

Resetting the Ministry

Proposal for consultation and feedback

5 June 2024



Ministry for the
Environment
Manatū Mō Te Taiao

What's in here...

Page 3	Introduction • Message from the Chief Executive • How to have your say
Page 5	Change provisions • Our employment agreements • Where to get support
Page 7	Context • Recap: how we got here • Funding allocations • Making the most of our resources
Page 12	Proposal summary and guide • How to read this document • Our guiding principles for change • Summary of the proposal - including impact on kaimahi and next steps
Page 18	Transitioning to the new structure • Timeline and selection process • Flow diagram of selection process
Page 23	Proposed structure • Business group information including: • proposed future org charts • current org charts and impact tables.
Page 194	APPENDICES Appendix 1. • Management of change process terms and definitions Appendix 2. • Full list of cohorts

Message from the Chief Executive



A year ago, we launched a review of the Ministry, beginning our transformation journey. We ended 2023 with a new operating model designed to make the Ministry more functionally and financially sustainable.

As you all know, we also ended the year with a new government, which came with a new work programme and tighter budgets for the public service.

At the time, I talked about how the next phase of the operating model would be determined by what we heard from ministers about their priorities and our funding situation in the new year. This is where we find ourselves now.

We now know that our budget will reduce faster and sharper than it was previously going to, and that this will impact the size of our workforce, as well as the work we do.

In this document Te Pūrengi and I outline how we propose to fit within this new budget over the next two years.

The headline reduction in staffing appears large but comes with really important context. The Ministry took several steps last year to get ahead of our declining budget, by managing down our costs and workforce.

These steps include not filling more than 200 funded roles over the year and freezing recruitment. This means the number of current filled roles proposed to be disestablished within the next two years is significantly less than it would otherwise have been.

Nevertheless, at the end of the consultation and appointment process, there will be people who work with us now, who will not work with us then. This includes those who will leave through voluntary redundancy.

It's impossible not to feel sad about that. Everyone who has worked at Te Manatū Mō te Taiao has left their imprint on the place, our mahi, and on all of us. We will miss everyone who leaves through this.

While we can't avoid reducing costs, what Te Pūrengi and I can do over the next few months is run a genuinely kaimahi-centric process. This is one that treats you with dignity and aims to give you certainty as soon as possible, along with opportunities to have your full skills, experience and expertise recognised.

Finally, I know this ongoing uncertainty is stressful for many of us. A new government represents a lot of work on its own, let alone when it comes alongside two rounds of organisational change.

I'm incredibly proud of the professionalism you have shown through this time - highlighted by those who delivered top class mahi for one government's reforms and then worked equally as diligently and conscientiously to replace these for the new administration.

This is the nature of the public service. But the professionalism seen throughout every layer of our work, especially during such uncertainty, makes me feel privileged to work with you all.

Ngā mihi nui ki a koutou,
James

How to have your say

Proposed new structure:

You are invited to provide feedback as part of a formal consultation process, on the Ministry's proposed new structure using [this online form](#). We are not consulting on the selection process – just the structure.

The form is anonymous but to support analysis of feedback, it will ask you which business group and unit you are providing feedback on.

If you wish to provide additional feedback or have questions on the process, you can email haveyoursay@mfe.govt.nz. Out of respect for your privacy only a few People & Capability (P&C) kaimahi will have access to this email.

Your feedback on these proposals is welcome and encouraged and will be confidential to Te Pūrengi and those supporting them. As with our change proposal last year, your feedback will be carefully considered and will help shape their final decisions on the future structure.

Timeline

Consultation opens on Wednesday 5 June 2024 and closes at 12 noon on Wednesday 26 June 2024. Te Pūrengi will consider feedback and take advice before making final decisions on structure which are expected to be announced by 23 July 2024.

If the final decisions impact any positions, we will work closely with affected individuals in accordance with the provisions in their employment agreement and our Management of Change guidance, including considering reassignment.

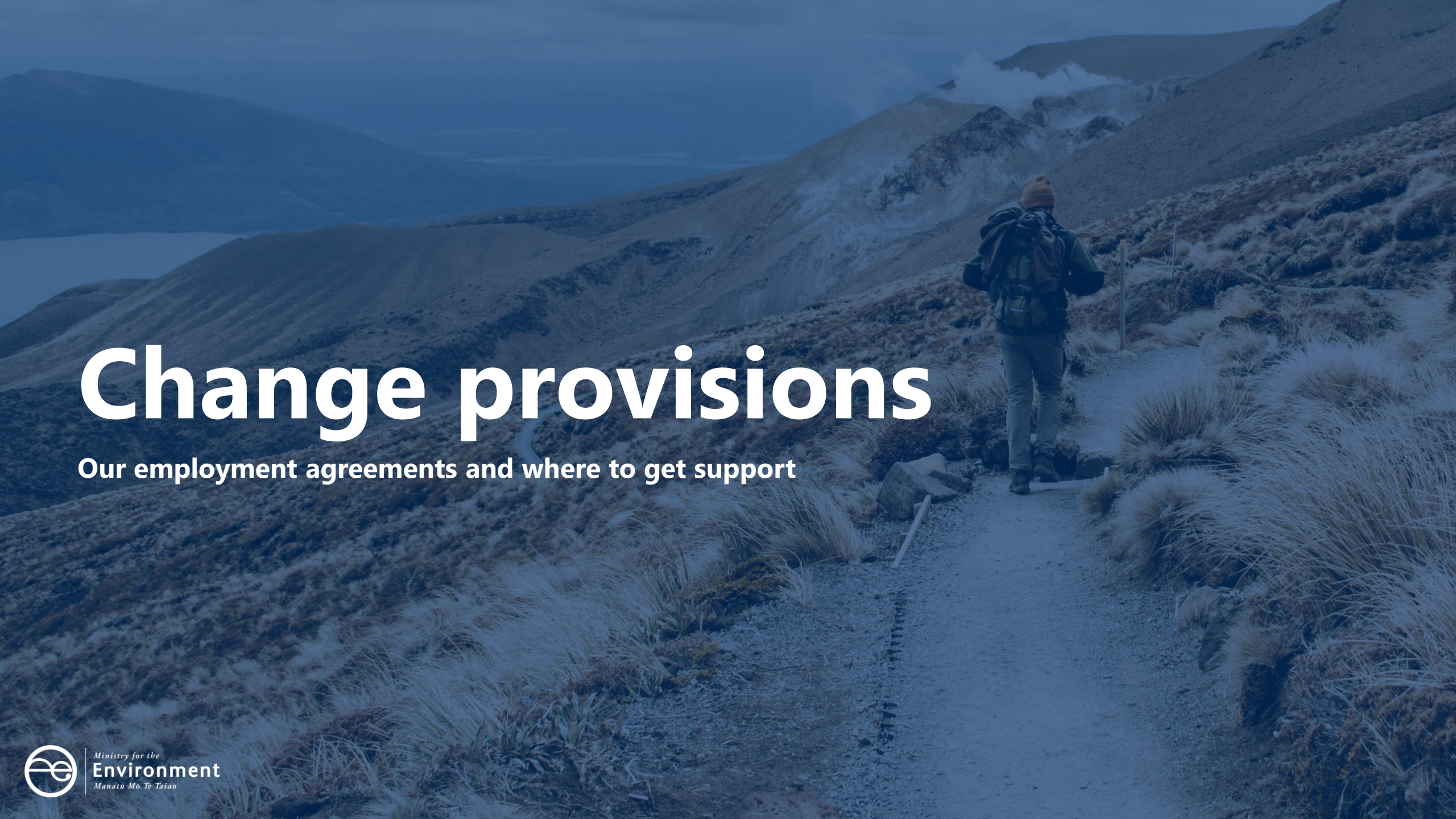
The selection process for new roles or where there is a reduction in existing roles is expected to commence shortly after final decisions.

See the timeline on page 19 for more detail.

Proposed remuneration changes for Chief Advisors, Principal Advisors and Team Leaders:

A separate consultation will be held for these kaimahi over proposed changes to their remuneration bands. A separate pack will be provided to them.

If you are impacted by this process and haven't received your pack by Thursday June 6 please contact haveyoursay@mfe.govt.nz.



Change provisions

Our employment agreements and where to get support



Ministry for the
Environment
Manatū Mō Te Taiao

Change provisions

The Ministry recognises that the best change is made through effective engagement with the people the change may affect and with the PSA. As a good employer, the Ministry aims, as much as possible, to provide new opportunities and to assist kaimahi through the change process.

Consultation will be open and genuine, and while full consensus may not be possible, we will be carefully considering all the feedback received, before any decisions are made by Te Pūrenghi.

Our employment agreements

Our employment agreements ([PSA CEA, IEA, Manager IEA](#)) set out our approach to change at the Ministry. Our [Management of Change guidance](#) supplements our employment agreements.

Please refer to the provisions in your employment agreement for more information. Details on the impact for individual roles are provided later in this pack.

Where to seek support

We know change can be unsettling and that you may have questions. We encourage you to seek the support that works best for you during this process.

- If you have any questions about the process, you are encouraged to speak with your manager.
- Our Employee Assistance Programme is available 24/7 for confidential support as needed. Contact 0800 787 2867.
- If you are looking for rongoā healing support, you can access through our EAP provider by calling 0800 327 669 to book an appointment. You will need to mention that you are looking for rongoā support when you call.
- If you are a PSA member, they are available for you to contact them.

More information is provided later in this pack.

Context

Recap – how we got here

Resetting the Ministry – how we arrived at the proposal, and how we'll work from here

Making the most of our resources



Ministry for the
Environment
Manatū Mō Te Taiao

Recap | how we got here

Over the past six years the Ministry tripled in size as we delivered a major programme of reforms and picked up a range of new functions. We can all be proud of the work done, but the rate and way the Ministry grew over that time was unsustainable.

Last May, we decided to take stock. We knew our funding would peak in 2024 and steadily decline over the following three years as time limited resources came to an end. We also knew we needed to reorganise the Ministry to be more integrated, strategic and focused on delivering the greatest impact.

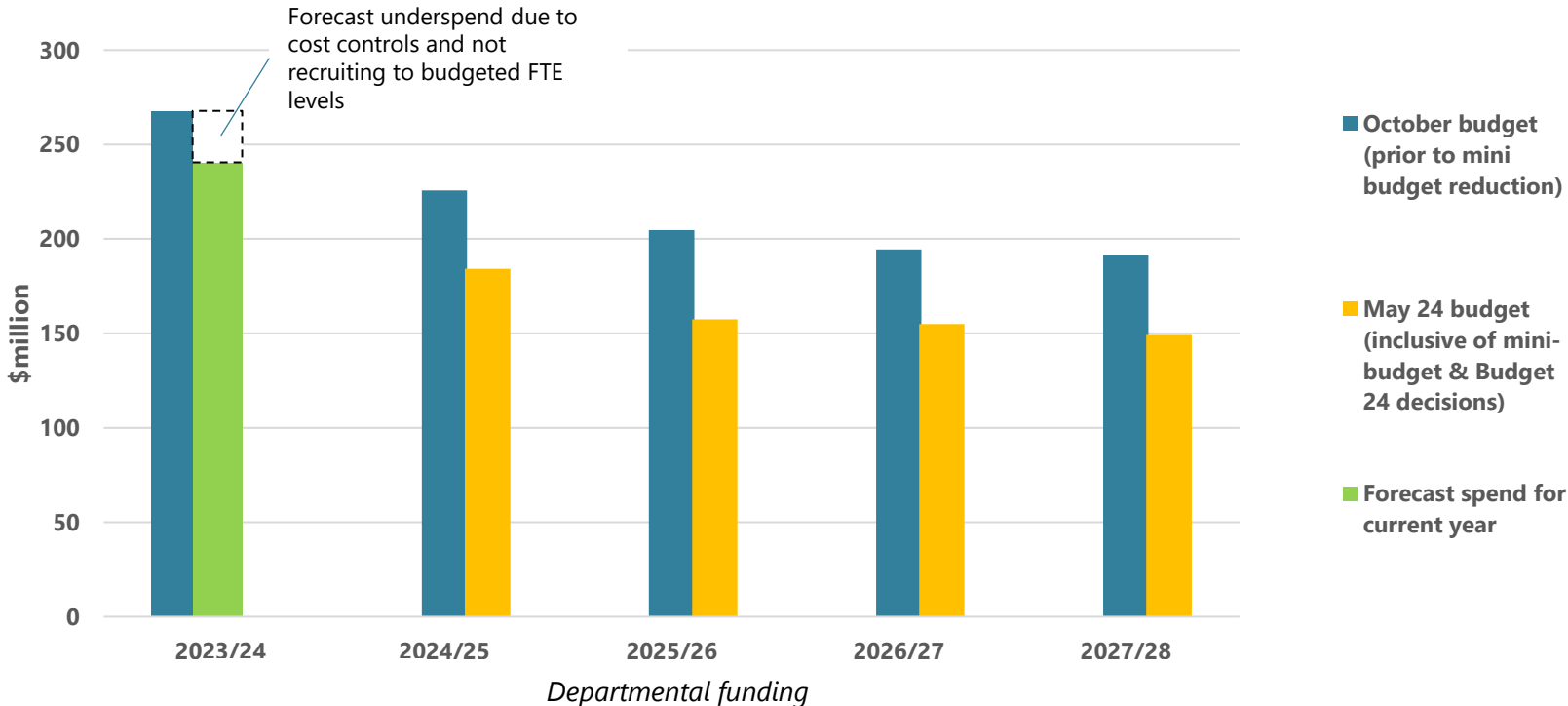
We began our transformation journey then, ending the year with a refreshed operating model and a smaller senior leadership team.

Now we have a new government with a different set of priorities. We've also been asked to return some funding and deliver significant further savings including in particular targeted areas. The combined effect is that the Ministry is now required to get smaller.

Before either the Labour Government or the new Coalition Government's savings programmes, the Ministry's financial forecast showed a decrease in annual operating funding of about \$60m over the next three years.

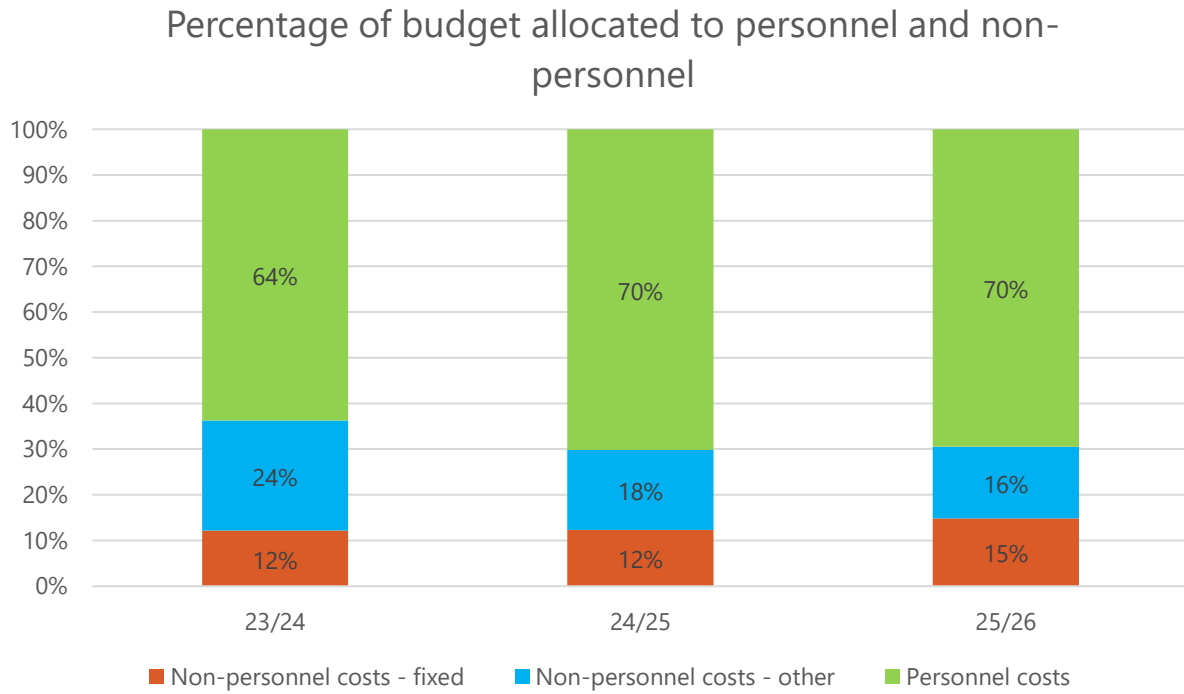
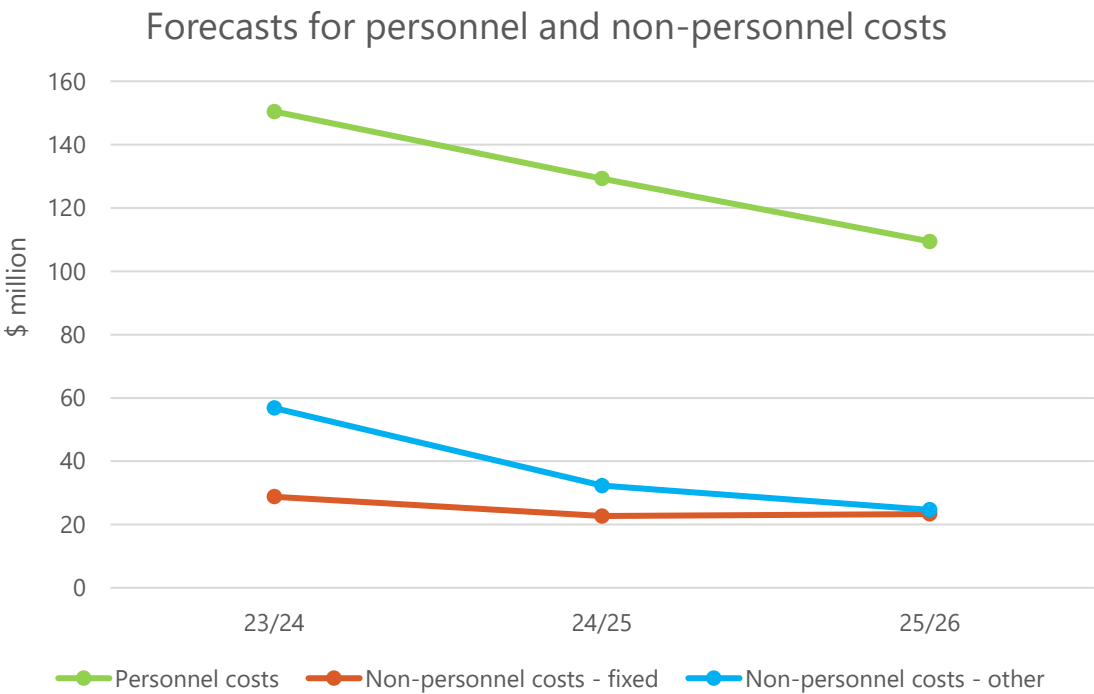
In December 2023's Mini Budget, we returned \$301m in funding tagged for 4 years Resource Management (RM) implementation. We were also asked to find \$49.1m each year (7.5 percent) in savings from both departmental and non-departmental funding, along with specific targeted savings from the Waste Levy.

Throughout 2023/24 we took a number of steps to prepare for our declining baseline including employing new people on fixed terms. We also began strict recruitment controls and chose not to fill about 200 positions we were funded for this year. As a result of the operating model review, we reduced the size of our leadership teams by more than 20%. These steps have helped limit the impact of the baseline reduction and the new savings targets.



Funding allocations under the proposal

By far the biggest cost driver for the Ministry is our people, and so smaller budgets inevitably require a reduction in our workforce. However, the proposals in this document are designed to retain key capabilities as the Ministry continues to deliver a significant work programme for New Zealand. While declining overall, a greater percentage of the Ministry’s budget would go towards personnel over the next two years. Some of the Ministry’s fixed costs (e.g. accommodation and baseline IT services) are subject to multi-year agreements and, apart from increases to allow for inflation, would remain relatively unchanged. Funding remaining for some other non-personnel costs (e.g. consultancy) would decrease significantly. For example, in 2024/25 we will more than halve the amount spent on contractors and consultants in 2023/24.



Making the most of our resources

How this proposal came about

After receiving savings targets, and government priorities from ministers late last year, Deputy Secretaries led work to identify potential savings options across our work programme and business operations. Contractor and consultant spend remained a focus.

With the help of GMs and other tier 3 leaders, a range of potential savings options was provided to ministers, to stop, reduce, or otherwise change some initiatives.

Ministers decided on non-departmental savings, and determined the total savings required from the department's operating budget. Working with GMs, Te Pūrengi then determined how departmental savings would apply across our work and teams.

These decisions were made in line the operating model, taking account of the work programme we need to deliver for the government and the enduring capabilities the ministry needs to be successful over time.

While we are not consulting on the decisions of Ministers, we are seeking feedback on how we propose to implement those decisions when it comes to our workforce.

What the change would mean for the work we do...

A smaller budget doesn't just impact our staffing. It also requires us to be clearer about our role and purpose and priorities, while anchoring on what matters most.

The Ministry's core responsibilities under the Environment Act 1986 include advising ministers and providing information and services to New Zealanders to enable them to make their best decisions for people - now and in the future - and for the environments we live in.

We are the steward of the environmental regulatory system. We support effective participation and decision-making by others, including communities, industries and Iwi Māori. And our impact comes through them.

Recently we've been having prioritisation discussions with ministers about the work we'll be able to deliver as a smaller organisation. We will continue to prioritise our various work programmes on an ongoing basis.

...and how we work together under our operating model

Alongside this sharpened focus on *what* we do, we will be changing *how* we work by implementing improvements identified in our operating model review last year.

Treating our different work programmes as a single, integrated portfolio will help to manage workloads better while ensuring we deliver for the Government and have the greatest possible impact.

A focused and prioritised work programme will lay the foundation for a more agile way of working. This means we'll need to move our people and resources around in response to the work.

Every person who works at the Ministry will continue to have a manager to report to, a home team and business group, but there will be times they'll need to be deployed into another area to manage peaks and troughs in different parts of the organisation, where they have appropriate skills and experience. This will help to create a more sustainable operating model, address the Ministry's workload challenges, and support individual and organisational growth and development.

...focusing our talents through the operating model ...

In December last year, we implemented **Phase One of our new operating model**, “lifting and shifting” our teams into six new business groups, while reducing the number of tier 2 and 3 leadership positions.

The new operating model followed a period of rapid growth as the Ministry delivered a busy programme of reforms. It was designed to support us to become a more integrated, agile, and strategic organisation, anchored in our relationships. Key features included:

- A new business group that brings strategy, planning and performance together, to ensure our work programme is highly targeted and workload is better managed
- Retaining a dedicated Te Ao Māori focus through Tūmatakōkiri, while ensuring Te Ao Māori is integrated throughout the Ministry*
- Combining complementary policy areas into new business groups, to support better sharing of expertise and resources
- Consolidating partnerships, investment, and policy implementation into a single group, to support an integrated approach to engagement
- Centralising our specialist programme management function

Phase Two of the operating model was planned for early to mid 2024. This was when we’d make sure teams were in the right place in the structure, and we’d line up our workforce and work programme with the Government’s priorities and budget. This is where we find ourselves now.

...and improving our systems

The operating model was designed to be scalable, so the changes proposed here work within it.

However, the new model was never solely about structure. The operating model review found the Ministry was stretched, and that our systems, processes and tools had not kept up with our ambitious work programme.

As part of **Phase Two**, Te Pūrengi is driving improvements across the Ministry to make it simpler and easier to do our job. We want to remove duplication and encourage integration so we can work better as a team. This includes steps like:

- Developing a new central planning function and a quarterly review process so our work is prioritised and properly resourced across the Ministry
- Creating digital dashboards for managers to make it easier for them to manage budgets, workflows, and team health
- Considering a new performance management framework, so kaimahi know what’s expected of them, and that we’re focusing on their growth and development.
- Simpler approval processes and improved tools, like the new one-stop Service Hub Te Pokapū.

*Through the changes proposed in this document, teams specifically focused on Kaupapa Māori are among those that would reduce. Compensating for this would need to be the responsibility of all of us, and business groups would need to make greater efforts to embed Te Ao Māori skills and understanding.

Guide to the proposal

How to read this document

Our guiding change principles

Summary of proposal including

- impact on current staff
- next steps



Ministry for the
Environment
Manatū Mō Te Taiao

How to read this document

This document outlines the proposed changes to teams, units, groups and roles, as we downsize the Ministry over the next two years. [Share your feedback on the proposed design here.](#)

This is the first step in the process to confirm our new structure and then appoint kaimahi into it.

Following [feedback](#), we'll make final decisions about the structure and then advise kaimahi of next steps, including whether you've been placed into a position or invited to participate in a selection process for your preferred roles. Read more about the transition process and timeline on page 19 and 20.

Read the context and summary first

First, take the time to read the context section (page 7) and the proposal summary (page 12) so you can understand what is happening and why.

Business Group information (from page 23). Here you'll find:

- A summary of the changes in each group, including details on any new roles.
- Current structure diagrams for each Business Unit, outlining proposed changes at the current position level. *Please note, these show positions, not people.*
- Proposed organisation charts for each Business Unit. These show the proposed positions in the new structure, whether these are new, permanent or delayed redundancy, and how many of each we propose we need. In these charts delayed redundancy roles are described as "fixed term".
- Impact tables – showing proposed impact by position. These are the *initial impacts*, not final. For example, if your position has been disestablished, you may be appointed into a similar role (reconfirmed or reassigned), or invited to express an interest in other roles following decisions.

If you feel a position is missing or incorrect, please raise with your manager

Definitions of "affected" reconfirmation, reassignment, disestablishment are found at Appendix 1

Step by step

1. Read context and proposal summary
2. Find your Business Group charts
3. Look for your unit's proposed structure diagram and current structure diagram – identify impact to your position.
4. Use impact tables to confirm impact
6. Tell your manager if something's missing or wrong
7. Provide feedback.

How to read the organisation charts and impact tables

Use the colour key to understand the proposed impact to your substantive position. "Substantive" here means your normal position, or the one you would return to if you were acting or seconded into another role.

The colours show the most significant proposed change to a role. Definitions are:

Not in scope

role is out of scope for this phase of change: e.g. majority of T2, T3 and some graduate positions funded by external contracts

Proposed no/minor change

role is not impacted by the proposed design, or has a minor change such as a change to title

Proposed reduction in roles
(includes shift from permanent to delayed redundancy or "fixed term")

reduction in total number of a role proposed including where a role would move from permanent to delayed redundancy. In the org charts these are described as "fixed term" roles.

Proposed disestablished

role is either no longer required or changes to the scope, duties and delegations for a role are so significant that a new role is needed. Current role would show as disestablished, and a new role created.

Our guiding principles for change

The Ministry has obligations to the Government, public and our kaimahi when it comes to making decisions about how we go about change. This proposal is based on the following guiding principles:

Throughout the change kaimahi will feel they:

- Have been managed with compassion, clarity, and fairness
- Have had an opportunity to have their views heard and considered
- Can access relevant information in multiple ways
- Are supported through personal decisions and impacts, enabled by fair and transparent processes
- Have been recognised and appreciated for their contribution to the Ministry, and can access outplacement [services](#)

Those who express an interest in voluntary redundancy feel that they:

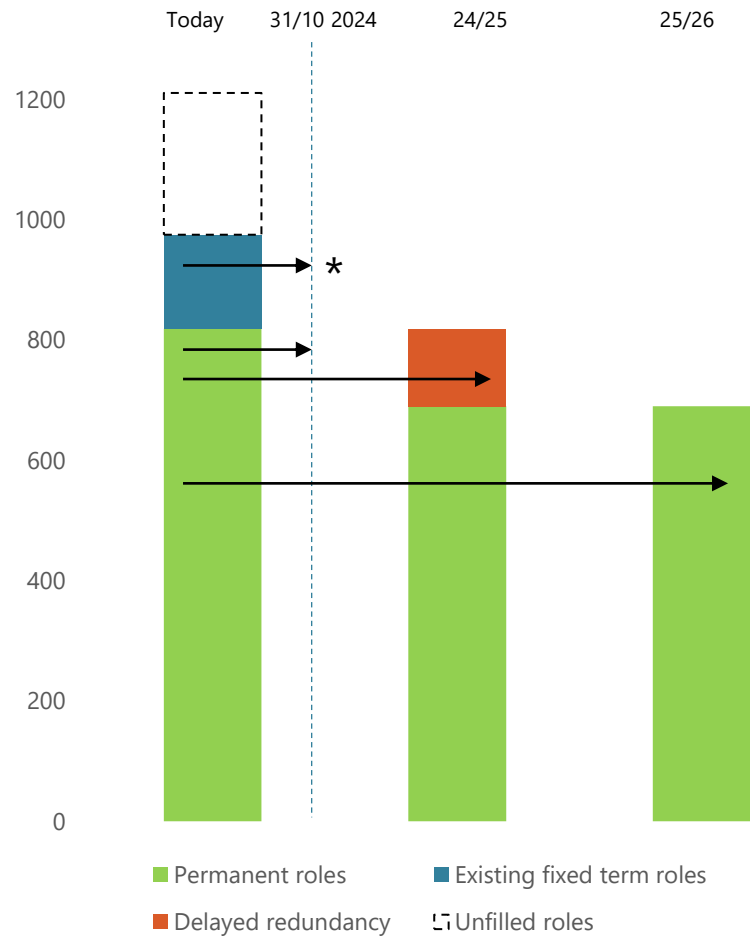
- Have been handled with compassion, clarity, and fairness,
- Are able to leave gracefully, without resentment,
- Have been recognised and appreciated for their contribution to the Ministry and can access outplacement [services](#)

Throughout the change the Ministry will:

- Continue to be a prudent manager of public funds
- Communicate clearly, transparently and in a manner that is accessible to all kaimahi
- Seek and encourage diversity of feedback, ensuring privacy for those providing feedback
- Look for opportunities to improve efficiency and kaimahi experience in all change and selection processes
- Run a fair and transparent process for selection
- Only offer or consider redundancy where genuine redundancy reasons exist, and
- Ensure proper process, taking into account employment agreements and employment law, is followed

Summary: Proposal

The Ministry's purpose is to advise Ministers and provide information for New Zealanders so they can make their best decisions for people and the environments they live in – now and in the future. With our budget set to reduce by nearly 40 percent over the next two years we will become significantly smaller. This means we'll also need to become more pragmatic and purposeful to deliver what matters most.



Detail of the proposal

This document outlines proposals to transition to a smaller workforce over two years while keeping within the operating model. Its designed so we have the right capabilities in the right place to deliver priority work, while also expecting kaimahi will be deployed in agile ways, across business units, to support the overall work programme.

If implemented, the proposal would see our total full time equivalent (FTE) staff reduce from the current 993 FTEs (as of 27 May) to 690 in 2025/26.

A step approach

While our budget is forecast to continue to decline until 2028, Te Pūrengi has agreed to plan our workforce for the next two years. This balances the need to provide kaimahi certainty now, with future unknowns. It also reduces the likelihood of more big changes in the near future. As steps toward 2025/26 we propose to:

- End all existing fixed term contracts by 31 October 2024 – (156 FTE).
- Manage part of the FTE reduction between the 2024/25 year and the 2025/26 year through delayed redundancies of some affected permanent kaimahi until 30 June 2025. These kaimahi will be prioritised for any roles that become vacant over the year.
- Prioritise the appointment of as many of our current permanent kaimahi as possible into both permanent, and delayed redundancy roles over the two phases of change.

* There may be opportunities for existing fixed term kaimahi to apply for roles following the initial selection process, once affected permanent kaimahi have been considered.

Summary: Impact on current kaimahi

Impact on current staffing levels

Knowing we had to get smaller as an organisation, we took a number of steps over the past year to manage down the size of our workforce. This included employing most new kaimahi on fixed term contracts and holding more than 200 roles funded in 2023/24 unfilled. This helped avoid our headcount reaching budgeted levels of 1230 FTE in 2023/24 – our peak year.

Under this proposal, our headcount in 2025/26 would be 540 FTE lower than the 1230 our budget allowed this year. However, in terms of *actual* change to current staffing, the Ministry would have **303 fewer FTEs in 2025/26 than now**.

The proposal would see our FTE numbers drop to:

- 819 FTEs in 2024/25
- 690 FTEs in 2025/26

As of 27 May we had 993 FTEs including 837 permanent and 156 fixed terms. With current fixed terms and new voluntary redundancies removed, that amounts to a net reduction in current permanent FTEs of 102.

However, the impact on individual permanent kaimahi will depend on your role.

Te Pūrengi wants to provide the opportunity for kaimahi to have their full skills and experience recognised in the selection process for roles in the new structure. We 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 affected advisors would be able to express an interest in advisor roles.

Some cohorts are more impacted by proposed role reductions than others. For example, the proposal sees a much greater reduction in senior advisor positions than others. **You can find much more detail about the cohort approach on page 20.**

Impact on permanent kaimahi.

Some permanent kaimahi are not affected by this proposal – this is shown in the impact tables and the current organisation structure.

For those who are affected, after Te Pūrengi has considered everyone's feedback and made decisions, you'll be emailed a letter outlining the impact of those decisions on you and any relevant next steps. Most kaimahi will be invited to participate in a selection process and a smaller number will be reconfirmed in your role. At the end of this you may be offered a permanent role, delayed redundancy till June 2025, or in some cases redundancy.

For detail about the selection and appointment process See pages 19 and 20

Up until August 16 affected permanent kaimahi may also express interest in voluntary redundancy, voluntary delayed redundancy or a voluntary reduction in hours. You can read more about this on page 17.

Impact on kaimahi on fixed terms

Our fixed term kaimahi are a valued part of the Ministry. Under the law, however, we have an obligation to find roles for suitably qualified permanent affected kaimahi first.

This means we are proposing to end all fixed terms by 31 October this year – when the new structure is expected to be implemented. This includes those that are currently due to end after this date.

The selection process for roles in that structure will prioritise permanent affected staff. But if roles can't be filled by existing permanent kaimahi we will invite expressions of interest for these from fixed term kaimahi whose contracts were ended early.

Summary: Next steps

Next steps:

1. **Providing feedback on this proposal [online form](#) is the first step in the process to confirm our new structure and then appoint kaimahi into it.**

In summary, here's what happens after that:

2. Te Pūrengi will make final decisions about the structure, after considering all feedback
3. Then, we'll advise affected kaimahi, through letters and meetings, of the impact of those decisions on them, and any next steps.
4. We'll then run the selection and appointment process
5. Those who have resigned, been made redundant, or who have accepted offers of voluntary redundancy, will be given notice and their employment will end.
6. Teams and kaimahi are in their new places in the structure.

A detailed process and timeline can be found on pages 19 and 20

Need help?

If you need any help with this proposal, speak to your manager, General Manager or contact haveyoursay@mfe.govt.nz.

Personal support is available through EAP – ask your manager or connect with the service through Te Taiao.

Voluntary redundancy, or voluntary delayed redundancy

- At any time up to **August 16**, permanent kaimahi who want to voluntarily end their employment with the Ministry may also express an interest in voluntary redundancy.
- Kaimahi may also express an interest in voluntary delayed redundancy up to August 16 through the same form. There are a number of fixed term roles in the proposed 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.
- Kaimahi may express interest in a delayed redundancy position during the selection process, without earlier having filled in the voluntary redundancy form.
- More detail about all these options, including a redundancy calculator and EOI form, can be found on Te Taiao.
- Just like the first round of voluntary redundancy, **Te Pūrengi has sole discretion over whether to accept an EOI**. As before, we can't offer voluntary redundancy if you're in a role that will be backfilled if you leave.

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.

Transitioning to the new structure

Timeline

Selection process



Ministry for the
Environment
Manatū Mō Te Taiao

Proposed timeline and process

What	When (subject to change)
Consultation for proposed changes begins and voluntary redundancy round 2 opens	12pm June 5
Consultation closes.	12pm June 26
Feedback considered by Te Pūrengi and decisions made. Impact analysis to confirm: - impacts to individuals - who could be reconfirmed into their role - who may be suitable for reassignment to another role - Selection of cohort pools for contested roles	July 5 - 19
Decisions announced. Permanent and Fixed Term Kaimahi advised of impact on them	Around July 23
Voluntary redundancy offers made	Throughout the process and no later than August 30
Internal selection process starts – eligible kaimahi invited to express preference for one to three roles.	July 24 – August 30
Notice given to kaimahi who are leaving	September 27
Implementation of new structure – kaimahi in final roles	November 1

Selection process

Following feedback and decisions, the Ministry would take a cohort-based approach to selecting people for roles where there are more permanent kaimahi now, than in the new structure. For example, Managers affected by the proposal would be able to express a preference for Manager roles in the ministry, and Principal Advisors would be able to express a preference for Principal Advisor roles. Each role would come with its own qualification and skill requirements, as any job does. The cohort approach allows the opportunity for your full skills and experience to be recognised, when it may be relevant for other roles you're interested in.

Importantly, some cohorts are more impacted than others by this proposal. Reductions in the senior advisor cohort, for example, reflect a need to rebalance our seniority mix in line with best practice and the rest of the public sector.

Please note, **we are not consulting on the selection process.**

How it works

Where an overall cohort (eg Principal Advisor, Team Leader, etc) is proposed to decrease across the Ministry you would be invited to take place in a contestable selection process.

You would be able to express a preference for up to three roles (within the same cohort) at least one of which should be in your current business group.

Where a role is proposed to stay the same and there is no change to the number of these roles, you may not be entered into the selection process. Instead, you may be "reconfirmed" in your existing role. This would only be the case for a small number of positions such as specialist positions.

A **flow diagram on page 21** outlines the high-level selection process.

We will provide more detailed information on this when we announce decisions in late July and begin a selection process.

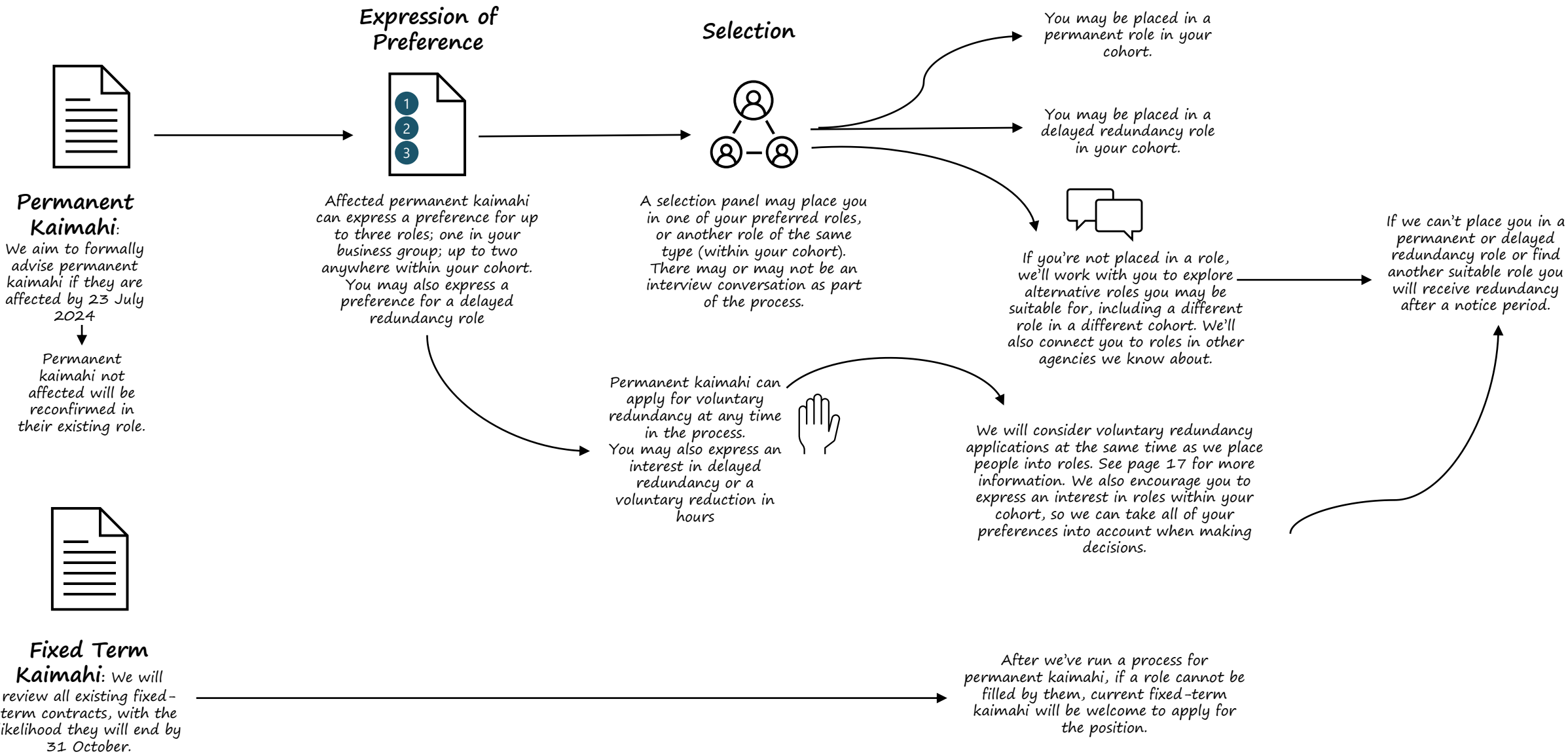
Example – impact by cohort

The table below shows a **selection** of cohorts, by way of an example. A full table can be found in the **Appendices**. We will update these tables after decisions are made on the structure, and when we have the latest information about current FTEs, to help inform your preference choices.

Proposed Cohorts	Current No of Roles	Proposed Number of Roles			Current no of Permanent Kaimahi in cohort
		Permanent	Delayed Redundancy	Total	
Executive Director	2	1	0	1	1
Business Group Manager	2	4	1	5	0
Manager - inc specialist roles	108	76	7	83	82
Principal Advisor/Analyst - inc specialist roles	136	85	14	99	86
Senior Solicitor	18	14	1	15	11
Senior Advisor / Analyst - inc specialist roles	419	181	44	225	303

Please note the "Current no of roles" column includes total FTEs budgeted for, not those that are filled. It includes vacant and unfilled roles, fixed term positions, and voluntary redundancies. Numbers are correct as of May 30.

Selection process



Thank you

- Ngā mihi nui ki a koutou.
- We'd like to finish with a reminder about support that is available to you.
- We know that for many of us work is a big part of life.
- It's only natural for change like this to leave people feeling fearful and uncertain. Please talk to your manager if you need additional support.
- If you have any questions about the process, please email haveyoursay@mfe.govt.nz.
- Our Employee Assistance Program is available 24/7 for confidential support as needed. Contact 0800 787 2867.
- If you are looking for rongoā healing support, you can access this through our EAP provider by calling 0800 327 669 to book an appointment. You will need to mention that you are looking for rongoā support when you call.
- If you are a PSA member, they are available for you to contact them.

Proposed structure

This section summarises the proposals for each business group. It includes:

- proposed future state organisation charts
- current state organisation charts describing the high-level impact to positions
- tables providing more detail on the impact to positions
- ***please note, proposed roles labelled “fixed term” denote delayed redundancies.***



Standardisation throughout proposed structures

We have taken the opportunity through this change process to strengthen our organisational practice in how we manage positions. Here are examples of what you will see throughout the following slides:

Standardising position titles - to ensure we can accurately locate 'like' roles across the ministry we will be standardising 'like' position titles. Examples of what you will see are:

- A manager in the legal team would see a title change from Manager to Manager - Legal. By including the domain or team function in the title, it enables our people to easily find the right person to connect with.
- Senior Engagement Advisor would become Senior Advisor – Engagement.

Standardising policy position titles - we will be proposing policy position titles are referred to as advisors, not analysts. There would be no change to the purpose of each role.

- DPMC's Policy Project is working to standardise expectations for the policy profession. Most agencies use "advisor" for their policy position titles. We propose aligning with this practice.
- As a Ministry we need to be able to clearly identify our various professional cohorts. Standardised naming conventions for positions is a way to enable that. Capability expectations of policy professionals align to DPMC's policy capability framework, which acknowledges that some analysis capability is needed, but that the role is not one primarily delivering data analysis and insights. From now on the term "analyst" will be used for data/insight specialist roles.

Standardising descriptions for common roles - for many roles that are common across the Ministry, we will be providing new position descriptions. Examples are:

- Senior advisor/analyst and advisor/analyst roles will receive updated position descriptions that will have standardised expectations across all roles at that level. Hiring managers will be able to add bespoke content in the 'about the role' section as well as any specific qualifications or expectations the role requires over and above the basics.
- For policy and policy implementation roles, we will be updating to reflect DPMC's policy capability framework.
- We are reviewing position descriptions for some common roles, such as our programme and project management and coordination professionals. Through this, if the sizing of updated position descriptions indicate a change up or down in remuneration banding for a position where we have existing kaimahi, we would follow our process to amend remuneration bands.

Some roles in our proposed new structure are new – these will have new position descriptions developed for them. We will size those through the design process and confirm remuneration for those roles with candidates as part of the selection process.

- Note the work we are doing to consult with chiefs, principals and team leaders on remuneration banding aligns to all of the above. Any changes for those roles would only occur once that consultation process has completed and decisions have been made.

Executive Leadership Team

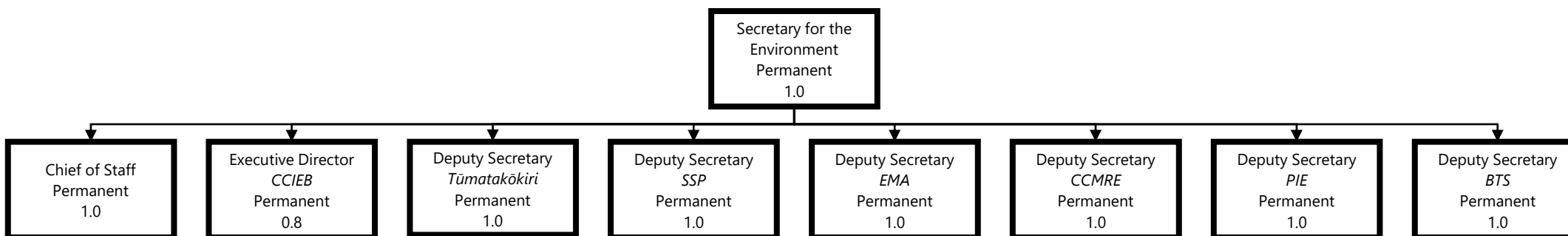
Proposed structure for consultation



Ministry for the
Environment
Manatū Mō Te Taiao

Proposed structure for consultation

EXECUTIVE LEADERSHIP TEAM



Key:

Not in scope

Permanent

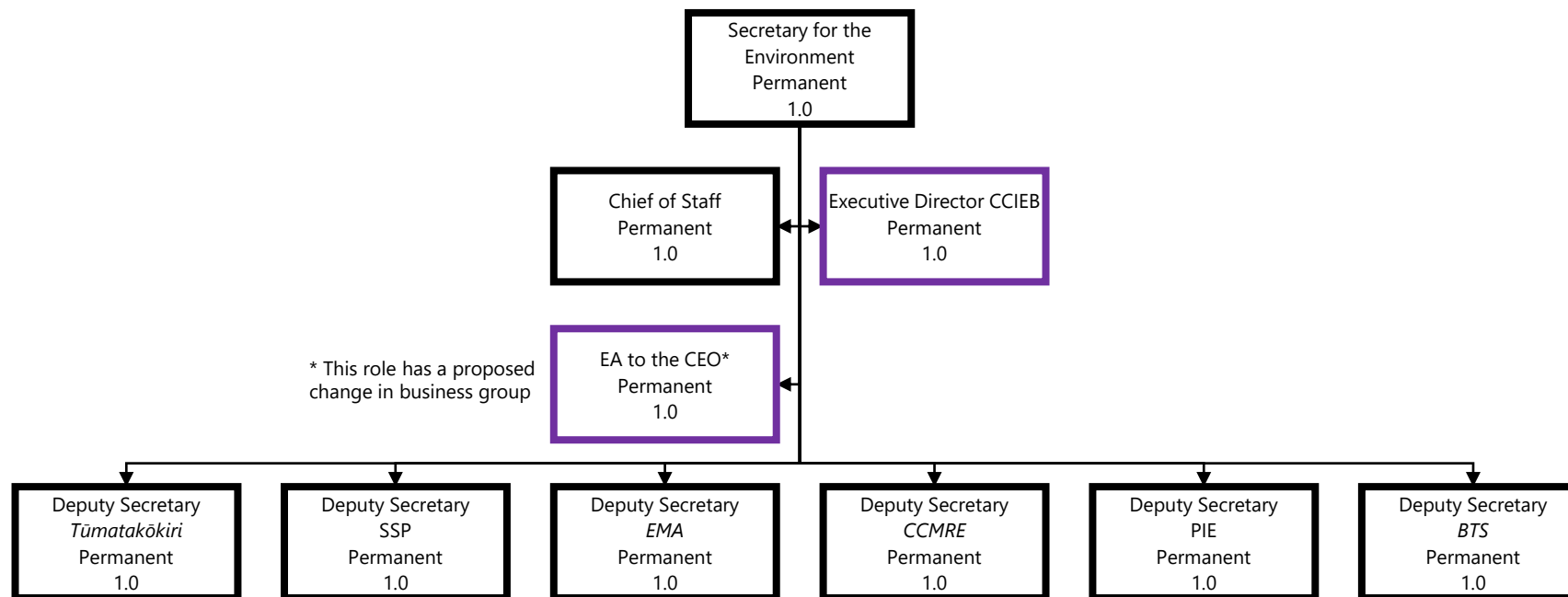
Fixed term ending
30/6/25

* New roles are shown with a dotted frame

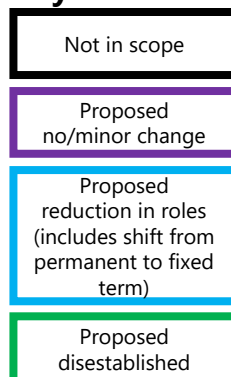
* Business group names shown in italics

Current structure - Proposed Impact

EXECUTIVE LEADERSHIP TEAM



Key:



**Team names are in italics*

Impact of proposals

EXECUTIVE LEADERSHIP TEAM

Team	Current role	Proposed impact
Executive Leadership Team	Secretary for the Environment	Out of scope
Executive Leadership Team	Deputy Secretaries	Out of scope
Executive Leadership Team	Chief of Staff	Out of scope
Office of the CE*	Executive Assistant to Chief Executive	Reporting line change - business group and unit change (* the impact for this role is also reflected in OCE slide as that is where the substantive position sits)
Executive Leadership Team	Executive Director CIEB	No/minor change

Office of the Chief Executive

Proposed structure for consultation



Ministry for the
Environment
Manatū Mō Te Taiao

Understanding the changes for OCE

Office of the CE

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.

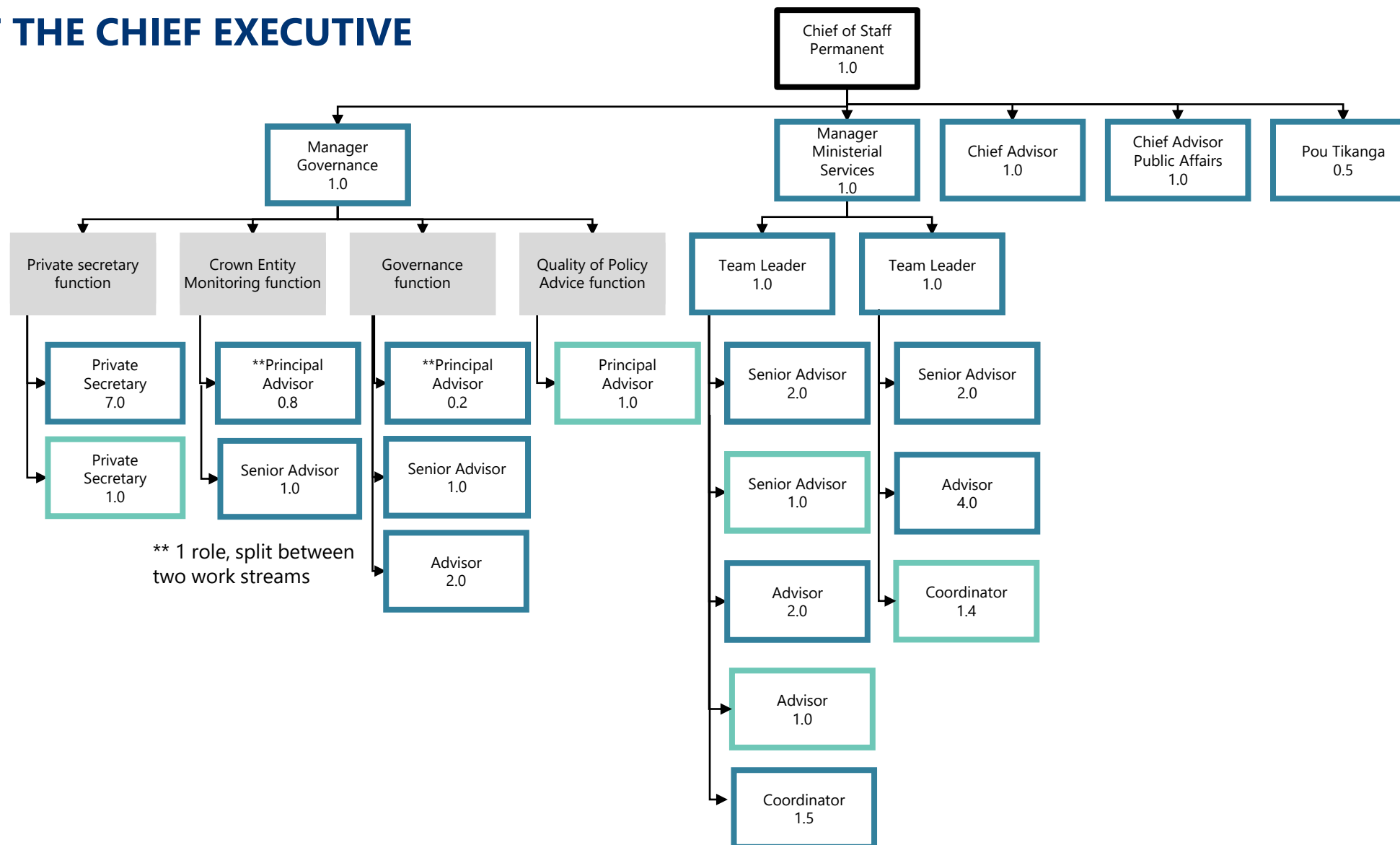
The Office is the 'front door' for MfE in managing the key external relationships with Ministers and their offices along with other central Government agencies. Changes proposed here are designed to ensure we maintain ministers' trust and confidence while creating some efficiencies by consolidating some of our existing work and teams to enable the Office to reduce in size.

Key elements of the proposal include:

- Largely keeping the resourcing for private secretaries and the Ministerial Services team the same to maintain current service levels to ministers and to keep up with increasing demand from OIA and parliamentary requests and questions.
- Combining the OCE, Governance Monitoring and Appointments, and Quality of Policy Advice teams into a new team called 'Governance' to achieve efficiencies and make the most of existing synergies across the Office.
- A benefit of the proposed new Governance team is to build on the agile way the Office has already been operating – including having people able to move across the functions of the Office, in response to priorities and changing workloads.
- The proposed structure and more agile way of working will help the Office take an organisation-wide view as we work to continually improve MfE processes and the delivery of our high-profile, minister-facing work. This includes things such as proactive release of Ministerial advice, commissioning and coordinating of work by Ministers, and governance support.
- We are proposing to transition to a different approach to lifting the quality of the Ministry's advice. A principal advisor will support the Chief Advisor to establish a new system for building our capability in providing high quality advice. This approach builds on the current OCE way of operating where we provide systems and processes to the organisation and coordinate with the relevant subject matter experts across the Ministry to deliver what's required.

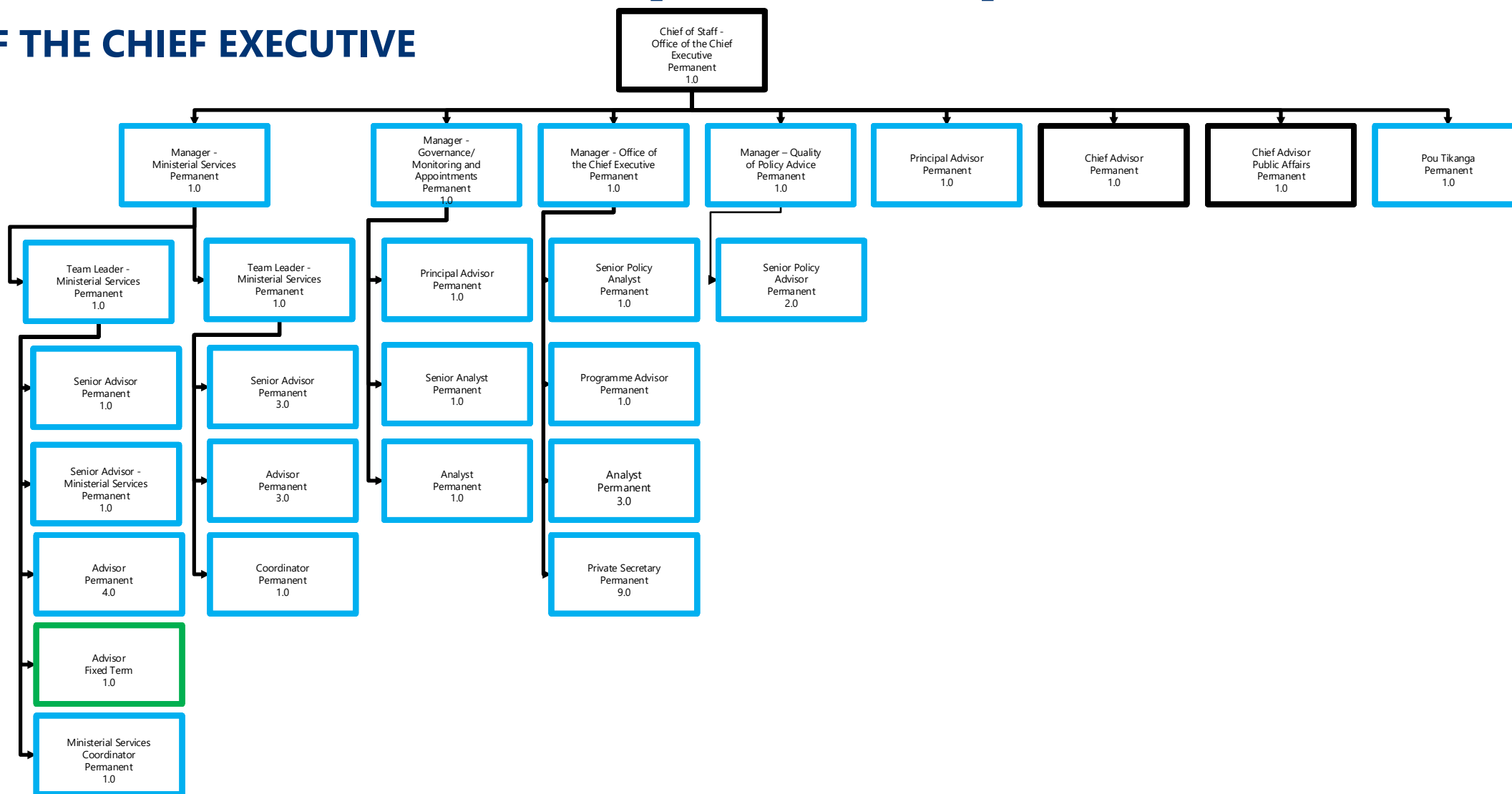
Proposed structure for consultation

OFFICE OF THE CHIEF EXECUTIVE



Current structure – Proposed Impact

OFFICE OF THE CHIEF EXECUTIVE



Key:

Not in scope

Proposed
no/minor change

Proposed
reduction in roles
(includes shift from
permanent to fixed
term)

Proposed
disestablished

**Team names are in italics*

Impact of proposals

OCE - OFFICE OF THE CHIEF EXECUTIVE

Team	Current role	Proposed impact
Office of the CE	Chief of Staff	Out of scope
Office of the CE	Executive Assistant to Chief Executive	Reporting line change; business group and unit change (also reflected in ELT slide)
Office of the CE	Chief Advisor	Out of scope
Office of the CE	Chief Advisor Public Affairs	Out of scope
Office of the CE	Pou Tikanga	Reduction in roles across cohort.
Office of the CE	Principal Advisors	Reduction in roles across cohort.
Office of the CE	Manager	Reduction in roles across cohort. Title change.
Office of the CE	Programme Advisor	Reduction in roles across cohort.
Office of the CE	Senior Policy Analysts	Reduction in roles across cohort. Title change to Senior Advisor.
Office of the CE	Advisors	Reduction in roles across cohort. Fixed term Advisor position disestablished.
Office of the CE	Analysts	Reduction in roles across cohort. Title change to Advisor.

Impact of proposals

OCE – Governance/Monitoring and Appointments

Team	Current role	Proposed impact
Governance – Monitoring/Appointments	Manager	Reduction in roles across cohort. Title change.
Governance – Monitoring/Appointments	Principal Advisor	Reduction in roles across cohort. Change of duties function split Crown 0.8 Governance 0.2 Reporting line change to Manager Governance
Governance – Monitoring/Appointments	Senior Analyst	Reduction in roles across cohort. Title change to Senior Advisor
Governance – Monitoring/Appointments	Analyst	Reduction in roles across cohort. Title change to Advisor

OCE – Ministerial Services

Team	Current role	Proposed impact
Ministerial Services	Manager	Reduction in roles across cohort. Title change.
Ministerial Services	Advisors	Reduction in roles across cohort. Fixed term Advisor position disestablished. Title change to Policy Advisor.
Ministerial Services	Coordinator/Ministerial Services Coordinator	Reduction in roles across cohort. Title change to Coordinator
Ministerial Services	Senior Advisor/Senior Advisor – Ministerial Services	Reduction in roles across cohort.
Ministerial Services	Team Leader	Reduction in roles across cohort.
Ministerial Services	Private Secretaries	Reduction in roles across cohort. Reporting line change to Manager - Governance; change in team.

Impact of proposals

OCE – Quality of Policy Advice

Team	Current role	Proposed impact
Quality of Policy Advice	Manager	Reduction in roles across cohort.
Quality of Policy Advice	Senior Policy Advisors	Reduction in roles across cohort. Title change to Senior Advisor

Tūmataūkōkiri

Proposed structure for consultation



Ministry for the
Environment
Manatū Mō Te Taiao

Understanding the changes for Tūmatakōkiri | Māori Strategy and Performance

Tūmatakōkiri

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 that this is reflected in our advice supporting environmental decision making. The focus of the group supports the work and responsibilities elsewhere in the ministry including in PIE, and in our policy groups.

The changes proposed here reflect the two principal focus areas of Tūmatakōkiri :

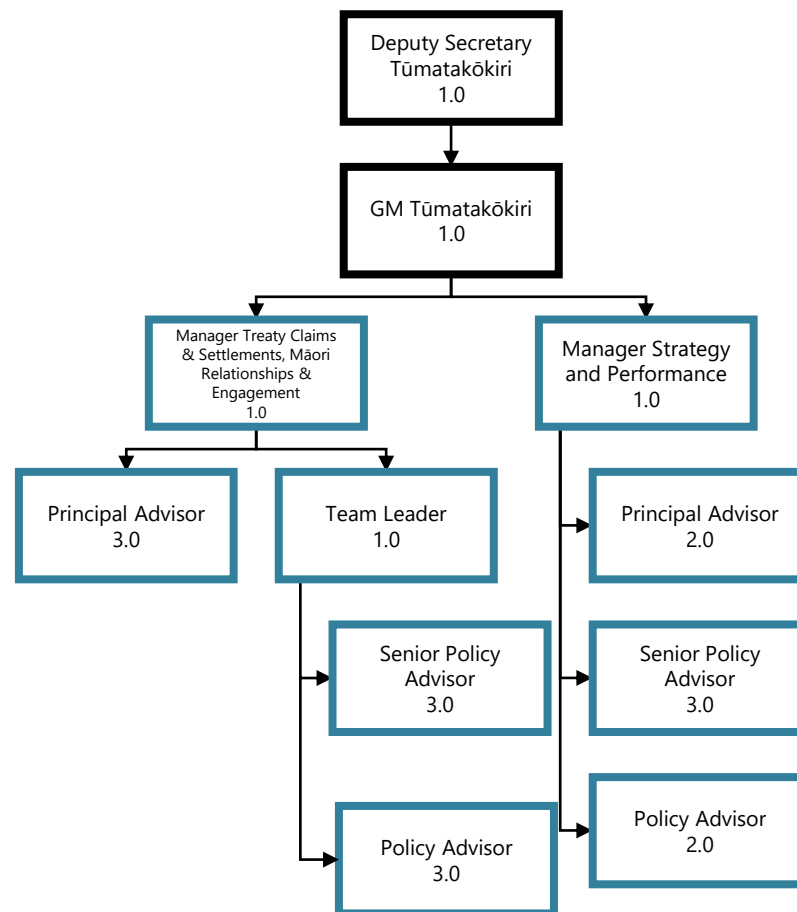
1. Internal strategy and performance:
 - **Strategy:** Working with business groups to set Kaupapa Māori strategy and outcomes for the organisation, and monitoring how well the Ministry achieves those kaupapa Māori outcomes.
 - **Lifting performance and capability:** Based on monitoring and insight, 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 ensuring that all staff have the necessary technical capability.
2. External facing:
 - **Treaty claims and settlements:** Negotiating Treaty settlements, supporting the Ministry to respond to Treaty-related claims in the Courts and Waitangi Tribunal, and developing Treaty redress policy. This also includes monitoring and reporting on how well the Ministry has upheld commitments we've made in Treaty settlements.
 - **Māori relationships and engagement:** Managing relationships between the Crown and Māori (noting that relationship management is not the same as tactical engagement).

The key changes proposed for Tūmatakōkiri are:

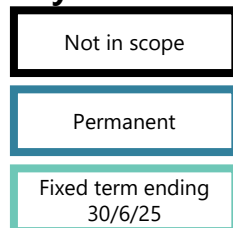
- A change of reporting lines for principal advisors (from General Manager to Managers). This is expected to help the team more effectively deploy and manage people and workflows.
- A new team leader role. This is expected to help the team more effectively deploy and manage people and workflows.
- A reduction in senior analysts (from 11 permanent to 6 permanent and 1 fixed term ending 30 June 2025).
- A reduction in policy analysts (from 8 to 5).

Proposed structure for consultation

TŪMATAKŌKIRI

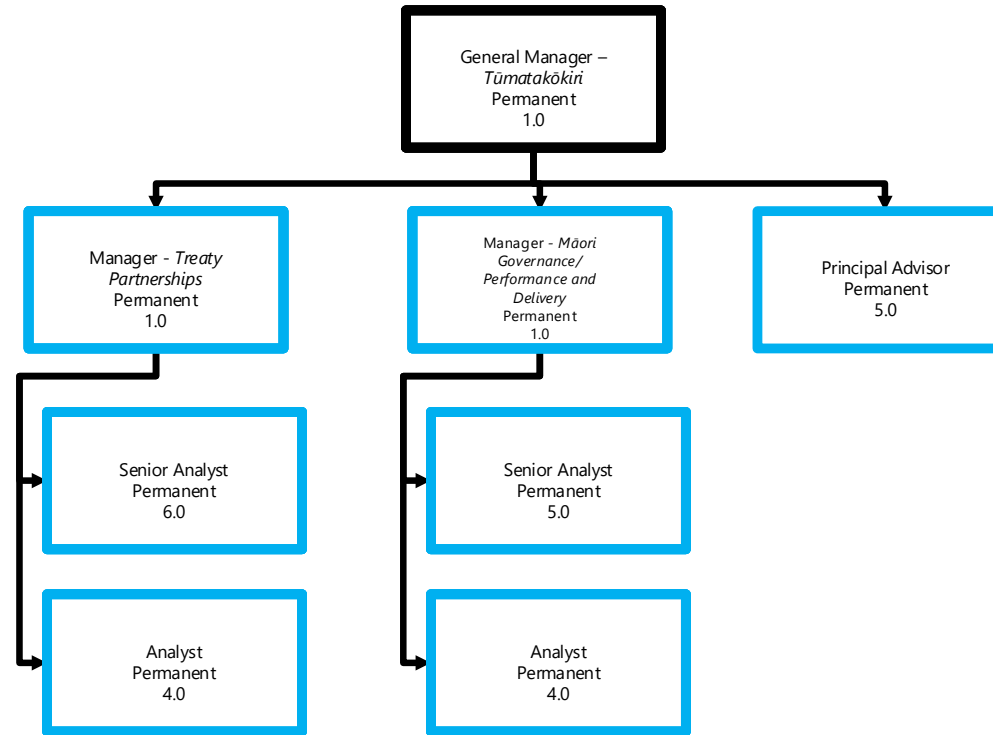


Key:

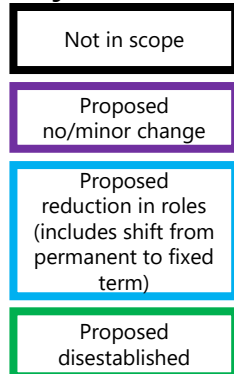


Current structure – Proposed Impact

TŪMATAKŌKIRI



Key:



**Team names are in italics*

Impact of proposals

TŪMATAKŌKIRI

Team	Current role	Proposed impact
Tūmatakōkiri	General Manager	Out of scope
Tūmatakōkiri	Principal Advisor/Analyst	Reduction in roles across cohort. Change in reporting line to Manager; title change to Principal Advisor
Māori Governance/Performance and Delivery	Team	Reduction in roles across cohort. Team name change to Strategy and Performance
Māori Governance/Performance and Delivery	Analyst	Reduction in roles across cohort. Title change to Policy Advisor
Māori Governance/Performance and Delivery	Manager	Reduction in roles across cohort. Title change to Manager – Māori Governance/Performance and Delivery
Māori Governance/Performance and Delivery	Senior Analyst	Reduction in roles across cohort. Title change to Senior Policy Advisor
Treaty Partnerships	Team	Reduction in roles across cohort. Team name change to Treaty Claims & Settlements, Māori Relationships & Engagement
Treaty Partnerships	Manager	Reduction in roles across cohort. Title change to Manager - Treaty Claims & Settlements, Māori Relationships & Engagement
Treaty Partnerships	Analyst/Policy Analyst	Reduction in roles across cohort. Title change to Policy Advisor
Treaty Partnerships	Senior Analyst	Reduction in roles across cohort. Title change to Senior Policy Advisor

Climate Change Interdepartmental Executive Board

Proposed structure for consultation



Ministry for the
Environment
Manatū Mō Te Taiao

Understanding the changes for the Climate Change IEB

The Climate Change Interdepartmental Executive Board Unit

The Climate Change Interdepartmental Executive Board Unit leads and coordinates support for the Government's climate change interagency governance.

It serves as the secretariat for a cross-agency board of nine departmental Chief Executives, who are collectively tasked with advising ministers on climate change policies and their implementation.

The Board also monitors and reports on progress and performance towards New Zealand's overall climate mitigation (emissions budgets and emissions reduction plans) and adaptation (national adaptation plan) plans and goals.

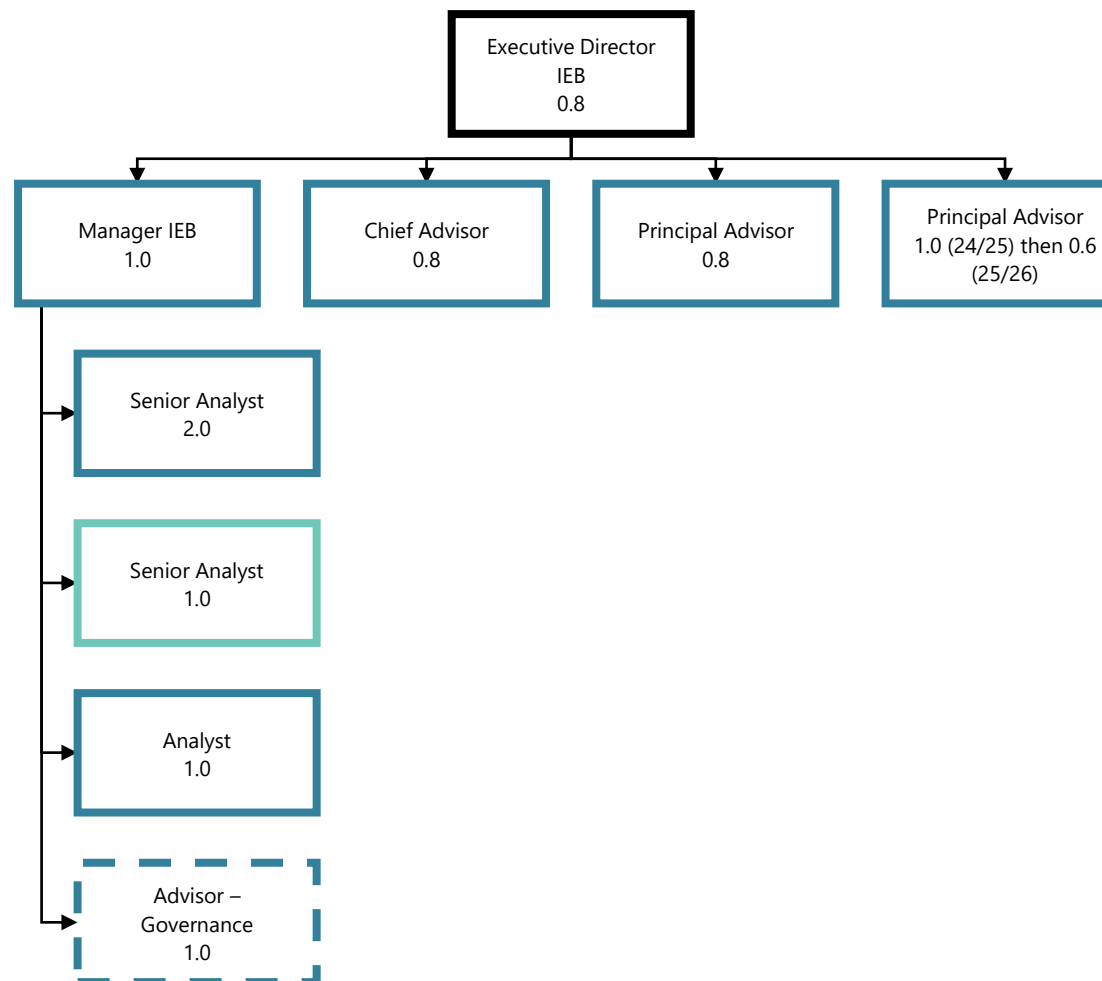
The changes proposed here are focused on enabling the Climate Change IEB to be impactful with fewer resources. We will continue to provide secretariat and governance services for the Climate Change Chief Executives Board and Climate Priorities Ministerial Group (CPMG) and to maintain a tight focus on monitoring and reporting on progress towards climate change goals.

The key changes for the Unit are:

- The creation of a governance advisor role
- Reducing the overall number of roles in the Unit, with two permanent roles proposed to be made fixed term from FY25/26.
- Programme management and PA support will be provided centrally by BTS.
- Streamlining data provision from MfE for the IEB's quarterly monitoring and reporting on progress and priorities, with continued reliance on MfE and other agencies for data.

Proposed structure for consultation

CLIMATE CHANGE INTERDEPARTMENTAL EXECUTIVE BOARD



Key:

Not in scope

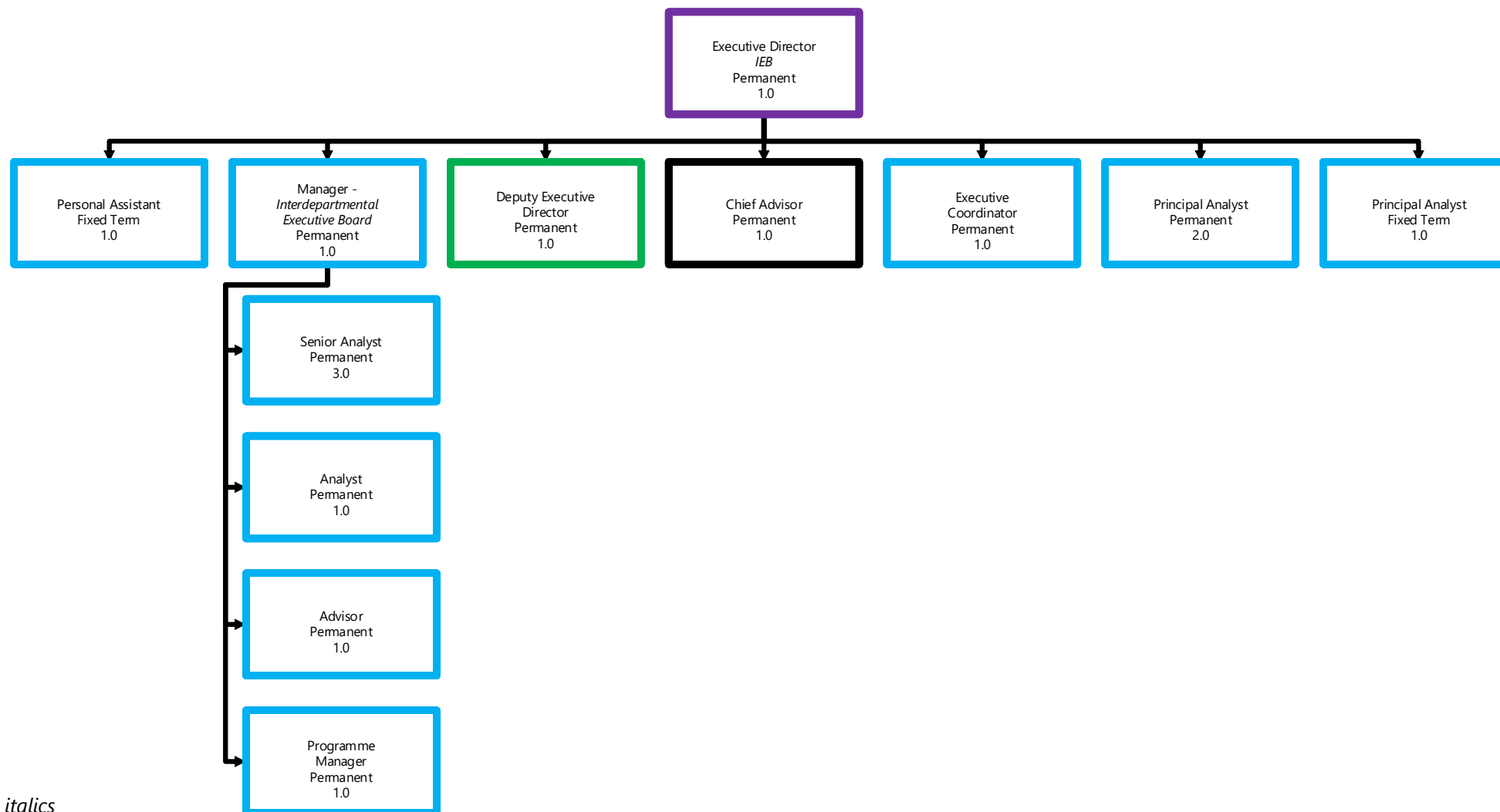
Permanent

Fixed term ending
30/6/25

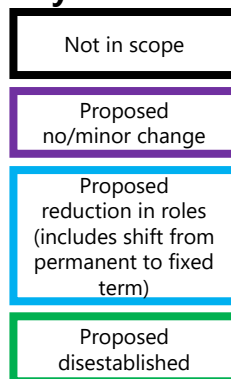
* New roles are shown
with a dotted frame

Current structure – Proposed Impact

CLIMATE CHANGE INTERDEPARTMENTAL EXECUTIVE BOARD



Key:



**Team names are in italics*

Impact of proposals

CLIMATE CHANGE INTERDEPARTMENTAL EXECUTIVE BOARD

Team	Current role	Proposed impact
Interdepartmental Executive Board	Executive Director	Out of Scope
Interdepartmental Executive Board	Deputy Executive Director	Position disestablished
Interdepartmental Executive Board	Advisor	Reduction in roles across cohort.
Interdepartmental Executive Board	Analyst	Reduction in roles across cohort.
Interdepartmental Executive Board	Chief Advisor	Out of scope
Interdepartmental Executive Board	Executive Coordinator	Reduction in roles across cohort.
Interdepartmental Executive Board	Managers	Reduction in roles across cohort. Title change to Manager - Interdepartmental Executive Board
Interdepartmental Executive Board	Principal Analysts	Reduction in roles across cohort. Title change to Principal Advisor
Interdepartmental Executive Board	Programme Manager	Reduction in roles across cohort. Change in business group to SSP; change in reporting line.
Interdepartmental Executive Board	Senior Analysts	Reduction in roles across cohort.

Impact of proposals

CLIMATE CHANGE INTERDEPARTMENTAL EXECUTIVE BOARD – Proposed New Roles

Team	Proposed New Role Title	Proposed Purpose and Intent	Essential Experience, Skills, Qualifications
IEB	Advisor - Governance	To provide governance advice and delivering governance support services	Experience providing governance advice and delivering governance support services

Strategy, Stewardship and Performance

Proposed structure for consultation



Ministry for the
Environment
Manatū Mō Te Taiao

Understanding the changes for SSP

Strategy, Stewardship and Performance

The Strategy, Stewardship & Performance (SSP) Group provides strategic direction, planning and performance monitoring for the Ministry, and tracks and reports on performance of the wider environmental management system.

It uses data and evidence to help advise ministers, set the ministry's strategy to deliver on government priorities, and inform public decision making.

SSP is the hub for the evidence and data that supports our policy programme. Our integrated planning and programme delivery helps MfE to prioritise our work, allocate our resources and monitoring delivery.

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.

We will be focused on enabling the Ministry to be strategic and impactful with fewer resources, by continuing to grow our strategy leadership capabilities, tightly focusing us all on the areas that will make the biggest difference and taking an evidence-informed approach to our work (including our policy programmes).

The key changes for the Group are:

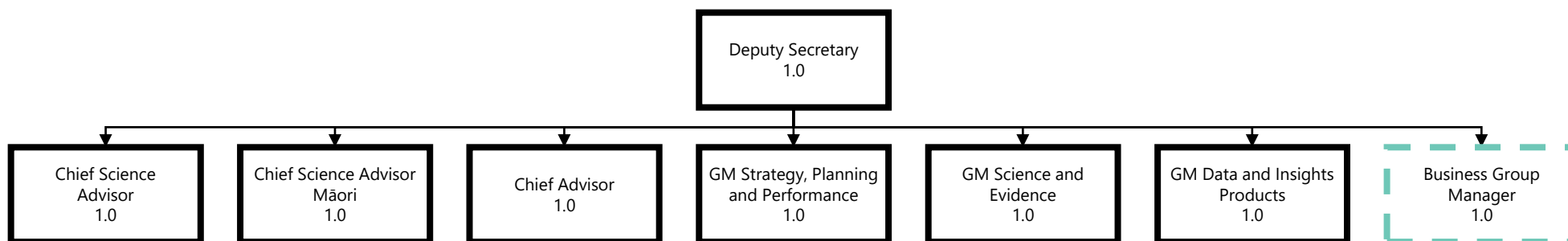
- Implementing the planned merger of the Strategy business unit and the Planning & Performance business unit to support the drive for MfE to be well-planned, strategy-led, and performance-focused.
- Mātauranga capability is recognised as critical and is included within the structure.
- Consolidating the role of planning and programme and project management, linked to strategy and performance, to bring greater consistency, oversight, and prioritisation across MfE.
- Bringing together strategy and performance into a tighter, more influential team that can work across and with MfE teams.
- Streamlining the functions in the data and science focused teams, to reduce overlap and improve connectedness.
- An increased focus on strategic insights and looking to the future, increasing our capabilities in forecasting, projecting and modelling, and leveraging the opportunities available to us from new technologies.
- Stronger focus on making information easier to access and use, taking a more audience-centric approach.
- Capability in the Group that can be deployed across a range of work.

These changes require some different capabilities and therefore see the creation of some new role types.

Proposed structure for consultation

STRATEGY, STEWARDSHIP AND PERFORMANCE

Business Group Leadership Team



Key:

Not in scope

Permanent

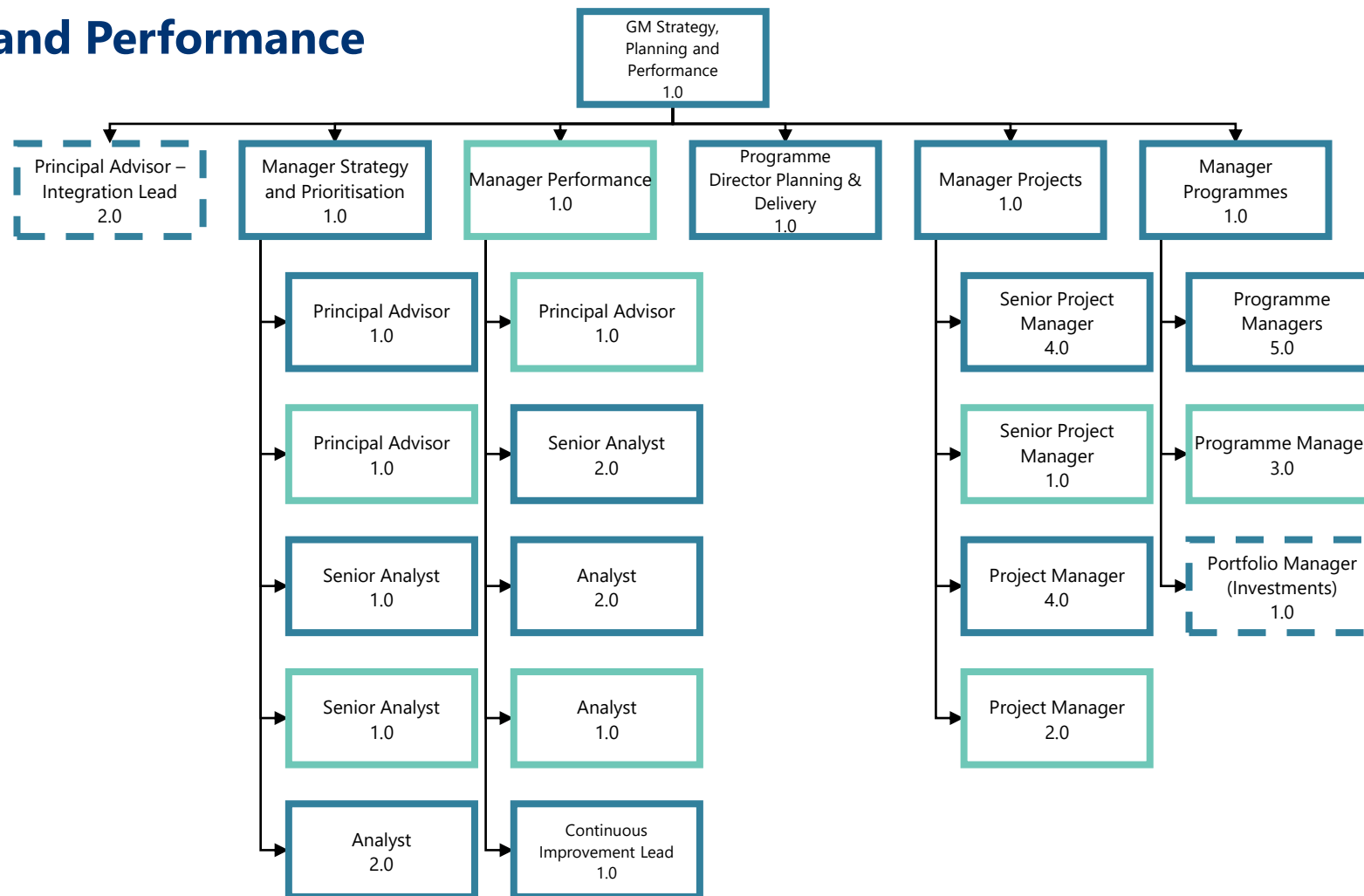
Fixed term ending
30/6/25

* New roles are shown
with a dotted frame

Proposed structure for consultation

STRATEGY, STEWARDSHIP AND PERFORMANCE

Strategy, Planning and Performance



Key:

Not in scope

Permanent

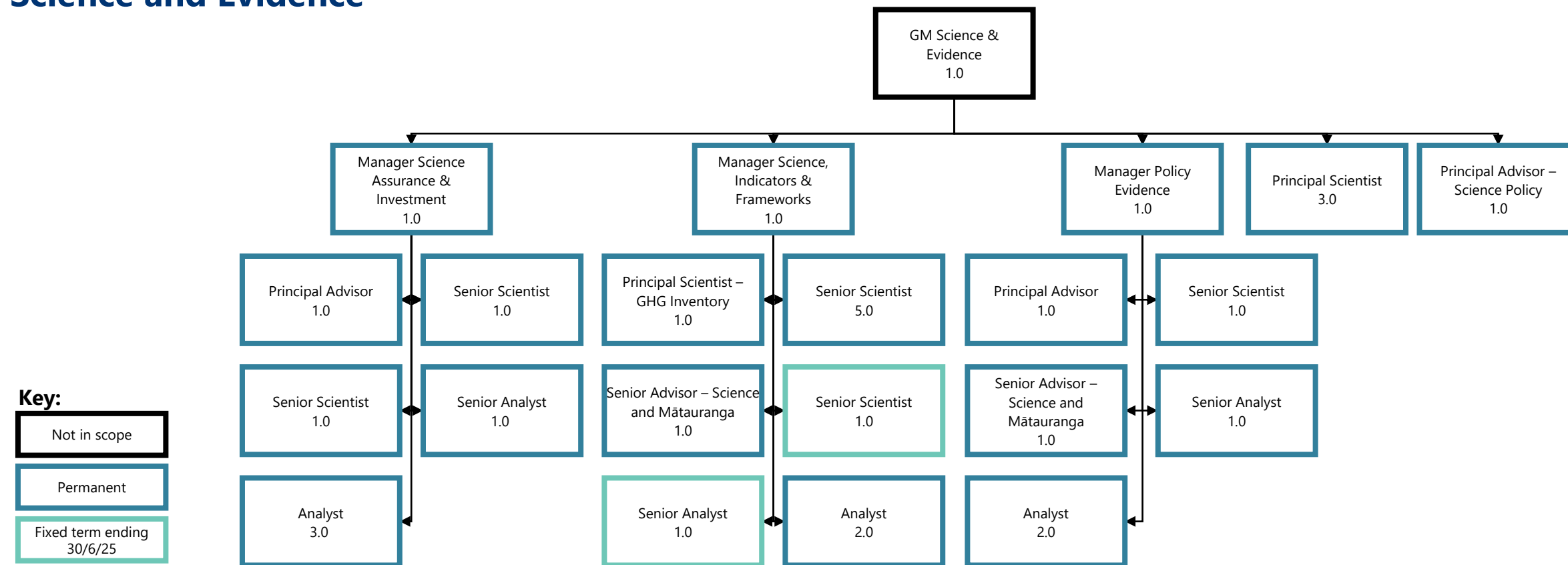
Fixed term ending
30/6/25

* New roles are shown
with a dotted frame

Proposed structure for consultation

STRATEGY, STEWARDSHIP AND PERFORMANCE

Science and Evidence

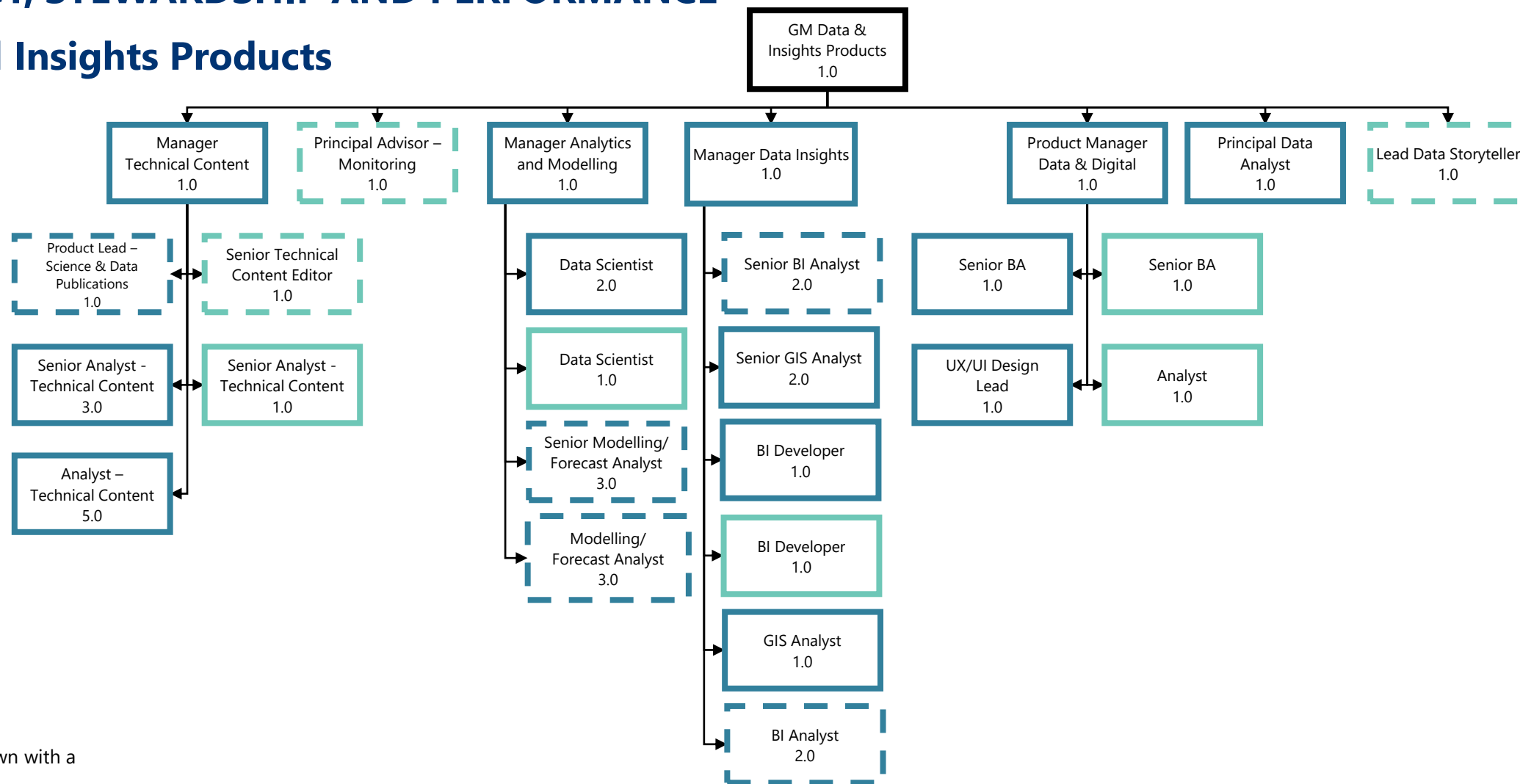


* New roles are shown with a dotted frame

Proposed structure for consultation

STRATEGY, STEWARDSHIP AND PERFORMANCE

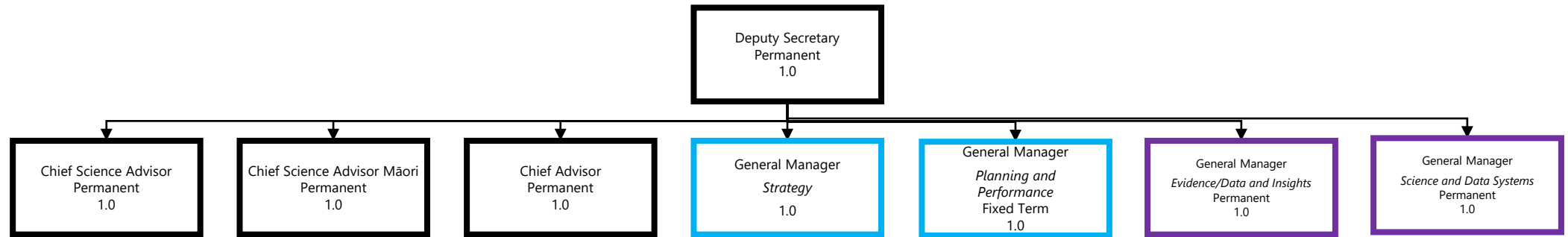
Data and Insights Products



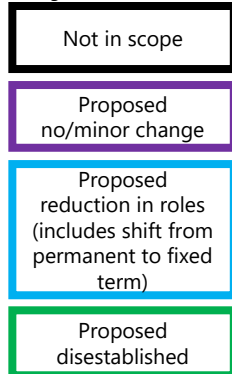
Current structure – Proposed Impact

STRATEGY, STEWARDSHIP AND PERFORMANCE

Business Group Leadership Team



Key:

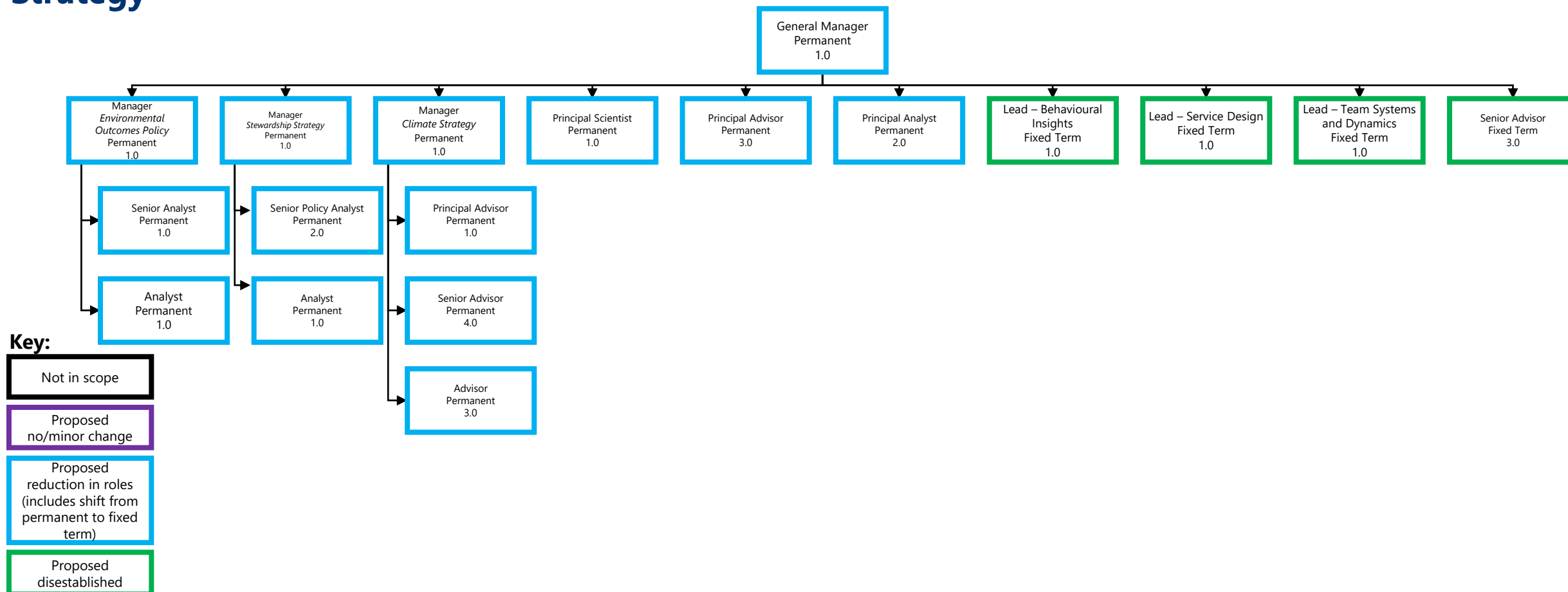


**Team names are in italics*

Current structure – Proposed Impact

STRATEGY, STEWARDSHIP AND PERFORMANCE

Strategy

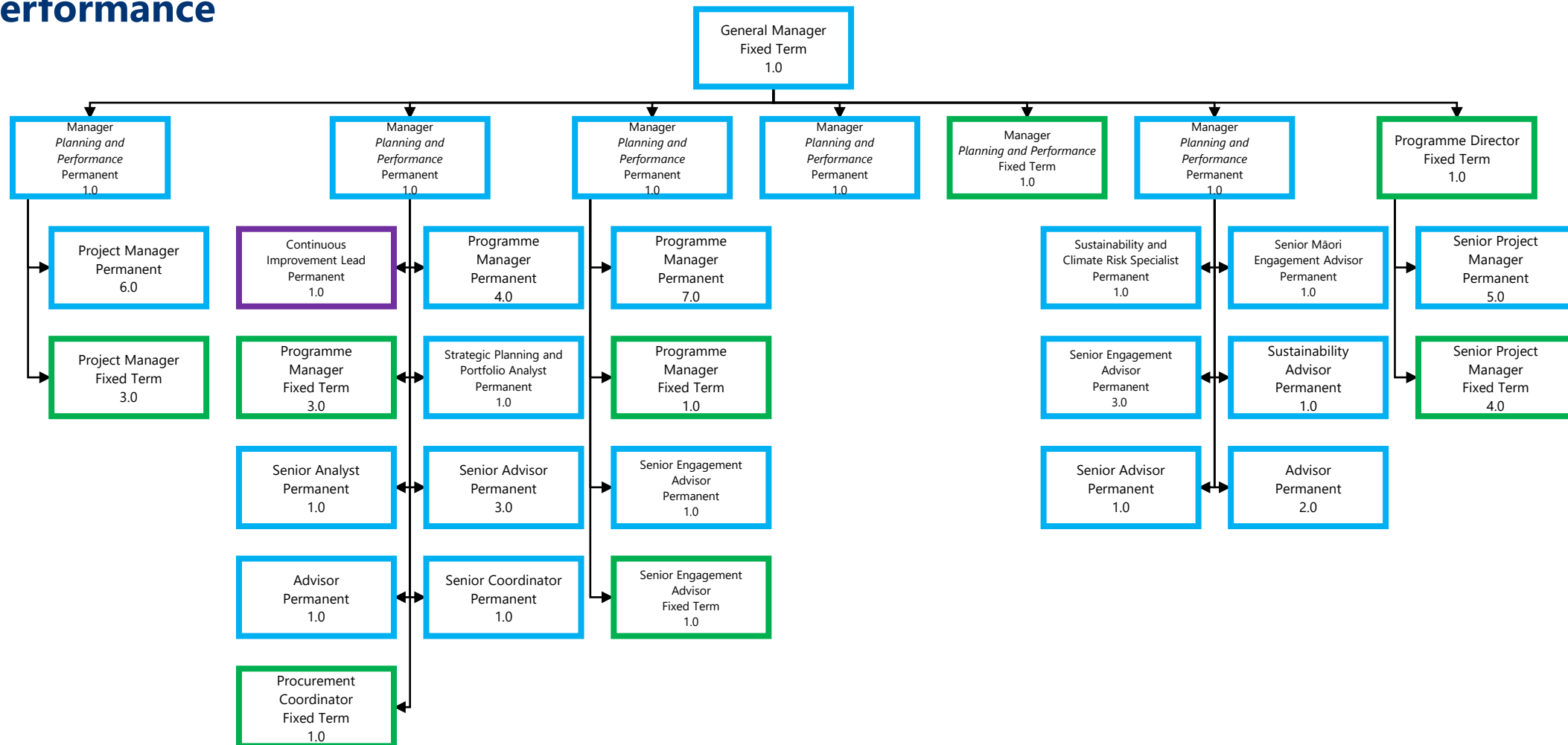


*Team names are in italics

Current structure – Proposed Impact

STRATEGY, STEWARDSHIP AND PERFORMANCE

Planning & Performance

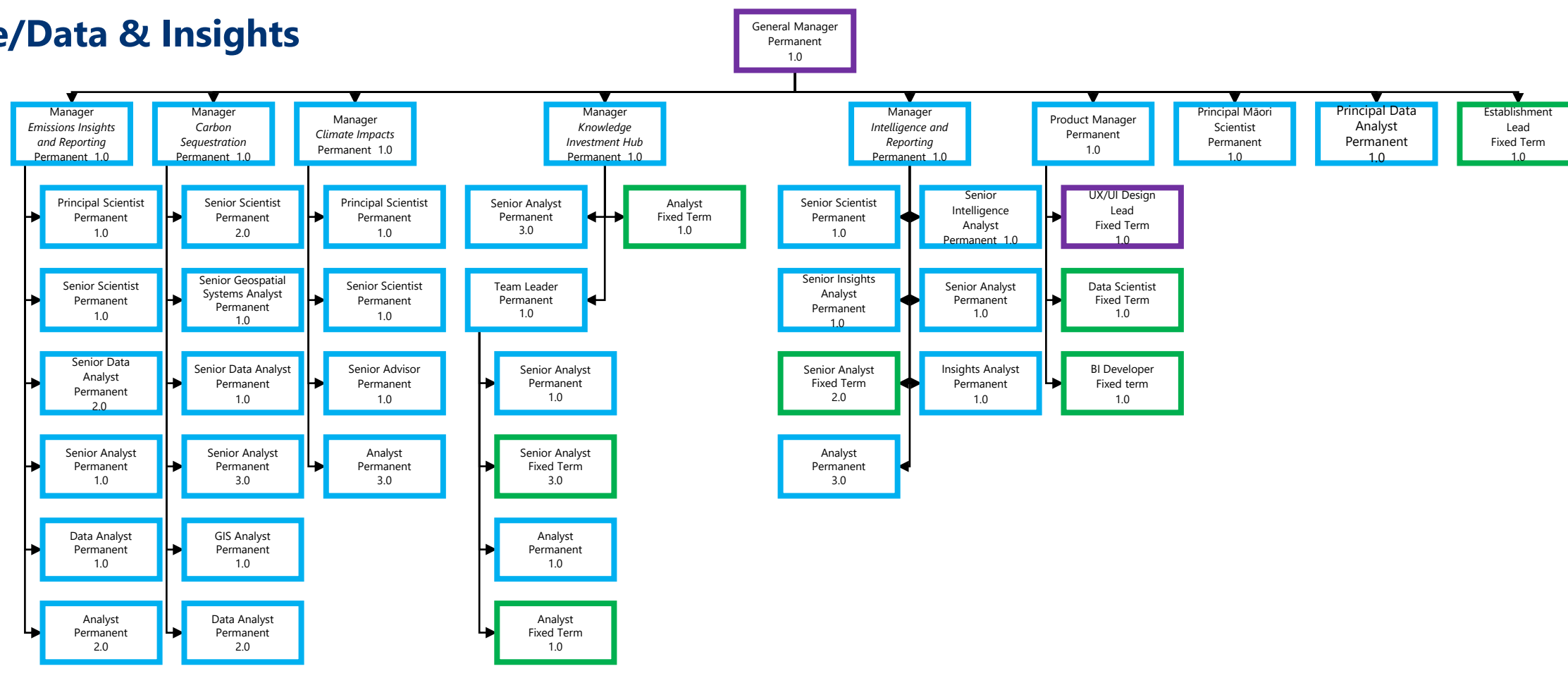


*Team names are in italics

Current structure – Proposed Impact

STRATEGY, STEWARDSHIP AND PERFORMANCE

Evidence/Data & Insights

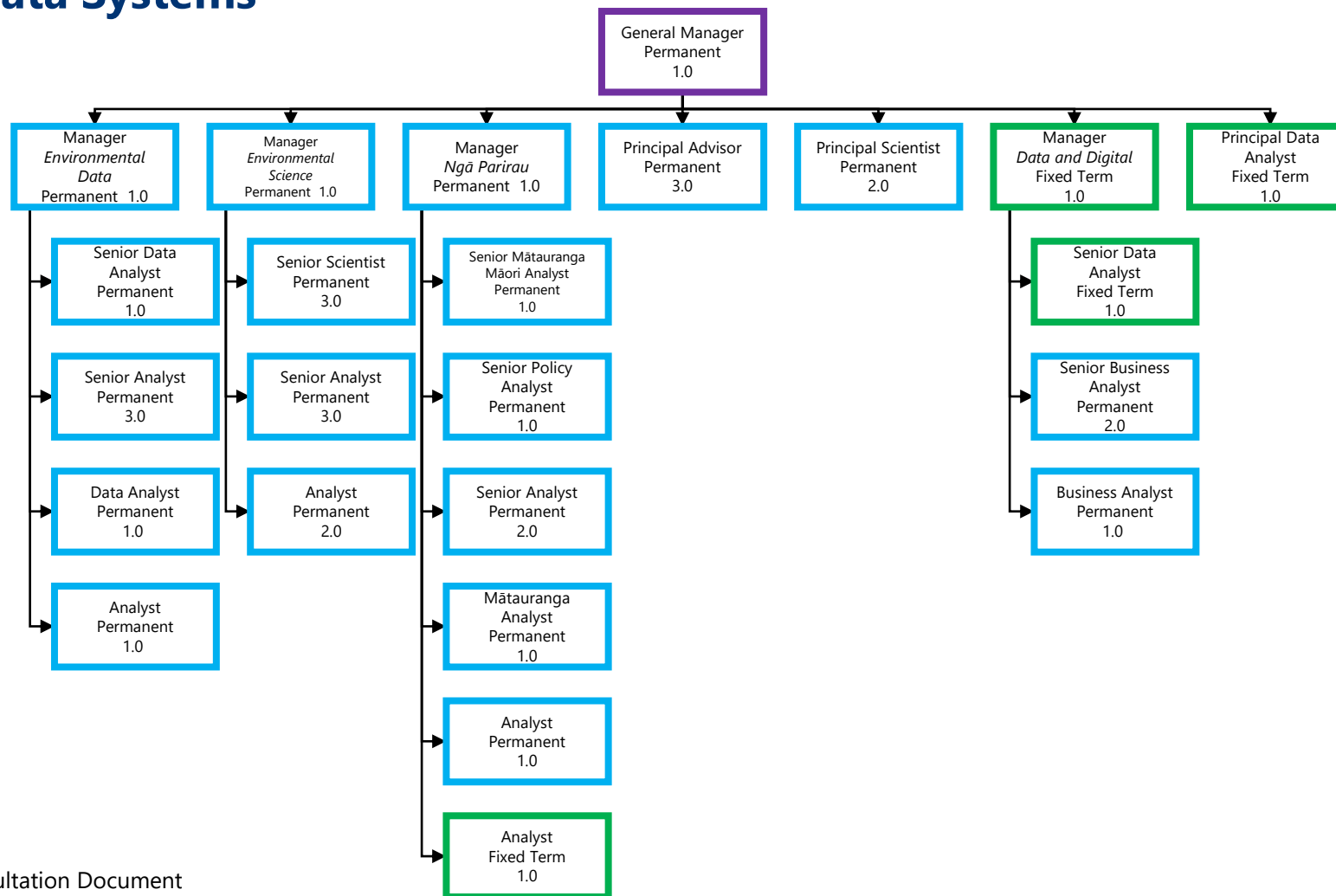


*Team names are in italics

Current structure – Proposed Impact

STRATEGY, STEWARDSHIP AND PERFORMANCE

Science & Data Systems



*Team names are in *italics*

Impact of proposals

SSP – BUSINESS GROUP SUPPORT

Team	Current role	Proposed impact
Strategy Stewardship and Performance	Deputy Secretary	Out of scope
Strategy Stewardship and Performance	General Manager (Planning and Performance)	Reduction in roles across cohort.
Strategy Stewardship and Performance	General Manager (Science and Data Systems)	Title change to General Manager Science and Evidence
Strategy Stewardship and Performance	General Manager (Strategy)	Reduction in roles across cohort.
Strategy Stewardship and Performance	General Manager (Evidence/Data and Insights)	Title change to General Manager Data & Insights Products
Strategy Stewardship and Performance	Chief Advisor	Out of scope
Strategy Stewardship and Performance	Chief Science Advisor	Out of scope
Strategy Stewardship and Performance	Chief Science Advisor Māori	Out of scope

Impact of proposals

SSP – STRATEGY

Team	Current role	Proposed impact
Strategy	General Manager	Reduction in roles across cohort. Job title change to GM Strategy, Planning and Performance
Strategy	Principal Advisor	Reduction in roles across cohort.
Strategy	Principal Analyst	Reduction in roles across cohort.
Strategy	Principal Scientist	Reduction in roles across cohort.
Strategy	Senior Advisor	Reduction in roles across cohort.
Systems Change and Capability	Lead - Behavioural Insights	Fixed term position disestablished.
Systems Change and Capability	Lead - Service Design	Fixed term position disestablished.
Systems Change and Capability	Lead - Team Systems and Dynamics	Fixed term position disestablished.
Systems Change and Capability	Senior Advisor	Fixed term position disestablished.

Impact of proposals

SSP – STRATEGY cont'd

Team	Current role	Proposed impact
Climate Strategy	Advisor	Reduction in roles across cohort
Climate Strategy	Manager	Reduction in roles across cohort
Climate Strategy	Principal Advisor	Reduction in roles across cohort
Climate Strategy	Senior Advisor	Reduction in roles across cohort
Environmental Outcomes Policy	Manager	Reduction in roles across cohort
Environmental Outcomes Policy	Analyst	Reduction in roles across cohort
Environmental Outcomes Policy	Senior Analyst	Reduction in roles across cohort
Stewardship Strategy	Analyst	Reduction in roles across cohort
Stewardship Strategy	Manager	Reduction in roles across cohort
Stewardship Strategy	Senior Policy Analyst	Reduction in roles across cohort

Impact of proposals

SSP – PLANNING AND PERFORMANCE

Team	Current role	Proposed impact
Planning and Performance	General Manager	Reduction in roles across cohort.
Planning and Performance	Advisor	Reduction in roles across cohort.
Planning and Performance	Continuous Improvement Lead	Reduction in roles across cohort.
Planning and Performance	Manager	Reduction in roles across cohort. Fixed term Manager position disestablished.
Planning and Performance	Procurement Coordinator	Fixed term position disestablished.
Planning and Performance	Programme Manager	Reduction in roles across cohort. Fixed term Programme Manager positions disestablished.
Planning and Performance	Project Manager	Reduction in roles across cohort. Fixed term Project Manager positions disestablished.
Planning and Performance	Senior Advisor	Reduction in roles across cohort.
Planning and Performance	Senior Analyst	Reduction in roles across cohort.
Planning and Performance	Senior Coordinator	Reduction in roles across cohort.
Planning and Performance	Senior Engagement Advisor	Reduction in roles across cohort. Fixed term Engagement Advisor positions disestablished.
Planning and Performance	Senior Māori Engagement Advisor	Reduction in roles across cohort.

Impact of proposals

SSP – PLANNING AND PERFORMANCE cont'd

Team	Current role	Proposed impact
Planning and Performance	Strategic Planning and Portfolio Analyst	Reduction in roles across cohort.
Planning and Performance	Sustainability Advisor	Reduction in roles across cohort.
Planning and Performance	Sustainability and Climate Risk Specialist	Reduction in roles across cohort.
Establishment/Planning and Performance	Programme Director	Fixed term Programme Director position disestablished.
Establishment/Planning and Performance	Senior Project Manager	Reduction in roles across cohort. Fixed term Senior Project Manager positions disestablished.

Impact of proposals

SSP – EVIDENCE/DATA & INSIGHTS

Team	Current role	Proposed impact
Evidence/Data and Insights	General Manager	Job title change to GM Data & Insights Products
Evidence/Data and Insights	Establishment Lead	Fixed term position disestablished.
Evidence/Data and Insights	Principal Māori Scientist	Reduction in roles across cohort.
Evidence/Data and Insights	Principal Data Analyst	Reduction in roles across cohort.
Intelligence & Reporting	Analyst	Reduction in roles across cohort.
Intelligence & Reporting	Insights Analyst	Reduction in roles across cohort.
Intelligence & Reporting	Manager	Reduction in roles across cohort.
Intelligence & Reporting	Senior Analyst	Reduction in roles across cohort. Fixed term Senior Analyst positions disestablished.
Intelligence & Reporting	Senior Insights Analyst	Reduction in roles across cohort.
Intelligence & Reporting	Senior Intelligence Analyst	Reduction in roles across cohort.
Intelligence & Reporting	Senior Scientist	Reduction in roles across cohort.

Impact of proposals

SSP – EVIDENCE/DATA & INSIGHTS cont'd

Team	Current role	Proposed impact
Carbon Sequestration	Data Analyst	Reduction in roles across cohort.
Carbon Sequestration	GIS Analyst	Reduction in roles across cohort.
Carbon Sequestration	Manager	Reduction in roles across cohort.
Carbon Sequestration	Senior Analyst	Reduction in roles across cohort.
Carbon Sequestration	Senior Data Analyst	Reduction in roles across cohort.
Carbon Sequestration	Senior Geospatial Systems Analyst	Reduction in roles across cohort. Job title change to Senior GIS Analyst, change in business unit to Data and Insights Products.
Carbon Sequestration	Senior Scientist	Reduction in roles across cohort.
Climate Data Initiative	Business Intelligence Developer	Reduction in roles across cohort.
Climate Data Initiative	Data Scientist	Reduction in roles across cohort.
Climate Data Initiative	Product Manager	Job title change to Product Manager - Data & Digital.
Climate Data Initiative	UX/UI Design Lead	Fixed term role becomes permanent

Impact of proposals

SSP – EVIDENCE/DATA & INSIGHTS cont'd

Team	Current role	Proposed impact
Climate Impacts	Analyst	Reduction in roles across cohort.
Climate Impacts	Manager	Reduction in roles across cohort.
Climate Impacts	Principal Scientist	Reduction in roles across cohort.
Climate Impacts	Senior Advisor	Reduction in roles across cohort.
Climate Impacts	Senior Scientist	Reduction in roles across cohort.
Emissions Insights and Reporting	Analyst	Reduction in roles across cohort.
Emissions Insights and Reporting	Data Analyst	Reduction in roles across cohort.
Emissions Insights and Reporting	Manager	Reduction in roles across cohort.
Emissions Insights and Reporting	Principal Scientist	Reduction in roles across cohort.
Emissions Insights and Reporting	Senior Analyst	Reduction in roles across cohort.
Emissions Insights and Reporting	Senior Data Analyst	Reduction in roles across cohort.
Emissions Insights and Reporting	Senior Scientist	Reduction in roles across cohort.

Impact of proposals

SSP – EVIDENCE/DATA & INSIGHTS cont'd

Team	Current role	Proposed impact
Knowledge Investment Hub	Analyst	Reduction in roles across cohort. Fixed term Analyst positions disestablished.
Knowledge Investment Hub	Manager	Reduction in roles across cohort.
Knowledge Investment Hub	Senior Analyst	Reduction in roles across cohort. Fixed term Senior Analyst position disestablished.
Knowledge Investment Hub	Team Leader	Reduction in roles across cohort.

Impact of proposals

SSP – SCIENCE AND DATA SYSTEMS

Team	Current role	Proposed impact
Science and Data Systems	General Manager	Job title change to GM - Science & Evidence
Science and Data Systems	Principal Advisor	Reduction in roles across cohort.
Science and Data Systems	Principal Data Analyst	Fixed term Principal Data Analyst position disestablished.
Science and Data Systems	Principal Scientist	Reduction in roles across cohort.
Ngā Parirau	Analyst	Reduction in roles across cohort. Fixed term Analyst position disestablished.
Ngā Parirau	Manager	Reduction in roles across cohort.
Ngā Parirau	Mātauranga Analyst	Reduction in roles across cohort.
Ngā Parirau	Senior Analyst	Reduction in roles across cohort.
Ngā Parirau	Senior Mātauranga Māori Analyst	Reduction in roles across cohort.
Ngā Parirau	Senior Policy Analyst	Reduction in roles across cohort.

Impact of proposals

SSP – SCIENCE AND DATA SYSTEMS cont'd

Team	Current role	Proposed impact
Data and Digital	Business Analyst	Reduction in roles across cohort.
Data and Digital	Manager	Fixed term position disestablished.
Data and Digital	Senior Business Analyst	Reduction in roles across cohort.
Data and Digital	Senior Data Analyst	Fixed term position disestablished.
Environmental Data	Analyst	Reduction in roles across cohort.
Environmental Data	Data Analyst	Reduction in roles across cohort.
Environmental Data	Manager	Reduction in roles across cohort.
Environmental Data	Senior Analyst	Reduction in roles across cohort.
Environmental Data	Senior Data Analyst	Reduction in roles across cohort.
Environmental Science	Analyst	Reduction in roles across cohort.
Environmental Science	Manager	Reduction in roles across cohort.
Environmental Science	Senior Analyst	Reduction in roles across cohort.
Environmental Science	Senior Scientist	Reduction in roles across cohort.

Impact of proposals

SSP– Business Group Leadership Team – Proposed New Roles

Team	Proposed New Role Title	Proposed Purpose and Intent	Essential Experience, Skills, Qualifications
Business Group Leadership Team	Business Group Manager	New role. Partners with the Business Group's leadership team to drive the strategic agenda and business performance within and across portfolios. Acts as a conduit between corporate functions and business group leadership teams. Accountable for ensuring efficient and consistent delivery of business outputs through facilitating strong and consistent corporate practice.	Proven influencing skills and stakeholder management. Prioritisation, coordination and planning. Driving operational efficiency and effectiveness.

SSP– Strategy, Planning and Performance – Proposed New Roles

Team	Proposed New Role Title	Proposed Purpose and Intent	Essential Experience, Skills, Qualifications
Strategy, Planning and Performance	Principal Advisor – Integration Lead	New role. Principal Advisor with a focus on integration across the unit.	Standard.
Business Performance	Portfolio Manager (Investments)	New role. Drives outcomes and integration of MfE's full investment portfolio.	New PD required. Management of Portfolios qualification. Significant portfolio management experience, including prioritisation and planning. Investment/fund management experience.

Impact of proposals

SSP– Data and Insights Products– Proposed New Roles

Team	Proposed New Role Title	Proposed Purpose and Intent	Essential Experience, Skills, Qualifications
Data and Insights Products	Principal Advisor – Monitoring	New role. Principal Advisor with a focus on Monitoring.	Standard.
Data Insights	BI Analyst/Senior	New role. Gathers, analyses and visualises data to provide actionable insights, to support strategic decision-making	New PD required Data analysis, SQL, data visualisation, statistical knowledge, business acumen communications and problem-solving skills.
Technical Content	Senior Technical Content Editor	New role. Lead creation, shaping and editing for consistency of science and evidence reports, briefings, information and guidance	New PD required Content creation and editing skills, compliance with reporting and brand guidelines. Strong links with communication and science communication standards
Analytics and Modelling	Senior Modelling/ Forecast Analyst	New role. Senior Analyst with a focus on statistical modelling and forecasting.	New PD required Standard plus strong forecasting and technical modelling project experience.
Analytics and Modelling	Modelling/ Forecast Analyst	New role. Analyst with a focus on statistical modelling and forecasting.	New PD required Standard Analyst PD plus experience in statistical modelling and forecasting. Experience working with performance metrics and using historical data to identify patterns and trends.
Data and Insights Products	Lead Data Storyteller	New role. Translate complex data insights into compelling narratives for internal and external stakeholders.	New PD required. Strong data insights experience, ideally with a technical communications background. Strong engagement skills with target audiences.
Technical Content	Product Lead – Science & Data Publications	New role. Oversee development, vision, strategy and execution of publications and publication products.	New PD required. Publication and planning experience, compliance with reporting and brand guidelines. Strong links with communication standards and engagement skills.

Environmental Management and Adaptation

Proposed structure for consultation



Ministry for the
Environment
Manatū Mō Te Taiao

Understanding the changes for EMA

Environmental Management and Adaptation

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

EMA will continue to be focused on enabling the Ministry to continue to deliver Government priorities for the resource management system and climate adaptation, by working closely with both SSP, and PIE to deliver evidence-based real world policy.

The key changes for the Group are:

- Taking a flexible and agile approach to our policy work through deploying our policy skills across EMA to align with the Government's priorities.
- Merging teams, and aligning expertise in spatial planning and infrastructure planning, with expertise in resource management system and national direction.
- Stabilising our core capability in climate adaptation.
- Enabling dedicated expertise in Treaty Settlements, Treaty-based relationships and Māori Rights and Interests to be deployed across our policy work including within CCMRE.
- Provision for two flexible Policy Lead Roles which can be deployed in an agile way to large programmes of work that require dedicated expert policy leadership and interface with Ministers, Agencies and Teams. While these are permanent roles they will only be recruited for on a fixed term basis, in order to enable the right expertise be in place for specific policy programmes, maintain their flexibility.

Please note:

Within the proposed business group there are three units responsible for delivery of ministerial priorities. These are:
Resource Management System (Business Unit) responsible for Fast Track /National Direction/ Phase 3:

- RM Policy 1 [Fast track]
- RM Policy 2 [Bill 2/Phase 3]
- RM Policy 3 [National Direction]

Urban and Infrastructure (Business Unit) responsible for:

- RM Policy 4 [Bill 2]
- RM Policy National Direction [Including spatial planning]

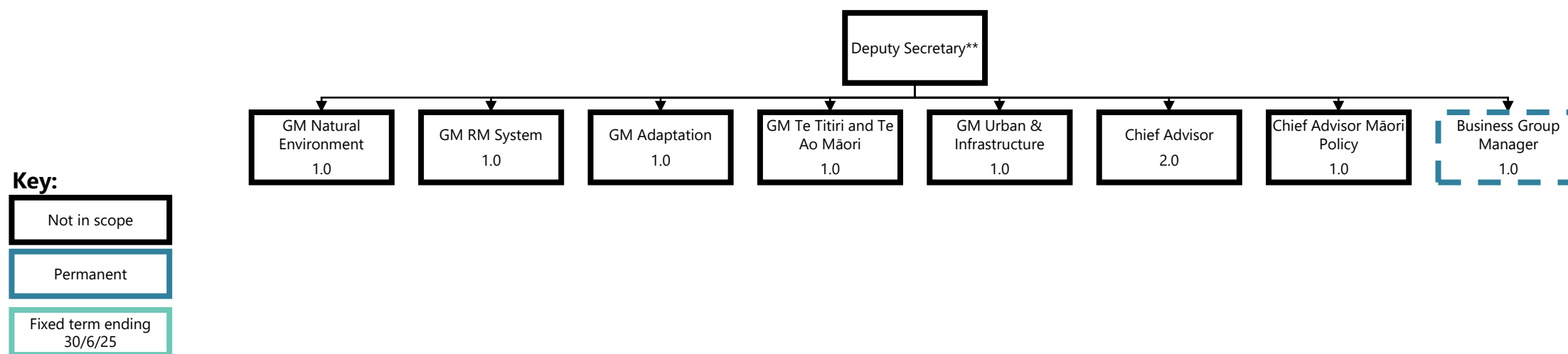
Natural Environment [Business Unit] responsible for:

- Marine and Ocean Policy and Mauri Moana [Marine Policy and RMA Policy - Bill 1]

Proposed structure for consultation

ENVIRONMENTAL MANAGEMENT AND ADAPTATION

Business Group Leadership Team



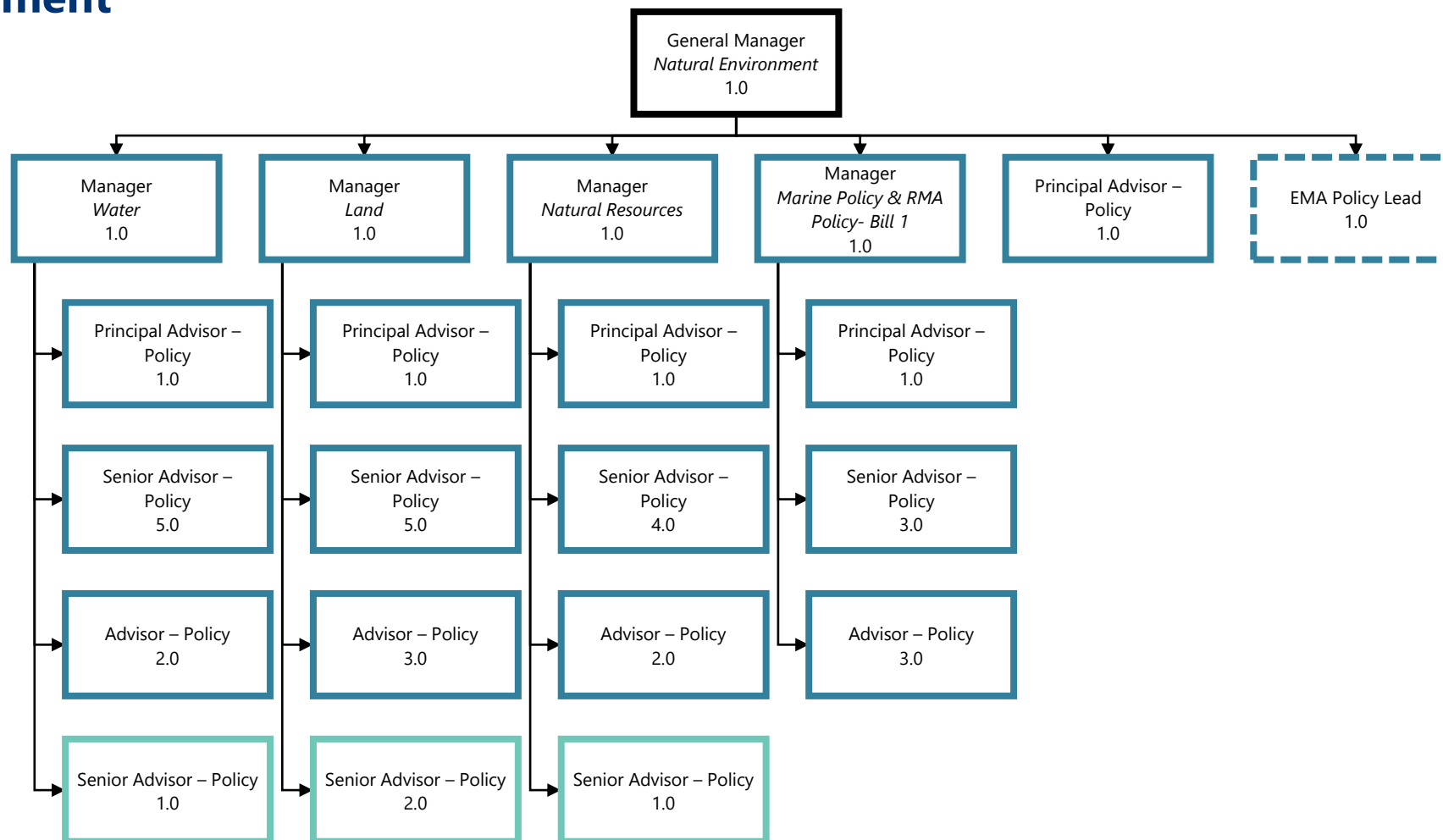
* New roles are shown with a dotted frame

** The Deputy Secretary EMA holds a dotted reporting line to the following roles:
Regional Lead – Akl
EMA Policy Leads

Proposed structure for consultation

ENVIRONMENTAL MANAGEMENT AND ADAPTATION

Natural Environment



Key:

Not in scope

Permanent

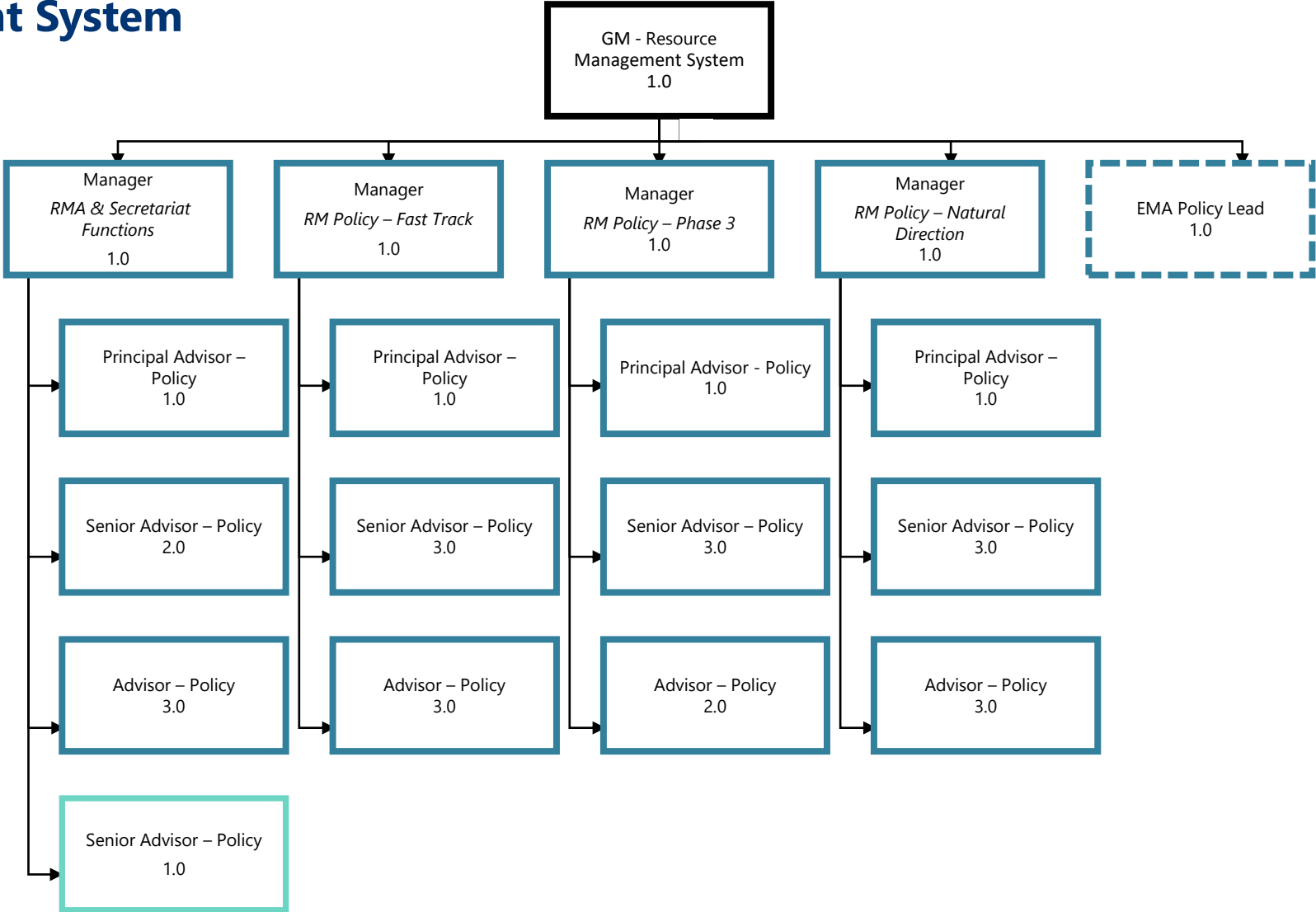
Fixed term ending
30/6/25

* New roles are shown with a
dotted frame

Proposed structure for consultation

ENVIRONMENTAL MANAGEMENT AND ADAPTATION

Resource Management System



Key:

Not in scope

Permanent

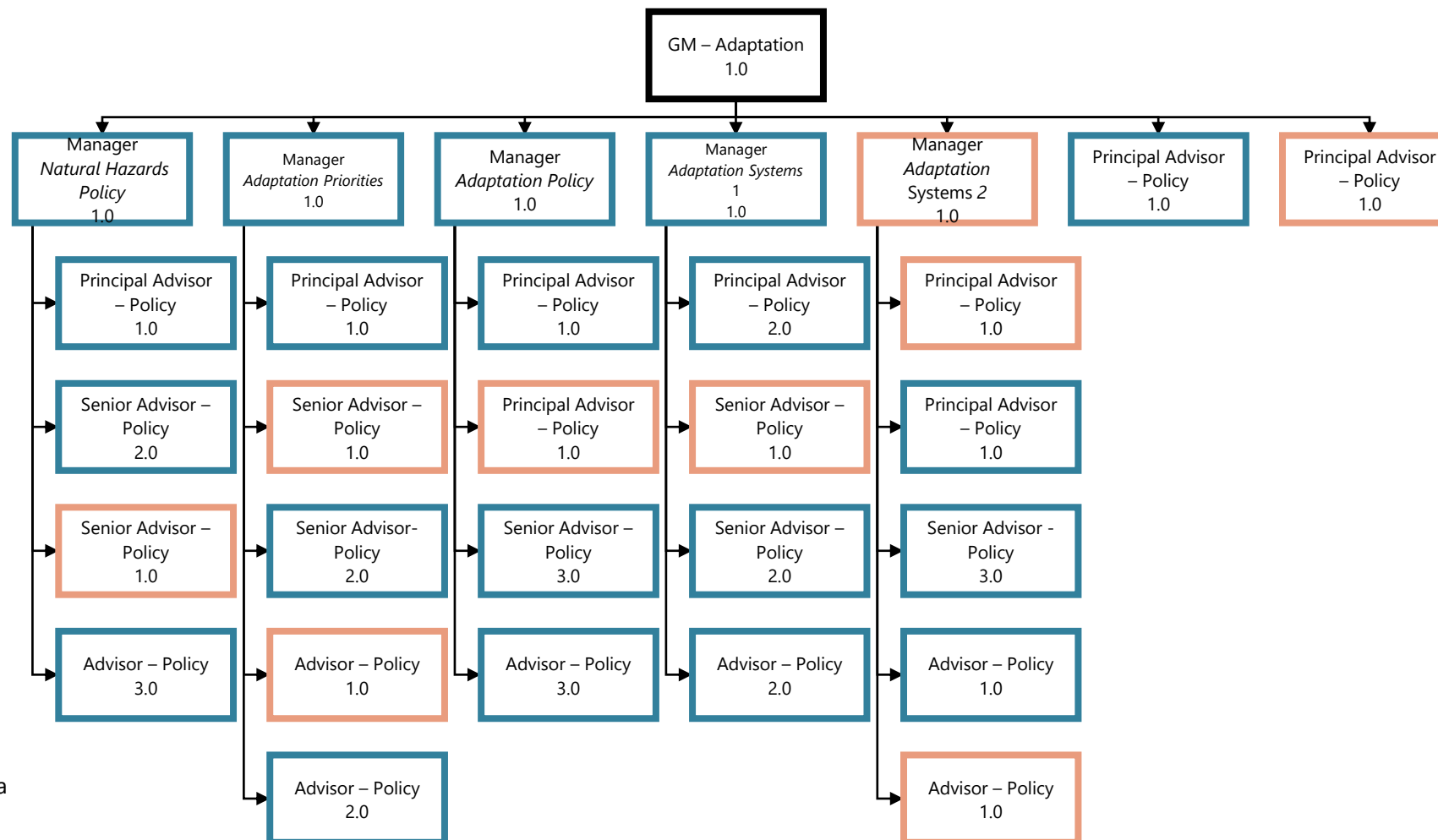
Fixed term ending 30/6/25

* New roles are shown with a dotted frame

Proposed structure for consultation

ENVIRONMENTAL MANAGEMENT AND ADAPTATION

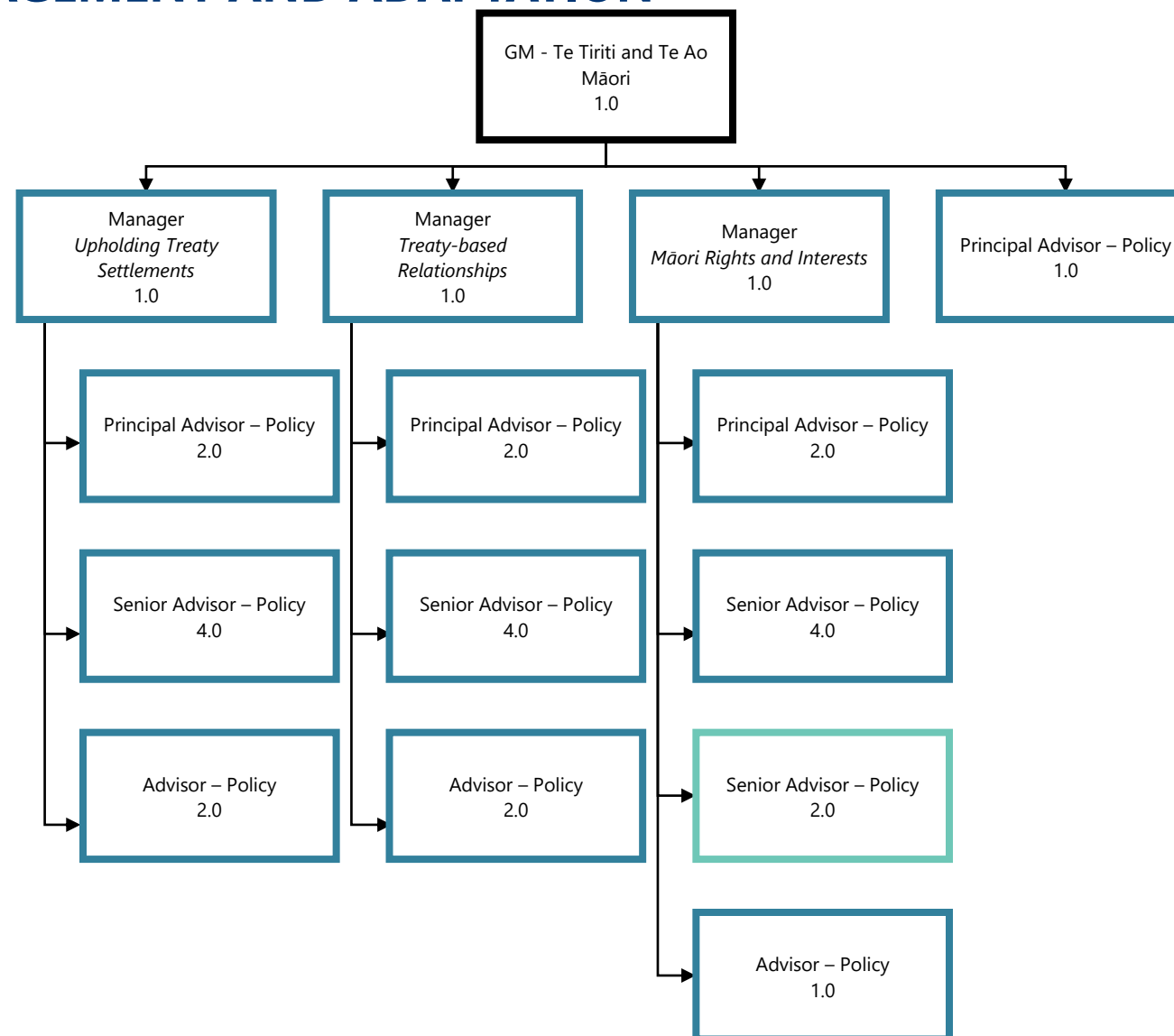
Adaptation



Proposed structure for consultation

ENVIRONMENTAL MANAGEMENT AND ADAPTATION

Te Tiriti and Te Ao Māori



Key:

Not in scope

Permanent

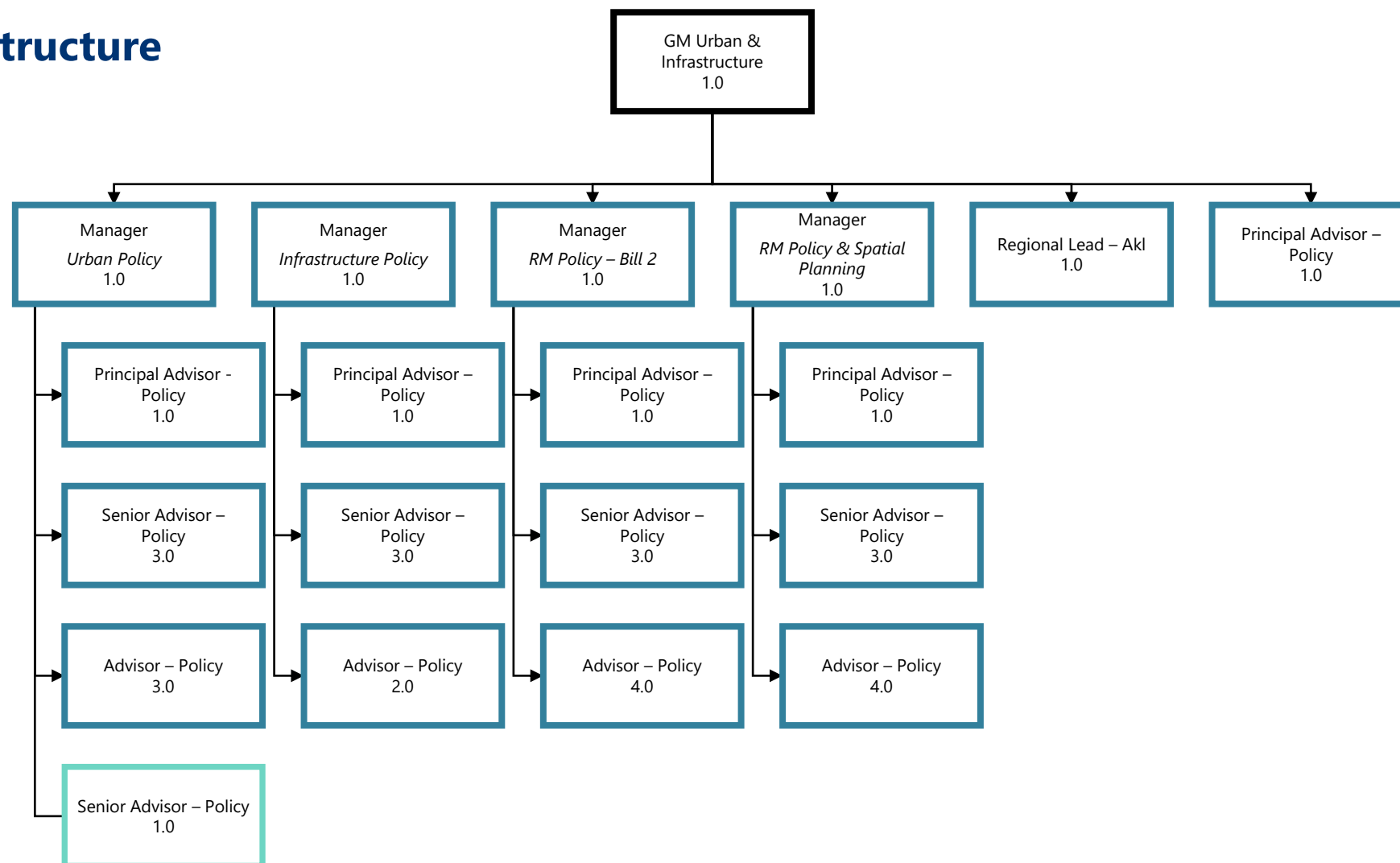
Fixed term ending
30/6/25

* New roles are shown with a
dotted frame

Proposed structure for consultation

ENVIRONMENTAL MANAGEMENT AND ADAPTATION

Urban and Infrastructure



Key:

Not in scope

Permanent

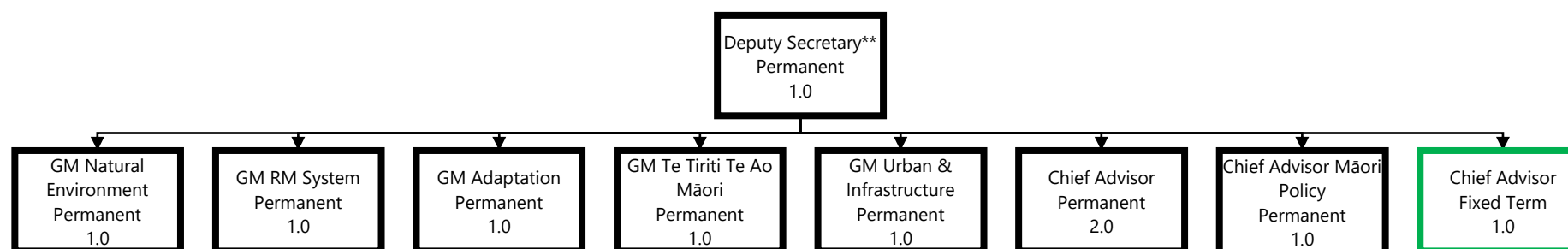
Fixed term ending
30/6/25

* New roles are shown with a
dotted frame

Current structure – Proposed Impact

ENVIRONMENTAL MANAGEMENT AND ADAPTATION

Leadership Team



Key:

Not in scope

Proposed
no/minor change

Proposed
reduction in roles
(includes shift from
permanent to fixed
term)

Proposed
disestablished

**Team names are in italics*

*** Deputy Secretary has a dotted reporting line to the
Regional Lead – Akl role*

Natural Environment



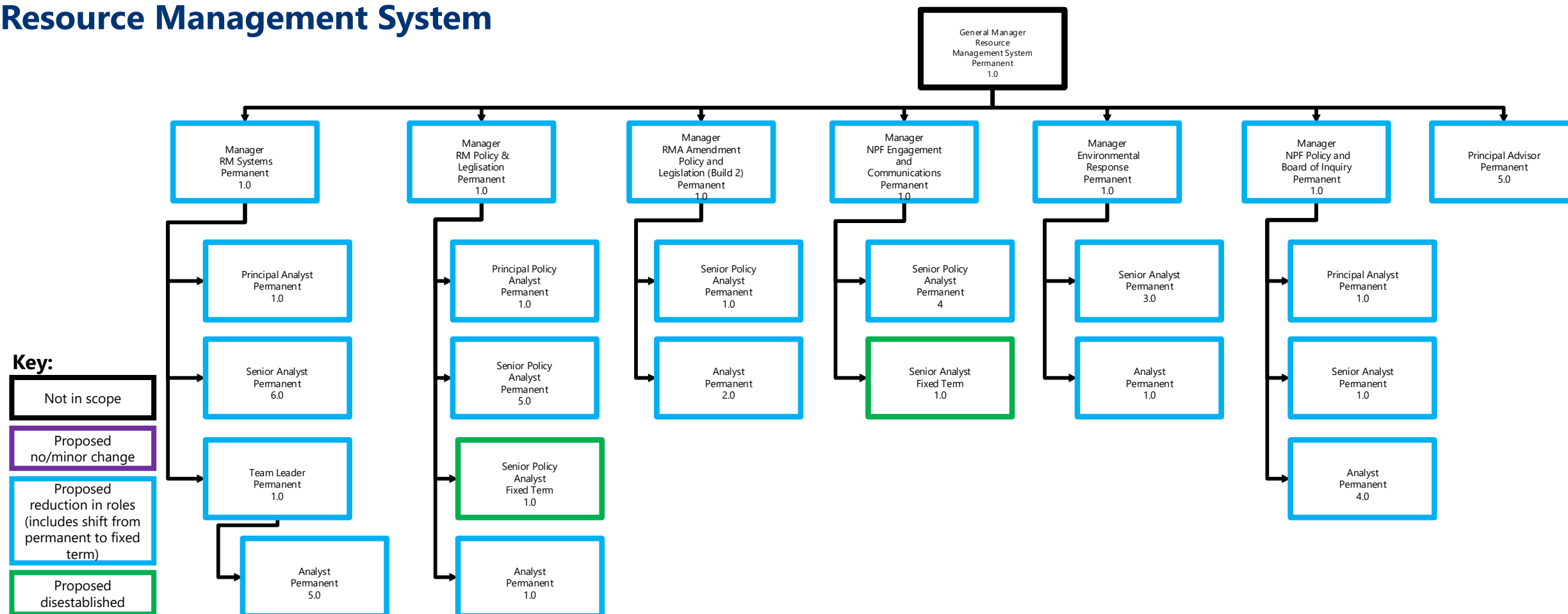
Proposed
disestablished

80

Current structure – Proposed Impact

ENVIRONMENTAL MANAGEMENT AND ADAPTATION

Resource Management System

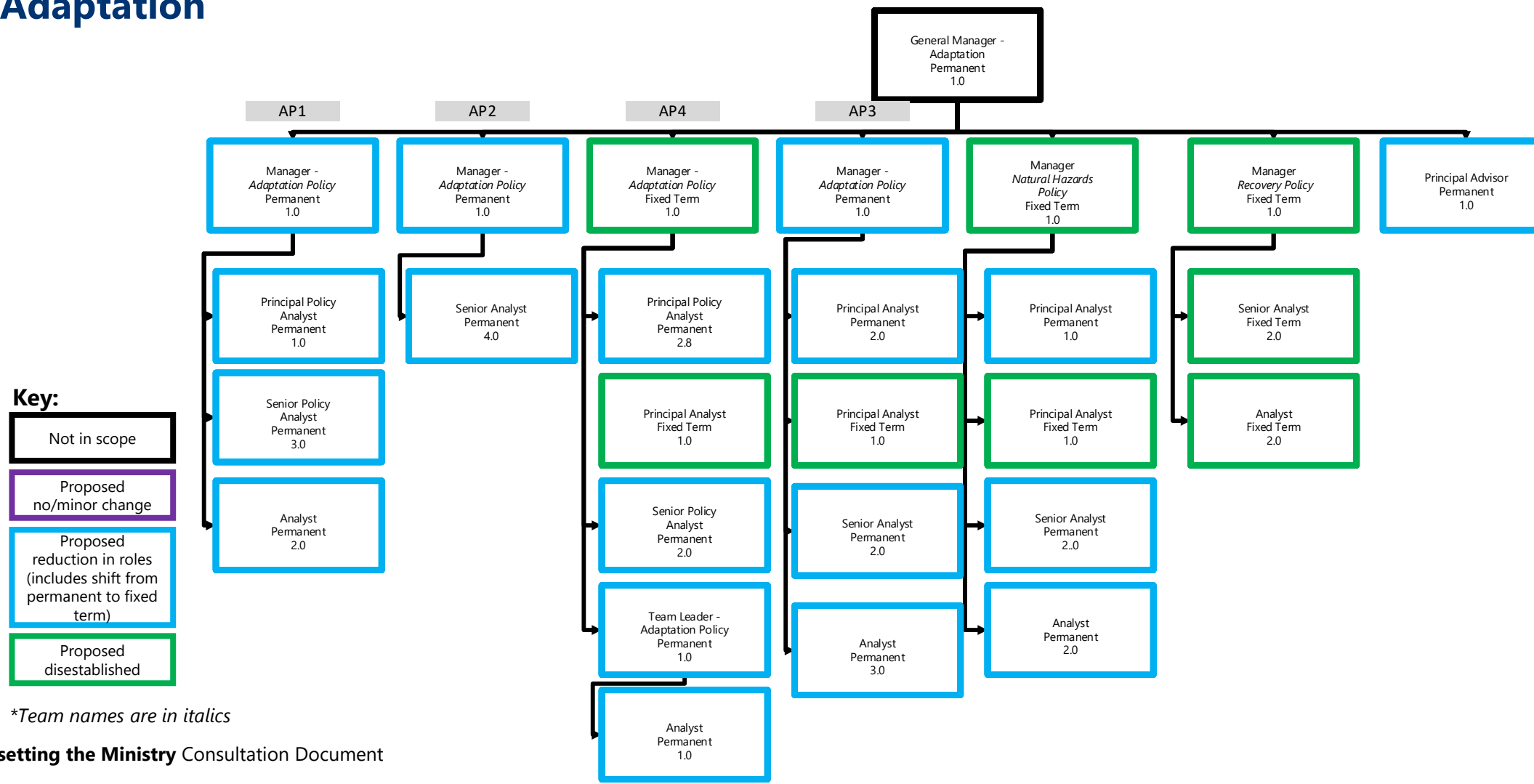


**Team names are in italics*

Current structure – Proposed Impact

ENVIRONMENTAL MANAGEMENT AND ADAPTATION

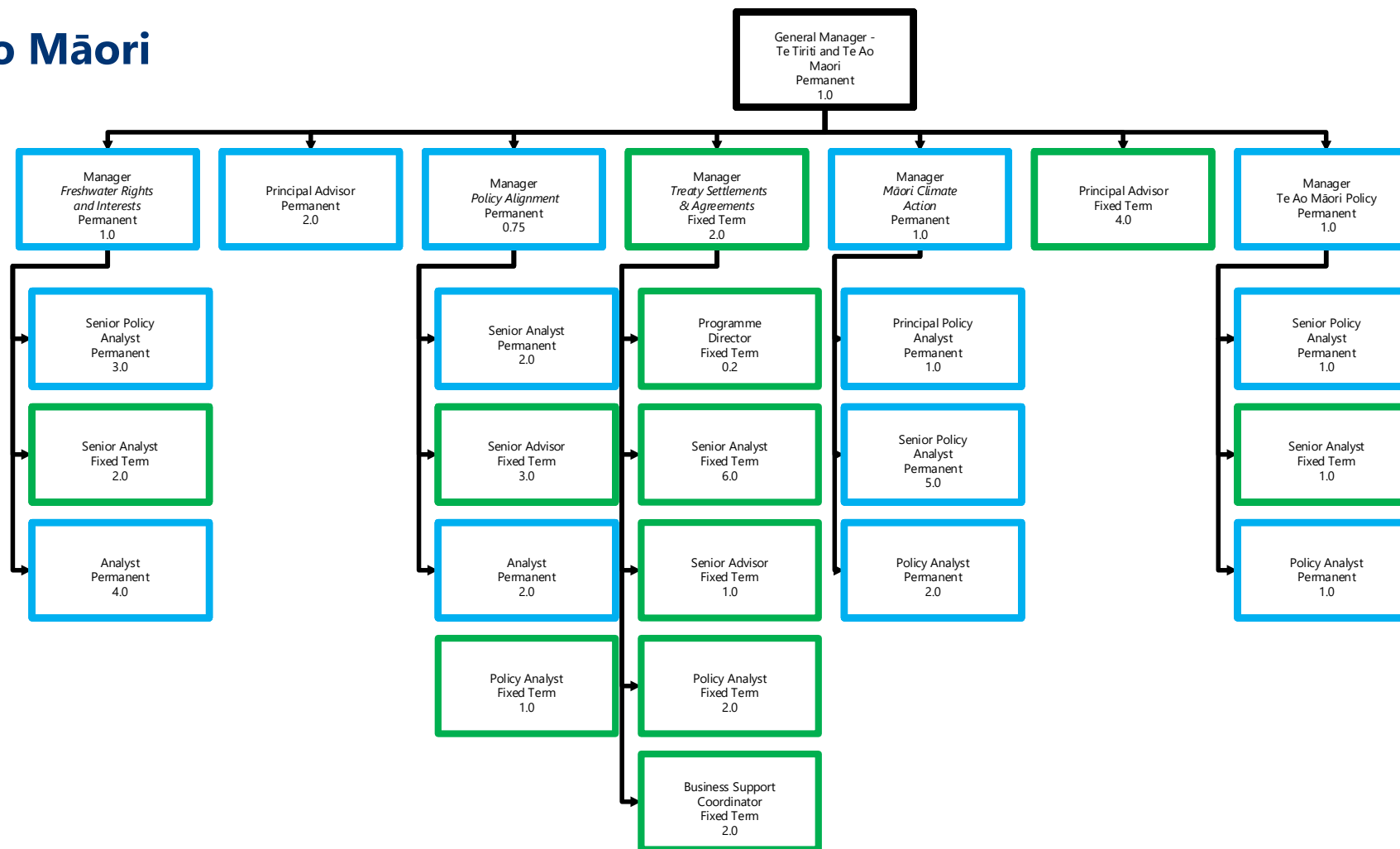
Adaptation



Current structure – Proposed Impact

ENVIRONMENTAL MANAGEMENT AND ADAPTATION

Te Tiriti & Te Ao Māori

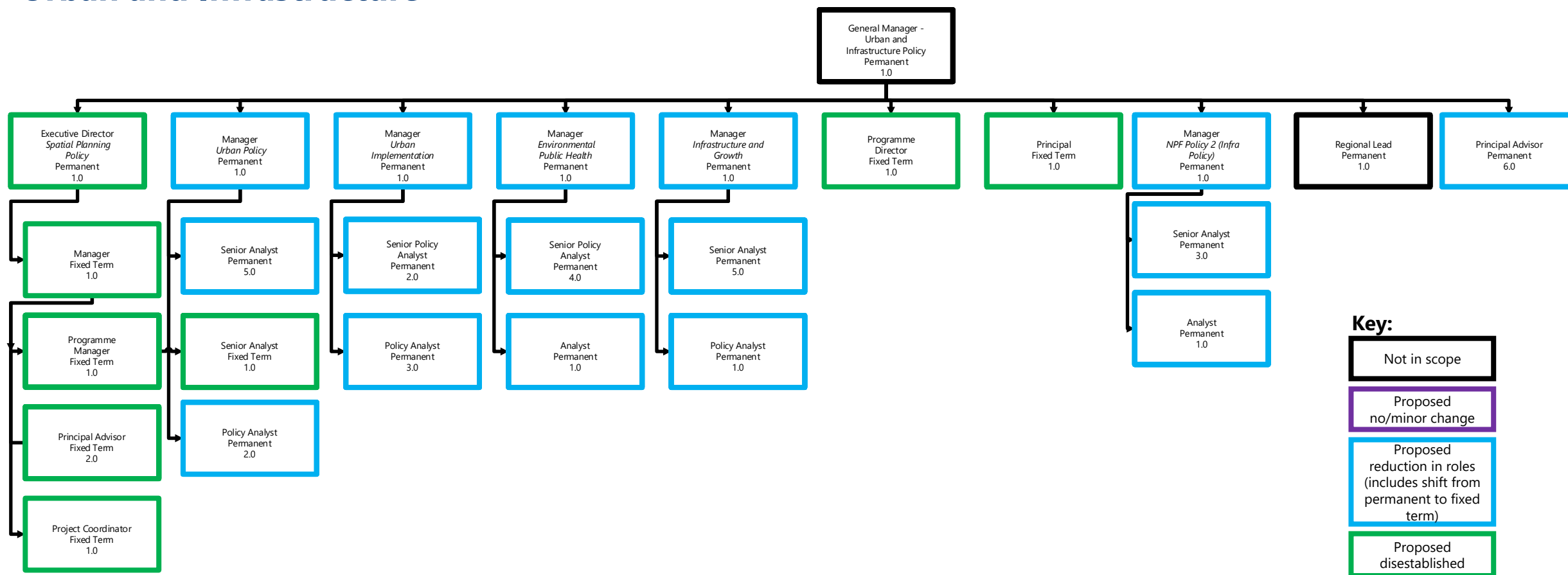


*Team names are in italics

Current structure – Proposed Impact

ENVIRONMENTAL MANAGEMENT AND ADAPTATION

Urban and Infrastructure



*Team names are in italics

Impact of proposals

EMA – Leadership Team

Team	Current role	Proposed impact
EMA Leadership Team	Deputy Secretary	Out of scope.
EMA Leadership Team	General Managers x5	Out of scope.
EMA Leadership Team	Chief Advisors	Permanent positions out of scope. Fixed term position disestablished.
EMA Leadership Team	Chief Advisor Māori Policy	Out of scope.

Impact of proposals

EMA – Natural Environment

Team	Current role	Proposed impact
Mauri Moana (Marine Policy and RMA Policy Bill 1)	Manager	Reduction in roles across cohort. Job title change to Manager - Marine Policy & RMA Policy- Bill 1
Mauri Moana (Marine Policy and RMA Policy Bill 1)	Analyst	Reduction in roles across cohort. Job title change to Advisor - Policy
Mauri Moana (Marine Policy and RMA Policy Bill 1)	Senior Analyst	Reduction in roles across cohort. Change in job title from Senior Analyst to Senior Advisor - Policy; change one job title from Senior Scientist to Senior Advisor - Policy
Mauri Moana (Marine Policy and RMA Policy Bill 1)	Senior Policy Analyst	Reduction in roles across cohort. Change in job title from Senior Analyst to Senior Advisor - Policy; change one job title from Senior Scientist to Senior Advisor - Policy

Impact of proposals

EMA – Natural Environment cont'd

Team	Current role	Proposed impact
Biodiversity and National Direction	Manager	Reduction in roles across cohort. Job title change to Manager - Natural Environment Policy Natural Resources
Biodiversity and National Direction	Senior Analyst	Reduction in roles across cohort. Change in job title from Senior Analyst to Senior Advisor- Policy change one job title from Senior Scientist to Senior Advisor - Policy
Biodiversity and National Direction	Senior Policy Analyst	Reduction in roles across cohort. Change in job title from Senior Analyst to Senior Advisor - Policy; change one job title from Senior Scientist to Senior Advisor
Biodiversity and National Direction	Analyst	Reduction in roles across cohort.
Biodiversity and National Direction	Policy Analyst	Reduction in roles across cohort.
Biodiversity and National Direction	Principal Analyst	Reduction in roles across cohort.

Impact of proposals

EMA – Natural Environment cont'd

Team	Current role	Proposed impact
Freshwater Allocation	Manager	Reduction in roles across cohort. Job title change to Manager - Natural Environment Policy Water
Freshwater Allocation	Principal Advisor	Reduction in roles across cohort.
Freshwater Allocation	Senior Analyst	Reduction in roles across cohort. Change in job title from Senior Analyst to Senior Advisor; change one job title from Senior Scientist to Senior Advisor
Freshwater Allocation	Senior Scientist	Reduction in roles across cohort. Change in job title from Senior Analyst to Senior Advisor; change one job title from Senior Scientist to Senior Advisor
Freshwater Allocation	Team Leader	Reduction in roles across cohort.
Freshwater Allocation	Analyst	Reduction in roles across cohort. Fixed term Analyst position disestablished. Job title change to Advisor - Policy

Impact of proposals

EMA – Natural Environment cont'd

Team	Current role	Proposed impact
Land and Water System	Manager	Reduction in roles across cohort. Job title change to Manager - Natural Environment Policy Land
Land and Water System	Senior Policy Analyst	Reduction in roles across cohort. Fixed term Senior Policy Analyst position disestablished. Change in job title from Senior Analyst to Senior Advisor; change one job title from Senior Scientist to Senior Advisor
Land and Water System	Senior Analyst	Reduction in roles across cohort. Change in job title from Senior Analyst to Senior Advisor; change one job title from Senior Scientist to Senior Advisor
Land and Water System	Analyst	Reduction in roles across cohort. Job title change to Advisor - Policy
Land and Water System	Manager	Reduction in roles across cohort. Job title change to Manager - Natural Environment Policy Land
Natural Environment Policy	General Manager	Out of scope
Natural Environment Policy	Principal Analyst	Reduction in roles across cohort. Job title change to Principal Advisor - Policy
Natural Environment Policy	Principal Advisor	Reduction in roles across cohort. Job title change to Principal Advisor - Policy

Impact of proposals

EMA – RM Systems

Team	Current role	Proposed impact
Resource Management System	General Manager	Out of scope
Resource Management System	Principal Advisor	Reduction in roles across cohort. Job title change to Principal Advisor- Policy
Resource Management System	Principal Implementation Advisor	Reduction in roles across cohort. Job title change for Principal Implementation Advisor to Principal Advisor- Policy

Impact of proposals

EMA – RM Systems cont'd

Team	Current role	Proposed impact
Resource Management System	Manager	Reduction in roles across cohort. Job title change.
Resource Management System	Principal Analyst	Reduction in roles across cohort. Job title change for Principal Implementation Advisor to Principal Advisor - Policy
Resource Management System	Senior Analyst	Reduction in roles across cohort. Change in job title Senior Advisor - Policy
Resource Management System	Team Leader	Reduction in roles across cohort.
Resource Management System	Analyst	Reduction in roles across cohort. Change in job title to Advisor - Policy
RM Planning and Consenting (RM Policy & Legislation)	Manager	Reduction in roles across cohort. Job title change.
RM Planning and Consenting (RM Policy & Legislation)	Principal Analyst	Reduction in roles across cohort. Job title change for Principal Implementation Advisor to Principal Advisor
RM Planning and Consenting (RM Policy & Legislation)	Senior Policy Analyst	Reduction in roles across cohort. Change in job title Senior Advisor – Policy. Fixed term position disestablished.
RM Planning and Consenting (RM Policy & Legislation)	Analyst	Reduction in roles across cohort. Change in job title to Advisor - Policy
RM Policy and Legislation	Manager	Reduction in roles across cohort. Job title change.
RM Policy and Legislation	Senior Policy Analyst	Reduction in roles across cohort. Change in job title Senior Advisor – Policy. Fixed term position disestablished.
RM Policy and Legislation	Analyst	Reduction in roles across cohort. Change in job title to Advisor - Policy

Impact of proposals

EMA – RM Systems cont'd

Team	Current role	Proposed impact
NPF Engagement and Communciations	Manager	Reduction in roles across cohort. Job title change.
NPF Engagement and Communciations	Senior Policy Analyst	Reduction in roles across cohort. Change in job title to Senior Advisor - Policy
NPF Engagement and Communciations	Senior Analyst	Fixed term position disestablished.
Environmental Response	Manager	Reduction in roles across cohort. Job title change.
Environmental Response	Senior Analyst	Reduction in roles across cohort. Change in job title to Senior Advisor – Policy
Environmental Response	Analyst	Reduction in roles across cohort. Change in job title to Advisor - Policy

Impact of proposals

EMA – RM Systems cont'd

Team	Current role	Proposed impact
NPF Policy and Board of Inquiry	Manager	Reduction in roles across cohort. Job title change
NPF Policy and Board of Inquiry	Principal Analyst	Reduction in roles across cohort. Job title change for Principal Implementation Advisor to Principal Advisor - Policy
NPF Policy and Board of Inquiry	Senior Analyst	Reduction in roles across cohort. Change in job title to Senior Advisor - Policy
NPF Policy 1	Analyst	Reduction in roles across cohort. Change in job title to Analyst - Policy
NPF Policy 1	Policy Analyst	Reduction in roles across cohort. Change in job title to Analyst - Policy
NPF Policy and Board of Inquiry	Analyst	Reduction in roles across cohort. Change in job title to Analyst - Policy
NPF Policy and Board of Inquiry	Policy Analyst	Reduction in roles across cohort. Change in job title to Analyst - Policy

Impact of proposals

EMA - Adaptation

Team	Current role	Proposed impact
Adaptation Policy	Managers	Reduction in roles across cohort. Job title change to Manager - Adaptation Policy. Fixed term Manager position disestablished.
Adaptation Policy	Principal Policy Analysts	Reduction in roles across cohort. Job title change to Principal Advisor - Policy
Adaptation Policy	Senior Policy Analysts	Reduction in roles across cohort. Job title change to Senior Advisor - Policy
Adaptation Policy	Senior Analysts	Reduction in roles across cohort. Job title change to Senior Advisor - Policy
Adaptation Policy	Analysts	Reduction in roles across cohort. Job title change to Advisor - Policy
Adaptation Policy	Team Leader	Reduction in roles across cohort.
Adaptation Policy	Policy Analysts	Reduction in roles across cohort. Job title change to Advisor - Policy
Adaptation Policy	Principal Analysts	Reduction in roles across cohort. Job title change to Principal Advisor - Policy
Adaptation Policy	Principal Analysts	Fixed term position disestablished.

Impact of proposals

EMA – Adaptation cont'd

Team	Current role	Proposed impact
Natural Hazards Policy	Manager	Reduction in roles across cohort.
Natural Hazards Policy	Principal Analyst	Reduction in roles across cohort. Fixed term position disestablished. Change in job title to Senior Advisor - Policy
Natural Hazards Policy	Senior Analyst	Reduction in roles across cohort. Change in job title to Senior Advisor - Policy
Natural Hazards Policy	Analyst	Reduction in roles across cohort. Job title change to Advisor - Policy
Recovery Policy	Manager	Reduction in roles across cohort.
Recovery Policy	Principal Analyst	Fixed term position disestablished.
Recovery Policy	Senior Analyst	Reduction in roles across cohort. Change in job title to Senior Advisor - Policy
Recovery Policy	Analyst	Fixed term positions disestablished.

Impact of proposals

EMA – Te Tiriti & Te Ao Māori

Team	Current role	Proposed impact
Te Tiriti and Te Ao Māori	General Manager	Out of scope
Te Tiriti and Te Ao Māori	Principal Advisor	Reduction in roles across cohort. Fixed term position disestablished. Job title change to Principal Advisor - Policy
Freshwater Rights and Interests	Manager	Reduction in roles across cohort. Job title change.
Freshwater Rights and Interests	Senior Policy Analyst	Reduction in roles across cohort. Job title change to Senior Advisor - Policy
Freshwater Rights and Interests	Senior Analyst	Fixed-term roles disestablished.
Freshwater Rights and Interests	Analyst	Reduction in roles across cohort. Job title change to Advisor – Policy
Policy Alignment	Manager	Reduction in roles across cohort. Job title change.
Policy Alignment	Senior Analyst	Reduction in roles across cohort. Job title change to Senior Advisor - Policy
Policy Alignment	Senior Policy Analyst	Fixed-term role disestablished.
Policy Alignment	Analyst	Reduction in roles across cohort. Job title change to Advisor - Policy
Policy Alignment	Senior Advisor	Position disestablished

Impact of proposals

EMA - Te Tiriti & Te Ao Māori cont'd

Team	Current role	Proposed impact
Treaty Settlements & Agreements	Manager	Fixed term position disestablished
Treaty Settlements & Agreements	Senior Analyst	Fixed-term roles disestablished.
Treaty Settlements & Agreements	Policy Analyst	Fixed-term roles disestablished.
Treaty Settlements & Agreements	Business Support Coordinator	Fixed-term roles disestablished.
Treaty Settlements & Agreements	Senior Advisor	Fixed-term roles disestablished.
Treaty Settlements & Agreements	Programme Director	Fixed-term roles disestablished.
Treaty Settlements & Agreements	Analyst	Fixed-term roles disestablished.
Māori Climate Action	Manager	Reduction in roles across cohort. Job title change.
Māori Climate Action	Principal Policy Analyst	Reduction in roles across cohort. Change in job title to Principal Advisor – Policy.
Māori Climate Action	Senior Policy Analyst	Reduction in roles across cohort. Job title change to Senior Advisor - Policy
Māori Climate Action	Policy Analyst	Reduction in roles across cohort. Job title change to Advisor - Policy

Impact of proposals

EMA – Te Tiriti & Te Ao Māori cont'd

Team	Current role	Proposed impact
Te Ao Māori Policy	Manager	Reduction in roles across cohort. Job title change.
Te Ao Māori Policy	Senior Policy Analyst	Reduction in roles across cohort. Job title change to Senior Advisor - Policy
Te Ao Māori Policy	Policy Analyst	Reduction in roles across cohort. Job title change to Advisor - Policy

Impact of proposals

EMA - Urban & Infrastructure

Team	Current role	Proposed impact
Urban and Infrastructure Policy	General Manager	Out of scope.
Urban and Infrastructure Policy	Programme Director	Fixed-term position disestablished.
Urban and Infrastructure Policy	Principal	Fixed-term position disestablished.
Urban and Infrastructure Policy	Principal Advisor	Reduction in roles across cohort.
Urban and Infrastructure Policy	Regional Lead - Auckland	Out of scope.
Secretariat	Executive Director	Position disestablished.
Secretariat	Manager	Fixed-term position disestablished.
Secretariat	Programme Manager	Fixed-term position disestablished.
Secretariat	Principal Advisor	Fixed-term roles disestablished.
Secretariat	Project Coordinator	Fixed-term position disestablished.
Spatial Planning Policy	Principal Advisor	Fixed-term roles disestablished.

Impact of proposals

EMA - Urban and Infrastructure cont'd

Team	Current role	Proposed impact
Urban Policy	Manager	Reduction in roles across cohort. Job title change.
Urban Policy	Senior Analyst	Reduction in roles across cohort. Fixed term position disestablished. Job title change to Senior Advisor - Policy
Urban Policy	Policy Analyst	Reduction in roles across cohort. Job title change to Advisor - Policy
Urban Implementation	Manager	Reduction in roles across cohort. Job title change.
Urban Implementation	Policy Analyst	Reduction in roles across cohort. Job title change to Advisor - Policy
Urban Implementation	Senior Policy Analyst	Reduction in roles across cohort. Job title change to Senior Advisor - Policy
Urban Implementation	Senior Analyst	Reduction in roles across cohort. Job title change to Senior Advisor - Policy
Urban Implementation	Analyst	Reduction in roles across cohort. Job title change to Advisor - Policy

Impact of proposals

EMA – Urban & Infrastructure cont'd

Team	Current role	Proposed impact
Environmental Public Health	Manager	Reduction in roles across cohort. Job title change.
Environmental Public Health	Senior Policy Analyst	Reduction in roles across cohort. Job title change to Senior Advisor - Policy
Environmental Public Health	Senior Analyst	Reduction in roles across cohort. Job title change to Senior Advisor - Policy
Environmental Public Health	Analyst	Reduction in roles across cohort. Job title change to Advisor - Policy
Infrastructure and Growth	Manager	Reduction in roles across cohort. Job title change.
Infrastructure and Growth	Senior Analyst	Reduction in roles across cohort. Job title change to Senior Advisor - Policy
Infrastructure and Growth	Senior Policy Analyst	Reduction in roles across cohort. Job title change to Senior Advisor - Policy
Infrastructure and Growth	Policy Analyst	Reduction in roles across cohort. Job title change to Advisor - Policy

Impact of proposals

EMA - Urban & Infrastructure cont'd

Team	Current role	Proposed impact
NPF Policy 2	Senior Analyst	Reduction in roles across cohort. Job title change to Senior Advisor - Policy
NPF Policy 2	Senior Policy Analyst	Reduction in roles across cohort. Job title change to Senior Advisor - Policy
NPF Policy 2	Analyst	Reduction in roles across cohort. Job title change to Advisor - Policy
NPF Policy 2	Manager	Reduction in roles across cohort. Job title change.

Impact of proposals

EMA – Business Group Leadership Team – Proposed New Roles

Team	Proposed New Role Title	Proposed Purpose and Intent	Essential Experience, Skills, Qualifications
Business Group Leadership Team	Business Group Manager	New role. Partners with the Business Group's leadership team to drive the strategic agenda and business performance within and across portfolios. Acts as a conduit between corporate functions and business group leadership teams. Accountable for ensuring efficient and consistent delivery of business outputs through facilitating strong and consistent corporate practice.	Proven influencing skills and stakeholder management. Prioritisation, coordination and planning. Driving operational efficiency and effectiveness.

Impact of proposals

EMA – Natural Environment – Proposed New Roles

Team	Proposed New Role Title	Proposed Purpose and Intent	Essential Experience, Skills, Qualifications
Natural Environment	EMA Policy Lead	Purpose of the role is to drive complex policy work programmes across a range of teams. Purpose of the role is to enable flexible deployment of senior expertise for dedicated fixed term periods.	Mix of thought leadership, expert policy capability and experience running large policy programmes working with agencies, Ministers and stakeholders.

Impact of proposals

EMA – Resource Management System– Proposed New Roles

Team	Proposed New Role Title	Proposed Purpose and Intent	Essential Experience, Skills, Qualifications
Resource Management System	EMA Policy Lead	Purpose of the role is to drive complex policy work programmes across a range of teams. Purpose of the role is to enable flexible deployment of senior expertise for dedicated fixed term periods.	Mix of thought leadership, expert policy capability and experience running large policy programmes working with agencies, Ministers and stakeholders.

Climate Change Mitigation and Resource Efficiency

Proposed structure for consultation



Ministry for the
Environment
Manatū Mō Te Taiao

Understanding the changes for CCMRE

Climate Change Mitigation & Resource Allocation

The Climate Change Mitigation and Resource Allocation 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.

The proposed structure for CCMRE supports flexibility and enables us to respond to emerging priorities as the Government's work programme evolves across both climate change mitigation and resource efficiency.

The changes proposed for the Group are based on some core principles, within the context of a reduced staffing footprint:

- A significant portion of the work of this business group is driven by statutory responsibilities, including the administration of a number of statutory regimes. In general, there are less opportunities to scale this work compared with our other programmes.
- Many of our current functions are similar to those carried out in other parts of the Ministry. Where possible, we have put those functions together to realise synergies, recognising the reality that we will need to do more with less.

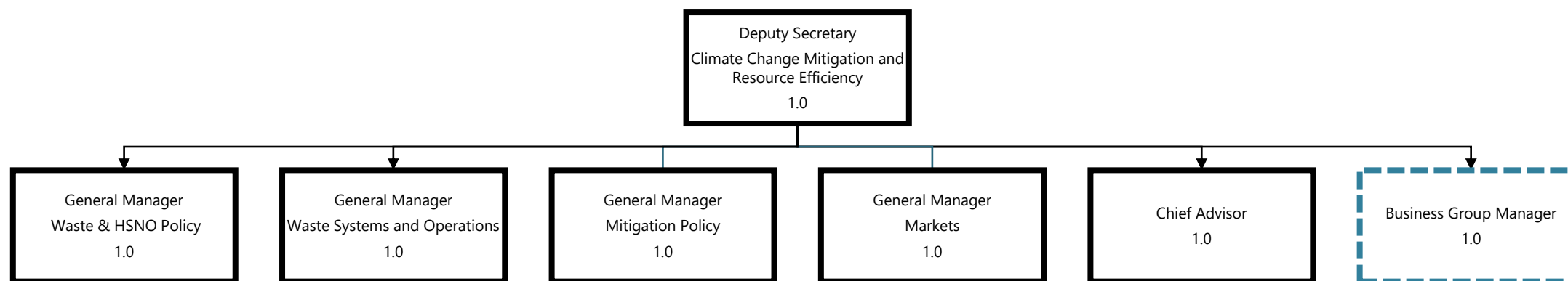
Based on this we propose:

- Establishing 'priorities' teams, in both the climate mitigation area and the resource efficiency area. These are intended to provide surge capacity in response to demand in priority areas. This will cover both our statutory responsibilities and new emerging work areas.
- The proposal moves some functions to other business groups. Most significantly the waste investments function is proposed to move to Partnerships, Investments, and Enablement. Other functions are proposed to move to Strategy, Stewardship, and Performance.

Proposed structure for consultation

CLIMATE CHANGE MITIGATION AND RESOURCE EFFICIENCY

Business Group Leadership Team



Key:

Not in scope

Permanent

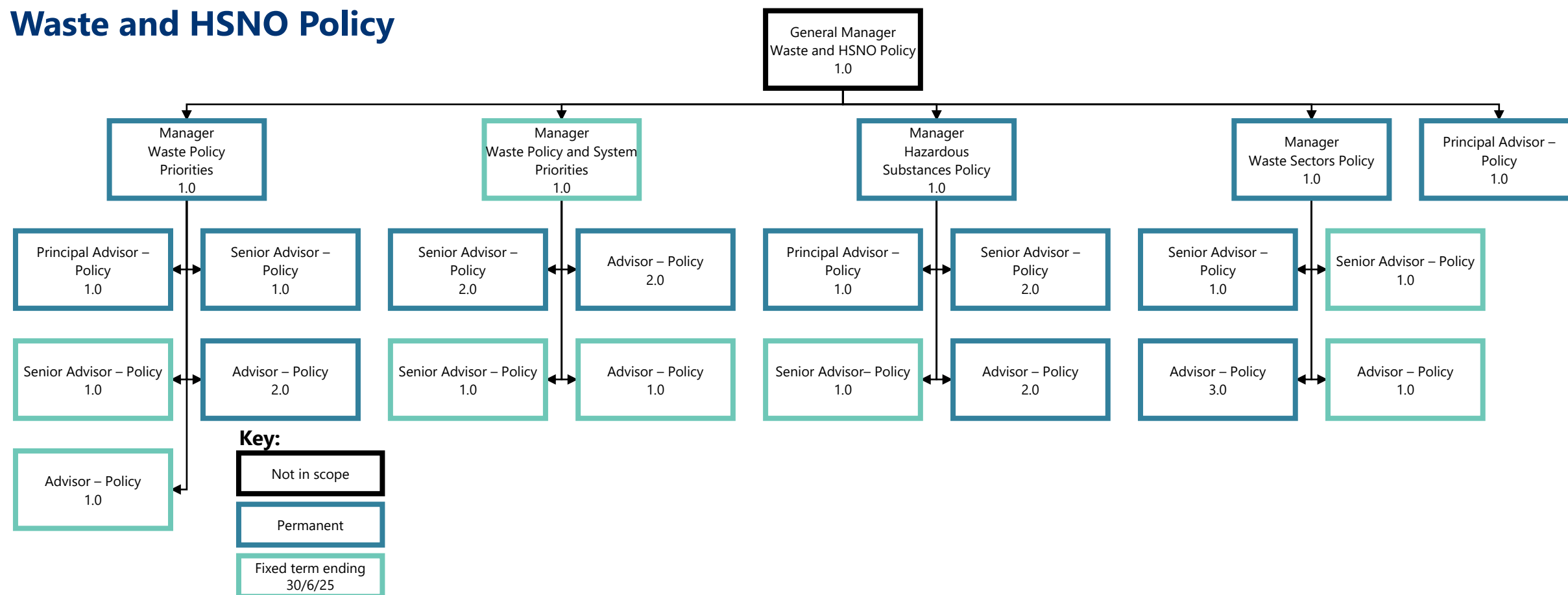
Fixed term ending
30/6/25

* New roles are shown with a dotted frame

Proposed structure for consultation

CCMRE

Waste and HSNO Policy

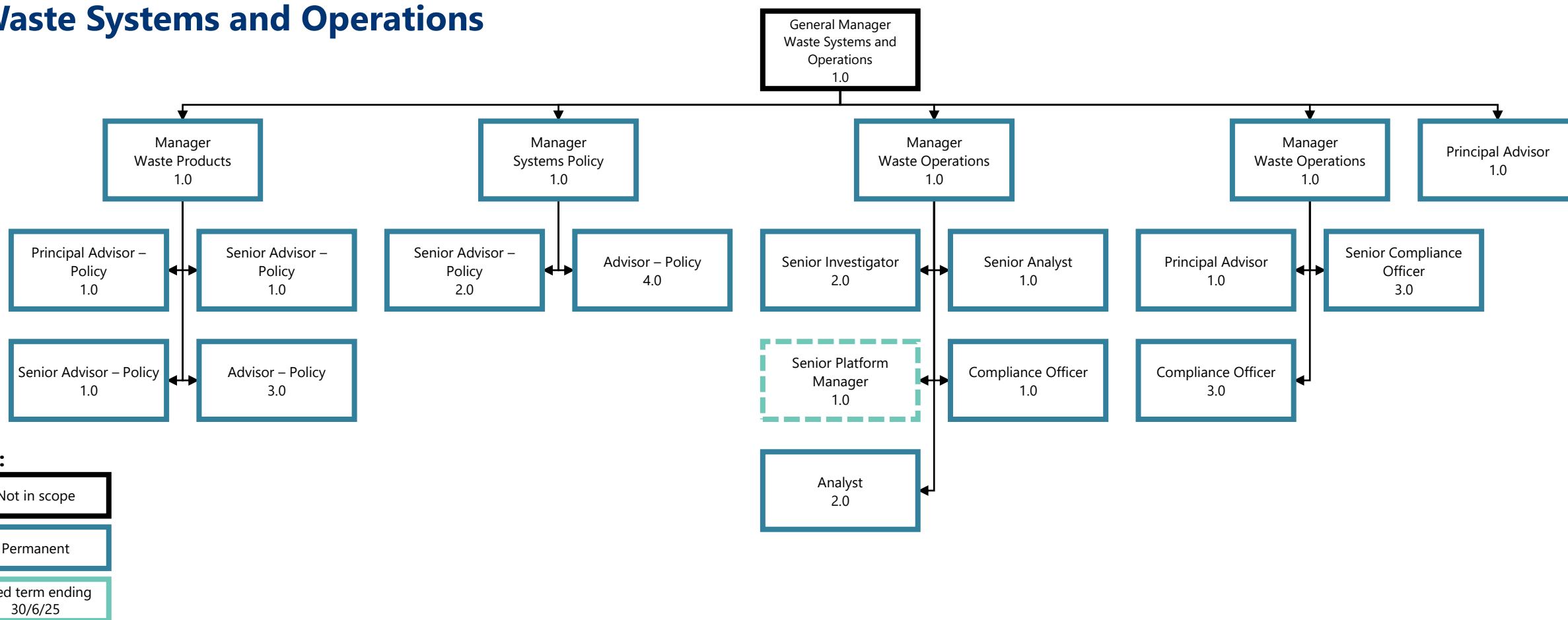


* New roles are shown with a dotted frame

Proposed structure for consultation

CCMRE

Waste Systems and Operations



* New roles are shown with a dotted frame

Mitigation Policy

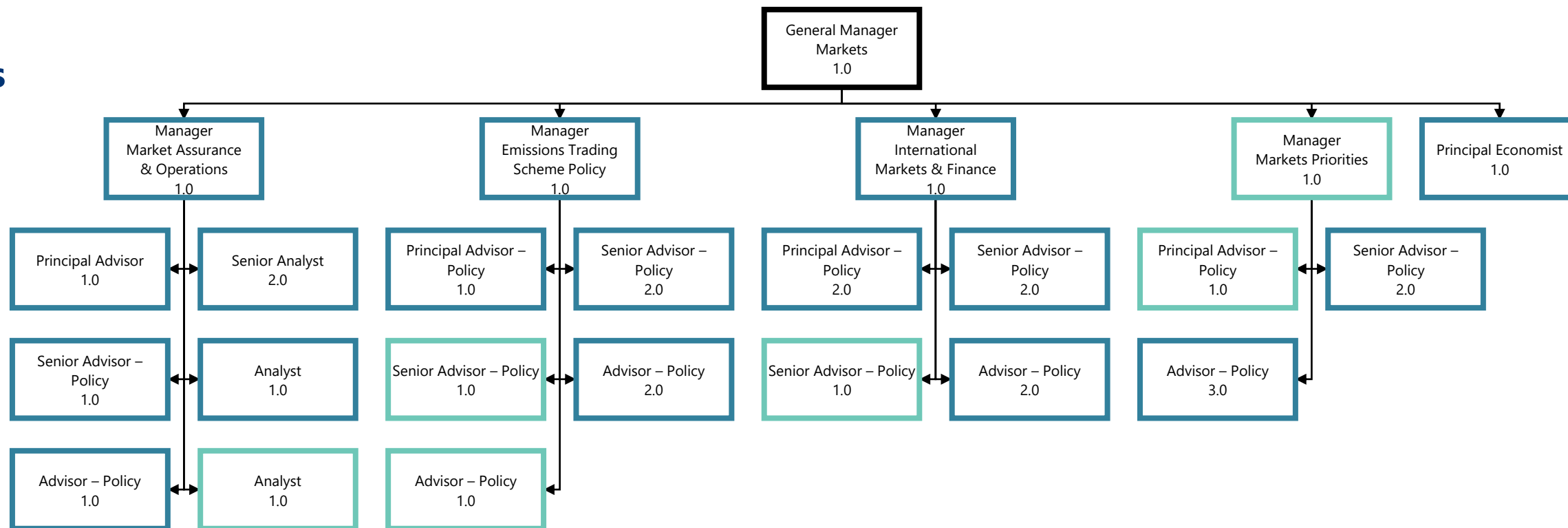


Fixed term ending
30/6/25

Resetting the Ministry Consultation Document

Proposed structure for consultation

CCMRE Markets



Key:

Not in scope

Permanent

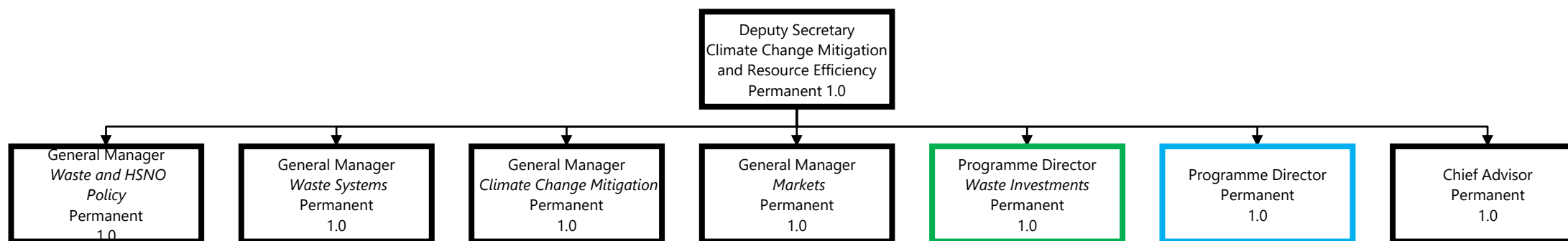
Fixed term ending
30/6/25

* New roles are shown with a dotted frame

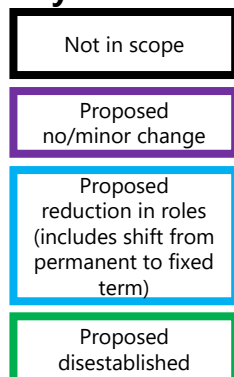
Current structure – Proposed Impact

CLIMATE CHANGE MITIGATION AND RESOURCE EFFICIENCY

Business Group Leadership Team



Key:

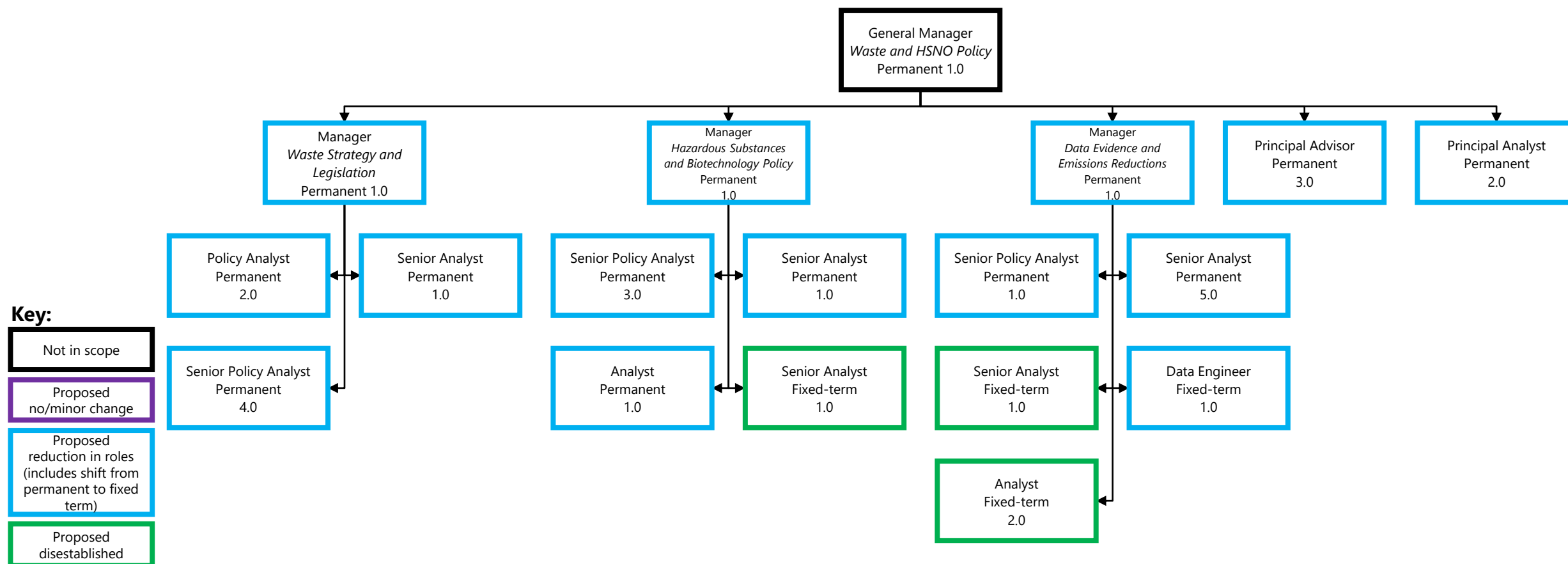


**Team names are in italics*

Current structure – Proposed Impact

CLIMATE CHANGE MITIGATION AND RESOURCE EFFICIENCY

Waste and HSNO Policy

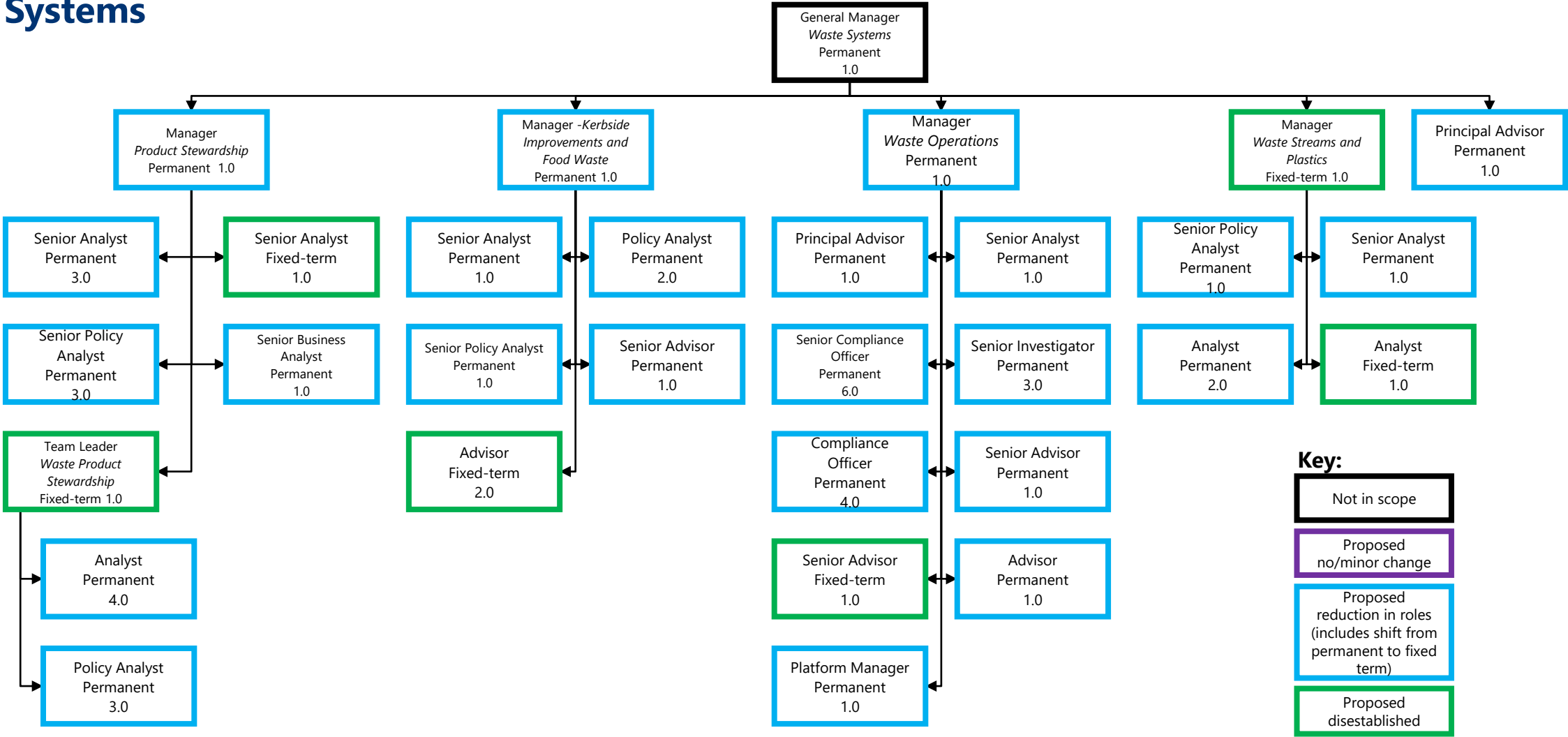


*Team names are in italics

Current structure – Proposed Impact

CLIMATE CHANGE MITIGATION AND RESOURCE EFFICIENCY

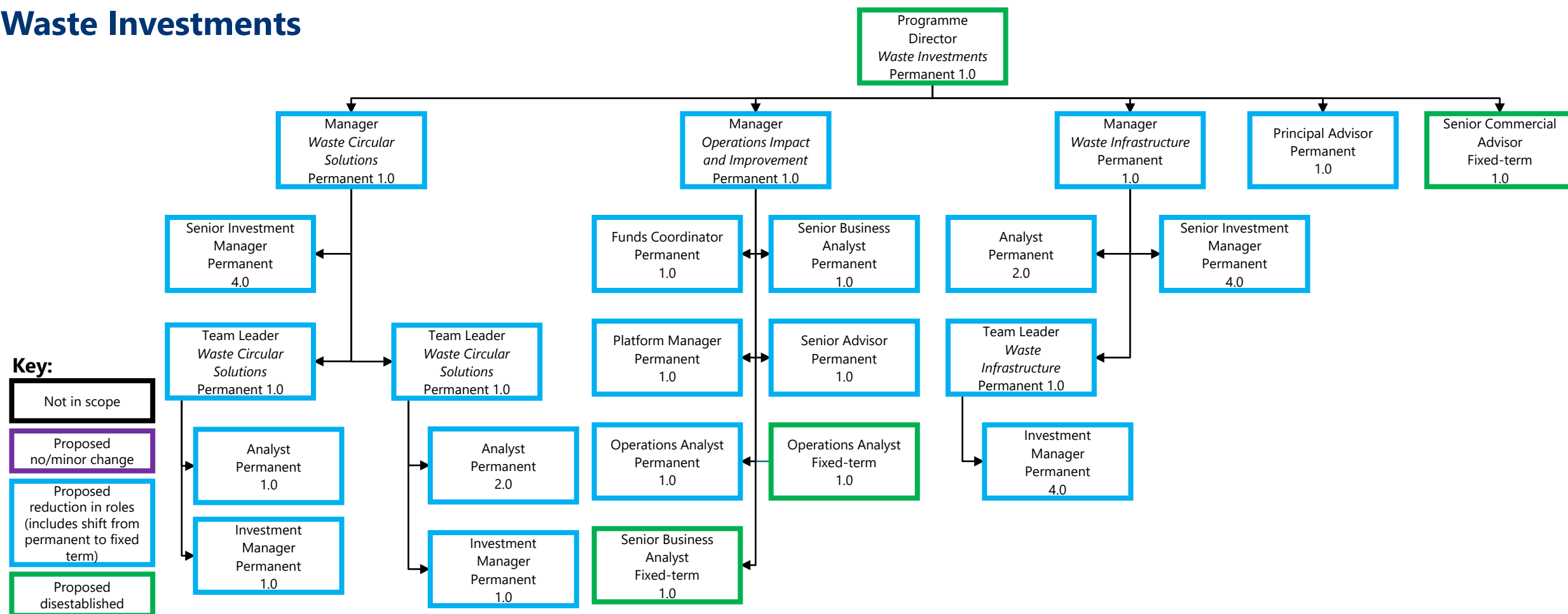
Waste Systems



Current structure – Proposed Impact

CLIMATE CHANGE MITIGATION AND RESOURCE EFFICIENCY (Proposed move to PIE)

Waste Investments

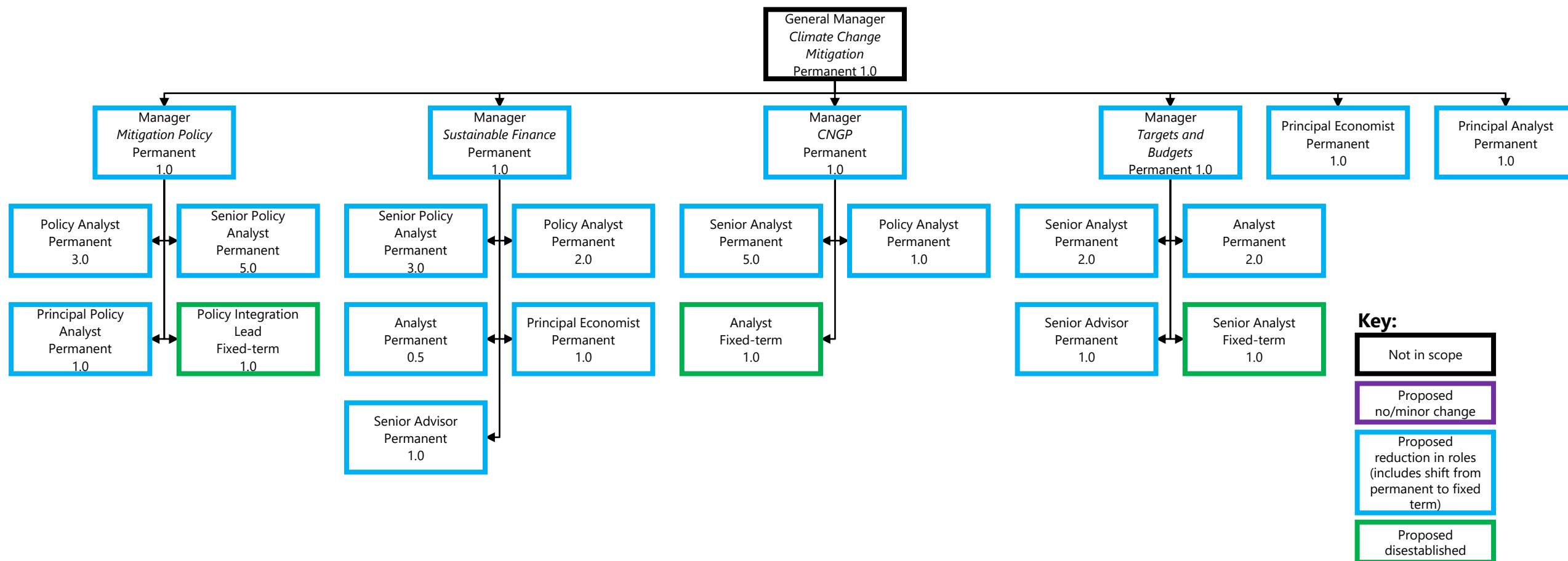


*Team names are in italics

Current structure – Proposed Impact

CLIMATE CHANGE MITIGATION AND RESOURCE EFFICIENCY

Climate Change Mitigation

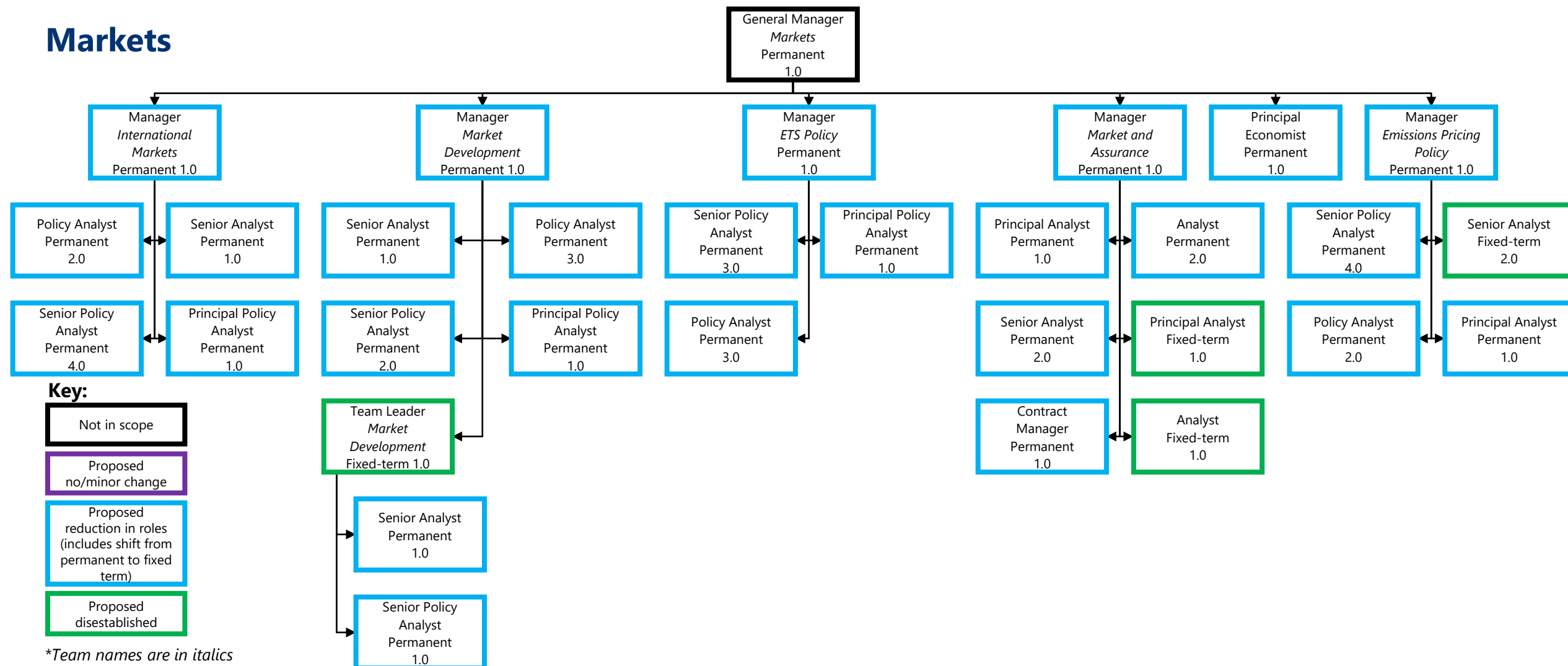


*Team names are in *italics*

Current structure – Proposed Impact

CLIMATE CHANGE MITIGATION AND RESOURCE EFFICIENCY

Markets



Impact of proposals

CCMRE – BUSINESS GROUP SUPPORT

Team	Current role	Proposed impact
Climate Change Mitigation and Resource Efficiency	General Managers	Out of scope
Climate Change Mitigation and Resource Efficiency	Programme Director (Waste Investments)	Position disestablished
Climate Change Mitigation and Resource Efficiency	Programme Director	Change of business group to SSP. Reduction in roles across cohort.
Climate Change Mitigation and Resource Efficiency	Chief Advisor	Out of scope

Impact of proposals

CCMRE – WASTE AND HSNO POLICY

Team	Current role	Proposed impact
Waste and HSNO Policy	General Manager	Out of scope.
Waste and HSNO Policy	Principal Analyst	Reduction in roles across cohort.
Waste and HSNO Policy	Principal Advisor	Reduction in roles across cohort.
Data Evidence and Emissions Reductions	Manager	Reduction in roles across cohort.
Data Evidence and Emissions Reductions	Senior Policy Analyst	Reduction in roles across cohort.
Data Evidence and Emissions Reductions	Senior Analyst	Reduction in roles across cohort.
Data Evidence and Emissions Reductions	Analyst	Reduction in roles across cohort.
Data Evidence and Emissions Reductions	Data Engineer	Reduction in roles across cohort.
Hazardous Substances and Biotechnology Policy	Manager	Reduction in roles across cohort. Title change to Manager - Hazardous Substances Policy
Hazardous Substances and Biotechnology Policy	Senior Analyst	Reduction in roles across cohort. Fixed term Senior Analyst positions disestablished.
Hazardous Substances and Biotechnology Policy	Analyst	Reduction in roles across cohort. Fixed term Analyst positions disestablished.
Hazardous Substances and Biotechnology Policy	Senior Policy Analyst	Reduction in roles across cohort. Title change to Senior Advisor - Policy. Team name change to Hazardous Substances Policy

Impact of proposals

CCMRE – WASTE AND HSNO POLICY cont'd

Team	Current role	Proposed impact
Waste Strategy and Legislation	Manager	Reduction in roles across cohort. Change of title to Manager - Waste Policy Priorities. Change in team name to Waste Policy Priorities.
Waste Strategy and Legislation	Senior Analyst	Reduction in roles across cohort.
Waste Strategy and Legislation	Senior Policy Analyst	Reduction in roles across cohort. Title change to Senior Advisor - Policy. Change in team name to Waste Policy Priorities.
Waste Strategy and Legislation	Policy Analyst	Reduction in roles across cohort. Change in team name to Waste Policy Priorities. Title change to Advisor - Policy.

Impact of proposals

CCMRE – WASTE SYSTEMS

Team	Current role	Proposed impact
Waste Systems	General Manager	Out of scope
Waste Systems	Principal Advisor	Reduction in roles across cohort. Change of unit name to Waste Systems and Operations
Kerbside Improvements and Food Waste	Manager	Reduction in roles across cohort.
Kerbside Improvements and Food Waste	Senior Policy Analyst	Reduction in roles across cohort.
Kerbside Improvements and Food Waste	Senior Advisor	Reduction in roles across cohort.
Kerbside Improvements and Food Waste	Senior Analyst	Reduction in roles across cohort.
Kerbside Improvements and Food Waste	Advisor	Fixed term Advisor position disestablished
Kerbside Improvements and Food Waste	Policy Analyst	Reduction in roles across cohort.

Impact of proposals

CCMRE – WASTE SYSTEMS cont'd

Team	Current role	Proposed impact
Waste Operations	Manager	Reduction in roles across cohort. Title change to Manager - Operations.
Waste Operations	Principal Advisor	Reduction in roles across cohort.
Waste Operations	Senior Analyst	Reduction in roles across cohort.
Waste Operations	Senior Compliance Officer	Reduction in roles across cohort.
Waste Operations	Compliance Officer	Reduction in roles across cohort.
Waste Operations	Senior Investigator	Reduction in roles across cohort.
Waste Operations	Senior Advisor	Reduction in roles across cohort. Fixed term Senior Advisor position disestablished.
Waste Operations	Advisor	Reduction in roles across cohort.
Waste Operations	Platform Manager	Reduction in roles across cohort.

Impact of proposals

CCMRE – WASTE SYSTEMS cont'd

Team	Current role	Proposed impact
Waste Product Stewardship	Manager	Reduction in roles across cohort.
Waste Product Stewardship	Senior Analyst	Reduction in roles across cohort. Fixed term Senior Analyst position disestablished.
Waste Product Stewardship	Senior Policy Analyst	Reduction in roles across cohort.
Waste Product Stewardship	Policy Analyst	Reduction in roles across cohort.
Waste Product Stewardship	Analyst	Reduction in roles across cohort.
Waste Product Stewardship	Senior Business Analyst	Reduction in roles across cohort.
Waste Product Stewardship	Team Leader	Reduction in roles across cohort. Fixed term Team Leader position disestablished.
Waste Streams and Plastics	Manager	Reduction in roles across cohort. Fixed term Manager position disestablished.
Waste Streams and Plastics	Senior Policy Analyst	Reduction in roles across cohort.
Waste Streams and Plastics	Senior Analyst	Reduction in roles across cohort.
Waste Streams and Plastics	Analyst	Reduction in roles across cohort. Fixed term Analyst position disestablished.

Impact of proposals

CCMRE – WASTE INVESTMENTS

Team	Current role	Proposed impact
Waste Investments	Programme Director	Position disestablished
Operations Impact and Improvement	Manager	Reduction in roles across cohort.
Operations Impact and Improvement	Senior Business Analyst	Fixed term Business Analyst position disestablished.
Operations Impact and Improvement	Platform Manager	Reduction in roles across cohort.
Operations Impact and Improvement	Senior Advisor	Reduction in roles across cohort.
Operations Impact and Improvement	Operations Analyst	Reduction in roles across cohort. Fixed term Operations Analyst positions disestablished.
Operations Impact and Improvement	Funds Coordinator	Reduction in roles across cohort.
Waste Circular Solutions	Manager	Reduction in roles across cohort. Title change to Manager - Waste Investment. Change of business group to PIE
Waste Circular Solutions	Analyst	Reduction in roles across cohort.
Waste Circular Solutions	Investment Manager	Reduction in roles across cohort. Change of business group to PIE
Waste Circular Solutions	Senior Investment Manager	Reduction in roles across cohort. Change of business group to PIE
Waste Circular Solutions	Team Leader	Reduction in roles across cohort. Change of business group to PIE

Impact of proposals

CCMRE – WASTE INVESTMENTS cont'd

Team	Current role	Proposed impact
Waste Investments	Principal Advisor	Reduction in roles across cohort. Title change to Principal Advisor – Waste Investments. Change of business group to PIE
Waste Investments	Senior Commercial Advisor	Fixed term Senior Commercial Advisor position disestablished.
Waste Infrastructure	Manager	Reduction in roles across cohort. Title change to Manager - Waste Investment. Change of business group to PIE
Waste Infrastructure	Team Leader	Reduction in roles across cohort. Change of business group to PIE
Waste Infrastructure	Senior Investment Manager	Reduction in roles across cohort. Change of business group to PIE
Waste Infrastructure	Investment Manager	Reduction in roles across cohort. Change of business group to PIE
Waste Infrastructure	Analyst	Reduction in roles across cohort. Change of business group to PIE

Impact of proposals

CCMRE – CLIMATE CHANGE MITIGATION

Team	Current role	Proposed impact
Climate Change Mitigation	General Manager	Out of scope
Climate Change Mitigation	Principal Analyst	Reduction in roles across cohort.
Climate Change Mitigation	Principal Economist	Reduction in roles across cohort.
Carbon Neutral Government Programme	Manager	Reduction in roles across cohort.
Carbon Neutral Government Programme	Senior Analyst	Reduction in roles across cohort.
Carbon Neutral Government Programme	Policy Analyst	Reduction in roles across cohort.
Carbon Neutral Government Programme	Analyst	Fixed term Analyst position disestablished.
Mitigation Policy	Manager	Reduction in roles across cohort. Title change to Manager - Net Zero/Climate Systems
Mitigation Policy	Policy Analyst	Reduction in roles across cohort.
Mitigation Policy	Senior Policy Analyst	Reduction in roles across cohort.
Mitigation Policy	Principal Policy Analyst	Reduction in roles across cohort. Title change to Principal Advisor - Policy
Mitigation Policy	Policy Integration Lead	Fixed term Policy Integration Lead position disestablished.

Impact of proposals

CCMRE – CLIMATE CHANGE MITIGATION cont'd

Team	Current role	Proposed impact
Sustainable Finance	Manager	Reduction in roles across cohort.
Sustainable Finance	Senior Policy Analyst	Reduction in roles across cohort.
Sustainable Finance	Analyst	Reduction in roles across cohort.
Sustainable Finance	Policy Analyst	Reduction in roles across cohort.
Sustainable Finance	Principal Economist	Reduction in roles across cohort.
Sustainable Finance	Senior Advisor	Reduction in roles across cohort.
Targets and Budgets	Manager	Reduction in roles across cohort.
Targets and Budgets	Senior Advisor	Reduction in roles across cohort.
Targets and Budgets	Senior Analyst	Reduction in roles across cohort. Fixed term Senior Analyst position disestablished.
Targets and Budgets	Analyst	Reduction in roles across cohort.

Impact of proposals

CCMRE – MARKETS

Team	Current role	Proposed impact
Markets	General Manager	Out of scope
Markets	Principal Economist	Reduction in roles across cohort.
Emissions Pricing Policy	Manager	Reduction in roles across cohort. Title change to Manager - Sector Policy. Change of reporting line to GM Mitigation Policy. Team name change to Sector Policy.
Emissions Pricing Policy	Senior Policy Analyst	Reduction in roles across cohort. Title change to Senior Analyst - Policy. Change of unit to Mitigation Policy. Team name change to Sector Policy.
Emissions Pricing Policy	Senior Analyst	Reduction in roles across cohort. Fixed term Senior Analyst position disestablished
Emissions Pricing Policy	Policy Analyst	Reduction in roles across cohort. Title change to Analyst - Policy. Change of unit to Mitigation Policy. Team name change to Sector Policy.
Emissions Pricing Policy	Principal Analyst	Reduction in roles across cohort.
ETS Policy	Manager	Reduction in roles across cohort. Title change to Manager - Emissions Trading Scheme Policy. Change of team name to Emissions Trading Scheme Policy.
ETS Policy	Policy Analyst	Reduction in roles across cohort. Change of team name to Emissions Trading Scheme Policy. Title change to Analyst - Policy.
ETS Policy	Principal Policy Analyst	Reduction in roles across cohort. Title change to Principal Advisor - Policy. Change of team name to Emissions Trading Scheme Policy.
ETS Policy	Senior Policy Analyst	Reduction in roles across cohort. Team name change to Emissions Trading Scheme Policy.

Impact of proposals

CCMRE – MARKETS cont'd

Team	Current role	Proposed impact
International Markets	Manager	Reduction in roles across cohort. Title change to Manager - International Markets and Finance. Team name change to International Markets and Finance
International Markets	Principal Policy Analyst	Reduction in roles across cohort. Title change to Principal Advisor - Policy. Team name change to International Markets and Finance
International Markets	Senior Policy Analyst	Reduction in roles across cohort. Title change to Senior Analyst - Policy. Team name change to International Markets and Finance
International Markets	Senior Analyst	Reduction in roles across cohort.
International Markets	Policy Analyst	Reduction in roles across cohort. Title change to Analyst - Policy. Team name change to International Markets and Finance
Market Assurance and Operations	Manager	Reduction in roles across cohort. Title change to Manager - Market Assurance and Operations
Market Assurance and Operations	Contract Manager	Reduction in roles across cohort.
Market Assurance and Operations	Principal Analyst	Reduction in roles across cohort. Fixed term Principal Analyst position disestablished.
Market Assurance and Operations	Senior Analyst	Reduction in roles across cohort.
Market Assurance and Operations	Analyst	Reduction in roles across cohort. Fixed term Analyst position disestablished.

Impact of proposals

CCMRE – MARKETS cont'd

Team	Current role	Proposed impact
Market Development	Manager	Reduction in roles across cohort. Title change to Manager - Land Use and Removals. Change of reporting line to GM Mitigation Policy.
Market Development	Principal Policy Analyst	Reduction in roles across cohort. Title change to Principal Advisor - Policy. Change of unit to Mitigation Policy.
Market Development	Team Leader	Fixed term Team Leader position disestablished.
Market Development	Senior Policy Analyst	Reduction in roles across cohort. Title change to Senior Analyst - Policy. Change of unit to Mitigation Policy.
Market Development	Senior Analyst	Reduction in roles across cohort.
Market Development	Policy Analyst	Reduction in roles across cohort. Title change to Analyst - Policy. Change of unit to Mitigation Policy.

Impact of proposals

CCMRE – Business Group Leadership Team – Proposed New Roles

Team	Proposed New Role Title	Proposed Purpose and Intent	Essential Experience, Skills, Qualifications
Business Group Leadership Team	Business Group Manager	New role. Partners with the Business Group's leadership team to drive the strategic agenda and business performance within and across portfolios. Acts as a conduit between corporate functions and business group leadership teams. Accountable for ensuring efficient and consistent delivery of business outputs through facilitating strong and consistent corporate practice.	Proven influencing skills and stakeholder management. Prioritisation, coordination and planning. Driving operational efficiency and effectiveness.

CCMRE – Waste Systems and Operations – Proposed New Roles

Team	Proposed New Role Title	Proposed Purpose and Intent	Essential Experience, Skills, Qualifications
Waste Systems and Operations	Senior Platform Manager	New role. Responsible for contract and platform management of the waste system IT platform. Oversee ongoing product delivery and performance, manage business risks, and ensure benefits realisation from the platform.	Vendor relationship management Understanding and experience in applying ITSM/ITIL processes Contract procurement and contract management experience. Risk management. Experience and competency with IT applications and services Project management skills, including Agile.

Partnerships, Investments and Enablement

Proposed structure for consultation



Ministry for the
Environment
Manatū Mō Te Taiao

Understanding the changes for PIE

Partnerships, Investments and Enablement

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.

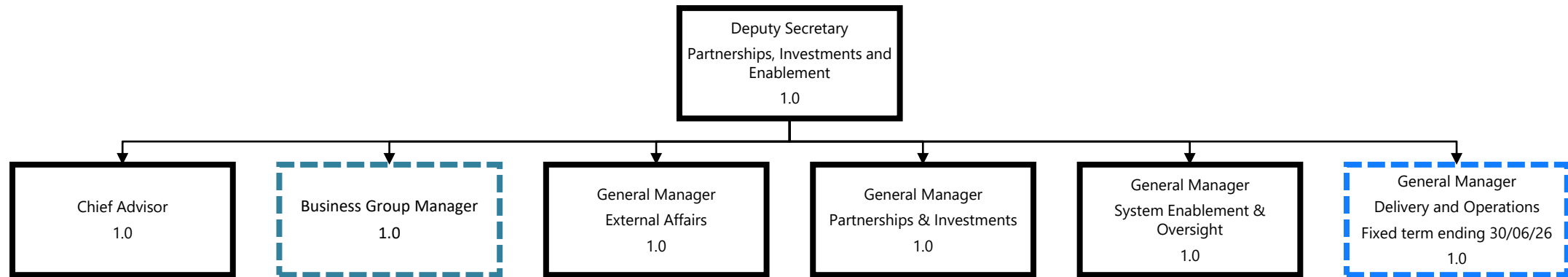
The Partnerships, Investments and Enablement Business Group will reduce in size significantly over two years by consolidating some functions and broadening the remit of others so they're more effective. Specific proposals include:

- Consolidating the ministry's investment functions into PIE. Our investments teams will be more generic across environmental, freshwater and waste sectors.
- Reducing investment in regional engagement and relationship management. Our local engagement activities will reflect the preference for Minister-led engagement and a greater role for Select Committees in developing policy.
- Instead, we will develop a small and strengthened centralised relationship and engagement function within PIE and work closely with Tūmatakōkiri who will take a greater role in Māori engagement and relationship management.
- Communications and Engagement will be renamed External Affairs to reflect its broader remit – including the centralised relationship and engagement function.
- The communications, digital, sponsorship, publications and brand functions will reduce in size, resulting in a more targeted and prioritised service to the Ministry and Ministers. We will look to leverage our external relationships through strengthened connections with local government and other influential stakeholders and partners.
- We will increase our investment into ensuring efficient delivery and operations with a core focus on the Government's Fast-track Approvals legislative work. This includes a strengthened investment in operational capability and reporting functions.
- Alongside this, our system enablement function will become more generic teams, responsible for system oversight and implementation. This represents a move away from freshwater and RM implementation to a range of system level work including leading RM system oversight within the Ministry.
- The international function within Strategic Partnerships will be renamed Strategic Partnerships and International and will provide central oversight and leadership of our international work.

Proposed structure for consultation

PARTNERSHIPS, INVESTMENTS AND ENABLEMENT

Business Group Leadership Team



Key:

Not in scope

Permanent

Fixed term ending
30/6/25

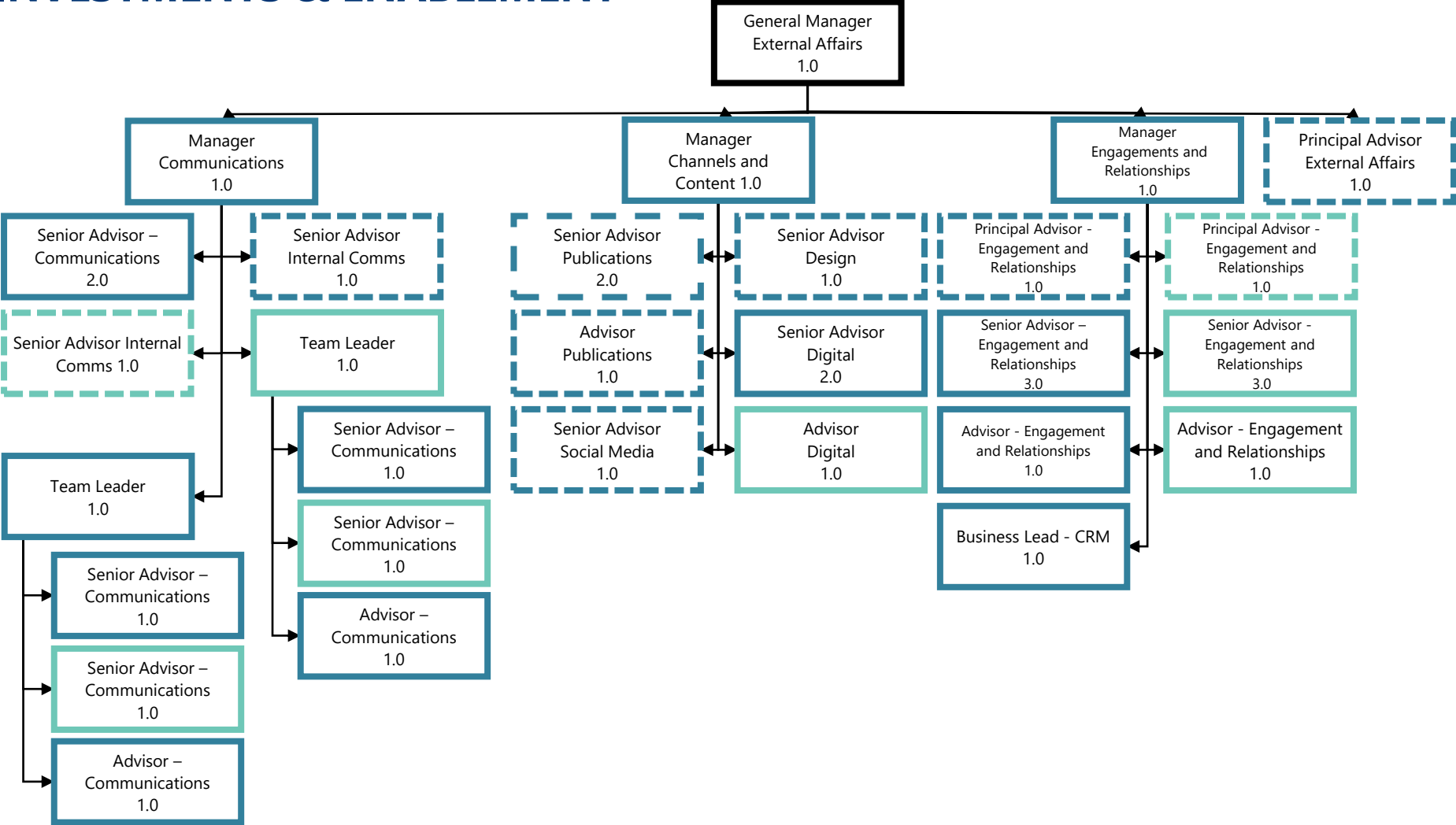
Fixed term ending
30/06/26

* New roles are shown with a dotted frame

Proposed structure for consultation

PARTNERSHIPS, INVESTMENTS & ENABLEMENT

External Affairs



Key:

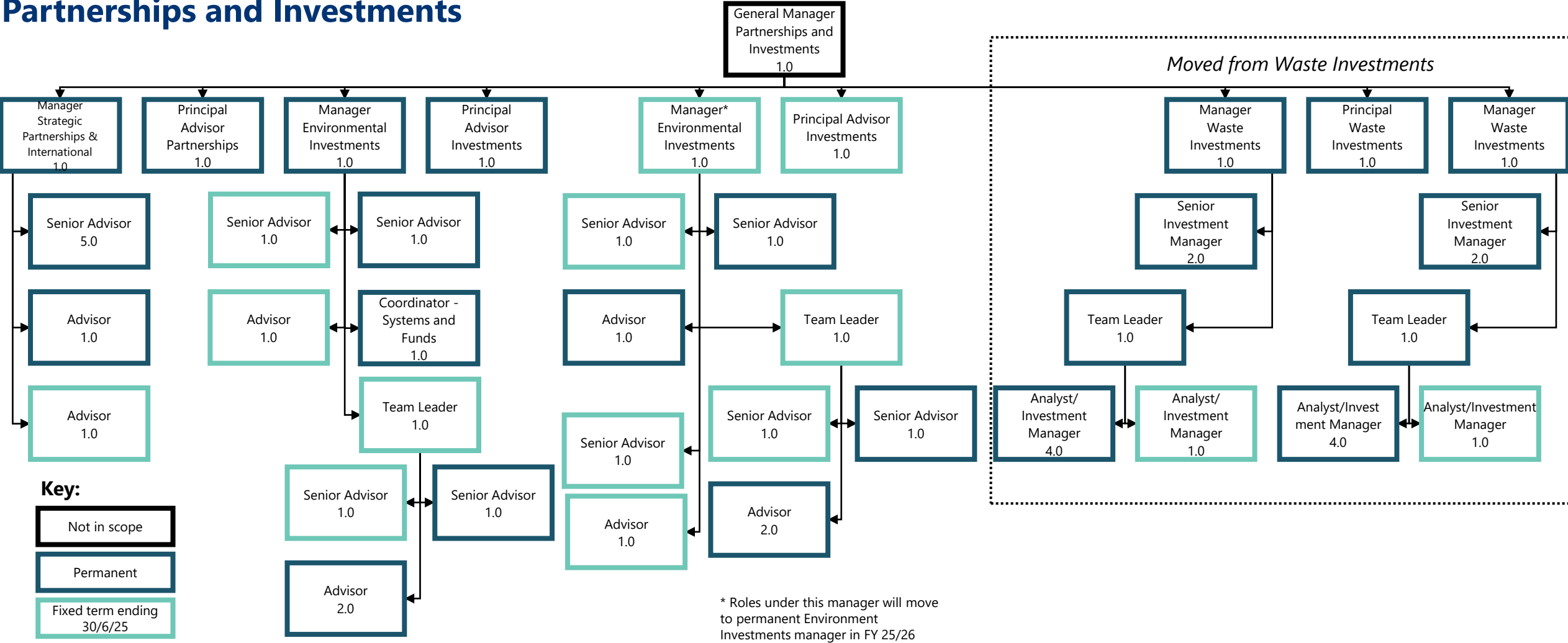
- Not in scope
- Permanent
- Fixed term ending 30/6/25

* New roles are shown with a dotted frame

Proposed structure for consultation

PARTNERSHIPS, INVESTMENTS & ENABLEMENT

Partnerships and Investments

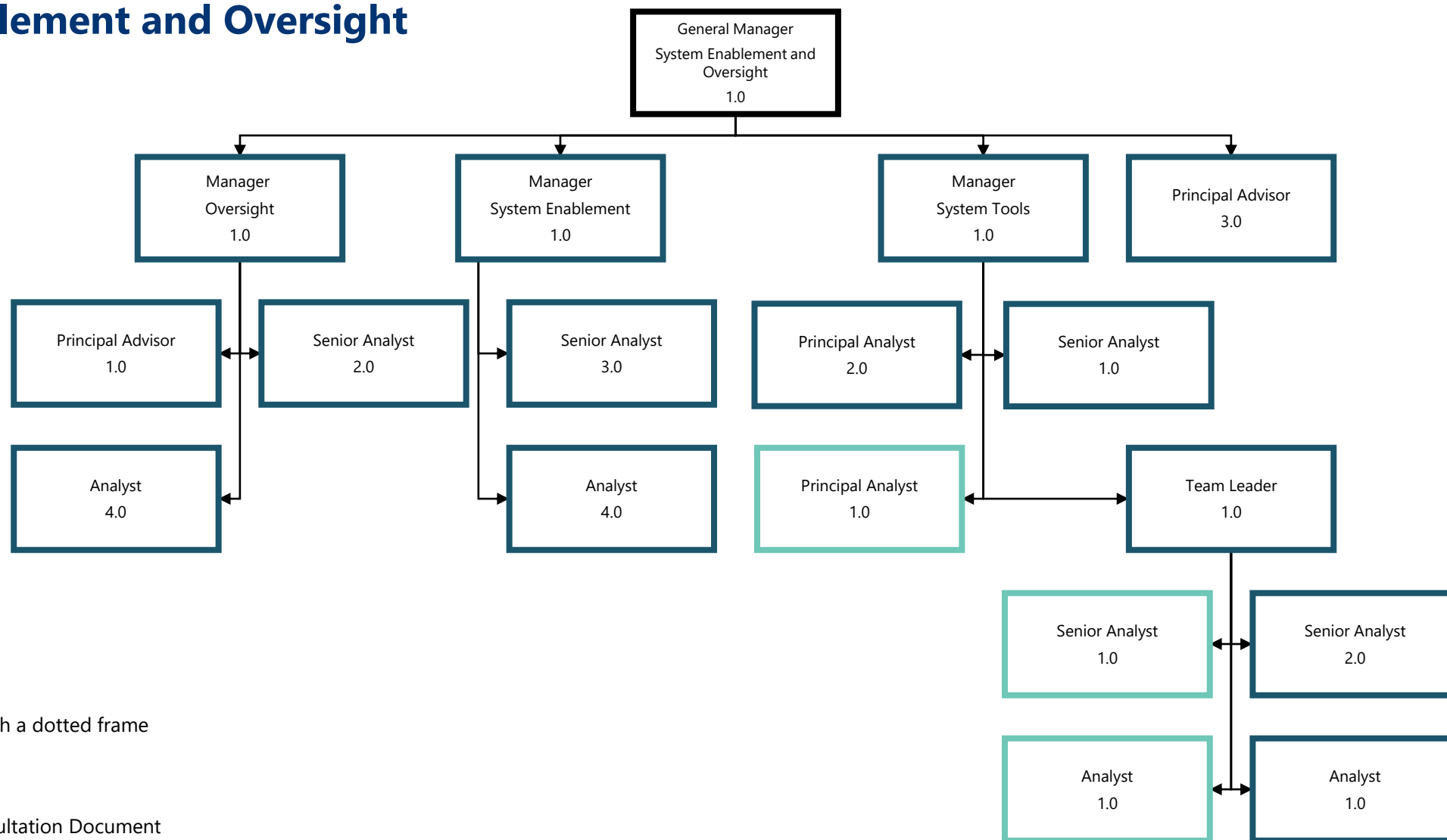


* New roles are shown with a dotted frame

Proposed structure for consultation

PARTNERSHIPS, INVESTMENTS & ENABLEMENT

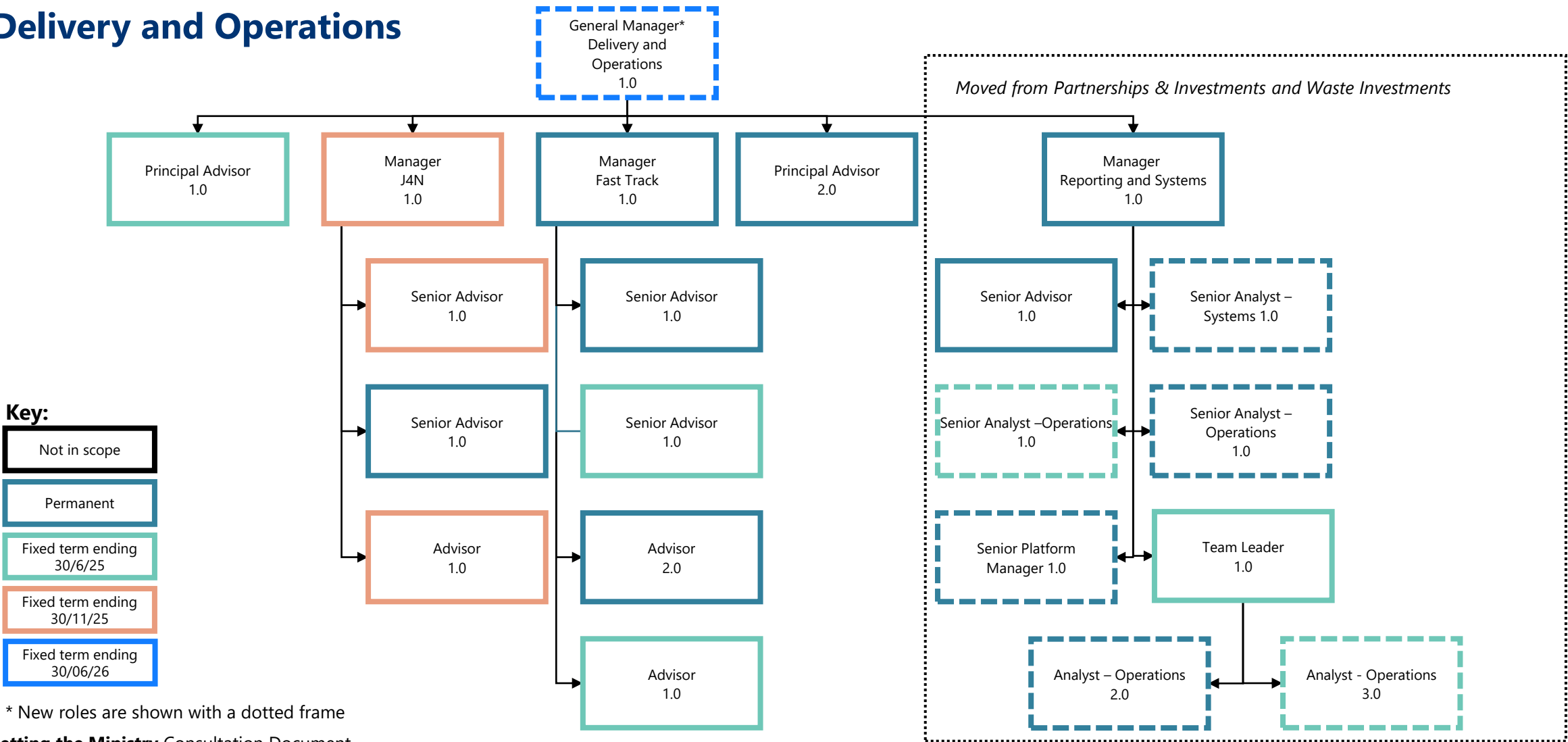
System Enablement and Oversight



Proposed structure for consultation

PARTNERSHIPS, INVESTMENTS & ENABLEMENT

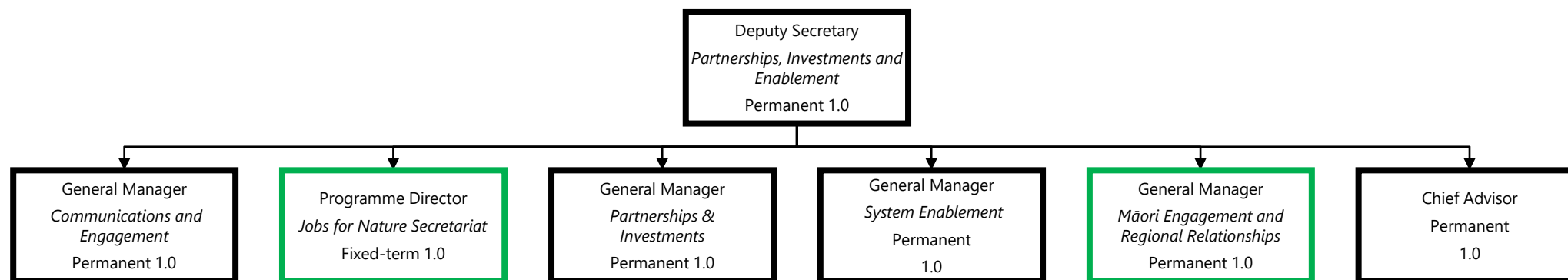
Delivery and Operations



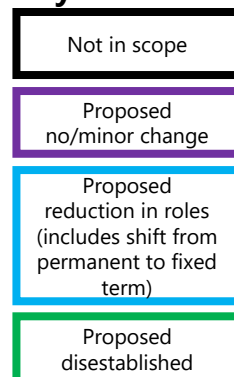
Current structure – Proposed Impact

PARTNERSHIPS, INVESTMENTS AND ENABLEMENT

Business Group Leadership Team

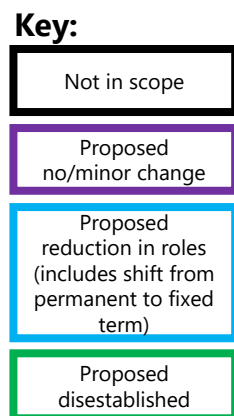


Key:



**Team names are in italics*

Communications and Engagement

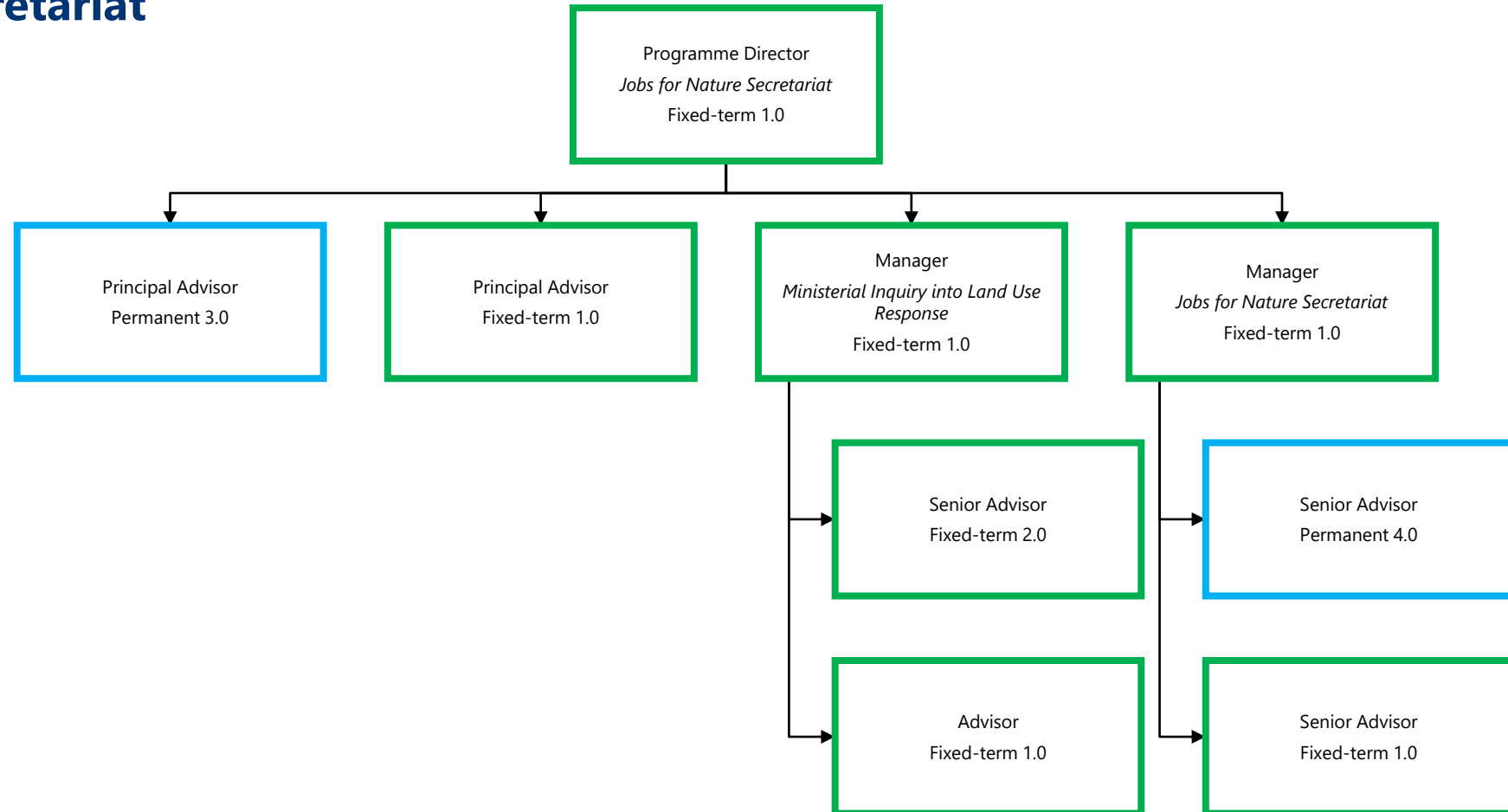


Resetting the Ministry Consultation Document

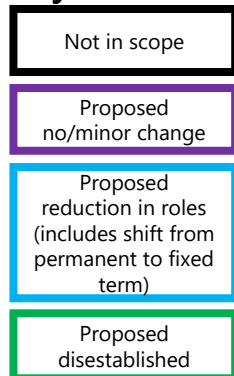
Current structure – Proposed Impact

PARTNERSHIPS, INVESTMENTS AND ENABLEMENT

Jobs for Nature Secretariat



Key:

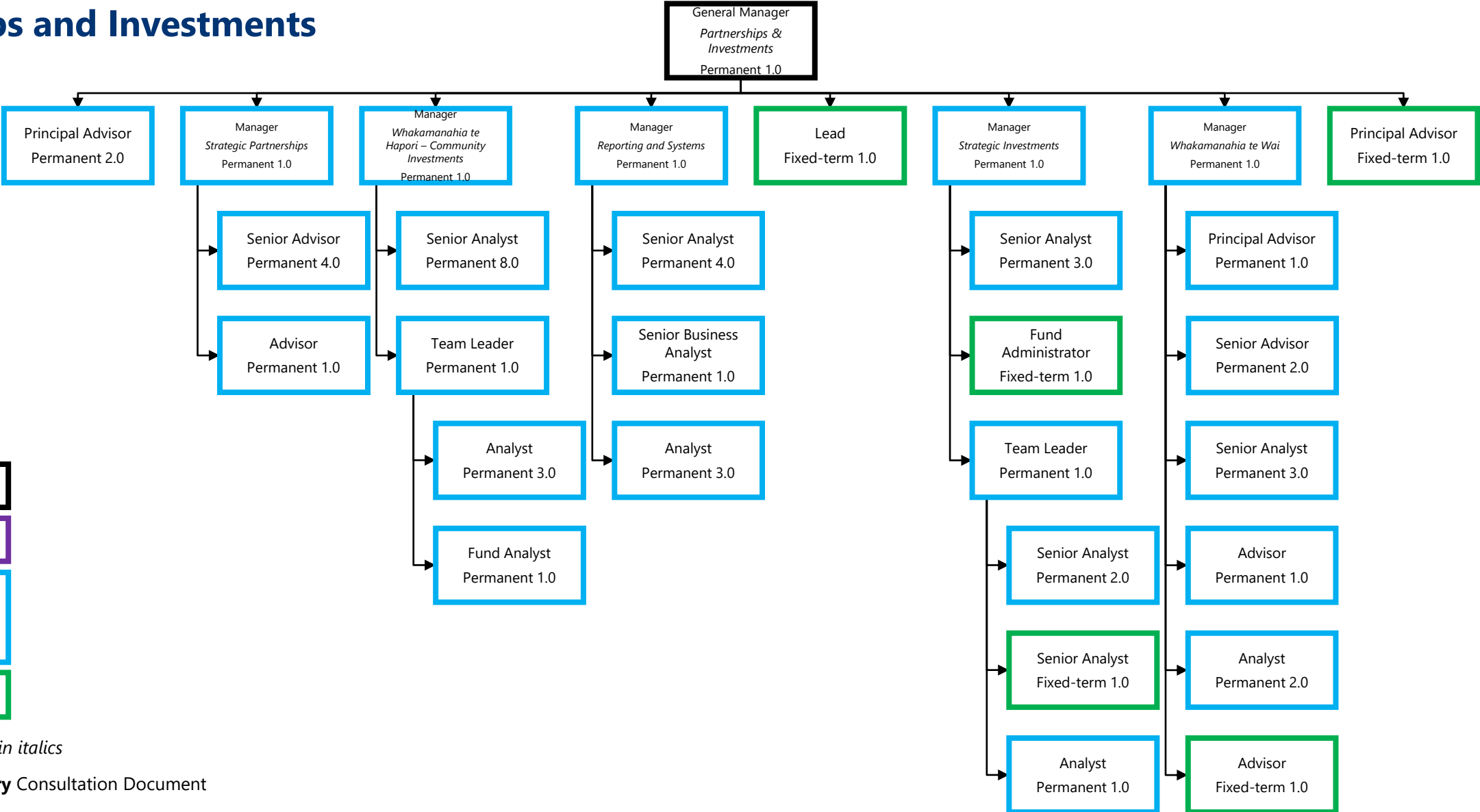


**Team names are in italics*

Current structure – Proposed Impact

PARTNERSHIPS, INVESTMENTS AND ENABLEMENT

Partnerships and Investments



Key:

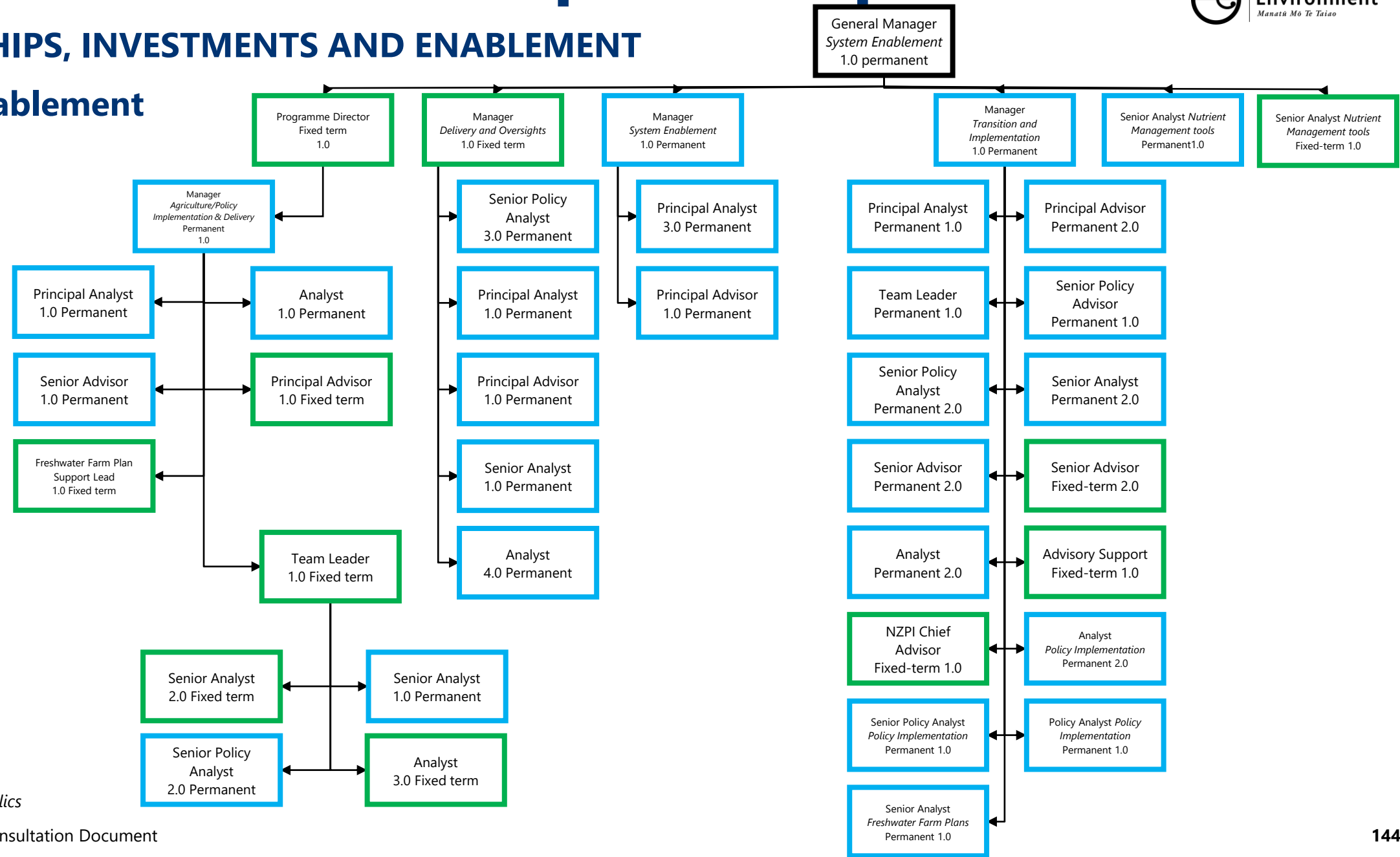
- Not in scope
- Proposed no/minor change
- Proposed reduction in roles (includes shift from permanent to fixed term)
- Proposed disestablished

*Team names are in italics

Current structure – Proposed Impact

PARTNERSHIPS, INVESTMENTS AND ENABLEMENT

Systems Enablement



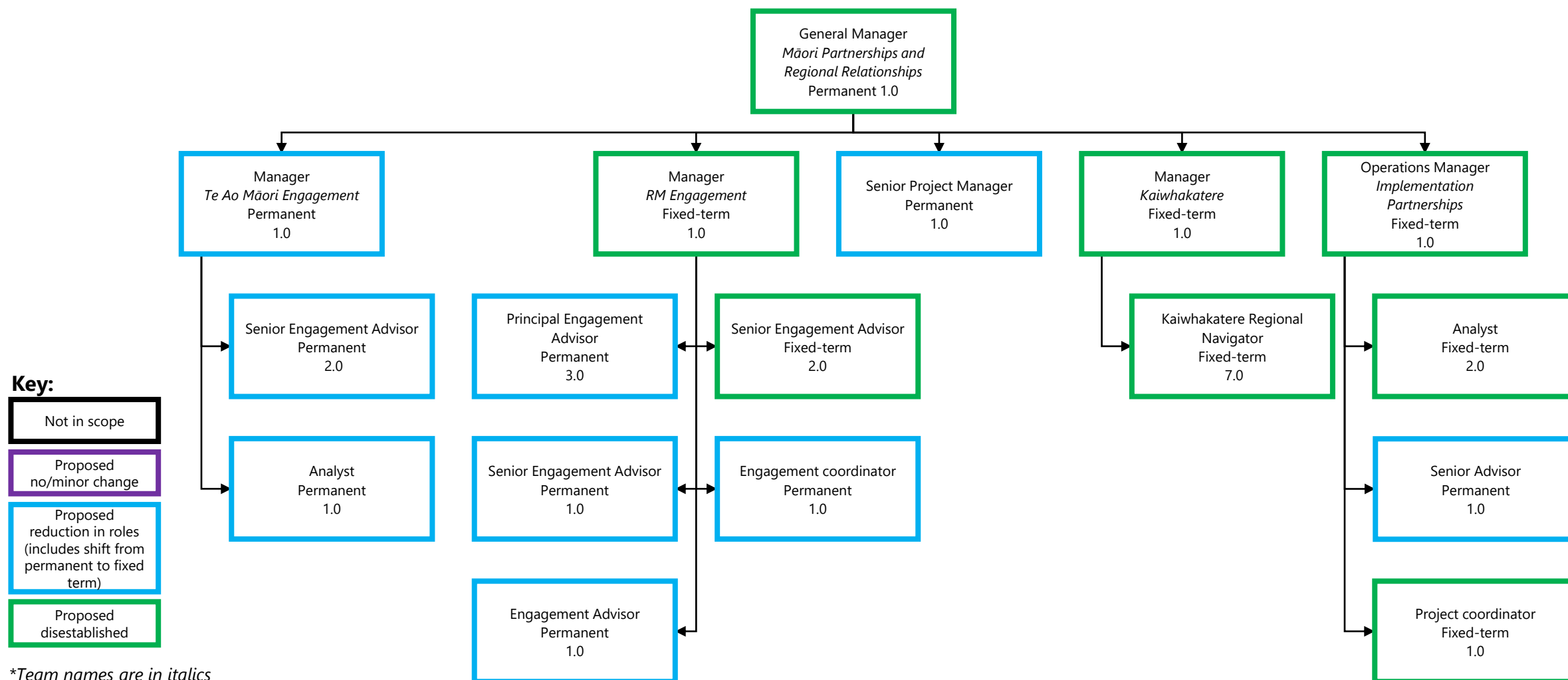
Key:

- Not in scope
- Proposed no/minor change
- Proposed reduction in roles (includes shift from permanent to fixed term)
- Proposed disestablished

*Team names are in italics

Current structure – Proposed Impact

Māori Partnerships and Regional Relationships



Impact of proposals

PIE – BUSINESS GROUP LEADERSHIP TEAM

Team	Current role	Proposed impact
Partnerships Investments and Enablement	Deputy Secretary	Out of scope
Partnerships Investments and Enablement	General Manager (Communications and Engagement)	Out of scope
Partnerships Investments and Enablement	General Manager (System Enablement)	Out of scope
Partnerships Investments and Enablement	General Manager (Partnerships and Investments)	Out of scope
Partnerships Investments and Enablement	General Manager (Māori Engagement and Regional Relationships)	Position disestablished
Partnerships Investments and Enablement	Programme Director	Position disestablished
Partnerships Investments and Enablement	Chief Advisor	Out of scope

Impact of proposals

PIE – COMMUNICATIONS AND ENGAGEMENT

Team	Current role	Proposed impact
Communications and Engagement	General Manager	Out of scope
Communications and Engagement	Principal Advisor Industry Relationships	Reduction in roles across cohort.
Communications and Engagement	Principal Communications Advisor	Reduction in roles across cohort.
Communications	Manager	Reduction in roles across cohort. Title change to Manager - Communications
Communications	Senior Communications Advisor	Reduction in roles across cohort. Fixed term Senior Communications Advisor position disestablished. Title change to Senior Advisor – Communications.
Communications	Communications Advisor	Reduction in roles across cohort. Title change to Advisor - Communications
Communications	Team Leader	Reduction in roles across cohort.
Brand and Experience	Manager	Reduction in roles across cohort.
Brand and Experience	Senior Communications Advisor	Reduction in roles across cohort.
Brand and Experience	Senior Advisor	Reduction in roles across cohort.
Brand and Experience	Communications Advisor	Reduction in roles across cohort.
Brand and Experience	Advisor	Reduction in roles across cohort.
Brand and Experience	Coordinator	Reduction in roles across cohort.

Impact of proposals

PIE – COMMUNICATIONS AND ENGAGEMENT cont'd

Team	Current role	Proposed impact
Engagement Hub	Manager	Reduction in roles across cohort. Title change to Manager - Engagements and Relationships
Engagement Hub	CRM Business Lead	Reduction in roles across cohort.
Engagement Hub	Senior Engagement Advisor	Reduction in roles across cohort. Title change to Senior Advisor - Engagement
Engagement Hub	Engagement Coordinator	Reduction in roles across cohort.
Engagement Hub	Salesforce System Administrator	Fixed term position disestablished.
Digital and Insights	Manager	Reduction in roles across cohort.
Digital and Insights	Digital Advisor	Reduction in roles across cohort. Title change to Advisor - Digital; reporting line change
Digital and Insights	Senior Advisor	Reduction in roles across cohort.
Digital and Insights	Senior Digital Advisor	Reduction in roles across cohort. Title change to Senior Advisor - Digital; reporting line change

Impact of proposals

PIE – JOBS FOR NATURE SECRETARIAT

Team	Current role	Proposed impact
Jobs for Nature Secretariat	Programme Director	Fixed term position disestablished
Jobs for Nature Secretariat	Manager	Fixed term position disestablished
Jobs for Nature Secretariat	Principal Advisor	Reduction in roles across cohort.
Jobs for Nature Secretariat	Senior Advisor	Reduction in roles across cohort.
Ministerial Inquiry into Land Use Response	Manager	Fixed term position disestablished
Ministerial Inquiry into Land Use Response	Principal Advisor	Fixed term position disestablished
Ministerial Inquiry into Land Use Response	Senior Advisor	Fixed term position disestablished
Ministerial Inquiry into Land Use Response	Advisor	Fixed term position disestablished

Impact of proposals

PIE – PARTNERSHIPS AND INVESTMENTS

Team	Current role	Proposed impact
Partnerships and Investments	General Manager	Out of scope
Partnerships and Investments	Principal Advisor	Reduction in roles across cohort. Fixed term Principal Advisor position disestablished. Title change to Principal Advisor - Investments, Principal Advisor - Partnerships
Partnerships and Investments	Lead	Fixed term position disestablished.
Reporting and Systems	Analyst	Reduction in roles across cohort.
Reporting and Systems	Senior Analyst	Reduction in roles across cohort.
Reporting and Systems	Manager	Reduction in roles across cohort.
Reporting and Systems	Senior Business Analyst	Reduction in roles across cohort.
Strategic Partnerships	Manager	Reduction in roles across cohort. Title change to Manager - Strategic Partnerships and International, change in team name to Strategic Partnerships and International
Strategic Partnerships	Senior Advisor	Reduction in roles across cohort. Change in team name to Strategic Partnerships and International
Strategic Partnerships	Advisor	Reduction in roles across cohort. Change in team name to Strategic Partnerships and International

Impact of proposals

PIE – PARTNERSHIPS AND INVESTMENTS cont'd

Team	Current role	Proposed impact
Strategic Investments	Manager	Reduction in roles across cohort.
Strategic Investments	Team Leader	Reduction in roles across cohort.
Strategic Investments	Senior Analyst	Reduction in roles across cohort. Fixed term Senior Analyst position disestablished.
Strategic Investments	Analyst	Reduction in roles across cohort.
Strategic Investments	Fund Administrator	Fixed term position disestablished.
Whakamanahia te Hapori - Community Investments	Manager	Reduction in roles across cohort.
Whakamanahia te Hapori - Community Investments	Team Leader	Reduction in roles across cohort.
Whakamanahia te Hapori - Community Investments	Senior Analyst	Reduction in roles across cohort.
Whakamanahia te Hapori - Community Investments	Analyst	Reduction in roles across cohort.
Whakamanahia te Hapori - Community Investments	Fund Analyst	Reduction in roles across cohort.

Impact of proposals

PIE – PARTNERSHIPS AND INVESTMENTS cont'd

Team	Current role	Proposed impact
Whakamanahia te Wai	Principal Advisor	Reduction in roles across cohort.
Whakamanahia te Wai	Fund Establishment Design Manager	Reduction in roles across cohort.
Whakamanahia te Wai	Senior Analyst	Reduction in roles across cohort.
Whakamanahia te Wai	Senior Advisor	Reduction in roles across cohort.
Whakamanahia te Wai	Advisor	Reduction in roles across cohort. Fixed term Advisor position disestablished.
Whakamanahia te Wai	Analyst	Reduction in roles across cohort.

Impact of proposals

PIE – SYSTEM ENABLEMENT

Team	Current role	Proposed impact
System Enablement	General Manager	Out of scope
Agriculture/Policy Implementation & Delivery	Manager	Reduction in roles across cohort.
Agriculture/Policy Implementation & Delivery	Senior Policy Analyst	Reduction in roles across cohort.
Agriculture/Policy Implementation & Delivery	Principal Analyst	Reduction in roles across cohort.
Agriculture/Policy Implementation & Delivery	Analyst	Reduction in roles across cohort. Fixed term Analyst role disestablished.
Agriculture/Policy Implementation & Delivery	Senior Analyst	Reduction in roles across cohort. Fixed term Senior Analyst roles disestablished.
Agriculture/Policy Implementation & Delivery	Senior Advisor	Reduction in roles across cohort.
Agriculture/Policy Implementation & Delivery	Principal Advisor	Fixed term Principal Advisor role disestablished.
Agriculture/Policy Implementation & Delivery	Freshwater Farm Plan Support Lead	Fixed term Freshwater Farm Plan Support Lead role disestablished.
Agriculture/Policy Implementation & Delivery	Programme Director	Fixed term Programme Director role disestablished.
Agriculture/Policy Implementation & Delivery	Team Leader	Fixed term Team Leader role disestablished.
Freshwater Farm Plans	Senior Analyst	Reduction in roles across cohort.

Impact of proposals

PIE – SYSTEM ENABLEMENT cont'd

Team	Current role	Proposed impact
Nutrient Management Tools	Senior Analyst	Reduction in roles across cohort. Fixed term Senior Analyst position disestablished.
Delivery and Oversight	Manager	Fixed term Manager position disestablished. Title change to Manager - Oversight
Delivery and Oversight	Senior Policy Analyst	Reduction in roles across cohort.
Delivery and Oversight	Principal Analyst	Reduction in roles across cohort.
Delivery and Oversight	Principal Advisor	Reduction in roles across cohort.
Delivery and Oversight	Senior Analyst	Reduction in roles across cohort.
Delivery and Oversight	Analyst	Reduction in roles across cohort.
Policy Implementation	Analyst	Reduction in roles across cohort.
Policy Implementation	Senior Policy Analyst	Reduction in roles across cohort.
Policy Implementation	Policy Analyst	Reduction in roles across cohort.
System Enablement	Manager	Reduction in roles across cohort.
System Enablement	Principal Analyst	Reduction in roles across cohort.
System Enablement	Principal Advisor	Reduction in roles across cohort.

Impact of proposals

PIE – SYSTEM ENABLEMENT cont'd

Team	Current role	Proposed impact
Transition and Implementation	Analyst	Reduction in roles across cohort.
Transition and Implementation	Senior Analyst	Reduction in roles across cohort.
Transition and Implementation	Senior Policy Advisor	Reduction in roles across cohort.
Transition and Implementation	Manager	Reduction in roles across cohort.
Transition and Implementation	Senior Policy Analyst	Reduction in roles across cohort.
Transition and Implementation	Principal Advisor	Reduction in roles across cohort.
Transition and Implementation	Principal Analyst	Reduction in roles across cohort.
Transition and Implementation	Advisory Support	Consultant position disestablished.
Transition and Implementation	Senior Advisor	Reduction in roles across cohort. Fixed term Senior Advisor position disestablished.
Transition and Implementation	Team Leader	Reduction in roles across cohort.
Transition and Implementation	Consultant - NZPI Chief Advisor	Consultant position disestablished.

Impact of proposals

PIE – Business Group Leadership Team – Proposed New Roles

Team	Proposed New Role Title	Proposed Purpose and Intent	Essential Experience, Skills, Qualifications
Business Group Leadership Team	Business Group Manager	New role. Partners with the Business Group's leadership team to drive the strategic agenda and business performance within and across portfolios. Acts as a conduit between corporate functions and business group leadership teams. Accountable for ensuring efficient and consistent delivery of business outputs through facilitating strong and consistent corporate practice.	Proven influencing skills and stakeholder management. Prioritisation, coordination and planning. Driving operational efficiency and effectiveness.
Business Group Leadership Team	General Manager Delivery and Operations	New role. Leading the people and work delivery of the Delivery and Operations unit.	Standard.

Impact of proposals

PIE – MĀORI PARTNERSHIPS AND REGIONAL RELATIONSHIPS

Team	Current role	Proposed impact
Māori Partnerships and Regional Relationships	General Manager	Position disestablished.
Māori Partnerships and Regional Relationships	Senior Project Manager	Reduction in roles across cohort. Moving to SSP.
Implementation Partnerships	Senior Advisor	Reduction in roles across cohort.
Implementation Partnerships	Operations Manager	Fixed term position disestablished.
Implementation Partnerships	Analyst	Fixed term position disestablished.
Implementation Partnerships	Project Coordinator	Fixed term position disestablished.
Kaiwhakatere	Manager	Fixed term position disestablished.
Kaiwhakatere	Kaiwhakatere Regional Navigator	Fixed term position disestablished.
Kaiwhakatere	Kaiwhakatere Regional Navigator	Fixed term position disestablished.
Kaiwhakatere	Kaiwhakatere Regional Navigator	Fixed term position disestablished.
Kaiwhakatere	Kaiwhakatere Regional Navigator	Fixed term position disestablished.
Kaiwhakatere	Kaiwhakatere Regional Navigator	Fixed term position disestablished.
Kaiwhakatere	Kaiwhakatere Regional Navigator	Fixed term position disestablished.
Kaiwhakatere	Kaiwhakatere Regional Navigator	Fixed term position disestablished.
Kaiwhakatere	Kaiwhakatere Regional Navigator	Fixed term position disestablished.

Impact of proposals

PIE – MĀORI PARTNERSHIPS AND REGIONAL RELATIONSHIPS

Team	Current role	Proposed impact
RM Engagement	Manager	Fixed term position disestablished.
RM Engagement	Principal Engagement Advisor	Reduction in roles across cohort.
RM Engagement	Engagement Coordinator	Reduction in roles across cohort.
RM Engagement	Senior Engagement Advisor	Reduction in roles across cohort. Fixed term Senior Engagement Advisor positions disestablished.
RM Engagement	Engagement Advisor	Reduction in roles across cohort.
Te Ao Maori Engagement	Manager	Reduction in roles across cohort.
Te Ao Maori Engagement	Analyst	Reduction in roles across cohort.
Te Ao Maori Engagement	Senior Engagement Advisor	Reduction in roles across cohort.

Impact of proposals

PIE – External Affairs – Proposed New Roles

Team	Proposed New Role Title	Proposed Purpose and Intent	Essential Experience, Skills, Qualifications
External Affairs	Principal Advisor – External Affairs	New role. Principal Advisor with a focus across External Affairs.	Standard.
Communications	Senior Advisor - Internal Comms	New role. Senior Advisor with a focus on internal communications.	Standard.
Channels and Content	Senior Advisor - Publications	New role. Senior Advisor with a focus on publications.	Standard.
Channels and Content	Senior Advisor - Design	New role. Senior Advisor with a focus on Design.	Standard.
Channels and Content	Advisor - Publications	New role. Advisor with a focus on Publications.	Standard.
Channels and Content	Senior Advisor - Social Media	New role. Senior Advisor with a focus on Social Media.	Standard.
Engagements and Relationships	Principal Advisor - Engagement and Relationships	New role. Principal Advisor with a focus on Engagement and Relationships.	Standard.

Impact of proposals

PIE – System Enablement and Oversight – Proposed New Roles

Team	Proposed New Role Title	Proposed Purpose and Intent	Essential Experience, Skills, Qualifications
Reporting and Systems	Senior Analyst – Operations	New role. - Supporting and working with the Enquire Fund Management System. - Operational reporting on progress, outputs etc as required for oversight and governance - Internal audit/assurance and risk management approach for the investments - Using operational fund management data to improve business intelligence and better demonstrate the outcomes and impact achieved through investments, increase efficiency and minimise risk	- Previous experience administering fund/grants or investments. - Operational process/workflow management (Business Analyst, Lean/Sigma Six type training or equivalent experience) - Risk/internal audit/assurance experience. - Business intelligence/ performance reporting - Experience /understanding of technical system solutions (and their limitations) for administering processes.
Reporting and Systems	Analyst – Operations	New role. - Supporting and working with the Enquire Fund Management System. - Operational reporting on progress, outputs etc as required for oversight and governance - Internal audit/assurance and risk management approach for the investments - Using operational fund management data to improve business intelligence and better demonstrate the outcomes and impact achieved through investments, increase efficiency and minimise risk	- Previous experience administering fund/grants or investments. - Operational process/workflow management (Business Analyst, Lean/Sigma Six type training or equivalent experience) - Risk/internal audit/assurance experience. - Business intelligence/ performance reporting - Experience /understanding of technical system solutions (and their limitations) for administering processes.
Reporting and Systems	Senior Analyst - Systems	New role. Responsible for system and processes of the Funds Management System.	Experience with funds management operations and technology systems. Expertise in the design and implementation of investment processes from pre-application through to evaluation. Expertise in process improvement tools and techniques to analyse business processes. Ability to translate a business improvement need into a system solution.
Reporting and Systems	Senior Platform Manager	New role. Responsible for contract and platform management of the waste system IT platform. Oversee ongoing product delivery and performance, manage business risks, and ensure benefits realisation from the platform.	Vendor relationship management Understanding and experience in applying ITSM/ITIL processes Contract procurement and contract management experience. Risk management. Experience and competency with IT applications and services Project management skills, including Agile.

Business Transformation and Services

Proposed structure for consultation



Ministry for the
Environment
Manatū Mō Te Taiao

Understanding the changes for BTS

Business Transformation and Services

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.

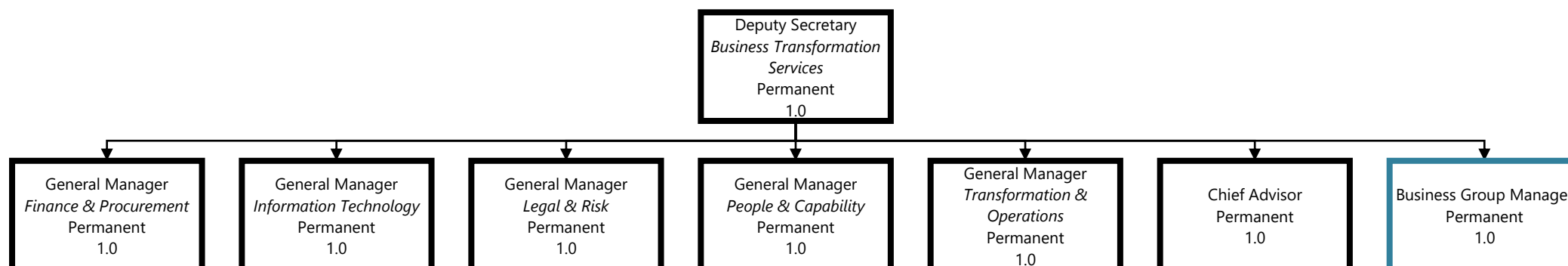
As the group responsible for transformation, a key focus of BTS is to support the Ministry's transition to a smaller organisation that works differently. The Operating Model Review recommended we strengthen centralised functions to make them more effective and efficient and streamline our systems and processes so kaimahi could be clear about what they can expect from the group, and what BTS will need from them. Under the proposals:

- BTS would decrease in number from 221 to 135 FTE in 2025/26. At this level, the group would make up about 20 percent of the Ministry's staff. As business groups got smaller, so would the demand for most corporate services. In the short-term, additional resources would be put in place to support the Ministry's transition as a whole.
- The rest of the Ministry would become accustomed to a more structured service where requests are prioritised and responded to in line with urgency and impact. Where appropriate, we'd refer customers to self-service resources. This will help BTS focus on providing more advisory services than transactional tasks and enable us to progressively improve the Ministry's underlying systems and processes.
- Improving how we work takes time and effort, and we would sequence this mahi carefully alongside business-as-usual activities, at a pace we can manage. In this context, other features of the proposal include:
 - Creating a new central function in the Transformation & Operations unit to coordinate service requests for BTS. The function would help manage workload by pointing customers to self-service tools and resources, enabling the group to focus on the highest value services.
 - Moving from a 1:1 to a 1:2 support ratio in the Personal Assistant cohort; the Project/Programme Coordinator group will also reduce, in line with a smaller programme management function in SSP and reduced use of formal programme and project management in general.
 - Bringing together the Procurement team and the commercial roles from the Legal function into a new Procurement & Commercial team in the Finance & Procurement business unit.
 - Merging the Talent and OD teams to create a new Culture & Capability team in the People & Capability business unit. This change recognises the Ministry's reducing size will see less need for recruitment
 - Advisory roles across the group becoming more general in nature.

Proposed structure for consultation

BUSINESS TRANSFORMATION SERVICES

Business Group Leadership Team



Key:

Not in scope

Permanent

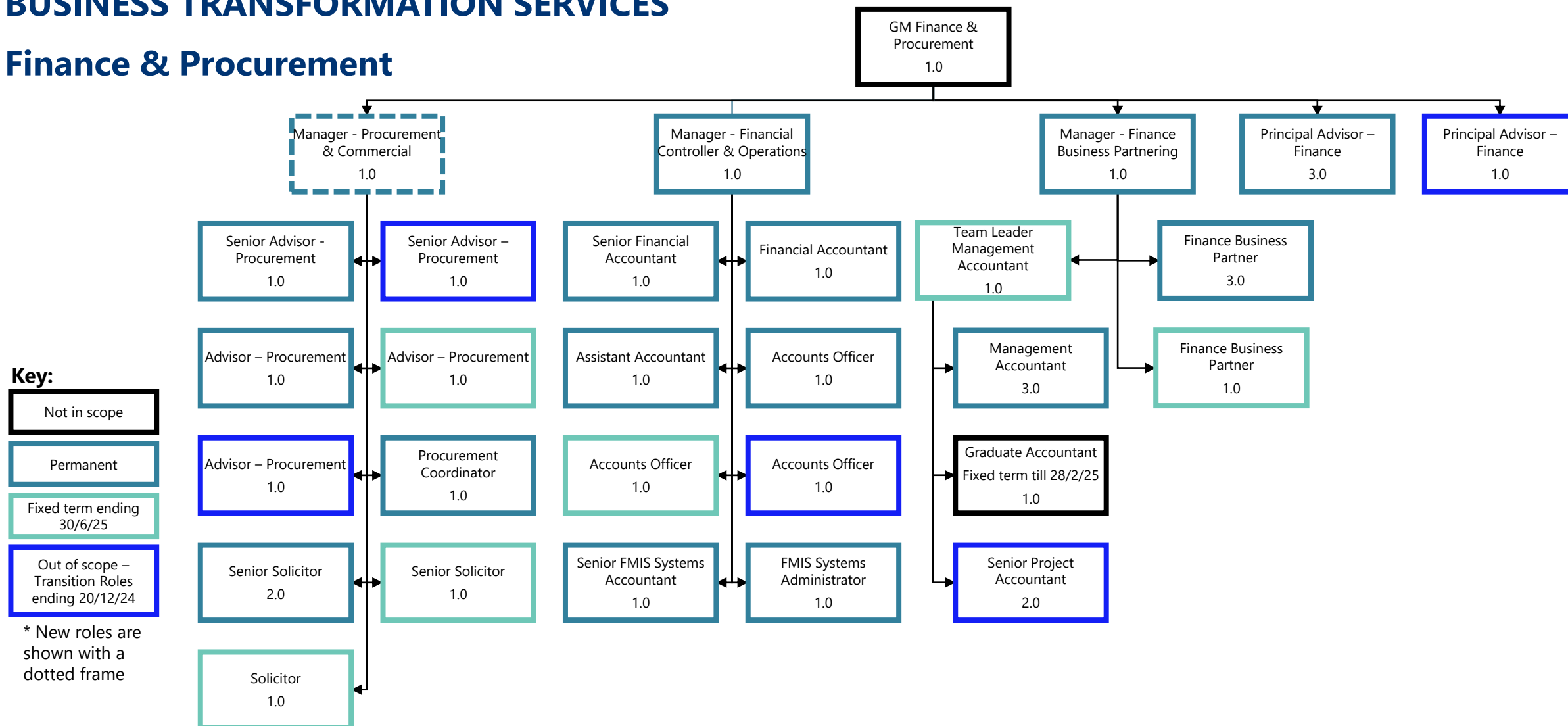
Fixed term ending
30/6/25

* New roles are
shown with a
dotted frame

Proposed structure for consultation

BUSINESS TRANSFORMATION SERVICES

Finance & Procurement



Proposed structure for consultation

BUSINESS TRANSFORMATION SERVICES

Information Technology

Key:

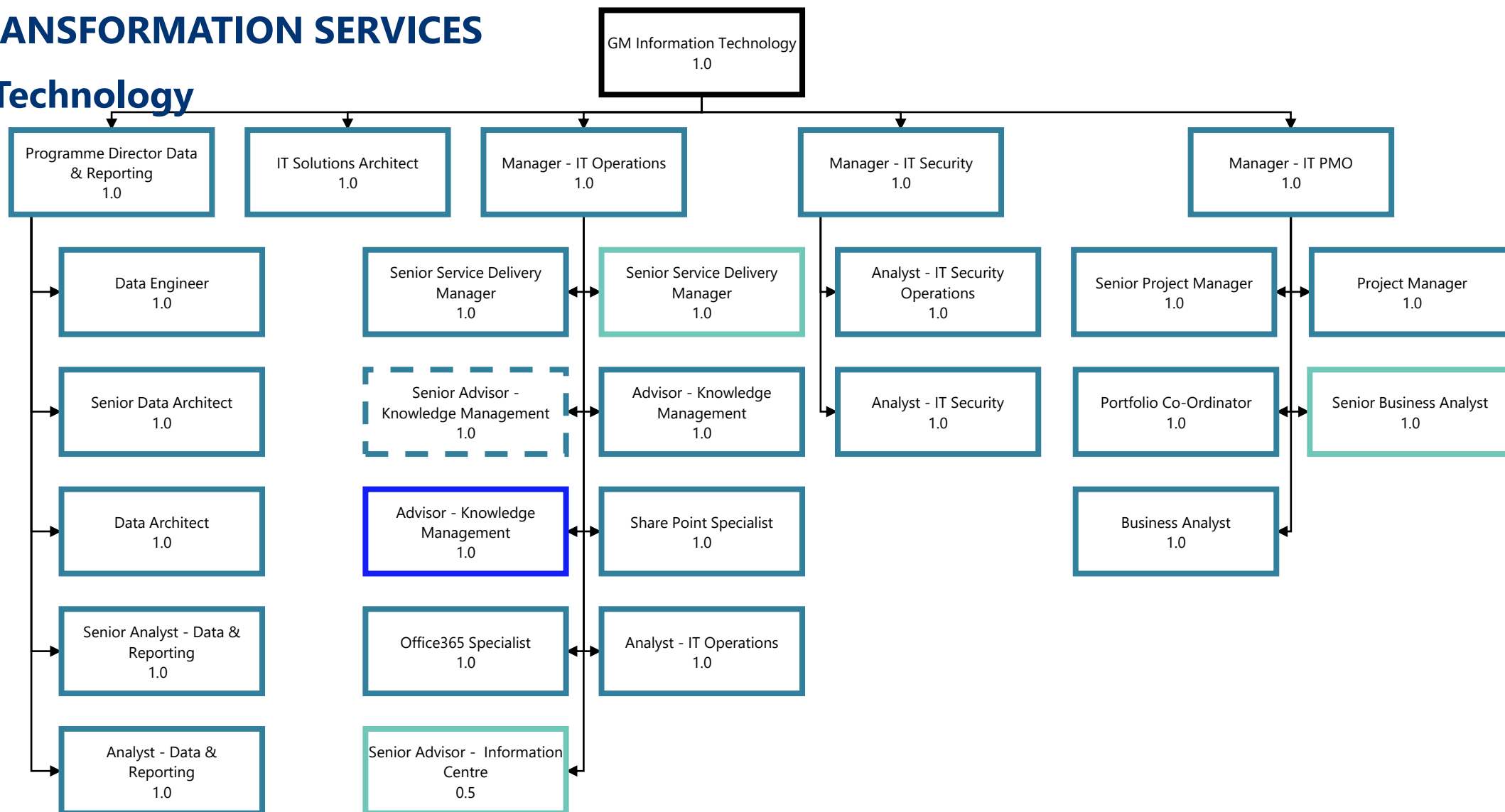
Not in scope

Permanent

Fixed term ending
30/6/25

Out of scope –
Transition Roles
ending 20/12/24

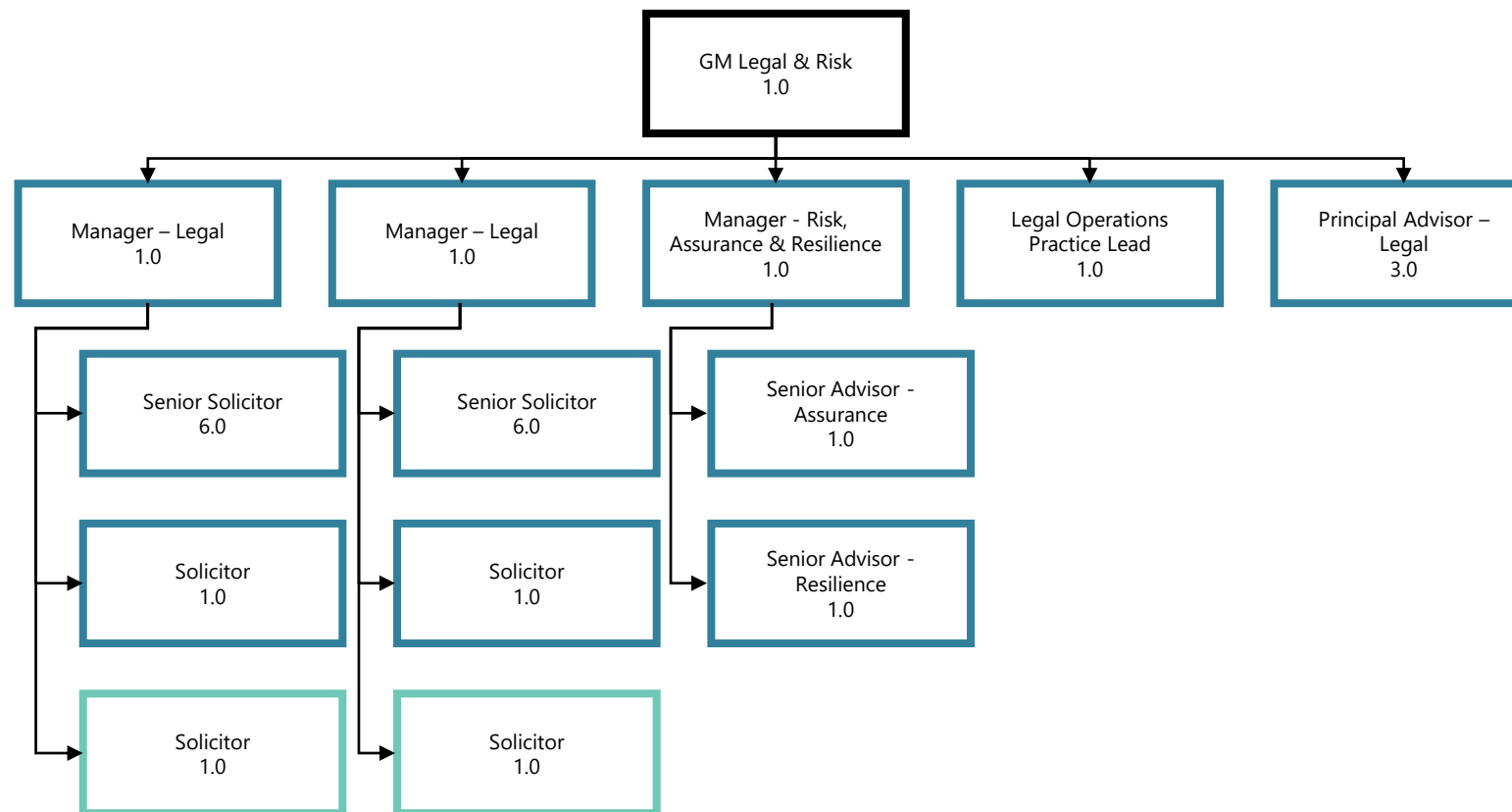
* New roles are
shown with a
dotted frame



Proposed structure for consultation

BUSINESS TRANSFORMATION SERVICES

Legal & Risk



Key:

Not in scope

Permanent

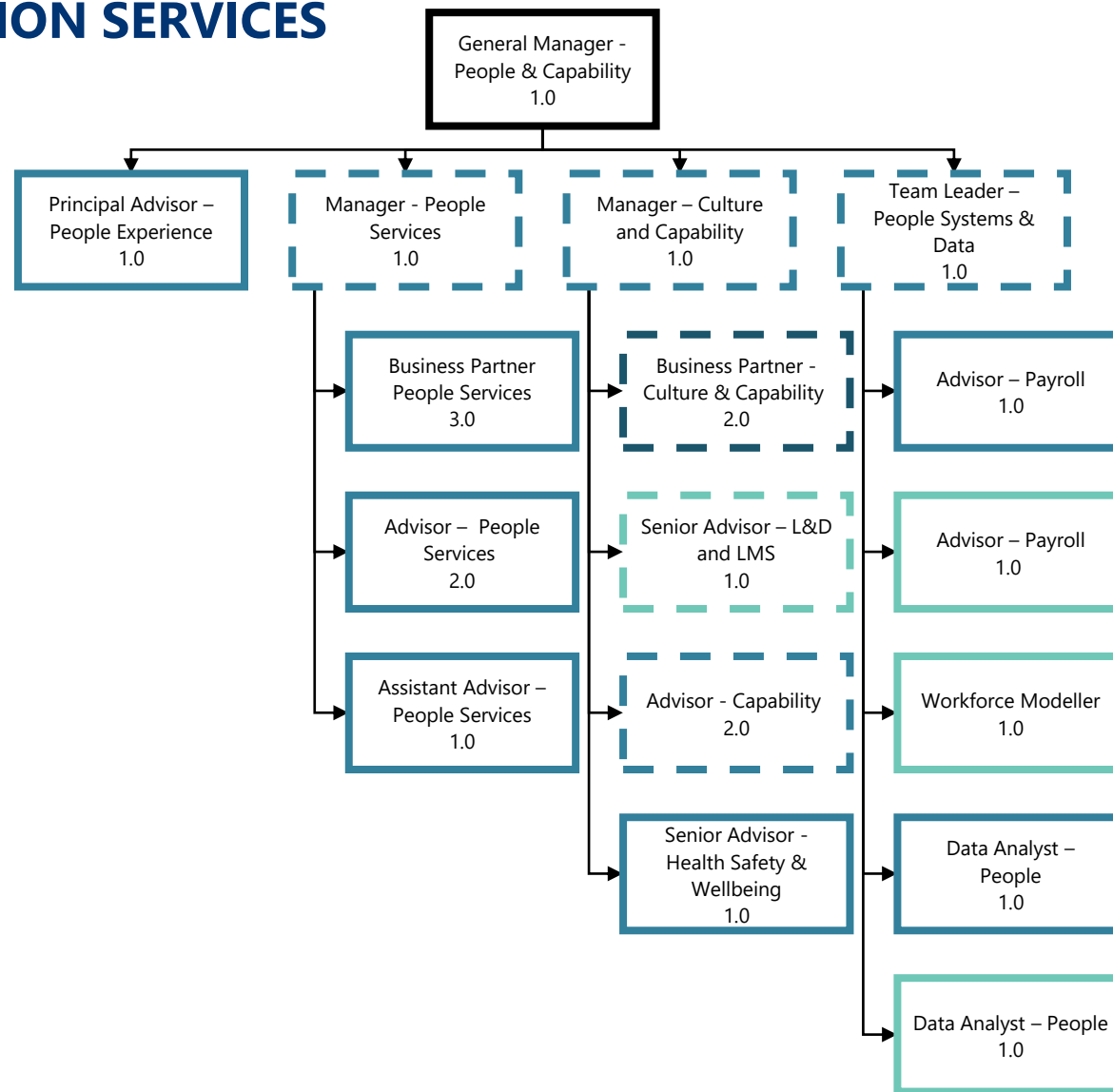
Fixed term ending
30/6/25

* New roles are shown with a dotted frame

Proposed structure for consultation

BUSINESS TRANSFORMATION SERVICES

People & Capability



Key:

Not in scope

Permanent

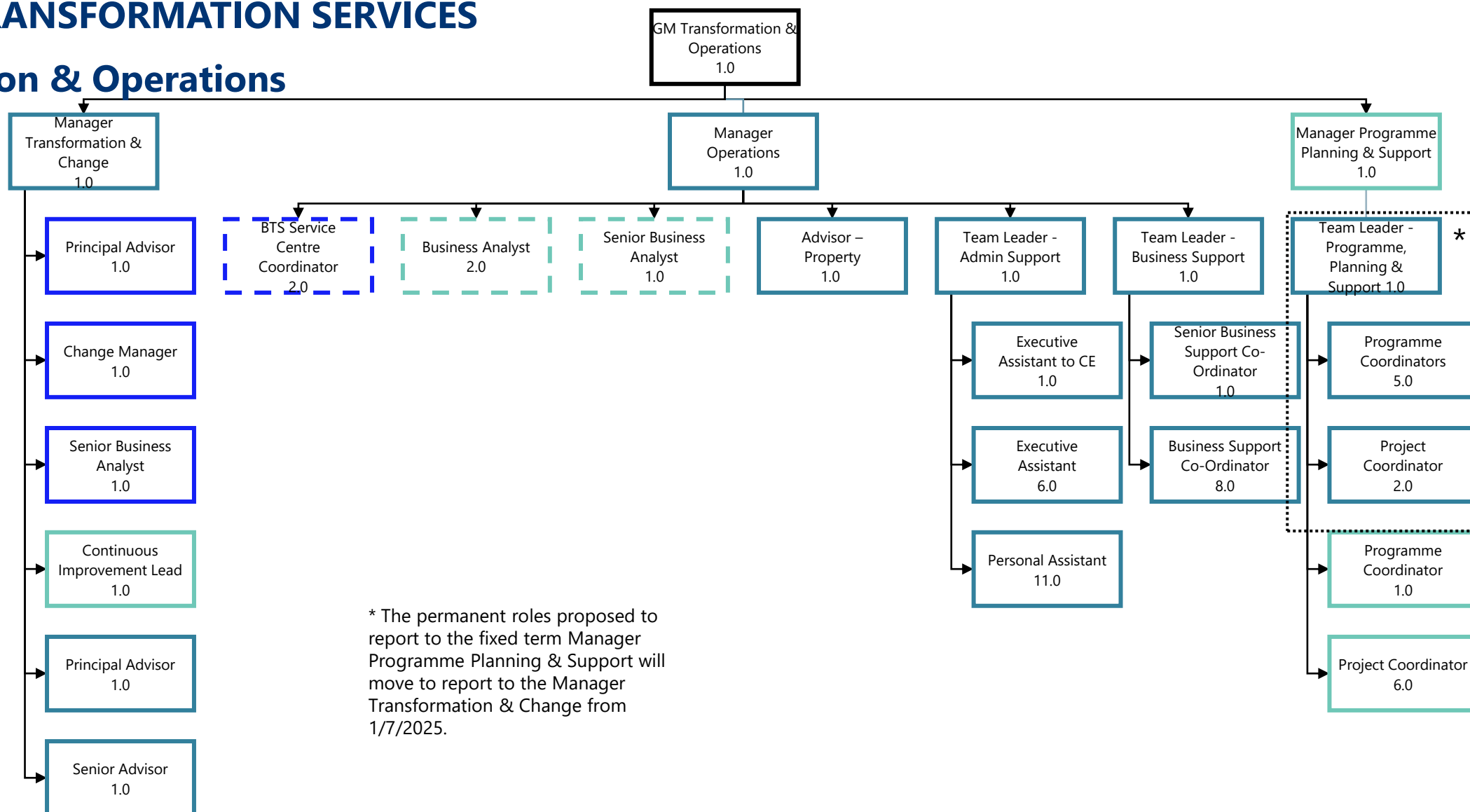
Fixed term ending
30/6/25

* New roles are
shown with a
dotted frame

Proposed structure for consultation

BUSINESS TRANSFORMATION SERVICES

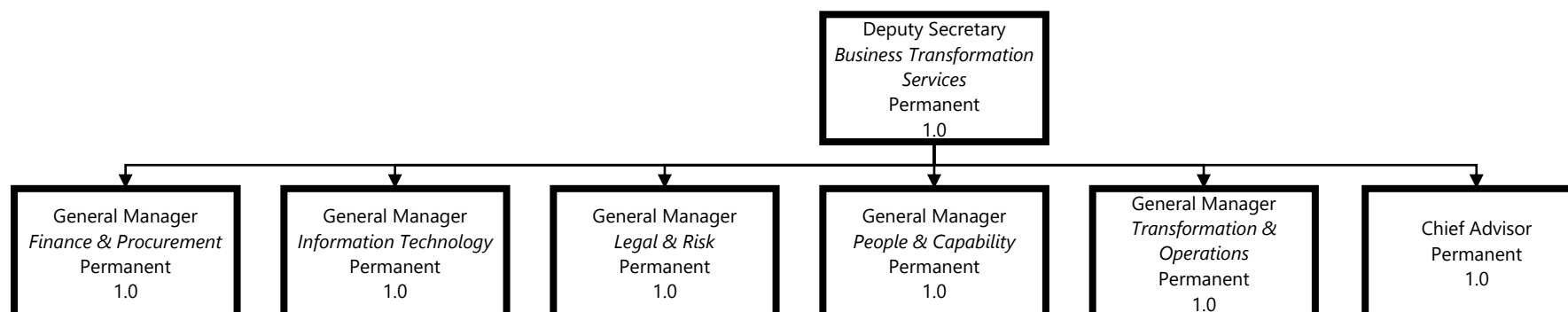
Transformation & Operations



Current structure – Proposed Impact

BUSINESS TRANSFORMATION SERVICES

Business Group Leadership Team



Key:

Not in scope

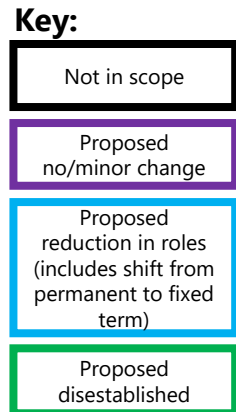
Proposed
no/minor change

Proposed
reduction in roles
(includes shift from
permanent to fixed
term)

Proposed
disestablished

**Team names are in italics*

Finance & Procurement

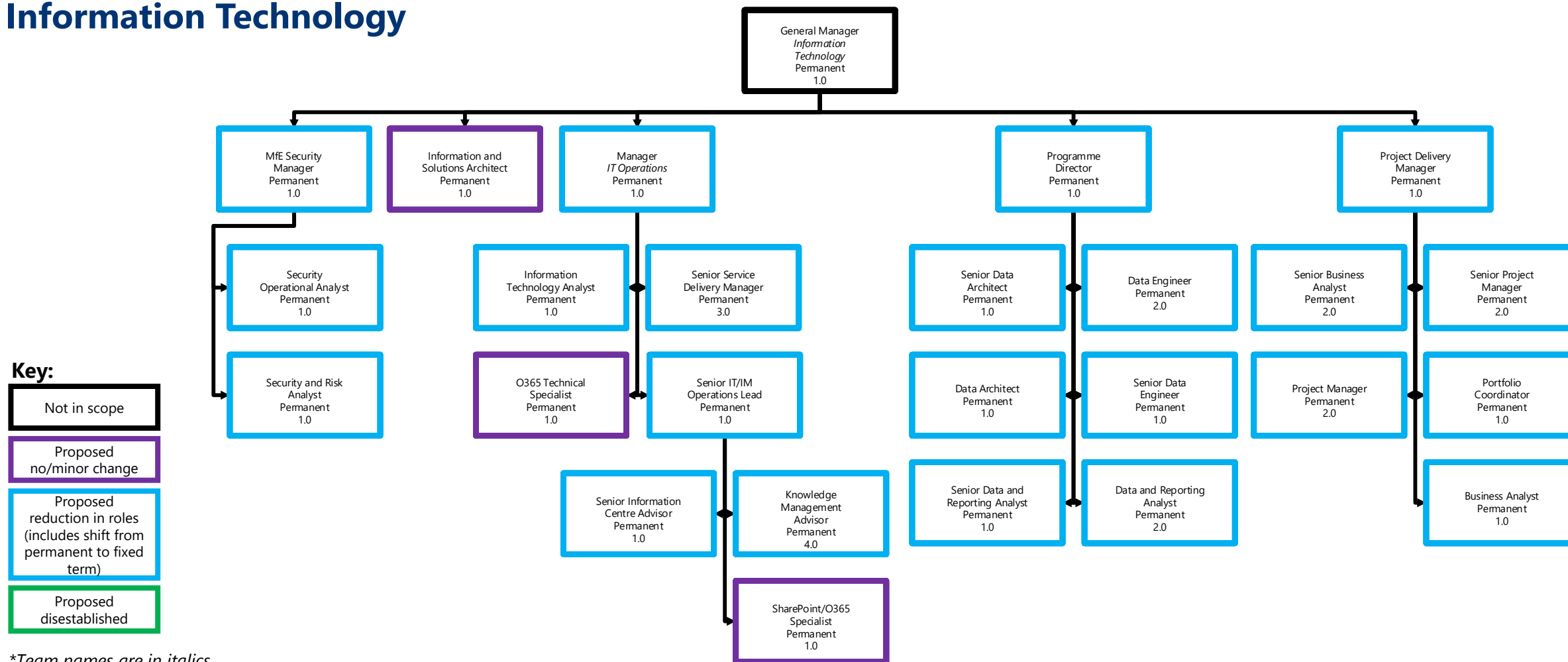


Resetting the Ministry Consultation Document

Current structure – Proposed Impact

BUSINESS TRANSFORMATION SERVICES

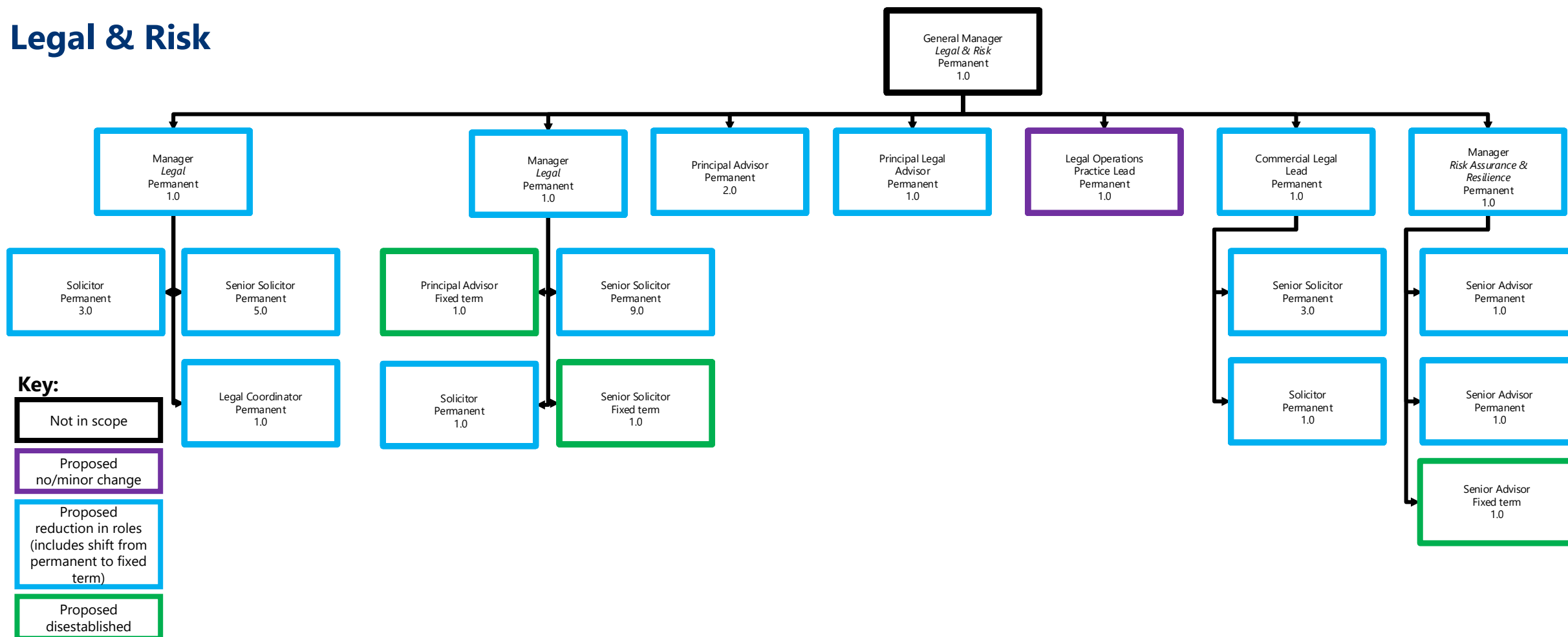
Information Technology



Current structure – Proposed Impact

BUSINESS TRANSFORMATION SERVICES

Legal & Risk

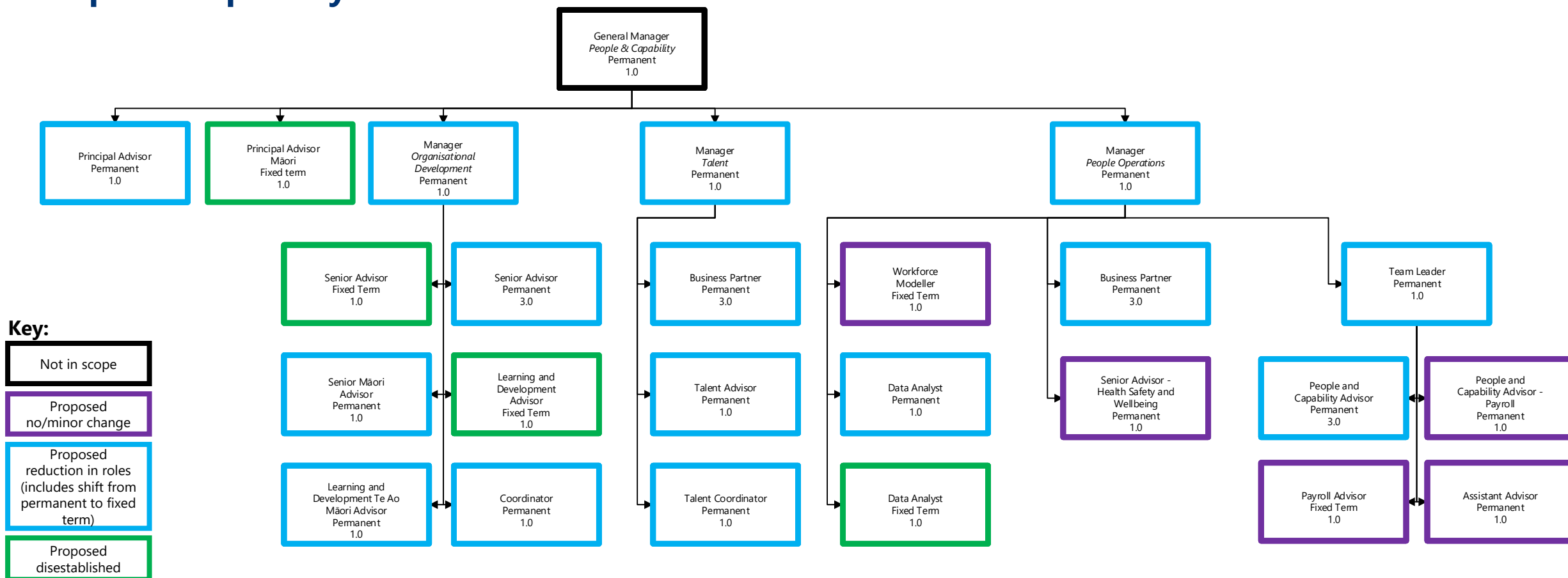


*Team names are in italics

Current structure – Proposed Impact

BUSINESS TRANSFORMATION SERVICES

People & Capability

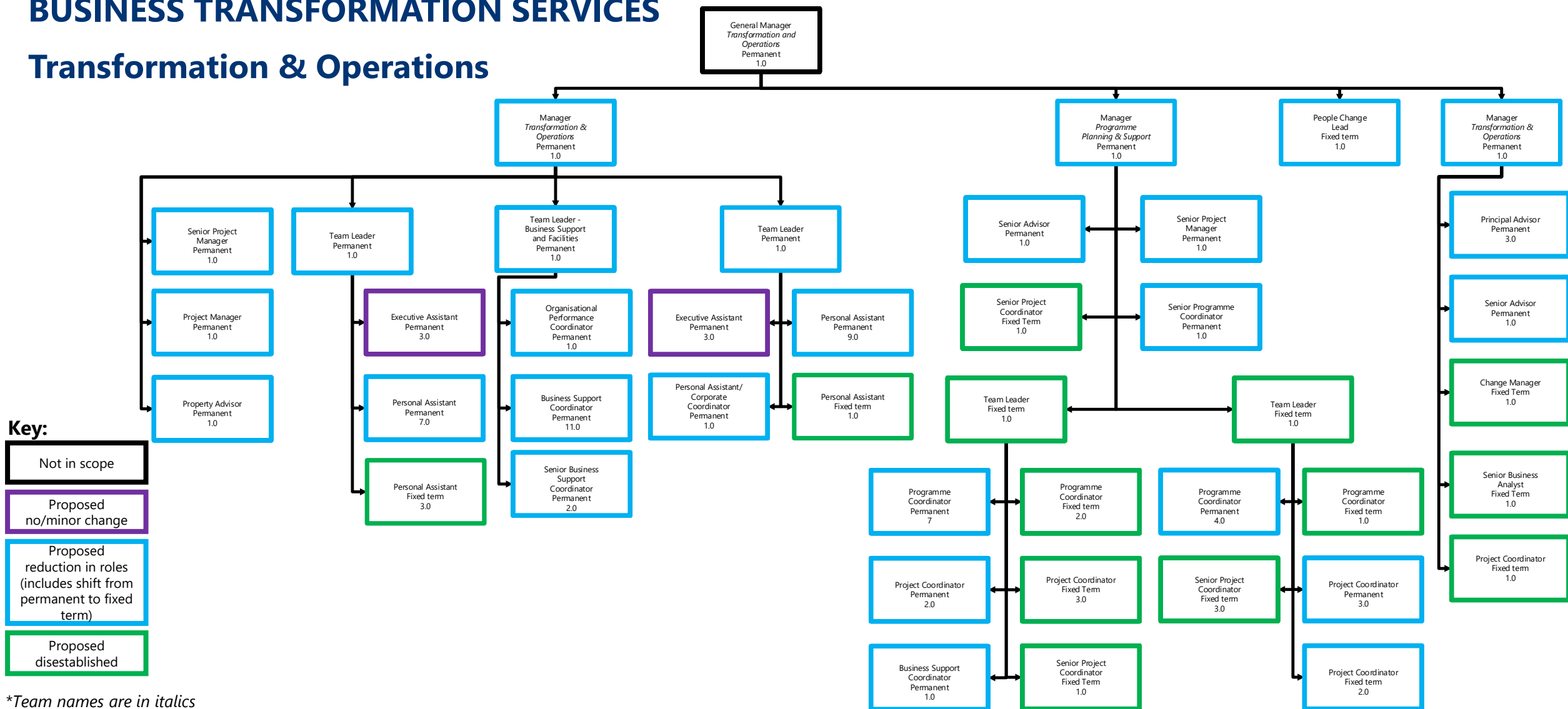


*Team names are in italics

Current structure – Proposed Impact

BUSINESS TRANSFORMATION SERVICES

Transformation & Operations



Impact of proposals

BUSINESS TRANSFORMATION SERVICES

Business Group Support

Team	Current role	Proposed impact
Business Transformation and Services	Deputy Secretary	Out of scope
Business Transformation and Services	General Manager - Finance & Procurement	Out of scope
Business Transformation and Services	General Manager – Information Technology	Out of scope
Business Transformation and Services	General Manager – Legal & Risk	Out of scope
Business Transformation and Services	General Manager – People & Capability	Out of scope
Business Transformation and Services	General Manager – Transformation & Operations	Out of scope
Business Transformation and Services	Chief Advisor	Out of scope

Impact of proposals

BUSINESS TRANSFORMATION SERVICES

Finance & Procurement

Team	Current role	Proposed impact
Finance and Procurement	General Manager	Out of scope
Finance and Procurement	Principal Advisor/Analyst	Reduction in roles across cohort. Title change for Principal Analyst to Principal Advisor - Finance
Finance Business Partnering	Manager	Reduction in roles across cohort. Title change to Manager - Finance Business Partnering
Finance Business Partnering	Business Partner	Reduction in roles across cohort. Fixed term Business Partner position disestablished. Title change to Business Partner – Finance.
Finance Business Partnering	Graduate Accountant	Out of scope
Finance Business Partnering	Management Accountant	Reporting line change in July 2025 to Manager - Finance Business Partnering
Finance Business Partnering	Senior Project Accountant	Fixed term Senior Project Accountant position disestablished.
Finance Business Partnering	Strategic Finance Advisor	Reduction in roles across cohort.
Finance Business Partnering	Team Leader	Reduction in roles across cohort. Title change to Team Leader - Management Accountants

Impact of proposals

BUSINESS TRANSFORMATION SERVICES

Finance & Procurement cont'd

Team	Current role	Proposed impact
Financial Operations	Manager	Reduction in roles across cohort. Title change to Manager - Financial Controller and Operations
Financial Operations	Accounts Officer/Payable	Reduction in roles across cohort. Title change for Accounts Payable to Accounts Officer Title change for reporting manager.
Financial Operations	Assistant Accountant	No change
Financial Operations	Financial Accountant	No change
Financial Operations	FMIS Systems Administrator	No change
Financial Operations	Senior Financial Accountant	No change
Financial Operations	Senior FMIS Systems Accountant	No change

Impact of proposals

BUSINESS TRANSFORMATION SERVICES

Finance & Procurement cont'd

Team	Current role	Proposed impact
Procurement	Business Partner	Fixed term position disestablished
Procurement	Manager	Reduction in roles across cohort. Title change to Manager Procurement & Commercial
Procurement	Procurement Advisor/Analyst	Reduction in roles across cohort. Title change for Procurement Analyst to Procurement Advisor
Procurement	Procurement Coordinator	Reduction in roles across cohort.
Procurement	Senior Procurement Advisor	Reduction in roles across cohort. Fixed term Senior Procurement Advisor role disestablished. Title change to Senior Advisor – Procurement

Impact of proposals

BUSINESS TRANSFORMATION SERVICES

Information Technology

Team	Current role	Proposed impact
Information and Technology	General Manager	Out of scope
Data Management and Reporting	Programme Director	Reduction in roles across cohort. Title change to Programme Director - Data and Reporting
Data Management and Reporting	Data and Reporting Analyst	Reduction in roles across cohort. Title change to Analyst - Data and Reporting
Data Management and Reporting	Data Architect	Reduction in roles across cohort.
Data Management and Reporting	Data Engineer	Reduction in roles across cohort.
Data Management and Reporting	Senior Data and Reporting Analyst	Reduction in roles across cohort. Title change to Senior Analyst - Data and Reporting
Data Management and Reporting	Senior Data Architect	Reduction in roles across cohort.
Data Management and Reporting	Senior Data Engineer	Reduction in roles across cohort.
Information and Technology	Information and Solutions Architect	Title change to IT Solutions Architect.
Information and Technology	Manager	Reduction in roles across cohort. Title change to Manager - IT Operations
Information and Technology	Senior Service Delivery Manager	Reduction in roles across cohort.

Impact of proposals

BUSINESS TRANSFORMATION SERVICES

Information Technology cont'd

Team	Current role	Proposed impact
IT Operations	Information Technology Analyst	Reduction in roles across cohort. Title change to IT Operations Analyst.
IT Operations	O365 Technical Specialist	No change
IT Project Delivery	Business Analyst	Reduction in roles across cohort.
IT Project Delivery	Portfolio Coordinator	Reduction in roles across cohort.
IT Project Delivery	Project Delivery Manager	Reduction in roles across cohort. Title change to Manager - IT Programme Management Office
IT Project Delivery	Project Manager	Reduction in roles across cohort.
IT Project Delivery	Senior Business Analyst	Reduction in roles across cohort.
IT Project Delivery	Senior Project Manager	Reduction in roles across cohort.
IT Security	MfE Security Manager	Reduction in roles across cohort. Title change to Manager - IT Security
IT Security	Security and Risk Analyst	Reduction in roles across cohort. Title change to Analyst - IT Security
IT Security	Security Operational Analyst	Reduction in roles across cohort. Title change to Analyst - IT Security Operations

Impact of proposals

BUSINESS TRANSFORMATION SERVICES

Information Technology cont'd

Team	Current role	Proposed impact
Knowledge Management & Information Centre	Knowledge Management Advisor	Reduction in roles across cohort. Title change to Advisor - Knowledge Management
Knowledge Management & Information Centre	Senior Information Centre Advisor	Reduction in roles across cohort.
Knowledge Management & Information Centre	Senior IT/IM Operations Lead	Reduction in roles across cohort.
Knowledge Management & Information Centre	SharePoint/O365 Specialist	Title change to SharePoint Specialist

Impact of proposals

BUSINESS TRANSFORMATION SERVICES

Legal & Risk

Team	Current role	Proposed impact
Legal and Risk	General Manager	Out of scope
Legal and Risk	Commercial Legal Lead	Reduction in roles across cohort.
Legal and Risk	Legal Operations Practice Lead	No change
Legal and Risk	Principal Advisor	Reduction in roles across cohort. Title change to Principal Advisor - Legal
Legal and Risk	Principal Legal Advisor	Reduction in roles across cohort. Title change to Principal Advisor - Legal
Legal	Manager	Reduction in roles across cohort. Title change to Manager - Legal
Legal	Legal Coordinator	Reduction in roles across cohort.
Legal	Principal Advisor	Fixed term Principal Advisor position disestablished.
Legal	Senior Solicitor	Reduction in roles across cohort. Fixed term Senior Solicitor position disestablished.
Legal	Senior Solicitor (commercial focus)	Reduction in roles across cohort. Fixed term Senior Solicitor position disestablished. Reporting line change. Business unit change to Finance & Procurement

Impact of proposals

BUSINESS TRANSFORMATION SERVICES

Legal & Risk cont'd

Team	Current role	Proposed impact
Legal	Solicitor	Reduction in roles across cohort. Fixed term Solicitor position disestablished.
Legal	Solicitor (commercial focus)	Reduction in roles across cohort. Reporting line change Business unit change to Finance & Procurement
Risk Assurance and Resilience	Manager	Reduction in roles across cohort. Title change to Manager - Risk, Assurance & Resilience
Risk Assurance and Resilience	Senior Advisor	Reduction in roles across cohort. Title change to Senior Advisor - Resilience; title change for reporting manager
Risk Assurance and Resilience	Senior Advisor	Reduction in roles across cohort. Fixed term Senior Advisor position disestablished. Title change to Senior Advisor - Assurance

Impact of proposals

BTS – People & Capability

Team	Current role	Proposed impact
People and Capability	General Manager	Out of scope.
People Operations	Manager	Reduction in roles across cohort.
People Operations	Team Leader	Reduction in roles across cohort.
People Operations	Assistant Advisor	No change.
People Operations	Business Partner	Reduction in roles across cohort. Title change to Business Partner - People Services. Change in reporting line
People Operations	Data Analyst	Reduction in roles across cohort. Fixed term Data Analyst position disestablished. Title change to Data Analyst – People. Change in reporting line.
People Operations	Payroll Advisor	Title change to Advisor – Payroll. Change in reporting line.
People Operations	People and Capability Advisor	Reduction in roles from 3 permanent to 2 permanent Title change to Advisor - People Services Change in reporting line
People Operations	People and Capability Advisor - Payroll	Title change to Advisor – Payroll. Change in reporting line.
People Operations	Senior Advisor - Health Safety and Wellbeing	Change in reporting line.
People Operations	Workforce Modeller	Change in reporting line.

Impact of proposals

BTS – People & Capability cont'd

Team	Current role	Proposed impact
Organisational Development	Manager	Reduction in roles across cohort.
Organisational Development	Coordinator	Reduction in roles across cohort.
Organisational Development	Learning and Development Advisor	Position disestablished
Organisational Development	Learning and Development Te Ao Māori Advisor	Reduction in roles across cohort.
Organisational Development	Senior Advisor	Reduction in roles across cohort. Fixed term position disestablished.
Organisational Development	Senior Māori Advisor	Reduction in roles across cohort.
Talent	Manager	Reduction in roles across cohort.
Talent	Business Partner	Reduction in roles across cohort.
Talent	Talent Advisor	Reduction in roles across cohort.
Talent	Talent Coordinator	Reduction in roles across cohort.
People and Capability	Principal Advisor	Reduction in roles across cohort. Title change to Principal Advisor - People Experience
People and Capability	Principal Māori Advisor	Position disestablished

Impact of proposals

BUSINESS TRANSFORMATION SERVICES

Transformation & Operations

Team	Current role	Proposed impact
Transformation and Operations	General Manager	Out of scope
Transformation and Change	Change Manager	Fixed term Change Manager position disestablished.
Transformation and Change	Principal Advisor	Reduction in roles across cohort.
Transformation and Change	Senior Advisor	Reduction in roles across cohort.
Transformation and Operations	Manager	Reduction in roles across cohort. Title change to Manager - Transformation and Change
Transformation and Operations	People Change Lead	Reduction in roles across cohort. Business group change. Reporting line change. Fixed term to 20/12/24
Transformation and Operations	Project Manager	Reduction in roles across cohort.
Transformation and Operations	Senior Business Analyst	Reduction in roles across cohort. Fixed term Senior Business Analyst position disestablished.

Impact of proposals

BUSINESS TRANSFORMATION SERVICES

Transformation & Operations cont'd

Team	Current role	Proposed impact
Transformation and Operations	Manager	Reduction in roles across cohort. Title change to Manager - Operations
Business Support and Facilities	Team Leader	Reduction in roles across cohort. Title change to Team Leader - Admin Support
Business Support and Facilities	Team Leader	Reduction in roles across cohort. Title change to Team Leader - Business Support
Business Support and Facilities	Business Support Coordinator	Reduction in roles across cohort. Consolidation of 2 teams to 1
Business Support and Facilities	Executive Assistant	No change
Business Support and Facilities	Organisational Performance Coordinator	Reduction in roles across cohort.
Business Support and Facilities	Personal Assistant	Reduction in roles across cohort. Consolidation of 2 teams to 1 team. Fixed term positions disestablished.
Business Support and Facilities	Property Advisor	Reduction in roles across cohort. Title change to Advisor – Property
Business Support and Facilities	Senior Business Support Coordinator	Reduction in roles across cohort.

Impact of proposals

BUSINESS TRANSFORMATION SERVICES

Transformation & Operations cont'd

Team	Current role	Proposed impact
Programme Planning and Support	Manager	Reduction in roles across cohort. Title change to Manager - Programme Planning and Support
Programme Planning and Support	Team Leader	Reduction in roles across cohort. Fixed term Team Leader positions disestablished. Title change to Team Leader - Programme, Planning and Support
Programme Planning and Support	Programme Coordinator	Reduction in roles across cohort. Fixed term Programme Coordinator positions disestablished. Consolidation of 2 teams to 1
Programme Planning and Support	Project Coordinator	Reduction in roles across cohort. Fixed term Project Coordinator position disestablished. Consolidation of 2 teams to 1
Programme Planning and Support	Senior Advisor	Reduction in roles across cohort.
Programme Planning and Support	Senior Programme Coordinator	Reduction in roles across cohort.
Programme Planning and Support	Senior Project Coordinator	Reduction in roles across cohort. Fixed term Senior Project Coordinator position disestablished.
Programme Planning and Support	Senior Project Manager	Reduction in roles across cohort.

Impact of proposals

BTS – Business Group Leadership Team – Proposed New Roles

Team	Proposed New Role Title	Proposed Purpose and Intent	Essential Experience, Skills, Qualifications
Business Group Leadership Team	Business Group Manager	New role. Partners with the Business Group's leadership team to drive the strategic agenda and business performance within and across portfolios. Acts as a conduit between corporate functions and business group leadership teams. Accountable for ensuring efficient and consistent delivery of business outputs through facilitating strong and consistent corporate practice.	Proven influencing skills and stakeholder management. Prioritisation, coordination and planning. Driving operational efficiency and effectiveness.

Impact of proposals

BTS – Finance & Procurement – Proposed New Roles

Team	Proposed New Role Title	Proposed Purpose and Intent	Essential Experience, Skills, Qualifications
Procurement	Manager - Procurement and Commercial	Manage the procurement and commercial legal function for the Ministry	As per the experience, skills, qualifications required for the Manager Procurement position, with the additional scope of commercial legal.

BTS – Information Technology – Proposed New Roles

Team	Proposed New Role Title	Proposed Purpose and Intent	Essential Experience, Skills, Qualifications
Knowledge Management & Information Centre	Senior Advisor - Knowledge Management	Thought leadership for knowledge management function. This is not a people leader role.	As per the experience, skills, qualifications required for the Senior IT/IM Operations Lead position, with the removal of the people leadership dimension.

BTS – Legal & Risk – Proposed New Roles

No proposed new roles.

Impact of proposals

BTS – People & Capability – Proposed New Roles

Team	Proposed New Role Title	Proposed Purpose and Intent	Essential Experience, Skills, Qualifications
Culture & Capability	Manager - Culture & Capability	Responsible for implementing the performance management & capability frameworks, ensuring continuing fit for purpose documentation, ongoing monitoring and work in partnership with leaders and colleagues to ensure excellence and transparency in recruitment, rotation and career development across allocated business units. Leads to the development and implementation of e-learning tools, the effective and efficient design, and delivery of evidenced based ongoing technical training utilizing good practice multi-channel methodologies, and leveraging external sources and other accredited agencies	Degree in Human Resources, Business Administration, Management May consider Certification in Leadership development and working knowledge of Health and Safety including training and recruitment/talent mobilization experience. At least 5 years' experience in a Human Resources Training/ assessment/ Organisational Behaviour and OHS role in a medium to large organization (at least over 300 employees).
People Services	Manager – People Services	Responsible for all aspects of People Services across the Ministry driving true HR business partnering assessing and anticipating HR-related needs and acting as a change agent. This role is also jointly responsible for the development and delivery of our People Strategy to support the Ministry's strategic plan and continued growth in line with our vision and values. This position provides leadership to the hub operational function of the People and Culture Business Unit and will oversee the operational reporting, general enquiries through the hub, be the escalation point for unresolved matters and maintain a continuous improvement lens on all policy and processes.	Preferably Postgraduate qualification (or progress towards in area of HRM or relevant discipline, along with substantial experience in Employee life cycle; or an equivalent combination or relevant experience and/or education/training In-depth understanding of the legislative and industrial framework that applies to human resources management issues in both the public and private sectors

Impact of proposals

BTS – People & Capability – Proposed New Roles

Team	Proposed New Role Title	Proposed Purpose and Intent	Essential Experience, Skills, Qualifications
Culture & Capability	Business Partner – Culture & Capability	These roles will support initiatives including leadership and talent development programs, culture, engagement, learning strategies and needs based training initiatives. They'll provide expert advice and coaching to our leaders, with the aim of increasing their confidence and competence in addressing the full remit of people challenges and opportunities.	Sound understanding of learning and development best practice Small project coordination and delivery Creation of learning collateral and delivery of training Employee Relations or Recruitment experience at a senior level
Culture & Capability	Advisor - Capability	Title change from Advisor - Talent Additional duties to support Health, Safety & Wellbeing initiatives and delivery	Additional preferred HS&W experience however development will be provided
People Systems & Data	Team Leader – People Systems & Data	Responsible for maintaining the integrity of data in the HR and payroll systems, generating reports and analytics to support decision-making, and optimizing people processes through data-driven insights. Collaborate with IT, Payroll and HRIS vendors to interrogate validity and suitability of existing systems, and/or service providers, implement system enhancements, upgrades, and integrations to meet the changing needs of a more agile and flexible workforce within the Ministry.	A bachelor's degree in accounting, finance, human resources or a related field, or equivalent work experience. Strong background in HR and people data analysis/data manipulation in both a digital and manual data environment Advanced skills in creating, managing, and analysing databases and spreadsheets i.e. Microsoft Excel, SQL (or similar). Strong knowledge of data visualization tools, especially Power BI, and experience creating interactive dashboards. Excellent numerical, analytical, and problem-solving skills. Ability to provide insights into data and reports and bring the information to life. Excellent communication, interpersonal and customer service skills, with the ability to work effectively with internal and external stakeholders at all levels. Strong leadership, organizational and time management skills, with the ability to prioritize and delegate tasks effectively. A high level of integrity, confidentiality, and professionalism.

Impact of proposals

BTS – Transformation & Operations – Proposed New Roles

Team	Proposed New Role Title	Proposed Purpose and Intent	Essential Experience, Skills, Qualifications
Business Support and Facilities	BTS Service Centre Coordinator	Support development of process and knowledge bank. Triage all BTS requests, provide Tier 1 response and escalation/redirecting of requests as required	

Appendix



Ministry for the
Environment
Manatū Mō Te Taiao

Key Terms from Management of Change Process

This is a quick snapshot of terms from our management of change process and definitions that are applicable in our IEA/CEA.

Reconfirmation

- Reconfirmation applies where a position is to be unchanged and transferred into a new structure within the Ministry and:
- The new job description is the same or nearly the same;
- The salary is the same;
- The terms and conditions, including career prospects, and location, are no less favourable.
- Where there is more than one suitable candidate who meets the criteria then a merit based contestable process will apply.

Affected Employee

An affected employee is a person who is employed in a position:

- That is to be disestablished, or
- That is to be changed to the extent that it cannot reasonably be considered be the same position, or
- Where the location of the position is to be changed, or
- That has other terms and conditions changed.

Reassignment

- Following completion of the reconfirmation process, reassignment will apply. A reasonable reassignment opportunity is defined as a position that requires similar skills and is at the same or similar level within the new structure. It should also have no less favourable terms and conditions.
- Where there is more than one suitable candidate who meets the criteria then a merit based contestable process will apply.

Redeployment

Redeployment refers to the process of exploring and identifying suitable alternative positions in other agencies. Should a suitable position/s be identified and there is a successful match to the requirements of the relevant agency redeployment could be offered where the terms and conditions are no less favourable.

Redundancy

Last resort when all other options in the Management of Change process have been exhausted.

Cohort Detail

NOTE: Current kaimahi numbers are as of 30 May 2024 and will change due to voluntary redundancies and other changes. Also note total current roles in the first column include unfilled, but budgeted, positions, including fixed term roles.

Proposed Cohorts	Current No of Roles	Proposed Number of Roles			Current no of Permanent Kaimahi in cohort
		Permanent	Delayed Redundancy	Total	
Executive Director	2	1	0	1	1
Business Group / Performance Manager	2	4	1	5	0
Manager - General	103	71	7	78	78
Manager - Specialist (Finance, Legal, CIEB)	5	5	0	5	4
Principal Advisor/Analyst - General	118	71	13	84	70
Principal Advisor/Analyst - CIEB	3	2	0	2	2
Principal Advisor/Analyst - Legal	4	3	0	3	3
Principal Advisor/Analyst - Markets	5	4	1	5	5
Principal Advisor/Analyst - Science	6	5	0	5	6
Team Leader	31	11	5	16	17
Senior Project Manager	16	5	1	6	8
Project Manager	13	5	2	7	9
Senior Scientist	10	9	2	11	9
Senior Solicitor	18	14	1	15	11
Senior Advisor / Analyst - General	411	179	43	222	300
Senior Advisor / Analyst - CIEB	3	2	1	3	3
Senior Data Architect	1	1	0	1	1
Senior Financial Accountant	1	1	0	1	1
Senior FMIS Systems Accountant	1	1	0	1	1
Senior Data Architect	1	0	0	0	1
Senior HS&W	1	1	0	1	1

Senior Advisor / Analyst – General includes Data Scientist & Data Architect, Sustainability & Climate Risk & Specialist & Strategic Analyst roles

Team Leader includes roles with Team Leader and Lead in title with people leadership

Cohort Detail

NOTE: Current kaimahi numbers are as of 30 May 2024 and will change due to voluntary redundancies and other changes. Also note total current roles in the first column include unfilled, but budgeted, positions, including fixed term roles.

Proposed Cohorts	Current No of Roles	Proposed Number of Roles			Current no of Permanent Kaimahi in cohort
		Permanent	Delayed Redundancy	Total	
BI Developer	1	1	1	2	1
BI Analyst	0	2	0	2	0
Solicitor	6	2	3	5	5
Advisor / Analyst	252	161	31	192	196
Advisor / Analyst - CIEB	2	2	0	2	1
Data Architect	1	1	0	1	0
Data Engineer	3	1	0	1	1
P&C Assistant Advisor	1	0	0	0	1
Pou Tikanga	1	0	0	0	0
Continuous Improvement Lead	1	1	1	2	1
Lead Data Storyteller	0	0	1	1	0
UX/UI Design Lead	1	1	0	1	1
EMA Policy Lead	0	1	0	1	0
Regional Lead - Akld	1	1	0	1	1
Legal Operations Practice Lead	1	1	0	1	1
Executive Assistant	9	7	0	7	7
Personal Assistant	25	11	0	11	16
Co-ordinator	65	22	8	30	40
Programme/Project Director	10	2	0	2	5
Programme/Project Director - CIEB	1	1	0	1	1
Portfolio/Programme Manager	17	6	3	9	10

Cohort Detail

NOTE: Current kaimahi numbers are as of 30 May 2024 and will change due to voluntary redundancies and other changes. Also note total current roles in the first column include unfilled, but budgeted, positions, including fixed term roles.

Proposed Cohorts	Current No of Roles	Proposed Number of Roles			Current no of Permanent Kaimahi in cohort
		Permanent	Delayed Redundancy	Total	
Financial Accountant	1	1	0	1	1
FMIS Administrator	1	1	0	1	1
Office 365 Specialist	1	1	0	1	1
Sharepoint Specialist	1	1	0	1	1
IT Solutions Architect	1	1	0	1	1
Finance BP (inc Procurement)	5	3	1	4	4
Management Accountant	3	3	0	3	3
Asisstant Accountant	1	1	0	1	1
Accounts Officer/Accounts Payable	3	1	2	3	0
Workforce Modeller	1	0	1	1	0
BP - People Services	3	3	0	3	3
BP - Culture & Capability	3	2	0	2	2
Advisor - Capability	0	2	0	2	0
Asisstant Advisor - People Services	1	1	0	1	1
Advisor - Payroll	2	1	1	2	0

