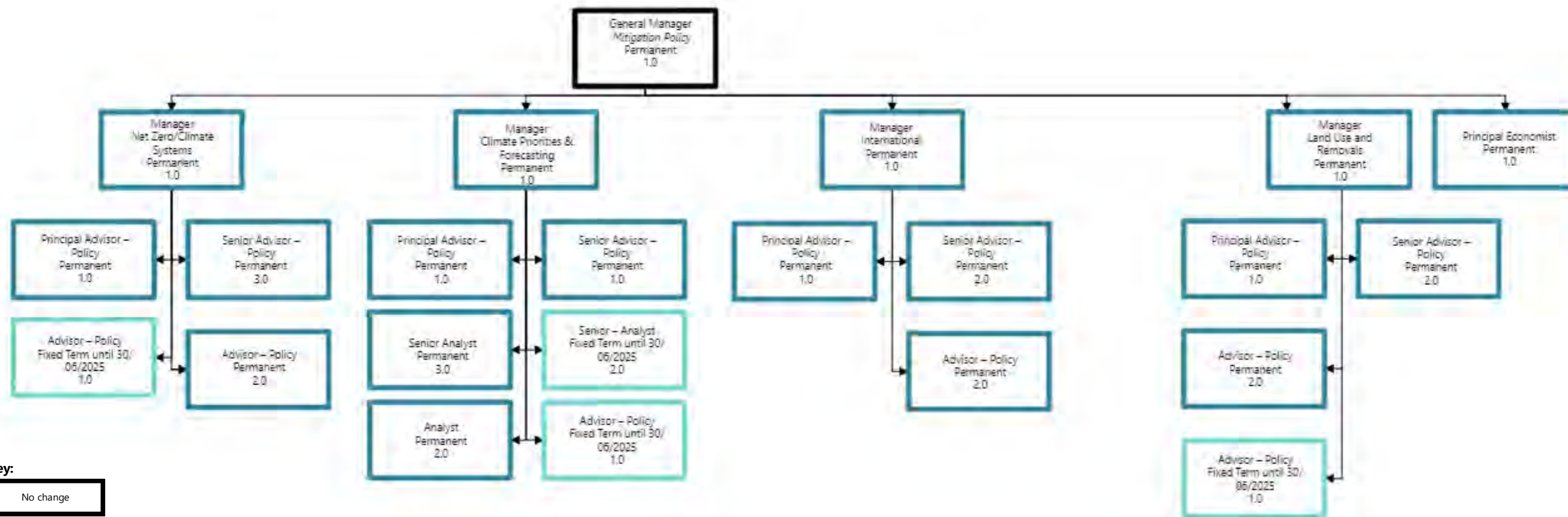
Business group / unit – impact to positions

Team	Current position	Impact to position	Cohort
CCMRE – Mitigation Policy	Manager	Reduction in roles	Manager Cohort
CCMRE – Mitigation Policy	Principal Advisor (Including Principal Economist)	Reduction in roles	Principal Cohort
CCMRE – Mitigation Policy	Senior Advisor / Analyst	Reduction in roles	Senior Advisor / Analyst Cohort
CCMRE – Mitigation Policy	Advisor	Reduction in roles	Advisor / Analyst Cohort

CCMRE Markets team - final structure
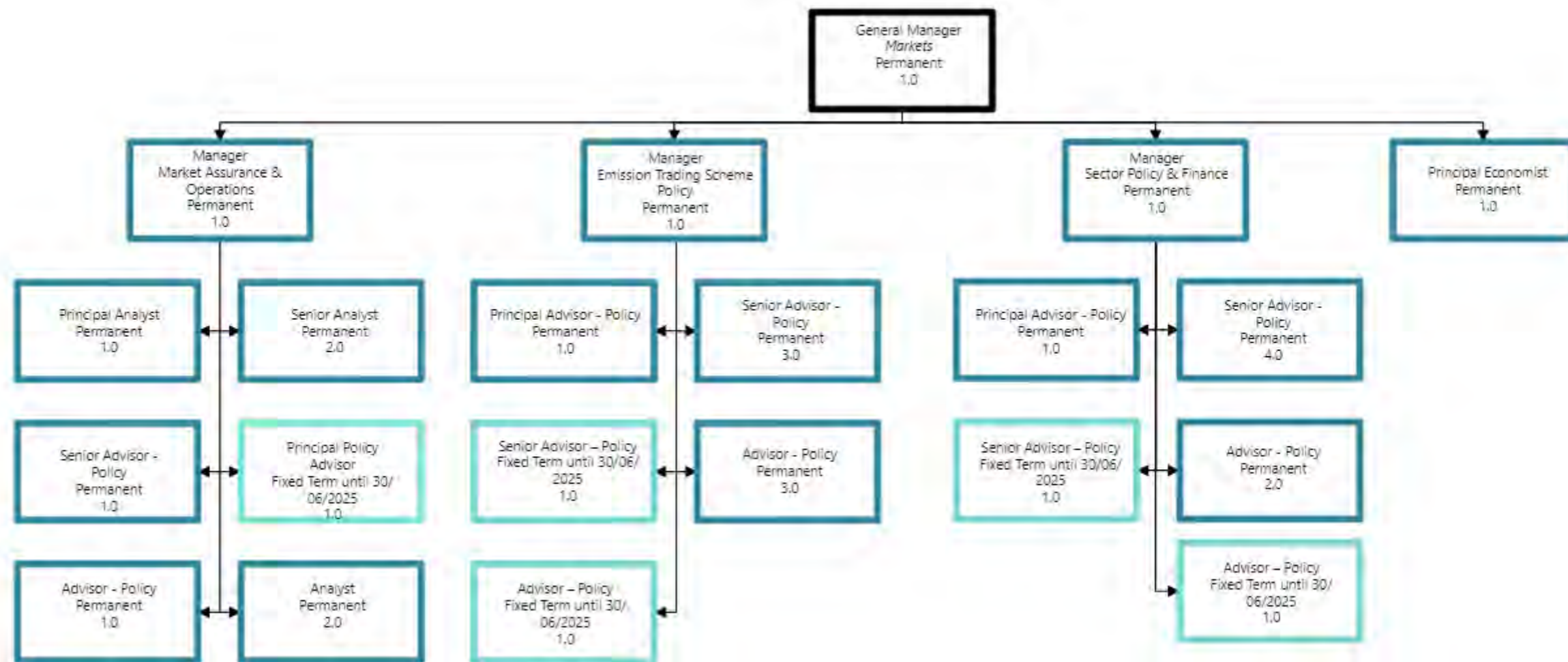
Key:

| No change |
| Permanent |
| Fixed Term |
| New roles are shown with a dotted frame |

Business group / unit – impact to positions

Team	Current position	Impact to position	Cohort
CCMRE – Markets	Manager	Reduction in roles	Manager Cohort
CCMRE – Markets	Principal Advisor	Reduction in roles	Principal Cohort
CCMRE – Markets	Senior Advisor / Analyst	Reduction in roles	Senior Advisor / Analyst Cohort
CCMRE – Markets	Advisor	Reduction in roles	Advisor / Analyst Cohort

Next steps

Timeline

- *Please see the Main Decisions Document, or the Change Hub for a full timeline.*
- *Details about the Selection Process will be available, by email and on the Change Hub from July 26*

What	When
Selection process – Expressions of Preference All material will be available on the Change Hub here, and emailed to kaimahi on Friday July 26	• Friday July 26 to COB Tuesday August 6
Voluntary Redundancy Expressions of Interest close	• August 18
Round 2 Expression of Interest Process (remaining vacancies)	• Tuesday September 17 to Tuesday September 24
Notice to kaimahi unplaced in the structure	• Friday September 27
Implementation of the new structure	• Friday November 1 (tentative)

Where to get support

Please refer to timeline and next steps in the main Ministry decision document

If you have any questions about the outcome of this proposal or the next steps of the process, you can:

- talk to your people leader
- talk to your PSA Delegate if you're a PSA member

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

You can find more information on next steps and what you can expect from us in our Management of Change guidance.

If there is any other support we can provide you at this time of change, please feel free to discuss with us.

Resetting the Ministry

Environmental Management & Adaptation (EMA)
Final decision document

25 July 2024

What's in here

Ministry for the
Environment
Manatū Mō Te Taiao

Environmental Management & Adaptation (EMA)

This pack contains information about the Environmental Management & Adaptation (EMA) business group, led by Deputy Secretary Nadeine Dommisse.

Purpose of the group

The Environmental Management and Adaptation Group operates across the natural and built environment and advises the Government on environmental issues and the resource management system. In line with our obligations under Treaty settlement agreements, and drawing on evidence, science and data, it provides expert advice to support robust decision making across the environmental and resource management systems, including for expert advice on climate adaptation

For more information about the work of the group, see the **work programme provided as part of the selection process on Friday July 26.**

Feedback and decisions

EMA feedback and decisions summary

EMA's senior leadership team reviewed a large number of submissions covering the general themes addressed earlier in the document, and others specific to our business group.

EMA has experienced a heavy workload over the first six months of the Coalition Government with most teams working on priority legislative and policy programmes across the resource management system. This has required teams and business units to work flexibly across the policy programmes and to embrace new ways of working with agencies, partners and stakeholders. With a much-reduced workforce across the Ministry, EMA will need to continue to evolve streamlined and efficient ways of delivering Government priorities. This will continue to provide robust, high-quality policy advice and a full suite of options, that are evidence informed and reflect our Te Tiriti obligations.

The current priority work programme for EMA is strongly shaped by:

- Introducing the Fast Track Approvals Bill one-stop shop consenting regime
- Introducing climate adaptation legislation
- Reforming the resource management system over three phases including introducing the largest integrated package of legislation and national direction that has been undertaken to date

Clarity of business unit/team functions

A wide variety of submissions sought clarity on various functions of business units and teams. We've sharpened the descriptions for all teams, as described later in this pack. These include clarifying:

- That the **Treaty Partnerships team** will have a key role in supporting relationships and engaging with PSGEs, yet-to-settle groups and other groups as part of supporting policy teams to uphold Treaty matters through the policy and regulatory reform processes.

- The roles of the **Adaptation Priorities**, **Adaptation Systems** and **Natural Hazards Policy** teams. We are working with the Climate Change Interdepartmental Executive Board to ensure our roles and responsibilities are clear. We have changed the name of **Adaptation Systems 2 to Adaptation Legislation**, to more clearly reflect the function and purpose of this team, which is supporting the passage of legislation until November 2025.

- That the **Māori Rights and Interests team** will lead expert and best-practice advice on incorporating Te Ao Māori perspectives and Māori rights and interests considerations into policy development and decision making. This team will continue to support the Freshwater Policy team and Tūmatakokōri in responding to Wai 2358 (and Ngāi Tahu freshwater litigation) through the transition period.

- RMA statutory functions will sit with the **Systems Establishment and Enablement team** rather than with the Resource Management Systems business unit. We have also renamed the RMA Secretariate team as the **Policy Coordination team**. This is consistent with the intention for this team to work across EMA to support the policy development process including coordination of cross-agency work and policy papers to Ministers' offices and Joint Ministers' decision-making.

- That the **Urban Policy team** (within the Urban and Infrastructure business unit) will continue to manage the urban and housing policy and statutory functions. It is efficient to keep policy and statutory functions tightly connected. In this case, this programme of work is delivered alongside the Ministry of Housing and Urban Development as part of the Government's Going for Housing Growth programme.

Changes to specific roles/responsibilities

A number of submissions suggested changes to specific roles or responsibilities across the group (eg, decrease one type of role in favour of another) and resourcing needs in general. We have considered these in light of the risks associated with any changes, recognising that a change in one area will have an effect elsewhere, and the need for changes to be cost neutral overall. We have also given careful thought to broader feedback from kaimahi for greater consistency in the level of seniority of roles across the organisation. This has led to the following changes:

EMA feedback and decisions summary

Climate Adaptation business unit

- To address seniority balance, we have converted three principal roles to senior analysts in the **Climate Adaptation** business unit. Specifically, the **Adaptation Policy** and **Adaptation Systems** teams now each have one principal, rather than two, and each team gains an additional senior analyst. This will provide better thought leadership and coherence across the work programme for the Adaptation Policy team. The principal role in the Adaptation Systems team was intended to cover residual recovery policy following the completion of Orders in Council by 1 November; this work will now be the focus for the fixed-term principal advisor reporting to the General Manager. The fixed-term principal advisor will work across teams in the business unit, and the wider Ministry as appropriate. The principal advisor in the **Natural Hazards Policy** team has been replaced with a senior analyst; with the principal advisor in the Adaptation Systems team providing thought leadership across the legislative systems of the Local Government Act, Public Works Act, Civil Defence and Emergency Management Act and the Resource Management Act. Further detail will be in individual role descriptions.

- One delayed voluntary redundancy senior advisor role in the **Adaptation Priorities t**eam has been converted into a permanent senior advisor in Adaptation Systems 2. This responds to concerns about potential impact on quality of work and wellbeing due to the high number of delayed voluntary redundancy roles in the Adaptation unit. This change means that each permanent team has only one delayed VR position. We expect the permanent roles sitting under the fixed-term Adaptation Systems 2 manager will move into one of the other teams in the Adaptation business unit from late 2025.

Resource Management business unit

- We have converted a Principal role to a Team Leader role to better reflect the needs of the **Policy Coordination** Team. We have also updated the purpose of this team to better reflect its function. This team will work closely with the centralised Ministerial services team in OCE and with the business group programme manager and Business Group Manager. Its function will be to support the coordination of the policy process including cross-agency working and policy papers for Joint Minister decision-making.

Urban and Infrastructure business unit

In the **Urban and Infrastructure business unit** we moved one of the EMA policy leads into the Urban and Infrastructure unit as a permanent appointment. We have converted the principal role reporting to the GM into a senior in the Infrastructure Policy team. The fixed-term senior role that was in the urban team has moved across to the infrastructure policy team. The urban team has an additional permanent senior role (converted from an advisor role in the Resource Management Policy and Spatial Planning team). These changes reflect the significant work programme and specialised expertise of this teams. Due to the need to work flexibly across teams to deliver priority work programmes, it may still be necessary to draw on members of the Resource Management Policy and Spatial Planning team (or more widely across the rm policy teams) to help deliver the remaining needs of the urban and infrastructure policy work programme.

Natural Environment business unit

- We have moved one principal role in this business unit from an 'in-team' role to reporting to the General Manager and clarified that this role will work across the business unit. The **Marine Policy and RM Bill 1 team** will be simplified to the **Marine Policy Team**.

Te Tiriti and Te Ao Māori

- In the **Te Tiriti and Te Ao Māori business unit** we have added in two new positions to better reflect the team's role providing rights and interests specialist expertise to the CCMRE policy group and as required across the Ministry. We have also provided an additional two dedicated advisor roles to support engagement with PSGEs on policy. These additional roles will help maintain the existing level of engagement with PSGEs and other groups in the policy process. PSGE engagement remains the responsibility of the relevant EMA / CCMRE policy teams with significant support from Te Tiriti and Te Ao Māori. Other business groups will also play a role, with PIE providing planning advice and organisational support, and Tūmatakōkiri ensuring overall quality of engagement and supporting strategic relationships.

EMA feedback and decisions summary

Policy lead roles

- We have clarified that policy lead roles, while reporting to GMs, are expected to exercise senior strategic management in both policy and people leadership. These leads will support delivery of key Government priorities that sit across teams/business units/agencies. One of these roles will support RM reform including the transition from Phase Two (legislation and national direction including natural hazards) into Phase Three (replacement of the RMA). The other role will be in the Urban and Infrastructure team supporting the Going for Housing Growth priority and other related matters as needed. The Policy Lead – Urban and Infrastructure will be a permanent role given the ongoing need to co-lead delivery of this programme with the Ministry for Housing and Urban Development.

Team descriptions

Urban & Infrastructure

Urban Policy Team

Team description	Type of work responsible for	Key relationships

This team will play an urban system stewardship role by taking an all-of-urban environment approach. This includes how a spatial planning system might work and how multiple government outcomes can be achieved in urban environments. The team will lead the Ministry's policy input into central and local government urban planning processes with a focus on housing policy outcomes. This team will have a much smaller function in supporting implementation of policy.	▪ Delivering agreed Going for Housing Growth (GfHG) work programme, including:
	  o Lead on Medium Density Residential Standards opt out process
	  o Co-lead with MHUD on NPS-UD policy improvements and mixed-use policy
	  o Ongoing role and relationship with Auckland Council with various planning processes
	  o Other elements of the GfHG work programme (including housing targets, expert working group)
	▪ Co-leading on 'granny flats' policy work with MBIE
	▪ Leading on MDRS/IPI statutory functions
	▪ Co-leading with MHUD on other aspects of MDRS/NPS-UD implementation
	▪ Monitoring and evaluation of urban/housing policy (though likely slowed for the next 12 months)
		▪ Works extensively with other agencies, but specifically with MHUD as a joint project team on the Going for Housing growth work programme.
		▪ Close connections into larger urban local government sectors.
		▪ Works closely with RM Policy teams in the Ministry that lead legislative or national direction processes
		▪ This programme also has links between urban and other national direction work such as highly productive land, air quality, biodiversity, climate adaptation and natural hazards.

Infrastructure Policy Team

Team description	Type of work responsible for	Key relationships

This team will provide expertise in technical planning and policy advice on infrastructure policy outcomes and settings, while bringing a wider RM system stewardship context.
 	
The focus will be on updating or preparing new policy for infrastructure outcomes as RMA national direction.
	▪ Deliver Electrify NZ, which includes:
	  o Updating the NPS-Renewable Energy, NPS for Electricity Transmission, NES for ET
	  o New NPS for infrastructure
	  o Preparing new NES for various forms of renewables energy and new infrastructure standards
	  o Renewable energy consenting within RM system (via Bill#2)
	▪ Wider work on Infrastructure national direction and legislative provisions:
	  o all other non-electrify NZ Infrastructure National Direction
	  o infrastructure policy advice into RM reform and other the Ministry work (e.g. Hazard Mitigation)
	  o Feedback into other central agency policy affecting infrastructure delivery
		▪ Works extensively with other agencies, but specifically with MBIE as a joint project team on the Electrify NZ work programme and Te Waihanga on other infrastructure national direction initiatives.
		▪ Within the Ministry, works closely with RM Policy teams that lead legislative or national direction processes. There are links to the climate mitigation team and SSP evidence teams
		▪ In the future a closer relationship with the RM Policy and Spatial Planning team and teams in the adaptation space are expected.

Urban & Infrastructure

Ministry for the **Environment** *Manatū Mō Te Taiao*

RM Policy (Bill 2)

Team description	Type of work responsible for	Key relationships
This team will be one of four 'generic RM Policy teams' that sit in this business unit and the RM business unit. The RM work programme is expected to change over time and the work is currently being staged accordingly. This team will be responsible for RM Bill 2. Once that bill is passed, the team will work on the next agreed RM policy deliverables.	▪ Coordinating the production of RM Bill 2, which is currently in a policy development stage. The bill is expected to be introduced before Christmas 2024 and be in place in July 2025.	▪ Works extensively across agencies due to its role of coordinating the input of policy from a number of agencies for Bill 2 delivery. ▪ Within the Ministry, works closely with all RM Policy teams, including teams in other parts of EMA that are responsible for leading development of the actual policy advice for matters that are within scope of Bill 2.

RM Policy & Spatial Planning

Team description	Type of work responsible for	Key relationships
This team is responsible for policy to deliver the government's spatial planning objectives. The team will also have broader capacity and capability to support the wider resource management policy work programme.	▪ Working collaboratively with other agencies to advance spatial planning policy and may include work on legislative design for spatial planning as part of Phase 3. ▪ Working with relevant the Ministry teams, other agencies and InfraCom – Te Waihanga on links between spatial planning and their work programmes (eg, city and regional deals, 30-year national infrastructure plan, NPS-infrastructure, climate change adaptation). ▪ Provide support to other urban and infrastructure and resource management policy teams on their work programme as part of a flexible approach to managing the RM work programme.	▪ Works closely with Ministry teams and alongside agencies to ensure cohesive policy development and system design, including across resource management reform, climate change adaptation, Going for Housing Growth, infrastructure for the future and regional deals

Natural Environment

Freshwater Policy

Team description	Type of work responsible for	Key relationships
This team is responsible for policy advice on freshwater-related national direction/regulation. The team's focus will be on advice relating to phase 2 RM reforms.	▪ Advice on the management of water quality and the range of activities/issues affecting it ▪ Advice on the management of land use as it affects freshwater and interactions with receiving environments (including estuaries) ▪ Ownership of regulatory instruments (e.g. NPS-FM, NES-F, stock exclusion regs) and key issues as they arise (e.g. nutrient management, farmer facing regulations) ▪ Interactions between these matters and other national direction and wider settings in the RMA.	▪ Works closely with other NEP and wider EMA teams, aand legal. ▪ Depending on the issue, works with PIE ▪ Work with the relevant teams in SSP to ensure evidence and data is used to inform policy development, analysis and robust decision-making throughout the policy process. ▪ Works with other government agencies including MPI, DOC and Te Arawhiti

Land

Team description	Type of work responsible for	Key relationships
The Land team is primarily responsible for policy advice on biodiversity and highly productive land matters, and RMA system settings as they relate to these issues. The team's focus will be on advice relating to the phase 2 RM reforms, as well as the Coalition Agreement relating to significant natural areas.	Policy advice on: ▪ The system settings for the management and protection of biodiversity, and the range of issues and activities that impact on it ▪ The system settings for the management of land use, in particular around highly productive land ▪ Ownership of regulatory instruments (e.g. NPS-IB, NPS-HPL), and responding to key issues as they arise ▪ Interactions between these instruments and other national direction (e.g. NPS-REG, NZCPS, NPS-FM) and wider settings in the RMA ▪ Engagement on other work areas that connect with biodiversity and land use (for example biodiversity credits) ▪ Contribution to domestic policies (eg, the Aotearoa NZ Biodiversity Strategy) and to international agreements.	▪ Works closely with other NEP and wider EMA teams, and legal ▪ Depending on the issue, works with PIE ▪ Work with the relevant teams in SSP to ensure evidence and data is used to inform policy development, analysis and robust decision-making throughout the policy process ▪ Works with other government agencies including MPI, DOC, Te Arawhiti and MFAT

Natural Environment

Natural Resources

Team description	Type of work responsible for	Key relationships
This team will be responsible for policy advice on natural resource use, and RMA system settings as they relate to it. The team's focus will be on advice relating to phase 2 RM reforms.	▪ Allocation of rights to use natural resources, and policies impacting on it ▪ Natural resource consenting processes and duration ▪ The freshwater planning process ▪ Interactions between these matters and other national direction, core settings in the RMA, and Māori rights and interests in natural resources ▪ Responsibility for the NES for human drinking water.	▪ Works closely with other NEP and wider EMA teams, and legal ▪ Depending on the issue, works with PIE ▪ Work with the relevant teams in SSP to ensure evidence and data is used to inform policy development, analysis and robust decision-making throughout the policy process ▪ Works with other government agencies including MPI, Te Arawhiti, DOC, and DIA

Marine Policy

Team description	Type of work responsible for	Key relationships
The Marine Policy team will be responsible for policy advice on marine management issues, and RMA and EEZ system settings as they relate to it. The team's focus will be on advice relating to the phase 2 RM reforms. The team will also be the hub for delivery of RM Bill 1 until that process is concluded.	▪ Support for Fast Track Bill (marine environment settings), and RM Bill 1 delivery hub ▪ Policies and processes affecting the marine environment, across the CMA and EEZ (such as marine consenting, decommissioning of oil and gas facilities) ▪ Ownership of regulatory instruments (EEZ Act and associated regulations) ▪ Advice in relation to the Government's aquaculture priorities, as well as on the allocation of space and management of competing uses in the marine environment (marine protection, mining, renewables, fishing etc) ▪ Biodiversity in the marine environment ▪ International negotiations and agreements relating to oceans (pollution, seabed mining) ▪ Secretariat support to Fiordland Marine Guardians.	▪ Works closely with other NEP and wider EMA teams, and legal ▪ Depending on the issue, works with PI ▪ Work with the relevant teams in SSP to ensure evidence and data is used to inform policy development, analysis and robust decision-making throughout the policy process ▪ Works with other government agencies including MPI, DOC, MFAT, and MBIE

Resource Management System

Policy Coordination

Team description	Type of work responsible for	Key relationships
This team will provide policy coordination support across EMA including supporting and coordinating cross-agency policy work, support to governance meetings and multi-minister meetings and working closely with OCE. The purpose of the RMA Reform Programme Secretariat is to support good governance of the RMA Reform Programme.	This team will work across all of the EMA Business group and have the following functions: • Provide secretariat support and coordination of various governance groups (agendas, minutes, logistics) including taking a strategic approach to timing and agendas for meetings. • Coordination of Ministerial agendas/weekly reports. • Coordination of Ministerials and OIAs. • Maintain a central inbox for EMA from which governance and other EMA wide material will be received and dispatched including liaison with OCE/centralised ministerial support function. • Provide oversight of the quality of papers generated in EMA including final proof reading and formatting and tracking of material sent to ministers.	• Works with all EMA policy teams and also closely with OCE teams on Ministerial papers and support • Works with senior leaders to set and drive agendas • Cross-agency teams

RM Policy – Fast Track

Team description	Type of work responsible for	Key relationships
The RM Policy Fast Track team is an RM policy team responsible for progressing the Phase 2 priority to deliver fast-track approvals legislation. Once the fast-track Bill is enacted the team will focus on other Phase 2 and Phase 3 policy work.	• Providing robust analysis and advice on RM reform policy to Ministers • Developing regulatory and legislative solutions • Interagency collaboration on policy development • Drafting advice (briefings and Cabinet papers and discussion/consultation material) • Undertaking stakeholder and partner engagement • Developing legislation including supporting Parliamentary processes	• The Ministry Legal Team • Te ao Māori/te Tiriti policy team • Cross agency teams contributing to the Bill

Resource Management System

RM Policy – Phase 3

Team description	Type of work responsible for	Key relationships
This is an RM reform policy team. It has responsibility for scoping Phase 3 of the reforms.	▪ Providing robust analysis and advice on RM reform policy to ministers ▪ Developing regulatory and legislative solutions ▪ Interagency collaboration on policy development ▪ Drafting advice (briefings and Cabinet papers and discussion/consultation material) ▪ Undertaking stakeholder and partner engagement ▪ Developing legislation including supporting Parliamentary processes	▪ Other RM reform policy teams ▪ the Ministry legal ▪ te ao Māori/te Tiriti policy team ▪ Cross agency teams

RM Policy – National Direction

Team description	Type of work responsible for	Key relationships
This team is responsible for progressing an integrated suite of national direction in Phase 2. The team will also have an enduring role to maintain the national direction system and provide advice and system stewardship advice to Ministers, contributing agencies and stakeholders.	▪ Providing robust analysis and advice on RM reform and system integrity policy to Ministers ▪ Developing regulatory and legislative solutions ▪ Interagency collaboration on policy development ▪ Drafting advice (briefings and Cabinet papers and discussion/consultation material) ▪ Undertaking stakeholder and partner engagement	▪ Other RM reform policy teams ▪ the Ministry legal ▪ te ao Māori/te Tiriti policy team ▪ Cross agency teams

Adaptation

Ministry for the Environment — Manatū Mō Te Taiao

Natural Hazards Policy

Team description	Type of work responsible for	Key relationships
This team will be responsible for policy advice on natural hazards. Its focus is advice on the identification and likelihood of natural hazards and policy design to reduce the effects of natural hazards. This includes policy to support councils to implement their RMA obligation to manage significant risk from natural hazards.	▪ Delivering RMA national direction on natural hazards (as part of the integrated national direction programme within RM Phase 2) ▪ Delivering policy advice on regulatory and non-regulatory interventions on natural hazards including those related to other policy work programmes across government ▪ Supporting the operation of the National Hazards Board coordinated by DPMC ▪ Maintaining the Ministry's function under the Environment Act to provide the government, its agencies and other public authorities with advice on the reduction of the effects of natural hazards	▪ Works closely with the adaptation framework, RM reform teams, and the integrated national direction teams ▪ Works closely with agencies on related policy including the Treasury, DPMC, DIA, Te Waihanga, NEMA, HUD, DOC, EQC ▪ Engages regularly with Aotearoa Climate Adaptation Network (ACAN) ▪ Engages relatively regularly with the banking and insurance sector, local government, iwi/Māori, PSGEs, science and research institutes

Adaptation Priorities

Team description	Type of work responsible for	Key relationships
This team is responsible for the whole of government National Adaptation Plan (NAP) and adaptation policy advice and stewardship. A core focus for the coming 12 months is working across the Ministry on the Adaptation Framework Risk information workstream.	Delivering policy advice for the adaptation priorities and sufficiency of the National Adaptation Plan through: ▪ Leading the whole of Government response to the Climate Change Commission's progress report on the NAP ▪ Assessing and advising on the sufficiency of actions to meet the risk's New Zealand faces from climate change ▪ Leading the cross government development of future National Adaptation Plans in accordance with the CCRA ▪ Co-ordinating advice on the Ministry NAP actions ▪ Policy advice on system-wide initiatives to adapt e.g. regulations or monitoring systems ▪ Providing technical adaptation expertise to support cross-cutting policy e.g. multi-sector strategy for resilience into ERP2 and international negotiations. ▪ A core deliverable for the coming 12 months is the risk information workstream of the Adaptation Framework (joint with SSP)	▪ Works closely with other adaptation teams, surging resources between teams where needed and to the extent possible. ▪ Link with the SSP to make sure we have the right evidence to inform policy advice and with strategy teams to create opportunities for alignment across systems ▪ Works closely with CCIEB Unit – with adaptation priorities providing policy content and the unit leading progress reporting ▪ Work with those leading international reporting and negotiation ▪ Engages with agencies on adaptation policy ▪ Maintains international relationships ▪ Aotearoa Climate Adaptation Network / Aotearoa Society of Adaptation Practitioners

Adaptation

Adaptation Systems

Team description	Type of work responsible for	Key relationships
The team will be responsible for developing components of the adaptation framework and ongoing stewardship of the legislation once it has passed.	▪ Preparing policy and advice on design elements of the adaptation framework – leading the workstream on roles and responsibilities; and associated tools to support the adaptation framework delivery. ▪ Supporting the establishment of legislative, institutional, or monitoring elements of the adaptation framework once the legislation is passed ▪ Connecting the adaptation framework with related legislative systems, including resource management, Local Government Act, Public Works Act, Civil Defence and Emergency Management Act. ▪ Supporting the Ministry's work to improve systems to adapt during recovery as well as pre-event.	▪ Works closely with other Adaptation and Māori policy teams; legal and resource management teams ▪ Works with other government agencies, particularly DIA, NEMA, DPMC, CRU ▪ Works with externals such as regional and territorial authorities.

Adaptation Legislation

Team description	Type of work responsible for	Key relationships
The Adaptation Legislation team is a temporary team responsible for the legislative process giving effect to the adaptation framework up to the end of November 2025, when the Bill is anticipated to pass.	▪ Oversight of how the adaptation framework is developing as a whole, i.e. synthesising the policy developed within the workstreams to build and maintain a coherent view of the whole framework ▪ Bringing cohesion to adaptation framework policy across the workstreams, maintaining a view on a working model of what the long-term system will look like ▪ Ensuring the system as a package is implementable and works in practice ▪ Leading all overarching products and processes, for example, briefings, Cabinet papers, drafting of the bill, introduction to the House, select committee process, committee of the whole House, communications (in partnership with the communications team), and any ongoing input from the Independent Reference Group ▪ Leading on adaptation framework policy for whenua Māori and cultural infrastructure.	▪ Works closely with other adaptation teams, to ensure solid understanding of the workstreams to inform the development of overarching products such as Cabinet papers and briefings. ▪ Surges resources between teams where needed and to the extent possible ▪ Works closely with agencies on related policy ▪ Leads engagement with externals when an overview of the framework is required

Adaptation Policy

Team description	Type of work responsible for	Key relationships
The Adaptation team will be responsible for developing policy on investment and cost sharing as part of the adaptation framework. Once the legislation is passed, this team will be responsible for designing, delivering and maintaining regulations and other supporting elements of the legislation.	▪ Preparing policy and advice on design elements of the adaptation framework, and leading the investment and cost sharing workstreams ▪ Leading the development of regulations and other supporting elements of adaptation legislation once passed ▪ Inputting to and aligning with the development of wider infrastructure resilience and funding initiatives across government.	▪ Works closely with other adaptation teams as part of a broader work programme on the adaptation framework and related policy ▪ Works closely with agencies on related policy including the Treasury, DPMC, DIA, Kanoa (MBIE), Te Waihanga, NEMA, HUD ▪ Tests policy with various teams at the Ministry and externals to ensure policy implications are understood such as urban and infrastructure teams, Māori policy teams, local government, insurers and banks.

Te Tiriti & Te Ao Māori

Upholding Treaty Settlements

Team description	Type of work responsible for	Key relationships
This team will provide expert advice and assistance in relation to Treaty settlements and other Treaty-related agreements, for example, Takutai Moana arrangements. The team will work to ensure settlement and related arrangements are upheld through policy development (both the policy development and outcome).	▪ Supporting policy teams across the organisation to understand the implications policy development has for Treaty settlements, and to work through how settlements can be upheld ▪ Where needed, embedding team members within policy teams to provide a settlements lens across the policy work programme ▪ Developing policy advice for Ministers around how to uphold settlements and other arrangements within wider policy decision-making ▪ Working alongside the Treaty-based relationships team to ensure that post-settlement governance entities (PSGEs) and other groups views on upholding settlements are considered in the policy process ▪ Working alongside other agencies on complex policy matters relating to the upholding of settlements and other arrangements	▪ Works with EMA / CCMRE policy teams ▪ Tūmatakōkiri – as part of our overall relationship with PSGEs and other Māori groups ▪ Te Arawhiti ▪ Other agencies involved in policy development that has implications for settlement arrangements.

Treaty-based Relationships

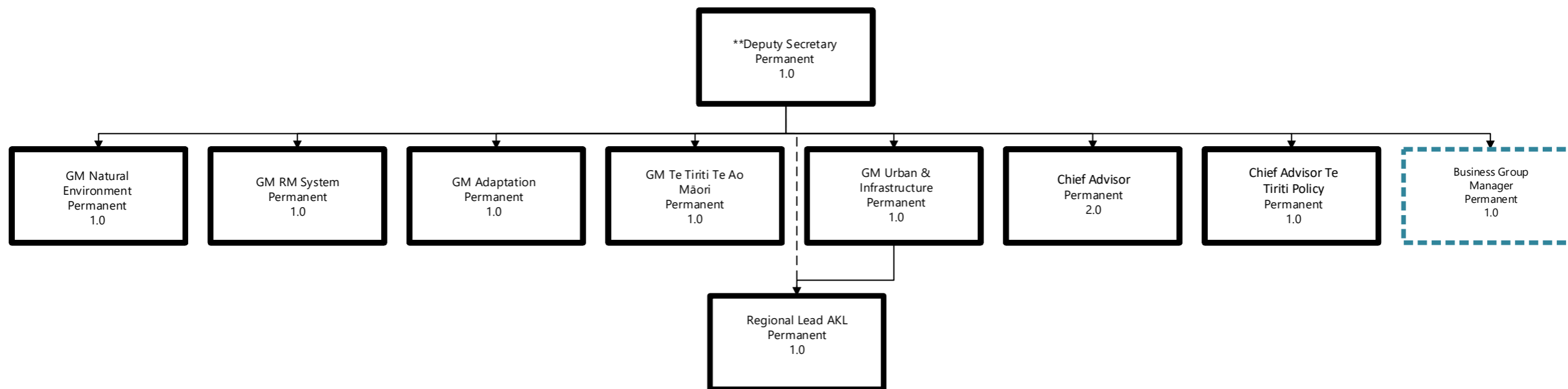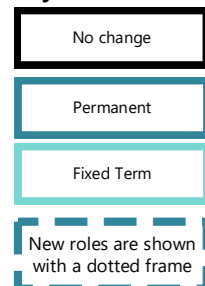| Team description	Type of work responsible for	Key relationships
This team will work (alongside Tūmatakōkiri) to maintain relationships with PSGEs, yet-to-settle groups and other groups responsible for Treaty-related agreements. A particular focus will be working with those groups on the policy implications for their arrangements including how those arrangements are given effect to through policy development and regulatory reform processes.	▪ Working closely with PSGEs and other groups to build shared understanding of the interactions between Treaty settlement or related agreements and policy proposals or reform. ▪ Supporting the Upholding Treaty settlements team to ensure that discussions with PSGEs are informing approaches taken through reform and Treaty settlements and related agreements are upheld. ▪ Providing expert advice and support to ministers around navigating relationships through regulatory change ▪ Supporting policy teams to engage and consult with PSGEs and other Māori representative groups on settlement / MRI implications in policy work	▪ Works with PSGEs and other Māori groups ▪ Works with EMA / CCMRE policy teams – to support engagement with PSGEs and other groups where needed, Tūmatakōkiri and PIE.

Te Tiriti & Te Ao Māori

Māori Rights & Interests

Team description	Type of work responsible for	Key relationships
This team will lead expert and best-practice advice across EMA and CCMRE, on incorporating te ao Māori perspectives and Māori rights and interests' considerations into policy development and decision-making. The team will continue to support the freshwater policy team / Tūmatakōkiri in responding to Wai 2358 (and Ngāi Tahu freshwater litigation) through the transition period.	- Providing expert advice and support to policy teams across the organisation to understand how their policy proposals and work programmes interact with Māori rights and interests and obligations under the Treaty of Waitangi. - Ensuring Māori rights and interests and obligations under the Treaty of Waitangi are an appropriate consideration in policy decision-making and advice. - Where needed, developing policy advice for ministers focused on Māori rights and interests in proposals - Supporting consistency and quality in Treaty Impact Analysis and other tools or processes that support the above functions. - Where appropriate, progressing specific policy advice that progressing Māori rights and interests in climate and environmental matters (for example, Māori rights and interests in freshwater).	- Works with EMA / CCMRE policy teams, and Tūmatakōkiri – as part of our overall relationship with PSGEs and other Māori groups - Works with Te Arawhiti, and other agencies depending on policy work

Final structure
EMA

EMA Leadership - final structure

**Deputy Secretary
Permanent
1.0

GM Natural Environment
Permanent
1.0

GM RM System
Permanent
1.0

GM Adaptation
Permanent
1.0

GM Te Tiriti Te Ao Māori
Permanent
1.0

GM Urban & Infrastructure
Permanent
1.0

Chief Advisor
Permanent
2.0

Chief Advisor Te Tiriti Policy
Permanent
1.0

Business Group Manager
Permanent
1.0

Regional Lead AKL
Permanent
1.0
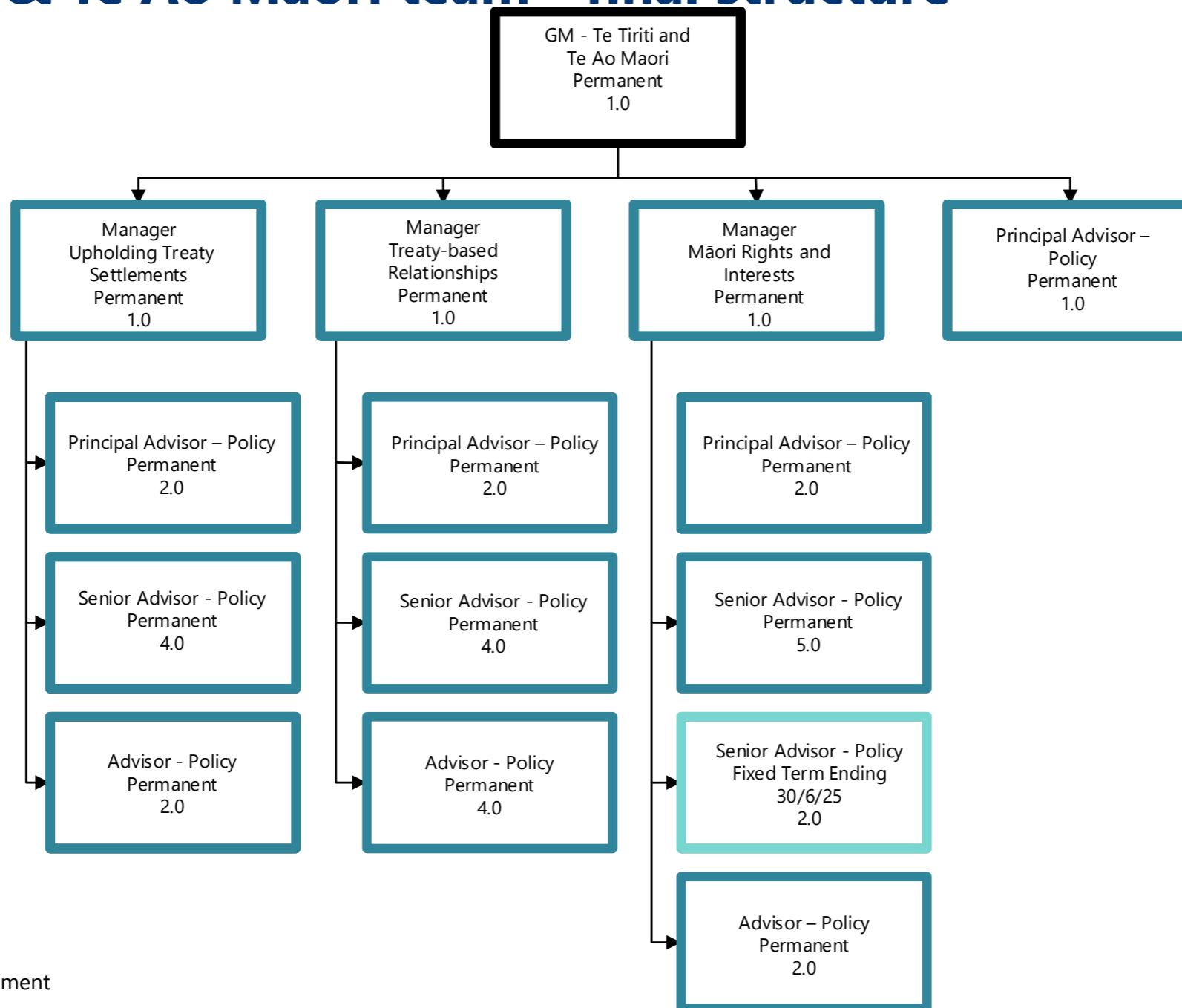
Key:

No change

Permanent

Fixed Term

New roles are shown with a dotted frame

Business group / unit – New Roles

Team	Current position	Cohort	Explanation
EMA – Leadership	Business Group Manager	Business Group Manager	Will be advertised as vacancy that any kaimahi can apply for

EMA Natural Environment - final structure
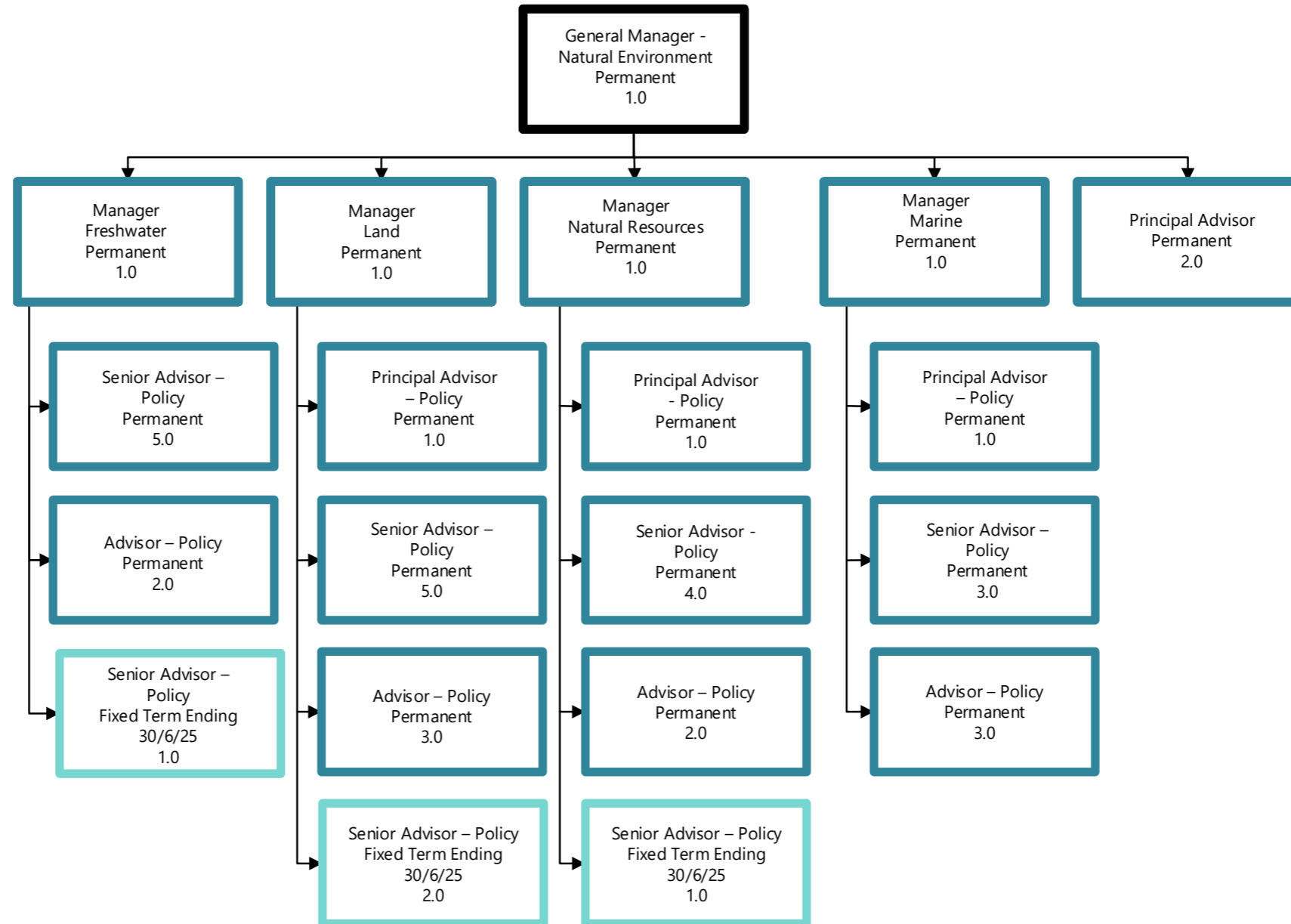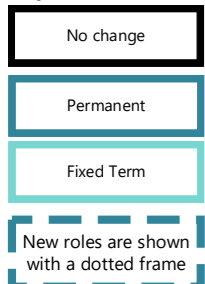
Business group / unit – impact to positions

Team	Current position	Impact to position	Cohort
EMA- Natural Environment	Manager	Reduction in roles	Manager Cohort
EMA- Natural Environment	Principal Advisor	Reduction in roles	Principal Cohort
EMA- Natural Environment	Senior Advisor / Analyst	Reduction in roles	Senior Advisor / Analyst Cohort
EMA- Natural Environment	Advisor	Reduction in roles	Advisor / Analyst Cohort

EMA Resource Management System- final structure
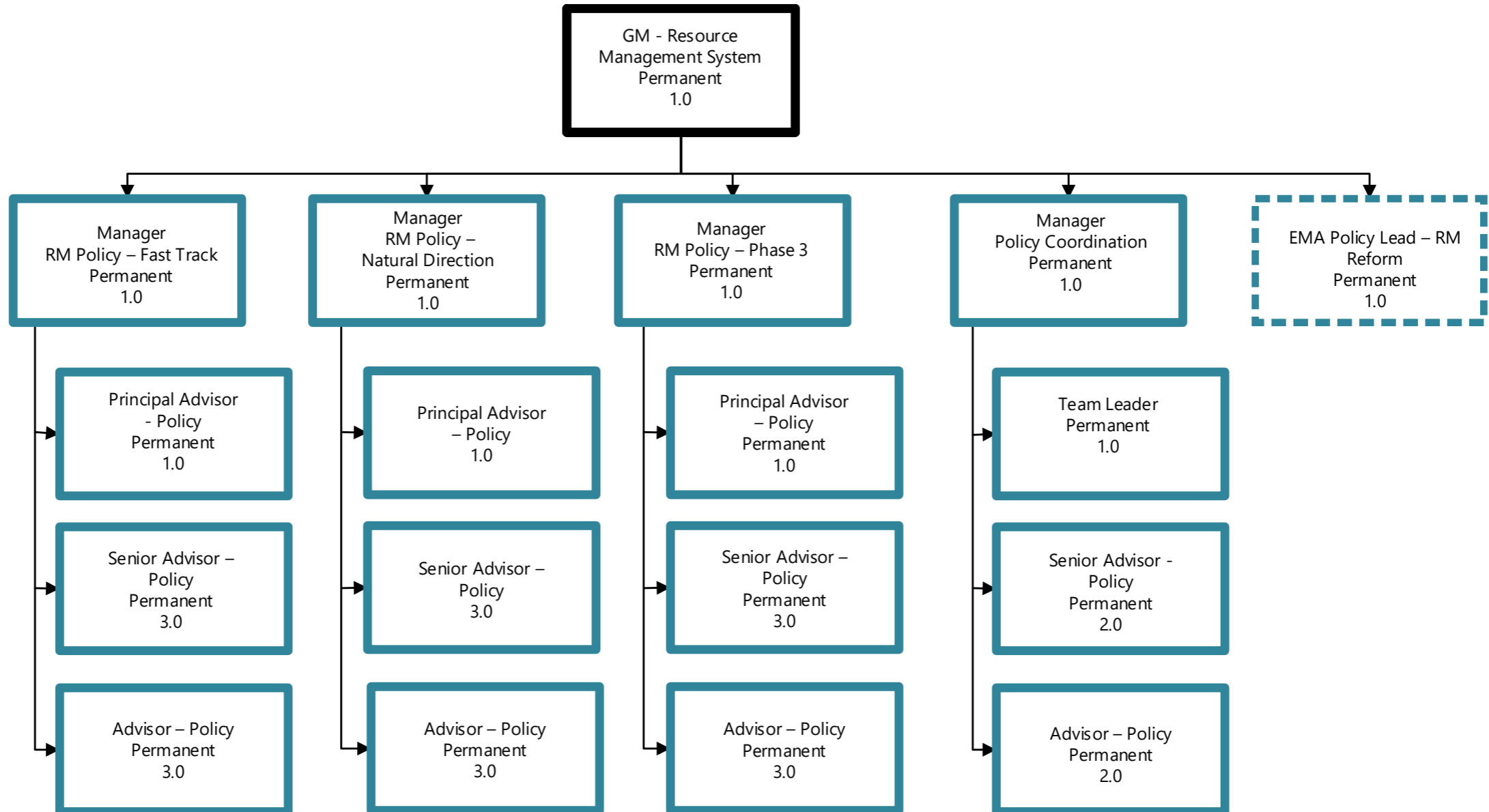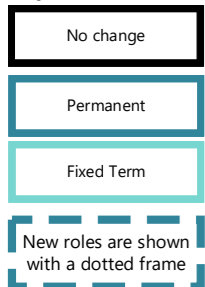
Business group / unit – impact to positions

Team	Current position	Impact to position	Cohort
EMA- Resource Management System	Manager	Reduction in roles	Manager Cohort
EMA- Resource Management System	Principal Advisor	Reduction in roles	Principal Cohort
EMA- Resource Management System	Team leader	Reduction in roles	Team Leader Cohort
EMA- Resource Management System	Senior Advisor / Analyst	Reduction in roles	Senior Advisor / Analyst Cohort
EMA- Resource Management System	Advisor	Reduction in roles	Advisor / Analyst Cohort
EMA- Resource Management System	EMA Policy Lead- RM Reform	New Role Will be advertised as vacancy that any kaimahi can apply for	N/A

EMA Adaptation- final structure
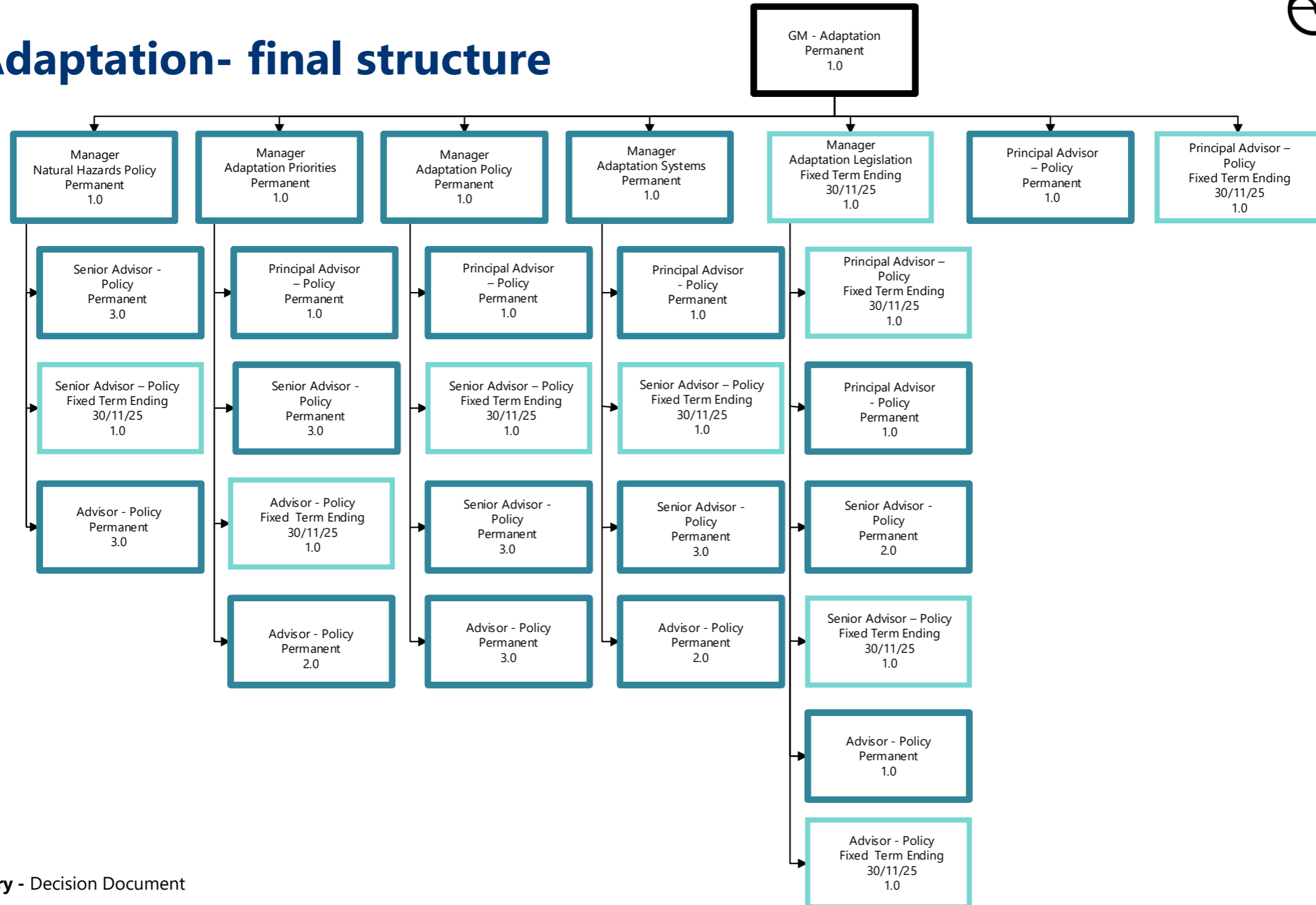
Business group / unit – impact to positions

Team	Current position	Impact to position	Cohort
EMA- Adaptation	Manager	Reduction in roles	Manager Cohort
EMA- Adaptation	Principal Advisor	Reduction in roles	Principal Cohort
EMA- Adaptation	Senior Advisor / Analyst	Reduction in roles	Senior Advisor / Analyst Cohort
EMA- Adaptation	Advisor	Reduction in roles	Advisor / Analyst Cohort

EMA Te Tiriti & Te Ao Maori team - final structure

GM - Te Tiriti and Te Ao Maori
Permanent
1.0

Manager Upholding Treaty Settlements
Permanent
1.0

Manager Treaty-based Relationships
Permanent
1.0

Manager Māori Rights and Interests
Permanent
1.0

Principal Advisor – Policy
Permanent
1.0

Principal Advisor – Policy
Permanent
2.0

Principal Advisor – Policy
Permanent
2.0

Principal Advisor – Policy
Permanent
2.0

Senior Advisor - Policy
Permanent
4.0

Senior Advisor - Policy
Permanent
4.0

Senior Advisor - Policy
Permanent
5.0

Advisor - Policy
Permanent
2.0

Advisor - Policy
Permanent
4.0

Senior Advisor - Policy
Fixed Term Ending 30/6/25
2.0

Advisor – Policy
Permanent
2.0

Key:
No change
Permanent
Fixed Term
New roles are shown with a dotted frame

Business group / unit – impact to positions

Team	Current position	Impact to position	Cohort
EMA-Te Tiriti & Te Ao Maori	Manager	Reduction in roles	Manager Cohort
EMA-Te Tiriti & Te Ao Maori	Principal Advisor	Reduction in roles	Principal Cohort
EMA-Te Tiriti & Te Ao Maori	Senior Advisor / Analyst	Reduction in roles	Senior Advisor / Analyst Cohort
EMA-Te Tiriti & Te Ao Maori	Advisor	Reduction in roles	Advisor / Analyst Cohort

EMA urban and infrastructure- final structure
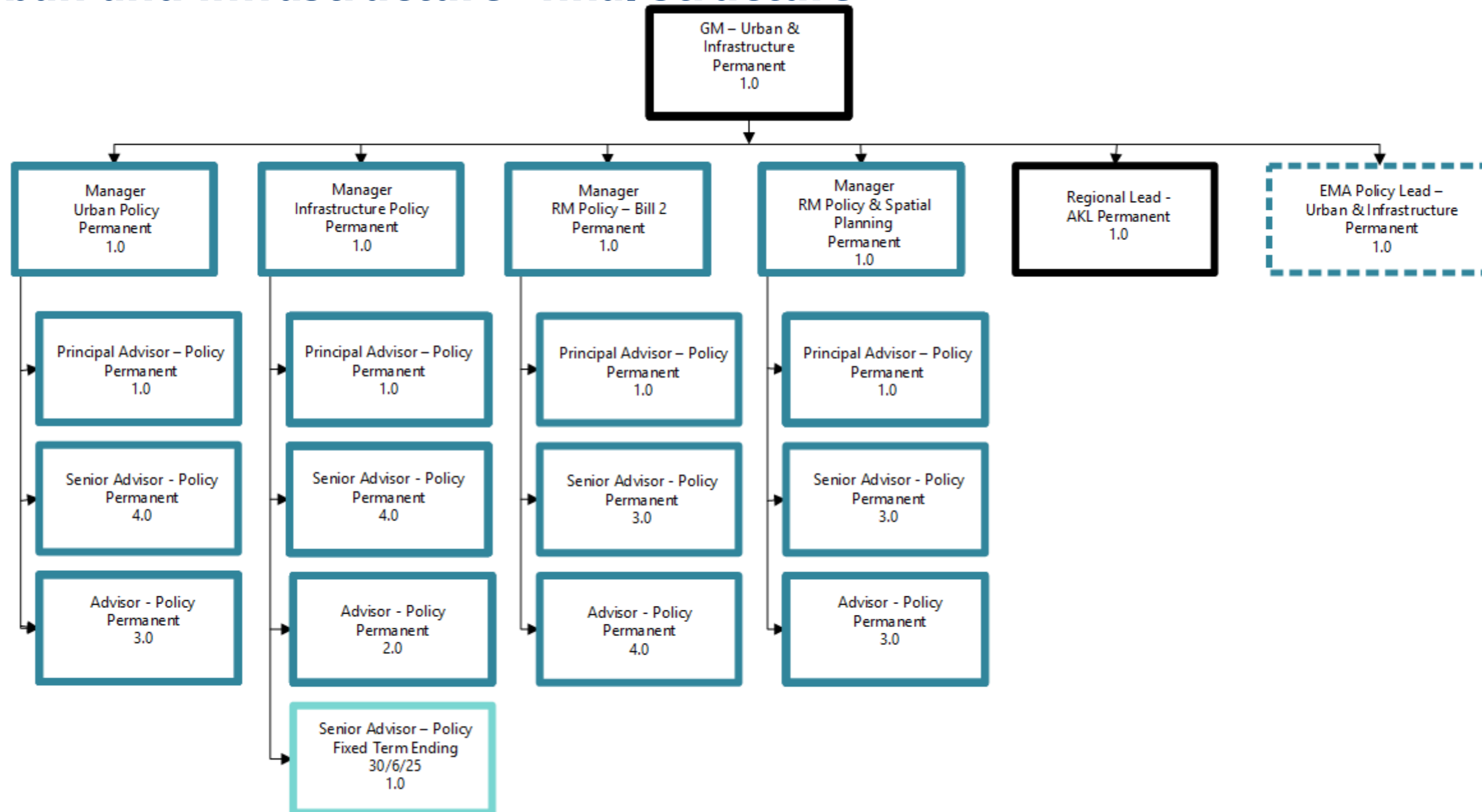
Business group / unit – impact to positions

Team	Current position	Impact to position	Cohort
EMA- Urban & Infrastructure	Manager	Reduction in roles	Manager Cohort
EMA- Urban & Infrastructure	Principal Advisor	Reduction in roles	Principal Cohort
EMA- Urban & Infrastructure	Senior Advisor / Analyst	Reduction in roles	Senior Advisor / Analyst Cohort
EMA- Urban & Infrastructure	Advisor	Reduction in roles	Advisor / Analyst Cohort
EMA- Urban & Infrastructure	Region Lead - Akl	Out of scope	N/A
EMA- Urban & Infrastructure	Policy Lead	New role Will be advertised as vacancy that any kaimahi can apply for	N/A

Next steps

Timeline

- *Please see the Main Decisions Document, or the Change Hub for a full timeline.*
- *Details about the Selection Process will be available, by email and on the Change Hub from July 26*

What	When
Selection process – Expressions of Preference All material will be available on the Change Hub here, and emailed to kaimahi on Friday July 26	• Friday July 26 to COB Tuesday August 6
Voluntary Redundancy Expressions of Interest close	• August 18
Round 2 Expression of Interest Process (remaining vacancies)	• Tuesday September 17 to Tuesday September 24
Notice to kaimahi unplaced in the structure	• Friday September 27
Implementation of the new structure	• Friday November 1 (tentative)

Where to get support

Please refer to timeline and next steps in the main Ministry decision document

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- talk to your people leader
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You can find more information on next steps and what you can expect from us in our Management of Change guidance.

If there is any other support we can provide you at this time of change, please feel free to discuss with us.

Resetting the Ministry

Office of the Chief Executive and CCIEB
Final decision document

25 July 2024

What's in here

Ministry for the
Environment
Manatū Mō Te Taiao

Office of the Chief Executive

This pack contains information about the Office of the Chief Executive led by Chief of Staff Martin Workman. It also contains information about the Climate Change Chief Executives Board.

Purpose of the group

At the centre of the Ministry's leadership, the Office of the Chief Executive is responsible for ministerial relationships - including private secretaries and Ministerial Services (covering OIAs, ministerial correspondence and parliamentary questions) - as well as Crown entity monitoring and internal governance.

We drive integration and connection across business groups and ensure the strategic direction of Te Pūrengi is cascaded throughout the Ministry's groups, governance system, and activities.

For more information about the work of the Office see the **work programme provided as part of the selection process on Friday July 26.**

Feedback and decisions

OCE and CCIEB feedback and decisions summary

The group reviewed a number of submissions, which reflected both the themes addressed in the main Ministry decision document and some issues specific to OCE. These included requests from kaimahi seeking greater clarity around the following functions / teams:

- Pou Tikanga role
- Governance team
- Ministerial Services team
- Climate IEB

A number of submissions suggested changes to specific roles or responsibilities across the group (eg, decrease one type of role in favour of another) and resourcing needs in general (including submissions to increase overall team/FTE envelopes). We have considered these in light of the risks associated with any changes, recognising that a change in one area will have an effect elsewhere. We have also given careful thought to broader feedback from kaimahi for greater consistency in the level of seniority of roles across the organisation.

Clarity of business unit/team functions

In response to queries about the difference between the responsibilities and functions of the **Ministry's policy function and Climate IEB unit** we can clarify:

- The IEB unit supports the cross-agency governance of climate priorities and progress towards emissions budgets and adaptation goals by the Climate Change Chief Executives Board and cross-ministerial governance group (Climate Priorities Ministerial Group, CPMG). Includes delivery of agendas, forward agenda planning and papers ahead of meetings, and supporting Chairs of CCCEB and CPMG. Where relevant, and the Ministry is the agency lead on programmes (ie, adaptation framework), then the Ministry would lead those papers and agenda items.

- The IEB unit typically delivers cross-agency monitoring and reporting of progress across adaptation and mitigation plans (NAP1 and ERP1), and relatedly, progress towards emissions budgets (including PM Target 9) and adaptation goals, and associated collective advice where relevant to this reporting. While the Ministry is a lead policy agency for climate change advice, the IEB unit's advice and monitoring reports is typically

driven and developed with multiple agencies (including MfE) and is focused on progress and outcomes across the current two whole-of-economy plans.

Submissions raised concerns about workloads including how they are uneven. We will work to develop solutions, including by developing a joint work programme for the Ministerial Services and Governance teams that sets out timelines and deliverables for the year across the Office.

Changes to specific roles/responsibilities

- The Pou Tikanga role will change to a full-time permanent position that will support internal Te Ao Māori capability build, strategic relations, as well as provide cultural support for the organisation.

- In **Ministerial Services** the OIA team has an additional permanent advisor role and its coordinator roles have been shifted to the other Ministerial Services team. The **Ministerial and Parliamentary Information** team has one less permanent senior advisor and two permanent coordinators added. The changes are made in response to submissions and to better deliver the work required given the limited resources available.

- In the **Governance team** we have shifted an advisor role from the Governance function to the **Crown Entity Monitoring** function. We have also changed the fixed-term principal analyst role in the Quality of Policy Advice function to be a permanent senior advisor role. The advisor and senior advisor roles will carry out a variety of work across the OCE functions to manage workloads, but their primary role is shown in the revised structure.

- In the Climate IEB, we have increased one of the roles of a principal, which had been proposed to go to 0.6FTE in FY25/26, to 1FTE, with a time-share arrangement to be worked through with SSP. This responds to submissions received regarding the longer-term sustainability and recruitment of the role and reflects that there are likely to be transferrable skills for this role to deliver value to both the IEB and SSP modelling teams.

- We have confirmed the proposal to change reporting lines for the EA to the CE into BTS as this aligns with the intention of the Operating Model to provide a centralised hub within the Transformation and Operations unit. However, in recognition of the more senior role and to ensure the appropriate level of pastoral care and development is provided, we agreed that the EA cohort (including this role) would report to the Manager Operations.

OCE and CCIEB feedback and decisions summary

Process due to unique OCE roles

Feedback on the EOP process was out of scope, but questions have been answered by P&C and will considered by process design.

- There was a question about the EOI process for private secretaries. Private secretaries will be treated as normal secondees in the EOI process and put in their substantive role cohorts. If they are unsuccessful in getting a substantive role, they will continue their secondment until its end date, in a deferred redundancy situation. If there are no suitable roles at the end of that period, they will have their redundancy paid out. Ministers will be consulted before changes are made to private secretaries.

Team descriptions

Office of the Chief Executive

Governance

Team description	Type of work responsible for	Key relationships
This team is the 'front door' for the Ministry, managing key external relationships with Ministers and central Government agencies. The team will also be focused on raising the standards of policy advice, alongside providing internal and external governance advice to Ministers and senior leaders.	▪ Responsible for providing strategic advice and support to the Chief Executive and Te Pūrengi. ▪ Managing key relationships with Ministers, includes private secretaries located in Ministers' offices. ▪ Monitoring Crown entities and providing advice to Ministers on appointments to EPA and Climate Change Commission. ▪ Centre of excellence for support for internal governance bodies and providing advice on governance more generally. ▪ Leads work on improving the quality of advice that the Ministry provides, including ensuring our advice provides for the needs of future generations.	▪ Works closely with CE, Te Pūrengi, Ministers' offices and other agencies. ▪ Work with SSP to support coordination and alignment across the Ministry to deliver its functions

Ministerial Services

Team description	Type of work responsible for	Key relationships
This team is responsible for coordinating and delivering services to Ministers.	▪ Providing advice and responses to the Ministry and Ministers in relation to parliamentary questions, requests for official information, correspondence and Ombudsman investigations. ▪ Manages a proposed centralised mailbox for commissioning advice and providing it to Ministers. ▪ Coordinating and collating weekly updates to Ministers. ▪ Coordinating, collating and delivering Annual Review and Estimates Hearing deliverables as well as supporting Te Pūrengi and Ministers with hearing preparations.	▪ Works across the Ministry to provide services to Ministers. ▪ Works closely with Dep Secs and GMs and Governance team.

Climate Change Chief Executives Board

Governance and secretariat support

Team description	Type of work responsible for	Key relationships
The team will deliver governance support – board meetings (secretariat support and papers) for the Climate Change Chief Executives Board (Climate IEB); and support for cross-ministerial governance of climate agenda (mitigation and adaptation – including Climate Priorities Ministerial Group), and interagency DCE meetings.	▪ Managing Climate Priorities Ministerial Group (CPMG) agendas and papers. ▪ Board agendas and minutes. ▪ Lead inter-agency coordination to prepare material/advice for governance meetings, including working alongside lead authors to ensure strategic positioning of advice for the Board. ▪ Managing forward agendas and action registers. ▪ Scheduling meetings.	▪ Works with agencies represented on the Climate Change Interdepartmental Executives Board, including strong relationships with the Ministry mitigation and adaptation teams, and the Ministry data teams (particularly the Climate Data Initiative).

Monitoring and reporting

| Team description	Type of work responsible for	Key relationships
This team will monitor and report on progress of priority actions across climate mitigation and adaptation, including tracking to outcomes.	▪ Delivering quarterly report to the Board and then CPMG on progress on the climate mitigation and adaptation priorities, including tracking to emissions budgets and the PM's new Target 9. ▪ Leading inter-agency coordination to collect and collate monitoring data on the Emissions Reduction Plan (ERP) and National Adaptation Plan (NAP) to develop reporting on progress, outcomes, risks and opportunities. ▪ Delivering responses to Climate Change Commission's reports on ERP and NAP (in collaboration with the Ministry and other agencies who may need to provide related policy advice).	▪ Works with all agencies represented on the Climate Interdepartmental Executives Board (and across Government climate system – ie, including HUD, TPK), including strong relationships with the Ministry mitigation, adaptation and data teams (particularly Climate Data Initiative) ▪ Climate Change Commission

Collective and strategic advice to and from the Board

Team description	Type of work responsible for	Key relationships
This team will provide collective climate change advice (board and cross-agency) to Ministers on climate change matters	▪ Delivering of options to achieve emissions targets and climate goals. ▪ Providing advice on ERP and NAP implementation. ▪ Supporting ERP consultation – including interagency advice on amendments to ERP1. ▪ Supporting delivery of adaptation priorities advice to the board and Ministers.	▪ Works with all agencies represented on the Climate Interdepartmental Executives Board (and across Government climate system), including strong relationships with the Ministry mitigation and adaptation teams

Final structure
OCE

OCE - final structure
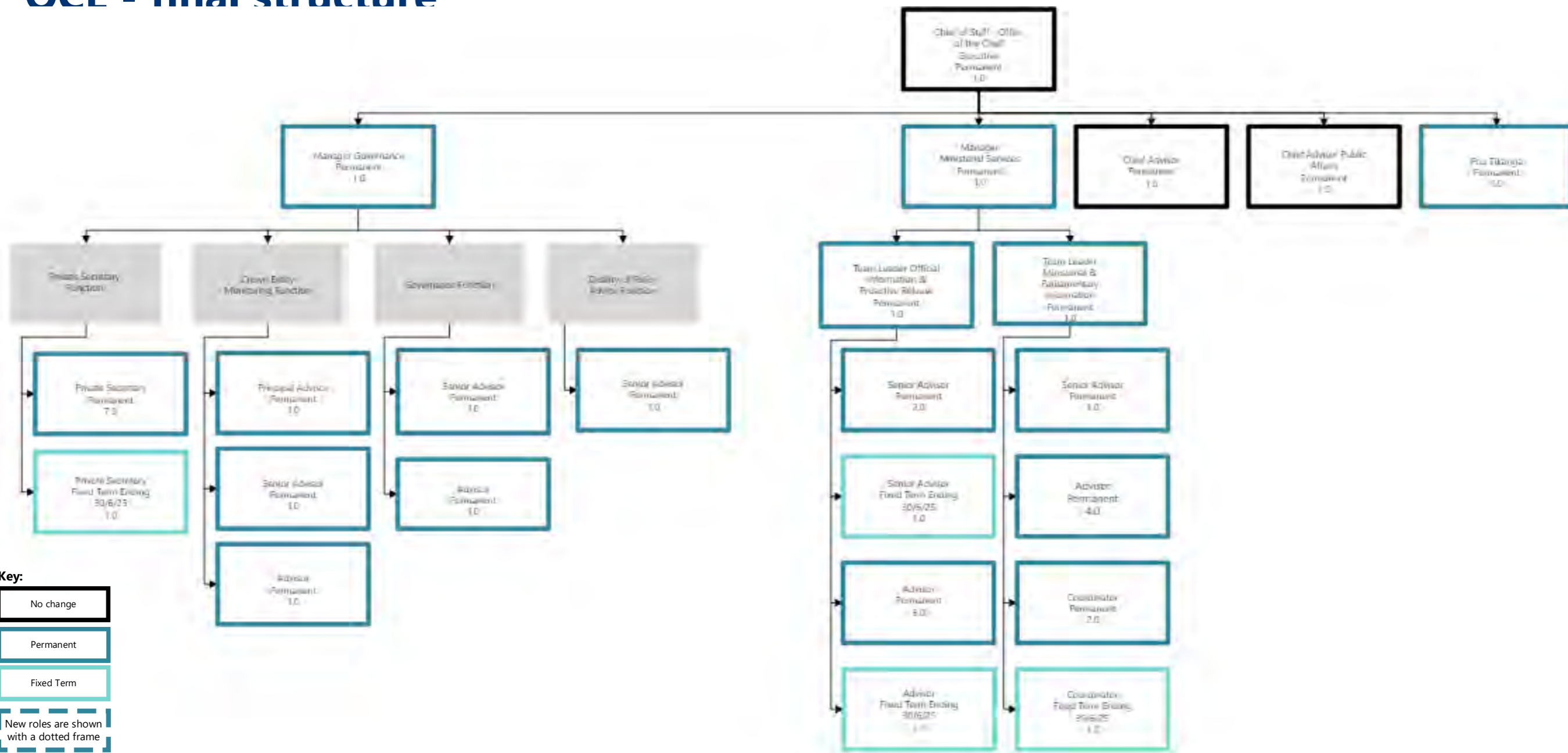
Key:

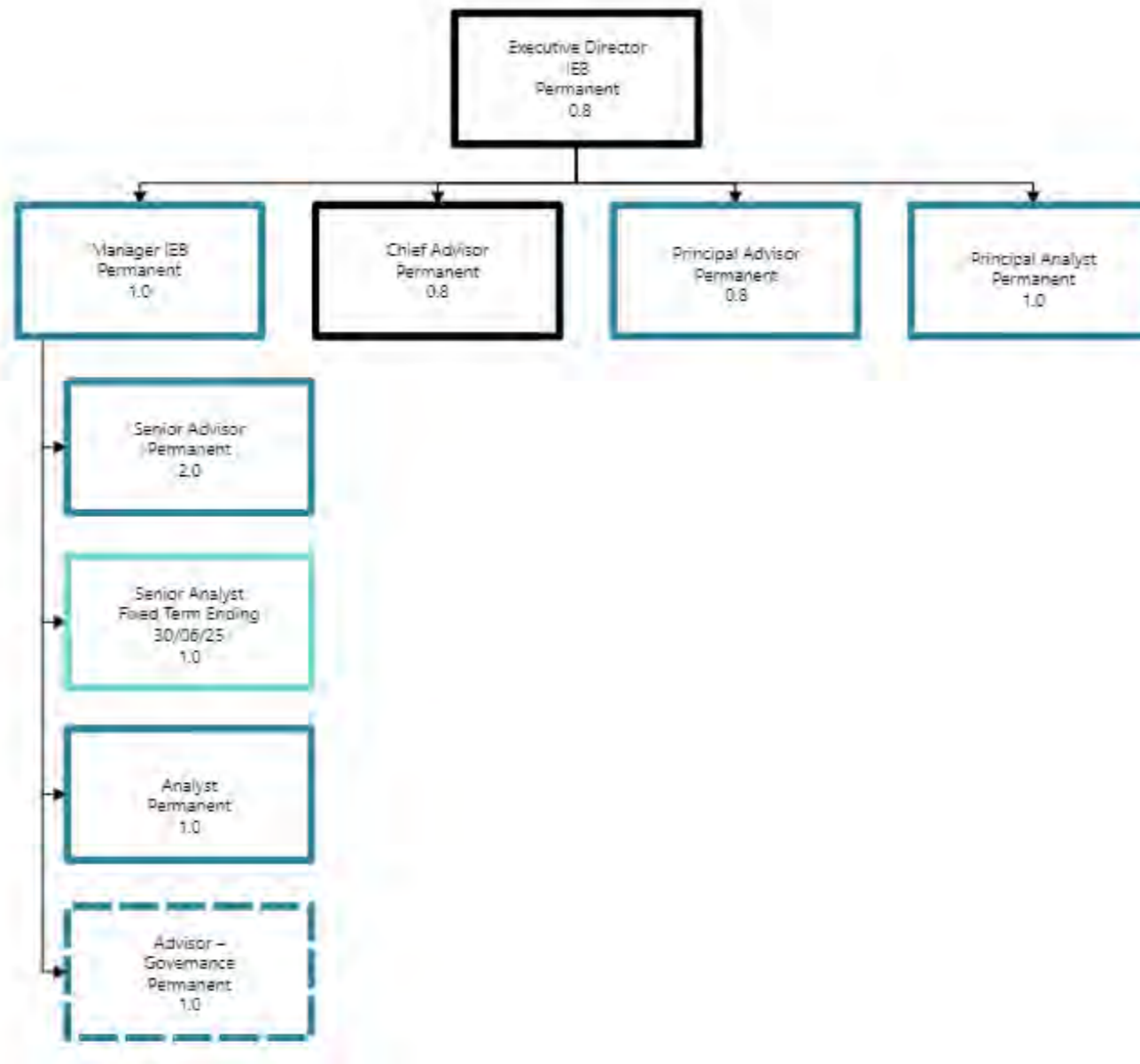| No change |
| Permanent |
| Fixed Term |
| New roles are shown with a dotted frame |

Business group / unit – impact to positions

Team	Current position	Impact to position	Cohort
OCE	Manager	Reduction in roles	Manager Cohort
OCE	Principal Advisor	Reduction in roles	Principal Cohort
OCE	Team Leader	Reduction in roles	Team Leader Cohort
OCE	Senior Advisor / Analyst	Reduction in roles	Senior Advisor / Analyst Cohort
OCE	Advisor	Reduction in roles	Advisor / Analyst Cohort
OCE	Private Secretary	No Change	Not Applicable - Kaimahi are seconded from substantive roles
OCE	(Ministerial) Coordinator	Reduction in roles	Senior Coordinator Cohort
OCE	Pou Tikanga	No change	Pou Tikanga Cohort

Final structure
CCIEB

CCIEB leadersh

Business group / unit – impact to positions

Team	Current position	Impact to position	Cohort
OCE - CCIEB	Manager	Reduction in roles	Manager Cohort
OCE - CCIEB	Principal Advisor / Analyst	Reduction in roles	Principal Cohort
OCE - CCIEB	Senior Advisor / Analyst	Reduction in roles	Senior Advisor / Analyst Cohort
OCE - CCIEB	Advisor / Analyst	Reduction in roles	Advisor / Analyst Cohort

Next steps

Timeline

Ministry for the **Environment**
Manatū Mō Te Taiao

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Resetting the Ministry

Partnerships, Investment & Enablement (PIE)
Final decision document

25 July 2025

What's in here

Ministry for the **Environment**
Manatū Mō Te Taiao

Partnerships, Investment & Enablement

This pack contains information about the Partnerships, Investment & Enablement business group, led by Deputy Secretary Anne Haira.

Purpose of the group

This Business Group builds partnerships and collaborations across the environmental management system to enable others to inform and implement environmental policy. It supports the wider environmental management system to translate policy into results on the ground by providing resources and information, funding, expert guidance, tools, and capacity-building support. A central point of stewardship and coordination for all of the Ministry's external engagement, it actively supports interactions with primary producers, Treaty partners, local government, businesses and communities, through relationships and two-way communication.

For more information about the work of the group, see the **work programme provided as part of the selection process on Friday July 26.**

Feedback and decisions

PIE feedback and decisions summary

PIE's senior leadership team reviewed a large number of submissions covering the general themes addressed in the main decision document, and others specific to our business group.

PIE's operating context – like other areas within the Ministry – is continuing to evolve, with details on some key work areas still to be determined. This will likely impact on the group's resourcing and work programme in the future. For example:

- The passage of the Fast Track Approvals Bill and its implementation approach are still in progress.
- The recent decisions by the Government regarding the application of the waste levy will require significant work.
- The Government's approach to engagement is continuing to evolve.

This may require further refinements to PIE's structure in future. There is also a significant amount of functional design work to be undertaken within PIE, which is responsible for a diverse range of functions. This includes refreshing our overall approach to environmental investment (including waste investment), building our delivery and operations functions, and resetting our approach to oversight of the resource management system as part of picking up the RM statutory functions work.

Clarity of business unit/team functions

Several submissions sought greater clarity around the following functions/teams:

- **Fast Track team**: There were queries regarding the size of the proposed Fast Track team. We will be able to scope the appropriate level of resourcing later this year, once there is clarity regarding the implementation approach for fast-track consenting, including the cost recovery model. This assumes the progression of the bill through to enactment. Also note, the proposed team name has been modified from Fast Track to Delivery, which will be more enduring and enable the team to take on a broader range of work in the future.

- **Māori engagement**: Many submissions sought clarification about the Ministry's approach to Māori engagement. A new approach to Māori engagement has been developed over 2023-2024 and involved input and workshops from across the Ministry. Its implementation is closely linked to decisions on the final structure, and the distribution of capability across business groups. It will be a cross-group model and its success will rely heavily on integrated ways of working across the Ministry. The roll-out of the new approach is planned once the new structure is in place.

- **Relationship management function**: Some submissions highlighted the importance of this function to the operating model and sought clarification on how it would be implemented. Similar to Māori engagement, a new relationship management framework has been developed and will be rolled out once the new structure is in place. The framework takes a cluster approach to relationships and there are five principal advisor roles distributed across PIE with responsibility for strategic leadership and oversight of the Ministry's relationships. We have thought carefully about the best location for these roles to ensure they are closely connected to the work areas for which they are responsible.

  - **Māori relationships** (and implementation of the new approach to Māori engagement) will be led by a permanent Principal Advisor Engagement and Relationships role within the Engagement and Relationships team. This role will act as a key subject matter expert working closely with Tūmatakokiri and the Te Tiriti & Te Ao Māori business unit.

  - **Local government** relationships will be led by a permanent Principal Advisor within the System Oversight team. As a multi-functional role, a core focus will be on relationships and engagement as well as broader work on the performance of councils under the RMA.

  - **Urban, infrastructure and RM reform relationships** will be led by a permanent Principal Advisor Engagement and Relationships role within the Engagement and Relationships team. This role will oversee sector relationships as well as lead engagement for the RM reform work programme.

    o **Sustainability leaders, eNGOs, and sustainable finance** relationships will be led by a Principal Advisor Partnerships role within the Partnerships & Investments business unit.

    o **Industry relationships** will be led by a fixed-term Principal Advisor Engagement and Relationships role within the Engagement and Relationships team. This role will cover the balance of sectors critical to the Ministry's work programme not covered by the above roles, and will include the primary sector.

Changes to specific roles/responsibilities

A number of submissions suggested changes to specific roles or responsibilities across the group. Changes we have made in response include:

- Two proposed permanent principal roles have been removed and replaced with a mix of permanent senior advisor/analyst and/or advisor/analyst roles. Similarly, two Team Lead roles have been removed and replaced with senior advisor/analyst and/or advisor/analyst roles. For example, in the External Affairs business unit, the Communications team has two additional Senior Advisor – Communications roles, one permanent and one fixed.

- Some proposed advisor/analyst roles have been converted to senior roles. For example, two proposed fixed-term Investment Manager roles have been converted to fixed-term Senior Investment Manager roles in the Waste Investments teams.

- The structure of the Environmental Investments teams has been modified to align with the Waste Investments teams, reflecting feedback about the importance of consistency and coherence within the Investments function. Role titles in the Environmental Investments teams have also been modified for these reasons.

- Within the Delivery and Operations area, the terms of a number of fixed-term roles have been extended to align with the reporting timeframes for particular funds like Jobs for Nature.

Team descriptions

External Affairs

Communications

Team description	Type of work responsible for	Key relationships
This team is responsible for building and protecting the Ministry's reputation, supporting its role as stewards of the environmental management system. The team advises on and delivers all proactive and reactive external communications for the Ministry, and supports ministerial-led communications. Through its internal communications function, it helps generate positive engagement with kaimahi, connecting people and teams with the Ministry's strategic priorities. The team liaises with other agencies to ensure aligned messaging and approach for key work programmes across government.	▪ Strategic advice for work programmes and enterprise-level communications, including risk assessment ▪ Tactical delivery of communications activity, including: o Media releases and web content o Social media content delivery and monitoring o Talking points and Q&A o Proactive storytelling and pitching to media ▪ Support for Ministerial-led communications, including: o Speech notes and talking points o Information to support media responses o Supporting leaders and subject matter experts with media training and preparation for Select Committee hearings ▪ Strategic advice and content creation for internal communications	▪ Teams within External Affairs – ensuring alignment of all communications and engagement planning and delivery ▪ Office of the Chief Executive – support for reputation management at enterprise level, internal communications, relationships with Private Secretaries ▪ Ministerial Services – support with risk assessment of OIAs and proactive releases, support Select Committee and Estimates Hearings preparation ▪ Priority work programmes and business groups – when communications advice and delivery is required

Channels & Content

Team description	Type of work responsible for	Key relationships
This team is responsible for the Ministry's internal and external channels, including the websites we manage, our intranet, and our online consultation and communication platforms. The team is responsible for ensuring a consistent user experience for our kaimahi, partners, stakeholders and the general public. It also provides the Ministry's publication services so that key policies and regulatory changes can be accessed and understood by all New Zealanders. It is a core service function within our External Affairs business unit, and works closely with the Communications, and Engagement and Relationships team.	▪ Maintain the Ministry website, including: o Uploading responses to Official Information Act requests and other official material for proactive release o Updating content regularly on the Ministry website and intranet o Hosting online platforms for consultations o Support for 'back-end' of the Ministry website and intranet o Ensuring all online material is accessible and in plain language ▪ Deliver core audience research for the Ministry, including the Kantar Public Service Reputation Index ▪ Manage Ministry's brand, including its templates ▪ Manage the publications process end to end, using content developed within business groups, providing co-ordination services for: o Design of publications o External writing, editing and plain language review	▪ Teams within External Affairs – ensuring alignment of all communications and engagement planning and delivery ▪ IT – strong connections relating to back-end hosting, procurement, project management ▪ All work programmes and business groups – when advice and delivery is required for content and channels

External Affairs

Engagements & Relationships

Team description	Type of work responsible for	Key relationships
This team provides central support to strengthen the Ministry's strategic relationships and engagement with partners, stakeholders and key influencers, enabling it to be an effective steward of the environmental management system. It provides coordination, oversight, and limited support for delivery of engagement, as well as support for relationships of strategic importance to the Ministry. The team is responsible for ensuring the Ministry's engagement with iwi/Māori is integrated, enabled by enduring relationships, and well informed, working closely with other business groups who hold those relationships to do so.	▪ Supports integrated engagement planning through use of centralised tools and processes ▪ Provides an integration function for engagement with Māori ▪ Owns the Ministry's Relationship Management Framework, ensuring strategic relationships with key sectors are managed centrally, and key relationships with other sectors are supported ▪ Provides limited delivery support for priority Ministry work programme engagement activity ▪ Owns and manages the CRM Salesforce platform	▪ Teams within External Affairs – ensuring alignment of all communications and engagement planning and delivery ▪ Tūmatakōkiri – ensuring integration of relationships and engagement with iwi Māori ▪ IT – strong connections relating to back-end hosting of CRM and procurement ▪ All work programmes and business groups – when they need engagement advice and delivery.

Partnerships & Investments

Waste Investments (two teams)

Team description	Type of work responsible for	Key relationships
This will be one of two waste investment teams responsible for management and administration across the full funding and investment life cycle, for the WMF, Plastics Innovation Fund, CRRF & CERF-funded projects, as well as the new Contaminated Sites & Vulnerable Landfills Fund. The two teams will share the work across these funds, drawing on specialist waste knowledge and relationships.	Key activities: • Pipeline development for commercial and non-commercial applications eg, resource recovery infrastructure gap analysis • Application screening and assessment, commercial and financial due diligence, and internal and external panel application moderation • Deed contracting and ongoing contract management through to successful project completion and post-project reporting • Relationship management eg, as key liaison to the waste industry sector, and local government • Contribute to investment strategy and investment signal priorities in support to Waste and Resource Efficiency policy teams • Fund design, continuous improvement initiatives and external communications • Internal and external reporting (eg, Treasury), and ministerial requests relating to waste investment projects, applications, and recipients • Support for ministerial visits to funded organisations	**Internal** • The other Waste Investments team • Proposed Reporting and Systems team • The Waste Systems and Waste Policy teams in the Climate Change Mitigation and Resource Efficiency business group re waste investment strategy and policy • Compliance, Monitoring and Enforcement function around levy compliance and auditing • External Affairs • Environmental Investments teams **External** • Other agencies (MPI, LINZ, DoC, MBIE (Kānoa), NZGIF, Callaghan Innovation, MFAT) • All local and regional councils • Many private waste sector organisations • Approximately 150+ recipients and applicants at any given time

Environmental Investments (two teams)

Team description	Type of work responsible for	Key relationships
This will be one of two teams responsible for management and administration across the full funding investment life cycle for freshwater funds (including PWER, FIF, EFF, TMoTW, ARC, KMR), WSE, NZLCT. The teams will be responsible for the end-to-end process of funds management, and ensuring funds appropriated meet environmental outcomes.	• Fund design – working with teams to confirm intervention logic/theory of change, to inform delivery model • The application process, including assessment and approval of proposals • Contract management functions and relationship management, which may include participation on governance or oversight groups • Support for the development of budget proposals • Support for development of deeds for partnership arrangements • Monitoring and reporting requests including engagement with Ministerial Services, Jobs for Nature Secretariat reporting, and the Investment Advisory Committee • Support for relationship management across groups at a regional level • Support for ministerial visits to funded projects.	• Works with policy teams (water, resource management, climate) to inform delivery of projects, share information and updates • Close working relationship with the Reporting and Systems team on the funding management system, establishment of standard operating practices, and continuous improvements, evaluation, consolidated monitoring and reporting • Works with the Jobs for Nature Secretariat to inform ministerial reporting on the Jobs for Nature programme, and other inter-agency collaborative projects (Tūhono Taiao) • External affairs – to raise profile of projects, engage on ministerial site visits • Legal and procurement: to inform drafting, variations of contracts with external providers/funding recipients.

Partnerships & Investments

Strategic Partnerships & International

Team description	Type of work responsible for	Key relationships
This team will lead strategic partnerships to accelerate system change aligned with current and emerging policy direction. The team will take an innovative, future and outward-looking approach, focused on the settings needed for system change and what policy outcomes are required to be successful, leveraging international, private sector, and philanthropic partnerships.	• Establishing strategic, system-level partnerships (formal or informal) with a broad range of organisations, including (but not limited to) the private sector and other sector leads driving system change • Taking on roles such as broker, convenor, connector, and funder as required in support of partnerships • Oversee the Ministry's sponsorships approach and manage the Ministry's sponsorship of events and conferences • Supporting international partnerships • Providing coordination of the international programme across the Ministry • Support for key partnerships, currently including the Aotearoa Circle, Toitū Tāhua Centre for Sustainable Finance, Sustainable Business Council and the Sustainable Business Network • Supporting partnerships focused on future generations	• Works across the Ministry, covering all policy areas • Connects with our investment teams to showcase national and regional projects that may be of interest to the private, international, and philanthropic sector • Works with the Office of the Chief Executive to support coordination of international work programmes across the Ministry

System Enablement & Oversight

Ministry for the Environment — Manatū Mō Te Taiao

System Oversight

Team description	Type of work responsible for	Key relationships
This team will be focused on stewardship of the current environmental management system. Largely focused on the performance of councils, this includes monitoring the system, interpreting and advising on the use of powers where the intent of policies isn't being met, support for issues as they arise, and support for litigation.	▪ Advice on the use of different methods (formal and informal) to drive action and support policy outcomes, including whether to exercise statutory powers under the RMA ▪ Monitoring including local government processes and adherence with national direction, and litigation on application of the current law ▪ Providing RM practice advice into policy processes ▪ Advising on plan reviews, issues relating to processing consents, and compliance, monitoring and enforcement issues ▪ Working with the Strategy, Stewardship & Performance business group to identify issues arising from data ▪ Providing a feedback loop for policy teams on common issues or pitfalls showing up in the system ▪ Responses to Official Information Act requests (OIAs) and Written Parliamentary Questions (WPQs) related to the current environmental management system.	▪ Communications & Engagement – engaging through central relationship management function and intelligence coming through that function ▪ Ministerial Services – the team is often the subject matter expert on current system issues when we get correspondence on council performance ▪ Strategy, Planning & Performance team – looking at the relationship between environmental and system-wide data (ie, the National Monitoring System) ▪ Policy teams in the Environmental Monitoring & Adaptation business group – checking policy intent in providing current system advice and highlighting emerging implementation issues as policy is rolled out ▪ Legal – team often need to check interpretation and provide litigation support.

System Enablement

Team description	Type of work responsible for	Key relationships
This team's focus will be on supporting implementation of reforms by others. It will provide support for regulatory or legislative change by helping to enable effective implementation of policies by others, particularly by councils and Treaty partners. Largely focused on the RMA but set up to bring in other work over time, the team will also support legislative and regulatory (national direction) changes, providing practical advice on implementation considerations early in the policy development process.	▪ Providing information – including guidance and training – to help councils and participants understand what is expected of them when a new policy or policy change goes live ▪ Pilots – working alongside councils to co-develop plans or approaches to implementation ▪ Joining up communications with other participants to ensure messaging is clear ▪ Advising on capability and capacity – understanding where there might be gaps in being able to implement on the ground ▪ Owning the Ministry-wide processes for how to best support participants through a system change ▪ Evaluating the effectiveness of the non-regulatory interventions (guidance etc) and approaches being used ▪ Participating in key relationship forums and advisory groups (e.g. relating to fish passage). ▪ Quality Planning and Making Good Decisions work to support practitioners to operate in the current system	▪ Communications & Engagement, especially the relationship management function ▪ Tūmatakōkiri – understanding effectiveness for iwi/Māori ▪ Funding teams, particularly considering opportunities for pilots ▪ The Environmental Management & Adaptation business group – providing advice to staff in policy workstreams, and transitioning the policy through to implementation.

System Enablement & Oversight

System Tools

Team description	Type of work responsible for	Key relationships
This team will be responsible for larger-scale interventions within the system that support others to deliver. The team is currently focused on the Freshwater Farm Plan system and Risk Index Tool. Its work is generally at a scale that requires a programme approach (multiple workstreams requiring coordination). The team has been designed to take on broader functions as policy initiatives are introduced that require larger-scale support.	Development and delivery of the Freshwater Farm Plan system including: ▪ Supporting councils in the roll out ▪ Providing system infrastructure and support including contracting for funding initiatives designed to increase capacity to support Freshwater Farm Plans ▪ Reporting and early monitoring of rollout ▪ Ensuring regulations are applied in a consistent manner nationwide ▪ Quality assurance and consistency across the system through procurement of common providers and central management of dispute resolution and QA processes to reduce burden on farmers ▪ Risk Index Tool – support development and ongoing science work	▪ Strategy, Planning & Performance team – relationship with monitoring effectiveness of farm plan system and also specific support developing the Risk Index Tool ▪ Strategy, Planning & Performance team – project and programme support given this is more programme/project work with multiple workstreams ▪ Communications & Engagement team – support for stakeholder relationships ▪ Environmental Management & Adaptation business group – working closely given Freshwater Farm Planning is a part of the broader policy system.

Delivery & Operations

Delivery

| Team description	Type of work responsible for	Key relationships
This team will be responsible for implementing the Fast Track Approvals legislation, and remaining accountabilities under the COVID Fast Track Legislation until work under this legislation is completed. The team will also provide secretariat support for the $1.1B Jobs for Nature programme.	**Fast Track:** ▪ Establishing the Fast Track Approvals legislation ▪ Supporting implementation of the legislation once enacted ▪ Supporting the establishment of the Environmental Protection Authority (EPA) and expert panel process, and the ministerial referral process, working across the agencies covered in the legislation ▪ Processing and assessment applications for ministerial referral with applicants and agencies involved **Jobs for Nature:** ▪ Supporting and overseeing the programme across multiple delivery agencies ▪ Accountability reporting at programme level ▪ Reporting on progress and benefits ▪ Programme-level evaluation ▪ Cross-agency programme coordination ▪ Programme transition strategy and interventions as appropriate eg, Tūhono Taiao website – recently launched, a national-level online community of practice	▪ EPA and panel convenors as required ▪ Key agencies with legislation included in the Fast Track Approvals legislation ▪ Applicants ▪ Decision-making Minister(s)

Reporting & Systems

| Team description	Type of work responsible for	Key relationships
This team will be the "engine room" in support of investment functions, with a focus on optimising systems, processes, practise, and performance. The systems and processes currently supported by the team are responsible for nearly $500m in public investment, across hundreds of active projects where the Government has and/or will be a co-investor.	▪ Providing technical system support, maintenance, configuration, testing, and platform and vendor management of the Enquire Funds Management Software for both internal funds teams and external customers/recipients ▪ Designing, implementing (including designing and delivering training and supporting collateral), monitoring, and supporting tools, systems, processes (including documentation) that enable investments for scale and impact ▪ Leading on outcomes frameworks, outcomes and outputs/results reporting, business data intelligence, and programme evaluation ▪ Leading the management of risk and assurance activities ▪ Procuring and managing function-wide contracts such as due diligence providers, subject matter experts, and panel contracts. ▪ Leading projects and change that drive continuous improvement and quality assurance across the funds management lifecycle	▪ Ministry investment teams ▪ Ministerial Services ▪ External Affairs ▪ Legal ▪ Procurement ▪ Finance ▪ Risk and Assurance ▪ IT – particularly Data & Reporting ▪ Strategy, Stewardship & Performance – particularly data and evidence, strategy, programme management, project management and coordination ▪ Waste Policy – implementation and delivery ▪ Waste Operations – platform management of the OWLS system ▪ Jobs for Nature Secretariat – programme reporting

Final structure
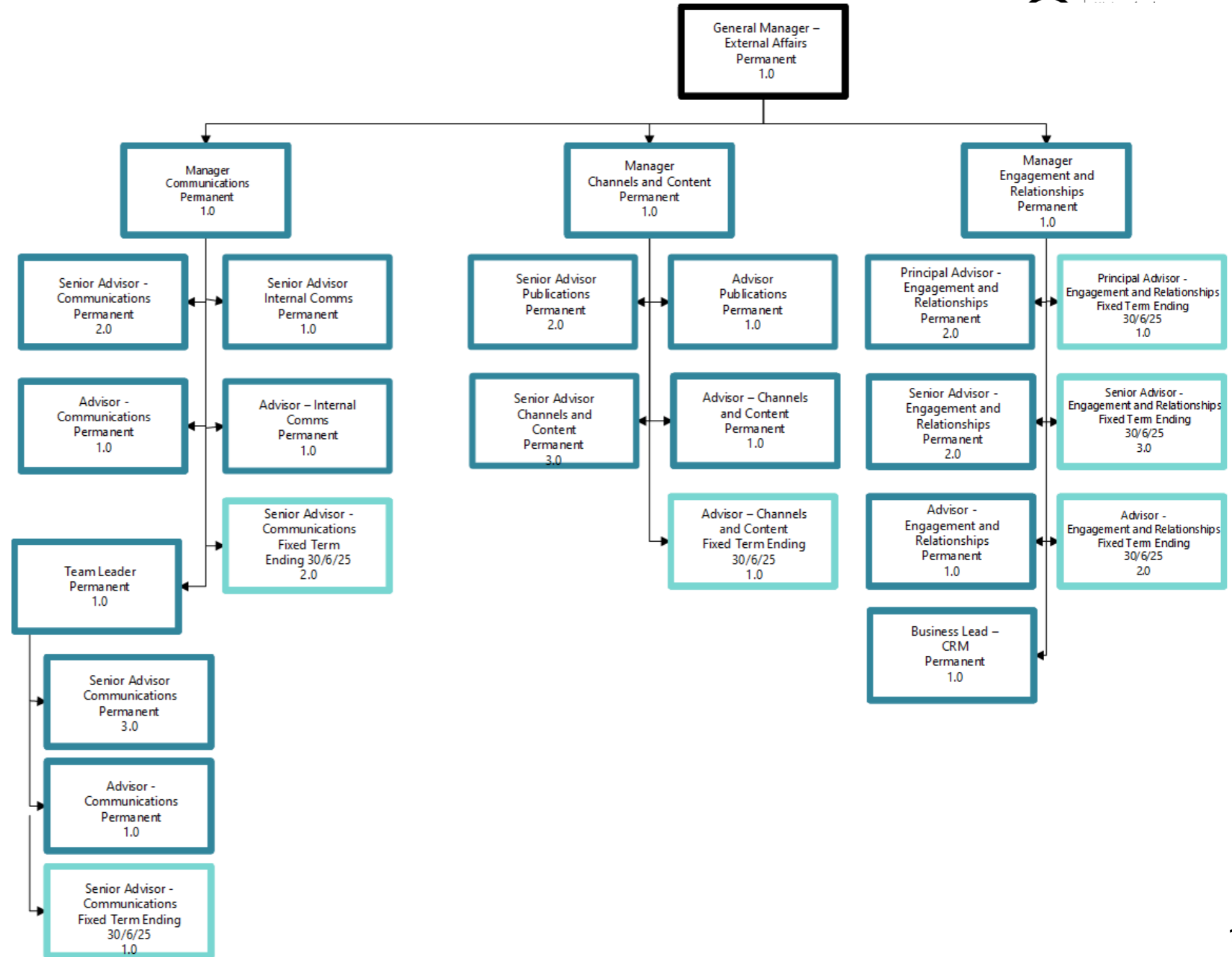PIE

PIE leadership - final structure
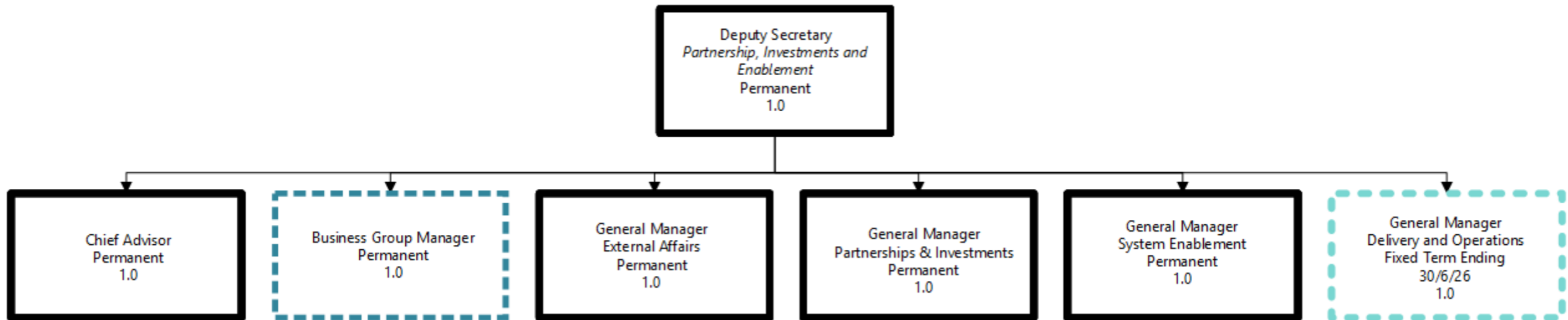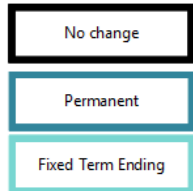
Business group / unit – New Roles

| Team	Current position	Cohort	Explanation
PIE – Leadership	Business Group Manager	Business Group Manager	Will be advertised as vacancy that any kaimahi can apply for
PIE – Leadership	General Manager - Delivery & Operations	General Manager	Will be advertised as vacancy that any kaimahi can apply for

PIE External Affairs- final structure

General Manager – External Affairs
Permanent
1.0

Manager Communications Permanent 1.0

- Senior Advisor - Communications Permanent 2.0
- Senior Advisor Internal Comms Permanent 1.0
- Advisor - Communications Permanent 1.0
- Advisor – Internal Comms Permanent 1.0
- Senior Advisor - Communications Fixed Term Ending 30/6/25 2.0

Team Leader Permanent 1.0
- Senior Advisor Communications Permanent 3.0
- Advisor - Communications Permanent 1.0
- Senior Advisor - Communications Fixed Term Ending 30/6/25 1.0

Manager Channels and Content Permanent 1.0

- Senior Advisor Publications Permanent 2.0
- Advisor Publications Permanent 1.0
- Senior Advisor Channels and Content Permanent 3.0
- Advisor – Channels and Content Permanent 1.0
- Advisor – Channels and Content Fixed Term Ending 30/6/25 1.0

Manager Engagement and Relationships Permanent 1.0

- Principal Advisor - Engagement and Relationships Permanent 2.0
- Principal Advisor - Engagement and Relationships Fixed Term Ending 30/6/25 1.0
- Senior Advisor - Engagement and Relationships Permanent 2.0
- Senior Advisor - Engagement and Relationships Fixed Term Ending 30/6/25 3.0
- Advisor - Engagement and Relationships Permanent 1.0
- Advisor - Engagement and Relationships Fixed Term Ending 30/6/25 2.0
- Business Lead – CRM Permanent 1.0

Key:
- No change
- Permanent
- Fixed Term
- New roles are shown with a dotted frame

Business group / unit – impact to positions

Team	Current position	Impact to position	Cohort
PIE - External Affairs	Manager	Reduction in roles	Manager Cohort
PIE - External Affairs	Principal Advisor	Reduction in roles	Principal Cohort
PIE - External Affairs	Team Leader	Reduction in roles	Team Leader Cohort
PIE - External Affairs	Senior Advisor / Analyst	Reduction in roles	Senior Advisor / Analyst Cohort
PIE - External Affairs	Advisor	Reduction in roles	Advisor / Analyst Cohort
PIE - External Affairs	Business Lead CRM	Reduction in roles	Senior Advisor / Analyst Cohort

PIE Partnerships and Investments - final structure
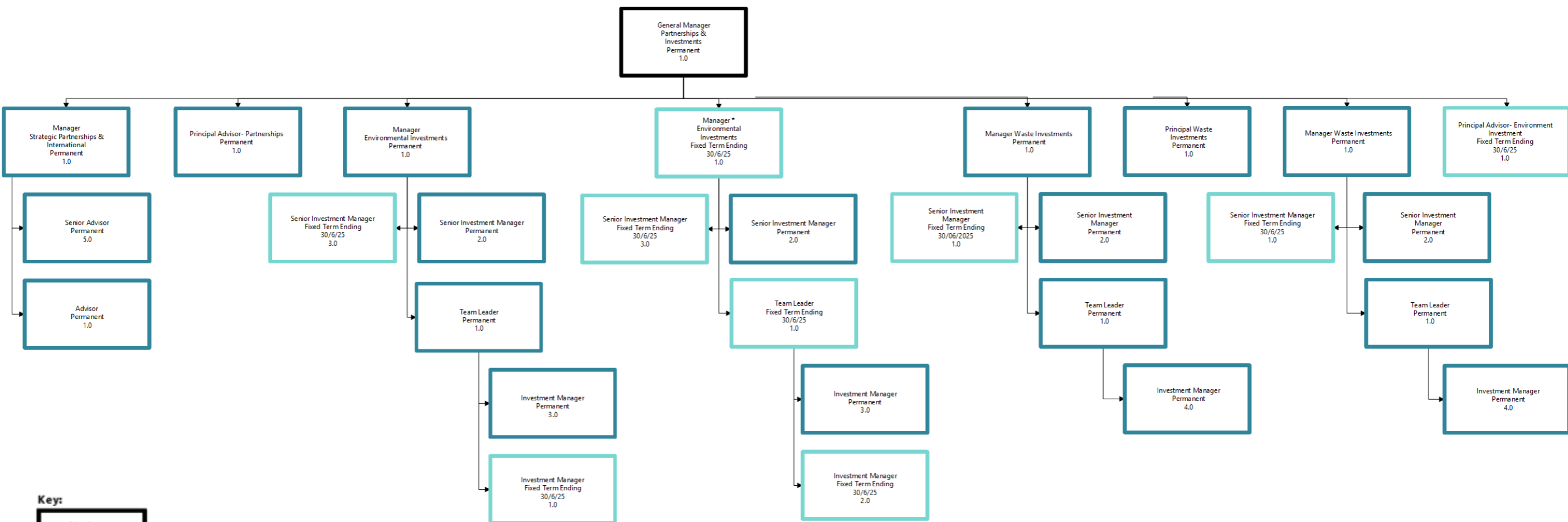
Business group / unit – impact to positions

Team	Current position	Impact to position	Cohort
PIE - Partnership & Investments	Manager	Reduction in roles	Manager Cohort
PIE - Partnership & Investments	Principal Advisor	Reduction in roles	Principal Cohort
PIE - Partnership & Investments	Team Leader	Reduction in roles	Team Leader Cohort
PIE - Partnership & Investments	Senior Advisor / Analyst	Reduction in roles	Senior Advisor / Analyst Cohort
PIE - Partnership & Investments	Advisor	Reduction in roles	Advisor / Analyst Cohort
PIE - Partnership & Investments	Senior Investment Manager	Reduction in roles	Senior Advisor / Analyst Cohort
PIE - Partnership & Investments	Investment Manager	Reduction in roles	Advisor / Analyst Cohort

PIE System Enablement and Oversight - final structure
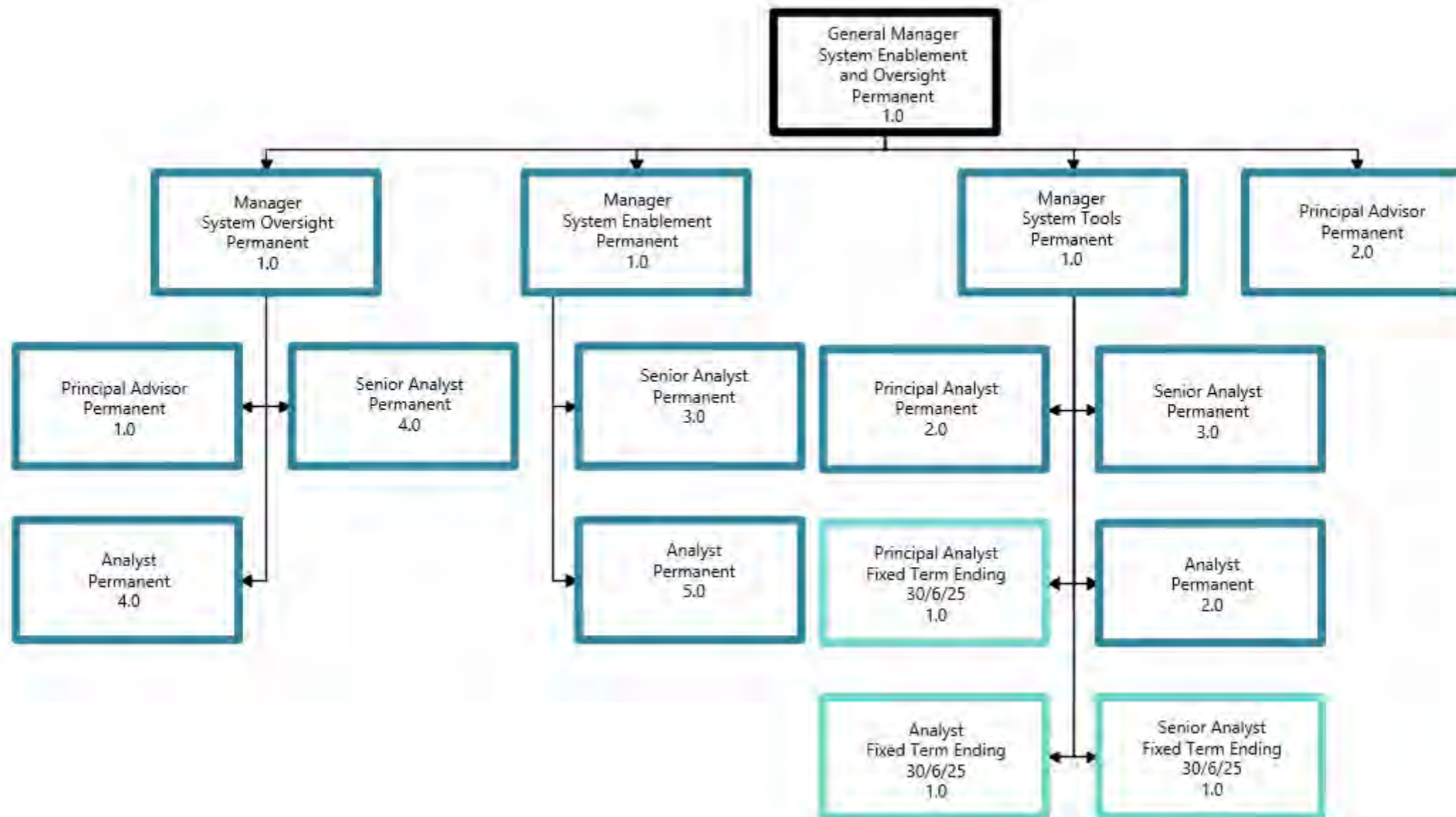
Business group / unit – impact to positions

Team	Current position	Impact to position	Cohort
PIE - Enablement & Oversights	Manager	Reduction in roles	Manager Cohort
PIE - Enablement & Oversights	Principal Advisor	Reduction in roles	Principal Cohort
PIE - Enablement & Oversights	Senior Advisor / Analyst	Reduction in roles	Senior Advisor / Analyst Cohort
PIE - Enablement & Oversights	Advisor	Reduction in roles	Advisor / Analyst Cohort
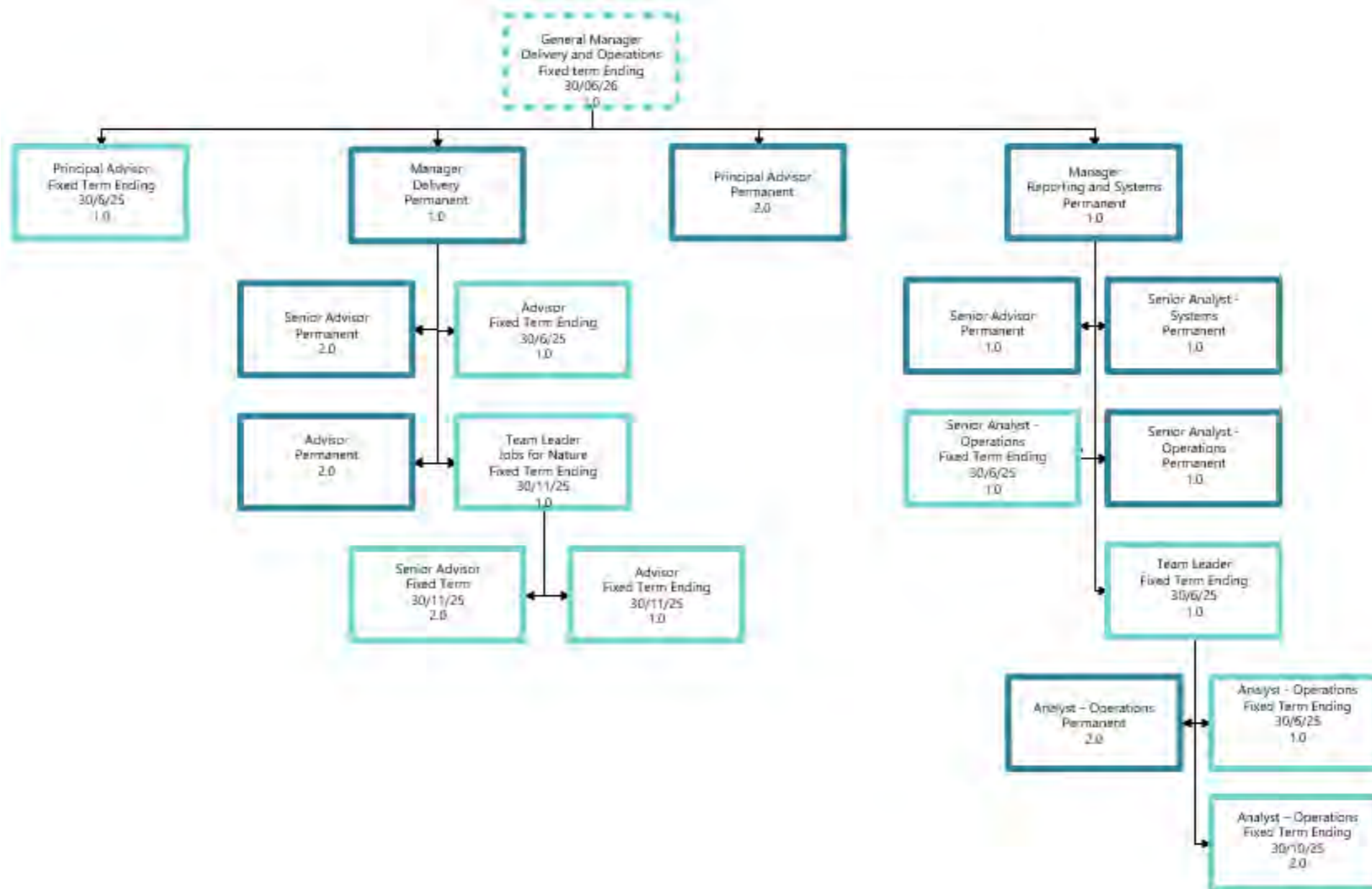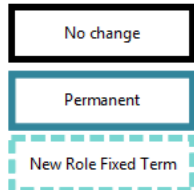
Business group / unit – impact to positions

Team	Current position	Impact to position	Cohort
PIE - Delivery & Operations	Manager	Reduction in roles	Manager Cohort
PIE - Delivery & Operations	Principal Advisor	Reduction in roles	Principal Cohort
PIE - Delivery & Operations	Senior Advisor / Analyst	Reduction in roles	Senior Advisor / Analyst Cohort
PIE - Delivery & Operations	Advisor	Reduction in roles	Advisor / Analyst Cohort
PIE - Delivery & Operations	Team Leader	Reduction in roles	Team Leader Cohort

Next steps

Timeline

Ministry for the Environment
Manatū Mō Te Taiao

> - *Please see the Main Decisions Document, or the Change Hub for a full timeline.*
> - *Details about the Selection Process will be available, by email and on the Change Hub from July 26*

What	When
Selection process – Expressions of Preference All material will be available on the Change Hub here, and emailed to kaimahi on Friday July 26	- Friday July 26 to COB Tuesday August 6
Voluntary Redundancy Expressions of Interest close	- August 18
Round 2 Expression of Interest Process (remaining vacancies)	- Tuesday September 17 to Tuesday September 24
Notice to kaimahi unplaced in the structure	- Friday September 27
Implementation of the new structure	- Friday November 1 (tentative)

Where to get support

Please refer to timeline and next steps in the main Ministry decision document

If you have any questions about the outcome of this proposal or the next steps of the process, you can:

- talk to your people leader
- talk to your PSA Delegate if you're a PSA member

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

You can find more information on next steps and what you can expect from us in our Management of Change guidance.

If there is any other support we can provide you at this time of change, please feel free to discuss with us.

Resetting the Ministry

**Strategy, Stewardship & Performance
Final decision document**

25 July 2024

What's in here

Ministry for the
Environment
Manatū Mō Te Taiao

Strategy, Stewardship & Performance

This pack contains information about the Strategy, Stewardship & Performance Business Group, led by Deputy Secretary Tash Lewis.

Purpose of the group

The Strategy, Stewardship & Performance (SSP) Group uses data and evidence to help advise ministers, set the Ministry's strategy to deliver on core priorities, and inform decision-making.

SSP is the hub for the evidence and data that supports our policy programme. The Group manages our assets and investment in environmental research, mātauranga, science, place-based knowledge, and data to ensure it is accessible, effective and provides value for money.

Our integrated planning and programme delivery helps the Ministry to prioritise its work, allocate our resources, and track progress. The performance monitoring programme also tracks and reports on performance of the wider environmental management system.

For more information about the work of our group see the **work programme provided as part of the selection process on Friday July 26.**

Feedback and decisions

SSP feedback and decisions summary

We received 267 ideas specific to SSP through the submission process. As well, we reviewed a large number of submissions covering the general themes addressed in the main MfE decision document. We have not addressed every one of those here but have grouped by themes and focused on the most substantive ones.

Other feedback was received on matters relating to the function of other business groups (i.e., engagement) and this was passed to the relevant Deputy Secretary for consideration (and vice versa) as part of their review of their respective groups.

Feedback on the EOP process was out of scope but has been considered by P&C as part of the process design.

Further, your ideas and feedback on how to improve our ways of working could not be addressed through the structure, but has been captured to inform our continuing work on this aspect of SSP.

We recognise that the operating model and this structure relies on a more integrated approach to programme and product delivery, and this will require supporting processes and focused effort from leaders and kaimahi.

Themes raised are numbered below:

Changes to specific roles/responsibilities

1. General concern about the reduction in roles and workloads

- A number of submissions suggested changes to specific roles or responsibilities across the group (e.g. decrease one type of role in favour of another) and raised concerns about resourcing needs in general.

- We have considered these in light of our fiscal constraints and the risks associated with any changes, recognising that a change in one area will have an effect elsewhere, and the need for changes to be cost neutral overall.

- We have also given careful thought to broader feedback from kaimahi for greater consistency in the level of seniority of roles across the organisation.

In response we have:

- Added Principal Advisor, Economics and Senior Advisor, Economics to **Science & Evidence** team to address critical capability gap. These are additional roles, not repurposed from elsewhere in the Group and would be intended to support priority work across the organisation as relevant (such as RM reform).

- Increased the number of programme managers by one to ensure all business groups have a consistent level of service to support our drive towards organisational integration.

- Increased the number of senior advisors in the **Strategy & Performance** teams to increase capacity to deliver on performance reporting, including sustainability obligations and the Carbon Neutral Government Programme. The Performance team also includes a Fixed Term Principal role to support establishment of the function including leading the development of the Performance Framework (Priority 2 Transformation) and lead the establishment of a new streamlined function.

- Created a new fixed term team in **Data & Insights** Products that will be focused on work that improves the efficiency and effectiveness of our data management and analytical processes supporting statutory reporting. This has been created by moving fixed term resources from other teams (for example, a fixed term role has been moved from Strategy to Data & Insight Products). This is intended to help minimise delivery risk and disruption to existing statutory functions.

- Repurposed one Principal Advisor role in **Science & Evidence** to Senior Advisor, Mātauranga located in Science Assurance and Investments (so that there is one Mātauranga role in each team, a total of three roles). To address feedback on seniority profile but also need for additional Mātauranga capability.

- Shifting one Principal (GHG Inventory) to the **Data and Insights** Unit and renaming to reflect focus on methods and data, and the function of the role, rather than a work programme.

SSP feedback and decisions summary

2. General support for reviewing the seniority balance in teams, reporting lines, and consistency with other business groups.

- We have reviewed our seniority mix, and rebalanced in some areas, including increasing the number of senior advisors in Strategy and Performance, evened out team sizes in the data team, added specific Principal and Senior Economics roles into the **Science and Evidence** unit, and changed a Principal position to a Senior role in the Science Assurance and Investment Team.

- We have changed the Business Group Manager to a permanent role for consistency with the rest of the organisation and to ensure greater performance and accountability across the Group.

- We have also reallocated roles proposed to be reporting to the Product Manager in **Data & Insights Products** to the other teams in Data & Insights Products, to maintain consistency in team sizes and span of control. The Product Manager will remain as a direct report of the General Manager, akin to a Principal Advisor, however they will use resources from across the Unit to deliver the digital roadmap.

3. Concern about quality assurance and delivery risks related to the reduced number of roles.

The reduced number of roles will mean that we can't do as much, and need to be very selective to ensure that we can maintain a high level of quality. Alongside the team structures, we have been considering our work programme and what work needs to stop or be deferred until a later date. A key part of managing our delivery will be the allocation of a specific programme manager to SSP to help develop an integrated work programme and provide ongoing advice to manage workloads.

Clarity of business unit/team functions

4. The disruption risk, particularly for statutory reporting, from splitting up teams, and the need to better establish the data function.

- We recognise this will be a big change but believe the benefits of the new approach outweigh the risk and continuity can be maintained through our approach to managing workstreams, efficiency gains and tight scoping.

- In recognition of the concerns you raised, we have established a fixed term **Data and Reporting Improvements** team, drawing a number of fixed term roles from other teams to help this work to set up a solid foundation. This team will also be supported by other staff in Strategy, Planning and Performance, including the Continuous Improvement Lead and SSP Programme Manager.

5. The proposed model for Data & Insights Products is overly ambitious for our current needs.

- Functions and capabilities within DE&I have been re-designed to better reflect current organisational maturity in those areas with a view to developing these capabilities over time. This includes:
  - Creating a new fixed term team in Data & Insights Products that will be focused on work that improves the efficiency and effectiveness of our data management and analytical processes supporting statutory reporting.
  - Re-aligning capabilities across the functions which will be reflected in role minimum requirements
  - Adjusting focus of some roles and the quantity of roles to reflect our current state of maturity or expected demand
  - Simplifying and re-naming roles for consistency with other parts of the Ministry

SSP feedback and decisions summary

6. Programme Coordinators should be located with the central programme support and planning function.

- We have worked with BTS to consider how best to provide project and programme support across the organisation. Te Pūrengi accepted the recommendation that programme and project coordinators move to be part of the Strategy, Planning, and Performance unit. Programme and Project Coordinators (16 roles in total) will move to SSP, in the same unit as other Programme, Project & Portfolio Management roles.

- The current model of line management for coordinators will move from a Team Leader and a Manager to a Manager only. Although the Coordination team is currently larger than most teams, leadership of the people in the team is shared with others; the Coordinators work closely with the Programmes Managers and Project Managers who help manage their day to day work and also offer support and development. This means the responsibilities of the Manager are smaller than those holding work and line management responsibilities. As the Manager role is fixed term, from 1 July 2025 Programme Coordinators will report to the Manager - Programmes and the Project Coordinators will report to the Manager – Projects ensuring a span of control aligned to other teams in Strategy, Planning and Performance.

- We will create a Senior Programme Coordinator role supporting the Programme Director to improve planning and integration capacity and provide day to day coordination support for the Programme Director. This role is in recognition of the importance of integration to the Ministry as the Operating Model matures.

7. The names of some teams don't accurately reflect the work we do.

- Recommendations were made to change the title of the Indicators and Frameworks team in Science and Evidence, and a revised name has been accepted: **Foundational Science**. In the Data and Insights Products unit, team names have changed as follows: Technical Content to **Science and Data Content**; Analytics & Modelling to **Data Analytics and Modelling**; and Data Insights to **Insights**.

8. Need for a consistent or even revised approach to titles, especially in the science and data teams, and increasing role clarity across multiple roles.

- There were numerous suggestions across the board to ensure consistent titles or change titles. You will see the names changed in many areas, but most particularly in **Science and Evidence,** and **Data and Insights Products.** This included renaming all Scientist roles above analyst level to Senior Advisor, Science or Principal Advisor, Science to better reflect primary focus of role to give science advice rather than to undertake research. Analyst roles in the Science and Evidence unit have been renamed as Advisors, in accordance with an organisation-wide standardisation of role titles.
- In addition, your feedback was used to inform and update the team descriptions and job descriptions that will be available as part of the EOP process.

SSP feedback and decisions summary

9. The types of specialities needed in Science & Evidence to support MfE's work, including behavioural science, climate science, economics, and mitigation science.

- Generally, we are taking an approach to moving away from specialisation of role types towards generalist roles that can bridge and translate between different disciplines and between evidence and policy, except in specific circumstances. Science and evidence to support policy teams and decision making needs to draw on a range of expertise, including environmental science, climate science, mātauranga and economics. These capabilities will be sought and are reflected in the position descriptions. We have specifically identified the need for four core specialities that are central to MfE's needs in our Principal Science Advisor cohort: climate adaptation; freshwater; land; and economics.

- We know that this does not reflect all the capabilities we need, but in a constrained context we have had to prioritise what was most important to reflect in our permanent roles. Our centralised investment approach to science and data will need to reflect consideration of where depth of capability is not present in the organisation. MfE's fiscal constraints do not allow for a specialist role for a Principal Behavioural Scientist, although we acknowledge that this expertise is of value to MfE. We will look for this capability at a senior level as part of the EOP process although not as a dedicated role. We accept that we will need to find other ways to access behavioural science advice, such as from other agencies, academia, or by purchasing expertise on a case-by-case basis if needed.

10. Ensure that key capabilities such as climate strategy and intergenerational responsibilities are recognised.

- We agree that the business group needs to have a broad range of capabilities to best deliver upon MfE's responsibilities. In particular, we have focused on the strategy and performance team to ensure that its responsibilities including climate strategy, and regard for the needs of future generations. While we are unable to allocate specific specialist roles for these capabilities due to restrictions on FTE numbers, they will be reflected in the range of capabilities that we will be looking for as we establish this team.

- We have also spoken to other business groups across MfE, and have determined opportunities to work in an integrated way on some areas. For example, we have agreed with the Climate Change Interdepartmental Executive Board that we will have access to one of their principals to provide additional support into our climate data and strategy work. We have also spoken to PIE about engagement to ensure that its functions and capabilities address the need for youth and rangatahi audiences and engagement to be considered.

11 The need to ensure sufficient capability for mātauranga.

- Mātauranga is a critical part of our evidence base. A general Principal Advisor role in Science & Evidence has been repurposed as a Senior Analyst, Mātauranga located in **Science Assurance and Investments** (one Mātauranga role in each team, a total of three roles). These three roles will have close ties to the Chief Science Advisor – Māori and to Tūmatakōkiri to ensure strong connection and a community of support.

- Role requirements across other Senior and Analyst/Advisor roles will also recognise opportunities for those that can bring Te Ao Māori, te Tiriti and mātauranga capability alongside other capabilities for a range of roles across the Business Group. We will continue to review and monitor this approach alongside Tūmatakōkiri and adjust as required.

SSP feedback and decisions summary

12. Ensuring that roles with specific responsibilities (i.e., science or mātauranga) have specific connection to the 'Head of Profession' (i.e., the Chief Science Advisor and Chief Science Advisor - Māori) or connections and support across SSP.

- We received a lot of suggestions about different ways to group people, other than the functional teams that we proposed, such as those focused on one work programme or specialty. MfE is committed to a functional model, so we have not accepted these suggestions. Everyone will be working cross-functionally on projects or programmes of work, in 'virtual' teams.

- We do agree that there are benefits to some role types or groups to coming together in a different way, with some formality. Members of these 'cluster' groups can receive peer support and professional stretch, and the advice they give to their various work programmes will be more coherent and robust. We plan to provide this through some 'dotted line' groupings, with a clear purpose and remit, including where relevant, Terms of Reference or similar. These groups are:
  - o Mātauranga roles in Science & Evidence, while formal reporting is into their functional team, will form a cluster led by to the Chief Science Advisor Māori, as Head of Profession. The purpose of this cluster is to provide cultural safety and peer support, and to work collectively on Mātauranga advice.
  - o Principal Science Advisors across the Group will form a cluster led by the Chief Science Advisor, as Head of Profession. The purpose of this grouping is to extend the reach influence of the Chief Science Advisor role, and provide professional support to Principal Science Advisors.
  - o All data and science roles will continue to have relevant Community of Practice networks available to them as they do now.

13. Underservicing the 'performance' function, including reporting (i.e., Annual Report), EPMO functions, and sustainability and climate risk.

- We have grouped reporting responsibilities into the strategy and performance team to increase opportunities for skills transfer, efficiency, and an integrated work program. We are also focused on tightening the link between strategy and performance. Based on your feedback and analysis of different work programmes, we have added two senior advisors to increase performance and reporting capacity.

This includes bringing in specific responsibilities for climate and sustainability (including Carbon Neutral Government Programme requirements, and MfE's commitment as signatory to the Climate Leader's Coalition Statement of Ambition). We also have a principal advisor role dedicated to delivery of a performance framework.

- The functions of the EPMO will largely be delivered across roles such as the Programme Director and Programme Managers with a limited number of EPMO performance-based activities remaining as part of the Performance function including portfolio reporting and insights. The centralisation of programme and project managers also offers opportunities for greater consistency of reporting and performance management, tied to the strategy and prioritisation work undertaken by the strategy and performance team.

14. Clarity on how youth engagement / intergenerational change will be delivered.

- Under the Environment Act, we are required to take full and balanced account of the needs of future generations in our work. There are two critical different functional aspects to the work: MfE's obligation to consider needs of future generations in our work; and partnership and engagement with different generations.

- It will be important that our strategy function has capability to consider the needs of future generations across their work programme. We have therefore included considering the needs of future generations as an accountability of this team and a core capability within it. The GM Strategy, Performance and Planning will need to ensure that adequate capability is held in, or can be developed by, those they select for their team. The team will be required to develop processes and tools to help us meet our obligations.

- The second core aspect of the work (partnership, engagement and contract management) will be delivered by PIE to reflect the intent of the operating model. In addition, it is important our policy teams understand that they can test ideas with Climate Youth Advisory Group or through other youth engagements.

Team descriptions

Strategy, Planning and Performance

Strategy & Prioritisation

Ministry for the Environment — Manatū Mō Te Taiao

Team description	Type of work responsible for	Key relationships
This team will be responsible for: ■ Organisational strategy ■ Regulatory stewardship ■ Prioritisation	The Strategy and Prioritisation team will: ■ Work across the Ministry to draw evidence, data, science, and strategic insights (internal and external) into a strategic approach to best focus the Ministry's resources to deliver our organisational priorities, as well as short-term and long-term ministerial, statutory, and stewardship obligations (strategic objectives) ■ Work closely with Tūmatakōkiri and its strategy and performance team to ensure a comprehensive and cohesive approach to MfE's statutory and stewardship obligations. ■ Work closely with the Planning team (programme director and programme managers, and project managers) to ensure quarterly planning, business planning, work program, and resource allocation is prioritised to meet the Ministry's strategic objectives ■ Draw on the work of other Ministry teams and data across the system to monitor the performance of regulatory systems to ensure they are working as intended, and work with policy teams to adjust the system as needed to achieve the intended outcomes, including intergenerational responsibilities ■ Produce the Ministry's key strategic documents: strategic priorities and framework, along with an outcomes and performance framework ■ Ensure the Ministry's strategy and overall approach considers and provides for the needs of future generations. ■ Contribute to future-focused advice, through Long Term Insights Briefing and other strategic foresighting to ensure it helps guide the Ministry's work to what matters most ■ Focus on continuous improvement, both at an organisational level but also across the different environmental and climate systems administered by MfE *Late-2025, this team will combine with the Performance team, to align strategy with results and outcomes.*	■ Direct partnership with Māori Strategy & Performance in Tūmatakōkiri ■ Office of the Chief Executive to ensure alignment with the Chief Executive's vision and statutory responsibilities, and Te Pūrengi's strategic direction and decisions ■ Other SSP teams – Planning; Science and Evidence; and Data and Insights Products ■ The Partnerships, Investment & Enablement business group to leverage partner insights and evidence ■ Focused work with Policy teams in EMA and CCMRE to ensure awareness and understanding of Ministerial context and priorities and to partner in delivery of our regulatory stewardship responsibilities.

Performance

Team description	Type of work responsible for	Key relationships
This team will be responsible for a range of the Ministry's performance and reporting obligations. It provides transparency and assurance internally, and to stakeholders and partners externally and enables MfE to monitor and manage performance effectively. Note: people performance is managed by People and Capability and Tūmatakōkiri leads on Māori performance and reporting.	The Performance team will deliver reporting and oversight of the Ministry's: ■ Internal performance system, including sustainability performance, emissions performance and reporting (including oversight and reporting for Carbon Neutral Government Programme, Carbon Neutral and MfE's commitment as signatory to the Climate Leader's Coalition Statement of Ambition.) ■ Performance as a crown agency, including estimates, performance measures, annual report, strategic intentions ■ Performance of the systems MfE administers (eg Resource Management) ■ Coordination of other cross-MfE performance-based activities including quarterly performance and planning *Late-2025, this team will combine with the Strategy team, to align strategy with results and outcomes.*	■ Tūmatakōkiri – alignment of Māori performance monitoring and reporting ■ Strategy team in SSP to align work ■ Office of the Chief Executive to ensure performance reporting meets the obligations and expectations of the Chief Executive and Te Pūrengi, Ministers, DMPC and other external audiences as relevant ■ Networks to other areas of the Ministry focused on aspects of performance, including system performance

Resetting the Ministry - Decision Document

Strategy, Planning and Performance

Ministry for the Environment
Manatū Mō Te Taiao

Programme management

Team description	Type of work responsible for	Key relationships
This team will be responsible for professional programme management services across the Ministry to deliver large and complex programmes of work.	The Programme Management team will: ▪ Play a key role in enabling business planning and quarterly planning ▪ Support the planning, management and delivery of large-scale programmes focused on MfE's priority work and deliverables ▪ Drive greater consistency and integration in planning and delivery within and across programmes ▪ Monitor and report on programme delivery, key milestones, and other aspects of programmes ▪ Support portfolio management through integration and alignment of funds and their contributions towards outcomes ▪ Report on investment funds, aligning investment and outcomes to strategy at portfolio level and providing a key conduit to the Ministry's investment board	▪ Provides an enabling service across the Ministry's business groups, focused on the Ministry's priority work ▪ Funds management teams across the Partnerships, Investment & Enablement business group, and policy teams to ensure align with policy intent of different funds

Projects

Team description	Type of work responsible for	Key relationships
This team will be responsible for: professional project management services across the Ministry to plan and manage complex projects.	The Projects team will: • Support the planning and management of complex projects to enable successful delivery, including mapping and meeting core milestones and deliverables • Support the building of project management capability in others e.g. principals, seniors and analysts who are expected to lead projects of varying complexity	▪ All business groups - providing an enabling service, focused on the Ministry's priority work ▪ Delivery line reporting to business groups' programme managers

Programme & Project Coordinators team

Team description	Type of work responsible for	Key relationships
This team will be responsible for professional coordination services across the Ministry to support project and programme coordination	Provides an enabling service across the Ministry's business groups, focused on the Ministry's priority work. Works closely with a business group programme | project team with day to day guidance from the Programme Manager or for Senior Programme Coordination, from the Programme Director	▪ Provides an enabling service across the Ministry's business groups, focused on the Ministry's priority work. ▪ Works closely with a business group programme | project team with day-to-day guidance from the Programme Manager or for Senior Programme Coordination, from the Programme Director.

Science and Evidence

Ministry for the Environment
Manatū Mō Te Taiao

Science Assurance and Investment

Team description	Type of work responsible for	Key relationships
The Science Assurance and Investment team is responsible for ensuring the Ministry is investing in the right science, and that our science meets agreed quality standards. This includes looking across the science system to influence reforms, and ensuring the Ministry is connected and can leverage other science investment.	The Science Assurance and Investment team will: ▪ Provide science assurance and risk management to policy through peer review, quality standards, and process support ▪ Coordinate investment processes for science and mātauranga through the Data, Science and Evidence Investment Plan ▪ Undertake horizon scanning to ensure science focus of the Ministry is aligned to need and strategic priorities ▪ Collaborate with other agencies (e.g. MPI, DOC, CRI's, Science NZ, MBIE, PCE) to influence science reforms and leverage external science investment ▪ Take a targeted approach to implementation of relevant strategies such as the Ministry's Science Strategy, and Māori Research and Mātauranga Strategy and their governance ▪ Provides secretariat to Science Advisory Panel and Interim Māori Science and Insights Panel ▪ Oversee all external reporting to Select Committee, Official Information Act requests (OIAs) and Written Parliamentary Questions (WPQs) on matters related to science	▪ Works with SSP's other science and data teams to ensure impact and alignment ▪ Works closely with policy teams, OCE, and Tūmatakōkiri to prioritise the Ministry's investment and support science assurance processes across priority policy areas ▪ Works with Finance, Procurement and other BTS teams to support smooth implementation of the Investment Plan.

Foundational science

Team description	Type of work responsible for	Key relationships
This team will be responsible for ensuring science is available for agreed Ministry priority areas to inform decision making. The team provides specialist science advice	The Foundational Science team will: ▪ Work to ensure a solid foundational science and mātauranga base to meet MfE's policy and long-term stewardship needs, with a primary focus on climate adaptation, land, and freshwater, leveraging internal and external research and expertise. ▪ Work with the Strategy team and the Data and Insights Products unit to deliver comprehensive horizons scanning and strategic foresighting to help orientate the Ministry's strategic direction to best meet challenges and leverage opportunities. ▪ Provide science support for priority policy programmes agreed by Te Pūrengi (e.g. climate adaptation), linked to MfE's strategic priorities, and to support relevant internal and external policy stewardship groups. ▪ Provide specialist science advice (internal and external), including liaison with external research networks. ▪ Improve the environmental system through the development of indicators, including supporting improved data system management and accessibility. ▪ Oversee the evaluation of the effectiveness of interventions from a science perspective and provide evidence to policy teams and the Strategy and Performance team to determine key improvements as part of short- term and long-term policy cycles, including necessary legislative amendments and regulatory responses. ▪ Lead science for environment and climate statutory reporting products, alongside the Policy Evidence Team.	▪ Works with the Strategy and Performance team ▪ Aligns with and supports Policy Teams (in EMA and CCMRE) and Tūmatakōkiri, via the Policy Evidence team

Science and Evidence

Ministry for the
Environment
Manatū Mō Te Taiao

Policy Evidence

Team description	Type of work responsible for	Key relationships
The Policy Evidence team is responsible for developing and providing the evidence base for policy development, MfE's stewardship responsibilities, and to support robust decision-making.	The Policy Evidence team will: • Work closely with policy teams in CCMRE and EMA to ensure that the required evidence is available to meet the needs of policy development, analysis and decision-making. • Provide specialist advice informed by applied research, economics and mātauranga to inform the priorities agreed by Te Pūrengi (e.g. climate adaptation), both for policy and stewardship. • Identify and build the critical evidence needed to inform policy making and evaluation of policy performance, and MfE's long-term system stewardship responsibilities. • Support the development of policy evaluation framework/s. • Improve understanding of mātauranga both internally and externally. • Work with the Partnerships, Investment & Enablement business group to ensure local intelligence from partners and stakeholders informs evidence and advice.	• Works closely with policy teams in EMA and CCMRE to provide the science and evidence needed for policy development and provision of evidence to drive policy development • Works with SSP's other science and data teams • OCE - Ministerial Services for Select Committee, WPQs, OIAs where related to science and evidence

Data and Insights Products

Science and Data Content

Team description	Type of work responsible for	Key relationships
This team will be responsible for bringing together data and science and improving its accessibility through reports, guidance, and communications products. This includes leading our climate reporting and statutory environmental reporting, with support from other teams in SSP, and ensuring a Te Ao Māori perspective is reflected in our reporting and communication.	The Science and Data Content team will: • Deliver environment and climate statutory reporting • Create communication products to share data and evidence to decision makers • Undertake data and evidence storytelling (including ensuring a Te Ao Māori perspective) • Provide a customer lens to the development of science and data products • Ensuring the Ministry's reports can be understood by non-technical people	• Works with SSP's other data and science teams • Works closely with Policy teams in EMA and CCMRE and Tūmatakōkiri to ensure relevance and application of their work • Strong links with Partnerships, Investment & Enablement business group (especially Brand and Communications and Publications) • Works with policy teams to ensure reporting aligns with policy intent, and technical content is correct

Data and Insights Products

Data Analytics and Modelling

Team description	Type of work responsible for	Key relationships
This team will be responsible for bringing together data from different sources for analysis and modelling to input into strategy and policy development and to support our statutory international and domestic reporting. As well as providing analysis and modelling expertise, particularly for spatial data, this team will also work on automating data collection, data analysis/processing, and investigate new technology to support real time data capture. This team plays a critical role in lifting MfE's data maturity and for ensuring Māori Data sovereignty is appropriately understood and upheld.	The Data Analytics and Modelling Team will: ▪ Apply statistical and machine learning techniques to analyse large datasets. ▪ Develop predictive models and algorithms to solve business problems. ▪ Interpret and communicate findings to non-technical stakeholders. ▪ Supports environment and climate statutory reporting. ▪ Create and optimise data models and ETL processes. ▪ Ensure data accuracy, consistency, and integrity. ▪ Manage the Ministry's GIS platform.	▪ Works with SSP's other science and data teams ▪ Works with Strategy and Performance teams to ensure insights help guide strategic direction and prioritisation, and can be used for performance monitoring and reporting ▪ Works with policy teams in CCMRE and EMA to help support policy direction and provide insights ▪ Strong links with BTS's IT team

Insights

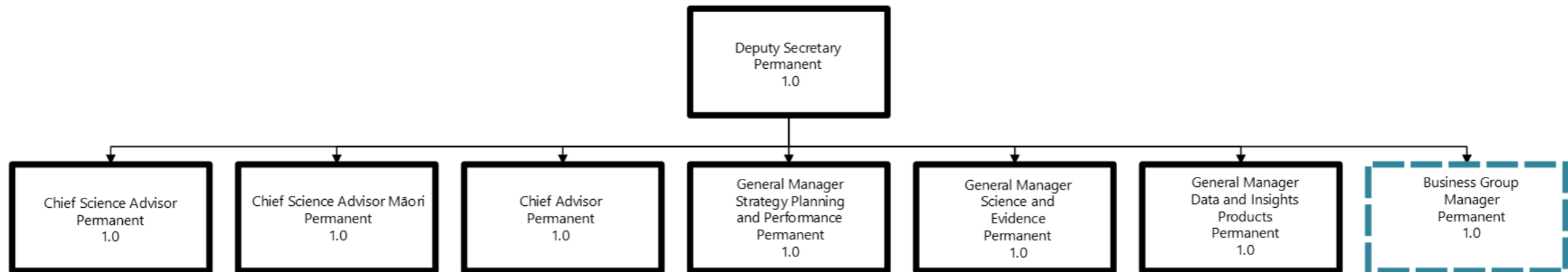| Team description	Type of work responsible for	Key relationships
This team will be responsible for analysing our evidence base, both quantitative and qualitative (including mātauranga Māori where appropriate), to identify useful and relevant insights for strategy and policy development, monitoring and reporting, and decision-making. This team is focused on the generation of accessible and actionable insights appropriate to audience. This includes creating dashboards and other visual tools to enable easier, more timely access to data - both internally and externally. This team also ensures that a Te Ao Māori perspective is incorporated into our insight generation and products.	The Data Insights team will: ▪ Analyse and create insights for environment and climate statutory reporting. ▪ Design, develop, and maintain Business Intelligence solutions. ▪ Create and optimise data models and ETL processes. ▪ Ensure data accuracy, consistency, and integrity. ▪ Manage the Ministry's GIS platform. ▪ Work with the Foundational Science team and Strategy team to deliver comprehensive horizons scanning and strategic foresighting to help orientate the Ministry's strategic direction to best meet challenges and leverage opportunities. ▪ Work with the Partnerships, Investment & Enablement business group to ensure local intelligence from partners and stakeholders informs insights and advice.	▪ Works with SSP's other data and science teams ▪ Works with Strategy and Performance teams to ensure insights help guide strategic direction and prioritisation, and can be used for performance monitoring and reporting ▪ Works closely with Policy teams in EMA and CCMRE and Tūmatakōkiri to ensure relevance and application of their work ▪ Close links with BTS's IT team and with Partnerships, Investment & Enablement business group

Data and Reporting Improvements

Team description	Type of work responsible for	Key relationships
This team will focus on delivering a small number of key projects designed to automate and/or reimagine how we deliver some of our core data and reporting products to help reduce the effort of production and improve QA processes. Likely areas of focus will be climate models, environmental reporting and national monitoring system. This team is fixed term to drive improvements that will then be embedded through other teams and work programmes.	The Data and Reporting Improvements team will: ▪ Test and deliver automation tools ▪ Test and deliver new or improved processes	▪ Supports all involved in existing statutory reporting functions including Inventory, Environmental Reporting, National Monitoring System and all reporting requirements under the CCRA. ▪ Works closely with policy teams in EMA and CCMRE to ensure production improvements are focused on policy relevance and impact of reporting products. ▪ Close links with BTS's IT team.

Final structure
SSP

SSP leadership team - final structure

Deputy Secretary
Permanent
1.0

Chief Science Advisor
Permanent
1.0

Chief Science Advisor Māori
Permanent
1.0

Chief Advisor
Permanent
1.0

General Manager
Strategy Planning
and Performance
Permanent
1.0

General Manager
Science and
Evidence
Permanent
1.0

General Manager
Data and Insights
Products
Permanent
1.0

Business Group
Manager
Permanent
1.0

Key:

No change

Permanent

Fixed Term

New roles are shown
with a dotted frame

Business group / unit – New Roles

Team	Current position	Cohort	Explanation
SSP – Leadership	Business Group Manager	Business Group Manager	Will be advertised as vacancy that any kaimahi can apply for
SSP – Leadership	General Manager - SPP	General Manager	Will be advertised as vacancy that any kaimahi can apply for. Must go to market for this level role

SSP Strategy Planning and Performance- final structure
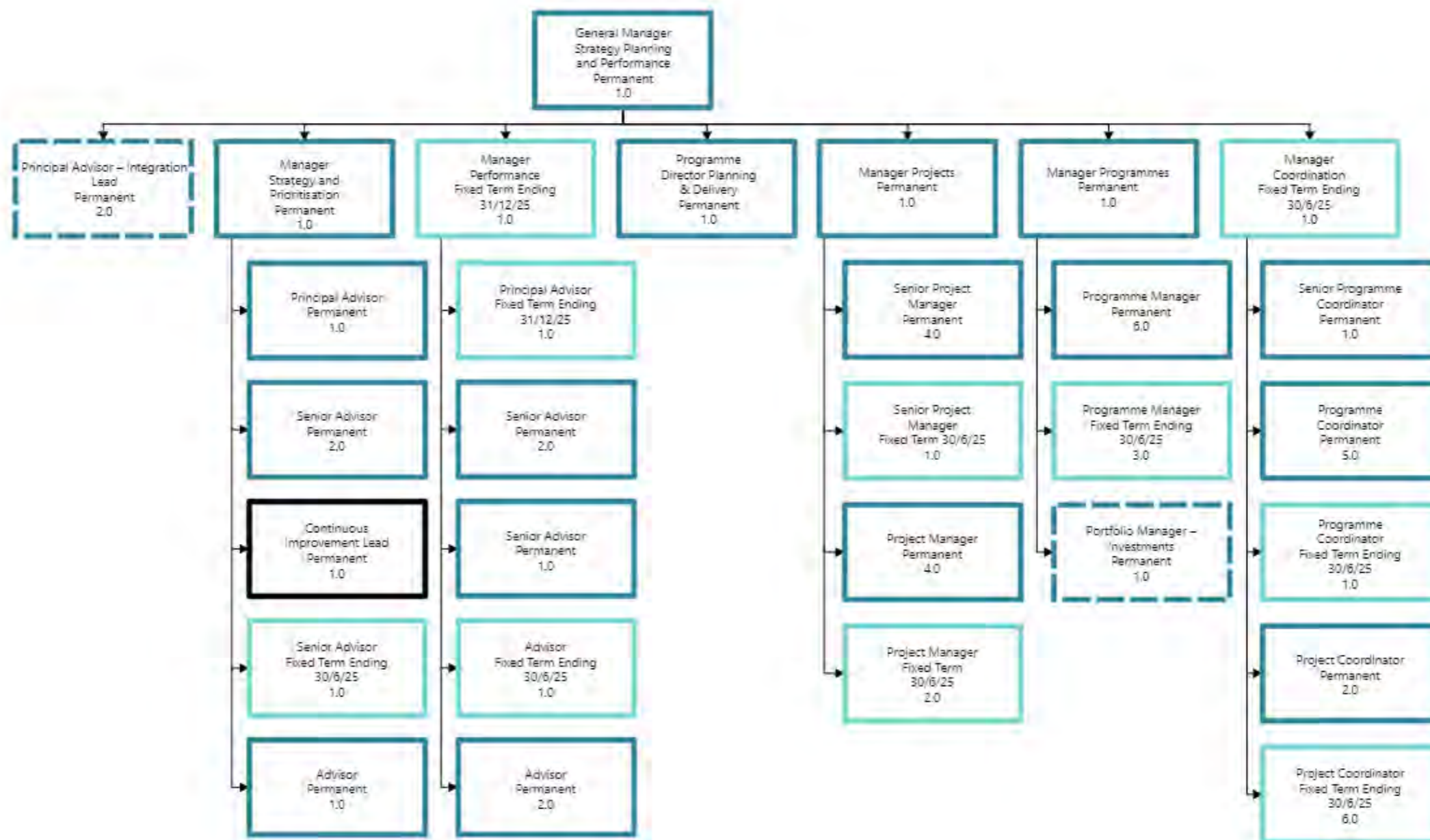
Business group / unit – impact to positions

Team	Current position	Impact to position	Cohort
SSP - SPP	Manager	Reduction in roles	Manager Cohort
SSP - SPP	Principal Advisor	Reduction in roles	Principal Cohort
SSP - SPP	Team Leader	Reduction in roles	Team Leader Cohort
SSP - SPP	Senior Advisor / Analyst	Reduction in roles	Senior Advisor / Analyst Cohort
SSP - SPP	Advisor	Reduction in roles	Advisor / Analyst Cohort
SSP - SPP	Continuous Improvement Lead	No Change	Not Applicable
SSP - SPP	Programme Director	Reduction in roles	Programme Director Cohort
SSP - SPP	Programme Manager	Reduction in roles	Portfolio/Programme Manager Cohort
SSP - SPP	Portfolio Manager	New role - Although this is a new role it will form part to the roles that can be selected though EOP	Portfolio/Programme Manager Cohort
SSP - SPP	Senior Project Manager	Reduction in roles	Senior Project Manager Cohort
SSP - SPP	Project Manager	Reduction in roles	Project Manager Cohort
SSP - SPP	Project Coordinator	Reduction in roles	Senior Coordinator Cohort
SSP - SPP	Senior Programme Coordinator	Reduction in roles	Senior Coordinator Cohort
SSP - SPP	Programme Coordinator	Reduction in roles	Senior Coordinator Cohort

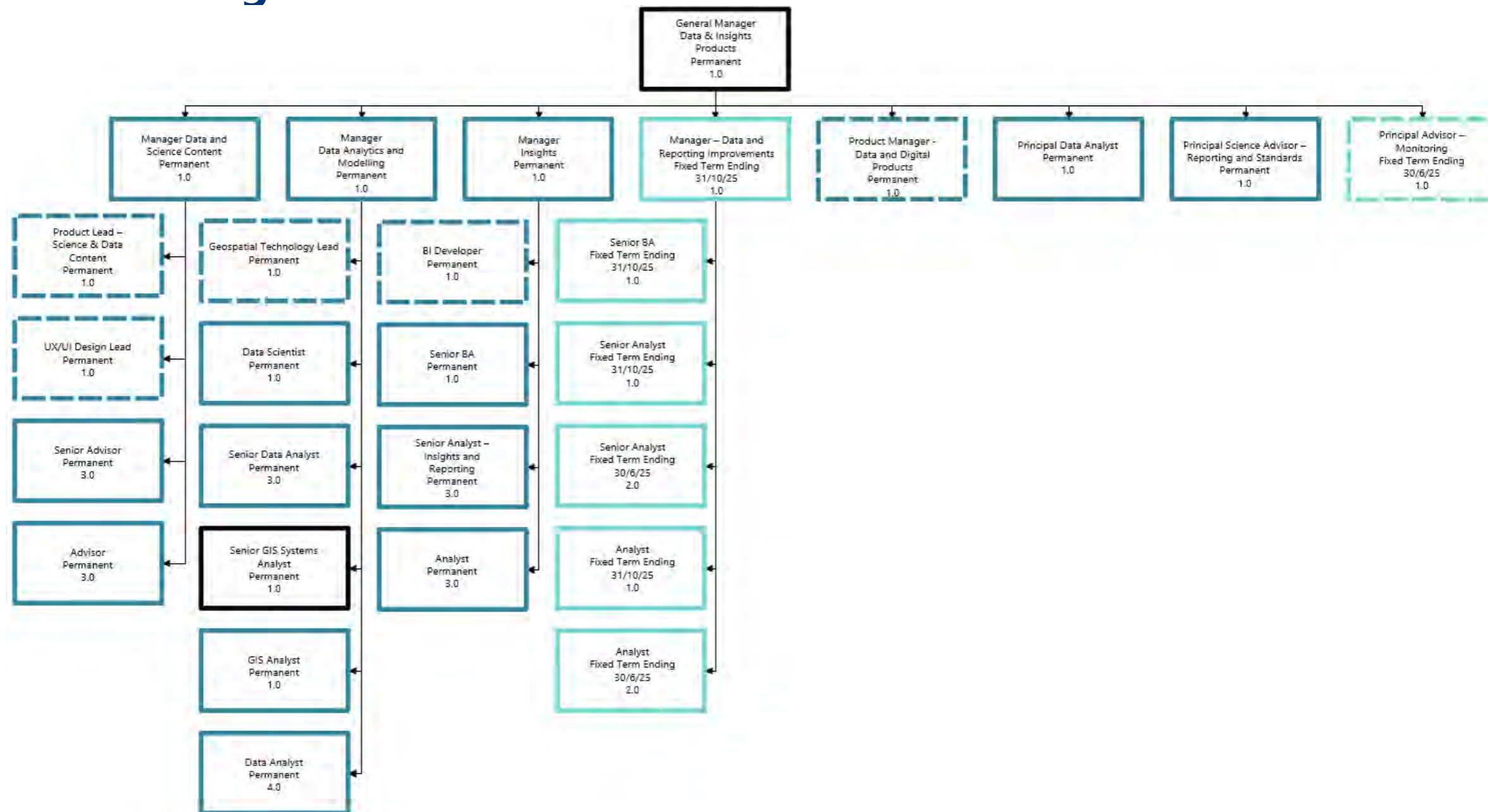# SSP Science and Evidence- final structure
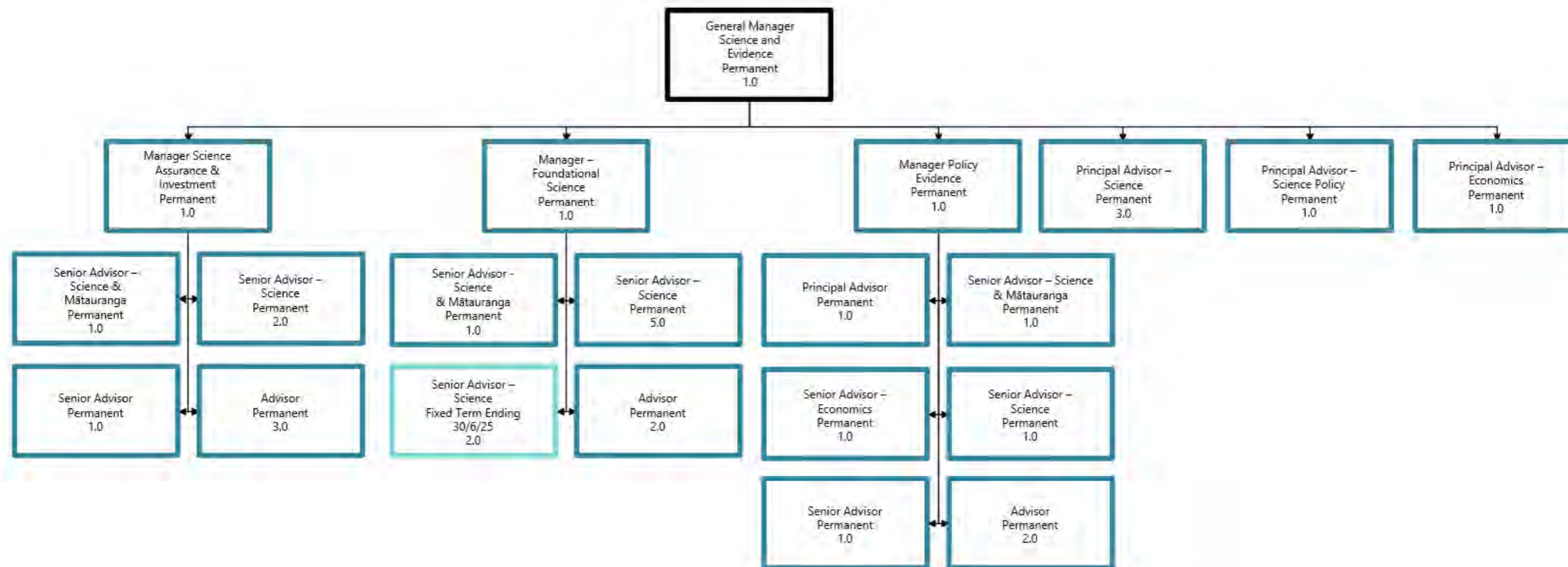
Business group / unit – impact to positions

Team	Current position	Impact to position	Cohort
SSP - Science & Evidence	Manager	Reduction in roles	Manager Cohort
SSP - Science & Evidence	Principal Advisor	Reduction in roles	Principal Cohort
SSP - Science & Evidence	Senior Advisor / Analyst	Reduction in roles	Senior Advisor / Analyst Cohort
SSP - Science & Evidence	Advisor	Reduction in roles	Advisor / Analyst Cohort

SSP Data and Insights- final structure

Business group / unit – impact to positions

Team	Current position	Impact to position	Cohort
SSP – Data & Insights	Manager	Reduction in roles	Manager Cohort
SSP – Data & Insights	Principal Advisor	Reduction in roles	Principal Cohort
SSP – Data & Insights	Senior Advisor / Analyst	Reduction in roles	Senior Advisor / Analyst Cohort
SSP – Data & Insights	Advisor	Reduction in roles	Advisor / Analyst Cohort
SSP – Data & Insights	Product Lead – Science & Data Content	New role	Will open as EOI that any kaimahi can apply for
SSP – Data & Insights	Geospatial Technology Lead	New role	Will open as EOI that any kaimahi can apply for
SSP – Data & Insights	UX/UI Design Lead	New role	Will open as EOI that any kaimahi can apply for
SSP – Data & Insights	Data Scientist	Reduction in roles	Senior Advisor / Analyst Cohort
SSP – Data & Insights	Senior Data Analyst	Reduction in roles	Senior Advisor / Analyst Cohort
SSP – Data & Insights	Senior GIS Systems Analyst	No change	Not applicable
SSP – Data & Insights	BI Developer	New role	Will open as EOI that any kaimahi can apply for
SSP – Data & Insights	Senior BA	Reduction in roles	Senior Advisor / Analyst Cohort
SSP – Data & Insights	GIS Analyst	Reduction in roles	Advisor / Analyst Cohort
SSP – Data & Insights	Data Analyst	Reduction in roles	Advisor / Analyst Cohort
SSP – Data & Insights	Product Manager - Data & Digital Products	New role	Will open as EOI that any kaimahi can apply for

Next steps

Timeline

> - *Please see the Main Decisions Document, or the Change Hub for a [full timeline](#).*
> - *Details about the Selection Process will be available, by email and on the Change Hub from July 26*

What	When
Selection process – Expressions of Preference All material will be available on the [Change Hub here,](#) and emailed to kaimahi on Friday July 26	• Friday July 26 to COB Tuesday August 6
Voluntary Redundancy Expressions of Interest close	• August 18
Round 2 Expression of Interest Process (remaining vacancies)	• Tuesday September 17 to Tuesday September 24
Notice to kaimahi unplaced in the structure	• Friday September 27
Implementation of the new structure	• Friday November 1 (tentative)

Where to get support

Please refer to timeline and next steps in the main Ministry decision document

If you have any questions about the outcome of this proposal or the next steps of the process, you can:

- talk to your people leader
- talk to your PSA Delegate if you're a PSA member

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

You can find more information on next steps and what you can expect from us in our Management of Change guidance.

If there is any other support we can provide you at this time of change, please feel free to discuss with us.

Resetting the Ministry
Tūmatakōkiri (Māori Strategy & Performance)
Final decision document

25 July 2024

What's in here

Ministry for the
Environment
Manatū Mō Te Taiao

Tūmatakōkiri

This pack contains information about the Tūmatakōkiri (Māori Strategy & Performance) business group, led by Deputy Secretary Gina Rangi.

Purpose of the group

Tūmatakōkiri / Māori Strategy and Performance is responsible for providing strategic advice and guidance across the Ministry to ensure we bring Te Tiriti / the Treaty of Waitangi and Te Ao Māori into our work, and to ensure that this is reflected in the Ministry's advice supporting environmental decision making. This includes working with other Business Groups to ensure the Ministry has the necessary systems, strategy, policy, tools and capability.

Tūmatakōkiri is also responsible for negotiating settlements, supporting the Ministry's participation in Tiriti related-claims to the Waitangi Tribunal and Courts, and for monitoring how well the Ministry upholds its Tiriti commitments.

For more information about the work of the group, see the **work programme provided as part of the selection process on Friday July 26.**

Feedback and decisions

TMK feedback and decisions summary

TMK's leadership team reviewed the submissions relating to Tūmatakōkiri and to kaupapa Māori/ Tiriti o Waitangi expertise across the Ministry.

Clarity of business unit/team functions

Main themes across the submissions included how TMK interacts with other business groups, and the division of responsibilities between teams, in particular:

- The extent of TMK's responsibilities for engagement and relationship management
- TMK's role in respect of the Waitangi Tribunal including participation in kaupapa inquiries, the Ministry's responses to Waitangi Tribunal recommendations, and how the Ministry's Tribunal claimant funding policy will be managed
- The relative responsibilities of TMK and the Tiriti and Te Ao Māori team within EMA

The PIE business group has overall responsibility for the Ministry's relationships, including with Māori. The approach to engagement with Māori is discussed in the PIE business group pack. In addition, to improve focus of individual business units and teams, we have clarified responsibilities as follows:

- We have changed the name of the "Treaty Claims and Settlements, Māori Relationships/Engagement" team to "Te Piringa (Tiriti commitments)". Te Piringa will:
  - Manage **strategic Māori relationships** including the national iwi chairs forum and Te Tai Kaha. PSGE engagement responsibilities will sit between TMK and Te Tiriti and Te Ao Māori (EMA) team.
  - Negotiate and coordinate the Ministry's participation in **Treaty claims and settlements**, including participation in Treaty-related claims in the courts and Waitangi Tribunal, with technical support from EMA (providing evidence) and BTS (legal). In terms of claimant funding, Te Piringa continues to be responsible for the Ministry's claimant funding policy, including oversight of the policy's implementation, with support from BTS receiving applications and processing payments.
  - **Monitor and report** on how well the Ministry upholds its Treaty settlement commitments.

- The Tiriti and Te Ao Māori Policy team provides expertise and advice across the Ministry's policy work. TMK does not provide this advice, instead, it is responsible for ensuring the Ministry meets its settlement commitments (including monitoring and reporting, via Te Piringa, as well as working across the Ministry to support compliance).

A number of submissions related to the internal Māori Governance Board proposed in phase 1 of the operating model review. The board is not in scope of this consultation process, but we agree it is important to clarify how Te Ao Māori will be incorporated in the Ministry's governance function going forward. As part of the Ministry's governance review, we will ensure Kaupapa Māori and Tiriti responsibilities are embedded in Te Pūrengi, Te Mīmiro, and Te Aukaha terms of reference by 1 November, and assess whether a new board is also required.

Changes to specific roles/responsibilities

A number of submissions suggested changes to specific roles or responsibilities across the group (eg, decrease one type of role in favour of another) and resourcing needs in general. We have considered these in light of the risks associated with any changes, recognising that a change in one area will have an effect elsewhere, and the need for changes to be cost neutral overall. We have also given careful thought to broader feedback from kaimahi for greater consistency in the level of seniority of roles across the organisation. This has led to the following changes:

- We have removed a principal advisor role from Te Piringa, and added a policy advisor role to that team.
- We have added a senior policy advisor role to the Māori Strategy and Performance Team.

Several submissions also recommended that a Chief Advisor role be established within TMK. We are not proposing to create this role, on the basis that the Chief Science Advisor – Māori (SSP), the Chief Advisor – Tiriti Policy (EMA), and Pou Tikanga role (OCE) are all expected to work closely with Tūmatakōkiri .

Team descriptions

Tūmatakōkiri

Te Piringa

| Team description	Type of work responsible for	Key relationships
This team will lead Treaty negotiations and settlements support for the Ministry, to respond to Treaty-related claims in the Courts, Waitangi Tribunal, and developing Treaty redress policy. This will also include monitoring and reporting on how well the Ministry has upheld commitments the Crown has made in Treaty settlements. This team will be responsible for leading Māori-Crown relationships (Including Pan-Māori and PSGE groups) and supporting engagement. The group will support the work and responsibilities elsewhere in the Ministry including in PIE and policy groups.	▪ Manage strategic Māori relationships including the national iwi chairs forum and Te Tai Kaha. PSGE engagement responsibilities will sit between TMK and Te Tiriti and Te Ao Maori (EMA) team. ▪ Negotiate and coordinate the Ministry's participation in Treaty claims and settlements, including participation in Treaty-related claims in the Courts and Waitangi Tribunal, with technical support from EMA (providing evidence) and BTS (legal). In terms of claimant funding, Te Piringa continues to be responsible for the Ministry's claimant funding policy, including oversight of the policy's implementation, with support from BTS receiving applications and processing payments.	▪ Works extensively with Treaty Partners and other agencies, but specifically with Te Arawhiti. ▪ Works closely with Te Tiriti and te Ao Māori team, legal and external affairs, PIE. This team will also work with other business units to support relationships with PSGEs and Pan Māori groups

Strategy & Performance

Team description	Type of work responsible for	Key relationships
This team will work with business groups to set Kaupapa Māori strategy and outcomes for the organisation and monitor how well the Ministry achieves those kaupapa Māori outcomes. This team will have a separate focus of lifting performance and capability. Based on monitoring and insight, this team would also be responsible for ensuring Tūmatakōkiri identifies the most effective ways to best lift the Ministry's performance in achieving kaupapa Māori outcomes. This includes ensuring we have the right governance systems, strategy, policy and tools, and necessary technical capability.	Core work deliverables included in this area are: ▪ Monitoring of Treaty Settlement Commitments (quarterly reporting and support annual reporting through Te Haeata (Te Arawhiti reporting tool). ▪ Supporting the SSP in the development of the Ministry's strategic documents: Strategic Intentions, Strategic Priorities and Strategic Framework. ▪ Developing Kaupapa Māori strategies, targeted at lifting the behaviours standards across the Ministry (Te Ao Hurihuri capability lift) in line with the Ministry strategic direction. ▪ Establishing and supporting a new Māori governance board to oversee the delivery of outcomes for kaupapa Māori. ▪ Ensuring Māori performance standards are consistent across Agencies. ▪ Monitoring and reporting on how well the Ministry upholds its Treaty settlement commitments. ▪ Ensuring monitoring and reporting of performance in achieving kaupapa Māori outcomes.	▪ Works extensively with other agencies, but specifically with Te Arawhiti. ▪ Works in partnership with SSP (including the Strategy and Prioritisation team), People and Capability and Te Tiriti & Te Ao Māori. ▪ This team will also support other business units through driving the development of performance and behavioural standards.

Final structure
TMK

TMK team - final structure
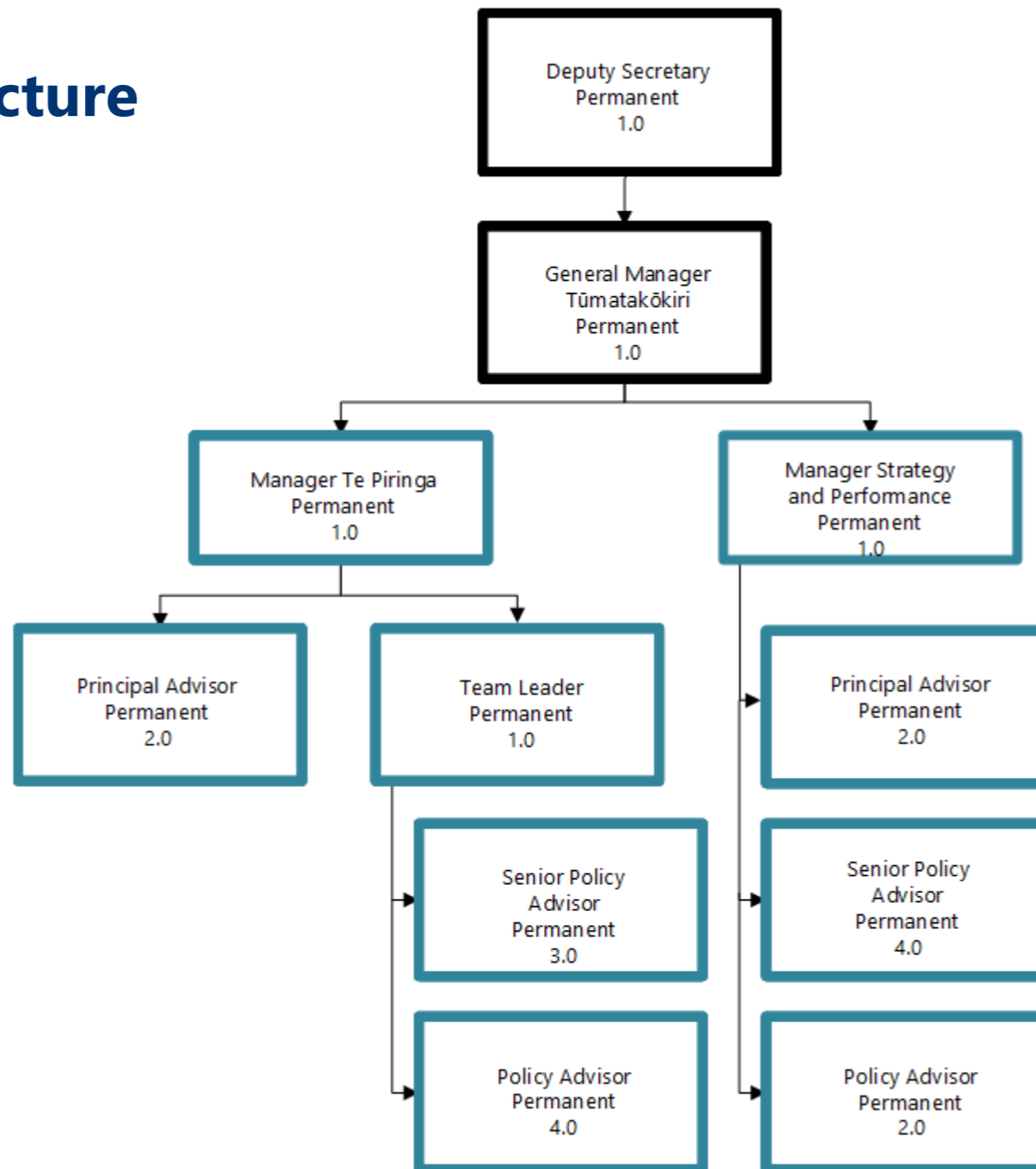
Business group / unit – impact to positions

Team	Current position	Impact to position	Cohort
TMK	Manager	Reduction in roles	Manager Cohort
TMK	Principal Advisor	Reduction in roles	Principal Cohort
TMK	Team Leader	Reduction in roles	Team Leader Cohort
TMK	Senior Advisor / Analyst	Reduction in roles	Senior Advisor / Analyst Cohort
TMK	Advisor	Reduction in roles	Advisor / Analyst Cohort

Next steps

Timeline

- *Please see the Main Decisions Document, or the Change Hub for a full timeline.*
- *Details about the Selection Process will be available, by email and on the Change Hub from July 26*

What	When
Selection process – Expressions of Preference All material will be available on the Change Hub here, and emailed to kaimahi on Friday July 26	• Friday July 26 to COB Tuesday August 6
Voluntary Redundancy Expressions of Interest close	• August 18
Round 2 Expression of Interest Process (remaining vacancies)	• Tuesday September 17 to Tuesday September 24
Notice to kaimahi unplaced in the structure	• Friday September 27
Implementation of the new structure	• Friday November 1 (tentative)

Where to get support

Please refer to timeline and next steps in the main Ministry decision document

If you have any questions about the outcome of this proposal or the next steps of the process, you can:

- talk to your people leader
- talk to your PSA Delegate if you're a PSA member

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

You can find more information on next steps and what you can expect from us in our Management of Change guidance.

If there is any other support we can provide you at this time of change, please feel free to discuss with us.