Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

[31/10/2023] File Ref: OIA 47781

[redacted]

Tēnā koe [redacted]

Official Information Act request

Thank you for your information request dated 7 September 2023. You asked for the following information:

> *"Please release all Consultation- and Decision Documents that were generated and circulated between 1st July 2016 and 30th June 2021 as part of any restructure, reorganisation, or (dis)establishment of a team, business unit or directorate within Te Puni Kōkiri. Please include any instances in which a restructure was planned and consulted on, but ultimately not actioned.*
> *For the purpose of this request, please consider these definitions:*
>
> - *Consultation Documents are documents that describe the current state of the team, the reason for proposed changes, the proposed new structures (usually as an org chart), and the impact on roles, reporting lines and responsibilities.*
> - *Decision Documents are documents that list the feedback that was received, the leadership response to that feedback, and the final decision that was made based on it. They describe the final new structure (usually as an org chart) and the process and timeline for that new structure to take effect.*
>
> *My analysis captures role titles only, not the names of individuals that might be shown in current org charts. If clear names are visible, I ignore them. Please explain any relevant caveats that should be kept in mind when analysing this information. Please provide this information in an accessible, searchable format".*

On 3 October 2023 you were notified of an extension of the timeframe for the response because we have identified a large quantity of documents that requires review and meeting the original time limit would unreasonably interfere with our operations. I am now in a position to respond.

Your request has been considered in accordance with the Official Information Act 1982 (the Act).

12 documents have been identified in scope of your request. The documents and my decisions with regard to the release of the information are set out in the table attached as Appendix A.

Some information has been withheld in accordance with the Act on the following grounds:

- *Section 9(2)(a) to protect the privacy of natural persons, including that of deceased natural persons.*

In making the decision to withhold information, I have considered the public interest considerations in section 9(1) of the Act.

Given the scope of the request, the documentation provided does not necessarily reflect the current organisational structure of Te Puni Kōkiri. The contextual information provided within the documentation also does not necessarily reflect the current strategic priorities of Te Puni Kōkiri. For further information regarding the current Te Puni Kōkiri strategic priorities and focus areas, you can visit our website.

I trust my response satisfies your request.

You have the right to seek an investigation and review by the Ombudsman of this response. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that Te Puni Kōkiri publishes some of its OIA responses on its website, after the response is sent to the requester. The responses published are those that are considered to have a high level of public interest. We will not publish your name, address or contact details.

If you wish to discuss any aspect of your request with us, including this decision, please feel free to contact us at oia@tpk.govt.nz.

Ngā mihi

Terina Cowan
Hautū, Te Puni Tautoko Whakahaere | Deputy Secretary, Organisational Support

Appendix A – documents OIA request from Annika Naschitzki dated 7 September 2023

Item	Date	Document description	Decision
1.	*3 August 2016*	*Strengthening policy – A proposal for feedback*	Released with certain information withheld under s9(2)(a)
2.	*8 September 2016*	*Strengthening Te Puni Kōkiri: Whānau-centred approach – Regions, including Māori Business Faciliation Service, and Investment (Decision)*	Released with certain information withheld under s9(2)(a)
3.	*8 September 2016*	*Te Puni Kōkiri Communications Function – Decision document*	Released in full
4.	*22 September 2016*	*Strengthening Policy – Decision Document*	Released with certain information withheld under s9(2)(a)
5.	*April 2017*	*Te Puni Kōkiri Finance Function – A proposal for change*	Released with certain information withheld under s9(2)(a)
6.	*May 2017*	*Te Puni Kōkiri Finance Function – Final decisions*	Released with certain information withheld under s9(2)(a)
7.	*12 May 2018*	*Te Puni Kōkiri Organisational Knowledge Team – A proposal for change*	Released with certain information withheld under s9(2)(a)

8.	*29 June 2018*	*Te Puni Kōkiri Organisational Knowledge Team – Final decision*	Released with certain information withheld under s9(2)(a)
9.	*25 June 2020*	*Consultation document - Aligning our roles and structure to Te Puni Kōkiri's operating model*	Released with certain information withheld under s9(2)(a)
10.	*23 July 2020*	*Decision document – Aligning our roles and structure to Te Puni Kōkiri's operating model*	Released with certain information withheld under s9(2)(a)
11.	*25 May 2021*	*Consultation document – Transition of the Whenua Māori Programme to the Whenua Māori Service*	Released with certain information withheld under s9(2)(a)
12.	*18 June 2021*	*Decision document - Transition of the Whenua Māori Programme to the Whenua Māori Service*	Released in full

Te Puni Kōkiri
REALISING MĀORI POTENTIAL

Strengthening policy

Te Kāwanatanga o Aotearoa

A proposal for feedback

3 Here-turi-kōkā 2016

Contents

Tables

Figures

He Kupu Whakataki

It has been both a challenging and exciting time to be in policy at Te Puni Kōkiri.

Even since I started at Te Puni Kōkiri, the volume and nature of the work we are being asked to do has changed. That's true across the board, but it's particularly noticeable in the area of social policy or policies that affect the very wellbeing of our whānau.

While at times during the year some of these changes and spikes in volume have been seen as cumbersome challenges, as an eternal optimist I also think these types of things bring us huge opportunities to really make a difference for whanau.

I see the whānau ora approach as a unique superpower that we have. It's a way of looking at a whānau in its wider 'pā' sense, seeing it from a basis of strength and looking at the right mix of forward looking sustainable support we might be able to offer.

That's what will make the long term difference for the children who don't eat at night, or don't have a warm bedroom to sleep in.

Across government and in our communities, others are trying to take this approach and we need to help them because we cannot do this alone and neither can they.

As an organisation we have done lots of work in whānau ora policy, family violence, health and wellbeing policies, education policies, skills and training programmes, and reducing harm. We continue to seek to ensure that all aspects of policy decisions that affect whānau are addressing issues of whānau not of individuals. We have achieved this through people stepping outside of what their role asks of them and going the extra mile. This however cannot be sustained and it simply isn't good enough if we are to be whanau-centred.

We have a big opportunity through the Investing in Children work, which includes the reform of Child, Youth and Family Services, where we are leading the Māori sector work stream.

We also have a seat at the table on at least a dozen boards and committees, where we can talk to decision makers in other agencies about what works for whānau.

But we need to be better organised internally to be able to make our case compellingly, supported by data (as we saw in our recent NZIER review this will be important), evidence, good policy underpinnings and real life experience from our regions. All of this needs to encompass and be driven by our whānau ora approach and work.

As our recent workshops on this mahi has made clear, this is not just about structure. In recent weeks we've had some great discussions about what whānau-centred social policy looks like, what data we need to support that, and how we can work across Te Puni Kōkiri to gather ideas, information and evidence.

This suggests however that we have to start somewhere and structure is a logical starting point. In this document, we try to outline our thinking to date, reflect the insights gathered through our workshops and set out some proposals to strengthen our structure.

It’s been a difficult decision for me to take a secondment to the Office of Treaty Settlements when there is so much exciting potential here.

Before I go and because I have heard you all for the past 12 months speak with passion and energy about this topic, I want to kick off and make progress on strengthening the way we are organised to deliver whānau centred social policy advice.

I wish you all the very best in your journey and look forward to seeing the results of our labours when I return.

9(2)(a) [redacted]

Lil Anderson

Deputy Chief Executive (Acting)

Policy Partnerships Te Puni

1 Introduction

This document sets out proposals for strengthening the way we organise ourselves to participate in social sector developments and work across the state sector to achieve results for whānau.

This sits alongside recent proposals to strengthen the Regions and Investment functions, and the Māori Business Facilitation Service.

The Executive Team is conscious that social policy is a pressure point for Te Puni Kōkiri, as we have responded to changes in the external environment and new challenges.

As noted in the initial discussion document on strengthening a whānau centred approach, when we established the current structure in 2014, the intent was to limit our focus on social sector developments and put our energy into working alongside state sector agencies to enable them to be more effective at delivering outcomes for whānau. The reality has proved to be different as we are being expected to actively participate in a number of social sector kaupapa.

The independent assessment conducted by MartinJenkins earlier this year included consideration of how to:

- strengthen our capacity and capability to provide stewardship of Whānau Ora
- create a specific focus on whānau well-being policy advice and support Te Puni Kōkiri to work proactively with others across the state sector to achieve results for Māori.

We have discussed the challenges and opportunities in the social policy space as part of our broader discussions on strengthening Te Puni Kōkiri.

The Executive Team decided not to put forward proposals for change to policy at the same time as the other ‘strengthening’ proposals. After discussion with the Minister, we decided to allow some time to get clarity on what exactly is involved in the Investing in Children work which is shifting the way the state sector and our communities care for our most vulnerable.

Submissions on the *Regions and investments proposals* highlighted the importance of not making changes in isolation. The Executive Team has always had an overview of how the various proposed changes fit together, and recognises that it is particularly important to take a cohesive, coordinated view to our stewardship of whānau ora.

In the *Regions and investments proposals* we propose to bring the operational aspects of whānau ora investment in house, into a new model for planning, delivering and monitoring investments. As we all know, investment in services is just one part of the whānau ora approach. Our discussion now focuses on whānau centred policy and how we influence other parts of the state sector to put whānau at the centre of their thinking and their work.

2 How to make a submission

Your feedback, insights and submissions on these proposals matter.

The consultation period starts on 3 Here-turi-kōkā (August) 2016 and closes at 5 pm on Friday 26 Here-turi-kōkā.

All staff are invited to provide feedback on these proposals and your comments are welcome.

Written submissions can be emailed to strengtheningpolicy@tpk.govt.nz.

You are welcome to discuss the proposals with your manager, your colleagues, and the HR team. For those who are union members, you can also talk with your union representatives about your perspectives.

Submissions will the analysed by consultants MartinJenkins. Copies of your submissions will be provided to the Assistant DCE Policy Partnerships and the Executive Team along with the submissions analysis. You may elect to have your name removed from the submission before it is provided to us.

If you have any questions regarding the submissions process, please contact your manager or the Assistant Deputy Chief Executive Policy Partnerships, or email strengtheningpolicy@tpk.govt.nz.

Timeline

The timetable is as follows.

Consultation document released to staff and their unions	3 Here-turi-kōkā 2016
Consultation period closes	5 pm on Friday 26 Here-turi-kōkā 2016
Submissions analysed and considered	August - September 2016
Decisions determined and communicated to staff and staff transfer process begins	September 2016

Once final decisions have been made, the staff transfer process will begin (see Section 8 for details). Following decisions, we would aim to maximise the number of current employees appointed to new roles in the proposed new structure or other roles within Te Puni Kōkiri.

3 Challenges and opportunities

This section is based on recent discussions in the Policy Te Puni and earlier assessments.

Our vision at Te Puni Kōkiri is of iwi, hapū and whānau Māori succeeding as Māori, and we look for ways to support the aspirations of whānau Māori.

However, as we outlined in our Four Year Plan 2016-2020, it is clear that too many whānau do not have the luxury of being able to make effective choices to enhance their wellbeing now or in the longer term. There is a danger that over-representation of Māori among the least-skilled and most vulnerable members of New Zealand society will see Māori further disadvantaged, with the potential effects of this being felt for generations.

The structural issues that create disparities are not easy to overcome, and Te Puni Kōkiri has to focus on the areas it can influence, while working with other agencies to have impact and influence in their work.

The expectation that Te Puni Kōkiri is across all areas creates some problems of prioritisation and capacity.

At the same time, our priorities are not entirely under our control. The past year has seen an amplified focus on some areas.

Across government

Across the state sector, there is often a disconnect between agencies dealing with different problems or issues facing whānau members.

The ground is fertile for a more holistic approach, with generally more receptiveness to joined-up approaches.

The challenge for Te Puni Kōkiri is to communicate a consistent, clear message about what a whānau centred approach is, what it looks like in practice and to demonstrate its effectiveness.

Expectations around using data and information to build an evidence base are increasing. Te Puni Kōkiri is not currently part of the Government's Integrated Data Infrastructure (managed by Statistics New Zealand). We also do not always have access to the data we need. While data is available, for example on education achievement, the overall figures do not allow for adequate analysis of Māori achievement. We say this in too many of our cabinet paper comments.

Social policy kaupapa

There is increasing demand on Te Puni Kōkiri to participate in cross-agency social sector initiatives on a wide range of kaupapa. In our current structure there is no clear home for many of these cross-agency work programmes, with the most recent example being Investing in Children. We have put in place ad-hoc arrangements and the State Sector Effectiveness team has picked up a lot of this work, even changing their focus to wider social policy but this is not sustainable long-term.

Working with whānau

There is a challenge in how to involve whānau and ensure their voices are heard by decision makers. Te Puni Kōkiri has strong and extensive relationships through our regions but tapping in to the right people at the right time is not always easy.

Some people see Te Puni Kōkiri simply as a bank or funder, and therefore miss the opportunity to work with us more broadly. Some see as being part of a 'consultation' framework for cabinet papers and briefings. We shouldn't be satisfied with ticking a box.

These challenges are not solely experienced by the Policy Te Puni but have been highlighted in recent discussions in our Te Puni.

Opportunity to lead the agenda

Developing a strong, cohesive policy framework will enable us to give consistent, coherent advice on social policy issues, and will help us set our priorities. There will simply be things we will not do but we will focus on the areas that will make the most difference to whānau lives, particularly those who are in need and vulnerable.

However we will not come at this from a deficit approach – that will be our point of difference. We will take the strength of the whānau unit and use it to inform policies, strategies, and programmes giving us a platform from which to start leading the way for whānau, rather than simply responding and reacting to others' ideas.

It will help us in discussions with other government agencies both in Wellington and regionally where Regional Managers are increasingly involved in cross-agency groups such as Children's Teams, by having a consistent Te Puni Kōkiri response and position informed by great data, strong policy rationale and on the ground knowledge

Work has begun on developing an agreed position on a whānau-centred approach to social policy. A position paper setting out seven key principles is in draft form and will provide a great basis for future discussions across Te Puni Kōkiri.

Provide a home for whānau ora and whānau wellbeing thinking

Parts of our current structure do not lend itself to a cohesive approach. Having to allocate all of the social policy work in an ad-hoc fashion between the State Sector Effectiveness, Skills, Learning and Education and Whānau Ora teams is not desirable nor is it likely to deliver the best results for whānau or Government. All of these teams were established for very different reasons, and while they have coped extremely well in a difficult situation, it is not sustainable.

It is important to have a team responsible for thought leadership within Te Puni Kōkiri, and to lead and support engagement in social policy issues.

However, like all policy teams, a social policy team would still have to draw on skills and knowledge from across Te Puni Kōkiri. Without this we will fail.

Working differently

Getting out of silos and working in a networked way is fundamental to our operating model of being results focused, working proactively with others to achieve results, pooling our talent to work together and building a learning culture.

Particularly in this case, simply establishing a policy team will not solve what is a systemic issue. Enabling networking, for example setting up a kaupapa team, comes down to staff availability and time, and clear direction from management about where staff should be putting their time.

A structured project management approach provides a framework for allocating and managing resources across an organisation and was seen in the policy discussions as a useful way forward.

Across Te Puni Kōkiri and particularly within the Strategy and Organisational Planning discussions are underway about our methodology for working together. This will be a huge asset in our journey to connecting all of our resources to make sure whānau get the best service we can offer.

4 Policy Partnerships Te Puni: Detailed proposals

This section sets out the proposed structural changes within the Policy Partnerships Te Puni. As we developed these proposals we kept in mind the design objectives and principles applied across all our 'strengthening' proposals, set out in Appendix 1: Design objectives and principles.

These proposals are intended to equip us to strengthen our ability to take a whānau-centred perspective in our policy advice and especially across the issues that impact on whānau wellbeing.

Proposed structural change

It is proposed to:

- strengthen Te Puni Kōkiri thought leadership and engagement on social policy issues by establishing a policy team called Whānau Wellbeing. This team would have responsibility for whānau policy including social policy portfolios that are vital to improving the livelihoods and the wellbeing experienced by whānau Māori in their immediate environment. This includes health, vulnerable whānau, housing, education, skills and employment.

  This has implications for the Skills, Learning and Education and State Sector Effectiveness policy teams, and some of the work carried out currently by the Whānau ora commissioning team and the policy element of the Whānau Ora Secretariat.

9(2)(a)

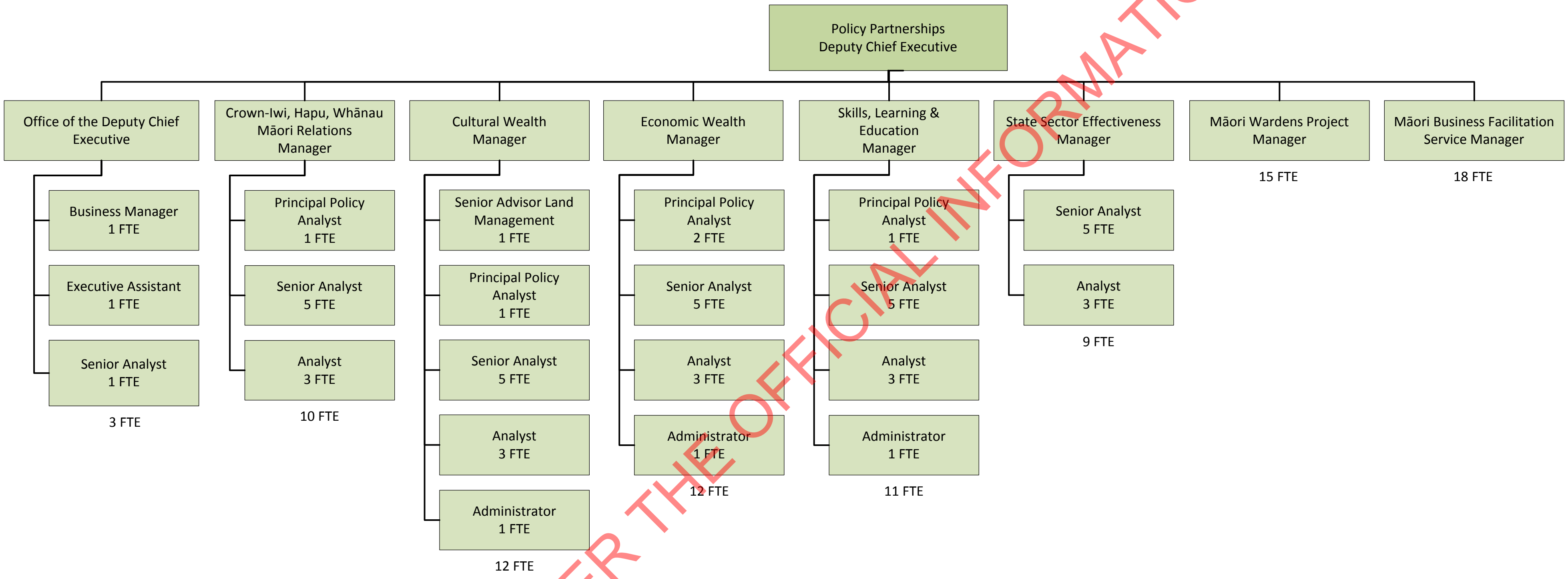
[redacted]

Overall these proposals would see a slight reduction in role numbers in the Policy Te Puni and an increase in the Strategy and Organisational Performance Te Puni. Following decisions, we would aim to maximise the number of current employees appointed to new roles in the proposed new structure or other roles within Te Puni Kōkiri.

Figure 1 and Figure 2 show the current and proposed organisational structure for the Policy Partnerships Te Puni.

Attachment 1

Figure 1: Policy Partnership Te Puni current structure


Policy Partnerships Deputy Chief Executive
Office of the Deputy Chief Executive
Business Manager 1 FTE
Executive Assistant 1 FTE
Senior Analyst 1 FTE
3 FTE
Crown-Iwi, Hapu, Whānau Māori Relations Manager
Principal Policy Analyst 1 FTE
Senior Analyst 5 FTE
Analyst 3 FTE
10 FTE
Cultural Wealth Manager
Senior Advisor Land Management 1 FTE
Principal Policy Analyst 1 FTE
Senior Analyst 5 FTE
Analyst 3 FTE
Administrator 1 FTE
12 FTE
Economic Wealth Manager
Principal Policy Analyst 2 FTE
Senior Analyst 5 FTE
Analyst 3 FTE
Administrator 1 FTE
12 FTE
Skills, Learning & Education Manager
Principal Policy Analyst 1 FTE
Senior Analyst 5 FTE
Analyst 3 FTE
Administrator 1 FTE
11 FTE
State Sector Effectiveness Manager
Senior Analyst 5 FTE
Analyst 3 FTE
9 FTE
Māori Wardens Project Manager
15 FTE
Māori Business Facilitation Service Manager
18 FTE

9(2)(a)

[redacted]

Rationale

Section 3 sets out challenges Te Puni Kōkiri has faced in our social sector engagement and provision of policy advice. These challenges include:

- bringing a whānau-centred perspective to policy advice
- increasing demand for Te Puni Kōkiri to participate in cross-agency social sector initiatives on a wide range of kaupapa
- having no clear home for many social policy issues and cross-agency work programmes – this work has been shared between the State Sector Effectiveness, Skills, Learning and Education team and Whānau Ora teams in a relatively ad-hoc way
- the need for strong, cohesive policy framework which guides our prioritisation and the nature of our advice on social policy issues
- the need to develop better ways of dealing with information flows across Te Puni Kōkiri on social policy work so all parts of Te Puni Kōkiri engaging with other government agencies are consistent in their advice.

For these reasons, it is proposed to establish a policy team called Whānau Wellbeing. This would continue to focus on building capability and potential of whānau but acknowledge the breadth of government portfolios where there is a significant focus on moving towards cross-agency solutions and whānau-centred approaches to investing in improved outcomes for Māori.

This does not remove the need for prioritisation, in fact it strengthens the need for prioritisation and carefully managed work allocation. The intention is to create a team with responsibility for looking across social sector portfolios, understanding the interconnections and determining where Te Puni Kōkiri efforts need to be directed.

The Whānau Wellbeing policy team would have responsibility for engaging with social sector partners in areas such as health, housing, education, skills and employment.

We have recently redirected State Sector Effectiveness resources into a more focused effort on some of these social policy matters. In order to make the work and the team truly holistic, it is also proposed to incorporate the skills and learning focus area into the Whānau Wellbeing policy team.

The Whānau Wellbeing policy team would be responsible for stewardship of whānau ora as an approach across Te Puni Kōkiri and across Government and for policy advice relating to Whānau Ora programmes and investments.

Current priorities of these teams would be carried through to the Whānau Wellbeing team, at least initially until a prioritisation framework was agreed.

This team would work closely with the proposed Whānau Ora Investment Lead in the proposed Investment Te Puni.

This is an example of the agile, networked approach proposed in the *Regions and Investment Proposals:*

- policy aspects of the work currently undertaken by the Whānau Ora Partnership Group Secretariat and the Commissioning Team would now sit with Policy, including providing Ministerial advice on strategic policy matters
- administrative secretariat support, programme coordination, stakeholder engagement and operational ministerial servicing would sit with the proposed Whānau Ora Investment Lead and staff (potentially two senior advisors and two fixed term project managers, as noted on pages 24-27 of the *Regions and Investment Proposals)*
- contract management would sit with the proposed Investment Planning and Performance team.

It is expected that there would be a regular, potentially weekly, meeting to ensure consistency and coordination, in addition to day to day contact between those whose work touches on Whānau Ora.

Work programme focus

While the work programme and priorities will need to be identified and agreed in line with a Te Puni Kōkiri position on how it will approach whānau wellbeing, below is an indication of the possible breadth of the proposed team's focus:

- develop and drive a framework for Whānau centred social policy to guide Te Puni Kōkiri's work
- provide housing policy advice and engage with other agencies to ensure a more co-ordinated approach to improving housing outcomes for whānau Māori
- provide policy advice and support cross agency work programmes to support:
  - investing in children
  - family violence
  - improved education outcomes and skills development for Māori
  - issues such as health, family violence, child poverty, justice, and others as identified
- provide advice to the Minister for Whānau Ora. This includes providing:
  - advice on policy related matters raised by the Whānau Ora Partnership Group (working closely with the Investment Lead in the Investment Te Puni)
  - advice on aligning other social policy work with Whānau Ora
- provide policy advice to the Chief Executive in her role on the Vulnerable Children's Board and the Social Sector Chief Executives forum, as well as Deputy Chief Executives on senior officials forum and the Minister's participation in SOC committee and social sector Minister's groups
- build strong relationships with partner agencies and represent Te Puni Kōkiri on social sector cross-agency working group.

Skills and capacity requirements

It is proposed to create a new policy team of 14 positions (including the Manager) as shown in Figure 2 on page 13. Given the potential breadth of the work programme, strong prioritisation and careful allocation of work will be required.

The proposed new Whānau wellbeing team has new Principal Policy Analyst positions, because of the range of current and emerging issues requiring this level of programme or work stream leadership, thinking and engagement, including Whānau Ora, Investing in children, housing, family violence and education/skills and employment. It is proposed that the existing Principal Policy Analyst job description would apply, allowing flexibility for Principals to move across teams in future as priorities develop and change.

Ways of working differently

The size of the team means there is some flexibility for the Manager in allocating resources to projects or programmes and managing work. This might be workstream specific or work-type specific. It may involve moving all staff across more than one workstream. Each workstream may then involve other parts of TPK as necessary.

The team will be expected to maintain close working relationships with the Regional Partnerships Te Puni, including the proposed new role of Principal Advisor in the Office of the DCE Regional partnerships.

As noted above, the team would also be expected to build close working relationships with the proposed Investment Leads in the proposed Investment Te Puni. It would also work closely with the Organisational Knowledge team in relation to data and the Regional teams in relation to their knowledge of their communities and how our policy could best reflect the current issues and opportunities in those communities.

5 Strategy and Organisational Performance Te Puni: detailed proposal

This section sets out the proposed structural changes within the Strategy and Organisational Performance Te Puni, along with the rationale for the proposed change.

These proposals are intended to strengthen our ability to influence other government agencies to change and improve their delivery of services to whānau Maori.

Proposed structural change

It is proposed to establish a new State Sector Effectiveness team within the Strategy and Organisational Performance Te Puni.

The current and proposed management structure for the Strategy and Organisational Performance Puni are shown in Figure 3 and Figure 4 below.

Figure 3: Strategy & Organisational Performance Te Puni current structure

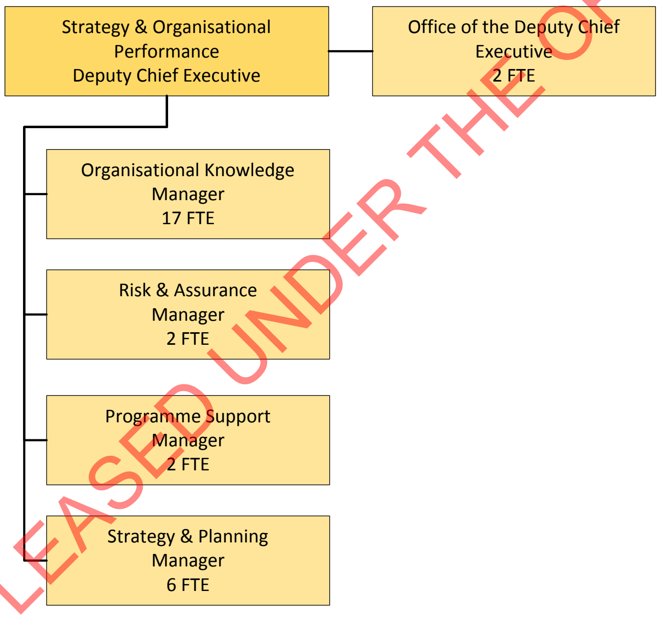
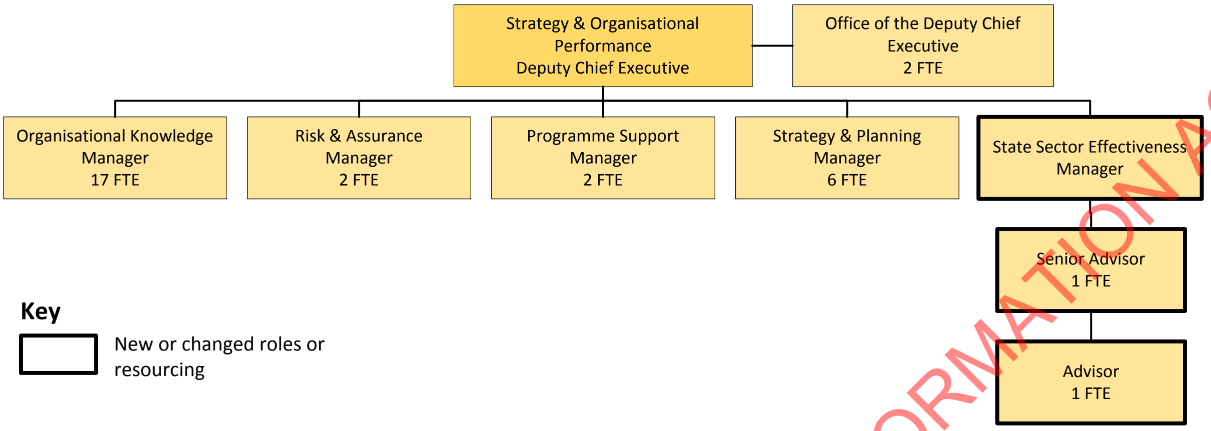

Strategy & Organisational Performance Deputy Chief Executive
Office of the Deputy Chief Executive 2 FTE
Organisational Knowledge Manager 17 FTE
Risk & Assurance Manager 2 FTE
Programme Support Manager 2 FTE
Strategy & Planning Manager 6 FTE

Figure 4: Proposed new structure of the Strategy & Organisational Performance Te Puni


Strategy & Organisational Performance
Deputy Chief Executive
Office of the Deputy Chief Executive
2 FTE
Organisational Knowledge Manager
17 FTE
Risk & Assurance Manager
2 FTE
Programme Support Manager
2 FTE
Strategy & Planning Manager
6 FTE
State Sector Effectiveness Manager
Senior Advisor
1 FTE
Advisor
1 FTE
Key
New or changed roles or resourcing

Rationale

In 2014, the report of Te Ohu Hei Whakapae Tāhū, identified State sector effectiveness as a high priority on the basis that achieving the Strategic Outcomes of Te Puni Kōkiri required a whole of State sector effort. The State Sector spends billions of dollars on services that are used by whānau Māori, and Te Puni Kōkiri has a role in making sure that those services are effective.

When the State Sector Effectiveness policy team was established in 2014, it was envisaged that the team would play a key role in:

- influencing strategy, system and leadership levels across government, for example ensuring PIF reviews place a focus on effectiveness for Māori
- providing an evidence base for developing policy and services by:
    - undertaking quantitative and qualitative research about what works for Māori, including from our own investments and innovative trials
    - gathering intelligence on Māori needs and preferences for the delivery of services
- developing resources and advice to:
    - agencies (e.g. develop a Treaty Framework and Guidance) to help lift their performance and measure results for Māori
    - to make it easier for iwi, hapū and whānau Māori to engage with government
- working closely with mainstream agencies and sectors to inform and influence their plans and priorities and service design and delivery to ensure it is aligned to the priorities and needs of whānau.

No single team within Te Puni Kōkiri can be responsible for doing all of this. It is a whole of organisation responsibility. However, a team needs to be responsible for setting the strategy and driving a work programme aimed at aligning the State sector's service design and delivery, including resources and evidence, to achieve results for Māori.

This is different to policy and will draw on capability and information from across all Te Puni, including:

- understanding what works for whānau when interacting with government through our Regional Partnership Te Puni
- learning lessons about service design and delivery from our proposed Investment Te Puni and evaluations of initiatives led by the Organisational Knowledge team
- engaging with other agencies on their policy advice and design of services through our Policy Partnership Te Puni

Given the whole of organisation and State sector-wide focus of this work, there is a strong alignment to the responsibilities of the Strategy and Organisational Performance Te Puni. The Strategy and Organisational Performance Te Puni is responsible for maintaining a strong line of sight across the organisation so that all staff are clear about what the organisation is trying to achieve and what Te Puni Kōkiri staff are responsible for – as an organisation, within and between our teams, and individually. There is also a strong connection with the Organisational Knowledge Team in terms of gathering and interpreting data and information.

As such, it is proposed to establish a State Sector Effectiveness team within the Strategy and Organisational Performance Te Puni and disestablish the current State Sector Effectiveness policy team within the Policy Partnership Te Puni.

Skills and capacity requirements

It is proposed to create a small, senior team of three within the Strategy and Organisational Performance Te Puni - a State Sector Effectiveness Manager, with a Senior Advisor and an Advisor (as shown in Figure 4).

The level and type of resourcing reflects the role of the team in leading and influencing strategy and systems, as well as providing a strong evidence base to support advice to partner agencies on making the State sector more effective for Māori. Much of the work of the team will rely on working through other teams across Te Puni Kōkiri.

The creation of a positon at Manager level reflects the strategic thought leadership and senior cross-agency engagement and influencing role required of the team. The Manager's priority would be to develop the strategy and work programme for lifting State sector effectiveness.

High-level role summaries for the proposed new positions in the State Sector Effectiveness team are set out in Table 2

6 Role summaries for new and significantly changed positions

Policy Partnerships Te Puni

Table 1 provides a high-level description of the proposed new role in the Whānau Wellbeing team.

Table 1: Policy Partnerships Te Puni high-level role descriptions for proposed new role

Role(s)	Reports to	FTE	High-level role description
Whānau Wellbeing Manager	Policy Partnerships, Deputy Chief Executive	1	• Develop and lead a policy team to deliver high quality and influential results • Champion the whānau-centred approach in policy frameworks and analysis across government • Assist the Policy Partnerships Deputy Chief Executive in the development of a multi-year policy work programme • Manage the successful delivery of the work programme of a policy team, including appropriate and ongoing planning, resourcing allocation and prioritisation of work • Ensure consistency and alignment between different teams in Te Puni Kōkiri • Create and manage constructive working relationships with peers across the state sector to enhance understanding of policy impacts on Māori and drive results in Te Puni Kōkiri areas of focus

Strategy and Organisational Performance Te Puni

Table 2 provides a high-level description of the proposed new roles in the State Sector Effectiveness Team.

Table 2: Strategy & Organisational Performance Te Puni high-level role descriptions for proposed new roles

Role(s)	Reports to	FTE	High-level role description
Manager, State Sector Effectiveness	Strategy and Organisational Performance, Deputy Chief Executive,	1	• Develop and lead team of advisors to deliver high quality and influential results • Assist the Strategy and Organisational Performance Deputy Chief Executive in the development of a multi-year policy work programme • Manage the successful delivery of the work programme of the State Sector Effectiveness team, including appropriate and ongoing planning, resourcing allocation and prioritisation of work • Ensure consistency and alignment between different teams in Te Puni Kōkiri • Create and manage constructive working relationships with peers across the state sector to enhance understanding of effective policy design, services and investment that improves outcomes for Māori and work to influence and support improved effectiveness • Build stakeholder relationships across the State Sector, with a particular focus on key central agencies and influencers in the State Sector
Senior Advisor	Manager, State Sector Effectiveness	1	• Development of tools, guidance and frameworks to support State Sector to improve the effectiveness of their strategies, policy development and service delivery • Work closely with other Te Puni to build toolkit and expertise in innovative approaches to investing in outcomes for Māori and providing services to Māori in a whānau-centric way • Manage projects working with specific agencies • Build stakeholder relationships across the State Sector, with a particular focus on key central agencies and influencers in the State Sector
Advisor	Manager, State Sector Effectiveness	1	• Undertake analysis and research on evidence of what works to improve outcomes for Māori, in partnership with Organisational Knowledge • Gather regular intelligence from the Policy Te Puni on opportunities to support agencies to build their effectiveness for Māori

	• Support the delivery of projects, including the development of key milestones, timelines, consultation processes, risk analysis and resourcing requirements • Support consultation with key partners and ensure strategies are developed to gain buy-in and commitment to desired outcomes

7 Potential impact of proposals on current positions

This section sets out the preliminary analysis of the impact on positions, if the change proposals outlined above are approved.

The initial assessment of impact on positions in the Policy Partnerships Te Puni is set out in Table 3 on the following page.

It should be noted that:

- this table is indicative only as the actual impact cannot be confirmed until the final design and position descriptions have been approved
- even if your current position shows as disestablished, you may still be reassigned or appointed to a position in the proposed structure through the staff transfer process applied after decisions are taken
- the assessments are based on job description content – not on individual, or job titles.

This preliminary assessment is based on consideration of:

- job content – whether there is a position in the proposed new structure that is the same or very nearly the same. A position in the proposed structure is considered to be different if it has some significant additional, different, or reduced functions or accountabilities
- resourcing requirements – whether there is a reduction in the number of roles required to perform an existing function. For example moving from 5 Senior Advisors to 4 Senior Advisors

Support for staff

Even though this is a proposal, change can be a challenging time for staff and the organisation will provide support during this time. Support will vary by individual needs, however this may include:

- access to Employee Assistance Programme (EAP)
- managing change and uncertainty workshops.

More information will be made available on the intranet page or with direct managers. The proposed staff transfer process is summarised in Section 8.

The table below shows the implications of proposals on current roles in the Policy Partnerships Te Puni.

The table below shows the implications of proposals on current roles in the Policy Partnerships Te Puni.

Table 3: Indicative impact on current positions in the Policy Partnerships Te Puni

Role(s)	FTE	Proposal potential impact
Skills, Learning and Education Policy Team		
9(2)(a) [redacted]	[redacted]	[redacted]
Principal Policy Analyst	1	No substantive change to the position because there is only 1 Principal Policy Analyst position across the Skills, Learning and Education Policy Team and State Sector Effectiveness Policy Teams and three Principal Policy Analyst positions are proposed in the new policy team, Whānau Wellbeing. There would be a change in reporting line to the Policy Manager, Whānau Wellbeing.
9(2)(a) [redacted]	[redacted]	[redacted]
9(2)(a) [redacted]	[redacted]	[redacted]
Administrator	1	No substantive change to the position. There would be a change in reporting line to the Policy Manager, Whānau Wellbeing.

State Sector Effectiveness Policy Team
9(2)(a) [redacted]
9(2)(a) [redacted]
9(2)(a) [redacted]

8 Staff transfer process

At the publication of a final decision, affected staff will be notified of the impact on their position and next steps.

Reconfirmation

Following decisions, where there are minor changes to a role, such as a title change, change in reporting line or some change to the functions and responsibilities of the role (assessed as not greater than twenty percent), staff will be reconfirmed into the new role and notified of the change. This will happen in parallel with notification to affected staff.

Reassignment

Following reconfirmation, affected staff unplaced are considered for reassignment. Staff who are unaffected or have been reconfirmed will not be considered.

Where there is a significant change in role, or there is a reduction in role type, an Expression of Interest process will apply, where staff will be asked to express their role preference. It is preferable that, where possible, managers or their nominee work with staff on an individual basis to ensure they understand what is required.

Reassignment decisions will be made by the Deputy Chief Executive considering one or more of the following factors:

- staff preference
- management preference
- discussion
- review of available evaluative material, including performance reviews.

To maximise employment opportunities for permanent staff, management may deem a staff member to have expressed an interest in a role if they have elected not to. All reassignment decisions are subject to review in line with the terms set out in the Collective Agreement.

Redeployment

Where a staff member is not reassigned, management will work with them one-on-one in accordance with the provision of their employment agreement including identification of other opportunities within Te Puni Kōkiri or the wider Public Sector.

Fixed term staff

Fixed term staff will be considered for any roles that remain unfilled at the completion of reassignment.

Unfilled roles

At the completion of the reassignment process all unfilled roles will be the responsibility of the Deputy Chief Executive and relevant leadership team to consider how and when to fill.

Appendix 1: Design objectives and principles

As we developed these proposals we kept in mind the design objectives and principles applied across all our ‘strengthening’ proposals.

Objectives

The objectives are:

- support proactive, value-adding approach to cross-government engagement on investment and social policy issues
- allow for flexible allocation of resources and ability to respond to changes in the operating environment
- strategic, integrated oversight and approach to investment function to achieve outcomes, manage risks and meet partner expectations
- strengthen internal capability and expertise, in particular for programme design and performance measurement, and reduce reliance on external consultants
- governance arrangements which clearly define accountability and decision-making rights and facilitate operational relationships and information flows across related areas of work
- financially sustainable

Principles

The proposed changes align with the following organisational design principles:

Policy to pā investment approach[1]

- clear, single point of accountability to manage programmes and integrate related functions
- operational relationships that facilitate information flows and working across te puni boundaries
- building stronger capability, more flexibility and greater efficiency by:
  - grouping similar processes/functions together
  - grouping specialist skills together

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[1] ‘Policy to pā’ refers to an end to end process in which we take an initial concept for approval through the policy process, design and deliver its implementation to whānau (i.e. at the pā level), and monitor and evaluate its success.

Managing the work – spans, complexity and accountability

- practical breadth of functions being managed by a single position
- lines of accountability and reporting are clear
- teams and individuals have sufficient influence over resources
- avoids unnecessary management hierarchy and decisions made as close as possible to the frontline

Leadership, cultural fit and stakeholder expectations

- supports Te Puni Kōkiri operating model – being results focused, working proactively with others to achieve results, pooling our talent to work together on specific kaupapa, building a learning culture
- supports a values-based, whānau-centred approach
- clear point of leadership and engagement from stakeholder perspective.

Sustainability

- enough flexibility to redeploy and/or scale up resources in future to meet changing demands
- financially sustainable, in line with our four year budget plan.

Attachment 2

Te Puni Kōkiri
REALISING MĀORI POTENTIAL

Strengthening Te Puni Kōkiri: Whānau-centred approach

Te Kāwanatanga o Aotearoa

Regions, including Māori Business Facilitation Service, and Investment

8 Mahuru 2016

Contents

Tables

Figures

He Kupu Whakataki

Ehara taku toa i te toa takitahi engari he toa takitini.

It is not my strength alone, but the strength of many that contribute to my success.

Tēnā koutou katoa.

We want to mihi to all of those who took the time to make a submission on the proposals that have been put before you. Many of your whakaaro have been included in the decision documents, and all were carefully considered by me and the Executive Team. Of course not all aspects of the submissions could be included in the final decision. A summary of submissions was released on 21 Hōngongoi (July) 2016, and is still available on the 'Strengthening' page of the intranet.

It is fair to say that the pace and volume of change has been significant for our agency in recent years. This change has paralleled a significant growth in investment funding and activity. Since late 2014, we have taken on a number of new investment funds that we could not have anticipated. The way we have set up the Māori Housing Network, for example, is a tribute to our ability to move quickly and professionally to make a difference for whānau. It is time now to recognise that regions and the investment function in head office need extra resources as these things settle down and become a regular part of our mahi, and the investment function has become big enough that it now needs its own Te Puni.

In 2014, we built the organisation around our new operating model. Many of you have noticed that some key elements of this have changed. For example, some of the five key kaupapa agreed at that time have shifted towards a broader focus on social policy, with initiatives such as Investing in Children now becoming very important. However, much of our operating model remains the same. You will find a refreshed explanation of our operating model and how it works for us in Section 2 of this document.

The new organisational structure that you see announced today also integrates the Māori Business Facilitation Service into regional offices, with support and coordination functions in the new Investment Te Puni. This strengthens Regional Managers' oversight of the services being delivered in their regions and allows for greater flexibility to reflect regional differences. It is important that the staff involved are able to come together as a 'virtual team' with a focus on Business Growth, similar to how the Māori Housing Network operates.

We want to thank you for your patience in waiting for these decisions. The good news is that some of the time was used to seek approval to reprioritise some existing funding, to cover our investment in strengthening Te Puni Kōkiri's regions and investment.

Reading the submissions provides a timely reminder that structure and additional roles, while important, are not the end point. We have a lot of work to do to embed a whānau-centred approach, which was widely endorsed through the submission process.

Attachment 2

We still have work to do across Te Puni and our teams to work together on particular kaupapa. Some of the decisions you see here today are aimed at setting up and incentivising a more networked way of working together. But again, structure is only part of that. Some of the things that have come through your submissions are the need for:

- a behaviour and culture change to allows us to become a more agile organisation
- strengthening the link between regions and policy, and
- systems to support an integrated approach, including investment management systems that support whānau.

While some roles are affected by these decisions, we will do our best to maximise employment opportunities for permanent staff. The staff transfer process will begin once we have the Strengthening Policy decisions, which are expected in the next couple of weeks. That way we will maximise the number of new roles and existing vacancies that affected staff can apply for.

Ehara taku toa i te toa takitini, engari he toa takitini.

Ngā mihi,

9(2)(a)

Michelle Hippolite
Toihautū | Chief Executive

9(2)(a)

Fiona McBeath
Deputy Chief Executive, Organisational Support

9(2)(a)

Di Grennell
Deputy Chief Executive, Regional Partnerships

9(2)(a)

Guy Beatson,
Deputy Chief Executive, Strategy and Organisational Performance

9(2)(a)

Cath Nesus
Assistant Deputy Chief Executive, Policy Partnerships

9(2)(a)

Susan Shipley
Chief Advisor

9(2)(a)

Kelly Dunn
Assistant Deputy Chief Executive, Policy Partnerships

9(2)(a)

Nancy Tuaine
Chief Advisor

1 Introduction

Purpose

This decision document outlines decisions about proposals for:

- strengthening a whānau centred approach
- Regions and Investment
- Māori Business Facilitation Service
- other changes to strengthen specific functions.

It is divided into different sections to help you find the parts that are most relevant to you. In each section we summarise your feedback, discuss our thinking, and outline our decisions.

Section 8 sets out the next steps, the process for implementing the new structure and transferring staff.

Overview of decisions

Our high-level decisions are to:

- establish a programme to develop and grow a whānau-centred, values based methodology and practice
- increase the number of new roles from the proposal of Haratua (May) 2016
- increase resourcing in all Regional offices to meet new and different demands being placed on them
- integrate the Māori Business Facilitation Service so that staff based in regions report to Regional Managers with a focus on Business Growth
- establish an Investment Te Puni which will focus on our stewardship of Statutory Entities, Whānau Ora Commissioning, other funding, and will provide support and oversight in all our investments
- strengthen the Programme Support Office, in the Strategy and Organisational Performance Te Puni
- strengthen the centralised development and support available to manage new or increased legislation requirements, such as the Health and Safety, Business Continuity and Emergency management, in the Organisational Support Te Puni
- create a dedicated role to provide advice and oversight on external appointments and nominations and to provide oversight of our relationships and stakeholder interaction in the Office of the Chief Executive.

In addition, given some of the feedback received we will be:

- considering the configuration of Te Tai Hauāuru region and how this aligns with the demographics and needs within the region. This work will be led by the Regional Manager and undertaken in the first quarter of 2017.

Feedback

A joint summary of submissions for the Regions and Investments proposal and the Māori Business Facilitation Service proposal was published on 21 Hōngongoi (July) 2016.

A total of 35 written submissions were received across the two proposals and the Chief Executive and Deputy Chief Executives also heard feedback from many individuals and groups in formal meetings and informal discussions.

Drivers for change

The external environment we operate in and the expectations on us are changing. Earlier this year, the Executive Team recognised the need to strengthen the collective ability of Te Puni Kōkiri to design and deliver investment programmes and provide stewardship of Whānau Ora. Our reasoning was set out in detail in the discussion document released in Haratua (May) 2016.

In the discussion document we put forward the proposition that we should explicitly take a whānau-centred approach to all our mahi, and your feedback generally endorsed that approach.

A whānau-centred, values based approach

Throughout the process of considering proposals and feedback and making decisions, as an Executive Team, we have kept at the front of our thinking that we want to strengthen a whānau-centred, values-based approach across Te Puni Kōkiri.

We recognise that any change is unsettling but our processes for communicating with and supporting staff are based in manaakitanga.

We have also kept in mind the objectives and principles we set ourselves at the beginning of the process, as set out in the proposal documents.

Meeting our objectives

Referring back to our objectives in the proposal document, we are confident the decisions set out in this document will support and strengthen:

- a proactive, value-adding approach to cross-government engagement on investment and social policy issues
- flexible allocation of resources and ability to respond to changes in the operating environment
- strategic, integrated oversight and approach to the investment function to achieve outcomes, manage risks and meet partner expectations
- internal capability and expertise, in particular for programme design and performance measurement, and reduce reliance on external consultants
- governance arrangements which clearly define accountability and decision-making rights and facilitate operational relationships and information flows across related areas of work.

Financial sustainability

We have taken some time to review our budgets and clarify and confirm the funding available to invest in strengthening our capacity and capability. With the agreement of our Minister and the Minister of Finance, we have reprioritised some funding that will allow us to strengthen our organisation and meet the cost pressures that are upon us.

We are pleased to have reached a point where we can increase our overall staff numbers beyond the level set out in the initial proposals. We will also set aside some funding for organisational development activity which we need to commence in parallel with the implementation of the new structure.

There is always more that could be done, and we recognise that prioritising work will continue to be a challenge across Te Puni Kōkiri. We are confident that the decisions set out here mean we are better placed to manage demands than we have been to date.

Recap of process

In Pipiri (June) 2016 we set out proposals for strengthening our Regions and Investments functions.

Alongside this, the Acting DCE Policy Partnerships put forward a proposal for integrating the Māori Business Facilitation Service (MBFS).

Recently in Here-turi-kōkā (August) 2016 we have asked for feedback on proposals for strengthening Policy, looking in particular at the structure for social policy and state sector effectiveness work.

We heard the views of staff through a number of formal and informal discussions and through formal written feedback on the Regions and Investments and MBFS proposals, which was summarised in the document released on 21 Hōngongoi (July) 2016.

We have had a number of discussions at Executive Team level about various aspects of the proposal and have tested our thinking against scenarios about how specific programmes are managed and decisions made now, and how we want that to happen in future.

Throughout this process, we have focussed on three things:

- continuing to strengthen the way we work together across Te Puni and how we engage with whānau, hapū, iwi and Māori organisations in a values-based, whānau-centred manner
- strengthening our stewardship of Whānau Ora across Te Puni Kōkiri and with whānau, hapū, iwi and other Māori organisations, to achieve longer term success and share the lessons across the State sector
- ensuring Te Puni Kōkiri is organised and equipped to nimbly respond to an evolving environment, particularly in the investment area.

2 Our vision, role and purpose

At a high level, what we are here to achieve remains strong. Our **vision** is:

Iwi, hapū and whānau Māori succeeding as Māori.

The success of whānau is central to our vision and this connects very clearly with the success of iwi and hapū. Iwi in particular are increasingly key partners with government in supporting whānau success, such as through the Whānau Ora Partnership Group. The findings from the first phase of Whānau Ora showed that whānau aspire to connect with iwi and hapū, and with each other.

The part of our vision that can cause the most confusion outside Te Puni Kōkiri is what it means to succeed 'as Māori'. This simply means that iwi, hapū and whānau can drive their own success and succeed on their own terms, with the Crown as a partner or supporter. It means that whānau should be able to stand strong in their Māoritanga and not have to compromise on this in order to get on in Aotearoa New Zealand.

Achieving this vision would have huge social, economic and cultural benefits for the national as a whole, and our role is to create the conditions that would enable success and remove roadblocks. These themes are picked up in our **purpose**:

Te Puni Kōkiri supports Government to strengthen Treaty of Waitangi partnerships and facilitates iwi, hapū and whānau to succeed at home and globally.

We have a very clear **role**, mandated by Cabinet, which comes in three parts:
- ***Ārahitanga*** – providing strategic leadership advice and guidance to Ministers and the state sector on the Crown's ongoing and evolving partnerships and relationships with iwi and Māori collectives.
- ***Whakamaherehere*** – providing evidence-based advice to Ministers and direction to the state sector on barriers to, and opportunities for, achieving better outcomes for Māori.
- ***Auahatanga*** – developing innovative trials and investments to test policy and programme models.

Our role has not changed since it was confirmed in 2013. What has changed is the focus and balance of our advice and activity, with new kaupapa such as housing coming into focus, and an increased emphasis on the auahatanga role.

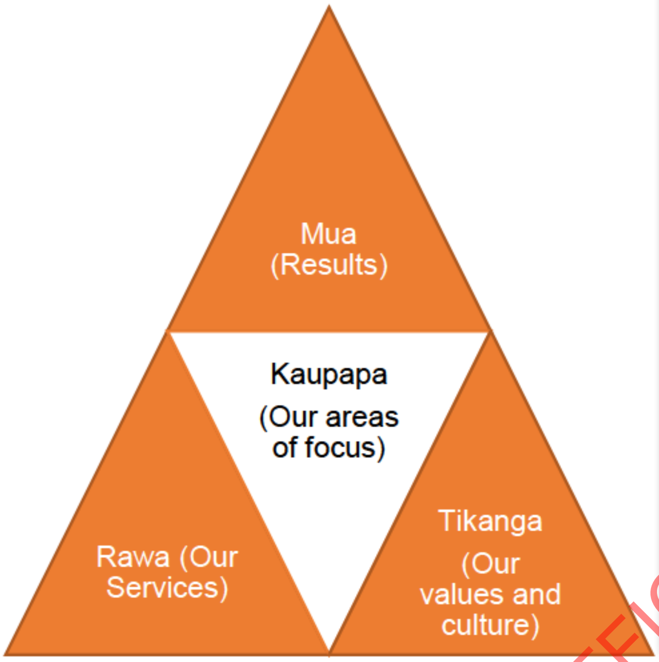
Our operating model

An operating model is a description of how we go about our work and how we organise ourselves. This is where we are undergone some change, and we think it is timely to give my refreshed perspective of what our operating model is and how we have and will continue to improve.

Many of you will remember that in 2013 we went live with a new operating model. My intention was that we would work differently, especially by working more effectively together and partnering with others inside and outside our organisation. To do this, we would need to be a learning organisation.

The building blocks of the operating model, which we consulted staff on in 2013, remain true.

Figure 1: Operating Model



Ways of working that underpin our new operating model

- Being results-focused
- Working proactively with others to achieve results
- Pooling our talent to work together on specific kaupapa
- Building a learning culture.

However, some of the detail that sits underneath it has changed and evolved, as many of you have noticed. It is timely for me to give an updated explanation of this detail.

Putting the elements of an operating model in place takes time. You have heard me compare it to the process of building a whare, which needs a strong foundation in place – a focus on the basics – before it can be decorated. In the explanation that follows we use this whare comparison to show how we believe it all fits together, and where we are up to in the process.

Mua – results

One of our key differences and strengths as an organisation is our knowledge of and commitment to better results for whānau, hapū and iwi. Your feedback strongly endorsed the proposal to focus on results for whānau outcomes, as this will help us to make the biggest difference we can for Māori. Hapū and iwi matter as well, and an emphasis on whānau will greatly contribute to hapū and iwi aspirations. Magic happens when whānau are connected with iwi and hapū, are able to develop cultural strength, and are actively engaged with schools and other learning opportunities.

Whānau is a place where te reo Māori needs to thrive if it is to be spoken and passed on as a living language. We do our whenua Māori and economic development mahi so that whānau can access greater benefits, opportunities and choices now and into the future.

As shown in the research that we and others have done, a whānau-centred approach includes:

- focusing on outcomes for whānau
- recognising whānau strengths and capabilities, and enabling them to take responsibility to identify and find solutions
- focusing on the whole whānau environment, not just a problem presenting for an individual
- focusing on intergenerational success.

The results we are striving for are:

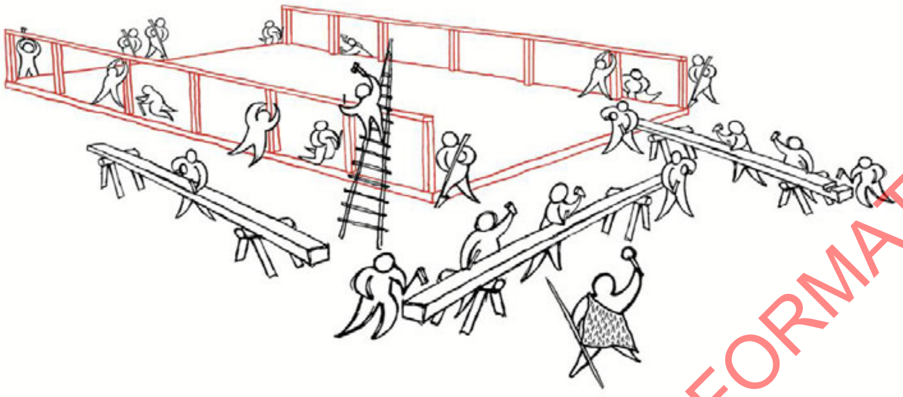
- Increase in the number of te reo speakers
- More whānau enabled to improve their own lives
- Increase in the number of whānau living in quality and affordable housing
- More Māori-owned land producing benefits for iwi, hapū, and whānau Māori
- Growth of the Māori business sector (both domestic and international)
- Enhanced engagement with iwi, hapū, and whānau Māori and their interests by the public sector.

A focus on results means that we need to **measure and improve our performance**. Now that we have completed our Kaupapa Plans, we are much clearer about what we are trying to achieve and what we are responsible for – as an organisation, within and between our Te Puni and teams, and individually. Our Four Year Plan articulates clear targets and metrics for assessing our success.

We should celebrate success and, if sometimes we fall short, we should learn from the experience and remedy it as best we can. We have had some amazing achievements in progressing legislation for Te Ture Whenua reform and Te Ture mō te Reo Māori, while still finding time to pause after key milestones to reflect on what we have learned.

Our focus on results provides a strong framing for what we have to do. Putting the frame in place is the first step in erecting a whare. All the elements in the frame are interconnected and depend on each other.

Figure 2: Whakaara i te hangatanga - erect the frame



Kaupapa – our areas of focus

The results we are seeking are informed by our kaupapa. In the near term, our work is focused on the following:

- **Whakapapa** – which includes enabling whānau to connect with their language, culture and history on their own terms, and making sure that these things are valued more broadly in Aotearoa New Zealand.
- **Whānau** – enabling whānau to engage in te ao Māori and te ao whānui and to achieve their aspirations.
- **Whare** – enabling whānau to have access to safe and healthy housing.
- **Whenua** – enabling Māori to realise the economic potential of their land while safeguarding it for future generations.
- **Whanaketanga** – supporting whānau, iwi and hapū in their development aspirations, which will contribute to the prosperity of regional Aotearoa New Zealand.

These are like the pou that hold up our whare. The tuanui and rafters symbolise the interconnectedness of these concepts. The foundation for all of this is a strong relationship between the Crown and whānau, hapū and iwi, based on the Treaty of Waitangi.

Figure 3: Kopani mai ngā heke – connect the rafters

Tikanga – our values and culture

We have a strong set of values to guide the way we operate at all levels.

- **Te Wero** - We pursue excellence. We strive for excellence and we get results. We act with courage when required, take calculated risks and are results focused.
- **Manaakitanga** - We value people and relationships. We act with integrity and treat others with respect. We are caring, humble and tolerant. We are co-operative and inclusive.
- **He Toa Takitini** - We work collectively. We lead by example, work as a team and maximise collective strengths to achieve our goals.
- **Ture Tangata** - We are creative and innovative. We test ideas and generate new knowledge. We learn from others and confidently apply new information and knowledge to get results.

These are a code of behaviour for us as individuals and as an organisation. They paint a picture of an organisation that works together and looks after people, and at the same time is pushing the boundaries and will not settle for mediocrity. Ngā Taumata Tiketike, our staff reward and recognition programme, recognises the role of our people in embodying these values.

To enable this to happen properly, as an organisation we have to **build the capacity and capability of our people**. The intention of the various 'Strengthening' proposals is to build our capacity and capability by bringing more staff on board with the right skills to meet the challenges that face us. In some areas, such as operational policy and service design, we have to build capability to fill a gap that we have. This must be accompanied by development and learning opportunities for all staff.

We have done some work to build our core capabilities (such as writing and machinery of government), and have started to forecast and understand the capability we will need to develop over the medium term. While we have a performance management system in place, we are reviewing it to make sure it supports people to deliver their work while continuing to grow.

We need our systems to back our values and culture better than they have. We do have a number of systems in place that establish **clear accountabilities and decision-making** rights, but these mostly refer to financial and HR decisions rather than the mahi. We have taken some steps to make distributed leadership more real, including the Senior Leadership Team (our level three managers and above) starting to take control of things that have been held close to me at Executive Team level.

We are also continuing to work on strengthening our project management disciplines (there are proposals about that in this document) and building a more strategic approach to our investments.

The tuarongo, or back interior wall of the whare is associated with whakapapa (our history and connection with communities and government) and our tikanga.

Figure 4: Whakatūtū i te tuarongo me te apai – erect the front and back walls

Rawa – our services

The services we provide are:

- Strategic policy leadership, influence and advice
- Facilitation of relationships
- Research and evaluation
- Information brokerage
- Innovative investment.

It is important that our **organisational design** supports us to deliver these services well. For example, with an increased emphasis recently on innovative investment, the decision has been made to establish an Investment Te Puni with sufficient capability and capacity to meet the extra demand.

It is also vital that our **infrastructure** allows us to deliver our services in a way that achieves the results we are seeking and understands the needs of our end users. We have, for example, invested in means to take our services on the road more often, and are taking a more strategic approach to our information technology needs, with an Information Services Strategic Plan having been agreed by ET. We still have more work to do, with many of you indicating that systems such as SmartFund need upgrading or replacement to support the implementation of our investment approach.

We need better **end to end communication**, so that we have the tools to distribute information. We could provide the best services in the world, but that would be no good if nobody gets to hear about them. We have many assets, including staff with strong networks into communities. The decisions around the Communications Function review will boost our capacity, capability and partnering in this area. Part of our future planning will need to consider our branding and promotion and online presence, in particular, how we might make better use of social media.

Figure 5: Whakapai i te māhau – prepare the verandah

The māhau with its whakairo and kōwhaiwhai is richly decorated by staff of Te Puni Kōkiri. Our focus is on preparing the whare to welcome whānau and others who will join them in achieving results.

3 Strengthening a whānau-centred approach

Our overall intent

We have a strong focus on better results for whānau, hapū and iwi. Your feedback strongly endorsed the proposal to focus on results for whānau outcomes and take a whānau-centred approach.

A whānau-centred approach is one guided by Te Ao Māori and tikanga Māori, which places whānau at the centre of our decision making. It is a focus that seeks to empower, and to target the strengths of whānau. It is an approach that seeks to streamline and integrate support processes, while measuring effectiveness and outcomes.

We want Te Puni Kōkiri to build on the Whānau Ora methodology, supported by more resources, including the strengthening of staff capacity and capability.

Key themes from feedback

Following on from the Haratua (May) 2016 discussion document there was further endorsement for the notion of a whānau-centred approach to our mahi.

Submitters told us the focus on whānau is appropriate and will help to sharpen our efforts to improve the socio-economic status and wellbeing of some of the most vulnerable people in our communities.

The growing clarity and articulation of a whānau-centred approach was seen as positive, but there continued to be questions about what it meant in practice. A number of submitters offered ideas for improving understanding and making progress for whānau.

During the Tuatara sessions early in the Strengthening process, staff were asked to fill in a card saying what whānau-centred means to them. The responses have been detailed in earlier Chief Executive Pānui, and displayed a wide variety of thinking. The main themes, in order of prevalence, were:

- **Capturing the whānau voice** – engage, listen and understand whānau needs and ambitions
- **Working together better** – live our values, have better national-regional connection, sort out our systems
- **Designing services and outputs around whānau needs and ambitions**
- Walk the talk in our **Māoritanga**
- **Putting whānau outcomes at the centre** – the first question should be, 'what are the impacts of this for whānau'?
- We need to **define what we mean** by a whānau-centred approach – have a common understanding and be precise in the way we use language.

Decisions

We note your support for finding practical ways to bring a whānau-centred approach to life within Te Puni Kōkiri. It is important that we continue to develop our whānau-centred approach in line with other discussions about our way of working, including our values and our operating model of being results focused, working proactively with others to achieve results, pooling our talent to work together and building a learning culture.

We have decided to establish a programme to develop a whānau-centred, values based methodology and practice. This will be led by a Chief Advisor in the Office of the Chief Executive and will involve a range of staff from across Te Puni.

4 Regional Partnerships Te Puni

4.1 Strengthening capability and capacity in the regions

Our overall intent

We are here to support the Government to strengthen Treaty of Waitangi partnerships and facilitate whānau, hapū and iwi success at home and globally. Regional Partnerships has a front-facing role in our mahi with whānau, hapū and iwi. Our intention is that Regional Partnerships will have an increased role in investment planning and decision-making over time.

We need to work collectively to maximise our impact for whānau, hapū and iwi. Obviously, Regional Partnerships will need to work closely with the Investment Te Puni and other parts of the organisation. These relationships are discussed in more detail later in this document.

Key themes from feedback

There was strong support to increase resourcing in Regional offices and many submitters argued for a greater increase in resources than proposed. This growth was welcomed because it will support increased engagement with whānau and stakeholders.

There was some comment that the new resources to manage investments were weighted to a centralised approach, and should be rebalanced to the regions.

There were mixed views across regional offices on the proposal to introduce a Team Leader position into the regions with the highest staff numbers.

An issue raised in submissions was the Te Tai Hauāuru regional offices and how this aligns with the demographics and needs within the region.

No additional senior advisor capacity was originally proposed for Te Waipounamu. Several submissions made a strong case that this should be added.

Decisions

We have decided to:

- create a separate Investment Te Puni and transfer most Head Office investment functions to the Investment Te Puni. The detail and rationale for this decision is set out in Section 5.
- create a new role of Principal Advisor in the Office of the DCE Regional Partnerships
- create a new role of Regional Business Analyst to support Regional Managers
- create additional roles in regions as follows:

  - Te Taitokerau – Senior Advisor (1); Advisor (1); Regional Business Analyst (1)
  - Tāmaki Makaurau - Senior Advisor (1); Regional Business Analyst (1)
  - Waikato-Waiariki - Senior Advisor (1); Regional Business Analyst (1)
  - Ikaroa Rāwhiti - Senior Advisor (2); Regional Business Analyst (1)
  - Te Tai Hauāuru - Senior Advisor (1); Regional Business Analyst (1)
  - Te Waipounamu - Senior Advisor (1); Regional Business Analyst (1)
- create a dedicated role to provide advice and oversight on external appointments and nominations in the Office of the Chief Executive
- consider the configuration of Te Tai Hauāuru regional offices and how this aligns with the demographics and needs within the region. This work will be led by the Regional Manager and undertaken in the first quarter of 2017.

We have decided not to:

- create any Team Leader roles within our larger regions at this stage. However as teams grow in size, it may be necessary to revisit the span of control issue in future.

See page 23 for proposed new regional structure and page 34 for information about new roles and the impact on current roles.

Explanation of decisions

The Executive Team acknowledges the breadth of kaupapa and increasing demands in the Te Puni.

We recognise the important relationships and knowledge held by our Regional teams. The intent of the proposals is to provide additional support to enable Regional Partnerships Te Puni staff to work effectively with whānau, generate insights into what is working and contribute ideas for how to improve results.

Deputy Chief Executive (DCE) and Office of the DCE

DCE, Regional Partnerships

By establishing a new Investment Te Puni, we are making the scope of the role of DCE Regional Partnerships more manageable while retaining responsibility for critically important work.

In particular, the DCE Regional Partnerships will lead the shift towards region-led investment planning and decision-making over time. This means leading the development of capability to identify regional development priorities, deliver joined-up services, initiate and develop partnerships with whānau, hapū, iwi, learn how partnerships are doing to improve outcomes, and continue to share those valuable insights with other regions and head office.

Office of the DCE

As set out in the proposal, there is a need for more permanent resource in the Office of the DCE Regional Partnerships to support coordination and connections between other Te Puni and the Regional Managers group and support the ongoing cross-agency work programme on regional economic development. A permanent Principal Advisor position will be established to support this work and assist us to capitalise on the rich intelligence and relationships of regional staff, while ensuring use of the regional network for outreach, consultation, stakeholder engagement and performance reporting is coordinated and managed sustainably.

External nominations and appointments

Advising on external appointments and nominations is an important part of our work and one that has come under pressure within the Office of the DCE Regional Partnerships due to the volume and complexities of those expectations. To get ahead of the game and provide the best possible advice to the Minister, we see value in creating a dedicated role with specific responsibility for proactively managing this area, in the Office of the Chief Executive. Further detail on the focus of this role is provided in Section 6.

New and additional roles in Regional offices

In response to submissions and in discussion with Regional Managers, we are putting more roles into the regions than originally proposed.

Senior advisors and advisors

We recognise the need to further strengthen the advisory capacity in the regions in response to new and different areas of work and expectations. Regional Managers, in consultation with the DCE Regional Partnerships, will have flexibility to decide which offices new roles will be located in, and how they can best use this resource to support the mahi of the region, for example whether they want specialist or generalist advisors. It is our aim to move towards greater flexibility for Regional Managers to assign staff to reflect new or changing work priorities. In deciding the number and composition of new roles in each region, we took into account feedback and the initial criteria set out in the proposal:

- expectations of participation in a range of local economic and social development initiatives with government and community partner agencies
- improved understanding of deprivation and social needs for specific communities, in particular numbers of children at risk of poor outcomes
- intensive, proactive effort required to promote and service the Māori Housing Network within remote urban communities
- geographic distribution of population and isolated communities with high needs.

Regional Business Analysts

On considering submissions, and in further discussion with Regional Managers, we recognise the value of creating a new role of Regional Business Analyst to support Regional Managers and teams. This role would be located in the same office as the Regional Manager, reflecting the direct support they would be providing to Regional Managers on a day to day basis.

This role would support Regional Managers by taking responsibility for:

- providing practical management of strategic planning, budgetary and financial management processes
- supporting performance monitoring within the regions

- supporting specific activities such as health and safety, contingency planning, security management and emergency procedures
- coordinating information and issues management on behalf of the Regional Manager
- assisting with the local management of property and vehicle requirements
- providing practical support for communications, reporting, Ministerials, nominations, managing information flows and other requests as required.

Team Leader proposal on hold

We recognise that the Regional Managers have been successfully managing large numbers of staff, in some cases across significant distances. We have listened to feedback questioning the need for another layer of management in the form of a Team Leader where established processes and relationships are currently working. We therefore will not create Team Leaders at this point. However as teams grow in size, it may be necessary to revisit the span of control issue in future.

Impact on current roles

Table 1 below shows the on current roles within the Regional Partnerships Te Puni which are impacted by these decisions and the nature of the impact.

Table 1: Impacted roles within the Regional Partnerships Te Puni

Team	Role	Number	Impact of decision
Regional Partnerships Te Puni	Deputy Chief Executive, Regional Partnerships	1	Changes made to the position in line with the decisions set out in this document.
Investment Team	9(2)(a) [redacted]	[redacted]	[redacted]
	Administrator	1	Change in reporting line
	Smart Fund Administrator	1	Change in title and reporting line

4.2 Integrating the Māori Business Facilitation Service

Our overall intent

Facilitating growth and innovation for Māori businesses is a strategic priority for Te Puni Kōkiri and aligned with our vision for Māori economic development. We are intent on strengthening the collective ability of Te Puni Kōkiri to invest in outcomes and deliver services that support whānau, hapū and iwi to prosper.

We see potential and value in bringing together a closer alignment between the work and focus of our business development specialists in regions and other investment priorities with the services that are delivered within region which support regional development.

Key themes from feedback

There was general support for the Māori Business Facilitation Service (MBFS) having an explicit focus on business growth. Submitters welcomed clarity on the focus of the service after a period of review.

A number of submissions proposed the 'lift and shift' of MBFS to the Investment Te Puni rather than transfer to the reporting to Regional Managers. On the other hand, other submitters supported having MBFS staff in the regions report to Regional Managers, with support at the centre from the Investment Te Puni, which would also be the convenor of a 'virtual team' for Business Growth.

It was submitted that the title of Business Growth Advisor or Senior Advisor should include the term Manager to align with similar roles at New Zealand Trade and Enterprise and Callaghan Innovation and to reflect that staff deal with senior figures in business and organisations.

Decisions

We have decided to:

- transfer responsibility for the oversight and delivery of Māori Business Facilitation services to the Regional Partnerships Te Puni and Investment Te Puni
- create a Senior Advisor Business Growth and an Advisor Business Growth in each region, reporting to the Regional Manager
- create a Principal Advisor position within the Investment Te Puni, reporting to the Māori Growth Lead, to:
  - facilitate a virtual network of the Business Growth Senior/Advisors in regions
  - support Regional Managers and Business Growth Senior/Advisors with their strategic planning and performance monitoring of business growth activities delivered in each regions
  - build and maintain connections with other Government agencies delivering initiatives to support business growth and share intelligence on support available to Māori businesses with regions

  - identify, in partnership with regions, opportunities to make expert advice available across regions for emerging and growing sectors
- give Regional Managers responsibility for planning and ensuring the business growth activity in their region is aligned with the specific regional development priorities for their region
- give responsibility to the DCE Regional Partnerships to ensure a transition plan is developed to support Regional Managers to manage the work of regional Business Growth Senior/Advisors from 25 October 2016
- transfer the Contracts Advisor position within the current MBFS team to the Investment Te Puni as part of the wider contracts support team for investment funds delivered by Te Puni Kōkiri.

We decided not to:

- change the proposed title of these roles to include 'manager'.

Figure 6 on page 23 shows the new organisational structure including new roles of Regional Business Analyst, Senior Advisor Business Growth and Advisor Business Growth.

Explanation of decisions

The Executive Team acknowledges the strong reputation of the MBFS and accepts this is based on relationships, networks and hard work.

We appreciate that the team has continued to deliver through a period of uncertainty and recognise their commitment to supporting Māori businesses to grow.

We note that the team has established relationships internally and externally and shares knowledge and information between team members across the motu.

We want to maintain those strong relationships in a more networked way of working. The notion of a kaupapa team is that staff may report to different managers but work effectively together towards the same goals. The kaupapa team further supports staff to work together, share information and support each other to support regional development.

We see advantages for Te Puni Kōkiri as a whole in having greater integration and flexibility in regional offices, through giving the Regional Managers responsibility for the services delivered in their region.

We also see advantages for business in facilitating stronger connections with related programmes and services and providing a more coordinated service.

We acknowledge the point made in submissions that having MBFS staff report to Regional Managers creates a risk of losing focus because of multiple competing demands. However we have confidence in the capability of our Managers and staff to agree priorities for their work and this would be reinforced by nationally agreed targets and objectives for business growth.

We consider that by explicitly connecting to broader expertise in strategy, investment planning and performance and operational policy and design, we will have a more deliberate, planned approach to business growth that will result in us being able to offer a stronger service. With the Government's and our Minister's focus on regional development, it makes sense that our services to support growth in jobs and income should be more integrated.

We considered the allocation and location of Advisors and Senior Advisors Business Growth and confirmed that we will move to the new structure with one senior advisor and one advisor in each region. This may change over time as regional demands change if roles become vacant.

We consider the title of Advisor/Senior Advisor Business Growth is a clear description of the role while also providing consistency with other regional staff.

Te Tai Hauāuru

Given the decision outlined in the previous section to consider the configuration of regional offices in Te Tai Hauāuru in the first quarter of 2017, interim arrangements will be put in place for the three current MBFS staff in this region.

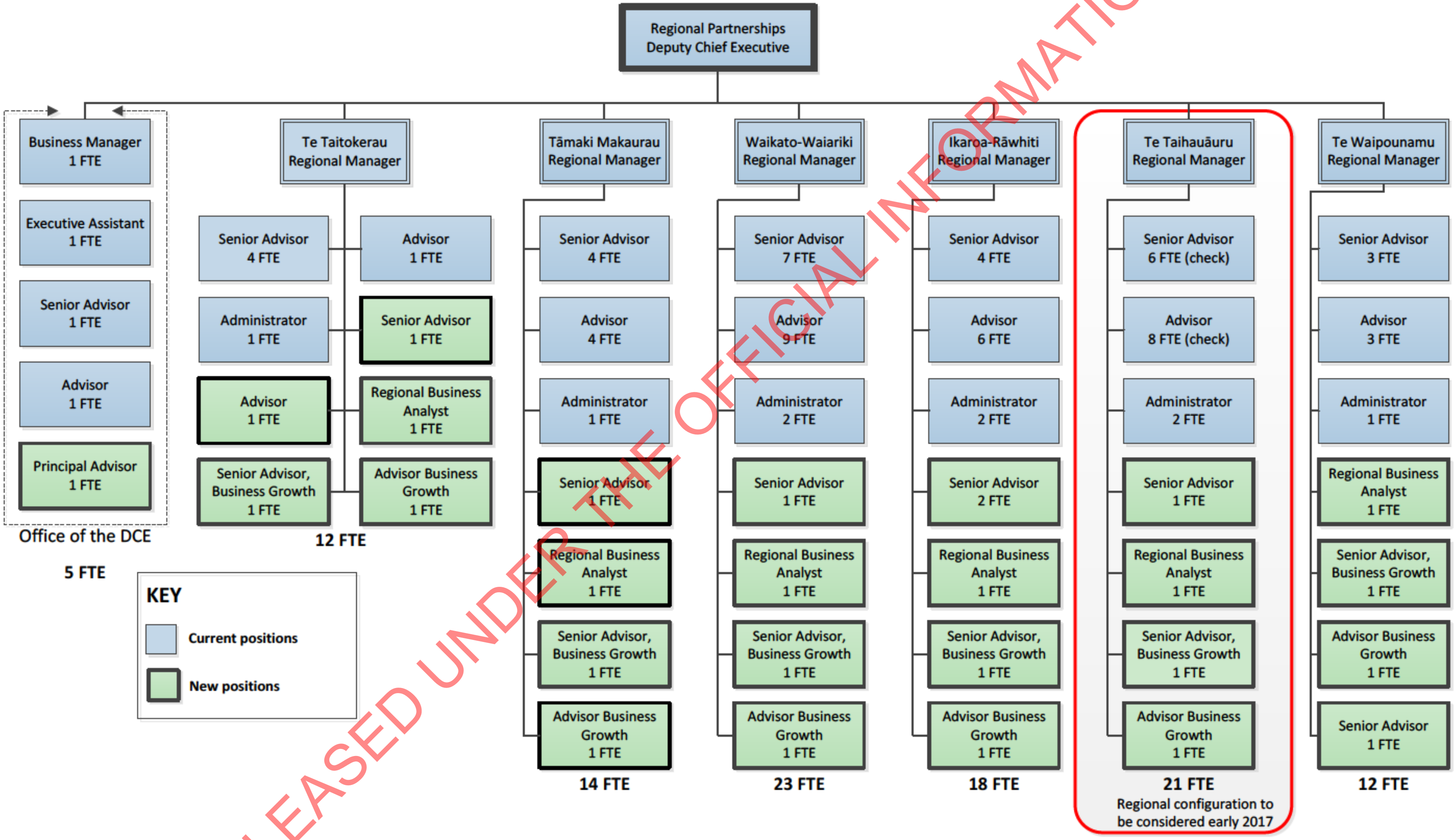
Impact on current roles

Table 2 below shows the impact on current roles within the Maori Business Facilitation Service team.

Table 2: Impacted roles within the Maori Business Facilitation Service team

Team	Role	Number	Impact of decision
Māori Business Facilitation Service	9(2)(a) [redacted]	[redacted]	[redacted]
	Account Manager MBFS	5	Change in title to Advisor Business Growth, Change in reporting line to Regional Manager (Whangārei, Auckland, Hamilton, Hastings, Dunedin)
	Account Manager MBFS	3	Disestablished - vacant roles (Auckland, Gisborne, Christchurch)
	9(2)(a) [redacted]	[redacted]	[redacted]
	9(2)(a) [redacted]	[redacted]	[redacted]
	Contracts Advisor	1	Change in title and reporting line
	9(2)(a) [redacted]	[redacted]	[redacted]

Figure 6: New Regional Partnerships Te Puni structure


Regional Partnerships Deputy Chief Executive
Business Manager 1 FTE
Executive Assistant 1 FTE
Senior Advisor 1 FTE
Advisor 1 FTE
Principal Advisor 1 FTE
Office of the DCE
5 FTE
Te Taitokerau Regional Manager
Senior Advisor 4 FTE
Advisor 1 FTE
Administrator 1 FTE
Senior Advisor 1 FTE
Advisor 1 FTE
Regional Business Analyst 1 FTE
Senior Advisor, Business Growth 1 FTE
Advisor Business Growth 1 FTE
12 FTE
Tāmaki Makaurau Regional Manager
Senior Advisor 4 FTE
Advisor 4 FTE
Administrator 1 FTE
Senior Advisor 1 FTE
Regional Business Analyst 1 FTE
Senior Advisor, Business Growth 1 FTE
Advisor Business Growth 1 FTE
14 FTE
Waikato-Waiariki Regional Manager
Senior Advisor 7 FTE
Advisor 9 FTE
Administrator 2 FTE
Senior Advisor 1 FTE
Regional Business Analyst 1 FTE
Senior Advisor, Business Growth 1 FTE
Advisor Business Growth 1 FTE
23 FTE
Ikaroa-Rāwhiti Regional Manager
Senior Advisor 4 FTE
Advisor 6 FTE
Administrator 2 FTE
Senior Advisor 2 FTE
Regional Business Analyst 1 FTE
Senior Advisor, Business Growth 1 FTE
Advisor Business Growth 1 FTE
18 FTE
Te Taihauāuru Regional Manager
Senior Advisor 6 FTE (check)
Advisor 8 FTE (check)
Administrator 2 FTE
Senior Advisor 1 FTE
Regional Business Analyst 1 FTE
Senior Advisor, Business Growth 1 FTE
Advisor Business Growth 1 FTE
21 FTE
Regional configuration to be considered early 2017
Te Waipounamu Regional Manager
Senior Advisor 3 FTE
Advisor 3 FTE
Administrator 1 FTE
Regional Business Analyst 1 FTE
Senior Advisor, Business Growth 1 FTE
Advisor Business Growth 1 FTE
Senior Advisor 1 FTE
12 FTE
KEY
Current positions
New positions

]

5 Investment Te Puni

Our overall intent

We need to equip ourselves and strengthen our capability to invest in initiatives that make a difference for whānau, understand what works and demonstrate to other government agencies how to improve outcomes for whānau from their investments.

We will only deliver on this if we improve how we work across Te Puni boundaries in the collective interest. We expect the Investment Te Puni to play a pivotal role in building stronger connections between the important mahi of our regions and our other Te Puni in order to collectively understand and improve outcomes for whānau, hapū and iwi.

The DCE Regional Partnerships and DCE Investment will share responsibility for the stewardship of our investment resources. Working together in this way is a challenge we will have to take up right across Te Puni Kōkiri. It will require us to think and behave differently.

Key themes from feedback

While the majority of those who commented specifically on the proposal to establish a new Investment Te Puni were supportive, there were also some questions about this approach.

The proposed new Te Puni was seen as being able to provide strategic impetus and new ideas, systems and processes.

On the other hand there was concern about creating silos and splitting funding decisions. The proposed new Te Puni was seen by some as top heavy. There was also some lack of clarity of the role of the proposed Investment Leads.

Decisions

We have decided to:

- establish a new Investment Te Puni with 32 permanent roles including a DCE, Investment
- create three roles of Investment Lead, to oversee the following portfolios:
  - Statutory Entities
  - Whānau Ora
  - Māori Growth (including housing)
- establish an Investment Planning and Performance Team with nine permanent roles
- establish an Operational Policy and Design Team with four permanent roles.

Figure 7 shows the organisational structure for the new Investment Te Puni. The full list of new roles are set out in Section 7 on page 34. Job descriptions for these new roles will be made available on the intranet.

Explanation of decisions

Te Puni Kōkiri is responsible for managing and monitoring significant taxpayer funding for the promotion of Māori Language and Culture through direct funding of broadcasting entities, commissioning Whānau Ora outcomes, Māori Housing, and the Māori Potential Fund and other smaller investment funds.

As we have discussed throughout this year, much of this is relatively new and we have put in place temporary, ad hoc measures and relied on external contractors in areas such as Whānau Ora. Now is the time to organise and equip ourselves to build these capabilities in-house.

We see the establishment of an Investment Te Puni as necessary to:

- strengthen our stewardship role for national investment activity such as for Statutory Entities and Whānau Ora commissioning
- support regions with strategic planning, performance monitoring and reporting on impacts of all our investments
- provide a centre of excellence to:
  - strengthen how we design and deliver services to whānau and Māori businesses through our regions by improving the transparency and ease of access to our services
  - improve our business systems and processes to support regional staff to deliver services and learn what works for who
- provide practical contract advice and support to the Regional staff managing day-to-day relationships with whānau and others seeking and receiving investment.

Stewardship and accountability for our investment portfolio

As noted above, DCE Investment and DCE Regional Partnerships will share responsibility for the stewardship of our investment resources.

As a principle, accountability for funding decision-making would reflect the central or local delivery model for the investment.

- Centrally managed programmes, such as Statutory Entities and Whānau Ora commissioning, will rest with the DCE Investment.
- Locally managed and delivered will move, progressively, to rest with the DCE Regional Partnerships and Regional Managers.

Our objective is to move towards greater devolved region-led planning and investment decision-making. We see this happening in a phased way as we build more depth and capability in our regions to support this model.

- From ‘go live’, the DCE Regional Partnerships will have accountability for all funding decisions for the Māori Housing Network. This reflects the strong body of practice which has already been developed to inform investment decision-making.
- Regional Managers will have responsibility for developing regional strategies which align to our overall investment strategy and making recommendations for the investment of locally delivered funds, such as most of the Māori Potential Fund, Māori Suicide Prevention Fund and the Whenua Fund. However, for now, decision-making will continue to rest with an Investment sub-committee, while the DCE Regional Partnerships will ensure payments are made for those funds that are within the stewardship of the regions.

Investment sub-committee membership

The composition of the Investment sub-committee will change. The Chief Executive will no longer be a member of the sub-committee. The Chief Executive’s role will transition from one of decision-making to an assurance role.

Both the DCE Regional Partnerships and DCE Investment will be members of the Investment sub-committee. In light of the decisions set out in this document, the wider composition of the Investment sub-committee will be reviewed during the transition phase.

Resourcing

We acknowledge the view that proposed resourcing for the new Te Puni looked heavy compared to other areas. It is important to note that many of the proposed new roles are taking over work currently done by external contractors, and we continue to be committed to bringing roles in-house. However we recognise the important role of our regional staff at the front line of engagement with whānau, iwi and hapū seeking investment, their ongoing relationships with contract holders and the need to ensure the Regions are adequately resourced.

We have reviewed resourcing levels for the new Te Puni alongside our review of Regional resourcing, to find the right balance between the two. The new Investment Te Puni will be slightly smaller than initially proposed, with a permanent total of 32 roles including the DCE.

A networked, agile model

We are committed to moving to a networked, agile model for managing our investments. This means working across the boundaries of teams and Te Puni.

This will be particularly the case for the functional specialist teams of Investment Planning and Performance and Operational Policy and Design. At any time, they may be working in support of any one of the three Investment Leads, while still reporting to their ‘home’ manager who is responsible for ‘pay and rations’, functional advice and support and professional development. To be successful, there will have to be a joint approach by the Investment Te Puni management team to setting priorities and allocating resources.

However it is not just the new Investment Te Puni that will have to work in this way. Responsibility for designing and delivering investments that generate positive outcomes for whānau is shared across Te Puni Kōkiri.

To some extent, we already work this way across Te Puni Kōkiri, where we form teams around particular kaupapa. Our recent kaupapa planning process was an example of how we can cross boundaries and look at things from a whole-of-Te Puni Kōkiri perspective.

To get really good at working in a networked, agile way across our organisation, we have to work on our systems and processes.

Transforming our systems and processes

We hear and acknowledge your feedback about the need for better systems and processes.

Work is already underway, led by the Operational Transformation Lead.

The outcome of this work will be:

- clear and consistent processes across all investments (won't be identical but will be based on consistent principles and policies)
- consistent principles and policies as 'guide rails' for decision making
- efficient and effective system for gathering relevant and useful information
- process for continuous improvement.

The first step is to understand what happens now and how that translates to the new structure and this is well underway.

Continuing this work will be a specific responsibility of the Operational Policy and Planning team in the new Investment Te Puni, working with the Operational Transformation Lead in the Office of the DCE over the next 6-12 months. This includes responsibility for developing the user requirements and business case for upgrading the investment management IT system in partnership with the Information Services team.

Role of the Investment Leads

Investment Leads would be accountable for setting the strategic direction for investment programmes and ensuring the all the design and operational aspects are delivered successfully, to support decision-making by the relevant DCE or Investment committee.

The Investment Lead would be the 'go-to' person for the funds they are responsible for and would have a view across all of the work carried out across Te Puni Kōkiri relating to that area of investment.

This does not mean the Investment Leads, or the advisors reporting to them would do everything. They would work collaboratively with Regional teams and draw on specialist resources from the 'functional' teams – Investment Planning and Performance and Operational Policy and Design – and from Regional and Policy teams.

We are using the title 'Lead' to emphasise that these roles will operate somewhat differently to line managers. While the Leads have a small number of staff reporting to them, they will have a strong focus on managing a programme of work using resources from across the Te Puni Kōkiri network to achieve identified objectives. This will require them to build excellent relationships and negotiate priorities with Managers.

We have decided that three Lead roles are required initially, but that there may be a need to increase the number in future.

We have considered in more detail how best to allocate responsibilities across the three Leads and have settled on the following allocation:

- **Statutory Entities.** This Lead would hold relationships and responsibility for monitoring Statutory Entities and working with them to refine strategies for delivering results for Māori from investment in these significant areas.
- **Whānau Ora.** This Lead will take responsibility for the work currently undertaken by the Whānau Ora Commissioning Agency Team, drawing on resources from across Te Puni and especially the Principal Advisor Commercial and contract advisors in the Investment Planning and Performance Team. This Lead will also be expected to represent Te Puni Kōkiri in broader cross-agency work on approaches to commissioning and social investment.

  The responsibilities and resourcing of the Whānau Ora Partnership Group Secretariat will stay within the Regional Partnerships Te Puni in the interim and then transfer to the Policy Partnerships Te Puni.

  This Lead role has been advertised on a fixed term basis to ensure that there is adequate resourcing across the transition of Whānau Ora from external contractors to in house resources.
- **Māori Growth.** This Lead would have oversight of a portfolio of investment funds – Māori Housing Network, Whenua Māori Fund, Māori Potential Fund, Cadetships, Moving the Māori Nation contestable fund and the Māori Suicide Prevention Fund. Give the broad range of size, impact and complexity, this lead has a higher number of direct reports than the other Leads.

Principal Advisor roles

Principal Advisor Commercial

The role of Principal Advisor Commercial in the Investment Planning and Performance Team is a new permanent position with responsibility for supporting or leading negotiation for major contracts, such as for Whānau Ora commissioning agencies. The proposal had included this responsibility as part of the role of the Principal Investment Analyst but on further consideration we have decided that this needs dedicated focus.

This position will also be expected to represent Te Puni Kōkiri in broader cross-agency work on approaches to commissioning and social investment.

This role has been advertised on a fixed term basis to ensure that there is adequate resourcing across the transition of Whānau Ora from external contractors to in house resources.

Principal Advisors (Investment)

As noted above, the Investment Leads have a small number of direct reports supporting them to deliver their accountability for all operational aspects of the investment programmes they oversee.

Given the size and scope of the Whānau Ora and Māori Growth portfolios, we are appointing Principal Advisors to support the Leads. In the Māori Growth portfolio, one Principal Advisor will have a specific focus on maintaining and improving the Māori Housing Network delivery, and one Principal Advisor will have a specific focus on developing the strategy for investment to support Māori business growth, as signalled in the MBFS proposal document.

Investment Planning and Performance Team

We have decided to reduce the size of Investment Planning and Performance Team but retain the focus of the team on:

- bringing together evidence and analysis to support smart planning and decision making
- supporting negotiation for major contracts, notably with Whānau Ora commissioning agencies
- providing practical support to Regional teams on contract management and monitoring and proposal administration.

After further consideration, the reduction in the size of the team, reflects our view that aspects of performance monitoring and analysis role more appropriately sits with the Organisational Knowledge function in the Strategy and Organisational Performance Te Puni.

The Investment Planning and Performance team will still have a role in gathering information and collaborate with Organisational Knowledge to assess what works and where there is room to improve.

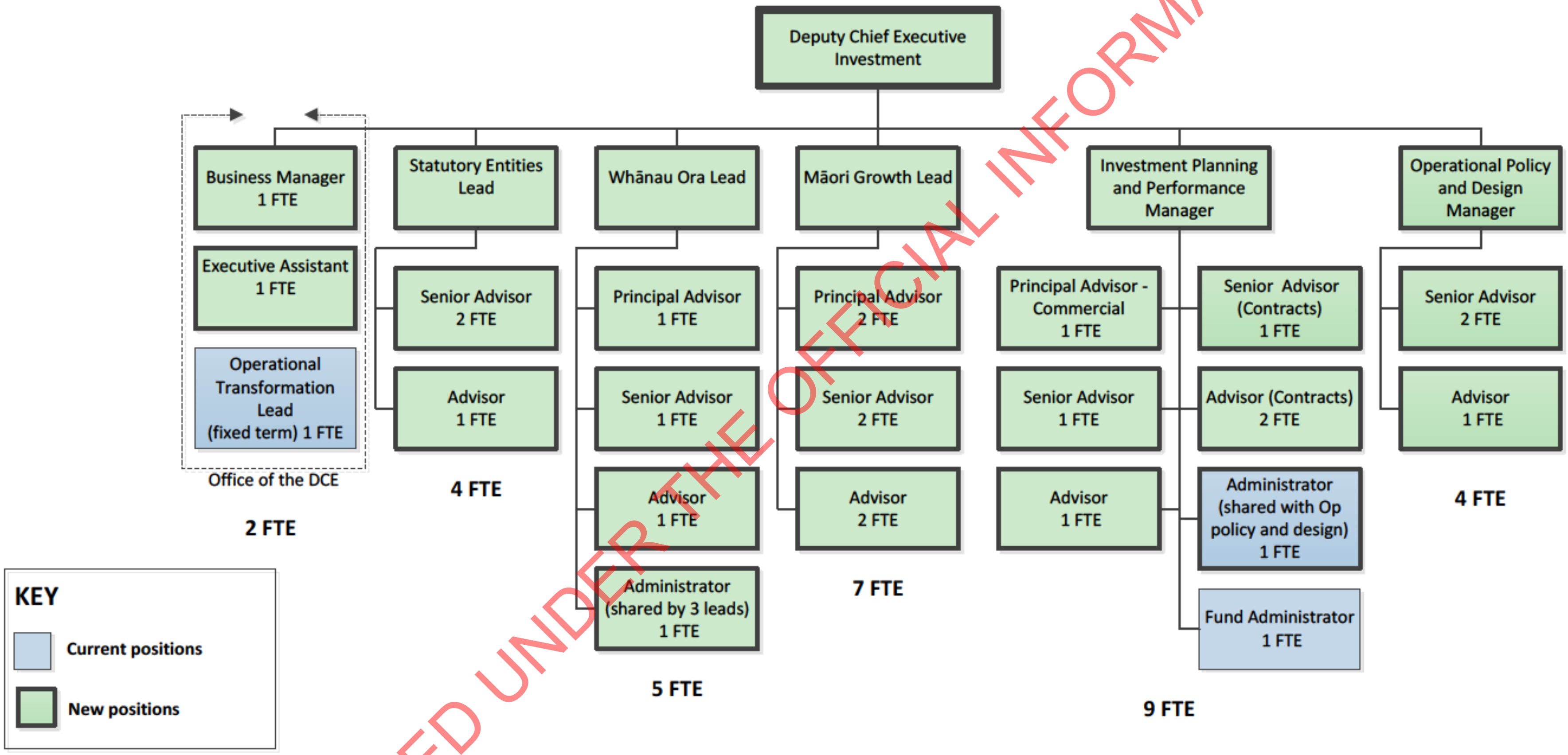
The reduction also reflects the expectation that the Regional Business Analysts, reporting to Regional Managers, will also play an important role in supporting Regions to improve their reporting on activity, funding recipients and impact.

Operational Policy and Design Team

We have also decided to reduce the size of the Operational Policy and Design team. This decision reflects both the expectation that there will be peaks and troughs in the demands on this team and our desire to start small with this new function and demonstrate value. There would be an option to scale up further if required in the future, either through fixed-term project based resourcing or growing our internal capability if sustained demand warrants it.

There is likely to be a significant programme of work for this team initially while ‘back office’ systems and processes are being redesigned.

Figure 7: Investment Te Puni structure



6 New roles in Head Office

Our overall intent

Our Executive Team discussions on how best to strengthen our capacity and capability have traversed the whole organisation. Decisions on Communications are being announced separately, and decisions on Policy are due to be announced shortly.

We have identified some further gaps in our capacity and capability that are important to supporting Te Puni Kōkiri to deliver for whānau and reach across the organisation. We see potential to better support our front-line staff by establishing a small number of core support roles in the Office of the Chief Executive, the Organisational Support Te Puni and the Strategy and Organisational Performance Te Puni.

Key themes from feedback

Feedback clearly identified the need for support to deliver the desired new way of working.

Submissions included comment on the importance of project management disciplines. This is particularly important as we are increasingly leading large projects and are seeking to work across teams and Te Puni on a project basis.

Submitters identified the need to use a project management approach and have people who understand project-based methodologies. Submitters also noted that work was underway on developing project management approaches at Te Puni Kōkiri.

We have also received feedback that there is room for improvement in our approach to nominations and appointments. A submission in response to the Haratua (May) 2016 Discussion Document commented that it would be useful to have a dedicated nominations/appointments unit to run all the processes for appointments, including a system that flags when appointments are coming up and when the processes need to begin. The submission also suggested that Te Puni Kōkiri could develop a strategy for nominations and appointments based on promoting Māori into governance and other roles of influence.

Decisions

We have decided to:

- establish two Project Planner roles reporting to the Programme Support Manager in the Strategy and Organisational Performance Te Puni and available to manage projects across Te Puni Kōkiri
- establish a position of Senior Advisor in the Office of the Chief Executive responsible for appointments, nominations, partner and stakeholder oversight
- establish a role of Principal Advisor Organisational Compliance in the Office of the DCE, Organisational Support.

Job descriptions for these new roles will be made available on the intranet.

Explanation of decisions

Project management

We want to strengthen our project management capability because this is increasingly important as we organise our work by kaupapa. In line with our desire to bring other capability in house, we now see the value in building our in-house capability and capacity in project management disciplines.

We have a Programme Support Office in the Strategy and Organisational Performance Te Puni which has been working on developing a project management approach for Te Puni Kōkiri. This is a good base for building capability and we propose to establish two new project planner roles in this team.

Figure 8 below shows the location of these new roles in the Strategy and Organisational Performance Te Puni structure.

Appointments and Nominations

As discussed in Section 4, we see value in creating a dedicated role with specific responsibility for proactively manage external appointments and nominations within the Office of the Chief Executive. This position would include responsibility for:

- building knowledge bank about potential candidates
- refreshing our database
- maintaining oversight of the process and paperwork
- developing a proactive strategy for promoting Māori candidates for roles across Government
- looking across Government to identify best practice ways to use technology and cross-agency engagement to improve management of this function.

Figure 9 below shows the location of this new role in the Office of the Chief Executive structure.

Organisational Compliance (Health & Safety, Business Continuity)

We have a range of ongoing responsibilities including health and safety, security, business continuity and emergency management that we need to be co-ordinated centrally and manage well at regional and national levels. As new functions have come on board we have assigned responsibility for developing programmes and policies to the Organisational Support Te Puni while delivery falls across all Te Puni.

As we strengthen the Regional teams through the addition of the Regional Business Analysts enabling them to respond to these increasing requirements such as health and safety and business continuity we also considered the need to have a central role which would oversee ongoing developments, train, monitor, review and report. This role will be added to the Office of the DCE Organisational Support working across the teams.

Figure 10 below shows the location of this new role in the Organisational Support Te Puni structure.

Figure 8: Strategy and Organisational Performance Te Puni Structure

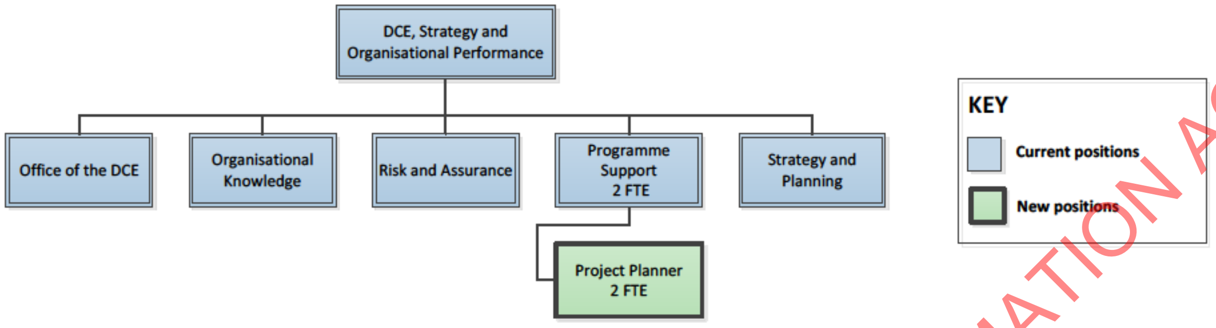


Figure 9: Office of the Chief Executive Structure

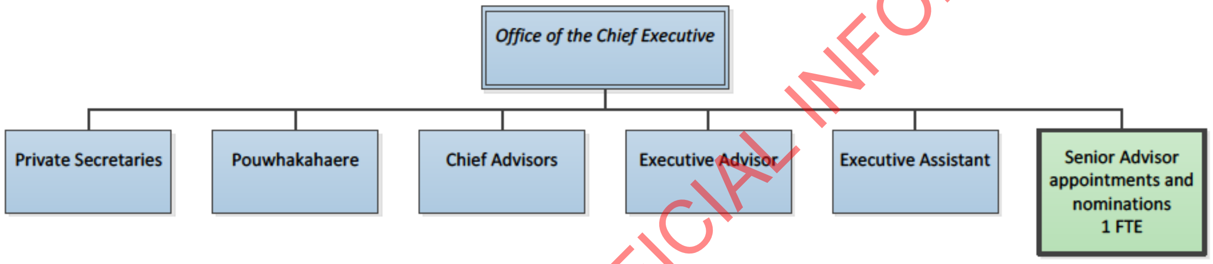
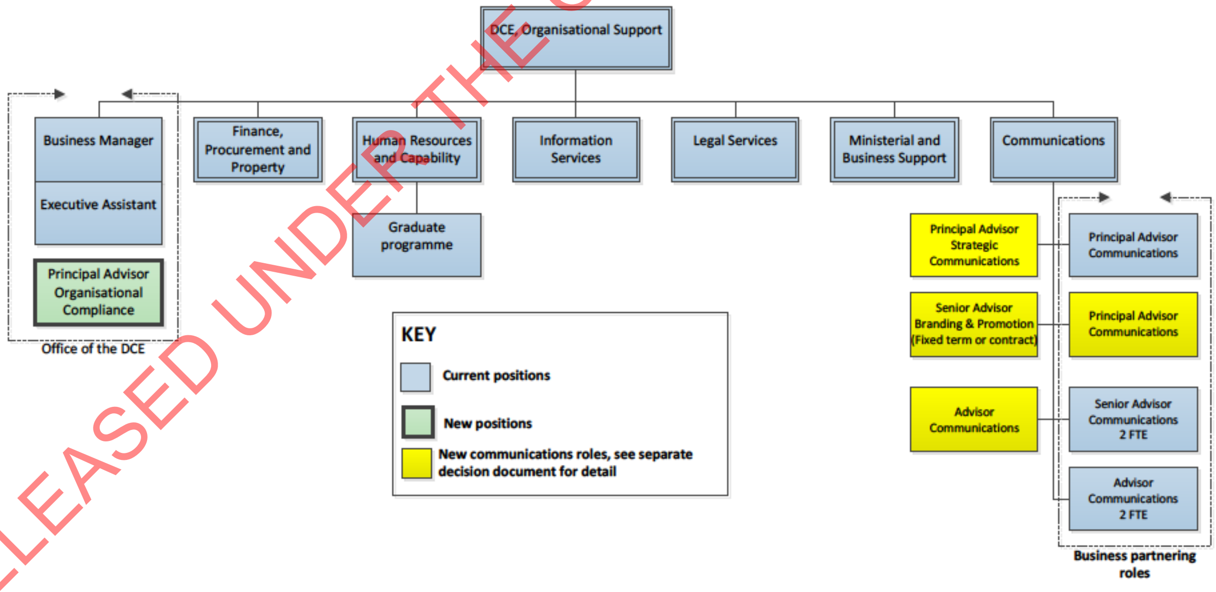


Figure 10: Organisational Support Te Puni Structure


DCE, Organisational Support
Business Manager
Executive Assistant
Principal Advisor Organisational Compliance
Office of the DCE
Finance, Procurement and Property
Human Resources and Capability
Graduate programme
Information Services
Legal Services
Ministerial and Business Support
Communications
Principal Advisor Strategic Communications
Senior Advisor Branding & Promotion (Fixed term or contract)
Advisor Communications
Principal Advisor Communications
Principal Advisor Communications
Senior Advisor Communications 2 FTE
Advisor Communications 2 FTE
Business partnering roles
KEY
Current positions
New positions
New communications roles, see separate decision document for detail

7 Summary of roles

7.1 New roles

Table 3 sets out all new roles to be established. Job descriptions for these roles will be made available on the intranet during the staff transfer process. If you have questions about these roles or want to see the job description please contact HR.

Table 3: List of new roles

Te Puni	Role	Number of roles
Regional Partnerships	Principal Advisor (Office of the DCE)	1
	Senior Advisor	7
	Senior Advisor, Business Growth	6
	Advisor, Business Growth	6
	Regional Business Analyst	6
	Advisor, Te Tai Tokerau	1
Investment	Deputy Chief Executive, Investment	1
	Business Manager	1
	Executive Assistant to the DCE	1
	Investment Lead	3
	Investment Planning and Performance Manager	1
	Operational Policy and Design Manager	1
	Principal Advisor, Investment	3
	Principal Advisor, Commercial	1
	Senior Advisor	8
	Senior Advisor Contracts	1
	Advisor	6
	Advisor (Contracts)	2
	Administrator, Investment	1
Office of the CE	Senior Advisor, Appointments and nominations	1
Strategy and Organisational Performance	Project Planner	2
Organisational Support	Principal Advisor Organisational Compliance	1
Organisational Support, see Communications Decision Document for details	*Principal Advisor Strategic Communications*	*1*
	Principal Advisor Communications	*1*
	Advisor Communications	*1*
	Senior Advisor Branding and Promotion	*1 Fixed Term/Contract*
Total new roles		65

7.2 Impact on current roles

Staff who are affected have been informed about the impact on their position and the next steps. See the Next Steps section from page 36 for more information about the staff transfer process.

Disestablished. Roles are disestablished where there is no direct equivalent in the new structure. Staff in disestablished roles are affected and will be considered for reassignment to new roles or existing vacant roles in Te Puni Kōkiri. The assessment of whether there is a directly equivalent role or not is based on current and new job descriptions.

Changed. Where a role remains essentially the same but there is a change in title or reporting line, the staff member in the role will be reconfirmed.

Table 4: Impact on current roles

Team	Role	FTE	Impact
Regional Partnerships Te Puni	Deputy Chief Executive, Regional Partnerships	1	Changes made to the position in line with the decisions set out in this document.
Investment Team	9(2)(a) [redacted]	[redacted]	[redacted]
	Administrator	1	Change in reporting line
	Smart Fund Administrator	1	Change in title and reporting line
Māori Business Facilitation Service	9(2)(a) [redacted]	[redacted]	[redacted]
	Account Manager MBFS	5	Change in title to Advisor Business Growth. Change in reporting line to Regional Manager (Whangārei, Auckland, Hamilton, Hastings, Dunedin)
	Account Manager MBFS	3	Vacant roles disestablished (Auckland, Gisborne, Christchurch)
	9(2)(a) [redacted]	[redacted]	[redacted]
	Contracts Advisor	1	Change in title and reporting line
	9(2)(a) [redacted]	[redacted]	[redacted]

8 Next steps

8.1 Implementation planning

We want to move quickly to the new structure without losing sight of any critical work in the process. Detailed transition planning is underway. In brief, our approach is:

- Appoint a Designate DCE, Investment (until a permanent appointment is made)
- Transfer the fixed term Operational Transformational Lead role to report to the Designate DCE Investment
- The Designate DCE, Investment is charged with short to medium term planning and preparation for the Investment Te Puni, working with the DCE, Regional Partnerships as necessary
- All reporting lines to the DCE Regional Partnerships remain as they are in the interim
- Provide the Designate DCE designate with additional support, as this is the area of greatest change and additional responsibility
- 'Go live' with the new structure on Tuesday 25 Whiringa-a-nuku (October 2016), meaning that new delegations, reporting lines etc will become active from that date
- Investment and Organisational Support (Information Services) Te Puni to commence work on development of user requirements for an investment management system as soon as possible
- Complete the reassignment and recruitment process as quickly as possible, so that the new structure is as close as possible to being fully staffed by the end of 2016.

8.2 Staff transfer process

This section sets out the process for affected staff as we transition from the current structure to the new structure. This applies to staff in the teams that have been identified for change within this decision document.

All staff that are impacted will receive a letter detailing whether they are:

- reconfirmed into their role, or
- affected and will go through the reassignment process.

The reassignment process applies to staff roles and does not include placement into any Level 2 or Level 3 roles.

Affected staff

Staff will be **affected** if their permanent role:

- no longer exists in the new structure; or
- is considered as substantially different in the new structure; or

- where there are fewer roles in the new structure than the current structure (e.g. where there are currently four Advisors in a team / location and the new structure includes three).

Staff who are affected by change will remain affected unless and until they have been:

- reassigned to a suitable position; or
- given written notice of redundancy.

Staff will **not be affected** if:

- the only change to their terms of employment is a change of reporting line and/or position title; or
- they are reconfirmed (where the role is the same or nearly the same); or
- they are a fixed term employee.

Reconfirmation

Staff will be **reconfirmed** in their role, where the role has not been substantially changed (a change in reporting line and/or job title is not a substantial change) and there are enough roles for all people who hold that role.

Reassignment

Affected staff will be considered for reassignment.

Our aim is to maximise the number of current employees appointed to new roles in the proposed new structure or other roles within Te Puni Kōkiri

We acknowledge submissions that asked for the reassignment process to cover as much of the organisation as possible. We recognise it is desirable for people to see the full range of options available. For this reason, we will be combining the reassignment process for these Regions and Investment decisions and the reassignment for Policy roles once decisions are made in that area. The Policy decisions are expected to be finalised and announced within about two weeks.

This means we will undertake the first step outlined below but will not be calling for Expressions of Interest until Policy decisions are made and all available roles are known.

Reassignment process key steps:

1: Exploratory conversations

In the week following decisions, initially there will be a conversation with the affected staff member (and PSA delegate if requested). These discussions will cover the nature of the impact and any specific circumstances for each staff member. These discussions will be held by Human Resources & Capability and may include the DCE.

These are not intended as decision sessions. The purpose of these discussions is to explore any questions, understand any specific requests and seek any general views on roles of interest. Individuals may also wish to express an interest in voluntary redundancy (this will be done on a no commitments basis).

2: Expressions of interest

Following these discussions, and within an agreed timeframe (probably within one week) all affected staff would be asked to provide an Expression of Interest (EOI), including a self-assessment, for each role they are interested in.

To support this process a list of new and unfilled roles (including vacancies) will be provided to affected staff. This will include any 'business as usual' vacancies within Te Puni Kōkiri.

3: Reassignment decisions

The EOIs would be assessed by a panel made up of internal managers and chaired by Human Resources & Capability. The Panel may include an external person. As part of the considerations where a L3 manager is in place they should be included. The panel would make recommendations to the DCE (or DCE designate).

Considerations and recommendations will be made using the ***reassignment criteria*** in the Collective Employment Agreement:

- The role has similar responsibility levels (and the staff member can adequately perform the duties with their current skills and knowledge); and
- The offered employment is within a reasonable commuting distance from their home; and
- The salary, and conditions are no less favourable; and
- The duties and responsibilities are comparable.

Where a suitable reassignment is offered and this offer is not accepted the employee will not be surplus and the provisions relating to surplus staff will not be available.

Where there is no suitable reassignment and both parties agree, the employee may be offered a position (for which they are suitably skilled) at a lower salary. In these circumstances, an equalisation allowance will be paid to preserve the salary of the employee at the rate paid in the old job at the time of reassignment.

The salary can be preserved in the following ways:

- A lump sum to make up for the loss of basic pay for the next two years (this is not abated by any subsequent salary increases); or
- An ongoing allowance equivalent to the difference between the present salary and the new salary. (This is abated by any subsequent salary increases).

Once recommendations have been received the DCE (or DCE designate) will consider and make final decisions.

Decisions will be notified to affected staff and then all staff following confirmation of placements.

4. Review

If an affected staff member considers they should have been reassigned and were not or they were reassigned and should not have been they will have 5 working days to seek a review. Requests for review should be made in writing to the DCE Organisational Support.

5. Redeployment

Affected staff who are not placed following reassignment will have an initial discussion with the DCE (or DCE designate), or nominee, to explore the options available to them. These include redundancy as set out in their employment agreement.

8.3 Timeline

The timeline is as follows:

Decision document released Staff transfer process begins	Rāpare 8 Mahuru
Interim reporting arrangements described in section 8.1 begin	Rāmere 9 Mahuru
Policy decisions finalised and released	Rāpare 22 Mahuru
Call for Expressions of Interest in roles from affected staff	Rāpare 29 Mahuru
Reassignment decisions complete	Mid-late Whiringa-ā-nuku
Roles not filled through reassignment process advertised	Late Whiringa-ā-nuku
'Go live' – interim arrangements end, new structure and teams start operating	Rātū 25 Whiringa-ā-nuku

Attachment 3

Te Puni Kōkiri Communications Function

Decision document

8 Mahuru 2016

Contents

Tables

Figures

Foreword

Tēnā koutou kātoa

Ka mate kāinga tahi, ka ora kāinga rua – ***there is more than one way to achieve an objective***

This document outlines my decisions following consultation with you and discussion with the Executive Team on proposals for strengthening our communications function.

Thank you for your active participation in the review and consultation process. We received a number of considered responses and these have been a valuable input to decisions on how to grow our capacity and capability, work with our diverse stakeholders, and position ourselves for the future.

I am pleased to say there was overall support for change, and agreement that strengthening our communications function is important and necessary. All of the feedback was constructive and, as hoped, provided a better understanding of a range of practical details that helped to challenge and test the proposed design. I have made several revisions to the design based on your suggestions. A summary of your feedback and my response is outlined in this document.

While these changes will take time to embed, they will equip our communications function to strategically plan, manage and deliver excellent communication services.

Ngā mihi, nā

Fiona McBeath

Deputy Chief Executive, Organisational Support

1 Introduction

In April 2016, a review of the communications function was commissioned to advise on what, if any, changes were needed to build a stronger communications function for Te Puni Kōkiri. The review considered the full spectrum of services provided by the communications function[1] and was informed by ten interviews[2] and three workshops[3] with Te Puni Kōkiri personnel.

The Executive Team discussed the review findings and supported the release of a consultation document to inform discussion and seek feedback on proposals to strengthen the communications function.

Purpose

This document outlines decisions about the proposals to change aspects of the roles and structure of the Communications Team and re-orientate the nature of key relationships within the communications function. The changes respond to increases in the volume and scope of our work, and build on the existing capability across the communications function.

The decisions have taken into account submissions from the consultation process and are intended to enable a more proactive, planned, joined-up and strategic approach to the delivery of our communications services.

Feedback has resulted in important changes to some of the proposed roles, and clear principles to inform how we change the way we deliver communication services for Te Puni Kōkiri in the future.

The document confirms decisions to:

- implement a new business partnering approach
- increase capacity and capability through the creation of three new roles:
  - a specialist permanent Principal Advisor role focusing on strategy
  - a permanent Principal Advisor role to strengthen business partnering
  - a permanent Advisor role to support the effective operations of the communications function
- establish a specialist fixed term or contract Senior Advisor role focusing on promotion and branding
- create a new organisational structure to support the effective delivery of the business partnering approach
- agree clear protocols for engaging external communications support.

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[1] The scope of the review comprised: internal and external communications; reactive and proactive communications; the Communications Team and other personnel across Te Puni Kōkiri with communications-related responsibilities; in-house delivery of communications services; and, the use of external providers (eg contractors or third-party providers).

[2] Interviews were held with: the Chief Executive; Deputy Chief Executives (Policy Partnerships, Regional Partnerships, Organisational Support, Strategy and Organisational Performance); Chief Advisor to the Chief Executive; Manager, Principal Advisor and Senior Advisor of the Communications Team; Chief Information Officer; and, managers responsible for the policy development and legislative processes for Te Ture Whenua and the Māori Language Act.

[3] Workshops were held with the Communications Team, Regional Managers, and Business Managers.

Outline of this document

This decision document is divided into different sections to help you find the parts that are most relevant to you.

- Section 2 gives a summary of the feedback received on the proposal.
- Section 3 sets out the detailed decisions.
- Section 4 provides detail on the new positions created.
- Section 5 discusses how things will work in practice.
- Section 6 outlines next steps including dates for the implementation of changes.

2 Summary of feedback

Overview

The consultation document set out proposals to strengthen the communications function. The proposals were shaped using input from Te Puni Kōkiri staff, including interviews with the Chief Executive and Executive Team and workshops with the Communications Team, Regional Managers and Business Managers.

Seven submissions were received from the consultation on proposals, including individual and group submissions. The submissions were constructive, of high quality, and provided valuable information to inform the decisions contained in this document.

A number of common themes emerged. All submitters acknowledged the importance of the communications function in supporting the Minster and Te Puni Kōkiri, and that change was needed, important and overdue. Submitters emphasised the need to build and retain institutional knowledge, and to build resilience within the Communications Team.

While there was consensus around the need for change, three submissions set out an alternative to the proposed business partnering approach. The following tables summarise the submissions:

- Table 1 summarises general points made in submissions
- Table 2 summarises feedback on the specific proposals
- Table 3 summarises the key features of an alternative business partnering approach, as outlined in three of the seven submissions.

Responses to the submissions are outlined in the next section, Detailed Decisions, starting on page 8.

Table 1: Summary of general feedback

Key themes raised	Feedback summary
Agreement with case for change to communications function.	Most submitters expressed agreement with the case for change to the communications function. One submitter noted change to the communications function should be complementary with the wider changes occurring throughout the organisation. Another submitter agreed with the need for change, but wondered if there was sufficient justification to put additional staff resources into the Communications Team.
Communications principles to guide engagement with whānau, hapū and iwi.	Two submissions described a set of communications principles that should be used to guide communication and engagement with Māori audiences, and to set out the Te Puni Kōkiri 'way of working' for external communications contractors.

Importance of social media and online channels.	A number of submissions acknowledged the importance of social media and online channels to Te Puni Kōkiri. One submission considered the proposal did not go far enough to leverage social media and suggested: • communication team responsibilities for social media extend to include strategy, advice, publishing, engagement and monitoring • one of the communications roles should include editorial oversight of the web, to help ensure a user-centric content view and consistent, 'plain-English' writing style.
Greater involvement in processes relating to Official Information Access requests.	One submission saw a need for the Communications Team to be more involved in the OIA process.

Table 2: Summary of feedback on specific proposals

Proposal	Feedback summary
New permanent role to support strategy to delivery. • A new Principal Advisor role would be established with responsibility for developing the communications strategy, working 'hand in glove' with the Manager, Communications. This role would 'look up and out', analysing the environment and considering what the future issues might be and advising how we should best position ourselves. • The role would provide key messages to the Minister, Chief Executive and Te Puni Kōkiri staff and enable us to answer the 'what we do' question. • The role may be co-located with the Office of the Chief Executive for some of the time and, in conjunction with the Manager, provide direct strategic support to the Chief Executive.	There was support to establish this role, with one exception. Submissions in support of the role agreed it could be co-located in the Chief Executive's Office for part of the time, and one submission proposed the role could also include responsibility for supporting Whānau Ora. The submission not in favour of the role thought the development of the communications strategy could be undertaken as a one-off project delivered by an existing Principal Advisor and questioned how co-location would work in practice.
New fixed term Senior Advisor role to strengthen promotion and branding. • The proposal requires dedicated promotion and branding expertise for a fixed term period of 12 months. This fixed term position would establish a promotion and branding strategy aligned to the overall Te Puni Kōkiri communications strategy and the needs of the regional offices. The role would complete a stocktake and review of existing collateral and activity. • At the end of the 12 months, the nature of ongoing promotion and branding expertise would be assessed.	There was strong support to establish this role. A number of submissions reinforced the need for Te Puni Kōkiri to: • have a recognisable and consistent brand • clearly communicate its role and services to whānau, hapū and iwi • be more visible and better at telling its good news stories. Given the demand for work in this area, there was a question about whether this role should be permanent, fixed term, or provided via a contract for services.

New business partnering approach that sees communications advisors forming partnership relationships with key users of communications services.	There was strong support for the Communications Team and Te Puni to work together closely. Three submissions, while agreeing on the need for the Communications Team and Te Puni to work together in a new way, suggested an alternative structure and approach to business partnering. Feedback on the alternative business partnering approach is summarised in the following table.
New permanent Analyst role to manage information and data to support the effective delivery of communications services • This role would be responsible for media monitoring, developing approaches and supporting use of social media, and helping to oversee third-party contracts (in partnership with the procurement function).	Many of the submissions addressed the establishment of this role with all but one submission acknowledging the need for it. Those in support of the role gave mixed comments to the role's proposed responsibilities and level of seniority. One submission suggested the new position would provide greater professional development opportunity, but the role should be called Communications Advisor so there is consistency across titles in the Communications Team. Another submission noted the proposal gave the analyst role responsibility for developing approaches to, and supporting use of, social media; however, the proposed high-level role description only referred to monitoring social media. They expressed a need for the role to have greater responsibility including analysis of web statistics and advice on how particular online strategies are working. The submission suggested this would have implications for the proposed level of seniority of the role.
Introduction of a clear protocol around engaging external support. • The relevant business partner communications advisor would be involved in: decisions to engage external communications support; work with the business owners to define the need, type and level of expertise required; and identify suitable external providers. • Contractors would be expected to keep in close contact with the Communications Team to ensure alignment with the Te Puni Kōkiri communications strategy and transfer necessary knowledge and expertise before their contract ends.	Two submissions supported this proposal and described a set of communications principles and skills framework to define the type and level of external resource required.

Table 3: Summary of alternative business partnering approach

Proposed business partnering approach set out in consultation document	Summary of submission feedback
New business partnering approach that sees communications advisors forming partnership relationships with key users of communications services. This new approach would require changes to the current way of working and is based upon communications advisors being able to work along the full spectrum of activity from strategy to implementation.	Three submissions agreed the need for the Communications Team and Te Puni to work together in a new way, but suggested an alternative business partnering approach. Each submission outlined the same approach.
Communications advisors would report to the Manager, Communications and have dotted line accountability to the business partner. In some cases, they may be co-located with their business partner for some or all of the time.	The alternative approach features a team-based model. Three teams would be led by a Principal Advisor and include a Senior Advisor and Advisor.
The business partnering relationship is structured around clear service expectations, varied to fit the needs of each business partner. The Manager, Communications and relevant business partner manager would be responsible for agreeing the specific service expectations required for the initiative.	Under the alternative approach the Principal Advisors, in collaboration with the managers of their Te Puni, would agree the work streams, objectives and outcomes.
Communications plans would be developed collaboratively by the communications advisor and business partner and align with the Te Puni Kōkiri communications strategy. The communications advisor would help to implement the plan by supporting the business partner's activity and undertaking some activity themselves.	Under the alternative approach the strategies for Te Puni Kōkiri (social, internal, corporate, media, channels) would be developed by the Manager, Communications (with help from the Principal Advisors if required). Responsibility for implementation would rest with each of the communication teams and their business partner.
Business partners will include Te Puni, regional offices, specific kaupapa (eg Whānau Ora or Te Ture Whenua) and one-off, short term projects (eg Budget 2016 or Ngā Taumata Tiketike). Reflecting the size of the organisation, communications advisors would be likely to have more than one business partner relationship. Wherever possible, advisors would support logical groupings of business partners and at times they may be dedicated to a specific kaupapa for a period of time.	Under the alternative approach Te Puni would be grouped into three clusters, each supported by one of the communication teams. One of the Principal Advisor roles could also have responsibility for supporting Te Puni Kōkiri in its capacity as lead advisor for Crown and Māori relationships. Within each team, work would be allocated to different communications positions to grow capability.
One of the Principal Advisors would continue to deliver and maintain oversight of Ministerial speeches.	As part of the alternative approach the number of speech writers would be increased from one to three, with each Principal Advisor assigned speech writing responsibilities according to the business partner groupings.
The communications advisors will operate the media phone providing 24 hour, seven day-a-week support for critical issues.	Three submissions addressed the proposal to introduce a media phone and opposed it on the basis there is insufficient demand for the service. One of the submissions noted there are normally about five media requests per week and, over the last two years, none had been received outside of normal working hours.

3 Detailed decisions

This section sets out the detailed decisions to strengthen the communications function. It is important to note the decisions contained in this document represent an early step in this journey of change. There is still much work to be done to implement and embed this new way of working across Te Puni Kōkiri. A brief discussion on how these changes could work in practice is set out on page 15.

New business partnering approach

We will implement a new business partnering approach to strengthen the way communications services are delivered

It is clear there is strong support to strengthen the way we work together across Te Puni Kōkiri to deliver communications services and engage with our stakeholders.

Some submissions set out variations to how the business partnering approach could be structured into several teams, as opposed to a single team. Significant consideration was given to this alternative; however, on balance, the proposed business partnering approach is preferred for the following reasons.

The business partnering approach is designed to enable the Communications Team to develop a stronger understanding of the needs of Te Puni, regions, kaupapa and the Minister for Māori Development and Minister for Whānau Ora.

This will enable the Communications Team to meet the priority needs in a strategic and proactive way, and to prioritise and tailor services accordingly. Designated business partnerships with key users across Te Puni Kōkiri, including Te Puni and regional offices, will provide consistent points of contact and enhance the understanding of the role of the communications function.

The business partnering approach also ensures the dedicated resource for strategic communications is protected through the separation of a new Principal Advisor, Strategic Communications role. The need for greater strategic communications expertise was a key issue identified by the review and is discussed further on the following page.

Implementing a business partnering approach will require a step-change in how we all operate now. Communications advisors will develop a strong understanding of the needs of the business partner and meet those needs in a more strategic and proactive way. This applies to both short term work and longer term projects and relationships. The business will also need to change and develop a better understanding of the communications functions, engage earlier and support a collaborative way of working.

The business partner relationships will be underpinned by clear expectations, varied to fit the needs of each business partner and project. There is always the potential for supply to exceed demand and one of the key principles of this approach is early engagement and clear prioritisation, to respond to the priority work and engage additional support when needed.

How we expect to approach these changes in practice are discussed on page 15.

Speech writing

The proposal in the consultation document required one Principal Advisor (within the business partnering group) to be responsible for the production of material for Ministerial speeches. Feedback from a number of submissions argued this responsibility should be shared across the Communications Team (rather than focused within one role) and that sharing the speech writing responsibility grows capability within the team, reduces key person risk and aligns to kaupapa support.

This feedback makes good sense. Given the demand for Ministerial speech writing services is stronger than ever, we may need to assign a role with key responsibility for speech writing in the short to medium term, while identifying ways to develop speech writing capability across the Communications Team so that responsibility for this function is shared over time.

Introducing a 24/7 media phone

An important role of the communications function is to support Te Puni Kōkiri to provide timely responses to media queries, including when media requests occur outside of normal working hours.

A number of responses questioned the proposal to operate an all-hours media phone, particularly given the small number of after-hours media queries that have occurred in the past. Notwithstanding the frequency of these past queries, we plan to introduce some formal mechanism to manage our responses to after-hours media queries in a timely and effective manner. However, in light of the submission feedback, I will be asking the Manager to explore alternative options to achieve this with the team.

Increased capacity and capability

We will create a new Principal Advisor Strategy role (permanent) to support strategy to delivery

This role is critical to achieving a more proactive, planned, strategic approach to the delivery of communications services. All submissions agreed with the need for this role.

The role will be responsible for developing the Te Puni Kōkiri communications strategy. The role will be proactive and outward looking, to analyse the environment, and position ourselves to respond to future issues.

In line with the communications strategy, the new Principal Advisor will be able to maintain consistency of communications in high pressure situations. A dedicated role will ensure that a portfolio of strategic work is not left to chance.

The communications strategy will provide the anchor to:

- enable us to answer ‘what we do’ and ‘how we add value’ questions
- frame key messages to whānau, hapū, iwi and other government and non-government organisations
- develop communications plans in collaboration with our business partners.

Working with the Manager, Communications, this position will deliver high quality strategic advice to the Chief Executive and Executive Team on both internal and external communications. These two roles will work closely together to provide leadership, mentoring and coaching to develop strategic thinking across the Communications Team. The role will be co-located with the Office of the Chief Executive and the Communications Team and report to the Manager, Communications.

Table 4 provides further detail about all new roles (page 13).

We will create a fixed term role or contract role (12 months) to strengthen promotion and branding

There was strong support in submissions to strengthen our brand. The new branding and promotion role was seen as critical to strengthening our regional presence, becoming more visible and achieving a consistent approach to promotional activity and branding.

The role will be responsible for creating and establishing our brand strategy, aligned to the overall Te Puni Kōkiri communications strategy and the needs of regional offices. The role will complete a stocktake and review of existing collateral and activity and define what our future branding and promotional needs will be.

It is critical that we deliver expert, tailored advice to our business partners to meet their branding and promotion needs (particularly in the regions). This role will work closely with members of the Communications Team that have business partner relationships, so that business partners receive the tailored branding and promotion advice that they need.

The role will be either a 12 month fixed term position or a contract for services. At the completion of this work, the need for ongoing promotion and branding resource will be considered.

Table 4 provides further detail about this role (page 13).

We will create a new Principal Advisor role (permanent) to support business partnering

The Principal Advisor role will demonstrate very strong technical expertise and ensure sufficient senior level capacity is available to successfully implement a business partnering approach.

The new role will deliver high quality advice and support to business partners with complex needs, for example large, high-priority and urgent programmes such as Whānau Ora. Communications plans, fully aligned to the communications strategy, will be developed in collaboration with business partners.

As with the other Principal Advisor roles (and consistent with submission feedback), the role will work closely with the Manager, Communications to provide leadership, mentoring and coaching to develop capability across the communications function. The addition of a new Principal Advisor role strengthens career development opportunities within the Communications Team.

Table 4 provides further detail about this role (page 13).

We will create a new Communications Advisor role (permanent)

This role will provide the communications function with much needed capacity to support effective service delivery.

In response to submission feedback, this role will have an expanded focus on social media. It is important the use of social media is strategic and therefore driven by the communications strategy, rather than being the responsibility of a single position. Accordingly, this role will support the team on the use of social media through advice on content and publishing, and monitoring and reporting on web and social media statistics.

The role will also be responsible for: media monitoring; helping to oversee third-party contracts for external communications support (including maintaining a register of preferred suppliers); and, supporting the publications process.

In response to submission feedback, the role title will be changed from Analyst to Advisor, to better align with other titles in the team and reflect the advisory nature of the work. .

Table 4 provides further detail about this role (page 13).

External contracting

We will establish a clear protocol for engaging external support

A protocol will establish a clear and simple process to determine, on a case-by-case basis, whether external communications support is required or in-house options are available. This will involve Communications Team members working with business partners (and the Manager, Communications as required) to define the needs, type and level of expertise required.

A register of preferred suppliers will be established and maintained by the new Communications Advisor role. Contractors will be inducted into the Te Puni Kōkiri 'way of working' and will work closely with the Communications Team to ensure alignment with the Te Puni Kōkiri communications strategy. There will be a structured approach to ensure transfer of knowledge and expertise at the end of contracts.

New organisational structure

We will establish a new structure to support the implementation of the business partnering approach

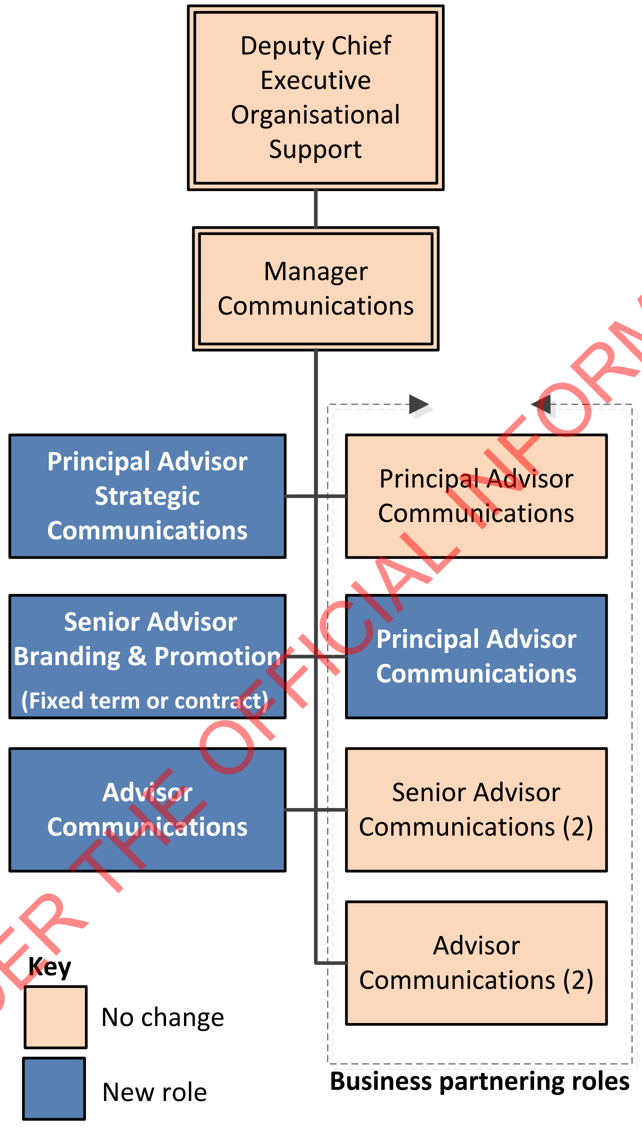
The new structure is specifically designed to address issues identified by the review and will ensure:

- there is sufficient capacity and capability to implement the new business partnering approach
- there is early engagement to plan and prioritise activity
- dedicated, specialist capability is ring fenced, including strategic communications, and branding and promotion.

Reflecting the decisions outlined above, Figure 1 sets out the confirmed structure for our Communications Team.

Attachment 3

Figure 1: Confirmed Communications Team structure


Deputy Chief Executive Organisational Support
Manager Communications
Principal Advisor Strategic Communications
Senior Advisor Branding & Promotion (Fixed term or contract)
Advisor Communications
Principal Advisor Communications
Principal Advisor Communications
Senior Advisor Communications (2)
Advisor Communications (2)
Business partnering roles
Key
No change
New role

4 New positions

Below is a confirmed list of the new positions, their reporting relationships and key accountabilities.

Table 4: High level role descriptions for confirmed new roles

Role	Reports to	High-level role description
Principal Advisor Strategic Communications (Co-located with the Office of the Chief Executive and Communications Team)	Manager, Communications	• Lead the development and implementation of the Te Puni Kōkiri communications strategy so that Te Puni Kōkiri is able to be proactive and front-foot its communications. • Actively work to ensure the communication strategy is embedded into all Te Puni Kōkiri communications, including a clear line of sight to all communication plans and key messages. • Provide high quality advice and strategic support to the Chief Executive and Executive Team on stakeholder messaging, and external and internal communications. • Support the Manager, Communications to provide leadership, and mentor and coach staff across the communications function to grow strategic communications capability. • The role requires strong understanding of Te Ao Māori and technical expertise.
Principal Advisor Communications (Co-located with business partners some of the time, as appropriate)	Manager, Communications	• Deliver communications services collaboratively with business partners who have complex needs (eg large, high-priority, urgent policy and operational programmes, and regional support). • Collaboratively develop communications plans with business partners, in line with the communications strategy. • Execute the communications plans through delivery of high quality advice and support to business partners across the full range of communications activity (eg key messages, media management, ministerial speeches, use of online and social media, supporting external engagements, branding and promotional activity), leveraging specialist expertise within the Communications Team as required. • As required, ensure external communications contractors are delivering to business partner's requirements. • Support the Manager, Communications to provide leadership, and mentor and coach staff across the communications function to develop capability. • The role requires strong understanding of Te Ao Māori and technical expertise.
Senior Advisor Branding and Promotion (fixed term or contract for services 12 months)	Manager, Communications	• Lead the development and implementation of the Te Puni Kōkiri branding strategy, including a framework for consistent decision-making on promotional activity. • Undertake stocktake of existing collateral and branding. • Define the future branding and promotional needs and responses for Te Puni Kōkiri and develop a clear pathway to achieve the future state over time. • Mentor and coach staff across the communications and regional teams to grow branding and promotion capability. • The role requires strong technical expertise in visual identity, branding and promotion and an understanding of Te Ao Māori.

Advisor Communications	Manager, Communications	• Monitor media and social media and regularly report on trends and highlights; contribute to developing approaches for using social media, oversight and advice on social media publishing. • Support contract management including maintaining a register of preferred suppliers, external communications contractors and photography contractors. • Support the publications process. • Manage the Te Puni Kōkiri image library. • Develop and maintain communications calendar (opportunities and events). • Gather information to assess effectiveness of communications activities in line with strategies and plans. • Support Manager, Communications to meet reporting requirements. • An understanding of Te Ao Māori would be an advantage.

5 How it will work in practice

This decision document outlines my desired direction of travel for the Communications Team, and allows us to put key changes in place – however it is just the first stage in an important ongoing development process.

Recruiting excellent staff to fill the new positions is the next step. As the new communications positions are filled, the Communications Team will be asked to play a key role in shaping and developing the details required to bring the changes set out in this document to life. Real change will not be achieved unless it is owned and shaped by the Manager, the wider Communications Team and business partners across Te Puni Kōkiri.

Submissions outlined five principles for written, oral, visual, non-verbal or electronic communication with Māori audiences. We would like to use these principles to achieve this change, in particular, we envisage that the next steps will be developed:

- ***kanohi ki te kanohi*** (face to face, acknowledging that Māori youth are early adopters of ICT, however that does not replace the need to engage, be seen and hear)
- ***me ngā kanohi kitea*** (building and maintaining relationships that are sustainable and support two-way dialogue, not one way information provision)
- ***me he ngākau Māori*** (the cultural base of our messages '*Māori heart',* being clear when using icons or images to show how they support the message as opposed to just being included)
- ***me he ngākau humarie*** (how we tell the stories of success without being boastful and showing the achievements in a collective way – consider the phrase *the kumara does not boast of its own sweetness*).

The Manager, Communications is fundamental to the success of the communications function. Their priority will be to grow communications capability and manage internal and external stakeholder relationships. The Manager, Communications will work collaboratively across Te Puni Kōkiri to understand demand and help set priorities. They will ensure a delicate resource balance is maintained to deliver specialist, dedicated support to business partners while responding quickly to changing priorities. The Manager, Communications will also manage and maintain strong relationships with Ministers' offices, across government and with Iwi communications providers.

External communications contractors will meet specific capability needs and/or peaks in demand, based on agreed processes for engaging and managing contractors, and transferring knowledge at the end of contracts.

The newly created roles are key to achieving the change required:

- The Principal Advisor roles will work closely with the Manager, Communications to strengthen leadership across the communications function. These senior roles will also mentor and coach staff across the Communications Team (and wider communications function).
  - The new Principal Advisor, Strategic Communications will develop and lead implementation of the communications strategy for Te Puni Kōkiri, which will be used to anchor all communications activity (including framing key messages in accountability documents and publications).

- The new fixed term or contract Senior Advisor, Promotion and Branding will complete a stocktake and review of existing collateral and define what our future branding and promotional needs are. The role will work closely with members of the Communications Team, so that business partners receive tailored branding and promotion advice that meets business need.
- The new Advisor, Communications role will work with members of the Communications Team to support delivery through social media, statistical information and management of communications tools.

The introduction of a new business partnering approach requires a significant shift across the organisation and this will take time, commitment and energy to achieve. Once implemented, it will strengthen engagement across Te Puni, regions, and major projects to enable meaningful and consistent engagement on the important issues with whānau, hapū, iwi, and government and non-government stakeholders.

Our business partnering approach will be driven by the new communications strategy. Communications Team members will work closely with their business partners to develop kaupapa communications plans that are aligned to the communications strategy. The plans will leverage consistent branding and promotion collateral, and tailor social media approaches to meet individual business partner needs.

The Communications Team members will work alongside their business partners to implement the kaupapa communications plans, drawing on their own technical knowledge and specialist expertise (eg branding and promotion) across the wider Communications Team. They will provide a tailored range of communications services which include:

- planning and developing collateral for internal and external communications
- promotion and branding expertise
- use of online and social media
- media management (eg press releases and responding to media queries)
- support for ministerial correspondence
- speeches.

6 Next steps

Moving to this new way of working will begin immediately with an effective ‘go live’ date of 25 October 2016.

The new permanent roles will be included as part of the overall staff transfer process, described in the Regions and Investment decision document. Any exceptions to this would be agreed with the Chief Executive.

Following the release of this decisions document, we will investigate whether to recruit for the Branding and Promotion role or enter into a contract for services.

If you have any questions about these decisions please contact me or your Deputy Chief Executive.

Attachment 4

Te Puni Kōkiri
REALISING MĀORI POTENTIAL

Strengthening Policy

Te Kāwanatanga o Aotearoa

Decision Document

22 Mahuru 2016

Contents

Appendices

Tables

Figures

Foreword

Ehara taku toa i te toa takitahi engari he toa takitini.

It is not my strength alone, but the strength of many that contributes to my success.

Tēnā koutou kātoa

Thank you to those of you who made submissions on the *Strengthening Policy* proposal document. They have been most helpful to inform our thinking, although not all aspects could be included in our final decisions. A summary of the submissions can be found at Appendix 1 of this document.

As you all know, *Strengthening Policy* was initiated by Lil Anderson before she went on secondment. She saw the opportunities for us to be better organised around policies that affect the wellbeing of whānau alongside the challenges of our growing workload in this area. Her focus, as is ours, is on how this might be accommodated within the Policy Partnerships Te Puni.

In making our decisions, we have reflected on Te Puni Kōkiri's vision – *Iwi, hapū and whānau succeeding as Māori*. The success of whānau is pivotal to this vision. We consider that strong leadership on issues affecting whānau is needed and that it is essential to have a base within the Policy Partnerships Te Puni that has whānau wellbeing at its core. In doing so, we must also have and build the capability and capacity to actively lead, advise and influence in this sector.

We broadly agree with the *Strengthening Policy* proposal, that is, to establish a new Whānau Wellbeing policy team and to reposition the State Sector Effectiveness function in the Strategy and Organisational Performance Te Puni. We are pleased to confirm that there are more roles in the new team than initially proposed, meaning fewer staff will be affected by these changes.

We have also identified opportunities for strengthening capability and capacity across the Te Puni. This includes the establishment of two further Principal Analyst positions to provide additional leadership and mentoring across the Te Puni and the setup of a Quality Assurance Panel to support continuous improvement of our policy advice. You will also have the opportunity to contribute to work beyond your own teams, particularly on key priorities and other proactive work.

We're aware from your submissions and ongoing conversations that a number of you have concerns about the timing of the change process and connections to other changes underway. We have moved at pace in order to minimise disruption and maximise opportunities for staff.

Now that all the changes from the Strengthening programme have been announced, the staff transfer process will get underway. Te Puni Kōkiri is committed to maximising the number of current employees appointed to new roles in the new structure or other roles within the organisation. In the Policy Partnerships Te Puni we want to minimise the impact on people and priority work programmes so we are pleased that the core of the new Whānau Wellbeing Team will be current staff. It is neither possible, under our agreed process, nor desirable to have a completely open application process for all roles in the new teams, as suggested in some submissions. However, once the reassignment process is completed, all staff will have the opportunity to apply for any vacancies in the new teams or elsewhere in Te Puni Kōkiri.

We look forward to working with you to keep strengthening our ability to make a difference for whānau across all policy areas.

9(2)(a) [redacted]

Kelly Dunn
Assistant Deputy Chief Executive
Policy Partnerships

9(2)(a) [redacted]

Cath Nesus
Assistant Deputy Chief Executive
Policy Partnerships

1 Introduction

This year the Te Puni Kōkiri Executive Team has been considering how best to strengthen the organisation to collectively meet new challenges and changes in our external environment.

The independent assessment conducted by MartinJenkins earlier this year included consideration of how to:

- strengthen our capacity and capability to provide stewardship of Whānau Ora
- create a specific focus on whānau wellbeing policy advice and support Te Puni Kōkiri to work proactively with others across the State sector to achieve results for Māori.

The Executive Team has discussed the challenges and opportunities in the social policy space as part of broader discussions on strengthening Te Puni Kōkiri.

In Hōngongoi two workshops were held with policy staff involved in social policy including whānau ora and skills, learning and education policy. The Acting Deputy Chief Executive Policy Partnerships Lil Anderson also had a number of discussions with staff.

In Here-turi-kōkā the Acting Deputy Chief Executive Policy Partnerships, with the agreement of the Deputy Chief Executive Strategy and Organisational Policy, put forward proposals for feedback and consultation – these were to establish a new Whānau Wellbeing policy team and reposition our State Sector Effectiveness work in the Strategy and Organisational Performance Te Puni.

Purpose

This document outlines decisions made by the Assistant Deputy Chief Executives who are sharing the role of Deputy Chief Executive Policy Partnerships Te Puni, and the Deputy Chief Executive Strategy and Organisational Performance. We have taken into account feedback from the consultation document, conversations with staff and discussions with the Executive Team.

These decisions align with the Executive Team's three areas of focus for Strengthening Te Puni Kōkiri:

- continuing to strengthen the way we work together across Te Puni and how we engage with whānau, hapū, iwi and Māori organisations in a values-based, whānau-centred manner
- strengthening our stewardship of Whānau Ora across Te Puni Kōkiri and with whānau, hapū, iwi and other Māori organisations, to achieve longer term success and share the lessons across the State sector
- ensuring Te Puni Kōkiri is organised and equipped to nimbly respond to an evolving environment.

Overview of decisions

This document sets out decisions to:

- establish a Whānau Wellbeing policy team with 16 roles (two more than proposed)
- have Principal Policy Analysts actively provide leadership support to the Manager Whānau Wellbeing

- put a greater focus on the leadership and mentoring aspects of the Principal Policy Analyst role across the Te Puni

9(2)(a) [redacted]

- establish a State Sector Effectiveness team in the Strategy and Organisational Performance Te Puni with three roles – Manager, Senior Advisor and Advisor
- establish a Principal Policy Analyst and Analyst role in the Office of the Deputy Chief Executive to work across the Te Puni
- establish an additional Principal Policy Analyst role in the Cultural Wealth team
- establish an additional Senior Analyst role in the Economic Wealth team
- have the Māori Land Service Director report directly to the Assistant Deputy Chief Executive
- have policy staff and administration support staff work across the Te Puni and be deployed to priority projects as required.

More detail is set out in **Section 3.**

Transition

The decisions set out in this document take effect from 25 Whiringa-ā-nuku, the same date as the recently announced decisions on Regions and Investments.

In the interim, current work programmes will continue within the SSE and SLE teams.

The process for transferring affected staff to the new structure is the same as for staff affected by the Regions and Investment decisions.

More information on the staff transfer process is set out in **Section 5.**

Outline of this document

This document is divided into different sections to help you find the parts that are most relevant to you.

Section 2 gives a summary of the feedback received on the proposal.

Section 3 sets out the detail behind our decisions.

Section 4 provides detail on the new positions created and the impact on existing roles.

Section 5 outlines next steps including the staff transfer process.

2 Summary of feedback

Overview

The consultation document set out proposals for structural change within the Policy Partnerships Te Puni. The proposals were shaped using input from two workshops with policy staff and information from an independent assessment conducted by MartinJenkins earlier this year.

A total of 18 submissions were received. Of these, 12 were individual submissions and 6 were from teams or groups.

This section summarises the key themes. A more detailed summary of points made in feedback is set out as **Appendix 1** on page 20.

Support for Whānau Wellbeing policy team but concern about workload and size of team

The majority of submissions supported the creation of the Whānau Wellbeing team, which is seen as placing greater emphasis on whānau wellbeing policy and serving whānau interests than the current structure.

A number of submissions expressed ambitions for the new team to have a strong reputation, provide thought leadership, lead and innovate.

Most submissions expressed concern that the proposed scope and workload of the Whānau Wellbeing team far exceeded the proposed capacity of the team.

There was support for the development of a framework to enable better work prioritisation.

Support for Strategy and Organisational Performance Te Puni taking on State Sector Effectiveness kaupapa

While only a small number of submitters commented specifically on the proposal to establish a new State Sector Effectiveness team in the Strategy and Organisational Performance Te Puni, there was more support for than opposition to this proposal. Submitters commented on the importance of this new team building strong relationships with existing policy teams, and understanding and drawing on existing experience and knowledge in this area.

Two submitters identified an alternative to establishing a new team as follows:

- allocate to the existing Organisational Knowledge team
- retain the current SSE team and return their focus to that set out in 2014, alongside a new Whānau Wellbeing team.

9(2)(a)

[redacted]

Interest in strengthening capacity, capability and prioritisation across the whole of the Policy Partnerships Te Puni

Some submissions aspired to strengthen the influence and advice of Te Puni Kōkiri, not just in whānau wellbeing but across all policy areas. There was comment on the importance of the strategic direction and prioritisation across the Policy Te Puni as well as in the whānau wellbeing area, with suggestions that the whole Te Puni was under-resourced. Resourcing suggestions included establishing a Ministerial Servicing Unit, reallocating a position in the Cultural Wealth team, and providing across-the-board support.

Questions about process

Several submissions expressed concern about the timing of the release of the proposals and the timeframe for responses. Two submissions suggested that positions in the new Whānau Wellbeing team should be open to all staff, not just those potentially impacted by the proposals.

3 Our decisions

This section sets out the decisions we have made on the proposals set out in the *Strengthening Policy Proposal for Feedback* and subsequent consideration of submissions.

This section includes:

- decisions on the proposed changes in the *Strengthening Policy Proposal for Feedback*
- decisions on broader issues and opportunities identified through feedback and reprioritisation of existing funding by the Executive Team.

Decisions on proposals in the *Strengthening Policy Proposal for Feedback*

Whānau Wellbeing

Our overall intent

The success of whānau is central to the vision of Te Puni Kōkiri. We must provide strong leadership around issues affecting whānau and to set the agenda. We want to provide a home for important cross-agency work programmes that relate to key policy issues, recognising that wellbeing is much broader than social policy. To assist us to achieve this, we need to have and build the capacity and capability within the Policy Partnerships Te Puni to actively lead, advise and influence key policy issues across the sectors.

Key themes from feedback

There is support for the concept of a Whānau Wellbeing team but concern about workload and resourcing. A number of submissions questioned the large span of control for the Manager and the challenges of providing leadership across a large number of topics and subjects.

Decisions

We have decided to:

- establish a Whānau Wellbeing policy team
- increase the size of the Whānau Wellbeing policy team to 16 roles (two more than proposed)

9(2)(a) [redacted]

Explanation of decisions

Establish a Whānau Wellbeing team

The increasing demand for Te Puni Kōkiri to participate in cross-agency sector initiatives particularly in the social sector is an opportunity we cannot afford to miss. The establishment of a Whānau Wellbeing team will ensure we are able to actively and sustainably contribute to important cross-agency initiatives now and in the future. The team will be visible externally, and will provide a clear and consistent contact point. Internally it will provide thought leadership and enable cohesive responses on key whānau wellbeing policy kaupapa including whānau ora.

To provide resources for this team, 9(2)(a)

Ensure sufficient capability within the Whānau Wellbeing team

We considered the feedback on workload, prioritisation and span of control. We believe there are a number of aspects to ensuring our work programme is well prioritised and sustainable. This includes:

- **Strengthening the capacity** of the Whānau Wellbeing team – the capacity has been increased by two roles in response to submissions. The team structure will now include:
    - an additional Senior Analyst (bringing the total number of Senior Analysts to six)
    - an additional Analyst (bringing the total number of Analysts to five).
- Ensuring the composition of the team is weighted towards **experienced, senior staff** who can lead and support important, high profile work. In particular:
    - the team will be characterised by its seniority, with three Principal Policy Analysts
    - it is expected the three Principal Policy Analysts will provide leadership for particular whānau wellbeing policy areas or work streams, provide quality assurance over work, and support staff development.
- **Sharpening the focus** of Principal Policy Analysts across the Policy Te Puni on project and programme leadership, coaching and mentoring. This is discussed further on page 12.
- Further work to finalise and agree on a **policy framework for whānau-centred social policy** as a basis for prioritisation.
- Policy Managers and Principal Policy Analysts across the Policy Te Puni using a formal process to agree a cross-Te Puni view of work priorities and allocating resources in a more agile, networked way. See the discussion on leadership and mentoring on page 12.

With this support, it is considered that the size of the team is manageable. However, across Te Puni Kōkiri, the Executive Team is aware of many large and growing teams and recognises that it may be necessary to reconsider the span of control issue in future.

Whānau Wellbeing work programme will focus on agreed priority areas

We need to think about whānau wellbeing initiatives holistically, identifying ways to building capability and potential of whānau through improved outcomes related to health, housing, education, skills and employment.

We confirm that the initial focus of the team will be to:

- develop and drive a framework for whānau-centred policy as a base for the work of Te Puni Kōkiri
- provide housing policy advice and engage with other agencies to ensure a more co-ordinated approach to improving housing outcomes for whānau Māori

- provide policy advice and support cross-agency work programmes to support key whānau wellbeing policy initiatives including Investing in Children
- provide advice to the Minister for Whānau Ora – this includes providing:
  - advice on policy-related matters raised by the Whānau Ora Partnership Group (working closely with the Investment Lead in the Investment Te Puni)
  - advice on aligning other social policy work with Whānau Ora
- provide policy advice to the Chief Executive in her role on the Vulnerable Children's Board and the Social Sector Chief Executives forum, as well as Deputy Chief Executives on senior officials fora and the Minister's participation in SOC committee and social sector Ministers' groups
- build strong relationships with partner agencies and represent Te Puni Kōkiri on social sector cross-agency working groups.

Working across kaupapa in the Policy Partnerships Te Puni

To deliver on this work programme we need to work flexibly, allocating resources to the areas of highest priority, recognising that priorities will change over time. This applies not only to the whānau wellbeing policy work programme but more broadly across our policy kaupapa on cross-cutting priorities such as the role of education in Maihi Karauna and improved employment skills as a means to support economic wealth.

This means we need skilled staff who are able and willing to share insights and knowledge, and apply their expertise to a range of topics reflecting organisational and Ministerial priorities. All staff will need a core foundation of good policy skills and the agility to work on a range of topics, while growing specialist knowledge where necessary. We expect that although staff will have a home team, from time to time they may be assigned to other projects across the Policy Partnerships Te Puni. We see this approach working across Policy, with all our staff including Principal Policy Analysts and Administrators.

For staff we believe this will increase the opportunity for professional development and career development through exposure to a wider range of policy areas.

The new structure of the Policy Partnerships Te Puni is shown in Figure 1 on page 14.

Whānau Ora programme transition

As part of the transition of work from contractors to in-house resource across Te Puni Kōkiri, the policy work currently undertaken by the Whānau Ora Partnership Group Secretariat will transfer to the Whānau Wellbeing team.

As an interim measure the Whānau Ora Partnership Group Secretariat will report to the Assistant Deputy Chief Executive Policy Partnerships, until the end of 2016 when current fixed-term contracts expire. The future of the administrative support for the secretariat (and other secretariat support) will be reconsidered by the Executive Team before the end of this year.

State Sector Effectiveness in the Strategy and Organisational Performance Te Puni

Our overall intent

Te Puni Kōkiri has a vital role to play in ensuring the services provided to whānau Māori by State agencies are effective. For iwi, hapū and whānau to succeed as Māori, we have to work with State sector colleagues to ensure the interests of Māori are a priority across the State sector, and that agencies are focused on quality design, delivery and evidence to inform their actions. We want to positively and proactively facilitate agencies to do this, rather than occupy a monitoring role with a focus on compliance.

Key themes from feedback

A small number of submissions provided feedback on this proposal, with support for the intent of this work, and some alternative suggestions around resourcing and location. It was suggested the work could be part of the Organisational Knowledge team, or remain with the current team in Policy.

Decisions

We have decided to:

- establish a State Sector Effectiveness team in the Strategy and Organisational Performance Te Puni with three roles – Manager, Senior Advisor and Advisor.

Explanation of decisions

State Sector Effectiveness team in the Strategy and Organisational Performance Te Puni

Having a focused and visible team signals the importance of this role and provides a clear point of contact for external agencies. There was general support for this team to be located in the Strategy and Organisational Performance Te Puni in recognition that its role is wider than policy.

An alternative proposal was to include the State sector effectiveness mahi in the Organisational Knowledge team with a Team Leader to oversee the work. While we expect the State Sector Effectiveness team to make good use of the Organisational Knowledge team's data and insights, the new team has a wider role. On balance, we decided that this option could reduce the visibility of the team and therefore be counter-productive to the engagement and influencing role we want this team to have.

The team will be established as proposed, with a Manager, Senior Advisor and Advisor. This provides adequate capacity and capability to set the strategy and drive a work programme to align the State sector's achievement of results for Māori.

The new team will be expected to work closely with other teams and individuals to learn what has gone before and leverage existing knowledge and expertise. This area of work continues to be a whole-of-organisation responsibility.

The new structure of the Strategy and Organisational Performance Te Puni is shown in Figure 2 on page 15.

Decisions on broader issues and opportunities

Our overall intent

Te Puni Kōkiri is an agency that gives strategic policy advice and invests in results for whānau, hapū and iwi. It is through quality thought leadership and robust, evidence-based advice that we will influence government decisions in the interests of whānau Māori.

As we have jointly stepped into the leadership of the Policy Partnerships Te Puni we have identified opportunities for strengthening capacity and capability across the Te Puni.

Reflecting on our experience and the feedback we have received formally and informally, we have decided to clarify our expectations of how we will work across policy with the intention of strengthening our capability to deliver quality policy advice that results in better outcomes for whānau. This is not dependent on structural changes but the proposed new structure will support the more agile, networked approach we are looking for. We want to see:

- more flexible use of capability and capacity, applying a project-based approach
- clear triage and prioritisation process for work allocation to ensure a focus on the right things
- effective project management disciplines
- a deliberate focus on capability development, coaching and mentoring to develop our staff
- a deliberate focus on quality assurance.

Key themes from feedback

While most submissions focused on the specific proposals put forward on the Whānau Wellbeing, Skills Learning and Education and State Sector Effectiveness teams, there was also general comment about the importance of prioritisation and working together across the whole of the Policy Partnerships Te Puni. Several submissions questioned why only two teams in Policy were seen as the focus for 'strengthening' and why the wider Policy Partnerships Te Puni was not being considered, given the interconnectedness of the work and the likelihood that any changes will also impact other teams.

Some submitters commented on their aspirations to provide thought leadership and address the big questions rather than getting lost in short-term reactive work.

Decisions

Drawing on your feedback, discussions with the Executive Team, and the reprioritisation of some funding across Te Puni Kōkiri, we have decided to:

- put a greater focus on the leadership and mentoring aspects of the Principal Policy Analyst role across the Te Puni
- establish a Principal Policy Analyst and Analyst role in the Office of the Deputy Chief Executive to work across the Te Puni
- establish an additional Principal Policy Analyst role in the Cultural Wealth team
- change the reporting line of the Senior Analyst role in the Office of the Deputy Chief Executive to the Economic Wealth team
- have the Māori Land Service Director report directly to the Assistant Deputy Chief Executive.

Explanation of decisions

Principal Policy Analyst leadership and mentoring

The craft of developing policy advice can only be learnt over time, by carrying out the role, being exposed to a variety of issues, and through mentoring by more experienced policy practitioners.

The job description for Principal Policy Analysts sets clear expectations:

- provision of intellectual vision and leadership
- contribution to a range of activities across the Ministry and Government by having a thorough understanding of the strategic context
- provision of technical and analytical leadership on complex issues
- provision of coaching and mentoring to staff and management
- leadership of analysts across various teams on significant projects.

We are already establishing a Quality Assurance panel of Principal Policy Analysts led by a Chief Advisor from the Office of the Chief Executive, to support the continued development of staff and continued improvement of written advice by reviewing and discussing draft papers. This is an opportunity to build collective leadership among our top tier analysts and to encourage a community of best practice.

We expect all policy staff to reflect on the Department of Prime Minister and Cabinet's Policy Capability Framework, with Policy Managers and Principal Policy Analysts providing guidance to others as required on how to apply this to our mahi.

We also intend to set up a formal process together with the Policy Managers to plan, prioritise, allocate and monitor work across the Te Puni.

This will enable cross-Te Puni planning for strategic priorities and other proactive work (eg longer term policy analysis and development).

The management team would be responsible for deploying staff from the Policy teams on to projects, in consultation with individuals, to ensure the best match to each project (and to contribute to their development).

The management team would monitor the Policy work programme as part of their regular meetings. We will explore options to shift resources across Policy projects or deprioritise work where new pressures or priorities cannot be managed within the team.

Where issues cannot be resolved at the management team level, the Deputy Chief Executive would make the final decision.

Principal Policy Analyst and Analyst roles in the Office of the Deputy Chief Executive to work across the Te Puni

A new Principal Policy Analyst role will be established in the Office of the Deputy Chief Executive with a specific focus on 'triaging' new work requests; that is, identifying any connections to existing work programmes, advising on the priority they should be given and where they should be assigned. It is also expected that this Principal Policy Analyst will do some initial commissioning work to clarify the scope and priority of new incoming work. This is intended to support prioritisation and work allocation by the management team referred to above.

This role will also lead specific Policy projects from time to time.

A new Policy Analyst in the Office of the Deputy Chief Executive will focus primarily on supporting the Principal Policy Analyst and Ministerial servicing across the Te Puni including, where appropriate, support for the quality assurance review process. This role will provide support such as, for example, coordinating responses that require input or action from more than one policy team, or where there is not a clear 'owner'. All Policy teams will still be expected to prepare Ministerial correspondence given their level of knowledge of the subject matter.

A Principal Policy Analyst role will be established in the Cultural Wealth team

The creation of a second Principal Policy Analyst in the Cultural Wealth team reflects the lead role that Te Puni Kōkiri has in progressing the extensive work programme relating to the Te Reo kaupapa. This role will strengthen the capacity and capability of the team to implement Te Ture mō te Reo Māori especially the development of the Maihi Karauna and work to support Te Rūnanga Reo and Te Papa Kōrero, the new partnership model between the Crown and Te Mātāwai.

To resource this role, the currently vacant role of Senior Advisor – Land Management will be disestablished. The residual land management work no longer requires a role and can continue to be managed on a casual basis.

This means there will be no overall change in numbers in the Cultural Wealth team.

A Senior Policy Analyst role will be added to the Economic Wealth team

There is currently a role of Senior Policy Analyst in the Office of the Deputy Chief Executive focused on supporting the establishment of the Māori Land Service. In light of the focus of the work and other resourcing decisions for the Office of the Deputy Chief Executive, this role will be transferred to the Economic Wealth team. This role will help to provide policy advice and support to ensure Te Puni Kōkiri delivers on this key kaupapa and ensure a consistent approach towards our policy advice on Te Ture Whenua reforms.

Overall the number of FTEs in the Economic Wealth team will increase from 12 to 13.

The locations of new and transferred roles are shown in Figure 1: Policy Partnerships Te Puni structure on page 14. Impacts on current staff and the staff transfer process are set out in Section 4.

Māori Land Service – clarifying reporting lines

The Māori Land Service Director currently reports directly to the Assistant Deputy Chief Executive. This change aligns with the intent of this position and work programme. The current Māori Land Service Programme is fixed term. Resourcing will continue to change and adapt depending on the outcomes of Te Ture Whenua Reforms and Māori Land Service Programme Business Case.

Attachment 4

Figure 1: Policy Partnerships Te Puni structure

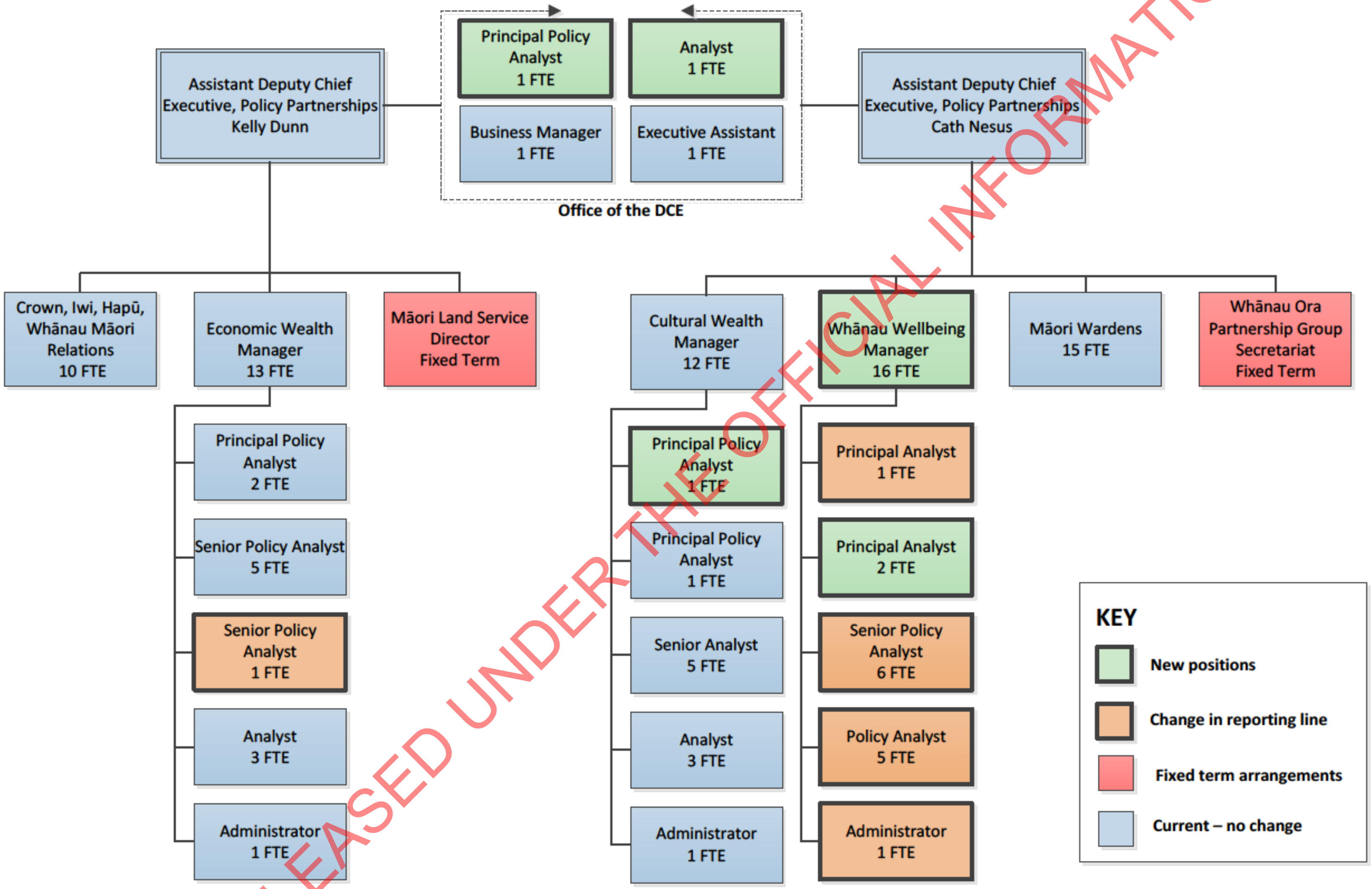
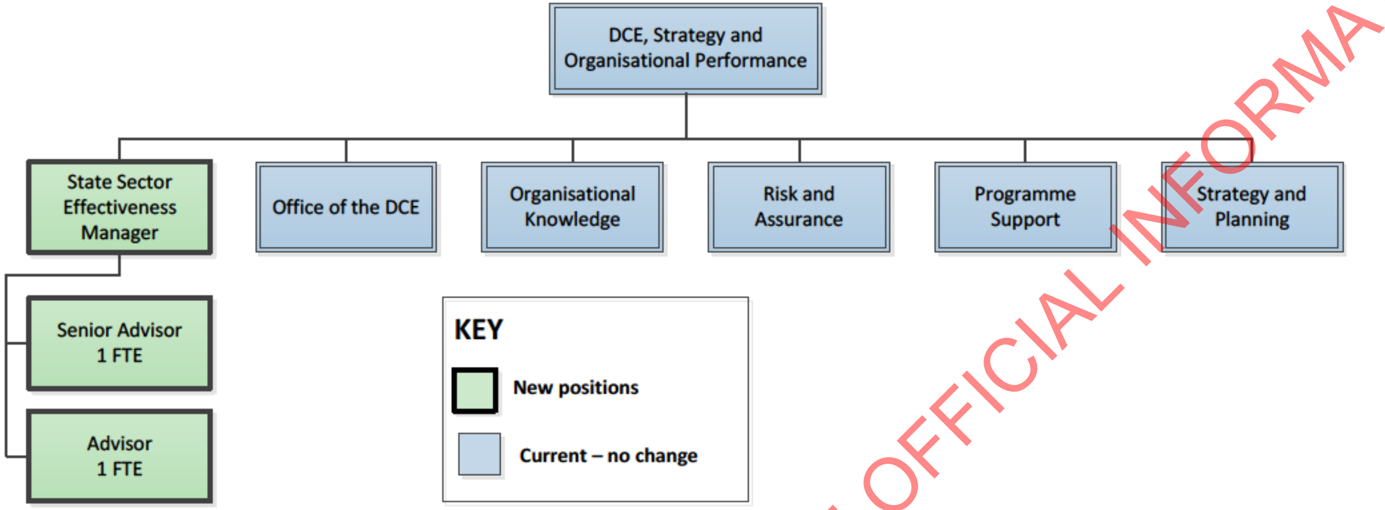

Principal Policy Analyst 1 FTE
Analyst 1 FTE
Business Manager 1 FTE
Executive Assistant 1 FTE
Office of the DCE
Assistant Deputy Chief Executive, Policy Partnerships Kelly Dunn
Assistant Deputy Chief Executive, Policy Partnerships Cath Nesus
Crown, Iwi, Hapū, Whānau Māori Relations 10 FTE
Economic Wealth Manager 13 FTE
Māori Land Service Director Fixed Term
Cultural Wealth Manager 12 FTE
Whānau Wellbeing Manager 16 FTE
Māori Wardens 15 FTE
Whānau Ora Partnership Group Secretariat Fixed Term
Principal Policy Analyst 2 FTE
Senior Policy Analyst 5 FTE
Senior Policy Analyst 1 FTE
Analyst 3 FTE
Administrator 1 FTE
Principal Policy Analyst 1 FTE
Principal Policy Analyst 1 FTE
Senior Analyst 5 FTE
Analyst 3 FTE
Administrator 1 FTE
Principal Analyst 1 FTE
Principal Analyst 2 FTE
Senior Policy Analyst 6 FTE
Policy Analyst 5 FTE
Administrator 1 FTE
KEY
New positions
Change in reporting line
Fixed term arrangements
Current – no change

Figure 2: Strategy and Organisational Performance Te Puni structure



4 New roles and impact on current roles

New roles

Below is a list of all the new roles and their reporting relationships.

Table 1: Policy Partnerships Te Puni new roles

Role	Reports to	Number of FTE
Whānau Wellbeing policy team		
Manager, Whānau Wellbeing	Deputy Chief Executive, Policy Partnerships	1
Principal Policy Analyst	Manager, Whānau Wellbeing	2
Office of the Deputy Chief Executive		
Principal Policy Analyst	Deputy Chief Executive, Policy Partnerships	1
Analyst	Deputy Chief Executive, Policy Partnerships	1
Cultural Wealth policy team		
Principal Policy Analyst	Manager, Cultural Wealth	1

Table 2: Strategy and Organisational Performance Te Puni new roles

Role	Reports to	Number of FTE
Manager, State Sector Effectiveness	Strategy and Organisational Performance, Deputy Chief Executive	1
Senior Advisor	Manager, State Sector Effectiveness	1
Advisor	Manager, State Sector Effectiveness	1

Impact on current roles

Staff who are affected have been informed about the impact on their position and the next steps.

The process for transferring affected staff to the new structure is the same as for staff affected by the Regions and Investment decisions.

This means all affected staff will be able to see and express interest in the full range of new positions and current vacancies across Te Puni Kōkiri, including the new positions outlined in the 8 Mahuru *Regions, including Māori Business Facilitation Service, and Investment Decision Document*.

See the Next Steps section from page 18 for more information about the staff transfer process.

Disestablished: Roles are disestablished where there is no direct equivalent in the new structure or where there are fewer roles in the new structure than the current structure. Staff in disestablished roles are affected and will be considered for reassignment to new roles or existing vacant roles in Te Puni Kōkiri. The assessment of whether there is a directly equivalent role or not is based on current and new job descriptions.

Changed: Where a role remains essentially the same but there is a change in title or reporting line, the staff member in the role will be reconfirmed.

Table 3: Policy Te Puni impact on current roles

Current role	FTE	Impact
Skills, Learning and Education policy team		
9(2)(a) [redacted]		
Principal Policy Analyst	1	Change in reporting line to Manager, Whānau Wellbeing
Senior Policy Analyst	3	Change in reporting line to Manager, Whānau Wellbeing
Senior Policy Analyst (vacant)	2	Disestablished
Policy Analyst	3	Change in reporting line to Manager, Whānau Wellbeing.
Administrator	1	Change in reporting line to Manager, Whānau Wellbeing.
State Sector Effectiveness policy team		
9(2)(a) [redacted]		
Senior Policy Analyst	3	Change in reporting line to Manager, Whānau Wellbeing
9(2)(a) [redacted]		
Policy Analyst	2	Change in reporting line to Manager, Whānau Wellbeing.
Policy Analyst (vacant)	1	Disestablished
Cultural Wealth policy team		
Senior Advisor Land Management (vacant)	1	Disestablished
Office of the Deputy Chief Executive		
Senior Policy Analyst	1	Change in reporting line to Manager, Economic Wealth

5 Next steps

Staff transfer process

This section sets out the process for affected staff as we transition from the current structure to the new structure. This is the same process as applies to staff affected by decisions on Regions, including Māori Business Facilitation Service, and Investment, announced on 8 Mahuru 2016.

All staff who are impacted will receive a letter detailing whether they are:

- reconfirmed into their role, or
- affected and will go through the reassignment process.

The reassignment process applies to staff roles and does not include placement into any Level 3 roles.

Affected staff

Staff will be **affected** if their permanent role:

- no longer exists in the new structure; or
- is considered as substantially different in the new structure; or
- where there are fewer roles in the new structure than the current structure (eg where there are currently four Advisors in a team / location and the new structure includes three).

Staff who are affected by change will remain affected unless and until they have been:

- reassigned to a suitable position; or
- given written notice of redundancy.

Staff will **not be affected** if:

- the only change to their terms of employment is a change of reporting line and/or position title; or
- they are reconfirmed (where the role is the same or nearly the same); or
- they are a fixed-term employee.

Reconfirmation

Staff will be **reconfirmed** in their role, where the role has not been substantially changed (a change in reporting line and/or job title is not a substantial change) and there are enough roles for all people who hold that role.

Reassignment

Affected staff will be considered for reassignment as outlined in the *Regions, including Māori Business Facilitation Service, and Investment Decision Document* dated 8 Mahuru 2016.

Our aim is to maximise the number of current employees appointed to new roles in the proposed new structure or other roles within Te Puni Kōkiri

We are combining the reassignment process for Strategy & Organisational Performance and Policy roles with the process for roles in Regional Partnerships, Investment and Organisational Support.

Redeployment

Affected staff who are not placed following reassignment will have an initial discussion with the DCE, or nominee, to explore the options available to them. These include redundancy as set out in their employment agreement.

Timeline

The timeline is as follows:

Decision document released Staff transfer process begins	Rāpare 22 Mahuru
Call for Expressions of Interest in roles from affected staff	Rāpare 29 Mahuru
Reassignment decisions complete	Mid-late Whiringa-ā-nuku
Roles not filled through reassignment process advertised	Late Whiringa-ā-nuku
‘Go live’ – new structure and teams start operating	Rātū 25 Whiringa-ā-nuku

APPENDIX 1: SUMMARY OF FEEDBACK

Overview

The consultation document set out proposals for structural change within the Policy Partnerships Te Puni. The proposals were shaped using input from two workshops with policy staff and information from an independent assessment conducted by MartinJenkins earlier this year.

A total of 18 submissions were received. Of these, 12 were individual submissions and 6 were from teams or groups.

Table 4: Submissions received

From	Number of team or group submissions	Number of individual submissions
Policy Partnerships Te Puni	4	10
Strategy and Organisational Performance Te Puni		2
Regional Partnerships Te Puni	1	
PSA	1	

The submissions provided valuable input on the proposals, and other useful suggestions, that helped inform decision-making.

The following tables summarise the submissions:

Table 5 summarises feedback on the proposals outlined in the *Strengthening Policy Proposal for Feedback*.

Table 6 summarises feedback on broader issues outside those addressed in the proposals.

Table 5: Summary of feedback on proposals

Proposal	Feedback summary
Establish a Whānau Wellbeing policy team	The majority of submissions supported the creation of the Whānau Wellbeing team, which is seen as placing greater emphasis on social policy and serving whānau interests better than the current structure. A number of submissions expressed ambitions for the new team to have a strong reputation, provide thought leadership, lead and innovate across Te Puni Kōkiri and across the state sector; and ask the big questions and test solutions rather than getting lost in short-term reactive work. One submission disagreed with the name "Whānau Wellbeing", citing that all Te Puni Kōkiri work impacts and influences the wellbeing of whānau, and instead proposed a name more focused on the most vulnerable/at-risk whānau. An alternative suggested in one submission was to organise differently across the wider Policy Partnerships Te Puni; dividing work by workstream as in the Policy Te Puni plan (whakapapa, oranga, whanaungatanga, whairawa), with a lead who brings together functional teams of policy staff, with managers who look after staff wellbeing, leave etc. state sector

Proposal	Feedback summary
Work programme – the Whānau Wellbeing team would have responsibility for whānau policy including social policy portfolios that are vital to improving the livelihoods and the wellbeing experienced by whānau Māori in their immediate environment. This includes health, vulnerable whānau, housing, education, skills and employment.	Most submissions expressed concern that the proposed scope and workload of the Whānau Wellbeing team far exceeded the allotted FTEs. Some also questioned whether it was possible to decide on the number of FTEs before the full extent of the workload was known. Respondents noted that the proposed work programme appears to encompass both existing and new mahi, and will place considerable pressure on personnel. Alternative suggestions for managing the work included • Creating two Whānau Wellbeing teams • Establishing a team leader position • Establishing 'lead' roles for larger kaupapa (eg housing and Whānau Ora) with one or two specialists and a pool of generalists under a team leader. There was support for the development of a framework to enable better work prioritisation. There was support for the new team to lead the development of the draft whānau-centred approach to social policy into an agreed Te Puni Kōkiri position. Alternatively, one submission felt that work should shift to the Strategy team. One submission suggested the Economic Wealth team could take on more work related to whānau wellbeing such as employment, child poverty and income. One submission noted the overlapping issues involved in tamariki care and protection and the importance of involving experienced permanent staff with expertise in addressing violence within whānau in this mahi.
Whānau Ora – the Whānau Wellbeing team would be responsible for stewardship of whānau ora as an approach across Te Puni Kōkiri and across Government and for policy advice relating to Whānau Ora programmes and investments.	There was a balance of support and opposition to this proposal. One submission noted that Whānau Ora is the flagship initiative for Te Puni Kōkiri and agreed that the Whānau Wellbeing team should lead the future policy direction and assist Ministers and other agencies to understand Whānau Ora and its relationships with other social sector activities. However one submission proposed that this responsibility should instead shift to Strategy and Organisational Performance. It was seen as the responsibility of all policy teams to apply and advocate for a whānau-centred approach, which involves promoting Whānau Ora results and the latest literature on whānau development.
Establish a State Sector Effectiveness team in the Strategy and Organisational Performance Te Puni.	Three submissions endorsed placing this team and mahi in the Strategy and Organisational Performance Te Puni. It was envisaged that this team will influence the way other agencies work at a higher level than normal policy analysis and development processes. Two submissions disagreed with the proposal to establish a new State Sector Effectiveness team. One submission suggested the work be allocated to the existing Organisational Knowledge team, with a Team Leader and Senior Advisor added to that team. 9(2)(a) [redacted] One submission agreed with the need to build State sector effectiveness but questioned whether a separate team was the best approach, given resourcing pressures across Te Puni Kōkiri. This submission suggested considering whether this goal could be better achieved through policy and investment leadership. Three submissions proposed adding one or more Principal Advisors to the team.

Proposal	Feedback summary
Work programme – the State Sector Effectiveness team would be responsible for setting the strategy and driving a work programme aimed at aligning the State Sector's service design and delivery, including resources and evidence, to achieve results for Māori.	Responses regarding the scope of work were mixed. Some respondents agreed with the proposed work programme, while others were unclear as to the scope and function of the new SSE team. Two submissions identified the importance of clarifying the relationship the SSE team is expected to have with policy teams, especially the Crown - Iwi, Hapū, Whānau Māori Relations team given existing relationships with other Crown agencies. One submission spoke to the importance of the new team drawing on previous work and institutional knowledge, to be able to build and implement a fresh approach. It was noted that there is external interest in this mahi and the team will need a focused and visible approach and strong backing from senior management. One submission proposed providing scope to increase FTE numbers when the work programme is confirmed

9(2)(a)

[redacted]

Table 6: Summary of feedback on broader issues

Issues raised	Feedback summary
Strengthening the Policy Partnerships Te Puni as a whole	Several submissions questioned why only two teams in Policy were seen as the focus for 'strengthening' and why the wider policy Te Puni was not being considered, given the interconnectedness of the work and the likelihood that any changes will also impact other teams. There was support for a more cross-Te Puni approach, with some noting this was happening already in some areas. The view that Te Puni Kōkiri should be ambitious in its influence and advice was not limited to the whānau wellbeing area.
	There was comment on the importance of strategic direction and prioritisation across the Policy Te Puni as well as in the whānau wellbeing area, with suggestions that the whole Te Puni was under-resourced. It was suggested to use government-wide targets and upcoming legislation to prioritise.
	There was a call for additional support resource across Policy (including data analytics, research capability, IT support and ministerial servicing). There was a proposal to actively search out relevant skills and experience and connect with other organisations such as research institutes, iwi organisations, and the private sector. One submission suggested basing policy staff in each Regional office.

Strengthening the Cultural Wealth team	It was suggested that a focus on whānau wellbeing could impact on the mahi of the Cultural Wealth team given the importance of whānau in the revitalisation of the language and culture. This submission proposed creating an additional Principal Analyst position in the Cultural Wealth team with a focus on te reo me ngā tikanga Māori.
Ministerial servicing	Two submissions suggested establishing a Ministerial servicing unit in Policy to take care of day to day requirements that do not require in-depth policy knowledge, consulting analysts as required.
Process	There was support expressed for the staff who were potentially impacted by the proposals and a reminder to Te Puni Kōkiri to show regard for the wellbeing of its own whānau (its staff). Several submissions expressed concern about the timing of the release of the proposals and the timeframe for responses. There were suggestions to commit to further consultation with the affected areas, and open a dialogue with the wider Te Puni. There was also a request to minimise the period of uncertainty by implementing change as soon as decisions were finalised. Two submissions suggested that positions in the new Whānau Wellbeing team should be open to all staff, not just those potentially impacted by the proposals.

Attachment 5

Te Puni Kōkiri Finance Function

A proposal for change

April 2017

Contents

Forward

This document sets out proposals for strengthening the Te Puni Kōkiri finance function so it is better placed to, firstly, service the evolving needs of the Ministry and, secondly, the wider government sector.

In relation to the evolving needs of the Ministry, a number of recent changes that have affected the operating model of Te Puni Kōkiri have led to the need for a review of the current finance function to ensure that it is structured in a way that best supports this new way of working. These changes include:

- a stronger focus on investment activities across a more diverse portfolio,
- an active policy/legislative work programme that supports the government's economic and cultural development objectives, and
- the subsequent organisational growth that is required to support the Ministry's enlarged and more diverse operating model.

Further to this, recent technological improvements, mainly resulting from the installation of a new general ledger system in 2014, mean that the finance team is now in a position to capitalise on the efficiencies that this has generated.

In relation to supporting developments across the governments finance sector, there is a need for the Ministry to acknowledge and support a cross government initiative, being led by the Chief Government Accountant, to lift strategic financial performance. As technology reduces the need for finance staff to focus on routine operational activities there is a need to shift resources to support the better use of financial information to support improved decision making. Consequently, a major part of this proposal is about realigning the focus of the Ministry's finance function away from process based activities towards a business partnering model that supports strategic decision making.

The feedback received during the development of this proposal indicated that our customers perceive us as a hardworking and highly valuable team. However, their feedback also clearly indicated that they require more from us. They clearly expressed a desire for more proactive, solutions based assistance.

In response to this, I am proposing that we disestablish four existing roles and establish four new roles. These changes are necessary to shift the focus away from routine operational activities and towards the more strategic, business partnering model that the Ministry needs.

Please note that the EAP counselling service is available to any member of the team throughout this change proposal.

I invite you to consider the proposals and I look forward to receiving and considering your views.

Ngā mihi, nā

9(2)(a)

[redacted]

Greg Hanlen
Chief Financial Officer

Introduction

This section outlines the broader environment that the finance team operates in and the background to the review of the team. The term "finance team" refers collectively to the procurement, property, and finance functions within the team. The term "rōpū pūtea" will be used when discussing the core finance function within this wider team.

Context

Te Puni Kōkiri has changed considerably over recent years. Over the past two years the volume and scope of the Ministry's work has increased, creating a new more complex operating environment. The focus now encompasses the provision of policy advice, including leading legislative change, facilitating investment in Māori infrastructure and human capital, and the maintenance of a regional network of offices and relationships.

To accommodate the change in focus, the Ministry has undergone a number of structural changes that have:

- created a new Investment Puni and grown the Regional Partnerships Puni,
- realigned and strengthened, where necessary, teams within the Policy Puni and Strategy and Organisational Performance Puni, and
- increased the size of the Communications team within the Organisational Support Puni.

From a finance perspective, the increased complexity of the Ministry's operating environment and its increased size have placed additional pressure on the finance team. The team is increasingly required to:

- work with the Policy Puni on the financial implication of advice put to Cabinet and to present these recommendations in accordance with various rules and regulations,
- work with the Regional Partnerships Puni and the new Investment Puni on the nature and timing of investment activity to ensure that the corresponding financial arrangements are managed correctly, and
- support an increased number of budget managers to assist them with the affective management of their funds and to provide them with timely advice and reports.

Further to this, the finance team is also required to complete or assist with the higher volume of compliance and reporting requirements that have been rolled out across the public sector. These more onerous reporting requirements have impacted on each function within the finance team to some extent.

Technology is changing how we work. The recently completed installation of a new general ledger system (TechOne) has improved the technology available to the finance team to process and report financial data. In particular, efficiencies have been realised in the area of invoice processing.

The new general ledger system has also been customised to automate the population of CFISnet templates for the monthly submissions of financial data to Treasury and will be further customised to automate the regular forecast track exercises that the team is required to complete.

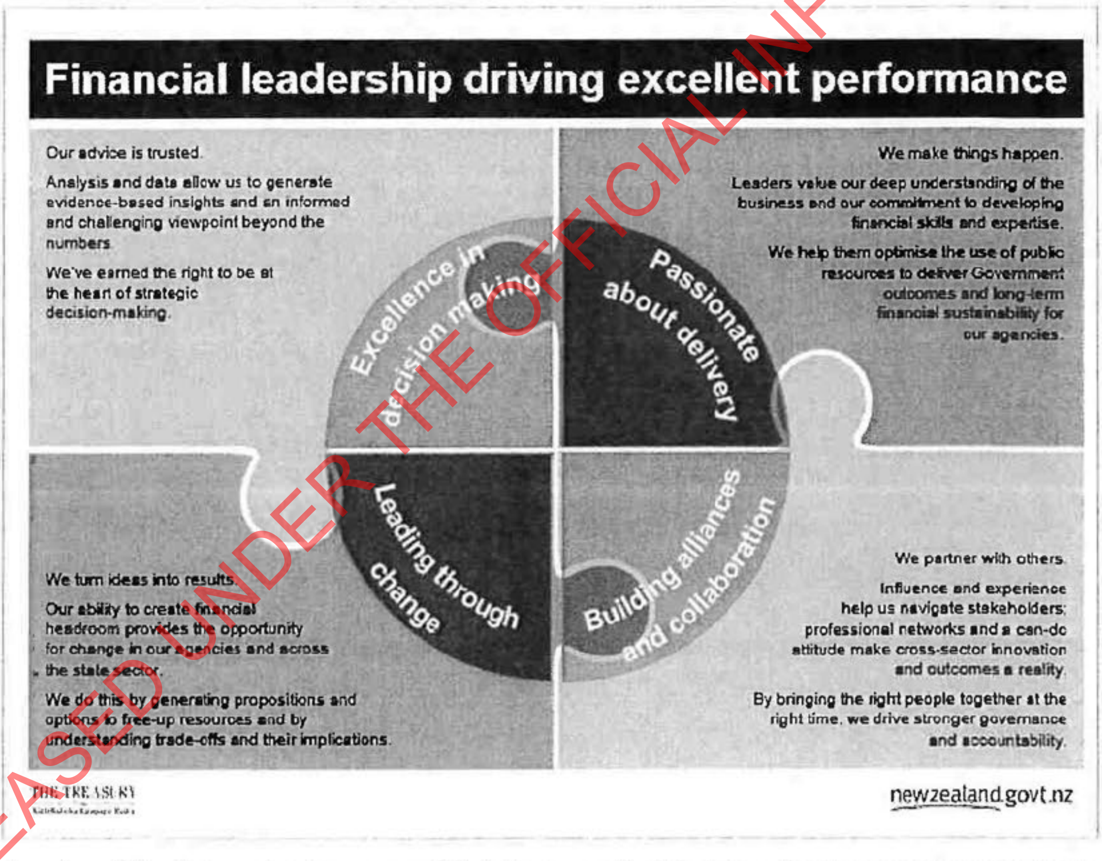
Why review the finance team now?

There are three main reasons for reviewing the structure of the finance team now.

Firstly, the recent organisational and technological changes that have impacted Te Puni Kōkiri and the finance team have combined to shift the required focus of the team away from process based activities towards the provision of strategic advice and assistance. The team needs to shift away from having a back office, passive approach and become more of a proactive strategic partner to those that we support. A review of the finance team now will ensure that this change in focus happens in unison with the changes taking place across the Ministry that require us to have a more strategic approach.

Secondly, in an attempt to respond to the changing needs of Te Puni Kōkiri over recent years, the finance team has drifted away from its formal structure and now no longer resembles the approved organisational chart. This has led to a number of people acting in roles other than their substantive roles or occupying temporary roles. A review of the finance structure now will address these temporary arrangements and give certainty to those affected.

Finally, the evolution in the nature of the work of the Ministry's finance team is also mirrored by a desired shift being led out of the Office of the Chief Government Accountant to lift strategic financial performance across the public sector. In December 2015 a shared vision for state sector finance professionals was developed to help lift strategic financial management and leadership. This vision is expressed in the following table:



Financial leadership driving excellent performance

Our advice is trusted.

Analysis and data allow us to generate evidence-based insights and an informed and challenging viewpoint beyond the numbers.

We've earned the right to be at the heart of strategic decision-making.

We make things happen.

Leaders value our deep understanding of the business and our commitment to developing financial skills and expertise.

We help them optimise the use of public resources to deliver Government outcomes and long-term financial sustainability for our agencies.

We turn ideas into results.

Our ability to create financial headroom provides the opportunity for change in our agencies and across the state sector.

We do this by generating propositions and options to free-up resources and by understanding trade-offs and their implications.

We partner with others.

Influence and experience help us navigate stakeholders; professional networks and a can-do attitude make cross-sector innovation and outcomes a reality.

By bringing the right people together at the right time, we drive stronger governance and accountability.

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Leading through change
Building alliances and collaboration

A review of the finance structure now will help to ensure that the team places a greater emphasis on strategic financial performance so it is able to contribute towards the realisation if this vision. The team will also be able to benefit from development programmes being rolled out by the Office of the Chief Government Accountant to build the required strategic capability.

About the finance team review

Reflecting on the organisational and technological changes that have impacted Te Puni Kōkiri and our finance team I have considered what, if any, changes are required to improve the delivery and quality of the services that we provide. To gain an insight in to what the Ministry wants and expects from the finance team I firstly held a number of interviews with key finance stakeholders, including the Deputy Chief Executive of Organisational Support. These interviews broadly focused on what the stakeholders required from the finance team, with particular attention paid to the following areas:

- routine operational activities such as the processing of invoices, expense claims, and departmental contracts,
- routine activities that are completed as part of the annual finance cycle such as budgeting, forecasting, accruals and monthly reporting,
- annual activities that require more detailed input from the finance team such as budget bids, four-year plans, and Crown entity monitoring, and
- non-routine activities ranging from queries around the payment of suppliers or staff members, procurement exemptions, financial recommendations in Cabinet papers, or financial data being presented in Ministerial briefings, PQs or OIAs etc.

Secondly, I discussed the structure of finance teams in a selection of other government agencies with the CFOs of those agencies. This was to help gain ideas on alternative structures. The purpose of these discussions was to both challenge how we currently do things and to consider if elements of our structure and resourcing levels remain appropriate and consistent with best practice elsewhere.

Finally, the review took in to account an analysis of invoice volumes since the TechOne general ledger system was implemented in October 2014. It was acknowledged at the time that the new system was implemented that a review of the accounts payable function would be considered once the new, more automated process was bedded in.

Findings of this review

This section outlines current arrangements, any issues identified during the review, and areas for attention.

When people are asked to provide feedback the conversation quickly turns to what can be done better. This often means that their feedback can appear negative. At no stage during the interviews with stakeholders was negative feedback received about the attitudes or capability of individual members of the finance team. Instead, feedback usually focused on poor processes or limited resources. Therefore, it is important to note that any negative feedback received does not reflect on any individual in the finance team.

Current arrangements

The finance team is centrally located within the Organisational Support Puni and formally includes 14 FTEs who are:

- The Chief Financial Officer,
- Strategic Finance Analyst,
- A Property Manager and a Property Administrator,
- A Procurement Manager, a Senior Procurement Analyst, and a Procurement Analyst, and
- A Finance Manager, a Systems Accountant, a Management Accountant, the Team Leader Accounts Payable, and three Accounts Officers.

At present, a vacancy in the Procurement team is being used to provide an additional Management Accountant in rōpū pūtea.

The finance team provides advice, support and services including, but not limited to:

- **The management of all property related activities.** Being a small team the focus is on the management of third party providers rather than the direct provision of property services. This encompasses lease agreements ,fitouts, property moves, building repairs and maintenance, the supply of utilities, security (including swipe card access), vehicle fleet management, and interactions with the Government Property Group,

- **The provision of advice and guidance around departmental procurement activities.** This includes the provision of advice on the best way for the business to procure products and services, how to comply with the rules and regulations that govern these activities, the maintenance of departmental supply contracts in SmartFund, and the management of "all-of-government" contracts.

- **The management of the Ministry's financial position and compliance requirements, plus the provision of advice to budget managers around the management of their funds.** This includes budgeting, forecasting, monthly financial reporting, maintaining accurate and compliant financial data, the submission of financial data to Treasury, managing the external audit process, maintaining the general ledger system, processing payments to suppliers and staff expense claims, and contributing data and advice on briefings, Cabinet papers, OIAs, PQs etc.

The finance needs of large policy and operational programmes are met by either the finance team or external contractors. External contractors are often sourced directly by the business owner. They often provide advice around the cost of new initiatives.

Issues identified

The review of the finance team's role within Te Puni Kōkiri identified four main issues:

- The business would like more support around the management of their funds,
- The business needs more strategic financial expertise,
- Financial and procurement procedures need to be streamlined and simplified,
- Greater clarity is needed around who is responsible for what, and
- Stability is required by those acting in roles other than their substantive roles and reliance on contractors needs to be reduced.

Budget managers require more support around the day-to-day management of their funds.

A common theme that arose during the interviews with key finance stakeholders was that the finance team do basic operational functions well but more assistance would be appreciated around the management of budgets and the procurement of goods and services.

The operational functions that the finance team do well include invoice and expense claim processing, the payment of suppliers, and the provision of basic, ad-hoc financial information as and when requested. The activities that budget managers would appreciate more support with include budgeting, forecasting, and month end processes. The business would also appreciate a quicker feedback loop in response to the budgeting and forecasting exercises that they are asked to participate in. In relation to procurement, more assistance would be appreciated around complying with, or seeking exemptions from, procurement rules and regulations.

The finance team is not currently resourced to meet these expectations. The limited number of management accountants available to assist the business with budgeting, forecasting, and month end procedures means that budget managers do not receive a satisfactory or consistent level of support. The management accountants are also over stretched during these procedures or at month end.

At a broader level, rōpū pūtea is unable to spend sufficient time working with the business to gain a more complete understanding of their work programmes, to understand their workloads and pressures, and to pre-empt issues before they become problems. Further to this, the finance team lacks sufficient time to clearly explain to the business how the various exercises that we require them to complete fit in to wider Ministry or government processes.

There is unmet need for strategic financial support.

It was expressed during the interviews with key stakeholders that insufficient support is provided by the finance team to projects that required strategic or expert financial support. Assistance with routine exercises such as the four-year plan, Crown entity monitoring, or Budget bids is often provided in an inconsistent way or very late in the process. For large policy or change initiatives there is no agreed or repeatable approach for providing the necessary financial support. Because these projects struggle to get the support they need they either neglect to sufficiently address financial issues or external contractors are brought in to do this work, which isn't always ideal.

While the business may give the finance team a "heads-up" in advance of engaging financial contractors, there is minimal up-front engagement with the finance team to help understand what the projects actual needs are, what skills and expertise are required, or which contractors might have the required expertise.

The limitations on the finance team to provide strategic or expert advice when required, or the engagement of financial contractors that do not fully understand Ministry or Crown financial obligations, means that financial information is either produced late or does not meet the required standards.

Further to this, the increasingly diverse nature of Te Puni Kōkiri's work programme, including the growth of the investment function, mean that the level of expert or strategic financial advice required by the Ministry is increasing. This means that there is both a need for the existing team to provide more of this advice or to be able to bring it in when required.

The procedures administered by the finance team need to be streamlined and simplified.

Another common theme that arose during the interviews with key finance stakeholders was that financial and procurement procedures need to be improved so it is easier for the business to comply with the requirements. A recent review of the Ministry's procurement function by the Risk and Assurance Team also highlighted that procedural improvements need to be made. Improvements to financial and procurement procedures can be made without having to make structural changes to the finance team but this feedback highlighted the need for the team to better understand the businesses needs and to support them more in their compliance with these procedures. This could be achieved by moving to a more business partnering based approach.

As mentioned, the team is not currently resourced to spend sufficient time with the business to gain a complete understanding of their work programmes, their workloads and pressures, or to pre-empt issues before they become problems. Therefore, the team is less able to design workable procedures and lacks the time needed to assist the business with compliance.

This feedback also highlighted the need for the finance team to gain the flexibility needed to bring in resource when required to make improvements to procedures. This work is often neglected because the team is too busy with its existing workload to spare the time needed to design and implement improvements.

Greater clarity is needed around who is responsible for what within rōpū pūtea

At present, responsibility for various tasks within rōpū pūtea is assigned based on the workloads or the specific skills of the individual team members. While this reflects positively on the team's willingness to help out as and when required, especially in light of staff movements over recent months, a more systematic approach to the assignment of tasks is required.

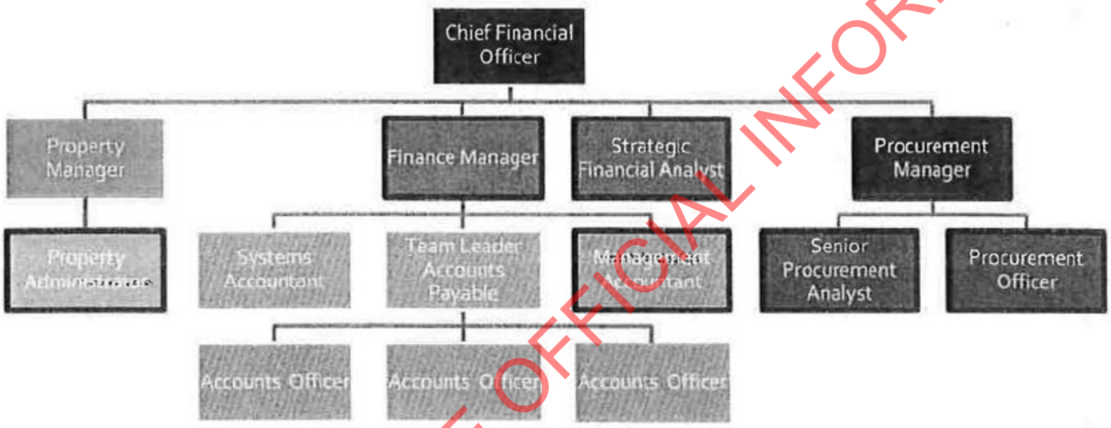
A lack of clarity around the assignment of tasks, particularly around the allocation of management versus financial accounting responsibilities, creates a number of issues within the team. Firstly, when the team is reacting late to the need to complete tasks there is less scope to complete them in a planned or measured way. There is also less scope to implement improvements around how a task is completed. Secondly, it makes it more difficult to target support and development opportunities. When the team is required to react to a request it is often carried out by a more senior member of the team due to the pressures to get it done quickly. This can over-burden the senior members of the team and can reduce development opportunities for the more junior staff.

Stability is required by team members acting in roles other than their substantive roles and the reliance on contractors or fixed term employees needs to reduce.

In response to the changing demands placed on the finance team over recent years some vacancies have been filled on a temporary basis by permanent staff being asked to act in those roles or by engaging contractors/fixed term employees. This has led to a high level of instability in the team.

Table One below shows the structure of the finance team as per the formal organisational structure. The extent to which the team's roles are being performed by either someone acting in a role or by a contractor/fixed term employee is indicated by a red frame around that role.

Table One: Roles being performed by someone who is acting, a contractor or a fixed term employee



☐ *Roles being performed by someone who is acting, a contractor or a fixed term employee*

Having such a high level of instability in the team is not fair on the staff members involved and has led to a degree of instability in the way that the team supports the business. Regular changes to who performs a role or the tasks performed by a role mean that the business is not receiving a consistent level of service.

Bringing a higher degree of stability to the team will also allow us to focus on building capability in a planned and measured way. Firstly, we will be able to focus more on ensuring that members of the finance team receive the support and development required to do their jobs well. Secondly, it will allow for better succession and career planning within the team.

Detailed proposals

This section describes the roles, responsibilities and structure under the proposed approach.

Proposed approach

Overall, there is a need to shift the focus of the finance team away from routine operational activities towards the provision of more strategic, expert financial advice. This shift in focus also needs to be accompanied by a revised approach to supporting the business. Instead of providing advice and support on an ad-hoc, "as required" basis we need to partner with the business in a more structured and proactive way. By being more structured in our approach we can insure a higher level of consistency in the level of the service that we provide. This will help to address the businesses need for more day-to-day support. By being more strategic we can pre-empt issues before they become problems and we can contribute more constructively towards the broader objectives of the Ministry.

There will always be a need for the finance team to provide routine operational services, but recent improvements in technology can now be leveraged to ensure that the desired shift in focus, along with a corresponding shift in resource, can occur with a limited impact on current operational service levels.

The proposed approach is guided by a set of organisational design principles and aligns with the Te Puni Kōkiri operating model. The principles of this approach are to:

- be customer centric and responsive to their changing needs
- be efficient, affective and technically proficient
- provide value for money

9(2)(a)

[redacted]

Impacted roles

Account Officers

9(2)(a)

A benefit of installing the new TechOne general ledger system in October 2014 was that it automated and streamlined a number of processes around the receipt and payment of invoices. The new system now means that physical invoices are no longer distributed throughout the Ministry for approval. Instead, invoices are scanned and approved electronically. The receipt of consolidated and pre-coded invoices has also lead to efficiencies.

An assessment of invoice volumes since the installation of the new TechOne system shows that the accounts payable team process approximately 6,500 and 7,000 invoices a year 9(2)(a) with the assistance of the Team Leader Accounts Payable.

These technological improvements and invoice volume statistics, combined with a need to shift the focus of the finance team away from routine operational activities towards the provision of more strategic financial advice 9(2)(a)

Systems Accountant

9(2)(a)

The new TechOne general ledger system has now been successfully implemented and fully rolled out to staff. While ongoing updates to budget, forecast and reporting templates continues, on the whole the new system is working well. 9(2)(a)

Further to this, rōpū pūtea currently has responsibility for various financial accounting tasks spread across the Systems Accountant and Management Accountant roles. I believe that there is a need to consolidate these responsibilities more clearly in to a single role. There is also a need to clearly assign responsibility for other ministry wide financial tasks, such as the calculation of depreciation, capital charge and the management of fixed assets, to a specific role. This will help to ensure that these tasks are completed in a more comprehensive and timely manner.

9(2)(a)

Procurement Officer

It is proposed that the Procurement Officer role will be disestablished.

Over recent years this role has remained vacant, demonstrating that the Procurement Team is able to function sufficiently without it. The current arrangement whereby this role is used by rōpū pūtea to provide an additional management accountant role will be formalised in the structure.

I acknowledge that it may seem counterintuitive to disestablish a role in the Procurement Team when this review identified the need for improved procurement policies and procedures and highlighted a desire for more hands-on assistance by the business around procurement. However, the Procurement Review that is currently underway, an assessment of the Ministry's contract management systems requirements, and the further clarification of the procurement support needed by the new Investment Puni will allow us to better assess if additional procurement resource is required in the future.

In the meantime, targeted contract resources will be used to address any procurement workload or process problems.

Strategic Financial Analyst

9(2)(a) [redacted]

9(2)(a) [redacted]

The small size of the finance team means that it is not feasible to retain deep levels of expertise across all of the disciplines within the team. However, from time to time, a deep level of targeted resourcing may be required to complete specific tasks. For example, the team may require additional procurement expertise to assist with the Procurement Review that is currently underway.

In addition to this, when the finance team is operating in a "steady state" or when the focus is on the completion of routine but significant tasks such year-end reporting, it is not always easy to provide this role with a steady flow of meaningful strategic work. Having this role staffed on a temporary, rotational basis will avoid this role being used as an "overflow" role or where "orphan" tasks can be placed.

9(2)(a) [redacted]

☐ New roles ⬚ New role staffed by a fixed term or contract employee

Proposed new roles

Financial and Systems Accountant

A new Financial and Systems Accountant role will be created.

The reduced need for such a high level of focus on systems accounting, combined with a need for a more focused approach to financial accounting, creates an opportunity for a role that combines responsibility for these tasks. This role will have combined responsibility for the financial accounting and systems requirements of the Ministry.

At present, responsibility for financial accounting tasks sit across the Systems Accountant role, the Management Accountant roles and the Finance Manager role. Having these responsibilities consolidated in to a single role will help to:

- clarify who is responsible for what,
- free up the Management Accountants to focus more on supporting budget managers, and
- give a stronger focus to the management and timely completion of financial accounting tasks.

I also believe that this role will be able to harness the synergies that exist between financial and systems accounting. For example, in the implementation of new IPSAS standards when released, the development of a more detailed capital investment strategy, or improving the clarity and focus of our published financial statements.

Senior Management Accountant

A new Senior Management Accountant role will be created.

To address the businesses desire for more day-to-day support in the management of their funds and to create scope for rōpū pūtea to take a more business partnering, strategic approach to supporting the business, additional management accounting capacity and expertise are required. The creation of a Senior Management Accountant role will provide this additional resource and depth.

A key focus of this role will be to support budget managers in the more financially complex parts of the Ministry with their budgeting, forecasting, and month end procedures. The creation of this role will also provide more scope for the management accountants to better understand the work programmes, workloads, pressures, and issues being faced by the parts of the business that they support. This will allow them to provide advice on a more strategic level and to pre-empt any issues before they become problems.

Having a senior management accountant will also allow this role to be banded at a level that will attract a more experienced person who will be able to support the Finance Manager with oversight and coaching of the Management Accountants.

Management Accountant

The current arrangement whereby the Procurement Officer role is being used to create a Management Accountant role will be formalised. To address the businesses desire for more day-to-day support in the management of their funds it is necessary to formalise the retention of this role in rōpū pūtea.

A key focus of this role will be to support budget managers with the budgeting, forecasting, and month end procedures that they are required to complete. In addition to this, the retention of this role, combined with the creation of a new Senior Management Accountant role, will give the Management Accountants more scope to partner with the parts of the Ministry that they support. This will allow them to better understand their work programmes, their workloads and pressures, and to pre-empt issues before they become problems. This will lift their interaction with the business from being primarily at an operational level to a more strategic level.

The retention of this role, combined with the creation of a new Senior Management Accountant role and a Financial and Systems Accountant role, will also provide greater clarity around who is responsible for what. There will be a clearer line between who is responsible for tasks relating to the internal management of funds and who is responsible for ministry wide or externally focused financial accounting activities.

Strategic Finance Project Advisor

A new Strategic Finance Project Advisor role will be established that will be staffed by someone on either a fixed term or contract basis based on the skills required by the team at the time.

The small size of the finance team means that it is not feasible to retain deep levels of expertise across all of the disciplines within the team. However, from time to time, a deep level of targeted resourcing may be required to complete specific tasks. Having this position available will allow the finance team to bring in this level of support when required.

Having a role available at this level that can be staffed on a temporary basis will also help in instances where improvements to the teams procedures are needed but the day-to-day workloads of the team do not permit enough time to do this. This role will allow a temporary person, with the required skills to be brought in with the sole focus of assisting with this work.

Attachment 5

Overview of new roles and impact on existing roles

High level role description of proposed new roles

Role	Reports to	High level role description
Financial and Systems Accountant	Finance Manager	• Responsible for the day-to-day management or response to financial and systems based accounting issues; • Responsible for Ministry-wide financial requirements such as the capital investment strategy, depreciation, capital charge, cash management and the fixed asset register; • Lead the development of any system based templates that rōpu pūtea require; • Lead the incorporation of any new financial reporting standards or legislation in to Ministry reports, policies or processes; • Strong systems and financial/technical accounting expertise.
Senior Management Accountant	Finance Manager	• For the part of the Ministry that this role is assigned to supporting: – Assist budget managers with budgeting, forecasting, and monthly reporting requirements – Lead month end processes such as the compilation and entry of accruals; – Assist with projects that require finance input such as business case costings, financial recommendations in Cabinet papers/briefing papers, or data required for OIA's, PQ's etc.; – Incorporate and assist with Ministry wide reporting strategies; • Assist the Finance Manager with the development and implementation of financial strategies such as budgeting and forecasting, and the Ministry wide reporting of financial data; • Assist the Finance Manager with coaching of the Management Accountants.
Management Accountant	Finance Manager	• For the part of the Ministry that this role is assigned to supporting: – Assist budget managers with budgeting, forecasting, and monthly reporting requirements – Lead month end processes such as the compilation and entry of accruals; – Assist with projects that require finance input such as business case costings, financial recommendations in Cabinet papers/briefing papers, or data required for OIA's, PQ's etc.; – Incorporate and assist with Ministry wide reporting strategies; • Assist the Finance Manager with the development and implementation of financial strategies such as budgeting and forecasting, and the Ministry wide reporting of financial data.

Strategic Finance Project Accountant	Chief Financial Officer	• No fixed job description. This role will remain flexible so it can be used to provide specific assistance on a variety of projects as required.

Proposed impact on existing positions

Role	Reports to	Change in focus
Finance Manager	Chief Financial Officer	• A proposed increase of two direct reports, going from three to five; • An increased level of resourcing in the rōpū pūtea team will mean that this role can: - focus more on managing through others rather than being required to directly produce a lot of the work, and - assist with more strategic, project based work when required.
Procurement Manager	Chief Financial Officer	• A proposed reduction of one direct report, going from two to one.
Team Leader Accounts Payable	Finance Manager	• A proposed reduction of one direct report, going from two to one.
Property Administrator	Property Manager	• A broadening in the scope of this role to ensure that it is available to assist the wider finance team when required. This may involve assisting the accounts payable or procurement team during busy periods and assisting the Chief Financial Officer with administrative tasks.

How to make a submission

If the proposals above are approved there would be a change in the finance team structure and how it will operate in a more strategic way.

There will be a need to develop new position descriptions and to review the remaining position descriptions to ensure that we continue to have full coverage of all the activities and tasks that we will continue to provide.

Consultation period

The consultation period starts on Monday 3 April 2017 and closes at 5.00pm Friday 14 April 2017.

Submissions

Staff are invited to provide feedback on these proposals.

Written submissions can be emailed to: financereview@tpk.govt.nz

Questions

If you have any questions regarding the submission process please contact the Chief Financial Officer or email financereview@tpk.govt.nz. Should you wish to speak to someone outside of the existing finance team please contact the Deputy Chief Executive, Organisational Support.

Timeline

Consultation document released to staff and their unions	3 April 2017
Consultation period closes	5 pm, 14 April 2017
Submissions analysed and considered by the Deputy Chief Executive, Organisational Support, the Chief Financial Officer, and the Manager, Human Resources and Capability	19 April 2017
Decisions determined and communicated to staff by the Deputy Chief Executive, Organisational Support and the Chief Financial Officer	26 April 2017

Attachment 6

Te Puni Kōkiri Finance Function

Final decisions

May 2017

Table of Contents

Attachment 6

Forward

This document sets out the final decisions that have been made in relation to the Finance Function proposal for change that was released on 3 April 2017.

Change can be very unsettling, so firstly, I would like to thank you all for engaging in this process in such a constructive manner. I have also appreciated the way in which the work of the Finance Team has continued in such a seamless way over the consultation period.

As was mentioned in the change proposal, Te Puni Kōkiri has changed a lot over recent years. These changes have included:

- a stronger focus on investment and regional activities across a more diverse portfolio,
- an active policy/legislative work programme that supports the government's economic and cultural development objectives, and
- the subsequent organisational growth that is required to support the Ministry's enlarged and more diverse operating model.

As the Ministry changes and evolves, it is important that the support functions within the Ministry also change and evolve to meet the greater demand for partnering and advice across the Ministry.

The changes being finalised in this decision document will ensure that the Finance Function is structured in a way that supports the Ministry, in its current form, as best as possible.

Following consideration of the submissions the following decisions have been made:

9(2)(a) [redacted]

- four new roles will be established. These are a Strategic Finance Project Advisor (staffed on contract/fixed term basis), a Systems and Financial Accountant, a Senior Management Accountant, and a Management Accountant.
- the Property Administrator role will be retitled Property & Finance Administrator and its focus will be broadened to provide support across the entire Finance Function.

By making these changes, the Finance Function will be better positioned to address the Ministry's desire for more strategic financial advice and support. The new management accountant roles will be able to provide more day-to-day support to the Te Puni, while the Strategic Finance Project Advisor will provide targeted support, depending on the Ministry's specific needs at the time.

To address the Ministry's desire to have procurement procedures and practices streamlined and simplified the initial focus of the Strategic Finance Project Advisor will be to support the Procurement Manager to do this.

I realise there are a number of acting roles within the team so am pleased these changes will bring greater stability to the team and enable us to focus on the future opportunities and challenges ahead.

Once again, I would like to thank you for your patience and the contribution you have made to this change process.

Fiona McBeath
Deputy Chief Executive – Organisational Support

Introduction

This document should be read in conjunction with the *Te Puni Kōkiri Finance Function – A Proposal for Change April 2017* document that was released on 3 April 2017. It responds to the feedback received following your consideration of this document and details the decisions made. This document will also set out the process for filling vacant roles and the options available to affected team members.

Feedback received

This section provides a general summary of the feedback received and the response to that feedback. It covers any significant issues that were raised or any issues that were raised by a number of you. Feedback on specific issued raised is addressed in an Appendix attached to this document.

Feedback about the overall change proposal

There are multiple organisational reviews occurring within TPK. A lack of cohesiveness across these reviews may lead to inconsistency.

Response: It is important that the support functions within TPK are structured in a way that is able to provide the wider Ministry with the support that it needs. The decisions in this document are a response to the recent changes that have been implemented across the wider Ministry, particularly the Strengthening proposal. Therefore, there is an unavoidable need for change proposals within support functions to follow, rather than lead, the changes being made elsewhere.

The changes proposed within the Finance Team were also consistent with the changes that have recently been made within the Communications and the Human Resource & Capability functions.

There was a lack of engagement with the Finance Team during the development of the changes that were eventually proposed. Discussions with the team could have better informed some of the issues identified in the proposal.

Response: It was never intended to exclude the Finance Team from discussions on how it can better support the wider Ministry. The initial discussions were intended to gauge stakeholder perceptions on how well the Finance Function is currently supporting the Ministry. This feedback formed the basis of the proposals that were put to the Finance Team for consideration. It was always intended that the consultation period following the release of the change proposal was to ensure that the Finance Team had an opportunity to inform final decisions.

Feedback about changes proposed to the procurement team

9(2)(a)
[redacted]

9(2)(a)

[redacted]

It is acknowledged that the current team does not have sufficient scope to implement improved policies and procedures or to provide large projects with the support that they need. To address the need for procurement policies and processes to be improved, the initial focus of the Strategic Finance Project Advisor will be to assist the Procurement Team to do this. Improved policies and procedures should then create the efficiencies needed for the team to be able to engage with and support the Ministry better. It must also be acknowledged that when large projects require a lot of procurement support, additional resources should be brought in to TPK.

More detail is required about the Procurement Review that is mentioned in the proposal. Further to this, it is not ideal to have a concurrent review of the Procurement Team and the Finance Function underway at once.

Response: The Procurement Review mentioned in the proposal is the *Review of Effectiveness and Efficiency of Departmental Procurement* that was completed by the Ministry's Risk and Assurance Team on 30 September 2016. Its focus is the improvement of policies and procedures, not to restructure the existing Procurement Team. The Chief Financial Officer and Procurement Manager wee involved in this and developed the implementation plan. Both have a copy of the *Review of Effectiveness and Efficiency of Departmental Procurement* document available for anyone who wants to read it.

Ideally, the Procurement Review and the proposed changes being made to the Finance Function would have been run concurrently, however, delaying the review of the Finance Function until the Procurement audit implementation is completed would have extended the period of uncertainty that exists in the wider Finance Function.

Feedback about changes proposed to the property team

If the Property Administrator role is extended to provide administrative support for the entire Finance Function it will be stretched too thin.

Response: The main focus of this role will be to support the Property Manager with property related administrative tasks. However, in certain instances it will be required to provide administrative or data loading support beyond property. It is important that this is made explicit so that the wider team is aware that help is available, in a considered and managed way, with workload peaks when they occur. Concerns that the role could be spread too thin are valid if demands from outside the Property Team are not managed carefully, so this will need to be a key responsibility of the Property Manager in conjunction with the Chief Financial Officer.

The Property Administrator role is affected by the change proposal but there is no discussion in the document about why these changes are necessary.

The current job description for the Property Administrator role does state that this roles responsibilities extend beyond property. The purpose of reiterating this in the change proposal is to ensure that in the future it is very clear that this is the case.

The name of the proposed Property Administrator role should be changed to Property & Finance Administrator.

Agreed. This change will be made and implemented.

Feedback about changes proposed within rōpu pūtea

The proposal states that the new TechnologyOne general ledger system, which is used to process invoice payments, has freed up time within the AP Team, but it actually creates a lot of queries and training requests from users within the wider Ministry.

Response: It is acknowledged that whenever a new system is implemented, such as the TechnologyOne general ledger system, it will create a spike in training requests and queries. However, over time these issues should reduce. If necessary, the team can be assisted to address training requests or repetitive queries should they persist at a volume that is unmanageable.

The AP Team is responsible for a lot of tasks beyond the processing of invoices. This work takes up a lot of the AP Team's time.

Response: It is acknowledged that the team do work beyond invoice processing. The intention is that this work will remain with the AP Team and that the work volume will be manageable despite the proposal to reduce the size of this team.

9(2)(a)
9(2)(a) runs contra to the Ministry's desire to reduce its reliance on contractors. It will risk important expertise walking out the door whenever 9(2)(a) and it reduces development opportunities for existing staff.

Response: While the use of contractors receives a lot of negative attention it remains a suitable mechanism for getting the specific expertise that you need for a short period of time.

9(2)(a) is ensuring that the Finance Teams permanent team members work with and learn from 9(2)(a) This will ensure that existing staff are given an opportunity to lear 9(2)(a) and it will help to ensure that expertise are retained within the Ministry 9(2)(a)
9(2)(a) establishment its nature and focus may change over time.

The proposal speaks of the need to increase the strategic financial performance of the team 9(2) 9(2)(a) 9(2)(a) 9(2) will increase the strategic financial performance of the team.

Response: 9(2)(b)(i)
Strategic Finance Project Advisor role.

By increasing the number of management accountants the aim will be to give them more scope to work in a more collaborative way with the business. Their support will be able to extend beyond mere compliance to include the provision of pro-active, strategic advice.

It is not clear what the difference will be between a Management Accountant and a Senior Management Accountant.

Response: It is intended that the Senior Management Accountant will support the more financially complex puni within the Ministry. It is also intended that this role will support the Finance Manager with the oversight and coaching of the Management Accountants.

The objective of establishing a Senior Management Accountant role is not necessarily to have this role do significantly different tasks to a Management Accountant. The main purpose of establishing a more senior role is to allow us to attract a more experienced person and to create a progression opportunity within the team.

9(2)(a)

[redacted]

9(2)(a)

[redacted]

New roles

Financial and Systems Accountant

A new Financial and Systems Accountant role will be created.

The reduced need for such a high level of focus on systems accounting, combined with a need for a more focused approach to financial accounting, creates an opportunity for a role that combines responsibility for these tasks. This role will have combined responsibility for the financial accounting and systems requirements of the Ministry.

Senior Management Accountant

A new Senior Management Accountant role will be created.

The creation of a Senior Management Accountant role will provide the additional management accounting resource and depth that the Ministry needs. A key focus of this role will be to support budget managers in the more financially complex parts of the Ministry with their budgeting, forecasting, and month end procedures. Having a senior management accountant will also allow this role to be banded at a level that will attract a more experienced person who will be able to support the Finance Manager with oversight and coaching of the Management Accountants.

This role may also provide additional support around Crown Entity monitoring.

Management Accountant

A new Management Accountant role will be created.

The current arrangement whereby the Procurement Officer role is being used to create a Management Accountant role will be formalised. To address the Ministry's desire for more day-to-day support in the management of their funds it is necessary to formalise the retention of this role in Rōpū Pūtea. This will also support the implementation of the business partnering approach.

Strategic Finance Project Advisor

A new Strategic Finance Project Advisor role will be established that will be staffed by someone on either a fixed term or contract basis based on the skills required by the team at the time.

Having a role available at this level that can be staffed on a temporary basis will help in instances where a deep level of targeted resourcing is required to complete specific tasks.

Implementation of the new structure

This section outlines the process for transitioning toward and implementing the new structure.

Our obligations to affected staff

As a result of this review a number of staff are affected by the changes that will be implemented. As part of the transition we have an obligation, where practical, to reconfirm and/or reassign affected employees into new or currently vacant roles. Where this is not possible, the redeployment provisions of the affected staff member's employment agreement, including redundancy, will apply.

Affected employees will have preferential treatment for reconfirmation or reassignment into positions where the following principles apply:

Reconfirmation and reassignment

In accordance with the reconfirmation and reassignment principles outlined below, final decisions have been made by the Chief Financial Officer and the Principle Advisor – Human Resources & Capability about who can be reconfirmed or reassigned into available role.

Reconfirmation:

a) The job description of the new role is the same (or very nearly the same) as what the employee currently does,
b) The new position's salary is the same,
c) The new position's terms and conditions of employment, including career prospects, are no less favourable, and
d) The location of the new position is the same or similar and within reasonable commuting distance.

Reassignment:

a) The role has similar responsibility levels (and the staff member can adequately perform the duties with their current skills and knowledge),
b) The offered employment is within a reasonable commuting distance from their home,
c) The salary and conditions are no less favourable, and
d) The duties and responsibilities are comparable.

For employees to be reconfirmed into a position they must have been undertaking the duties of the role for a considerable amount of time and have had satisfactory performance reviews while doing those duties.

Where reconfirmation and reassignment is not possible

Affected staff who have not been placed following the reconfirmation or reassignment process will have an initial conversation with the Deputy Chief Executive – Organisational Support (or her nominee) to explore the options available to them. This include redundancy as set out in their employment agreement.

9(2)(a)

[redacted]

9(2)(a)

[redacted]

Vacant roles within the new structure

9(2)(a)

[redacted]

Next steps

Next steps in implementing the new structure will be:

1. Affected employees that have been reconfirmed or reassigned into a position will be provided with a letter of offer from the Chief Financial Officer.
2. 9(2)(a) [redacted]
3. Where practical, affected employees that are not placed into a position within the Finance Team will be considered for reassignment for other comparable vacant positions either within the Finance Team or across Te Puni Kōkiri.
4. Affected staff who have not been placed following the reconfirmation or reassignment process will have an initial conversation with the Deputy Chief Executive – Organisational Support (or her nominee) to explore the options available to them. This include redundancy as set out in their employment agreement.
5. Any roles unfilled through the reconfirmation or reassignment process will be advertised internally and externally.
6. The new Strategic Finance Project Advisor position will be sourced, when required, based on the needs identified by the Chief Financial Officer. This position can be filled by an external contractor, a fixed term employee, or through an internal secondment.

Please note that the EAP counselling service is available to any member of the team throughout this change proposal.

We will move as quickly as we can to finalise the new structure and will make sure that everyone is treated as fairly as possible throughout the reassignment and, if necessary, the redundancy process.

If you have any questions or concerns please speak to the Chief Financial Officer or the Principle Advisor – Human Resources & Capability in the first instance.

Attachment 6

Overview of new roles and impact on existing roles

High level role description of proposed new roles

Role	Reports to	High level role description
Financial and Systems Accountant	Finance Manager	• Responsible for the day-to-day management or response to financial and systems based accounting issues; • Responsible for Ministry-wide financial requirements such as the capital investment strategy, depreciation, capital charge, cash management and the fixed asset register; • Lead the development of any system based templates that rōpu pūtea require; • Lead the incorporation of any new financial reporting standards or legislation in to Ministry reports, policies or processes; • Strong systems and financial/technical accounting expertise.
Senior Management Accountant	Finance Manager	• For the part of the Ministry that this role is assigned to supporting: - Assist budget managers with budgeting, forecasting, and monthly reporting requirements - Lead month end processes such as the compilation and entry of accruals; - Assist with projects that require finance input such as business case costings, Crown entity monitoring, financial recommendations in Cabinet papers/briefing papers, or data required for OIA's, PQ's etc.; - Incorporate and assist with Ministry wide reporting strategies; • Assist the Finance Manager with the development and implementation of financial strategies such as budgeting and forecasting, and the Ministry wide reporting of financial data; • Assist the Finance Manager with coaching of the Management Accountants.
Management Accountant	Finance Manager	• For the part of the Ministry that this role is assigned to supporting: - Assist budget managers with budgeting, forecasting, and monthly reporting requirements - Lead month end processes such as the compilation and entry of accruals; - Assist with projects that require finance input such as business case costings, financial recommendations in Cabinet papers/briefing papers, or data required for OIA's, PQ's etc.; - Incorporate and assist with Ministry wide reporting strategies; • Assist the Finance Manager with the development and implementation of financial strategies such as budgeting and forecasting, and the Ministry wide reporting of financial data.

Strategic Finance Project Accountant	Chief Financial Officer	• No fixed job description. This role will remain flexible so it can be used to provide specific assistance on a variety of projects as required.

Proposed impact on existing positions

Role	Reports to	Change in focus
Finance Manager	Chief Financial Officer	• A proposed increase of two direct reports, going from three to five; • An increased level of resourcing in the rōpū pūtea team will mean that this role can: - focus more on managing through others rather than being required to directly produce a lot of the work, and - assist with more strategic, project based work when required.
Procurement Manager	Chief Financial Officer	• A proposed reduction of one direct report, going from two to one.
Team Leader Accounts Payable	Finance Manager	• A proposed reduction of one direct report, going from three to two.
Property and Finance Administrator	Property Manager	• A broadening in the scope of this role to ensure that it is available to assist the wider finance team when required. This may involve assisting the accounts payable or procurement team during busy periods and assisting the Chief Financial Officer with administrative tasks.

Attachment 6

Appendix: Responses to each of the issues raised during consultation period

The following responses do not respond to feedback that either agreed with the changes that were being proposed or where the feedback has been responded to in the main body of this report. Therefore, it only responds to feedback that challenged the proposed changes or where additional information was being sought.

Feedback about changes proposed to the procurement team

Query/Issue	Response
The stakeholders interviewed as part of the review did not sufficiently represent the users of the procurement function.	The Ministry's Business Manager (BMs) were consulted during the development of this change proposals. The BMs can be considered high users of the procurement function.
9(2)(a) [redacted]	[redacted]
There are a number of additional contract management tasks spread across the procurement and property teams. A role should be established to perform these tasks.	It is acknowledged that the current split of contract management tasks between the Procurement and Property teams is not ideal. These tasks will be reviewed, rationalised and allocated in a more logical way in the future. However, the management of these contracts will need to be done within the existing resource limits of the Finance Function.

Feedback about changes proposed to the property team

Query/Issue	Response
If the Property Administrator has responsibilities beyond the property team should it be an advisor role rather than an administration role.	While the responsibilities of this roles will extend beyond property they will remain administrative in nature. Therefore, it remains appropriate that the role remains as an administrator rather than an advisor.

Feedback about changes proposed to rōpu pūtea

Query/Issue	Response
A senior position should be established in the AP team beneath the Team Leader.	I do not believe that the tasks completed by the Accounts Officers are varied enough to warrant the creation of a Senior Accounts Officer role.

The proposal does not address back up issues within the AP team, the Systems and Financial Accountant role.	It is not possible to fully address back-up issues in a team as small as the Finance team. A degree of flexibility is required within the team to ensure that tasks continue to be done by assigning them to someone else whenever people are away. This will also create an opportunity for people to gain experience outside of their immediate roles.
The new Investment Puni will create more invoices which will impact on the AP team.	The new Investment Puni affects how we work as a Ministry, not the amount of work that we do. Further to this, an assessment of invoice volumes since the new TechOne system was introduced has demonstrated that despite significant increases in the Ministry's funding levels over recent years, invoice volumes have not increased.
Do we want to give the management accounting roles a different title? A suggested title is Strategic Finance Advisor.	Job titles are important for a number of reasons. They need to indicate to the business what the role is responsible for. They also need to be general enough so that when we are recruiting people understand the type of person we are seeking. Management Accountant is a clear and recognised title for this type of role.
Additional controls and system checks will be required if the systems and financial accounting responsibilities are combined in to a single role.	Additional controls can be introduced in the lead-up to the recruitment of this role.
Any new appointment should be made from the top down so that newly appointed people can be involved in the appointment of roles within their teams.	The intention will be to appoint from the top down so that newly appointed people can be involved in the recruitment of their team members.

Attachment 7

Te Puni Kōkiri
REALISING MĀORI POTENTIAL

Te Puni Kōkiri
Organisational Knowledge Team

A proposal for change

12 Paenga Whāwhā 2018

Contents

Figures

He Kupu Whakatuki

Tēnā koutou katoa

He whakatakoto tēnei tuhinga i ngā tono e pā ana te whakapakaritanga ake o te taumahi mātauranga whakahaere kia pai ake ai tana tautoko i ngā whāinga o Te Puni Kōkiri, tae atu rā ki ngā whānau, ki ngā hapū me ngā iwi, arā, te take e whakapau kaha nei tātou, otirā ki ētahi atu pūtahi, hinonga kāwanatanga hoki, ō tātou hoa mahi tahi.

Me te tautoko mai o te Kāhui Matua, i te pito whakamutunga o 2017 i puta taku tono kia whakahaeretia he arotakenga o ngā taumahi, ngā tutukinga me ngā tirohanga o ngā tīma katoa i roto i te Whakatutukinga Rautaki, Whakahaere Te Puni tae atu ki te katoa o Te Puni. Nā te arotakenga i puta ētahi kōwhiringa panoni, kua tohaina, kua kōrerohia kētia hoki ēnei i waenga i ō tātou tīma.

Ko te mahi whai muri i te arotakenga me ngā kōrerorero o muri ko tēnei tono mō te tīma Mātauranga Whakahaere.

Ā whakahaere nei, ka tutakitaki tātou ki te tini tāngata, whānau mai, hapū mai, iwi mai me ētahi atu whakahaere kāwanatanga, kāwanatanga kē hoki e hiahia ana ki te tautoko i te eke panuku a ngāi Māori. I tua atu i ā tātou mahi i ngā rohe me te pūtea haumi, kei te whakahaere, kei te tautoko hoki a Te Puni Kōkiri i ngā tini kōkiri kaupapahere e hiahia ana ki ngā raraunga, ki ngā taunakitanga me ngā tirohanga e pā ana ki ngā kaupapa e whai take ana ki te Māori. Me mārama, me kōrero hoki tā tātou papātanga mō te wā-poto me te wā-waenga hoki.

He āwhina te arotakenga ki a mātou kia mārama ai he pēhea te tirohanga o ngā kaitautoko, otirā ō rātou hiahia, tūmanako mō te taumahi mātauranga whakahaere. Pūrangiaho nei te kōrero a te Minita Whanaketanga Māori mō te tū ngātahi, tū pakari me ngā hononga whai kounga i waenga i te Kāwanatanga, i ngā pakihi Māori, i ngā whānau me ngā hapori hei poipoi i te whairawa me te oranga o te Māori. Ko te aronga tonu o te Kāwanatanga ko te hiahia kia whai taunakitanga whai take hei tautoko i te kaupapahere tūmatanui me tōna whakatinanatanga.

Me whakawhāiti nei ā tātou noho tahi, kia mātau ake tātou ki ngā taumahatanga kei runga i ō tātou hoamahi i Te Puni Kōkiri, ina koa ko te Kāhui Matua, tae atu rā ki ngā hoa kāwanatanga, ki te hapori rangahau whānui, otirā i te taha o ngā whānau, ngā hapū me ngā iwi ka waihanga puna mātauranga o ngā hiahia me ngā wawata o te Māori, kia whai hoa hoki hei taituarā mō te whanaketanga ā-Māori, ka mutu ko te ine i te papātanga a te kāwanatanga i āna mahi hāpai i te oranga o te whānau.

Mō te taha ki te taumahi mātauranga whakahaere, ko te whakapiki i te kounga o ngā tirohanga hei tautoko i te whakatakotoranga whakaaro ki ngā whāinga matua, ki te haumi me ngā ara whai kiko hei tautoko i te hunga Māori. Me piki ake hoki ā tātou māramatanga ki ngā papātanga wā poto, wā waenga hoki o Te Puni Kōkiri i ana mahi tautoko, mahi whakatinana hoki i te whanaketanga ā-Māori hei hoa, hei kaiwhakarite, hei kaituku ratonga hoki.

Ko te tikanga o ngā tono kua whakatakotoria ki tēnei tuhinga hei whakawhānui me te whakapakari ake i ngā painga o te taumahi mātauranga whakahaere, he whakapakari anō i te whakahaeretanga, i te mātauranga hangarau me te aronga kia whakapiki ake i te whakatutukinga o ngā mahi hei ngā tau e tū mai nei.

Nei taku pōwhiri ki a koutou kia āta whakaarohia ngā tono. Tāria te wā, whakahokia mai ō whakaaro hei whakaarotanga māku.

Ngā mihi, nā

Guy Beatson

Kaiwhakahaere Matua Tuarua, Whakatutukinga Rautaki, Whakahaere

Tēnā koutou katoa

This document sets out proposals for strengthening our organisational knowledge function so it is better placed to support the objectives of Te Puni Kōkiri, as well as the whānau, hapū and iwi we are working for, and other government agencies and entities we work with in our mahi.

In the final few months of 2017, with the support of the Executive Team, I commissioned a stocktake of the functions, achievements and perspectives on all teams within the Strategy and Organisational Performance Te Puni and the Te Puni as a whole. This stocktake provided several options for change which have been shared and discussed amongst our teams.

This proposal for the Organisational Knowledge team is a next step following the stocktake and subsequent discussions.

As an organisation, we engage with large numbers of whānau, hapū, iwi and other government and non-government organisations with an interest in Māori success. In addition to our work in the regions and investment portfolio, Te Puni Kōkiri leads and contributes to many policy initiatives that rely on data, evidence and insight about what works for Māori. We also need to understand and communicate the impact that we are having in the short and medium term.

The stocktake has helped us to understand how the organisational knowledge function is perceived by stakeholders, and the needs and expectations they have of it. The Minister for Māori Development has also been clear about the need for strong partnerships and quality relationships between Government, Māori business, whānau and communities to grow Maori prosperity and well-being. The Government continues to focus on the need for robust evidence to support development and implementation of public policy initiatives.

We need to work more closely and better understand the pressures on our colleagues in Te Puni Kōkiri, particularly in the Executive Team. Along with government partners, the wider research community and with whānau, hapū and iwi, we can build collective knowledge about Māori needs and aspirations, create opportunities for partnership to empower Māori-led development, and measure the government's collective impact in enabling whānau to thrive.

For our organisational knowledge function, this means further lifting the quality of insights to influence decision-making about priorities, investment and effective ways to support Māori. We also need to better understand the short and medium term impact of Te Puni Kōkiri in supporting and catalysing Māori-led development as a partner, facilitator and service provider.

The proposals outlined in this document are intended to build on existing strengths of the organisational knowledge function, and further strengthen the leadership, technical expertise and focus of the mahi to achieve more in the coming years.

I invite you to consider the proposals and I look forward to receiving and considering your views.

Ngā mihi, nā

Guy Beatson
Deputy Chief Executive, Strategy & Organisational Performance

Introduction

This document sets out proposals to change the way the analytical insights, strategic and programme evaluation activity, and library services are organised within Te Puni Kōkiri.

The objective of these proposals is to better equip the Strategy and Organisational Performance (S&OP) Te Puni to deliver the quality of evidence and insight needed to support:

- Te Puni Kōkiri, particularly the Executive Team in leading and setting the direction for the organisation
- the rest of the public service to invest and partner wisely to enable Māori to make their own choices about how to lift economic growth and well-being outcomes.

Several different inputs have contributed to the development of the proposed changes to the Organisational Knowledge team outlined in this document. These include:

- the 3 Year Stocktake Report of the Strategy and Organisational Performance Te Puni. The Report considered views from managers and staff within the Te Puni and some external stakeholders, as well as feedback from other Te Puni Kōkiri managers and staff that work with the Organisational Knowledge team. The stocktake report considered:
    - the purpose of the S&OP Te Puni and individual teams within that, including Organisational Knowledge
    - the changing operating environment at Te Puni Kōkiri and what this means for the Organisational Knowledge team
    - the work programme and priorities for the Organisational Knowledge team
    - stakeholder feedback on strengths and challenges of the Organisational Knowledge team
    - improvement suggestions for the Organisational Knowledge team
- an analysis of the work programme within Organisational Knowledge team, including ad hoc mahi
- engagement with the Chief Executive and discussions about the way forward following the Stocktake Report
- engagement with the Executive Team including the role of the Te Puni, expectations of the Te Puni and options for delivering the new direction.

The Executive Team at Te Puni Kōkiri has had a number of discussions about the 3 Year Stocktake, their needs, and the needs of the organisational that should be met by the Organisational Knowledge function. The Chief Executive supports the direction outlined in this consultation document as a basis to inform discussion and seek feedback on a proposed way forward. The Executive Team has endorsed this direction.

Your input is an important part of the process in arriving at the right outcome.

I encourage you to read the full document through, talk about the proposal with your colleagues and provide feedback.

Your feedback will be carefully considered before any final decisions are made. At this stage no decisions have been taken, and nothing will be finalised until feedback and submissions on this consultation document have been received and considered.

How to make a submission

You are invited to provide feedback on the proposed changes by Friday, 11 **Haratua 2018.**

Written submissions can be emailed to MB-OK-ChangeProcess@tpk.govt.nz.

Submissions sent through the review email address will be monitored by Tony Gardiner, Te Puni Business Manager.

Submissions will be analysed by MartinJenkins and a summary of feedback will be presented in an anonymous summarised format. As part of the process, copies of your submissions will be provided to the Deputy Chief Executive, Strategy & Organisational Performance and may be copied to the Executive Team along with the submissions analysis.

No direct reports to the Deputy Chief Executive, Strategy & Organisational Performance or other staff within Te Puni Kōkiri will have access.

You may elect to have your name removed from the submission before it is provided.

Consultation period

The consultation period starts on Thursday, 12 Paenga Whāwhā 2018 and closes at 5 pm on Friday, 11 Haratua 2018.

Support available

Staff are welcome to discuss the proposals with others, including their union representatives. Staff also have access to the Employee Assistance Programme (EAP) at all times. You may contact this service directly (including outside work hours), via your manager, or via Vanessa Mackay mackv@tpk.govt.nz in the HR team.

Questions

If you have any questions regarding the submissions process, please contact the Deputy Chief Executive, Strategy & Organisational Performance.

If you have any questions about the indicative staff transfer process, please contact Vanessa Mackay mackv@tpk.govt.nz.

Indicative timeline

Consultation document on communications function released to staff and their unions	12 Paenga Whāwhā 2018
Consultation period closes	5 pm, 11 Haratua 2018
Submissions analysed and considered by the Deputy Chief Executive	From 10 – 30 Haratua 2018
Decisions determined and communicated to staff by the Deputy Chief Executive, Strategy & Organisational Performance	By 13 Piripi 2018

Context and current arrangements

Context

The S&OP Te Puni was established in 2014 to provide a strong line of sight across the Te Puni Kōkiri so that all are clear about what they are trying to achieve and what they are responsible for – as an organisation, within and between teams, and individually.

The Organisational Knowledge team was formed as a new team to enhance the Ministry's ability to collect, analyse and distribute knowledge and information both inside and outside the organisation. The team is responsible for:

- being a centre of knowledge regarding Māori
- developing and leading the Ministry's research programme
- evaluating Te Puni Kōkiri projects and programmes.

Since 2014, the operating environment within Te Puni Kōkiri has changed. Key shifts which have had implications for the Organisational Knowledge team include:

- significant year on year increases in the size of the investment portfolio, moving away from the largely policy focus for Te Puni Kōkiri that was envisaged in 2013/14
- increased expectations and scrutiny for reporting and evaluation of Whanau Ora.

There has also been significant organisational change within Te Puni Kōkiri, partly in response to a shift in focus to regional partnerships, service delivery and investment programmes. These changes were made as part of the strengthening Te Puni Kōkiri decisions implemented in late 2016.

These changes have had a considerable impact on the work and expectations of the Organisational Knowledge team. The demand for evaluation support has increased significantly, both helping with the design of evaluation plans for new initiatives with the Policy Partnerships Te Puni, and ensuring delivery of programme evaluations for the Investment Te Puni. The changes also created the need to build new relationships and re-form connections with other parts of Te Puni Kōkiri.

In 2016, the Organisational Knowledge team was restructured into two teams to reduce the span of control for the Manager and Team Leader, and introduce a new work management model. These teams were cross-functional and designed to support a project based approach, bringing a mix of technical skills (as required).

As well as changes within Te Puni Kōkiri, there are also changes across the wider public sector that are creating new opportunities for research and analytical insight on Māori development. Across government, there is growing capability and demand to use available data in a more integrated, joined up way to inform policy development and strategic decision-making. There is also increasing pressure on agencies to be more responsive to Māori, given commitments by the Government in the 2017 Speech from the Throne, the Prime Minister's commitments to Māori at Waitangi in February 2018 and the direction being set by the Government in Crown-Māori relations. In this context, there is an opportunity for Te Puni Kōkiri to further build partnerships with other government agencies and the wider research community, and leverage capability and resources to build collective knowledge about the opportunities and barriers to supporting Māori development.

Current arrangements

The Organisational Knowledge team employs 19 FTEs across two core teams, each reporting to a Team Leader. A Librarian, Principal Advisor and Administrator support those teams and report directly to the Manager, Organisational Knowledge.

The Organisational Knowledge team currently operates with a matrix style structure and account management approach, with the two core teams made up of people with a mix of skillsets and internal customers. There is no division of skills between the teams based on function. This is intended to allow for agility and flexible allocation of people to projects over time as demands change.

The Organisational Knowledge team provides services for a wide range of stakeholders, including:

- other Puni within Te Puni Kōkiri (for example to support investment decisions and policy development, developing regional profiles)
- other government agencies (for example State Services Commission, Ministry of Social Development, Ministry of Health, Ministry of Justice, Statistics NZ)
- other government entities (for example Te Taura Whiri, and Te Māngai Pāho)
- iwi and Māori organisations (for example, the Whānau Ora Iwi Leaders Technical Data Group, the Whānau Ora Commissioning agencies and Te Mātāwai).

A broad range of tasks and services are provided for these stakeholders. These broadly cover evaluation and impact assessment, and research and analysis to develop insight. Key tasks and services include:

- producing reports and evaluations aligned to government objectives (for example Māori Success Factors, Future Trends for Māori and Whānau Ora Summary Reports)
- contributing information and analysis for government wide objectives and initiatives (for example Better Public Service result for Maori, Justice Sector Investment Initiatives, Electoral participation data and evaluation, indicators and measures for the Māori Development Fund)
- supporting New Zealand's role on the international stage (for example, the Asia New Zealand Foundation)
- contributing information and analysis for policy development (for example the Maihi Karauna, housing, welfare policy and the development of services to provide advice to Māori land owners)
- supporting other Te Puni with expertise in survey design, survey interpretation and analysis, and managing statistical information, methodology and approaches for research and evaluation.

Challenges and opportunities

In September 2018, a three Year Stocktake Report of the S&OP Te Puni was commissioned to ensure it is best placed to meet expectations, respond to challenges and add maximum value to the work of Te Puni Kōkiri in the coming years. This report, and subsequent discussions with the Executive Team and Chief Executive, identified a core set of challenges and opportunities facing the Organisational Knowledge team, along with opportunities to enhance the offering from other teams in the Te Puni to the organisation.

The stocktake and subsequent discussions with the Executive Team have highlighted a gap between the expectations of the organisational knowledge function for the next three years and current practice, along with other functions in the Te Puni which are being addressed in different ways. There are a number of factors which have contributed to this in relation to the organisational knowledge function:

- increased demand for services delivered by the team
- a need for clear role, purpose and strategic alignment
- demand to lift cultural and technical capability.

Each factor is explored in further detail below.

Increased demands on the team

The stocktake found that the Organisational Knowledge team had experienced an increase in the demand for services. The stocktake found that the work programme of the team had doubled in the last year. This is in part due to the team providing a large amount of unanticipated support to both internal and external stakeholders. These requests for support impact the team's ability to deliver the scheduled work programme.

There has also been an increased demand for core work, including programme evaluation and requests to provide data insights and analysis to inform strategic decision-making for a range of internal customers. These functions are relatively discrete, require different skill sets, and tend to serve different customers.

Need for clear role, purpose and strategic alignment

Feedback from stakeholders across a range of areas provided a different lens on a common issue – there is a fundamental lack of clarity about what the team should be delivering, what it is able to deliver, and how work is prioritised. Related to this, it was observed that there are opportunities to:

- provide greater visibility across Te Puni Kōkiri of the priorities, services and work programme for organisational knowledge and its alignment to strategic objectives
- strengthen relationships and the ways of working between Organisational Knowledge and other Te Puni. This requires more timely, clear commissioning by other Te Puni and a stronger emphasis on customer service by the Organisational Knowledge team

- demonstrably lift the team's understanding of the policy, investment and overall operational context of the organisation
- make it easier for people to know 'who does what'
- strengthen the work prioritisation and allocation mechanisms for the team.

Lift cultural and technical capability

There is demand for greater specialisation, and an increase in the ability of Te Puni Kōkiri to:

- support the Executive Team and organisation's understanding of the context for Māori development, and influence wider government decision-making through analytical insights. This includes influencing the quality of data available to understand Māori achievement
- better understand the short- and medium-term impact of policy, investment and services delivered by Te Puni Kōkiri to whānau, hapū and iwi, both at a programme and strategic level.

To help drive a step change in each of these areas, there is a perceived need for more focused, technical leadership, combined with a deep and applied understanding of Te Ao Māori in a research and evaluation context.

A sharper focus in the work programme and strong technical leadership of each of these areas is important to deliver on the expectations of stakeholders within Te Puni Kōkiri. This will also enable Te Puni Kōkiri to provide influence and gravitas across government agencies, and support the Māori whānau and communities we work with.

Opportunities

As well as addressing challenges identified through the stocktake, there is an opportunity for Organisational Knowledge to further increase its current value and contribution by deliberately leveraging wider partnerships to produce compelling insights and evidence that challenge and influence policy makers and service providers. Opportunities for the Organisational Knowledge team include:

- better leveraging external partnerships
- developing a pipeline of insights
- better understanding our impact and what works.

Better leverage external partnerships

Lifting performance of functions is not just about the internal team capability and capacity. Strong system thinking and an ability to build relationships and partnerships with the wider research community and other Government agencies is also important.

Te Puni Kōkiri can do more to foster partnerships with a range of government agencies and the wider research community to access and share data which generates insights about Māori well-being and development. Beyond sharing information, there are opportunities to become familiar with, and influence, the work programmes of research groups in other agencies to grow the body of collective knowledge on Māori development.

Develop an 'insights pipeline'

Insights from evidence and data, updated as new information is available, is essential to challenge thinking and ensure that the organisation's strategy remains focused and relevant. This includes having a picture of the current state of Māori development and key issues.

Developing and delivering an insights pipeline will support us to:

- influence and help to improve the range and quality of Māori information that is collected, produced and used
- ensure that available information and insights about Māori development is easy to access and widely shared.

Better understand our impact and what works

Te Puni Kōkiri is responsible for the oversight and delivery of $265 million in investment funding in 2017/18. The 2016/17 Annual Report noted:

> *"In response to efforts to more directly address challenges facing Māori, Te Puni Kōkiri has increased its emphasis on innovative trials and investments that promote better results for whānau. Whānau Ora is perhaps the best known example of this, however, Budgets 2015 and 2016 saw a step-change in funding focused on direct delivery and investments in Māori development, for example, additional funding to improve housing outcomes for Māori. This increase in direct investment has continued through Budget 2017 and will shape the year ahead."*

One of the roles of Te Puni Kōkiri is Auahatanga – developing and implementing innovative trials and investments to test policy and programme models that promote better results for Māori.

The ability of Te Puni Kōkiri to influence and to help improve the ways in which government agencies work with whānau, hapū and iwi depends on the level of understanding of the impact and effectiveness of our current services and investment.

We also need to understand how effective we are at supporting whānau, hapū and iwi to self-determine the best ways to lift prosperity and well-being, and facilitate access to opportunities and partnerships.

This requires us to not only understand the effectiveness and impact of individual programmes, but to also look across the work delivered by the organisation and with partners to understand our collective impact for whānau and communities.

Detailed proposals

This section sets out the proposed structural changes for the Organisational Knowledge team. It also describes the roles, responsibilities and structure for the proposed approach.

Overview of proposed structural changes

It is proposed to adjust the structure and operating model of the Organisational Knowledge team to provide more technical expertise and senior leadership for a more focussed work programme that more directly supports the Executive Team in leading Te Puni Kōkiri.

The proposed structure is designed to:

- improve the focus on generating analytical insights and understanding our impact by establishing two separate teams within the S&OP Te Puni. These teams are proposed to be called:
  - Insights team (drawing predominantly on research and data analysis skills, as well as the ability to understand context, policy making and implementation)
  - Impact Analysis team (drawing predominantly on evaluation skill sets, as well as the ability to understand context, policy making and implementation)/
- strengthen functional leadership by creating two, third tier manager positions and a principal advisor position in both teams
- create a dedicated Impacts Analysis team of 7 FTE, including a Manager
- create a dedicated Insights team of 9 FTE, including a Manager and 1.5 FTE providing library and information services
- transfer the Administrator position to be part of the Deputy Chief Executive's office, reporting to the Business Manager and providing administrative support to both teams as well as the wider Te Puni.

New positions

The proposal, if confirmed, will create the following new positions within the S&OP Te Puni.

- Manager, Insights – this role will provide senior leadership over the work programme, skill sets and priorities for developing Insights that create change.
- Manager, Impact Analysis – this role will provide senior leadership over the development of the evaluation strategy for Te Puni Kōkiri, and embed changes required to bring this to life.
- Principal Advisor – a senior role for a technical specialist to provide technical leadership for the Impact Analysis work programme.

Potential impact on current roles

A detailed summary of the potential impact on current roles based on these proposals is set out on page 23. Overall 9(2)(a) to the current Organisational Knowledge team. Following decisions, we would aim to maximise the number of current employees appointed to new roles in the proposed new structure or other roles within Te Puni Kōkiri.

Figure 1 and Figure 2 show the current and proposed organisational structures respectively.

9(2)(a)

[redacted]

9(2)(a)

[redacted]

Rationale

Looking ahead over the next three years, a number of challenges and opportunities for Organisational Knowledge have been identified in this document and the 3 year Stocktake Report for the S&OP Te Puni. Challenges and opportunities include:

- having a better defined role that is well understood by internal stakeholders and aligned to strategic priorities for Te Puni Kōkiri
- developing stronger relationships with internal customers and stakeholders seeking research and data analysis, or seeking support to design and undertake evaluation plans
- developing more specific, strategically driven and priority focused outputs that are focused on a specific audience (primarily the Executive Team)
- strengthening the leadership of core functions delivered by the team, and in particular, stronger cultural and technical leadership in data analysis, research, and strategic impact evaluation
- creating opportunities to leverage wider partnerships and influence collective knowledge and information about Māori development available to government, NGOs, researchers and Māori communities and organisations
- being clear about the specific whānau, hapū and iwi wellbeing contribution and impact that Te Puni Kōkiri has and using this to inform our strategic and operational decision-making.

For these reasons, it is proposed to create two tier three management positions focused on Insights and Impact Analysis. This will allow each team to strengthen its technical capability, and quality of advice and service provided to internal customers. It will also allow teams to build a strong community of practice and tailor professional development to specific team needs.

The specific proposals for each team (outlined below) allow for more senior and technical expertise in evaluation and impact analysis. This is important to enable the organisation to design and commission complex evaluations, and support evaluation framework design for new policy and investment initiatives. The team is also expected to support Te Puni Kōkiri and government to understand the potential impact of whānau-centred and community-led approaches to delivering services and support to whānau, hapū and iwi.

Specific proposals for each team

Insights team

Role and functions

The Insights team would be responsible for overseeing the Ministry's research and monitoring programme. This would include:

- leading the development of a 'Data and Insights Plan' (the insights pipeline) aligned to the Māori Development and Organisational Strategy. This would be prepared jointly with the strategy function and endorsed by the Executive Team
- delivering monthly 'Insights and Analysis' papers to the Executive Team and wider organisation that provide insights on key aspects of the Māori Development Strategy and align with agreed pipeline topics. The pipeline would have an 18 month focus, but be flexible enough (with sufficient notice) to respond to emerging issues

- leveraging work for the insights pipeline, and facilitating access to research and data on specific topics to support policy and strategic planning (nationally and for regions)
- having greater external influence on the collection, production and use of Māori information, based on the needs of the insights pipeline. This includes building partnerships across government and in the wider research community, and commissioning work to meet this objective (where appropriate).

The balance within the work programme needs to shift to more proactive, planned projects which support the leadership and decision-making needs of the Executive Team, with less reactive work in response to ad-hoc demands for support or information from within Te Puni Kōkiri. The majority of the team's work programme should be determined through a strategic planning process which incorporates input from the Executive Team and other senior managers, and from other partner agencies where relevant. The programme should be prioritised based on the fit with the strategic objectives of Te Puni Kōkiri, and be visible to and approved by, the Executive Team.

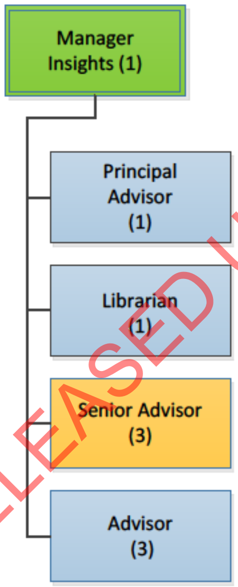
The Executive Team is a primary stakeholder for the Insights team.

Team name and composition

It is proposed to name this team the Insights team. This is intended to place an emphasis on the 'so what' and influence of the team's work, rather than the inputs (data, research and analysis). The team's purpose is to produce better quality insights (in partnership with others), that lead to better quality decisions and ultimately outcomes for whānau, hapū and iwi.

It is proposed to establish a team of 9 FTE, including the Manager, Insights and 1.5 FTE of Librarian services. Figure 3 shows the proposed team composition.

Figure 3: Proposed Insights team structure



This structure aims to balance the need for senior capability and thought leadership, with need for a high volume of data analysis (at times). It also enables senior capacity to support professional support for less experienced members of the team and offers the opportunity for career progression.

Manager

The Manager would be responsible for defining the work programme, allocating work and managing people. The Manager would also have a strong outward facing, customer and partner focus.

In particular, to successfully lead this team, the Manager would require:

- people leadership experience and demonstrated ability to motivate and develop successful teams
- strong experience working across an organisation and with leaders in other organisations to foster collaboration and galvanise effort and resource towards common priorities
- strong strategic and political acumen – the ability to understand the wider strategic context within which Te Puni Kōkiri operates, both Te Ao Māori and the public service, and the agility to adjust the work programme in response to changing organisational needs and priorities
- technical expertise in data management and analysis, with a focus on translating data into insights and advice for decision-makers.

Principal Advisor

The Principal Advisor would support the Insights Manager with the prioritisation, work allocation, professional development and quality assurance for the team. The Principal would be expected to lead significant projects, such as the development of the Insights pipeline, and be able to make strong and durable connections with senior data specialists and researchers in other organisations in government, academia, iwi/hapū organisation and non-governmental organisations.

Senior Advisors and Advisors

The Insights team would include 3 Senior Advisors and 3 Advisors. 9(2)(a) [redacted] focused on Insights currently, reflecting the increased dedicated management and Principal Advisor capacity within the team.

Librarian Services

The team is proposed to include a Librarian and 0.5 FTE of one of the Advisors to support the provision of Library Services, in line with current resourcing. While operating the library function, the focus for this role would also be on actively supporting the information requirements for generating insights and analysis for the insights pipeline, understanding those needs and sourcing material for this function.

Impact Analysis

Role and functions

The Impact Analysis team would be responsible for:

- overseeing an impact analysis programme for Te Puni Kōkiri. This includes:
    - developing an impact analysis approach, strategy and work programme for the next three years that will generate insights and advice on the effectiveness of policy, investment and regional activities. To achieve this objective, it is expected the work programme will include a mix of strategic and programme evaluations and wider analysis.

      This programme is intended to answer a key question: *what impact is Te Puni Kōkiri having for whānau, hapū, iwi and Māori?* This would be developed in partnership with the planning and reporting function within the Strategy and Planning and Team, with input from the Policy

Partnerships, Investment and Regional Partnerships Te Puni. The programme would be agreed by the Executive Team.

  - ensuring the impact analysis programme is designed and delivered to align with the Data and Insights Plan. This would mostly be commissioned work with some delivered in-house, particularly the overall analysis of the impacts.

- communicating the overall impact analysis strategy to make the focus and priorities of the team visible to the Executive Team, as well as the rest of Te Puni Kōkiri, and demonstrate alignment with the strategic priorities for Te Puni Kōkiri
- develop and communicate a common approach for internal commissioning and partnering with other Te Puni to deliver evaluations and wider impact analysis activities that meet time, budget and quality expectations
- providing regular advice to the Executive team on the effectiveness of investment and service delivery led by Te Puni Kōkiri and how this is aligned, or could be better aligned, to the mission of Te Puni Kōkiri, Government priorities and wider government initiatives. This would include working with others in the organisation to develop advice on opportunities to strengthen the impact of Te Puni Kōkiri. This is expected to include both programme- and kaupapa-level analysis. An example of kaupapa level impact analysis would be to review our collective organisational efforts to support capability building with whānau, iwi organisations and other Māori organisations.
- assisting with the publication and sharing of short and medium term impact analysis findings (once completed), including in 90-day plans and Annual Reporting.

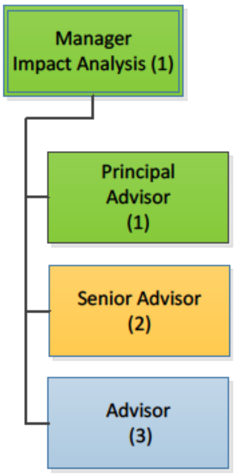
Team name and composition

It is proposed to name this team the Impact Analysis team. The team is intended to place an emphasis on the 'so what' and team's contribution to understanding impact and lifting organisational performance. The team's purpose is to:

- help Te Puni Kōkiri understand the impact of its own frontline services, programmes and relationships, to understand which initiatives and combinations of initiatives are most effective, and why they have made the biggest difference
- identify where initiatives and groups of initiatives are not working as intended, and may need to change or stop
- support Te Puni Kōkiri and government to understand the potential and impact of whānau-centred and community-led approaches to delivering services and support to Māori.

It is proposed to establish a team of 7 FTE, including the Manager, Impact Analysis. Figure 4 shows the proposed team composition.

Figure 4: Proposed Impact Analysis team structure



This structure aims to balance the need for senior advisory capability and thought leadership, with the work involved in commissioning and managing projects being delivered by external providers. It also provides senior capacity to support professional development of less experienced members of the team, and offers the opportunity for career progression.

Manager

The Manager would be responsible for defining the work programme, allocating work and managing people. The Manager would also have a strong outward facing, customer and partner focus.

In particular, to successfully lead this team, the Manager would require:

- people leadership experience and demonstrated ability to motivate and develop successful teams
- strong strategic and political acumen – the ability to understand the wider strategic context within which Te Puni Kōkiri operates, both Te Ao Māori and the public service, and the agility to adjust the work programme in response to changing organisational needs and priorities
- technical expertise in developing and executing an evaluation and impact analysis framework in partnership with senior executives
- ability to engage with internal teams and leaders, understand their operational context and provide practical, implementable advice on changes required.

Principal Advisor

The Principal Advisor would support the Impact Analysis Manager with the prioritisation, work allocation, professional development and quality assurance for the team. The Principal would be expected to lead significant projects such as the development of the impact analysis approach, strategy and work programme.

While the Principal would lead the work and contribute thought leadership, the work undertaken must be collaborative and part of an iterative process with the Manager, Executive Team and senior managers across the organisation. The Principal Advisor is likely to draw on external expertise in strategic and impact analysis in a Te Ao Māori context.

Senior Advisors and Advisors

9(2)(a) [redacted] reflecting the creation of a Principal Advisor position within the team and a dedicated manager who contributes specific skills and expertise.

Potential impact of proposals on current roles

This section sets out the preliminary analysis of the impact on positions, if the change proposals outlined above are approved.

The initial assessment of impact on positions in the Organisational Knowledge team are set out in Table 1 on the following page.

It should be noted that:

- this table is indicative only as the actual impact cannot be confirmed until the final design and position descriptions have been approved
- even if your current position shows as disestablished, you may still be reassigned or appointed to a position in the proposed structure through the staff transfer process applied after decisions are made
- the assessments are based on job description content – not on the individual, or job titles.

This preliminary assessment is based on consideration of:

- job content – whether there is a position in the proposed new structure that is the same or very nearly the same. A position in the proposed structure is considered to be different if it has some significant additional, different, or reduced functions or accountabilities
- resourcing requirements – whether there is a reduction in the number of roles required to perform an existing function. For example, moving from 8 Senior Advisors to 5 Senior Advisors

Support for staff

Even though this is a proposal, change can be a challenging time for staff and the organisation will provide support during this time. Support will vary by individual needs, however this may include:

- access to Employee Assistance Programme (EAP)
- managing change and uncertainty workshops.

More information will be made available through the HR team or direct manager. The proposed staff transfer process is summarised on page 22.

The table below shows the implications of proposals on current roles in the Organisational Knowledge team.

Table 1: Indicative impact on current positions in the Organisational Knowledge team

Role(s)	FTE	Proposal potential impact
9(2)(a) [redacted]	[redacted]	[redacted]
9(2)(a) [redacted]	[redacted]	[redacted]
Principal Advisor	1	No substantive changes under this proposal, but there is a proposed change in reporting line and/or minor changes to the role.
9(2)(a) [redacted]	[redacted]	[redacted]
Advisor	5	No substantive changes under this proposal, but there is a proposed change in reporting line and/or minor changes to the role.
Librarian	1	No substantive changes under this proposal, but there is a proposed change in reporting line to the Insights Manager.
Administrator	1	No substantive changes under this proposal, but there is a proposed change in reporting line to the Business Manager in the Office of the Deputy Chief Executive.

Staff transfer process

At the publication of the final decision, affected staff will be notified of the impact on their position and next steps.

Reconfirmation

Following decisions, where there are minor changes to a role, such as a title change, change in reporting line or some change to the functions and responsibilities of the role (assessed as not greater than twenty percent), staff will be reconfirmed into the new role and notified of the change. This will happen in parallel with notification to affected staff.

Reassignment

Following reconfirmation, affected staff unplaced are considered for reassignment. Staff who are unaffected or have been reconfirmed will not be considered.

Where there is a significant change in role, a change of team or a reduction in role type, an exploratory conversation will be held with each affected staff member (and PSA delegate if requested). These discussions will cover the nature of the impact and any specific circumstances for each staff member. These discussions will be held by Human Resources and Capability, and may include the Deputy Chief Executive.

The discussions are not intended as decision sessions. The purpose of these discussions is to explore any questions individuals may have, understand any specific requests and seek any general views on roles of interest. Individuals may also wish to express an interest in voluntary redundancy (this will be done on a no commitments basis).

Following these discussions the Expression of Interest process will apply, where staff will be asked to express their role preference, and include a self-assessment, for each role they are interested in.

Reassignment decisions will be made by the Deputy Chief Executive considering one or more of the following factors:

- staff preference
- management preference
- review of available evaluative material, including performance reviews.

To maximise employment opportunities for permanent staff, management may deem a staff member to have expressed an interest in a role if they have elected not to. All reassignment decisions are subject to review in line with the terms set out in the Collective Agreement.

Redeployment

Where a staff member is not reassigned, management will work with them one-on-one in accordance with the provision of their employment agreement, including identification of other opportunities within Te Puni Kōkiri or the wider Public Sector.

Fixed term staff

Fixed term staff will be considered for any roles that remain unfilled at the completion of reassignment.

Unfilled roles

At the completion of the reassignment process all unfilled roles will be the responsibility of the Deputy Chief Executive and relevant leadership team to consider how and when to fill.

Attachment 8

Te Puni Kōkiri
REALISING MĀORI POTENTIAL

Te Puni Kōkiri
Organisational Knowledge Team

Final decisions

29 Pipiri 2018

Contents

Appendices

Tables

Figures

He Kupu Whakataukī

Tēnā koutou katoa

Tēnā koutou, koutou katoa i tuku whakaaro mai ki te tuhinga tono mō te whakapakaritanga o tā tātou mahi mātauranga ā-whakahaere. He nui te āwhina me te kōrero mai hei whakaarotanga mā mātou, ahakoa kāore i taea ngā āhuatanga katoa te whakauru atu ki ngā whakatau whakamutunga kua whakatakotoria ki tēnei tuhinga.

He mea āta whakaaro ngā whakahoki, he mea whai hoki kia āta whakarite i tua atu i te panoni ā-hanga, arā, ētahi atu āhuatanga o te ahurea tīma, ko te kaha, te āhei rānei me te hāngaitanga ā-rautaki ki ngā whāinga tuatahi a te Kāwanatanga, tae atu hoki ki ngā hiahia takitahi, ka whakaurua ki te tukanga whakawhiti me ngā tikanga whakahaere anamata a te tīma. Tēnā koutou mō te whakamōhio mai ki ēnei take nui.

Ko te tikanga o ngā whakatau i tēnei tuhinga he mea whakapakari anō i ngā āhuatanga pakari kē o te mahi mātauranga ā-whakahaere i tautuhia i te Tirohanga Rauemi i te pito whakamutunga o 2017, otirā ko te whakapakari tonu i te ārahitanga, i te tohungatanga hangarau me te aronga o te mahi kia nui ake ngā whakatutukinga hei ngā tau e tū mai nei.

Whai mai ana i te huringa o te Kāwanatanga kua pakari haere te mārama ki ngā kōkiri kaupapahere matua mō ngā tari kāwanatanga otirā ki ngā kaupapa kōkiri me ngā putanga rautaki mā Te Puni Kōkiri. He mea nui ia putanga rautaki a te Kāwanatanga hei whakapakari i ngā putanga mā ngā whānau, ngā hapū me te iwi. Hei tautoko i tā tātou whakahaere ki te whakaawe i te mahi whakatau mō ngā kaupapa kōkiri me te haumi puta noa i ngā tari kāwanatanga, kei te hiahia mātou i tētahi ara ā-pūnaha ake hei tuku kōrero mātau mō te whanaketanga Māori me te oranga.

Me mārama ake tātou ki tā tātou whakatutukinga ā-whakahaere me ngā mahi e tika ana i roto i te horopaki o Te Ao Māori ki te whakapiki i ngā putanga mā te iwi Māori. Me mārama tātou ki tā tātou pānga i te āhua ki ngā kaupapa kōkiri a Te Puni Kōkiri (arā, te whānau, te kāinga, te mātauranga, te whenua me te pakihi) me ngā putanga rautaki (arā te pakihi whānau me te whanaketanga hapori, te mana ahurea, te tuakiri, te reo me te mātauranga, te whanaketanga taiohi me te ārahitanga, te pikitanga ā-rohe me te whai wāhitanga mō te Māori)

Iti te matakahi, pangaia

Ki te tōtara pakaru ai

Kei te whakapono au mā ngā whakatau kua whakaritea i tēnei tuhinga tātou e āwhina kia arotahi atu ā tātou mahi, tohungatanga hoki ki ēnei wāhi hiranga e rua me te whakapakari i te kounga o ā mātou tohutohu, kōrero mātau, tātaritanga hoki.

He nui te tautoko mai i te tono ki te whakatū i ngā tīma motuhake e rua engari he kaha te urupare mō te taumata o te kaha e hiahiatia ana ki te taumata matua, he tino pērā anō mō te tīma tātari, arotake pānga hoki. I whakaarohia hoki e ētahi o te hunga whakahoki kōrero mā te rerekē o ngā ingoa tīma e ngāwari ai mō te hunga whaipānga ā-waho ki te whiriwhiri i te arotahi o ia tīma.

9(2)(a) [redacted]

He mahere whakawhiti, he tukanga whakawhiti kaimahi hoki kei tēnei tuhinga e whakaahua ana me pēhea te whakatinana i ngā panoni. Ko tō matou hiahia kia tū tētahi hanga hou mai i te 3 Mahuru.

Mā te whakatinana i ēnei whakatau ka puta he hua, engari he wero anō ka puta ki te tangata, waihoki ki te Mahi Rautaki me te Whakatutukinga ā-Whakahaere Te Puni ka mutu ki Te Puni Kōkiri katoa. He nui ake te kaupapa o ngā whakatau i te panoni hanga noa iho. Ko te mea nui o ēnei whakatau ko te panoni i te arotahi, i te āhua hoki o te whakahaerenga o tā tātou mahi rangahau matua, mahi raraunga, mahi arotake hoki, ki te whakapiki i te nui o te uara mā te tautoko i te whakatau aronga, he noho hoki hei puna wero nui ki te whakahaere, ka mutu ki ngā tari kāwanatanga, ki te iwi whānui anō hoki.

Ngā mihi, nā

9(2)(a)

[redacted]

Guy Beatson
Manahautu Tuarua, Te Puni Mahinga Rautaki Whakahaere

Attachment 8

Tēnā koutou katoa

Thank you to those of you who made submissions on the proposal document for strengthening our organisational knowledge function. They have been helpful to inform our thinking, although not all aspects could be included in the final decisions set out in this document.

The feedback received was well considered and sought to ensure that beyond structural change, other aspects of team culture, capability and strategic alignment to Government priorities, as well as individual preferences, would be factored in to the transition process and future team management practices. Thank you for raising these important issues.

The decisions in this document are intended to build on existing strengths of the organisational knowledge function identified through the Stocktake in late 2017, and further strengthen the leadership, technical expertise and focus of the mahi to achieve more in the coming years.

Following the change of Government, there is now growing clarity around key policy initiatives for the public service and priorities and strategic outcomes for Te Puni Kōkiri. Each of the Government's priority outcomes is important to strengthen outcomes for whānau, hapū and iwi. To support our organisation to influence decision-making about priorities and investment across the public service, we need a more systematic approach to delivering insights on Māori development and well-being.

We also need to better understand our organisational performance and what works within a Te Ao Māori context to improve outcomes for Māori. We need to understand our impact in regards to Te Puni Kōkiri priorities (i.e. whānau, kainga, mātauranga, whenua and pakihi) and strategic outcomes (i.e. whānau enterprise and community development, cultural pride, identity, language and mātauranga, youth development and leadership, and regional growth and Māori opportunity).

Iti te matakahi, pangaia

Ki te tōtara pakaru ai

I believe the decisions set out in this document will help us to focus our efforts and expertise on both of these important areas and strengthen the quality of our advice, insights and analysis.

There was a high level support for the proposal to establish two separate teams but there was strong feedback about the level of senior level capability required, especially for the impact analysis and evaluation team. Many submitters also considered that different team names would make it easier for external stakeholders to distinguish the focus of each team.

As a result, I have decided to change the team names and change the make-up of the Impact Analysis and Evaluation team to include an additional Principal Advisor and 9(2)(a)

This document includes a transition plan and staff transfer process that outlines how the changes will be implemented. We are aiming to have the new structure operating from 3 Mahuru 2018.

Implementing these decisions will have benefits, but there will also be challenges, for individuals as well as for the Strategy and Organisational Performance Te Puni, and for Te Puni Kōkiri as whole. The decisions are more than just about structural change. The commitment with these decisions is to change focus and the way in which our core research, data and evaluation functions operate, to add an increasing amount of value through supporting direction setting and being an important source of challenge to the organisation, as well as the public service and the wider community.

9(2)(a)

Guy Beatson
Deputy Chief Executive, Strategy & Organisational Performance

Section 1: Introduction

This document sets out decisions made by the Deputy Chief Executive Strategy and Organisational Performance to change the way analytical insights, strategic and programme evaluation activity, and library services are organised within Te Puni Kōkiri.

The decisions set out in this document have been informed by the feedback received on the consultation document, conversations with staff and discussions with the Executive Team.

The key themes from the feedback received on the consultation document are summarised below. More detail on the issues raised and the responses to these is provided in Section 2.

Intent of the changes

The overall intent of the changes is to strengthen the leadership of core functions delivered by the team, and in particular, stronger cultural and technical leadership in data analysis, research, and strategic impact evaluation. It is also expected that the managers lead and support their teams to:

- align team roles and responsibilities to strategic priorities for Te Puni Kōkiri and ensure they are well understood by internal stakeholders
- develop more specific outputs, aligned to government priorities and organisational strategy, for key decision-makers (primarily the Executive Team)
- create new opportunities to leverage wider partnerships and influence collective knowledge and information about Māori development and effective policy and delivery available to government, NGOs, researchers and Māori communities and organisations
- be clear about the specific contribution and impact of Te Puni Kōkiri on whānau, hapū and iwi wellbeing and use this to inform our strategic and operational decision-making.
- develop stronger relationships with teams internally seeking research and data analysis, or seeking support to design and undertake evaluations of specific programmes, policy initiatives or kaupapa-related, as far as possible to a clearly defined work programme signed off by the Executive Team guided by Te Puni Kōkiri priorities and strategic outcomes.

Beyond the focus of the work programme, the changes are also intended to allow each team to develop expertise and specialist capability in their functional area.

Key themes in consultation feedback

Overall, eight submissions were received. Six were from individual team members and two were group submissions from the PSA, on behalf of their members, and from the Strategy and Planning team.

There was general support for the proposal to establish two specialist teams with third tier managers and Principal Advisors leading and supporting each team.

Some submitters were concerned about the basis on which the proposals had been developed. In particular:

- whether the issues were more about leadership than suggesting a need for a change in structure (although some submitters also recognised the proposed changes created an opportunity to strengthen the leadership of these functions)

- whether the proposals for team functions had taken into account the changing political and strategic context for Te Puni Kōkiri following the change of Government
- no clear rationale being provided for:
  - the reduction in Senior Advisors
  - why the Library services would form part of the Insights team and not be a stand-alone function
  - the intention to use some budget from the Organisational Knowledge Team to establish a Principal Advisor in the Strategy and Planning Team.
- Perceptions of a deficit approach being used rather than a strengths-based approach which would build on existing strengths within the team.

Clarity of team roles and responsibilities

There was mixed feedback about how clear the purpose and responsibilities of each team were. Some submitters welcomed the increased clarity about the purpose, focus and priorities for each team, while others felt this was not clear enough and required further explanation. There was also a request for the Executive Team to provide written confirmation of their expectations for the new teams' roles and functions.

Transition planning

Most submitters were disappointed with the lack of information provided in the consultation document about the plan for transitioning to the new structure. Suggestions of factors which should be considered as part of the transition plan included:

- how work programmes for each team will be reprioritised
- clarifying roles and responsibilities of each team
- considering any changes required to performance agreements for the kaimahi
- the process for ensuring kaimahi are invited to express an interest in team preferences and these are taken into account.

Implementation – systems and tools to help the new teams succeed

Some submitters welcomed the proposal to develop clearer work programmes and management tools such as a monitoring and evaluation strategy. It was also recommended that Te Puni Kōkiri prioritise investment in systems to support the work of the teams. One specific example was the need for consolidated database for recording and reporting on Ministry activities to help the Impact Analysis team to succeed.

Working across Te Puni Kōkiri

Submitters expressed support for strengthening connections with other parts of Te Puni Kōkiri and lifting the visibility of the team's contribution. Some noted that the lack of visibility has been a perennial issue of a sustained period of time, with good work done but unappreciated or not acknowledged, often because it was an input in to work being finalised by teams in other Te Puni. To affect change, this needed to be given priority.

Capability development and career pathways

Most submitters agreed with the identified need to invest in lifting the cultural competency of the teams at all levels, and in particular those in lead roles. Strengthening the collective knowledge of Te Ao Māori across both teams is considered very important.

More investment in the professional development of advisors was also recommended, along with ensuring there were opportunities for people to be promoted over time and progress in their career.

Team composition and resourcing

Most submitters were concerned about the proposed reduction in the total number of Senior Advisors across the two teams. There was particular concern that there were not enough Senior Advisor positions proposed for the Impact Analysis Team given increasing demand for this work. All submitters recommended an increase in the senior capability but solutions varied – some considered all Senior Advisors should be retained, others felt there was particular need for more senior capability in the Impact Analysis Team.

Summary of decisions

This document sets out decisions to:

- establish two separate teams within the S&OP Te Puni reporting to two third tier manager positions
- name these teams:
  - Insights and Research Team
  - Impact Analysis and Evaluation Team
- increase the number of Principal Advisors to three – with two supporting the Impact Analysis and Evaluation Team and one supporting the Insights and Research Team
- establish an Impact Analysis and Evaluation Team of 7 FTE, including a Manager, two Principal Advisors, two Senior Advisors and two Advisors.
- establish an Insights and Research Team of 9 FTE, including a Manager, a Principal Advisor, three Senior Advisors and three Advisors and a Librarian. Library and information services would be provided by the Librarian and 0.5 FTE of one of the Advisor positions.
- transfer the Administrator position to be part of the Deputy Chief Executive's office, reporting to the Business Manager and providing administrative support to both teams as well as the wider Te Puni.

More detail is set out in **Section 2.**

Transition

The decisions set out in this document take effect from 3 Mahuru 2018. In the interim, key elements of the new work programme will be undertaken by the Organisational Knowledge Team, including a new approach to managing the flow of "on demand" work. There will be a process to consider the transition of work to the new arrangements. This will involve a task group with comprising managers and staff, supported by the Strategy and Planning Team.

The process for transferring affected staff to the new structure is set out in **Section 4.**

Outline of this document

This document is divided into different sections to help you find the parts that are most relevant to you.

Section 2 sets out the detail behind our decisions.

Section 3 provides detail on the new positions created and the impact on existing roles.

Section 4 outlines key elements of the transition plan, including the staff transfer process.

Section 2: Decisions

This section sets out the decisions we have made on the proposals set out in the *Te Puni Kōkiri Organisational Knowledge Team: A Proposal for Change* and in response to broader issues and opportunities identified through feedback.

Decisions on broader issues and opportunities identified in feedback

Summary of feedback and responses

Alignment of teams to changed political and strategic context

A number of submissions were concerned that the proposed team roles and functions may not have taken into account changes in the strategic and political context for Te Puni Kōkiri following the change of government.

Response

The proposed changes will support Te Puni Kōkiri to be more agile and responsive to changes in the strategic context, as well as delivering planned work. Overall, this is more a question of work programme and focus than structure.

Over the past few months the new Government has been working to agree its priority outcomes. It is expected that work programmes and policy initiatives led by the public service will be aligned to these outcomes. Twelve priority outcomes, grouped into three key themes, have been identified:

1 Build a productive, sustainable and inclusive economy
  - grow and share New Zealand's prosperity
  - deliver responsible governance with a broad measure of success
  - support thriving and sustainable regions
  - transition to a clean, green, carbon neutral New Zealand

2 Improving the wellbeing of New Zealanders and their families
  - ensure everyone is earning, learning, caring or volunteering
  - support healthier, safer and more connected communities
  - ensure everyone has a warm, dry home
  - make New Zealand the best place in the world to be a child

3 Providing new leadership by Government
  - deliver transparent, transformative and compassionate Government
  - build closer partnerships with Māori
  - value who we are as a country
  - create an international reputation we can be proud of.

Each of these priority outcomes is important to strengthen outcomes for whānau, hapū and iwi. Work is underway to identify key measures and policy initiatives that align to, and will help achieve, these outcomes. The proposal to establish two teams with a distinct focus and function is intended to support the strategic positioning of Te Puni Kōkiri in relation to the Government's priorities.

The intent of the team focused on generating insights through research and data analysis, is to work across Government and with the Māori research community to build on the existing body of knowledge about Māori need and aspirations in each of these priority areas. This will help to identify where more investment is needed to achieve outcomes and highlight areas where there are important gaps in our collective knowledge.

The intent of establishing a separate team to lead impact analysis and evaluation is designed to strengthen our focus on understanding organisational performance and what works within a Te Ao Māori context to improve outcomes for Māori. There will be a strong focus on the Te Puni Kōkiri priorities (i.e. whānau, kainga, mātauranga, whenua and pakihi) and strategic outcomes (i.e. whānau enterprise and community development, cultural pride, identity, language and mātauranga, youth development and leadership, and regional growth and Māori opportunity). The team will measure, report and advise the Executive Team on the effectiveness of the sum of our investment and service delivery, regional activities and policy work in delivering our strategic outcomes. The analysis and advice would identify areas of success and strong performance, as well as areas that could be improved to strengthen the alignment to the priorities and strategic outcomes of Te Puni Kōkiri, Government priorities and wider government initiatives.

The change of Government, growing clarity around key policy initiatives for the public service, and landing on priorities and strategic outcomes for Te Puni Kōkiri will help the teams to focus the work programmes in delivering insights and impact analysis, supported by evaluation, with the agreement of the Executive Team.

Opportunity to strengthen collaboration across the Strategy and Organisational Performance Te Puni (S&OP)

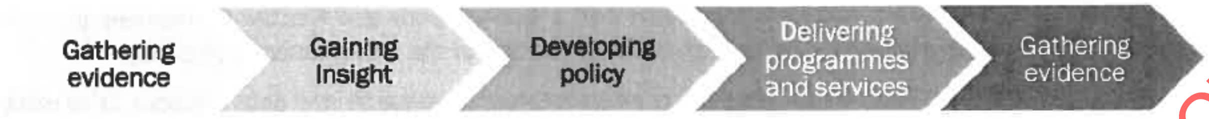
Some submitters considered that the proposed structure would provide a better platform for the different teams within the Te Puni to work more closely together. In particular, there was a view that it would be important for the Strategy and Planning team and the new proposed teams to work closely together to ensure their respective work programmes are well aligned. It was anticipated that there would also be value in co-developing and presenting advice to ET and/or SLT in their strategic leadership and direction setting roles.

Response

The *Stocktake report* also highlighted the desire of people within S&OP to strengthen the working relationships within the Te Puni. As was intended when the Te Puni was established in 2014, the functions within S&OP share a focus on supporting Te Puni Kōkiri to set its strategic direction, based on evidence and insight, and then help to understand the performance story of Te Puni Kōkiri and Māori development more broadly.

Each function within S&OP is intended to support the wider organisation to set strategy, deliver in line with that strategy, monitor progress and impact and use those insights to share lessons about what works or improve policy or practice where required.

The Executive Team have articulated it in this way:



I consider that the proposed changes will provide greater clarity and focus for each team and strengthen their contribution to setting organisational strategy, understanding our organisational performance and impact and lifting the effectiveness of the wider government system to support Māori-led development.

Lifting cultural and technical capability at all levels

Submitters supported the proposal to place a greater emphasis on both the cultural competence and technical capability for Managers and the Principal Advisor positions. As one submitter noted, a strong knowledge of Te Ao Māori is a strong point of difference for Te Puni Kōkiri within the State Sector and an areas where we can add value across the system.

More generally, several submitters also asked for more investment in capability development for all staff within the teams and in particular advisors. The view was expressed that more senior level capacity was needed to ensure there was enough internal capacity to support the mentoring and development of advisors.

Response

This echoes the strong feedback through the *Stocktake report* on the importance of shifting the leadership culture within the S&OP Te Puni in several ways, including:

- lifting the Te Ao Māori cultural knowledge and skills of leaders and managers
- being more inclusive in decision-making processes and more effective in prioritising and allocating work
- creating connections between the teams and the work across different teams within Te Puni Kōkiri
- stronger direction, oversight and quality assurance of work delivered by teams in the Te Puni.

I see this change process providing the opportunity to lift the collective knowledge of Te Ao Māori across the group of managers and principal advisors. This applies generally to the S&OP Leadership Team on which there is ongoing engagement with the Pouwhakahaere. In terms of technical capability, prioritisation will be given to identifying experienced leaders and practitioners who have developed or used conceptual frameworks grounded in Te Ao Māori and have experience researching and or evaluating initiatives for or delivered by Māori and working with information and data on Māori. Alongside this, a strong understanding of the public sector context and ways of operating is also important.

Clear expectations will also be set in relation to the other elements of the leadership culture I would like to see across S&OP, including following the kawa, tikanga and values at Te Puni Kōkiri, working collectively, understanding the wider community and public sector context and working collectively in leading the Te Puni.

I agree that there is a need to increase our efforts to develop the capability of all team members, with a particular focus on advisors. This will build on the foundations already established, leverage the recently released *Our Hoa Mahi Experience* and include:

- extending the focus on more senior staff mentoring junior staff on the work being undertaken
- continuing and enhancing peer review systems to support development and quality control
- ongoing attention by managers and staff to performance and development (setting clear expectations and monitoring progress).

Planning for transition and implementation

The majority of submitters expressed concern at the lack of detail about the transition plan to support the introduction of the proposed organisational changes.

Response

Preparing the change consultation document was a fine balance. Too much detail on the transition approach would have suggested that a decision had already been made on the change. It hadn't, but it was a risk. Too little or no information at all would have created uncertainty. In addition, working through a possible transition in the absence of decisions could have consumed resources and effort that would potentially have been wasted.

There are two parts to the transition:

- **Structural change:** Details of the proposed transition plan to implement the structural decisions set out in this document are provided in **Section 4**.
- **Work programme:** I will put in place a work programme transition team comprised of managers and staff from the Te Puni, including the Organisational Knowledge Team, to work on the work programme transition based on the core elements of the new work programme outlined in Appendix 1. This work programme transition team will be supported by staff in the Strategy and Planning Team. It will produce a transition plan to be implemented as early as possible in 2018/19. The intent is to ensure that deliberate decisions are taken on the current Organisational Knowledge work, particularly "on demand" work. A specific process and approach will be put in place for this.

Decisions on proposed structural changes

Summary of feedback and responses

Establishing two specialist teams

In relation to the proposed change to the structure of the Organisational Knowledge team, submitters were generally supportive of the proposal to establish two specialist teams with two tier three managers to focus on:

- insights through data analysis and research, with a clear understanding of the Te Ao Māori and public sector contexts
- impact analysis based on monitoring and evaluation of the programmes and services delivered or funded by Te Puni Kōkiri, with a strong focus on Te Puni Kōkiri priorities and strategic outcomes.

A few submitters questioned whether a change of structure was the right solution or whether the problem as primarily one of leadership which could be addressed in other ways. However, most considered that the proposed changes, if implemented well, could help to strengthen the cultural and technical capability of the teams.

Team names

Most submitters felt the proposed team names did not sufficiently distinguish the focus of each team and would be unclear and open to interpretation for internal and external stakeholders. One submitter suggested the teams be named Research and Data Insights and Impact and Evaluation.

Response

While I am attracted to the focus on outcomes and support for decision makers suggested by the proposed team names (Insights Team and Impact Analysis Team), I accept the view that this may not offer sufficient clarity for our colleagues and external partners. As such, I have decided to expand the team names as follows:

- Insights and Research
- Impact Analysis and Evaluation

Composition of the teams and level of senior capability

Submitters supported the proposal to establish a second Principal Advisor position.

Several submitters indicated they were not confident that two Managers and two Principal Advisors would compensate for the work of three Senior Advisors. Senior Advisors were described as being pivotal to leading projects, providing more complex advice and providing quality assurance and support to Advisors.

There was particular concern that there were not enough Senior Advisor positions proposed for the Impact Analysis team given increasing demand for this work in particular.

Recommendations made by submitters included increasing the number of Senior Advisors in the Impact Analysis team by 1-2 FTE or retaining all Senior Advisor positions as per current structure.

Response

I believe the proposed balance of resourcing within the Insights and Research team is fit for purpose. However, I agree that the complex nature of work required to support strategic impact analysis and evaluations requires a team which is more weighted towards senior practitioners, both in their work with internal stakeholders and decision-makers, and to support the development of, and provide quality assurance for, less experienced team members.

After further consideration, I have decided to establish a further Principal Advisor position within the Impact Analysis and Evaluation team. This will not only further strengthen the capability of the team to support other parts of Te Puni Kōkiri but will also create more opportunities to support professional development and over time, career progression within the team.

However, as a consequence, I have decided to reduce the number of Advisors within the team by 1 FTE. This decision does not impact on any current employees as there is currently a vacant Advisor position within the Organisational Knowledge team. This decision has been made to enable a cost neutral change process while allowing for an increase in senior capability across three teams within S&OP, including within the Insights and Research and Impact Analysis and Evaluation teams, as well as the establishment of a Principal Advisor position in the Strategy and Planning team.

Library services

A few submitters questioned the rationale for placing of the Library function within the Insights and Research team and questioned where there was merit in a stand-alone team for Library services.

Response

There are a couple of reasons for deciding to place this function within the Insights and Research team. First, it is expected that alongside providing library services more widely across Te Puni Kōkiri, the Librarian position will also actively support the information requirements to help the team deliver on the insights pipeline, by understanding those needs and sourcing relevant material for this function.

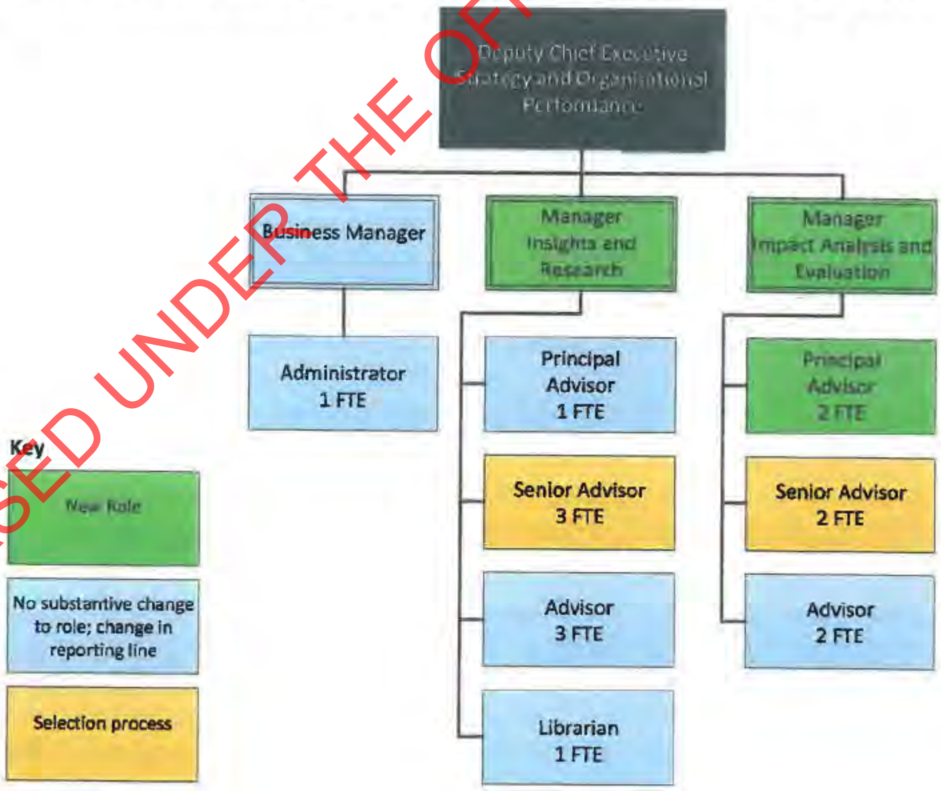
Also, the Librarian position is supported by another 0.5 FTE from an Advisor position. Alongside, support for library services, this position will support the wider data analysis work within the team.

Decisions

We will establish two specialist teams with third tier managers reporting to the Deputy Chief Executive, S&OP. These teams will be named the Insights and Research team and Impact Analysis and Evaluation team.

Figure 1 shows the new structure for the Insights and Research team and Impact Analysis and Evaluation team.

Figure 1: New structure for Insights and Research and Impact Analysis and Evaluation teams



9(2)(a)

[redacted]

It has also been decided to transfer the reporting line for Administrator position from the Manager, Organisational Knowledge to the Business Manager within the Deputy Chief Executive's office. The position will provide administrative support to both teams, as well as the wider Te Puni as required.

Insights and Research Team

Team purpose

The purpose of the team is to drive outcomes for whānau, hapū and iwi by proactively helping to build collective knowledge about whānau, hapū and iwi aspirations and needs in relation to each Government priority. The aim is to strategically position Te Puni Kōkiri and Ministers in their engagement with other portfolios by highlighting areas of success and where further focus is required. There is also potential for this work to support and inform discussions on Māori development progress with the Officials Committee, supporting the Cabinet Priorities Committee (CPC) comprising the central agency chief executives, along with the Te Puni Kōkiri Chief Executive and the Chief Executives of Ministry for Women and the Ministry of Pacific Peoples.

The team will maximise its reach by working across Government and with the Māori research community to access data and analysis already being undertaken by others, as well as identifying areas where there are important knowledge gaps.

Key responsibilities

The Insights and Research team will be responsible for:

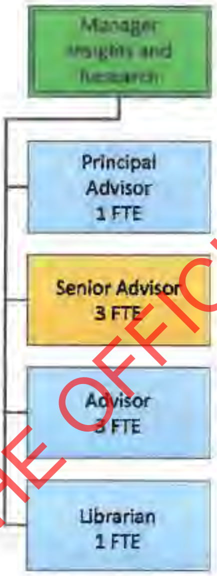
- leading the development of a 'Insights and Research Plan' (the insights pipeline) aligned to the Strategic Intentions document. The majority of the team's work programme should be determined through a strategic planning process which incorporates input from the Executive Team and other senior managers, and from other partner agencies where relevant. This would be prepared jointly with the Strategy and Planning team and endorsed by the Executive Team
- delivering monthly 'Insights and Analysis' papers to the Executive Team and wider organisation that provide insights on outcomes for whānau, hapū and iwi related to Government priorities. The pipeline would have an 18 month focus, would be formally reviewed every six months with progress discussed by ET and be flexible enough (with sufficient notice) to respond to emerging issues
- leveraging work for the insights pipeline, and facilitating access to research and data from outside Te Puni Kōkiri on specific topics to support policy and strategic planning (nationally and for regions)
- having greater external influence on the collection, production and use of Māori information, based on the needs of the insights pipeline. This includes building partnerships across government (e.g. with Statistics NZ, the Social Investment Agency, Ministry of Justice, Ministry for Business Innovation & Employment and Ministry for Social Development's Insights and Investment area) and in the wider research community, and commissioning work to meet this objective (where appropriate).

Team resourcing

A decision has been made to establish a team of 9 FTE, including the Manager, Insights and 1.5 FTE of Librarian services as shown in Figure 2.

Note that while the Principal Advisor is shown as an existing position in Figure 2, this is simply to reflect that there is one existing Principal Advisor position in the Organisational Knowledge team. It does not indicate that the incumbent Principal Advisor will necessarily join the Insights and Research team. This decision will be made in discussion with the Principal Advisor and take into consideration their preference.

Figure 2: Insights and Research team structure



Impact Analysis and Evaluation Team

Team purpose

The purpose of the team is to understand the impact Te Puni Kōkiri is having for whānau, hapū, iwi. The team will work with the Policy Partnerships, Investment and Regional Partnerships Te Puni and provide regular advice to the Executive Team to:

- help Te Puni Kōkiri understand the impact of its relationships, policy advice and investments to understand which initiatives and combinations of initiatives are most effective, and why they have made the biggest difference
- identify where initiatives and groups of initiatives are not working as intended, and may need to change or stop
- support Te Puni Kōkiri and government, in addition to partners in Te Ao Māori, to understand the potential and impact of whānau-centred and community-led approaches to delivering services and support to Māori.

Key responsibilities

The Impact Analysis and Evaluation team will be responsible for:

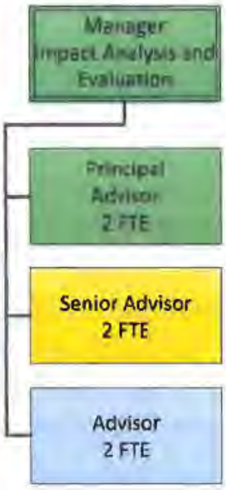
- developing a three-year strategy and work programme to evaluate and analyse impact and advise ET on the success and opportunities to improve policy, investment and regional activities. To achieve this objective, it is expected the work programme will include a mix of strategic and programme evaluations, and wider analysis.

  The strategy would be developed in partnership with the planning and reporting function within the Strategy and Planning and Team, with input from the Policy Partnerships, Investment and Regional Partnerships Te Puni, and agreed by the Executive Team. It is also important the work programme considers and is aligned to the Data and Insights Plan. Most evaluation work would be commissioned with the focus on in-house capability on evaluation design, commissioning and the analysis of themes and insights on organisational impact.
- communicating the Impact Analysis and Evaluation Strategy to make the focus and priorities of the team visible to the Executive Team and the rest of Te Puni Kōkiri, and demonstrate alignment with the strategic priorities for Te Puni Kōkiri
- developing and communicating a common approach for internal commissioning and partnering with other Te Puni to deliver evaluations and wider impact analysis activities that meet time, budget and quality expectations
- providing regular advice to the Executive team on the effectiveness of investment and service delivery led by Te Puni Kōkiri and how this is aligned, or could be better aligned, to the mission of Te Puni Kōkiri, Government priorities and wider government initiatives. This is expected to include both programme and cross-cutting kaupapa analysis
- assisting with the publication and sharing of short and medium term impact analysis findings (once completed), including in 90-day plans / reports and Annual Reporting.

Team resourcing

A decision has been made to establish a team of 7 FTE, including the Manager, Impact Analysis and Evaluation, two Principal Advisors, two Senior Advisors and two Advisors as shown in Figure 3.

Figure 3: Impact Analysis and Evaluation team structure



Attachment 8

Section 3: Impact on current roles

Table 1 sets out the impact of decisions on current positions in the Organisational Knowledge team.

This following criteria were used to determine the nature of the impact of current positions as a result of the decisions set out in this document.

- job content – whether there is a position in the proposed new structure that is the same or very nearly the same. A position in the proposed structure is considered to be different if it has some significant additional, different, or reduced functions or accountabilities
- resourcing requirements – whether there is a reduction in the number of roles required to perform an existing function.

Table 1: Indicative impact on current positions in the Organisational Knowledge team

Role(s)	FTE	Impact on position
9(2)(a) [redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
Principal Advisor	1	Reconfirmed, change in reporting line
9(2)(a) [redacted]	[redacted]	[redacted]
Advisor	5	Reassigned, change in reporting line
Librarian	1	Change in reporting line
Administrator	1	Change in reporting line

Table 2: New positions

Role(s)	Reports to	FTE
Manager, Insights and Research	Deputy Chief Executive Strategy & Organisational Performance	1
Manager, Impact Analysis & Evaluation	Deputy Chief Executive Strategy & Organisational Performance	1
Principal Advisor	Manager, Insights and Research	1
Principal Advisor	Manager, Impact Analysis & Evaluation	1
Senior Advisor	Manager, Insights and Research	3
Senior Advisor	Manager, Impact Analysis & Evaluation	2

Attachment 8

Section 4: Next steps

Transition planning

We want to move quickly to the new structure to reduce uncertainty for staff and not lose momentum on critical work through a lengthy transition process. We also want to give you a degree of certainty about the timeframes and sequencing of key activities to introduce the new team structure.

Key steps in the staff transfer process include:

Activity	Timing
All reporting lines to the Manager, Organisational Knowledge remain as they are in the interim	
Invite expressions of interest for Principal Advisor position (after decisions announced)	13 Hōngongoi 2018
9(2)(a) [redacted]	
Invite expressions of interest for reassignment process for Advisor positions	25 Hōngongoi 2018
Begin internal and external recruitment process for any unfilled Manager or Principal Advisor positions	By 3 Hereturikōkā 2018
New structure takes effect. From this date, all positions will report to the new Team Managers. If either Manager position is vacant at this date, an acting Manager will be appointed.	3 Mahuru 2018

We would also like to invite Organisational Knowledge Team members to express an interest in supporting work to redefining and reprioritising the work programme in line with the new focus and responsibilities of each team.

Staff transfer process

This section sets out the process for affected staff as we transition from the current structure to the new structure.

All staff that are impacted will receive a letter detailing whether they are:

- reconfirmed into their role, or
- affected and will go through the reassignment process.

The reassignment process applies to staff roles with the exception of placement into the Level 3 Manager positions.

Level 3 Manager Positions

New Level 3 manager roles that managers are not reconfirmed into will be advertised internally and externally. This will be done by 3 Hereturikōkā 2018.

Affected staff

Staff will be **affected** if their permanent role:

- no longer exists in the new structure; or
- is considered as substantially different in the new structure; or
- where there are fewer of the same positions in the new structure than the current structure.

Staff who are affected by change will remain affected unless and until they have been:

- reassigned to a suitable position; or
- given written notice of redundancy.

Staff will **not be affected** if:

- the only change to their terms of employment is a change of reporting line and/or position title; or
- they are reconfirmed (where the role is the same or nearly the same); or
- they are a fixed term employee.

Reconfirmation

Following decisions, staff will be reconfirmed into the new role and notified of the change, where there are minor changes to a role, such as a title change, change in reporting line or some change to the functions and responsibilities of the role. This will happen in parallel with notification to affected staff.

Reassignment

Affected staff will be considered for reassignment.

Our aim is to maximise the number of current employees appointed to new roles in the new structure or other roles within Te Puni Kōkiri.

Following reconfirmation, affected staff unplaced are considered for reassignment. Staff who are unaffected or have been reconfirmed will not be considered.

Reassignment process key steps:

1: Exploratory conversations

In the week or two following decisions, initially an exploratory conversation will be held with each affected staff member (and PSA delegate if requested). These discussions will cover the nature of the impact and any specific circumstances for each staff member. These discussions will be held by Human Resources and Capability, and may include the Deputy Chief Executive.

The discussions are not intended as decision sessions. The purpose of these discussions is to explore any questions individuals may have, understand any specific requests and seek any general views on roles of interest. Individuals may also wish to express an interest in voluntary redundancy (this may be done on a no commitments basis).

2: Expressions of Interest (EoI)

Following these discussions, the Expression of Interest process will apply, where staff will be asked to express their role preference, and include a self-assessment, for each role they are interested in.

Reassignment decisions will be made by the Deputy Chief Executive considering one or more of the following factors:

- staff preference
- management preference
- review of available evaluative material, including performance reviews.

To support this process a list of new and unfilled roles (including vacancies) will be provided to affected staff. All reassignment decisions are subject to review in line with the terms set out in the Collective Agreement.

3: Reassignment decisions

The EOIs would be assessed by a panel made up of internal managers and chaired by Human Resources & Capability. As part of the considerations where a L3 manager is in place they will be included. The panel would make recommendations to the DCE.

Considerations and recommendations will be made using the ***reassignment criteria*** in the Collective Employment Agreement:

- The role has similar responsibility levels (and the staff member can adequately perform the duties with their current skills and knowledge); and
- The offered employment is within a reasonable commuting distance from their home; and
- The salary, and conditions are no less favourable; and
- The duties and responsibilities are comparable.

Once recommendations have been received, the DCE will consider and make final decisions.

Decisions will be notified to affected staff and then all staff following confirmation of placements.

Where a suitable reassignment is offered and this offer is not accepted the employee will not be surplus and the provisions relating to surplus staff will not be available.

4. Review

If an affected staff member considers they should have been reassigned and were not or they were reassigned and should not have been, they will have 5 working days to seek a review. Requests for review should be made in writing to the DCE, Organisational Support.

Redeployment

Where a staff member is not reassigned, management will work with them one-on-one in accordance with the provision of their employment agreement, including identification of other opportunities within Te Puni Kōkiri or the wider Public Sector.

Unfilled roles

At the completion of the reassignment process all unfilled roles will be the responsibility of the Deputy Chief Executive and leadership team to consider how and when to fill.

APPENDIX 1: **SHAPE OF NEW TEAM WORK PROGRAMMES**

This decision document outlines the responsibilities of the two new teams overall, including the key questions that they are established to answer.

To help design the transition, and support developing a more detailed work programme for each team for the next 18 months, the overall shape of the intended work programme for each team is outlined below. This includes the timing of specific work programme items.

"On Demand" Technical Support

There will continue to be a level of "on demand" technical support for both of the new teams. A first step in managing this will be a team supporting a work programme transition, which will include winding down some of this "on demand" technical support and working through how to develop sufficient base level skills and systems to minimise the "on demand" work.

The remaining "on demand" support will be prioritised based on strength of the connection of this work to Te Puni Kōkiri priorities and contribution to the strategic outcomes. It will rank behind the work on impact and insights, will need to be specifically commissioned and be signed off by the two managers (OK and the manager(s) seeking the work), with copies provided to the two DCEs. It will also be provided to the ET Research Sub-Committee.

Insights and Research Team

The Insights and Research Team work programme builds from the 12 strategic outcomes recently agreed by Cabinet. For those strategic outcomes Ministers have agreed measures, work streams and priority policy initiatives. This is a focus for the system, including the public service. Each element will drive outcomes for whānau, hapū and iwi. The insights pipeline will build up a body of work and knowledge that will support the strategic positioning of Te Puni Kōkiri, Ministers' engagement with other portfolios and engagement with the Officials Committee to highlight areas of success and where further focus is required, including learning the lessons from others, as well as internationally.

Following this approach, the monthly insights and research papers that will be delivered to the Executive Team will be:

Insights Paper Focus: Strategic Outcome	Related Workstream / Policy Initiative* * *Note: that this is subject to further change based on ongoing Cabinet and Cabinet Committee discussions, strategies and decisions.*
Deliver responsible, governance with a broader measure of success	• Change the way we measure success including developing the Living Standards Framework.
Deliver transparent, transformative and compassionate government	• Ensure the Government is addressing the long-term challenges facing the country; ensure that the Government leads by example.

Attachment 8

Insights Paper Focus: Strategic Outcome	Related Workstream / Policy Initiative* * *Note: that this is subject to further change based on ongoing Cabinet and Cabinet Committee discussions, strategies and decisions.*
Ensure everyone has a warm, dry home	• Work to end homelessness and revitalise public housing • Make home ownership affordable for first home buyers • ensuring rentals are more secure, healthier and affordable.
Value who we are as a country	• Recognise and preserve the nation's heritage and history • Create more opportunities for New Zealanders to tell their stories • Increase diversity of the arts sector, including Māori [and Pasifika].
Build closer relationships with Māori	• Increased engagement with Māori • Partnerships and finalising Treaty Settlements.
Progress Report: Whanau, Hapū and Iwi Development and Outcomes**	• Update on the State of Whānau, Hapū and Iwi - progress and areas of priority focus to drive further improvements in wellbeing.
Support for thriving and sustainable regions	• Promote and grow better international connection for New Zealand Exporters • Bring New Zealand Government services closer • Measure effect of total government policies on the regions.
Transition to clean, green, carbon neutral New Zealand	• Plan for a just transition to the low-carbon economy • Ensure sustainability drives New Zealand's export growth • Protect native species and habitats.
Grow and share New Zealand's prosperity	• Create opportunities for innovative businesses to thrive and grow, while protecting New Zealand's natural capital • Better pay and conditions for workers with a more certain future.
Ensure everyone is earning, learning, caring or volunteering	• Develop alternative pathways into employment and education • Ensure we have the right skills for today and into the future • Deliver access to affordable education for all New Zealanders at every age and stage.
Make New Zealand the best place in the world to be a child	• Substantially reduce child poverty • Support access quality and affordable ECE • Reduce family and sexual violence.
Progress Report: Whanau, Hapū and Iwi Development and Outcomes**	• Update on the State of Whānau, Hapū and Iwi - progress and areas of priority focus to drive further improvements in wellbeing.
Create an international reputation we can be proud of	• Re-engage with the Pacific • Build an incisive and progress trade agenda.
Support safer, healthier safer communities	• Access affordable health care for all New Zealanders • Support safer communities and reducing the cost of crime investing in prevention and rehabilitation • Reducing the financial pressure on families
Deliver responsible, governance with a broader measure of success	• Change the way we measure success including developing the Living Standards Framework.

Insights Paper Focus: Strategic Outcome	**Related Workstream / Policy Initiative*** * ***Note:** that this is subject to further change based on ongoing Cabinet and Cabinet Committee discussions, strategies and decisions.*
Deliver transparent, transformative and compassionate government	• Ensure the Government is addressing the long-term challenges facing the country • Ensure that the Government leads by example.
Ensure everyone has a warm, dry home	• Work to end homelessness and revitalise public housing • Make home ownership affordable for first home buyers; ensuring rentals are more secure, healthier and affordable.
Progress Report: Whanau, Hapū and Iwi Development and Outcomes**	• **Update on the State of Whānau, Hapū and Iwi - progress and areas of priority focus to drive further improvements in wellbeing.**

*** **Note**: this is not a strategic outcome. It is an overall look at progress with whānau, hapū and iwi development.*

Impact Analysis and Evaluation Team

The Impact Analysis and Evaluation Team will deliver quarterly impact analysis reports on a rotating basis on the following Te Puni Kōkiri priorities:

- Kainga: housing
- Mātauranga, with a significant focus on Te Reo Māori development and growth, as well as science and innovation.
- Pakihi: regional and Māori business development.
- Whānau development.
- Whenua: Māori land.
- Overall impact analysis for Te Puni Kōkiri.

The contribution by Te Puni Kōkiri to progress with these priorities will be assessed against the strategic outcomes identified in the Minister's January 2018 priorities letter to the Prime Minister:

- whanau enterprises and community development
- cultural pride, identity and mātauranga
- youth development and leadership
- regional growth and Māori opportunity.

With this focus, the Impact Analysis and Evaluation team will build intervention logics for Te Puni Kōkiri mahi in these priority areas, making the link between the priorities, the strategic outcomes, and the overall whanau ora outcomes.

The intent is to provide the Executive Team with advice on:

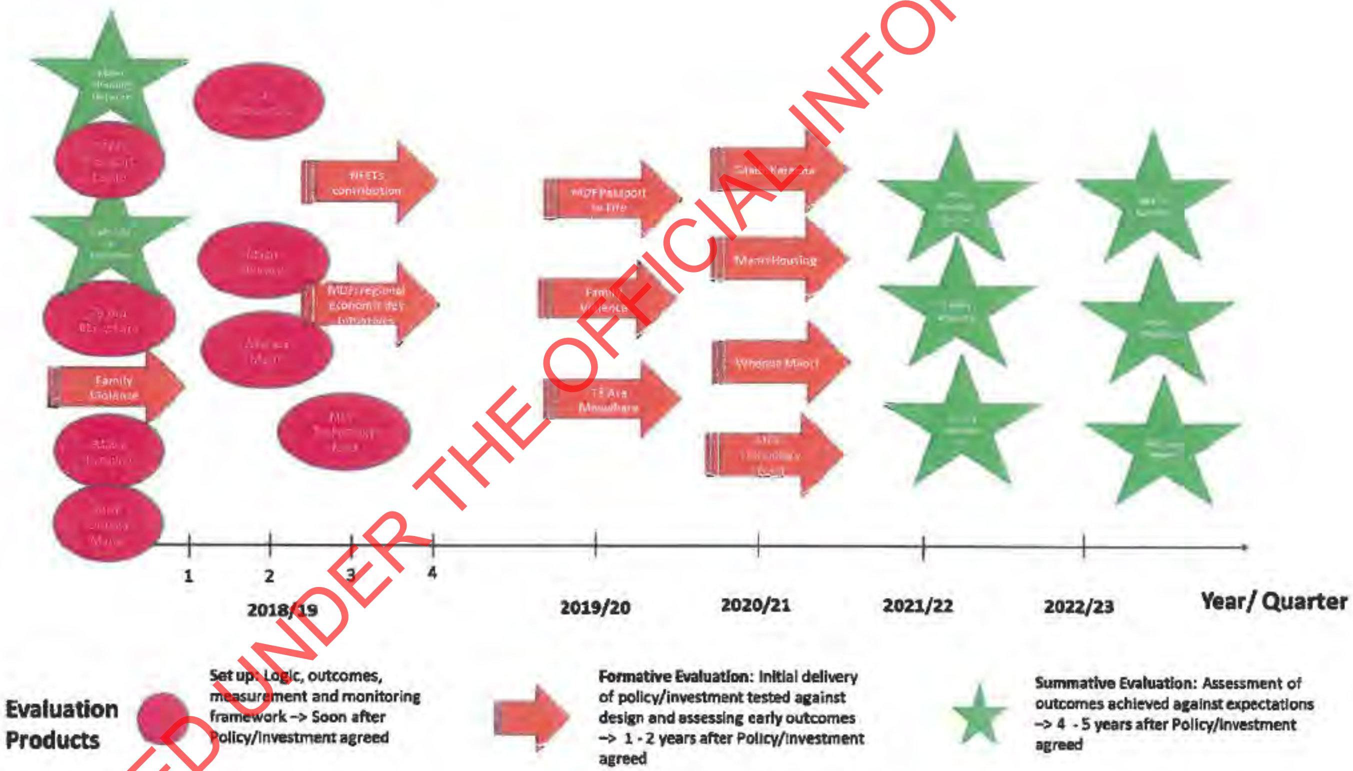
- the extent to which activities in each of the priorities Te Puni Kōkiri is contributing to progress for whanau, hapū and iwi.
- How different areas of Te Puni Kōkiri activity – e.g. regions, investment and/or policy – are contributing to the strategic outcomes being achieved in a priority area.

- activities and/or operating approaches that Te Puni Kōkiri should be recommending increased activity, effort or investment.
- Areas where Te Puni Kōkiri should be scaling back mahi that is not contributing to the strategic outcomes or that needs to be reconfigured to be more effective.

This work will also make contribute to 90-day reporting to the Executive Team and the Minister, as well as Annual and similar public reporting.

Evaluation

To support impact analysis, an evaluation pipeline will be developed that is focused on the investments most aligned with the priorities / strategic outcomes (as determined by the Investment Te Puni - see recent advice on alignment). Subject to further discussion about priorities and the strategy, this could follow a pattern as outlined below:



Evaluation Products

● **Set up:** Logic, outcomes, measurement and monitoring framework -> Soon after Policy/Investment agreed

➡ **Formative Evaluation:** Initial delivery of policy/investment tested against design and assessing early outcomes -> 1 - 2 years after Policy/Investment agreed

★ **Summative Evaluation:** Assessment of outcomes achieved against expectations -> 4 - 5 years after Policy/Investment agreed

Attachment 9

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

CONSULTATION DOCUMENT

Aligning our roles and structure to Te Puni Kōkiri's operating model

25 June 2020

Staff-in-confidence

Attachment 9

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

E taku iti e taku rahi toko ake tātou ki te kaupapa kua horaina nei ki runga i te takapau o te wharenui o Te Puni Kōkiri, kia tīkina e au ko ēnei kupu a ngā kaiurungi waka o tuawhakarere hei whakaihī i te ara matua kei mua i a tatou.

“Tirohia te taumata moana, ka whakatere atu ai tātou ki tua.”

To all whom I hold with great esteem let us move ahead with the task that lies before Te Puni Kōkiri inspired by these words from the navigators of old.

“Look to the distant horizon, and set sail for what lies beyond”

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Attachment 9

Introduction from the Toihautū

Kei aku kaihoe e kokiritia nei tō tātou waka o Te Puni Kōkiri ki uta, nei rā te mihi ki a koutou katoa.

A 2019 Cabinet Paper (referred to in this document as the Strategic Impact paper) outlines the strategic direction we need to take for Te Puni Kōkiri to be a stronger system leader, improving Māori wellbeing, with greater influence and impact.

I want us to be a credible, highly regarded Ministry that can sustain mana. To achieve this, we need to keep a clear focus on the issues that matter most to Māori, prioritising work that will materially promote wellbeing and development. And as I mentioned last week, part of the unique value Te Puni Kōkiri can add is to bring a te ao Māori lens to this mahi. This means applying strong Māori and Treaty-based frameworks, and having strong cultural capability.

To deliver on the change required, our structure must be fit for purpose. This consultation document outlines some changes I am considering, to align our roles and structure with our revised operating model, which you saw last week.

In doing so, my aim is to provide a foundation for the other shifts we need to make as an organisation. The proposed structural realignment is only one element of wider changes we are implementing to accept the challenge that has been laid. Structure alone will not get us there, but it provides a solid base, ensuring that roles and accountabilities are clear, and that our people and responsibilities are well-organised to deliver our mahi and enable us to work together effectively.

Beyond looking at the way we organise ourselves and our work, we will also be looking at what we need to do to align our ways of working, capabilities and behaviours to the direction outlined in the operating model. At the same time, we are clarifying and strengthening our governance and accountability arrangements. All these adjustments are required for us to successfully achieve Cabinet's expectations.

I want to be clear that no matter how we organise ourselves, we will need to work more closely together across our teams and puni. Our experience in the COVID-19 response phase showed us all what we can achieve when we bring our skills and experience together to achieve a common goal.

We need to maintain this momentum and approach as we go forward. I am expecting that we will be exercising stronger collective leadership across the Executive team and the SLT to ensure we are joined up on cross-Ministry kaupapa.

I am seeking your feedback on this proposal before making any decisions on the way forward. I value your views and ideas. No decision will be made until you have all had the opportunity to provide feedback.

I look forward to understanding your views and ideas around how we can best position Te Puni Kōkiri to have the strategic impact the government is looking for us to have.

Nō reira e mihi ana ki a koutou e whakaaro nui mai ki tēnei kaupapa a tātou.

Dave Samuels, Toihautū

Attachment 9

Consultation process

How do you provide feedback?

I welcome comment on the proposals from all Te Puni Kōkiri staff. Feedback can be sent to PA@tpk.govt.nz, in the form of group or individual submissions. All submissions will be acknowledged on receipt. The closing date for feedback is midnight Sunday 12 July 2020.

In addition, members of the Programme Board (Dave Samuels, Dame Karen Sewell (independent chair) and Heather Baggott (SSC)) welcome any direct verbal feedback. An opportunity for this can be arranged by emailing PA@tpk.govt.nz.

What happens after the consultation period

I will take all feedback into consideration before making final decisions.

At the conclusion of consultation a summary of the feedback themes will be provided as part of the decision document.

Support

If you need independent support, Te Puni Kōkiri offers access to EAP services. Details on how to access this can be found at http://intranet.te-wheke.int/en/working-here/health-and-safety/promoting-health-at-work/welfare

Timeline

The consultation timeline is outlined in the table below. The dates set out below are indicative and while we will endeavour to work within this timeline, timing of some steps may vary. I will continue to update you should any significant changes occur.

Date/s	Process
Thursday 25 June	**Consultation period commences**
25 June – 12 July	**Consultation underway** – provide your feedback and comments.
Midnight Sunday 12 July	**Consultation period closes**
13 – 22 July	**Feedback considered**
Thursday 23 July	**Final decisions advised**

Attachment 9

How to navigate this document

There is an overview section at the front of this document, which you should read to get the overview of the proposals. The document then explains in more detail each aspect of the proposal divided by puni and/or function.

Following the description of the proposals is a section outlining the detailed impacts on individual positions if the proposals are implemented in their current form.

You are welcome to provide feedback on any aspect of the proposals. The table below shows which sections are likely to be of particular interest to different teams/puni.

Section	Page	Who should particularly focus on this section
1. Overview	6	All kaimahi
2. Policy Partnerships	14	• Policy Partnership Puni kaimahi • Operational Policy and Design team (currently in Investment Puni) • Insights and Research team (Policy Partnerships Puni) • Impact, Analysis and Evaluation team (currently in Investment Puni)
3. Strategy and monitoring functions	22	• Statutory Entity Monitoring team (currently in Investment Puni) • Monitoring State Sector Effectiveness team
4. Regional Partnerships & Operations	30	• Investment Puni kaimahi • Regional Partnerships Puni kaimahi • Whenua, Whānau Ora, Paiheretia, Marae Ora and Māori Warden Project kaimahi
5. Organisational Support and ODCE support	45	• Organisational Support Puni kaimahi • Kaimahi in DCE support roles/teams across all puni
6. Potential impacts of change	50	All kaimahi
7. Staff transfer process	67	All kaimahi

Attachment 9

Section 1: Overview

This section sets out:

- An overview of the strategic context for change and the shifts we need to make as an organisation to achieve the Government's expectations of us and strengthen our strategic impact.
- A summary of how our functions are currently organised into puni.
- A summary of the proposals outlined in this document.

Attachment 9

Strategic context

Kua takoto te mānuka – the challenge has been laid

The Government has prioritised wellbeing outcomes for all New Zealanders, including a stronger focus on lifting wellbeing outcomes for Māori, and increasing the public sector's responsiveness to Māori.

In 2019 the Minister for Māori Development identified a number of expectations for Te Puni Kōkiri to strengthen its strategic impact. The seven expectations outlined in the Strategic Impact paper are:

1. **Commencing a formal monitoring programme** to monitor the effectiveness of public sector agencies' strategies, policies and services in uplifting Māori wellbeing outcomes.
2. **Leading policy advice** on issues of specific importance to Māori.
3. **Providing targeted inter-departmental advice** on matters most likely to have a direct impact on wellbeing outcomes for whānau, hapū, iwi and Māori.
4. **Co-creating strategic advice on system levers and frameworks** that will lift the quality of the wider sector system performance for Māori.
5. **Brokering opportunities with whānau, hapū, iwi and Māori** through our regional footprint in areas that are specific priorities for government and providing core hub support for government agencies.
6. **Investing in innovative initiatives** that build the capacity and readiness of whānau and Māori communities to achieve their aspirations leading to intergenerational transformation.
7. **Considering the impact of existing specialist advice** and services and providing advice on the feasibility of transferring them to the appropriate agencies.

How we are rising to this challenge

Achieving these strategic directions is about what we do and how we do it. There are several strands to this, including work beyond the proposals outlined in this document:

- **We have refreshed our organisational purpose and strategic direction for Te Puni Kōkiri**. The Senior Leadership Team collectively designed the shifts we need to make and what success will look like. This direction provided a guide for development of the operating model.
- **We have refreshed our operating model**. To deliver on the Government's expectations we need to shift the way we work, our focus and the mix of capabilities in some areas. The operating model has been developed collaboratively with managers and staff primarily responsible for the areas where we need to focus our efforts to meet the Government's expectations. It has informed our understanding of the shifts we need to make overall and in particular areas of our work, and the building blocks we need to put in place to achieve them.
- **We are implementing clearer and more robust governance and leadership arrangements**. At the same time as developing the operating model, we have been looking closely at how we need to adapt our governance arrangements, including being clear about the roles of the Executive Team, Senior Leadership Team and other governance and decision-making forums that sit outside our formal structure.
- **We are considering the findings of the PIF review**, including the need for effective and inspirational governance and leadership, a clear and compelling strategy, a re-aligned operating model, and a strengthened organisational culture.

These elements have provided the backdrop for the proposals in this document; the way we organise ourselves needs to support the work we do, and the ways we work.

Attachment 9

How we will work in the future

1 Focused and strategic

Success looks like

- We have clear strategy and priorities for Māori wellbeing and development.
- The priorities are well understood across the public sector.
- Our work programme and investment portfolio is aligned to the priorities.
- We are future-focused, anticipating opportunities and issues and providing proactive advice.

How we will get there

- Develop and communicate clear strategic priorities internally and externally.
- Use insights, analytics and evidence to identify where we need to focus.
- Target our investment portfolio to the priorities.
- Use prioritisation and planning tools to clearly focus our efforts on high impact work and reduce time spent on low impact work.

2 Evidence-based

Success looks like

- We base our strategy, investments, policy and operational decisions on evidence of what works vs. what historically hasn't.
- We are a credible source of Māori wellbeing and development insights.
- Public sector performance for Māori is improved because of the insights and evidence we develop and share.

How we will get there

- Develop analytics capability, tools and practices to harness a range of data and insights.
- Stronger focus on using insights to inform strategy.
- Build regional insights (including the 'voice of whānau' into policy processes.
- Invest in monitoring reviews across the public sector at 'system', agency, policy and programme level.
- Maintain a focus on monitoring and advising on Māori wellbeing outcomes.
- Use evaluation to understand investment performance.

3 Teaming up

Success looks like

- We value each others' knowledge and experience.
- We are connected across puni on kaupapa that matter.
- We are valued across government and amongst iwi, hapū and whānau to broker community level co-design, investment and engagement.

How we will get there

- A practice of 'virtual' kaupapa teams across puni.
- Cross puni project teams, including building regional capability and perspectives into all stages in the policy cycle.
- Clear brokering role, communicated to stakeholders.
- Grow and apply design thinking skills.

4 Te Ao Māori lens

Success looks like

- We understand and communicate what being whānau-based looks like in practice.
- We bring strong te ao Māori and Treaty-based frameworks to our work
- Public sector agencies able to use te ao Māori frameworks to consider performance and develop solutions.
- We are credible with Māori, have strong cultural capability, and understanding of mātauranga Māori.

How we will get there

- Develop and apply a te ao Māori framework for policy.
- Build capability (eg through tools) of the wider public sector to apply a te ao Māori framework for policy
- Strengthen our own tikanga, te reo and mātauranga Māori capability.

5 Innovative approach

Success looks like

- Our investments result in innovative, community-led initiatives that lift Māori wellbeing and development.
- We are recognised for partnering with regions, agencies and communities, collaborating to create innovative policy, programmes and services.

How we will get there

- Growing and applying design thinking skills across our puni.
- Increased focus on co-design of initiatives – with other agencies, NGOs, and Māori communities.
- Investment strategy and portfolio that puts more weight on investment in innovation within different priority areas for investment (e.g. kāinga, business growth) as well as from communities themselves.

6 Influencing the system

Success looks like

- We have a clear and confident role and value proposition.
- Public sector agencies feel accountable for improving wellbeing and development outcomes for Māori.
- Ministers/agencies understand the needs and opportunities for Māori wellbeing and development, and the levers/interventions with the greatest impact.
- The public sector has stronger capability to support Māori wellbeing and development.

How we will get there

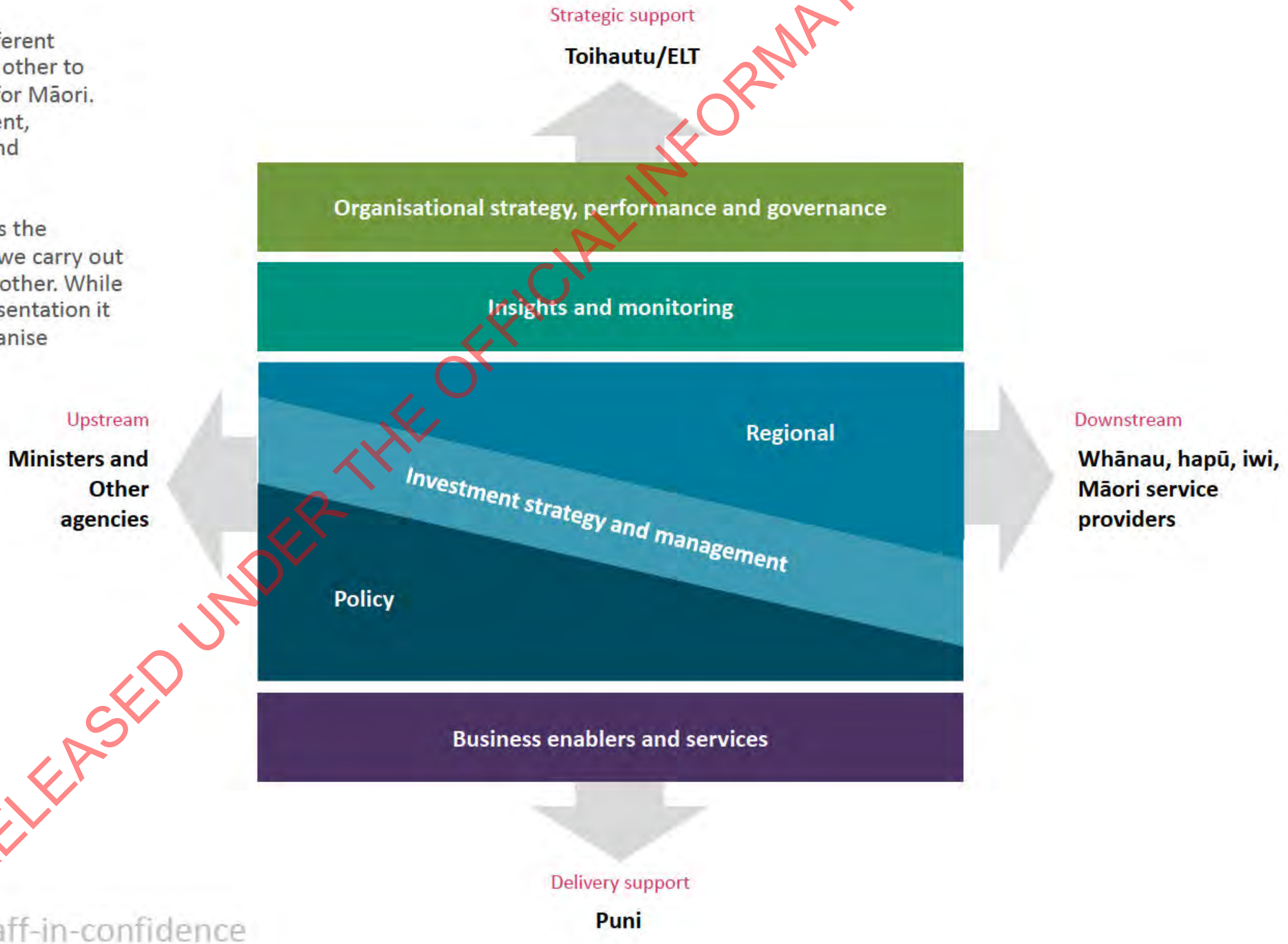
- We influence strategic priorities across government, based on strong evidence and clear strategy.
- We influence and engage with agencies to support an understanding of the Māori dimension.
- We use lessons from evaluation, research, analytics and monitoring to influence priorities and design of system settings, policy and programmes.

Attachment 9

Our functions are the building blocks for structure

Te Puni Kōkiri comprises different functions that support each other to collectively achieve impact for Māori. These functions have different, complementary purposes and stakeholders.

The figure to the right shows the different types of functions we carry out and how they support each other. While this is not a structural representation it helps to inform how we organise ourselves.


Strategic support
Toihautu/ELT
Organisational strategy, performance and governance
Insights and monitoring
Upstream
Ministers and Other agencies
Regional
Investment strategy and management
Policy
Downstream
Whānau, hapū, iwi, Māori service providers
Business enablers and services
Delivery support
Puni

Attachment 9

Current organising model – functions by Puni

Our core functions are currently* clustered into three puni. The figure to the right shows which puni are responsible for which functions.

Policy Partnerships

Develop and advise on policy issues and solutions for Māori wellbeing and development

- Strategic policy
- Policy advice
- Legislation development
- Policy design and implementation support
- Some appointments and nominations

- Research and insights (service for whole of TPK)

- Māori Wardens project

Regional Partnerships and Operations

- Manage and advise on investment priorities and performance
- Regional strategy and implementation
- Support engagement with, and brokering for iwi, hapū and whanau

- Investment strategy and planning (including regional)
- Investment portfolio management
- Fund management and administration
- Kaitono support and advice
- Investment evaluation

- Public sector effectiveness monitoring
- Statutory entity monitoring, including some appointments

- Regional strategy and implementation
- Iwi, hapu and whānau engagement
- National and local brokering and facilitation

Operational policy

Whānau Ora commissioning and Paiheretia

Whenua programme

Organisational Support

- Develop and manage Te Puni Kōkiri's core capabilities
- Provide corporate services and enablers
- Support corporate assurance and accountability

- Communications
- Finance
- People experience/HR
- Information management
- Technology
- Property and facilities management
- Commercial and procurement services
- Strategy, planning, performance
- Programmes and change
- Risk and assurance
- Privacy
- Ministerial servicing (coordination)
- Legal, including some appointments

* This representation shows the combined new Regional Partnerships and Operations puni that was created through the recent change process, even though this puni has not yet come into effect.

Attachment 9

Summary of proposed changes

Policy Partnerships

1. Create two new Policy Director positions, each with strategic influence and leadership responsibilities and oversight of three policy teams.
2. Create an additional policy team, with the focus of this team to be determined (based on reallocating some projects and staff from current teams).
3. Move responsibility for operational policy functions* into the Policy Partnerships puni. Create a new team in the Policy Partnerships puni focusing on operational policy and implementation support.

* the current Operational Policy and Design team would become the Investment Support team and stay in the Regional Partnerships and Operations puni, focusing on fund management.

Insights functions

1. Move the Impact, Analysis and Evaluation team and functions into the Policy Partnerships puni.
2. Create a new Insights Director position in the Policy Partnerships puni, with accountability for research, evaluation, data and analytics.

New Strategy, Governance & Public Sector Performance puni

1. Create a new Strategy, Governance & Public Sector Performance puni, which would lead a strengthened approach to organisational strategy, support governance requirements, and lead Te Puni Kōkiri's approach to external agency and public sector performance monitoring.
2. Move the Statutory Entity Monitoring team and functions into the Strategy, Governance & Public Sector Performance puni, and extend the responsibilities of this team to include all nominations and appointments functions Te Puni Kōkiri is responsible for.
3. Move the public sectoring monitoring functions and team (Monitoring State Sector Effectiveness) into the proposed Strategy, Governance & Public Sector Performance puni.

Attachment 9

Summary of proposed changes continued

Regional Partnerships & Operations puni

Regional strategy and engagement functions

1. Change the title of the Regional Manager role to Regional Director.
2. Create new Manager positions in each region, to address spans of control in relation to people management, and support Regional Directors to manage senior level stakeholder relationships across their regions.
3. Create new Principal Advisor positions in regions, to provide greater opportunities for career progression and reflect seniority.

Operations functions

4. Create a new Operations Directorate, responsible for DCE support, operations and programme-related functions. This directorate would be led by a proposed new Director, Operations position.

Investment functions

5. Create an Investment Directorate, responsible for centralised investment functions, and led by a proposed new Director, Investment role.
6. Make some changes to titles, accountabilities, and some reporting lines of teams with responsibility for particular investment functions, reporting to the proposed Director, Investment – and each led by a Manager and including staff from the previous Investment puni:
    - Investment Portfolio and Planning
    - Investment Support
    - Funds Management

5. Create three new Portfolio Manager positions, with responsibility for managing sub-portfolios of funds, grouped by kaupapa (eg housing, business growth). These roles would report to the Director, Investment.
6. Create Investment Advisor positions to be co-located in each region, reporting into the Funds Management team.

Organisational Support puni

1. Change the model for delivery of Ministerial services to a more centralised model, with an expanded central team in Organisational Support.
2. Create a new Team Leader position for planning and reporting functions in the Finance team.

DCE offices

Each DCE would have a small office of support functions. The roles in these offices would be aligned with a common model across Te Puni Kōkiri.

Attachment 9

Proposed organising model – function by puni

The figure below shows how functions would be grouped into puni if the proposals were implemented. Note that the functions do not represent teams or team names.

Strategy, Governance & Public Sector Performance

Provide strategic direction and monitor organisational performance

- Strategy, planning, performance
- Governance support

- Public sector performance

- Statutory entity monitoring, including nominations and appointments

Policy Partnerships

Develop and advise on policy issues and solutions for Māori wellbeing and development

- Policy analysis and advice
- Legislation development
- Policy design
- Operational policy and implementation support

- Insights - research, data and analysis
- Evaluation – investment, policy, programme

Regional Partnerships and Operations

Manage and advise on investment priorities and performance
Support engagement with, and delivery of services to iwi, hapū and whānau

- Regional strategy and implementation
- Iwi, hapu and whānau engagement
- Brokering and facilitation
- Funding support and delivery

- Investment portfolio advice and planning
- Fund management and administration

- Programmes and operations
  - Whenua
  - Māori Wardens
  - Whānau Ora
  - Paiheretia
  - Marae Ora

Organisational Support

Develop and manage Te Puni Kōkiri's core capabilities; provide corporate services and enablers; support corporate assurance and accountability

- Communications
- Finance
- People experience/HR
- Information management and technology
- Property and facilities management
- Commercial and procurement services
- Ministerial services
- PMO
- Risk and Assurance
- Legal/Privacy

Attachment 9

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Section 2: Policy Partnerships

Proposals described in this section relate to the following functions:

- Leadership and management of the Policy Partnerships puni
- Policy
- Operational policy
- Insights and research
- Evaluation

Attachment 9

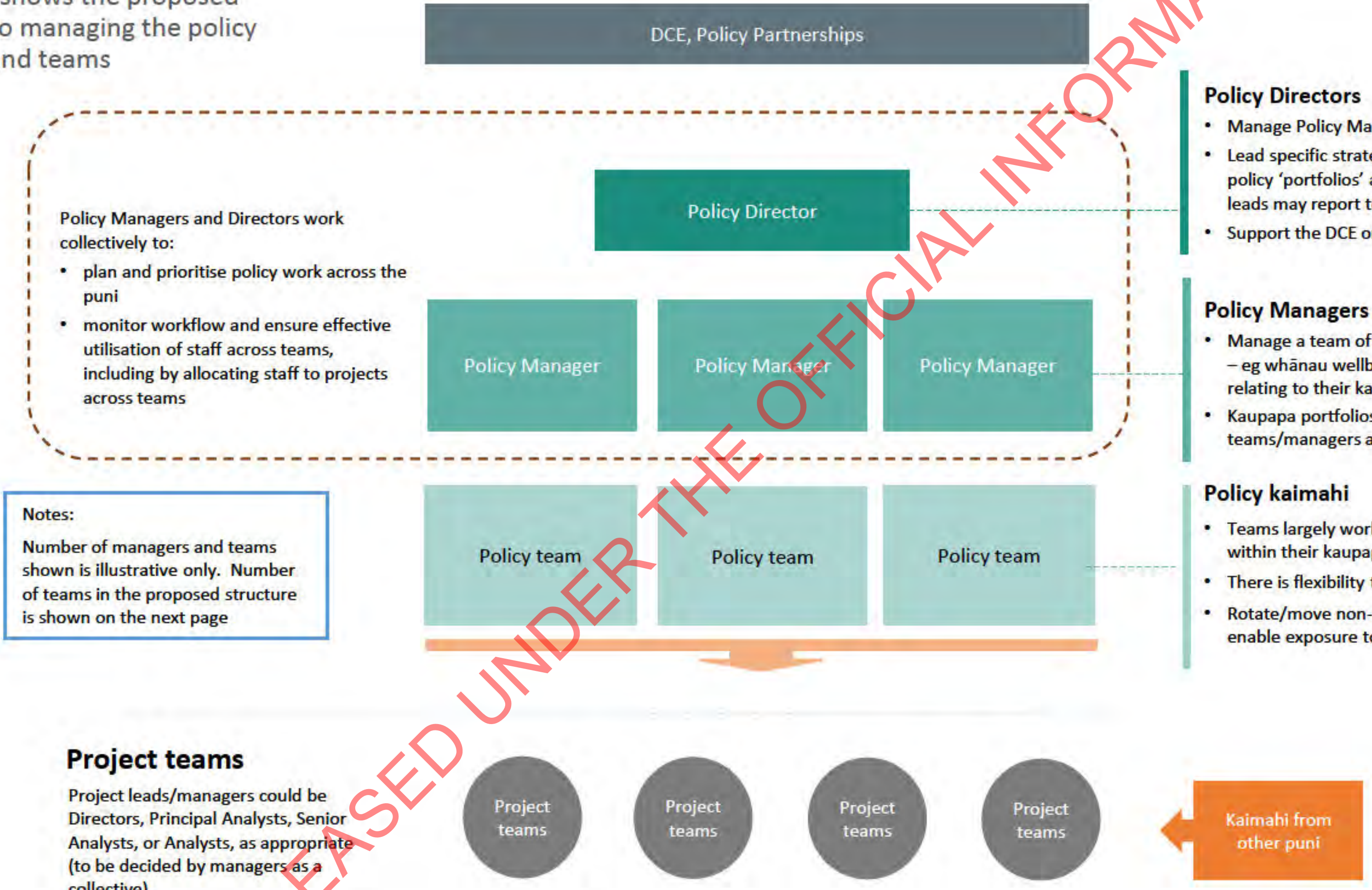
Proposals

1. **Evaluation and insights.** Move the Impact, Analysis and Evaluation team and functions into the Policy Partnerships puni.
2. Director positions
   - a) Create two new Policy Director positions, each with oversight of three policy teams, and strategic influence and leadership responsibilities.
   - b) Create a new Insights Director position, with responsibility for research, evaluation, data, and analytics.
3. Number of policy teams. Create an additional policy team, with the focus of this team to be determined (based on reallocating some projects and staff from current teams).
4. Increased flexibility - put in place non-structural mechanisms to ensure staff and managers can be deployed flexibly across the work of the puni.
5. Operational policy - move responsibility for operational policy functions (but not the current Operational Policy and Design team) into the Policy Partnerships puni. Create a new team focusing on operational policy and implementation support. The current OP&D team would remained focused on investment support functions in the Regional Partnerships & Operations puni, and would be renamed Investment Support,
6. Whānau Ora policy – clarify that accountability for development of policy and advice to the Minister for Whānau Ora sits with the Policy Partnerships DCE. This will ensure that accountabilities and relationships for core policy advice are not fragmented across Te Puni Kōkiri.

Attachment 9

Proposed organising model for policy functions

This figure shows the proposed approach to managing the policy functions and teams



DCE, Policy Partnerships

Policy Managers and Directors work collectively to:

- plan and prioritise policy work across the puni
- monitor workflow and ensure effective utilisation of staff across teams, including by allocating staff to projects across teams

Notes:

Number of managers and teams shown is illustrative only. Number of teams in the proposed structure is shown on the next page

Policy Directors

- Manage Policy Managers
- Lead specific strategic policy projects and hold different strategic policy 'portfolios' allocated by the DCE, eg some particular project leads may report to directors during the project
- Support the DCE on system-level influence and engagement

Policy Managers

- Manage a team of staff based around a policy kaupapa domain – eg whānau wellbeing. Managers are accountable for policy relating to their kaupapa domain.
- Kaupapa portfolios could be reallocated across teams/managers as required over time.

Policy kaimahi

- Teams largely work on projects and business as usual work that fits within their kaupapa domain.
- There is flexibility to deploy kaimahi on projects across the puni.
- Rotate/move non-specialist kaimahi across teams over time to enable exposure to a broader range of policy kaupapa.

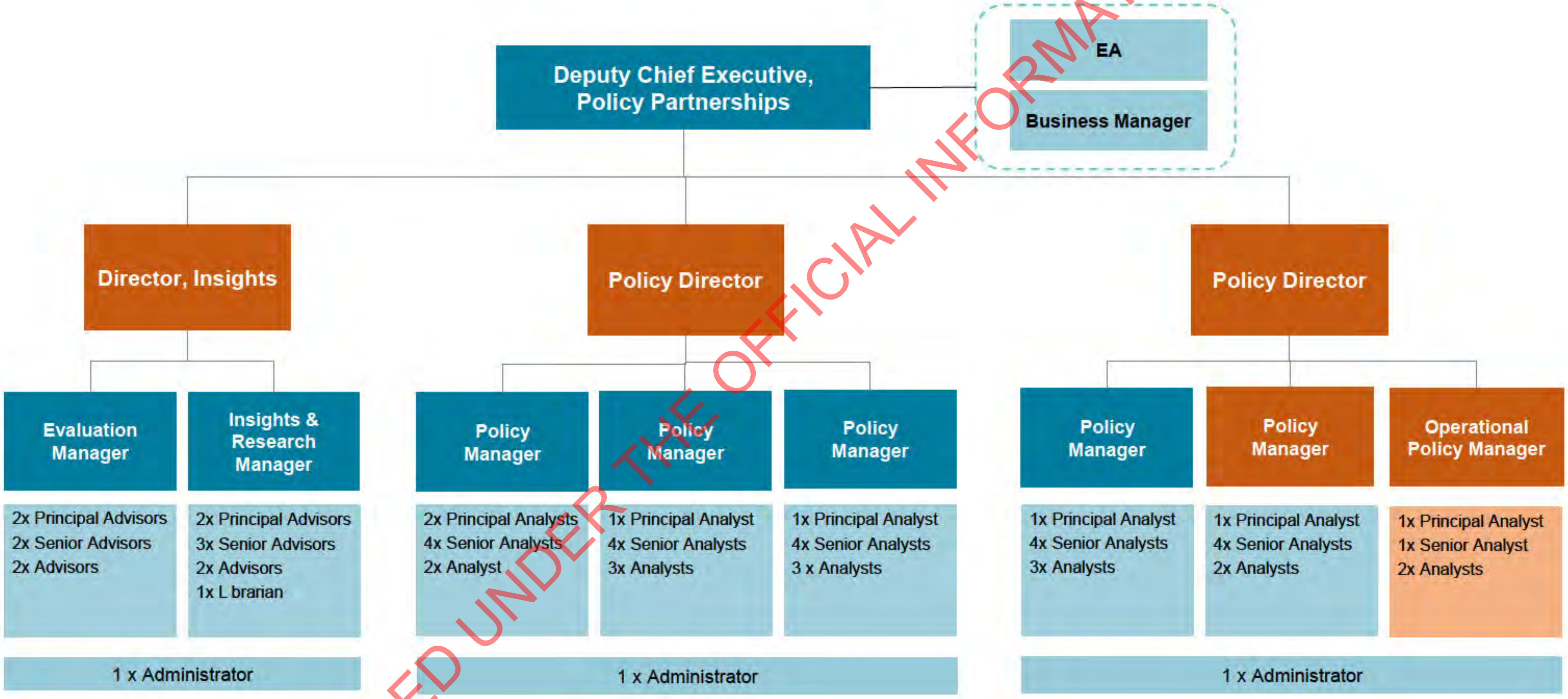
Project teams

Project leads/managers could be Directors, Principal Analysts, Senior Analysts, or Analysts, as appropriate (to be decided by managers as a collective)

Some projects would span or work across clusters, eg strategic policy projects, and would involve kaimahi from across different functions/teams

Attachment 9

Proposed structure – Policy Partnerships



This structure indicates the permanent roles in each team. Current fixed term arrangements would continue until their expiry date.

Key

🟧 Proposed new positions

🟦 Existing positions

Attachment 9

What the proposals would mean and rationale for change

1. Impact, Evaluation & Analysis team and functions

Proposal

It is proposed to move the Impact, Evaluation & Analysis team and functions into the Policy Partnerships puni, from its current location in the Investment puni.

What this would mean

The Impact, Evaluation & Analysis team currently:

- commissions evaluation of investments, which are mostly contracted out to independent Māori evaluators for the delivery of the evaluation itself
- produces analysis and insights in relation to investments – eg fact sheets on investments for the public, Ministers, agencies and Te Puni Kōkiri.

The functions and team would be combined with the research and insights functions currently in the Policy Partnerships puni, to create two teams – one with a focus on evaluation; the other with a focus on data, analytics and research.

The teams would work closely together to support each other on specific projects.

Rationale for proposed change

The evaluation functions were moved to the new Investment puni when it was established in 2016, to focus on understanding the impact and benefits of TPK’s various investment streams.

This focus remains important, but with the creation of the new Regional Partnerships and Operations puni it is desirable to create some structural separation between the delivery of funding (in RP&O) and the evaluation of these investments.

There is also potential for stronger synergies in relation to production of insights and fact sheets about investment by combining these functions with wider insights and analytics functions.

Attachment 9

What the proposals would mean and rationale for change

2. New Director positions

Proposal

It is proposed to:

1. Create two new Policy Director positions, each with oversight of three policy teams, and strategic influence and leadership responsibilities.
2. Create a new Insights Director position, with responsibility for research, evaluation, insights and analytics.

What this would mean

The proposed Director roles would:

- have a more dedicated strategic focus than the Manager roles - leading specific strategic policy projects and holding different strategic policy 'portfolios' allocated by the DCE, including system level influencing activities with key stakeholders
- provide a link between the strategically-focused DCE role and the more delivery-focused Managers
- Provide peer review, quality assurance and professional development support and capability building.

Rationale for proposed change

The proposal aims to increase senior level strategic capability and focus. This is important at a time when TPK is seeking to become more influential externally, and more strategically focused in its work programme.

In addition, the inclusion of director roles in the structure would:

- create a stronger career path and opportunities for development of policy, monitoring and insights professionals within TPK
- reduce/limit the number of direct reports to the DCE, which would otherwise be quite large.

Attachment 9

What the proposals would mean and rationale for change

3. Number of policy teams

Proposal

It is proposed to create an additional policy team.

What this would mean

An additional Policy Manager position would be created, with a team of analysts at different levels. The kaupapa focus of this team would be decided by the DCE Policy Partnerships, as part of a collaborative process involving the Policy Partnerships leadership team. It would involve redistributing some existing project and kaupapa domain responsibilities, and staff, across policy teams with a re-allocation process to be run as part of implementation if the proposals proceed.

Rationale for proposed change

The proposal would reduce the spans of control for Policy Managers to around 8-9 direct reports, and provide additional career opportunities for policy staff (with a new Manager position).

4. Ensuring flexibility

Non-structural mechanisms would be put in place to ensure staff and managers can be deployed flexibly across the work of the Policy Partnerships puni. These include:

1. Annual consideration of the allocation of kaupapa domain portfolios across policy teams, to ensure the way work is clustered reflects the strategy and priorities for policy.
2. Periodic movement of managers across teams and kaupapa portfolios, to provide 'fresh eyes' and development opportunities.
3. More movement of policy staff across teams over time to support broader development of knowledge and policy skills and experience.
4. The use of project teams that span policy teams or even puni – to bring in people with the best knowledge and experience, and to support development opportunities.

This will be supported by clear prioritisation and planning across the puni, and by a visible work programme for policy mahi.

Attachment 9

What the proposals would mean and rationale for change

5. Operational policy

Proposal

It is proposed to move responsibility for operational policy and implementation functions (but not the current team in the Investment puni) into the Policy Partnerships puni.

What this would mean

The Operational Policy and Design team is currently located in the Investment puni. In practice, most of the team's time and effort is spent on various aspects of investment fund management and support.

This team would continue to focus on fund support activities, and would be renamed as an Investment Support team in the Regional Partnerships and Operations puni. This is described in Section 4 of this document.

Primary responsibility for translating policy and legislation into operational reality would sit with the Policy Partnerships puni.

The Policy Partnerships puni would deliver on its operational policy requirements by maintaining a small operational policy capability/team as part of the puni, with the ability to contract in additional operational policy capability for a specific project as required.

The team composition would be:

- One Manager
- One Principal Analyst
- One Senior Analyst
- Two Analysts.

This team would be responsible for providing operational policy and service design support on policy projects – ensuring effective end-to-end implementation of the policy intent. This includes:

- facilitating the co-design of policy solutions
- leading policy implementation (including detailed design)
- leading design, configuration, testing and deployment of services arising from policy.

The team would work closely with policy teams, and would also support programmes being managed from the proposed Operations Directorate in the Regional Partnerships and Operations puni.

Rationale for proposed change

The proposal would shift this responsibility to be more strongly aligned with the policy functions. Close integration of policy design and implementation with wider policy development functions would support:

- application of practical design and implementation thinking from the beginning of the policy process
- policy intent being well understood throughout the implementation process
- clearer accountability and responsibilities for policy implementation. At the moment these are unclear and 'operational policy' is carried out in multiple parts of Te Puni Kōkiri. The current Operational Policy and Design team is primarily involved in fund management, which needs to continue.

Section 3: Strategy, governance, and public sector performance

Proposals described in this section relate to Te Puni Kōkiri's:

- Strategy and performance functions
- Public sector effectiveness monitoring functions
- Statutory entity monitoring functions

Attachment 9

Proposals

New Strategy, Governance & Public Sector Performance puni

1. Create a new Strategy, Governance & Public Sector Performance puni, which would lead a strengthened approach to organisational strategy, support governance requirements, and lead Te Puni Kōkiri's approach to external agency and public sector performance monitoring and support.

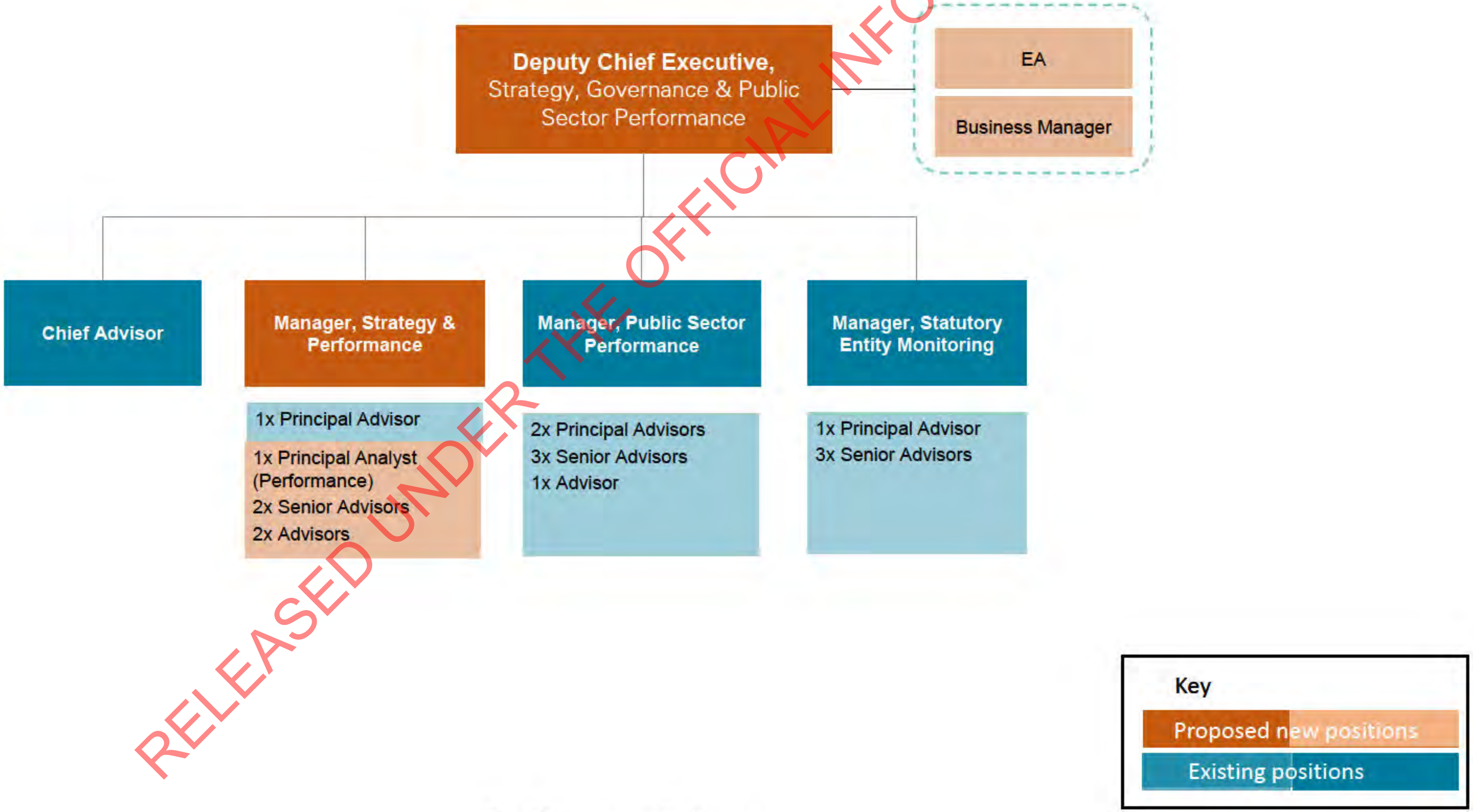
2. Create a new Strategy and Performance team within the Strategy, Governance & Public Sector Performance puni, responsible for a range of organisational strategy, performance insights, and governance support functions. Move the vacant Principal Advisor Performance position (currently in OS) into this team.

3. Move the Statutory Entity Monitoring team and functions into the Strategy, Governance & Public Sector Performance puni, and extend the responsibilities of this team to include all nominations and appointments functions Te Puni Kōkiri is responsible for.

4. Move the public sectoring monitoring functions and team (Monitoring State Sector Effectiveness) into the proposed Strategy, Governance & Public Sector Performance puni, and rename the team to be Public Sector Performance.

Attachment 9

Proposed structure – Strategy, Governance & Public Sector Performance



Deputy Chief Executive, Strategy, Governance & Public Sector Performance

EA

Business Manager

Chief Advisor

Manager, Strategy & Performance

- 1x Principal Advisor
- 1x Principal Analyst (Performance)
- 2x Senior Advisors
- 2x Advisors

Manager, Public Sector Performance

- 2x Principal Advisors
- 3x Senior Advisors
- 1x Advisor

Manager, Statutory Entity Monitoring

- 1x Principal Advisor
- 3x Senior Advisors

Key

- Proposed new positions
- Existing positions

Attachment 9

Proposed accountabilities – Strategy, Governance & Public Sector Performance

Functions		Key accountabilities/activities
Strategy and Performance	Design and manage integrated strategy, planning and performance system	• Ensure end-to-end integration of the strategy, planning, budget and performance system. • Manage the Budget initiatives strategy and prioritisation process
	Provide strategic decision support	• Provide longer term, systemic strategic thinking and analysis. • Provide organisation-level strategic prioritisation and portfolio advice. • Business case analysis and development (internal and external), supported by finance and other teams. • Develop and support analysis and priorities for transferring programmes and services to other agencies
	Monitor organisational performance	• Analyse and provide insights for ELT on organisational performance (against key metrics). • Advise on implications for strategy and plans. • Significant programme and change monitoring and reporting.
	Manage strategy & accountability products	• Accountable for Te Puni Kōkiri's organisational strategy and accountability documents (but with key input from planning and reporting functions in Finance)
	Governance support	• Design, manage and support organisational governance system and processes. • CE support.
Public sector performance	Public sector effectiveness monitoring	• Carry out monitoring reviews of system and agency interventions, policies and programmes. • Develop, advise on, and report against Māori wellbeing indicators. • With central agencies, co-design other mechanisms to influence focus of other agencies on Māori wellbeing, e.g. baseline reviews, PIF reviews. • Disseminate lessons learned and case studies.
	Statutory entity monitoring	• Support Ministerial oversight. • Support entity nominations and appointments. • Monitor performance. • Strategic advisory and continuous improvement. • Advise Trust Boards

Attachment 9

What the proposals would mean and rationale for change

1. New Strategy, Governance & Public Sector Performance puni

Proposal

It is proposed to create a new Strategy, Governance & Public Sector Performance puni, with accountability for the following functions:

- Organisational strategy, planning, and performance
- Governance support
- Public sector monitoring
- Statutory entity monitoring

The purpose of this puni would be to provide strategic direction, and monitor organisational and public sector performance (TPK and externally)

What this would mean

This proposal would mean moving the following functions, teams and roles into the new Strategy, Governance & Public Sector Performance puni:

- Monitoring State Sector Effectiveness (from Investment) – renamed Public Sector Performance
- Statutory Entity Monitoring (from Investment).
- Chief Advisor (currently reporting to Chief Executive)

A new team would be created to support organisational strategy and performance, including a vacant Principal Advisor position from Organisational Support.

Rationale for proposed change

The proposal to create a new puni is intended to:

- deliver stronger, more dedicated attention to strategic functions at a time when Te Puni Kōkiri is seeking to become more proactive and focused in its mahi, and placing more attention on its governance.
- provide a strong hub within Te Puni Kōkiri for a strengthened external monitoring role, which is one of Cabinet's key expectations.

Attachment 9

What the proposals would mean and rationale for change

2. Strategy and Performance team

Proposal

It is proposed to create a new Strategy and Performance team.

What this would mean

Functions	Key accountabilities/activities
Design and manage integrated strategy, planning and performance system	• Ensure end-to-end integration of the strategy, planning, budget and performance system. • Manage the Budget initiatives strategy and prioritisation process
Provide strategic decision support	• Provide longer term, systemic strategic thinking and analysis. • Provide organisation-level strategic prioritisation and portfolio advice. • Business case analysis and development (internal and external), supported by finance and other teams. • Develop and support analysis and priorities for transferring programmes and services to other agencies
Monitor organisational performance	• Analyse and provide insights for ELT on organisational performance (against key metrics). • Advise on implications for strategy and plans. • Significant programme and change monitoring and reporting.
Manage strategy & accountability products	• Accountable for Te Puni Kōkiri's organisational strategy and accountability documents (but with key input from planning and reporting team in Finance)
Governance support	• Design, manage and support organisational governance system and processes. • CE support.

New positions would be created to support the strategy and performance functions.

Planning roles current in the Finance team in Organisational Support would continue to support work within Finance on development of accountability and reporting material for external requirements, although overall accountability for development of accountability documents would sit with the DCE Strategy, Governance & Public Sector Performance.

The Strategy and Performance team would provide a critical support role to the Executive team on prioritisation, environmental scanning, and the cascading and alignment of Te Puni Kōkiri priorities into puni business plans.

Rationale for proposed change

A need for a stronger focus on strategy and governance has been highlighted as an area of focus in the PIF review.

It is also important to achieving the shifts described in our operating model, in particular the need to become more focused on high impact mahi to improve Māori wellbeing and development. This requires effective prioritisation support and a strong outward looking view that is connected with Ministerial priorities.

Creating a new team with responsibility for a range of strategic, organisation-level functions would strengthen our ability to understand and make choices about direction and priorities, and apply performance insights into the strategic decision-making process.

Attachment 9

What the proposals would mean and rationale for change

2. Statutory entity monitoring and appointments functions

Proposal

It is proposed to:

- move the Statutory Entity Monitoring team and functions into the Strategy, Governance & Public Sector Performance puni from their current location in the Investment puni
- extend the scope of the Statutory Entity Monitoring team's role to include all nominations and appointments that Te Puni Kōkiri is responsible for.

What this would mean

The Statutory Entity Monitoring manager and team would report to the proposed new DCE Strategy, Governance & Public Sector Performance . Responsibility and roles involved in nominations and appointments functions would be consolidated into the Statutory Entity Monitoring team. Current responsibilities are spread across various roles and teams as follows:

- *Statutory Entity Monitoring* - appointments for monitored entities
- *Policy Partnerships* - appointments for Māori Land Court judges, Waitangi Tribunal members; responds to requests from other agencies for nominations
- *Legal team* - Māori Trust Boards under the Māori Trust Boards Act 1955, Māori Soldiers Trust, the Bledisloe Park Board.

A vacant Principal Advisor position would be moved into the Statutory Entity Monitoring team to support this

Rationale for proposed change

Bringing all nominations and appointments processes and responsibilities into the same team would create a single point of accountability across the nominations system, tools and processes.

It would also create a single centre of expertise for nominations and appointments, which would be more efficient, joined up and consistent than the current fragmented arrangements.

Moving the Statutory Entity Monitoring functions and team to the proposed Strategy, Governance & Public Sector Performance puni would create a stronger focus on external monitoring, alongside the public sector effectiveness monitoring functions. The Statutory Entity Monitoring team has little connection in practice with other functions in the Investment puni.

Consideration was given to moving the statutory entity monitoring functions to Policy Partnerships, because of the relationship with policy functions and the need to understand the policy context to carry out monitoring effectively. However, on balance the creation of a single hub for external monitoring is preferred. Many functions will need to work across puni, so these functions will need to maintain a strong connection to the policy context.

Attachment 9

What the proposals would mean and rationale for change

3. Public sector effectiveness

Proposal

It is proposed to move the functions and team responsible for public sector monitoring (the Monitoring State Sector Effectiveness team) to the proposed Strategy, Governance & Monitoring puni.

The team and manager position would be renamed to become 'Public Sector Performance'.

Rationale for proposed change

This function is a significant component of Te Puni Kōkiri's future direction and public sector leadership role, as outlined by the Government in the Strategic Impact paper.

There is no strong connection between the public sector monitoring functions and their current location in the Investment puni.

Moving these functions to the proposed Strategy, Governance & Public Sector Performance puni would:

- support a perception of more independence from Te Puni Kōkiri's policy and operations
- support the external influence that monitoring functions need to have - through the Executive Team, the CE, and with Ministers
- support a stronger connection between lessons learned from external reviews, and Te Puni Kokiri's strategy and prioritisation
- create a single external monitoring hub within one puni.

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Attachment 9

Section 4: Regional Partnerships and Operations

Proposals described in this section relate to Te Puni Kōkiri’s regional, operations and investment functions.

Attachment 9

Proposals

Regional strategy and engagement functions

1. Re-title Regional Manager role as ‘Regional Director’.
2. Create new Manager positions in each region, to manage spans of control in relation to people management, and support Regional Directors to manage senior level stakeholder relationships.
3. Create new Principal Advisor positions in regions.

Operations functions

Create a new Operations Directorate, responsible for DCE support, operations and programme-related functions, and led by a proposed new Director, Operations position.

Investment functions

1. Create a new Investment Directorate, responsible for centralised investment functions, and led by a proposed new Director, Investment position.
2. Make some changes to titles, accountabilities, and some reporting lines of investment teams, reporting to the proposed Director, Investment – and each led by a Manager and including staff from the previous Investment puni:
    - Investment Portfolio and Planning
    - Investment Support
    - Funds Management
3. Create three new Portfolio Manager positions, with responsibility for managing sub-portfolios of funds, grouped by kaupapa (eg housing, business growth). These roles would report to the Director, Investment.
4. Create Investment Advisor positions to be co-located in each region, reporting into the proposed Funds Management team.
5. Moving the contracts management roles from Investment Planning and Performance into the Funds Management under a new team lead role

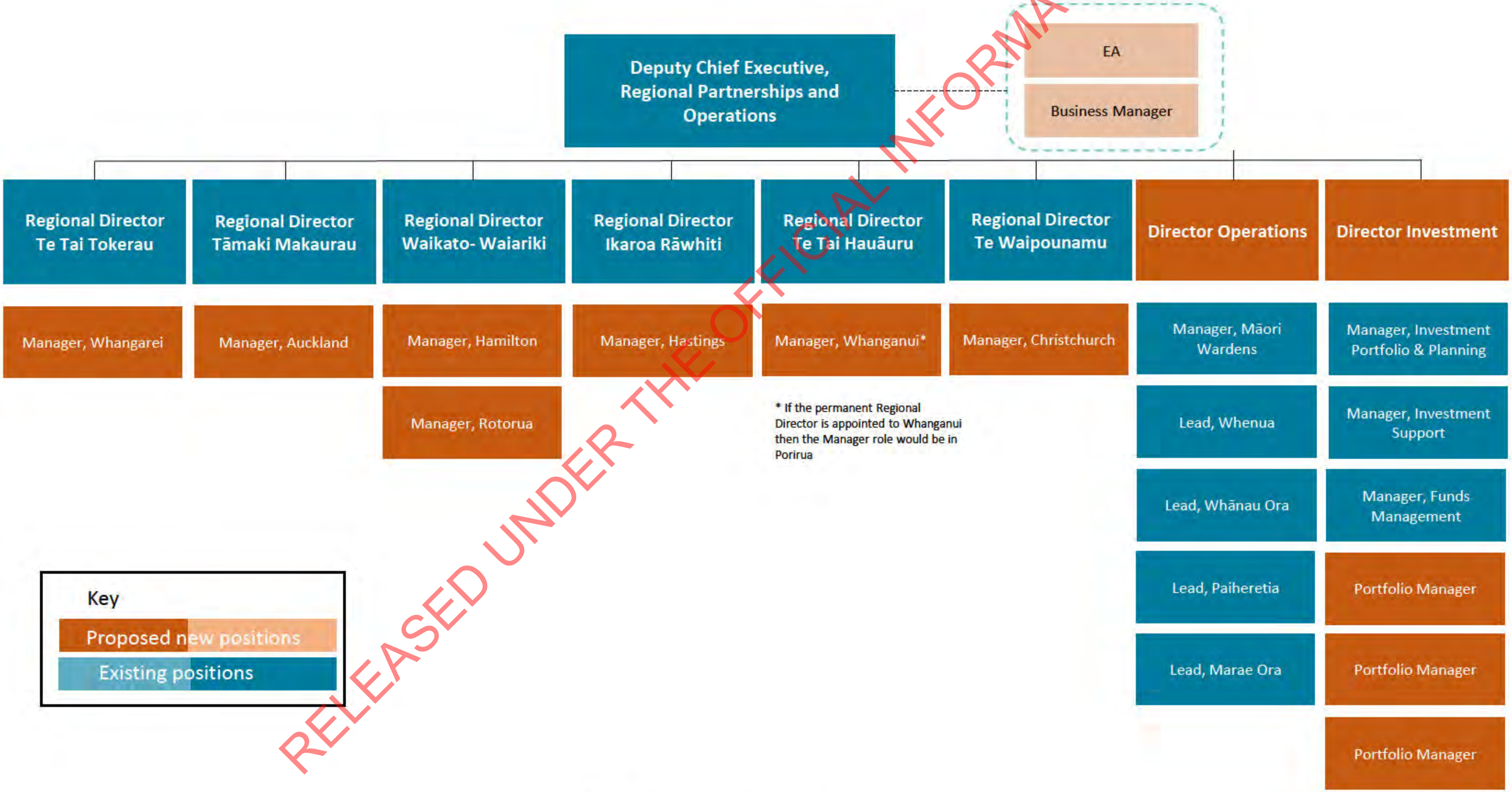
Attachment 9

RP&O proposed organising model – functional view

Directorate	Operations Management	Investment Management	Regional Strategy and Engagement
Led by	Director Operations	Director Investments	Regional Directors (x6)
Focus	Office of the DCE and home for operational delivery of key programmes of work, and ongoing national operations.	Investment portfolio leadership and funds management practice	Driving better outcomes for Māori wellbeing and development through regional engagement, investment, and brokering.
Functions and accountabilities	**Programme management** • Māori Wardens Project • Whenua • Whānau Ora • Paiheretia • Marae Ora **Office of the DCE** • Business management • Executive assistance	**Investment portfolio and planning** • Investment portfolio strategy, including advice to the Executive team, and supporting translation of government and TPK strategy into the investment portfolio • Portfolio and fund planning • Defining investment objectives and fund criteria • Monitoring and reporting on overall portfolio performance **Investment support** • Developing and maintaining good practice investment tools, policies, guidance, systems and processes • Managing centralised funding delivery processes. **Portfolio and fund management** • Ensuring the integrity and coherence of funds management nationally and regionally from the perspective or investment products, outcomes and regional needs • Supporting regional investment processes. • Monitoring individual portfolio and fund performance	• Lead and implement regional strategies for Māori development • Influence across government to promote Māori wellbeing outcomes • Proactively advise and support Māori on working with government and connect Māori with government and non government organisations who can positively impact their wellbeing outcomes. • Lead regional investment strategy, and report on performance • Support regional applicants and applications process – help match needs to funding opportunities, and advise applicants on process • Decide applications within boundaries of discretion, and aligned with regional plan Regional teams in: • Te Tai Tokerau • Tāmaki Makaurau • Waikato-Waiariki • Ikaroa – Rāwhiti • Te Tai Hauāuru • Te Waipounamu

Attachment 9

Proposed structure – Regional Partnerships & Operations



Deputy Chief Executive, Regional Partnerships and Operations

EA

Business Manager

Regional Director Te Tai Tokerau
- Manager, Whangarei

Regional Director Tāmaki Makaurau
- Manager, Auckland

Regional Director Waikato- Waiariki
- Manager, Hamilton
- Manager, Rotorua

Regional Director Ikaroa Rāwhiti
- Manager, Hastings

Regional Director Te Tai Hauāuru
- Manager, Whanganui*

Regional Director Te Waipounamu
- Manager, Christchurch

Director Operations
- Manager, Māori Wardens
- Lead, Whenua
- Lead, Whānau Ora
- Lead, Paiheretia
- Lead, Marae Ora

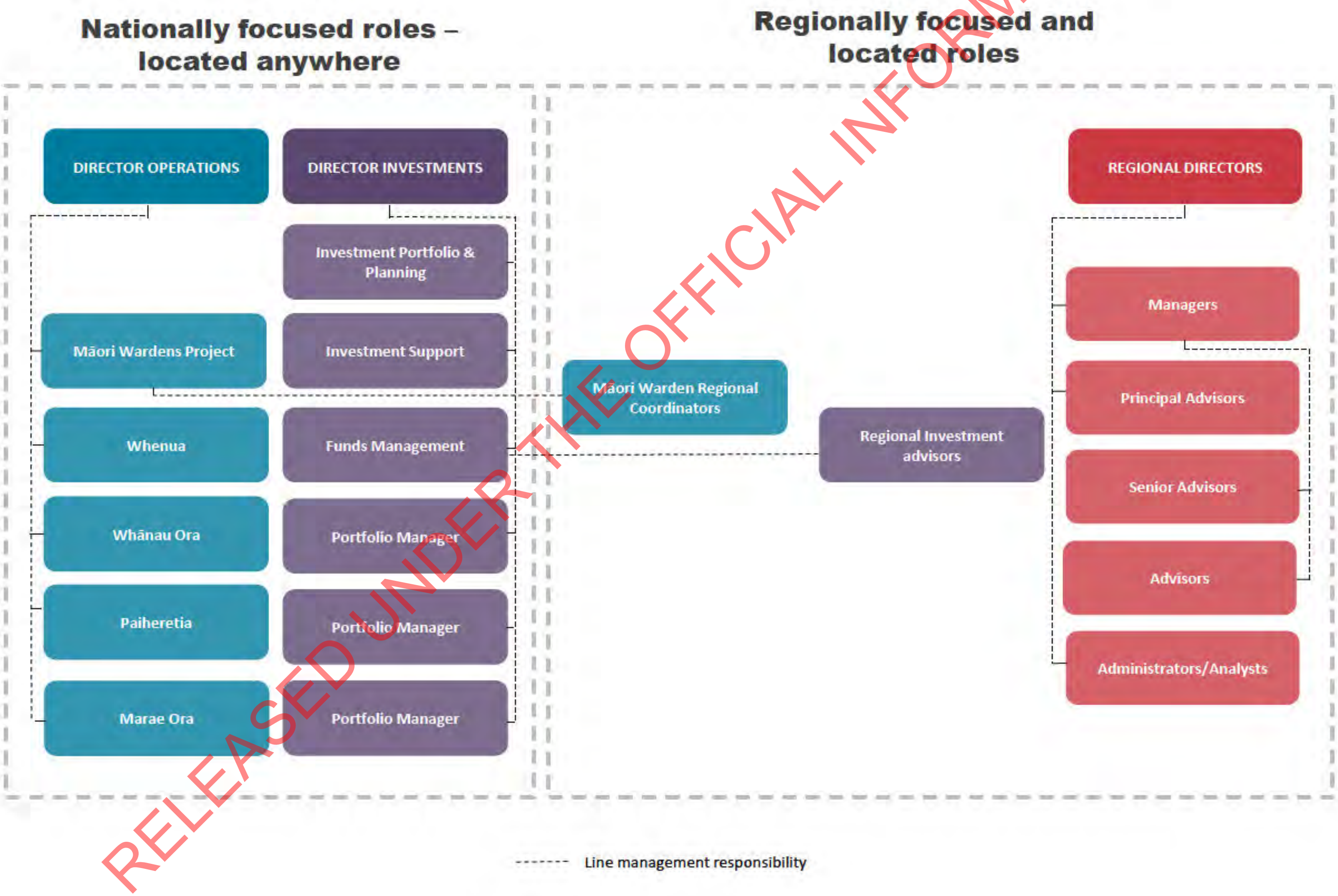
Director Investment
- Manager, Investment Portfolio & Planning
- Manager, Investment Support
- Manager, Funds Management
- Portfolio Manager
- Portfolio Manager
- Portfolio Manager

* If the permanent Regional Director is appointed to Whanganui then the Manager role would be in Porirua

Key
- Proposed new positions
- Existing positions

Attachment 9

Organising model – locational view



Nationally focused roles – located anywhere

Regionally focused and located roles

DIRECTOR OPERATIONS

DIRECTOR INVESTMENTS

Investment Portfolio & Planning

Māori Wardens Project

Investment Support

Whenua

Funds Management

Whānau Ora

Portfolio Manager

Paiheretia

Portfolio Manager

Marae Ora

Portfolio Manager

Māori Warden Regional Coordinators

Regional Investment advisors

REGIONAL DIRECTORS

Managers

Principal Advisors

Senior Advisors

Advisors

Administrators/Analysts

------- Line management responsibility

Attachment 9

What the proposals would mean and rationale for change

Regional strategy and engagement functions

Proposal

It is proposed to:

1. Change the title of the Regional Manager positions to 'Regional Director'.
2. Create new Manager position in each region to manage spans of control for leaders in relation to people management, and support Regional Directors to manage senior stakeholder relationships in the regions.
3. Create new Principal Advisor positions in the regions.

What this would mean

The impact these proposals would have on structure and roles in each region is illustrated in more detail on the following pages.

Each region would have a slightly different configuration of management and support roles, depending on size and other characteristics.

To accommodate the proposed new Manager and Principal Advisor positions, the number of Senior Advisor positions would be reduced slightly. Where possible this would use vacant positions, but this proposal may impact on Senior Advisors in some regions. Under the proposed staff transfer process we would look to appoint impacted staff to the new positions where appropriate. If affected staff were not appointed to these new positions and there were no other suitable redeployment opportunities, these staff would remain in their current positions, with a decrease in team size to be managed by attrition over time.

Rationale for proposed change

The expected benefits of these proposals are:

- Manager positions (a model currently being piloted in some regions – as Team Leaders) would address the current problems experienced by Regional Managers around numbers of direct reports.
- Manager positions would also help Regional Directors manage stakeholder relationships in a geographically dispersed region. In particular this would enable a senior level role to be present at key hui, with the authority to make decisions.
- Creating a Principal Advisor role would provide additional career pathway options for staff in regions, and supportive effective engagement with external stakeholders in regions. These roles would also provide strong thought leadership and personal leadership in their region.

Attachment 9

Regional Directorates – proposed structure

Deputy Chief Executive, Regional Partnerships & Operations

Regional Director Te Tai Tokerau

Whangarei
1 x Manager
1 x Principal Advisor
4 x Senior Advisor (incl SA Bus growth)
4 x Advisors (incl Bus growth)
1 x Regional Analyst
1 x Administrator
1 x Pouwhakahaere*
2 x Community Housing Senior/Advisor****

Regional non permanent
1 x Advisor, Rangatahi
1 x Advisor, PGF
1 x Senior Advisor PGF
1 x Senior Advisor, Whenua
1 x Admin Whenua

Regional Director Tāmaki Makaurau

Auckland
1 x Manager
1 x Principal Advisor
5 x Senior Advisors (incl SA Bus growth)
4 x Advisors (incl. Bus growth)
1 x Regional Analyst
1 x Administrator
1 x Pouwhakahaere*
1 x Community Housing Senior/Advisor****

Regional non permanent
2 x Pae Āronui
1 x Senior Housing Advisor

*Pouwhakahaere would be available to support Regions and Regional Directors and may be full time or engaged on a casual basis, as needed.

** Regional non permanent positions that are currently filled with fixed term or permanent staff. These arrangements would continue until their current expiry and then be renewed as appropriate.

Regional Director Waikato- Waiariki

Tauranga
1 x Principal Advisor
2 x Senior Advisor
1 x Advisor
1 x Pouwhakahaere*
1 x Administrator
1 x Community Housing Senior/Advisor****

Hamilton
1 x Manager
3 x Senior Advisor (incl Bus growth)
1 x Advisor
1 x Pouwhakahaere*
1 x Administrator

Whakatāne
1 x Principal Advisor
1x Senior Advisor
3 x Advisors (incl Bus growth)

Rotorua
1 x Manager
1 x Senior Advisor
3 x Advisors
1 x Regional Analyst
1 x Admin Waka Kōkiri

Regional non permanent
1 x Principal Advisor (Whenua Program)
1 x Advisor (Whenua Program)
1 x Principal Advisor (PGF)
1 x Senior Advisor (PGF)
1 x Advisor (PGF)
1 x Senior Advisor (Pae Aronui)
1 x Senior Advisor (Family Violence)
4 x Advisor (Backfill)

Regional Director Ikaroa Rāwhiti

Gisborne
1 x Principal Advisor
3 x Senior Advisors (incl. SA Bus growth)
3 x Advisors
1 x Administrator
1 x Regional Analyst
1 x Pouwhakahaere*
1 x Community Housing Senior Advisor****

Hastings
1 x Manager
2 x Senior Advisors
3 x Advisors (incl Bus growth)
1 x Administrator

Regional non permanent
1 x Senior Advisor Housing
1 x Senior Advisor PGF
2 x Senior Advisor Whenua
1 x Lead Advisor Whenua

**** the location, level and FTE of the Community Housing Advisor would be decided through the recruitment process

Regional Director Te Tai Hauāuru

Whanganui
1 x Manager (or Porirua)
3/4 x Senior Advisors (incl SA Bus growth & Housing)***
2 x Advisors
1 x Regional Analyst
1 x Administrator
1 x Community Housing Senior/Advisor****

Taranaki / Chathams
2 x Senior Advisors
1 x Advisor

Taumarunui
1 x Senior Advisor

Porirua
1 x Principal Advisor
1/2 x Senior Advisor***
4 x Advisors (incl Bus growth)
1 x Pouwhakahaere*

Nelson
1 x Senior Advisor
1 x Advisor

Regional non permanent
2 x Senior Advisors Community Housing
2 x Senior Advisors PGF
1 x Pae Āronui Advisor

Regional Director Te Waipounamu

Christchurch
1 x Manager
1 x Principal Advisor
1 x Admin
1 x Regional Analyst
2 x Senior Advisors (incl SA bus growth)
3 x Advisors
1 x Pouwhakahaere*
1 x Community Housing Senior/Advisor****

Dunedin
1 x Senior Advisor
1 x Advisor (Bus growth)

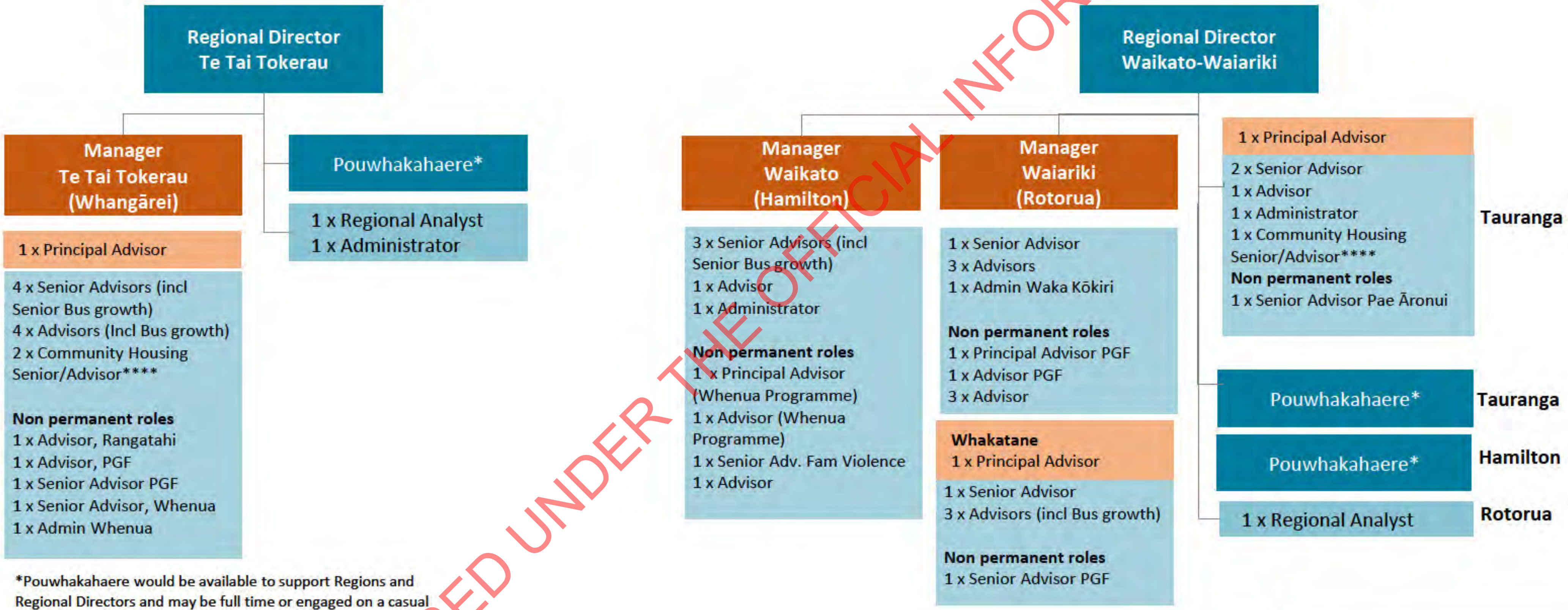
Invercargill
1 x Senior Advisor

Regional non permanent
1 x Senior Advisor Community Housing
1 x Advisor
1 x Senior Advisor PGF

*** the distribution of Senior Advisors between Whanganui and Porirua would depend on the location of the appointment of the permanent Regional Director. There would be 5 in total across these two locations

Attachment 9

Regional Directorates – proposed reporting lines



Regional Director Te Tai Tokerau

Manager Te Tai Tokerau (Whangārei)

1 x Principal Advisor

4 x Senior Advisors (incl Senior Bus growth)
4 x Advisors (Incl Bus growth)
2 x Community Housing Senior/Advisor****

Non permanent roles
1 x Advisor, Rangatahi
1 x Advisor, PGF
1 x Senior Advisor PGF
1 x Senior Advisor, Whenua
1 x Admin Whenua

Pouwhakahaere*

1 x Regional Analyst
1 x Administrator

Regional Director Waikato-Waiariki

Manager Waikato (Hamilton)

3 x Senior Advisors (incl Senior Bus growth)
1 x Advisor
1 x Administrator

Non permanent roles
1 x Principal Advisor (Whenua Programme)
1 x Advisor (Whenua Programme)
1 x Senior Adv. Fam Violence
1 x Advisor

Manager Waiariki (Rotorua)

1 x Senior Advisor
3 x Advisors
1 x Admin Waka Kōkiri

Non permanent roles
1 x Principal Advisor PGF
1 x Advisor PGF
3 x Advisor

Whakatane
1 x Principal Advisor

1 x Senior Advisor
3 x Advisors (incl Bus growth)

Non permanent roles
1 x Senior Advisor PGF

1 x Principal Advisor

2 x Senior Advisor
1 x Advisor
1 x Administrator
1 x Community Housing Senior/Advisor****
Non permanent roles
1 x Senior Advisor Pae Āronui

Tauranga

Pouwhakahaere* **Tauranga**

Pouwhakahaere* **Hamilton**

1 x Regional Analyst **Rotorua**

*Pouwhakahaere would be available to support Regions and Regional Directors and may be full time or engaged on a casual basis, as needed.

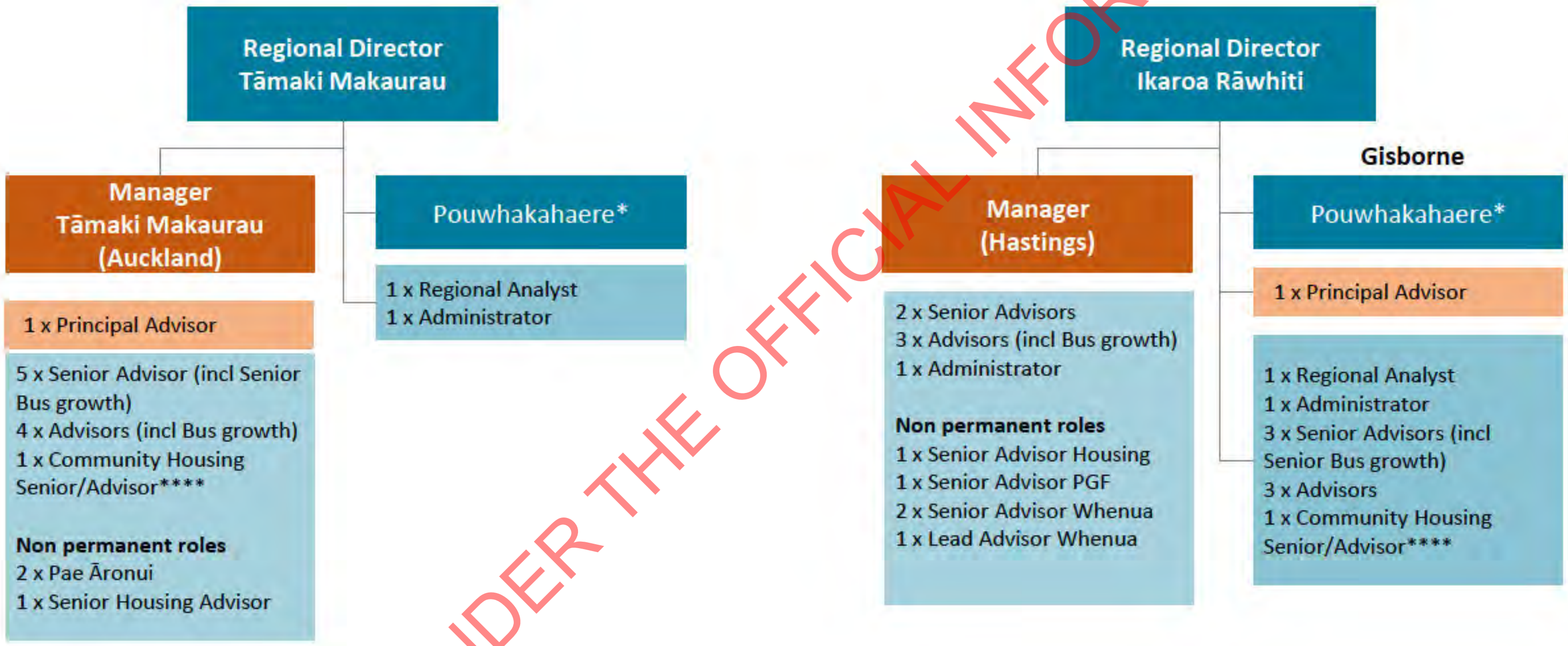
** Non permanent roles are non-established positions that are currently filled with fixed term or permanent staff. These arrangements would continue until their current expiry and then be renewed as appropriate.

**** the location, level and FTE of the Community Housing Advisor would be decided through the recruitment process

Key
🟧 Proposed new positions
🟦 Existing positions

Attachment 9

Regional Directorates – proposed reporting lines



Regional Director Tāmaki Makaurau

Manager Tāmaki Makaurau (Auckland)

1 x Principal Advisor

5 x Senior Advisor (incl Senior Bus growth)
4 x Advisors (incl Bus growth)
1 x Community Housing Senior/Advisor****

Non permanent roles
2 x Pae Āronui
1 x Senior Housing Advisor

Pouwhakahaere*

1 x Regional Analyst
1 x Administrator

Regional Director Ikaroa Rāwhiti

Manager (Hastings)

2 x Senior Advisors
3 x Advisors (incl Bus growth)
1 x Administrator

Non permanent roles
1 x Senior Advisor Housing
1 x Senior Advisor PGF
2 x Senior Advisor Whenua
1 x Lead Advisor Whenua

Gisborne

Pouwhakahaere*

1 x Principal Advisor

1 x Regional Analyst
1 x Administrator
3 x Senior Advisors (incl Senior Bus growth)
3 x Advisors
1 x Community Housing Senior/Advisor****

*Pouwhakahaere would be available to support Regions and Regional Directors and may be full time or engaged on a casual basis, as needed.

** Non permanent roles are non-established positions that are currently filled with fixed term or permanent staff. These arrangements would continue until their current expiry and then be renewed as appropriate.

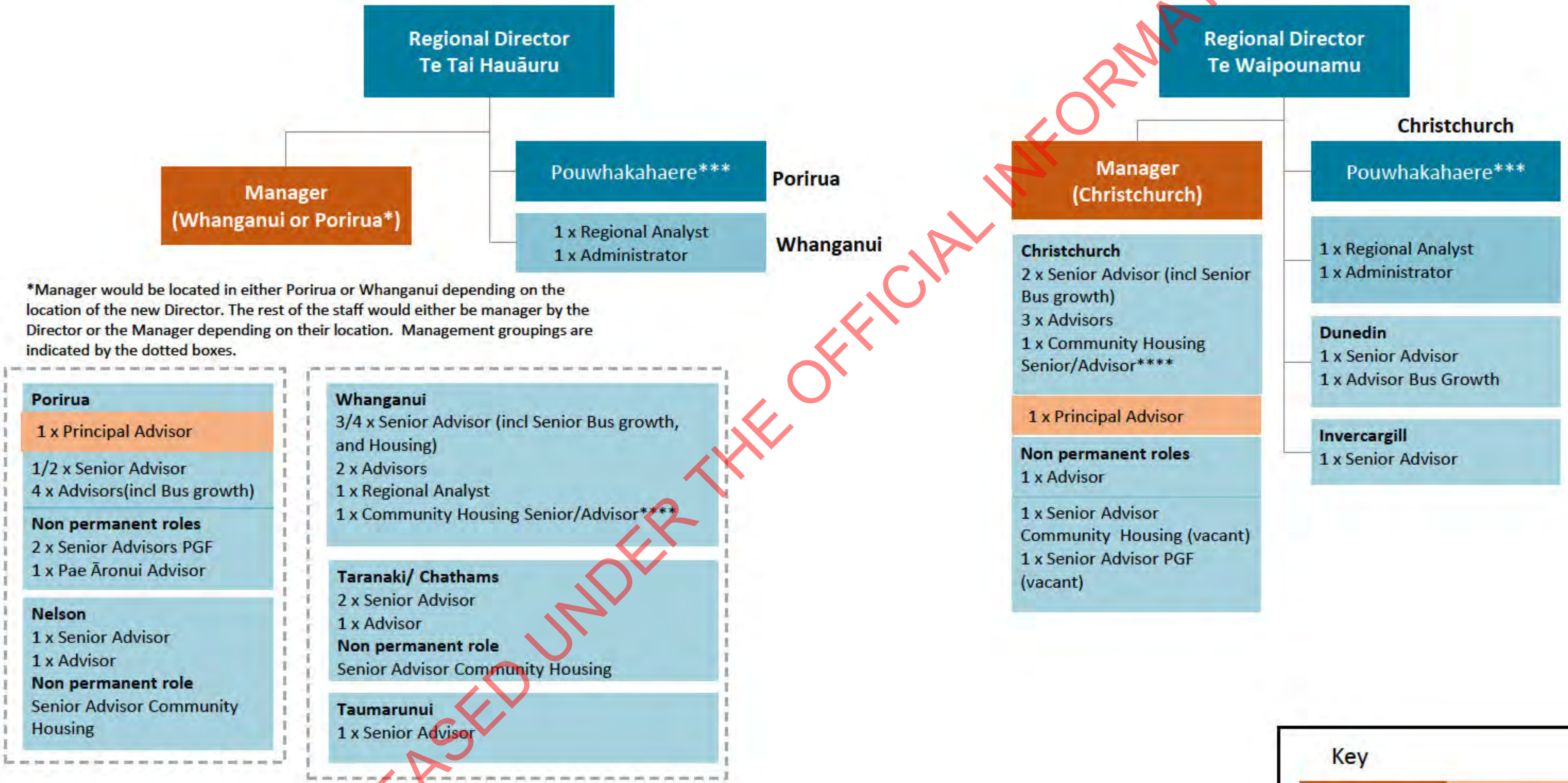
**** the location, level and FTE of the Community Housing Advisor would be decided through the recruitment process

Key

🟧	Proposed new positions
🟦	Existing positions

Attachment 9

Regional Directorates – proposed reporting lines



Regional Director
Te Tai Hauāuru

Manager
(Whanganui or Porirua*)

Pouwhakahaere***

Porirua

1 x Regional Analyst
1 x Administrator

Whanganui

*Manager would be located in either Porirua or Whanganui depending on the location of the new Director. The rest of the staff would either be manager by the Director or the Manager depending on their location. Management groupings are indicated by the dotted boxes.

Porirua
1 x Principal Advisor
1/2 x Senior Advisor
4 x Advisors(incl Bus growth)
Non permanent roles
2 x Senior Advisors PGF
1 x Pae Āronui Advisor

Nelson
1 x Senior Advisor
1 x Advisor
Non permanent role
Senior Advisor Community Housing

Whanganui
3/4 x Senior Advisor (incl Senior Bus growth, and Housing)
2 x Advisors
1 x Regional Analyst
1 x Community Housing Senior/Advisor****

Taranaki/ Chathams
2 x Senior Advisor
1 x Advisor
Non permanent role
Senior Advisor Community Housing

Taumarunui
1 x Senior Advisor

Regional Director
Te Waipounamu

Manager
(Christchurch)

Christchurch

Pouwhakahaere***

Christchurch
2 x Senior Advisor (incl Senior Bus growth)
3 x Advisors
1 x Community Housing Senior/Advisor****

1 x Principal Advisor

Non permanent roles
1 x Advisor

1 x Senior Advisor Community Housing (vacant)
1 x Senior Advisor PGF (vacant)

1 x Regional Analyst
1 x Administrator

Dunedin
1 x Senior Advisor
1 x Advisor Bus Growth

Invercargill
1 x Senior Advisor

Key
🟧 Proposed new positions
🟦 Existing positions

** Non permanent roles are non-established positions that are currently filled with fixed term or permanent staff. These arrangements would continue until their current expiry and then be renewed as appropriate.

**** the location, level and FTE of the Community Housing Advisor would be decided through the recruitment process

***Pouwhakahaere would be available to support Regions and Regional Directors and may be full time or engaged on a casual basis, as needed.

Attachment 9

What the proposals would mean and rationale for change

Operations functions

Proposal

It is proposed to create a new Operations Directorate, responsible for DCE support, operations and programme-related functions, and led by a proposed new Director, Operations role.

What this would mean

Several teams and programmes of work would be moved into this new directorate:

- **Office of the DCE, RP&O**. The business support roles for the DCE would be located in this directorate – an Executive Assistant, and a Business Manager would report to the Operations Director. The Operations Director would also provide puni-level management support to the DCE on specific issues when required.
- **Māori Wardens project**. This includes an ongoing programme of policy work relating to Māori Wardens (supported by the policy puni), as well as operational coordination of the relationship with wardens at a regional level.
- **Whenua programme**. This programme is nearing completion and would transition into business as usual over time, potentially with permanent resource remaining in the Operations Directorate.
- **Whānau Ora and Paiheretia**. These functions and teams would move into the new directorate. Policy work for these functions would become the responsibility of the Policy Partnerships and Insights puni.
- **Marae Ora programme**. Supporting the physical and cultural revitalisation of marae, as centres of Māori identity and mātauranga.

The Operations Directorate would play a key role in the transition of programmes and services out of Te Puni Kōkiri, as appropriate – managing the 'standing up' and implementation phases, and supporting the transfer and/or closing down of programmes. The priorities and direction for transferring programmes out of Te Puni Kōkiri would be determined by the Executive team on advice from the Strategy & Performance team.

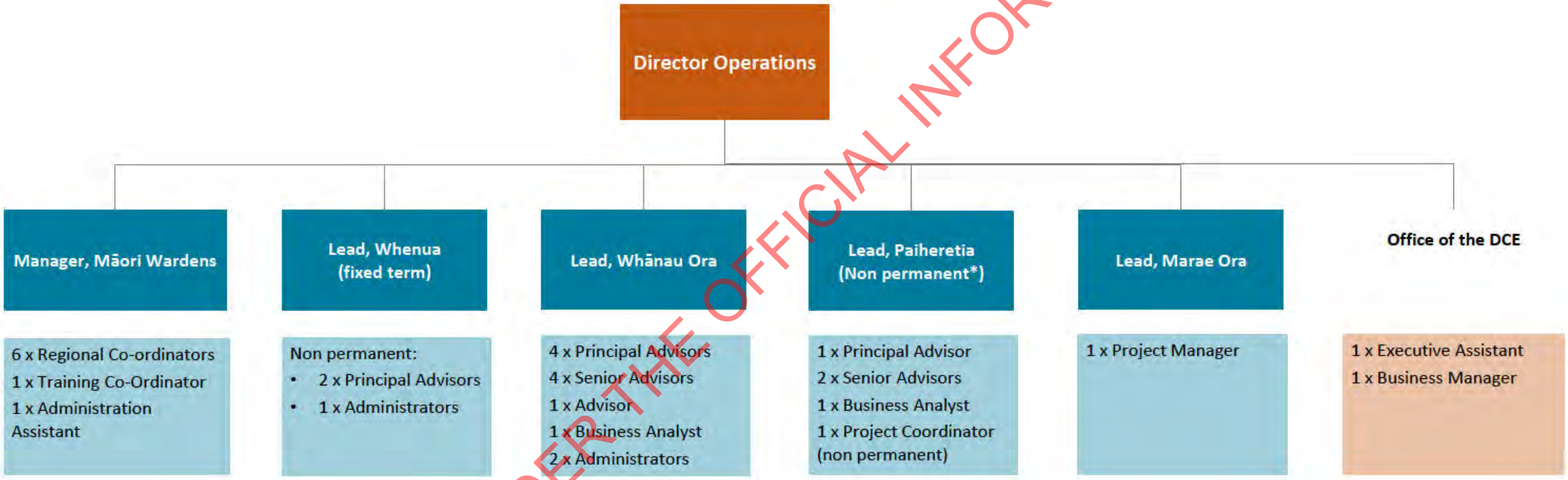
Rationale for proposed change

This proposal would create a single point of oversight and expertise for centralised operational activities and programmes of work.

The directorate would serve as Te Puni Kōkiri's centre of expertise for standing up, running and transitioning operational programmes.

Attachment 9

Operations Directorate – proposed structure



Director Operations

- **Manager, Māori Wardens**
  - 6 x Regional Co-ordinators
  - 1 x Training Co-Ordinator
  - 1 x Administration Assistant
- **Lead, Whenua (fixed term)**
  - Non permanent:
    - 2 x Principal Advisors
    - 1 x Administrators
- **Lead, Whānau Ora**
  - 4 x Principal Advisors
  - 4 x Senior Advisors
  - 1 x Advisor
  - 1 x Business Analyst
  - 2 x Administrators
- **Lead, Paiheretia (Non permanent*)**
  - 1 x Principal Advisor
  - 2 x Senior Advisors
  - 1 x Business Analyst
  - 1 x Project Coordinator (non permanent)
- **Lead, Marae Ora**
  - 1 x Project Manager
- **Office of the DCE**
  - 1 x Executive Assistant
  - 1 x Business Manager

** Non permanent roles are non-established positions that are currently filled with fixed term staff. These arrangements would continue until their current expiry and then be renewed as appropriate.

Key

🟧	Proposed new positions
🟦	Existing positions

Attachment 9

What the proposals would mean and rationale for change

Investment functions

Proposals

1. Create a new Investment Directorate, responsible for centralised investment functions, and led by a proposed new Director, Investment role.
2. Rename, and make small changes to the accountabilities of the current investment teams to better reflect represent their areas of focus. All three teams would report to the proposed Director, Investment:
    - Investment Portfolio & Planning (previously Investment Planning and Performance)
    - Investment Support (previously Operational Policy and Design)
    - Funds Management (previously Māori Growth)

What this would mean

A single director would be accountable for the centrally-led investment functions. Frontline delivery of investment functions to kaitono in the regions would remain largely through the regional functions and offices, but the investment strategy, portfolio planning, performance, fund management, and investment support functions, and front line delivery for national funds would be managed centrally.

A number of current positions in the Investment puni would have a change in reporting line to reflect the proposed team structure.

Rationale for proposed change

Moving to the proposed directorate and team structure would:

- ensure a strong focus on centrally-led investment strategy and portfolio planning and performance
- provide more clarity on roles and responsibilities for different investment functions
- maintain an appropriate level of separation between investment management and delivery functions.

Proposed team responsibilities

Investment Portfolio and Planning	• Ensure strategic priorities for investment (identified through the organisational strategy process), are reflected in the investment portfolio • Define outcomes and investment objectives to be delivered • Develop framework for measuring and understanding investment impacts • Plan and advise on the overall investment portfolio, ensuring alignment between what is needed and what is funded, and the size/emphasis of the funds (including support for changes through budget processes) • Define, review and adjust the focus of each investment type and fund, including the investment logic • Develop and review funding criteria to reflect priorities/focus for each fund • Assess strategic need for new investments or shift in investment focus • Support Regional Directors to develop regional investment plans aligned with the investment strategy • Monitor return on investment
Investment support	• Design funding delivery processes (e.g. application rounds, national-level decision making processes, administration of low discretion funding pools) • Develop and review fund administration policies and guidance (e.g. for regional decision-makers and advisors) • Develop, maintain and improve the customer-facing system (eg SmartFund, ICMS) and process for funding applications • Manage reporting on fund metrics via ICMS
Funds management	• Promote effective use of existing funds at regional level • Build capability of regions to use systems and processes effectively • Contract development and management (national) • Manage funding accountability requirements • Manage funding delivery processes (e.g. application rounds, national-level decision making processes, administration of low discretion funding pools)

Attachment 9

What the proposals would mean and rationale for change

Investment functions

Proposals

3. Create three new Portfolio Manager positions, with responsibility for managing sub-portfolios of funds, grouped by kaupapa (eg housing, business growth). These positions would report to the Director, Investment.

What this would mean

Each kaupapa portfolio would have a portfolio manager assigned. This may cover one or several funds relating to that kaupapa. One portfolio manager may cover several portfolios. The portfolio manager focuses on ensuring investment is aligned with the outcomes, and drives monitoring of investment performance, including:

- Ensuring funds are targeted to areas of high impact, aligned to strategy and outcomes.
- Ensuring consistent use of funds nationally.
- Supporting regions to apply funding in line with strategy; objective assessment support.
- Linking with product owners for similar products in other agencies.
- Responsible for several funds (e.g. with a common/similar outcome).
- Advises portfolio team on ways to optimise funds and when changes to strategy are needed.

Rationale for proposed change

The creation of a Portfolio Manager role would ensure clear accountability for a focus on impact and performance in relation to the key kaupapa in Te Puni Kōkiri's overall investment strategy and portfolio.

Proposals

4. Create Investment Advisor positions to be co-located in each region, reporting into the Funds Management team.

5. Moving the contracts management roles from Investment Planning and Performance into the Funds Management under a new team lead role

What this would mean

Regionally located Investment Advisors would support regional decision-making, but with a reporting line into the national team. They would:

- Support a region to advise applicants and make decisions aligned to portfolio strategy and regional plan, across all investment products.
- Build regional capability in investment.
- Form a national network of investment advisors to support consistency in investment approaches nationally, while recognising differences in each regional investment plan.

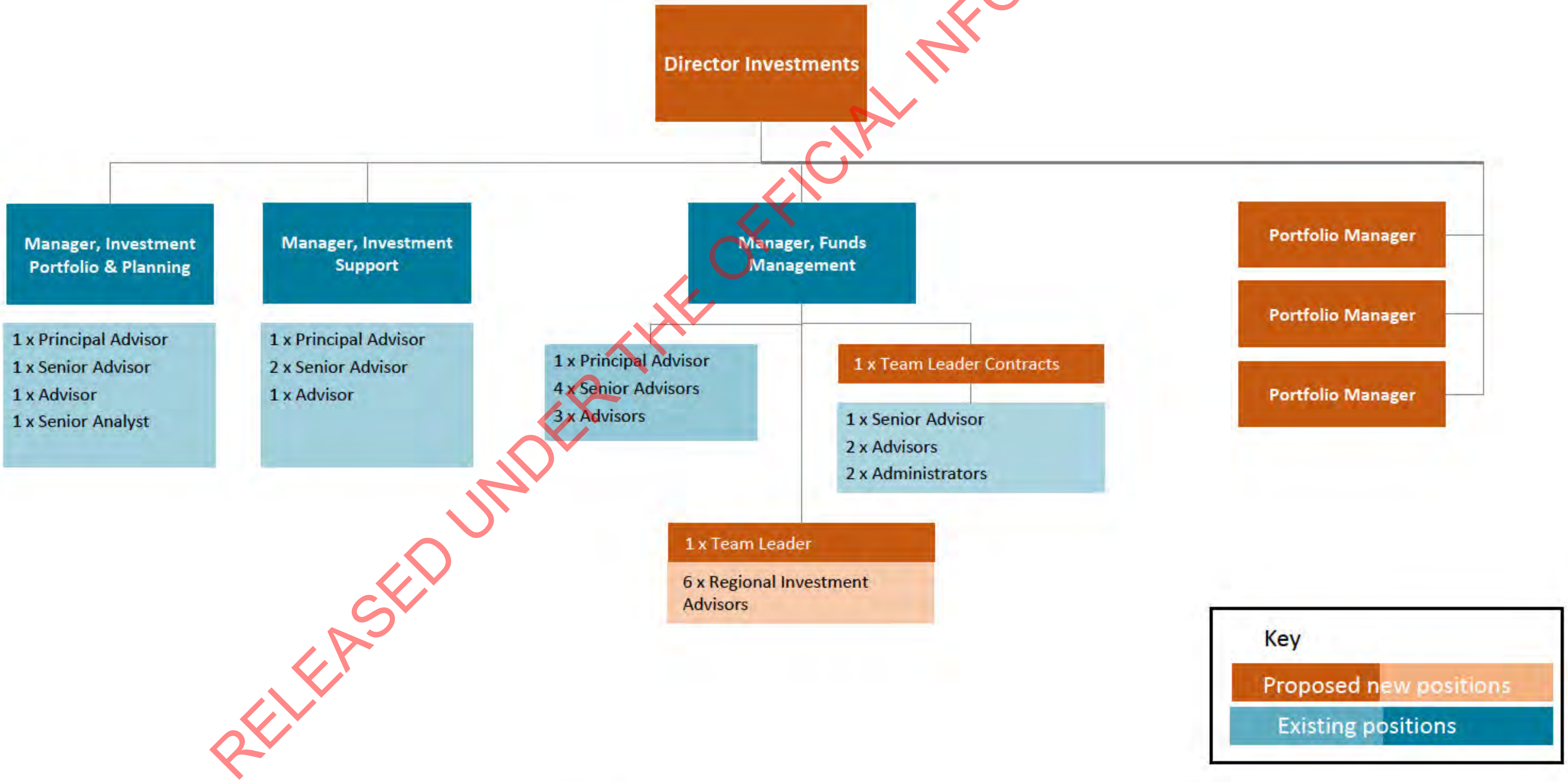
Rationale for proposed change

The intent of this proposal is to provide more dedicated, specialist advice on investment to support regional decision-making, while creating a network of similar roles nationally to strengthen consistent investment practice across regions.

Moving the contract management roles into the Funds Management team provides a connection between fund management and associated contract management.

Attachment 9

Investment Directorate – proposed structure



Director Investments

Manager, Investment Portfolio & Planning

- 1 x Principal Advisor
- 1 x Senior Advisor
- 1 x Advisor
- 1 x Senior Analyst

Manager, Investment Support

- 1 x Principal Advisor
- 2 x Senior Advisor
- 1 x Advisor

Manager, Funds Management

- 1 x Principal Advisor
- 4 x Senior Advisors
- 3 x Advisors

1 x Team Leader Contracts

- 1 x Senior Advisor
- 2 x Advisors
- 2 x Administrators

1 x Team Leader

- 6 x Regional Investment Advisors

Portfolio Manager

Portfolio Manager

Portfolio Manager

Key

🟧 Proposed new positions

🟦 Existing positions

Attachment 9

Section 5: Organisational Support and DCE support functions

Attachment 9

Proposals

Organisational Support puni

Ministerial services

It is proposed to change the model for delivery of Ministerial services to a more centralised model, with an expanded central team (in the Organisational Support puni), including adding a Senior Advisor position.

Finance team

It is proposed to create a new team leader position in the Finance team to manage planning and reporting functions. This is required to manage the span of control for the CFO.

Programme Lead role in DCE's office

It is proposed to move the Programme Lead position in the DCE's office to report to the Manager, Human Resources – to align with the proposed DCE support arrangements, and reduce spans of control for the DCE. The Programme Lead works on a range of organisational development projects, including health and safety, and so is aligned with some of the HR team's work.

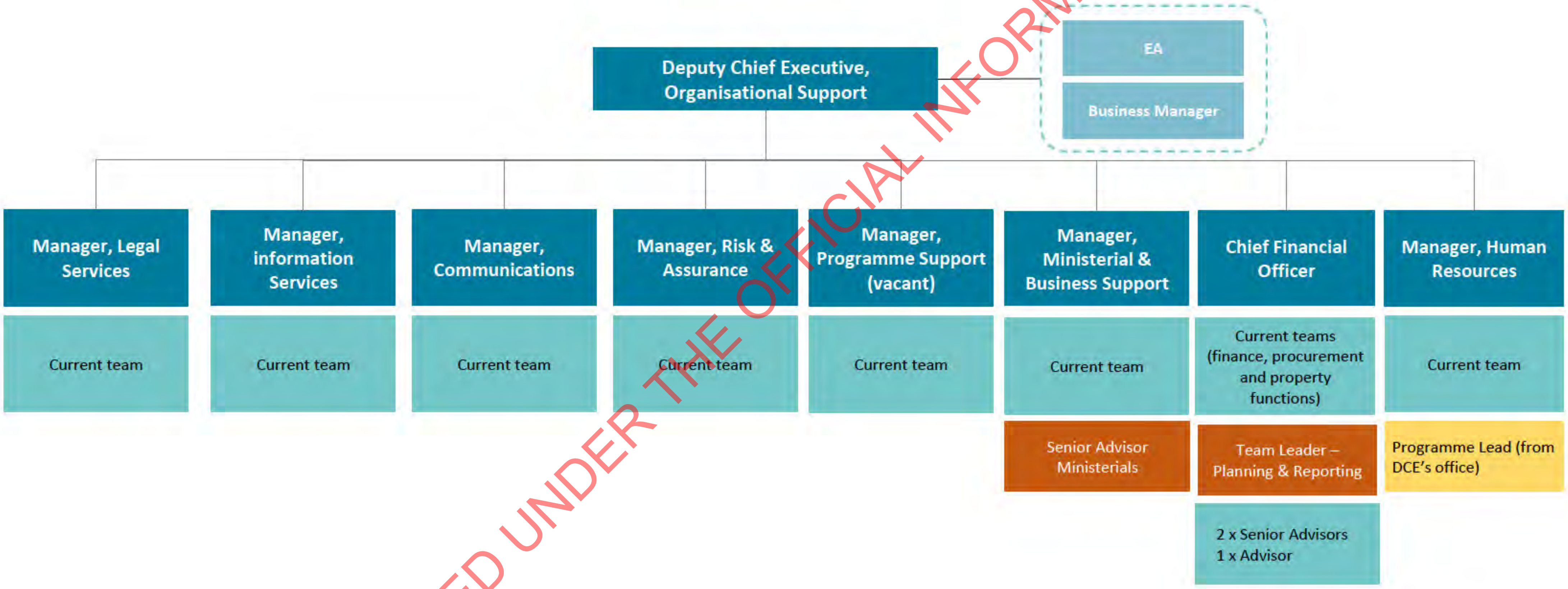
The Planning and Reporting team in Organisational Support will need to work closely with the Strategy and Performance team in the development of accountability documents.

DCE support

Each DCE would have a small office of support functions. The roles in these offices would be aligned with a common model across Te Puni Kōkiri.

Attachment 9

Organisational Support



- Deputy Chief Executive, Organisational Support
  - EA
  - Business Manager
  - Manager, Legal Services
    - Current team
  - Manager, information Services
    - Current team
  - Manager, Communications
    - Current team
  - Manager, Risk & Assurance
    - Current team
  - Manager, Programme Support (vacant)
    - Current team
  - Manager, Ministerial & Business Support
    - Current team
    - Senior Advisor Ministerials
  - Chief Financial Officer
    - Current teams (finance, procurement and property functions)
    - Team Leader – Planning & Reporting
      - 2 x Senior Advisors
      - 1 x Advisor
  - Manager, Human Resources
    - Current team
    - Programme Lead (from DCE's office)

Key

- Proposed new positions
- Existing positions
- Change in reporting line

Attachment 9

What the proposals would mean and rationale for change

Ministerial services

Proposal

It is proposed to change the model for delivery of Ministerial services to a more centralised model, with an expanded central team (in the Organisational Support puni).

What this would mean

The current model for Ministerial services is largely distributed.

In this model, a small central function in the OS puni is the hub for Ministerial correspondence and other public-facing requests (eg OIAs), ensuring that requests are managed in a timely way, that they are allocated to the appropriate part of Te Puni Kōkiri for a response, and providing quality assurance.

In practice, the Policy Partnerships puni is currently tasked with developing many of the responses (around as many as all other puni combined).

The proposed model would involve a more centralised approach. More/most correspondence and requests would be handled directly by a small Ministerial Services team (slightly increased in size from the current team), including the development of responses. Subject matter experts from other puni would be consulted or involved only where required, rather than by default.

The function/team would be staffed with a combination of permanent roles, and staff (eg policy analysts or staff new to Te Puni Kōkiri) who could be rotated in and out of this function.

A new Senior Advisor position would be added to this team.

Rationale for proposed change

Moving to a more centralised model would support:

- a more consistent approach and timeliness of responses across Te Puni Kōkiri
- better economies of scale and scope in the preparation of responses, eg through precedents, standardisation of common content, and repeatability
- better focus of other puni on mahi (such as delivering on policy priorities) that will make a bigger impact for Māori.

Attachment 9

What the proposals would mean and rationale for change

DCE support

Proposals

Each DCE would have a small office of support functions. The roles in these offices would be aligned with a common model across Te Puni Kōkiri.

What this would mean

All DCE offices would be realigned with a proposed new model that has two positions in it:

- **Business Manager -** supports puni planning, budgeting, reporting, capability development, improvement projects, and working with Te Puni Kōkiri's corporate functions on corporate requirements
- **Executive Assistant -** provides EA support to the DCE.

Rationale for proposed change

The intent is to set up a common model for DCE support, to manage business support and a small level of advisory functions. In general, DCE's would rely on leaders in their puni for more substantive support and delegation of tasks.

Attachment 9

Section 6: Potential impacts of change

This section outlines proposed new positions and the potential impacts of change on individual positions, if the proposals were implemented as set out in this document. It also includes a description of proposed new roles.

Attachment 9

Proposed new positions

Puni	Team	Position	Number (total 51)
Organisational Support	Ministerial and Business Support	Senior Ministerial Advisor	1
	Finance	Team Leader Planning and Reporting	1
Strategy, Governance & Public Sector Performance	Strategy, Governance & Public Sector Performance	Deputy Chief Executive, Strategy, Monitoring, & Governance	1
		Business Manager	1
		Executive Assistant	1
	Strategy & Performance	Manager Strategy & Performance	1
		Principal Analyst (Performance)	1
		Senior Advisor	2
		Advisor	2
Policy Partnerships	Insights	Director	1
	Policy	Director	2
		Policy Manager	3
		Operational Policy Manager	1
		Principal Analyst	1
		Senior Analyst	1
		Analyst	2
Regional Partnerships & Operations	Office of the DCE	Business Manager	1
		Executive Assistant	1
	Te Tai Tokerau	Manager	1
		Principal Advisor	1
	Waikato-Waiariki	Manager (Hamilton)	1
		Manager (Rotorua)	1
		Principal Advisor (Whakatane)	1
		Principal Advisor (Tauranga)	1
	Tāmaki Makaurau	Manager	1
		Principal Advisor	1
	Ikaroa Rawhiti	Manager (Hastings)	1
		Principal Advisor (Gisborne)	1
	Te Tai Hauauru	Manager (Whanganui or Porirua)	1
		Principal Advisor (Porirua)	1
	Te Waipounamu	Manager (Christchurch)	1
		Principal Advisor (Christchurch)	1
	Operations	Director	1
	Investments	Director	1
		Portfolio Managers	3
	Funds Management	Team Leader Contracts	1
		Team Leader Regional Investment	1
		Regional Investment Advisors	6

Attachment 9

Role summaries for proposed new roles

Strategy, Governance & Public Sector Performance

DCE Strategy, Governance & Public Sector Performance

Purpose of role

Lead a puni responsible for providing strategic and governance support to the Chief Executive and leadership team, and delivering Te Puni Kōkiri's external monitoring functions and responsibilities.

Key accountabilities

Lead and manage a team of managers to deliver the following functions:

- Designing and managing integrated strategy, planning and performance system for Te Puni Kōkiri, including managing the Budget initiatives strategy and prioritisation process
- Providing strategic decision and governance support to the CE and Executive team
- monitoring organisational performance and using performance insights to influence strategy and planning
- Development of strategy and accountability products, including Te Puni Kōkiri's organisational strategy (with support from planning and performance in Finance)
- Statutory entity monitoring
- Public sector performance monitoring

Manager, Strategy & Performance

Purpose of role

Lead a team responsible for providing strategic decision support to the Chief Executive and leadership team on strategy, planning, and performance monitoring.

Key accountabilities

Lead and manage a team to deliver the following functions:

- Designing and managing integrated strategy, planning and performance system for Te Puni Kōkiri, including managing the Budget initiatives strategy and prioritisation process
- Providing strategic decision support to the CE and Executive team
- Monitoring organisational performance and using performance insights to influence strategy and planning
- Development of strategy and accountability products, including Te Puni Kōkiri's organisational strategy (with support from planning and performance in Finance)

Strategy & Performance – Principal, Senior and Advisor roles

Purpose of roles

Provide strategic decision support to the Chief Executive and leadership team on strategy, planning, and performance monitoring.

Key accountabilities

Lead and support key strategy projects and delivery of the following functions:

- Designing and managing integrated strategy, planning and performance system for Te Puni Kōkiri, including managing the Budget initiatives strategy and prioritisation process
- Providing strategic decision support to the CE and Executive team
- Monitoring organisational performance and using performance insights to influence strategy and planning
- Development of strategy and accountability products, including Te Puni Kōkiri's organisational strategy (with support from planning and performance in Finance)

Principal Analyst, Performance

Purpose of role

Provide data and analytics support for organisational strategy, planning, and performance monitoring.

Key accountabilities

Use data and analytics skills and tools to:

- Develop performance information, and provide insights and advice to drive Te Puni Kōkiri performance improvement and adjustments to strategy
- Develop performance dashboards and other monitoring products to support the CE and Executive team, working with Insights and Finance teams
- Support organisation level prioritisation
- Support monitoring of key programmes
- Support business case analysis
- Support Te Puni Kōkiri's input into government Budget processes

Attachment 9

Role summaries for proposed new roles

Policy Partnerships

Director, Policy

Purpose of role

Provide strategic leadership and management of a portfolio of policy teams, projects and policy kaupapa.

Key accountabilities

- Manage Policy Managers
- Lead specific strategic policy projects and hold different strategic policy 'portfolios' allocated by the DCE
- Support the DCE on system-level influence and engagement with stakeholders
- Provide peer review, quality assurance and professional development support and capability building
- Contribute to strategic leadership of the Policy Partnerships puni as a member of the puni leadership team
- Together with the Policy Partnerships DCE, other Policy Directors and Managers, support management of the puni. This includes planning and prioritising policy work across the Policy Partnerships puni, monitoring workflow and ensuring effective utilisation of staff across teams.

Director, Insights

Purpose of role

Provide strategic leadership and management of Te Puni Kōkiri's research, evaluation and insights functions, and oversee delivery of insights services across Te Puni Kōkiri.

Key accountabilities

- Manage Managers of Evaluation and Insights & Research teams
- Support DCEs and teams across Te Puni Kōkiri to effectively commission and use a variety of insights tools and productions
- Provide peer review, quality assurance and professional development support and capability building
- Contribute to strategic leadership of the Policy Partnerships puni as a member of the puni leadership team
- Together with the Policy Partnerships DCE, Evaluation and Insights & Research Managers, support planning and prioritising of insights work, monitoring workflow and ensuring effective utilisation of staff across teams.

Manager, Operational Policy

Purpose of role

Manage a team responsible for providing operational policy and service design support on policy projects to ensure effective end-to-end design and implementation.

Key accountabilities

Manage a team of staff with responsibility for:

- Facilitating the co-design and testing of policy solutions
- Analysing and advising on policy feasibility and high level impact on users, business processes and systems, so policy options and advice are well considered Leading policy implementation, including detailed design
- Supporting design, configuration, testing and deployment of new or changed operations and services.
- Designing and managing approaches to monitoring effectiveness of implementation in real-time and making adjustments.
- Leading post-implementation reviews.

Attachment 9

Role summaries for proposed new roles

Policy Partnerships

Operational Policy – Principal Analyst, Senior Analyst, and Analyst roles

Purpose of roles

Responsible for providing operational policy and service design support on policy projects to ensure effective end-to-end design and implementation.

Key accountabilities

- Facilitating the co-design and testing of policy solutions
- Analysing and advising on policy feasibility and high level impact on users, business processes and systems, so policy options and advice are well considered Leading policy implementation, including detailed design
- Supporting design, configuration, testing and deployment of new or changed operations and services.
- Designing and managing approaches to monitoring effectiveness of implementation in real-time and making adjustments.
- Leading post-implementation reviews.

Attachment 9

Role summaries for proposed new roles

Regional Partnerships and Operations

Director Operations

Purpose of role

Provide strategic leadership to the delivery of operational programmes and DCE support.

Key accountabilities

Overseeing the delivery of programmes assigned to the directorate by the DCE Regional Partnerships & Operations, currently:

- Māori Wardens Project – building relationships with local agencies and community groups in order to promote the services provided by Māori Wardens
- Whenua – supporting Māori landowners to explore different uses of land and ways to boost its productivity
- Whānau Ora – putting whānau and families in control of the services they need to work together. Build on their strengths and achieve their aspirations
- Paiheretia – drawing on the Whānau Ora approach to improving outcomes for Māori and their whānau engaged in the Corrections system
- Marae Ora – Supporting the physical and cultural revitalisation of marae, as centres of Māori identity and mātauranga

Providing line management support to the Office of the DCE Regional Partnerships and Operations.

Director Investments

Purpose of role

Provide strategic leadership and management across Te Puni Kōkiri's investment portfolio and funds management.

Key accountabilities

Strategic leadership of the teams responsible for:

- Translating Te Puni Kōkiri's strategy into investment priorities
- Ensuring the overall mix and size of investments/ funds achieves the strategy
- Monitoring and reporting on overall portfolio performance
- Designing the investment delivery processes with a focus on the experience of the end users
- Overseeing the effective use and administration of national and regional funds.

Regional Investments Advisor

Purpose of role

Provide support to regional teams to manage the integrity of regional funding activities. Co-located in regions, but report to central fund management team.

Key accountabilities

- Ensuring the integrity and coherence of funds management regionally from the perspective of investment products, outcomes and regional needs
- Support a region to advise applicants and make decisions aligned to portfolio strategy and regional plan, across all investment products.
- Build regional capability on investment.
- Form a national network of investment advisors to support consistency.

Attachment 9

Role summaries for proposed new roles

Regional Partnerships and Operations

Portfolio Manager

Purpose of role

Monitoring individual portfolio/s and fund performance and ensuring alignment with strategy.

Key accountabilities

- Ensuring funds are targeted to areas of high impact, aligned to strategy and outcomes.
- Ensuring consistent use of funds nationally.
- Supporting regions to apply funding in line with strategy; objective assessment support.
- Linking with product owners for similar products in other agencies.
- Responsible for several funds (e.g. with a common/similar outcome).
- Advises portfolio team on ways to optimise funds and when changes to strategy are needed.
- Connecting virtual cross functional (policy, investment and regional) teams across kaupapa to ensure shared objectives and understanding of priorities and impacts

Manager, Regions

Purpose of role

Provide people leadership to teams responsible for supporting iwi, hapū and whānau engagement and implementation of regional plans.

Key accountabilities

Managing kaimahi in the regions responsible for:

- Brokering engagement and co-design of solutions between government agencies, non government organisations and iwi, hapū and whānau
- Gathering community level intelligence on needs, issues and opportunities
- Administering regionally-applied funds.

Supporting Regional Directors to:

- develop region specific strategies to improve Māori wellbeing and support development in line with whānau aspirations
- manage stakeholder relationships including being present at key hui, with the delegated authority to make decisions.

Principal Advisor, Regions

Purpose of role

Provide thought leadership across priority kaupapa in regions and support effective engagement with external stakeholders.

Key accountabilities:

- Provide expert technical advice to management, colleagues, other government agencies, private industry, Māori and the wider public regarding achieving Māori wellbeing and engagement with Māori in regions
- Lead Ministry engagement with other government agencies and external stakeholders.

Attachment 9

Role summaries for proposed new roles

Regional Partnerships and Operations

Team Leader, Contracts

Purpose of role

Providing team leadership of the Contracts management team.

Key accountabilities

Supporting the Funds Management Manager to manage the team responsible for:

- Contract development and management.
- Managing funding accountability requirements.

Team Leader, Funds Management

Purpose of role

Providing team leadership of the Funds management team.

Key accountabilities

Supporting the Funds Management Manager to manage the team responsible for:

- Promoting effective use of existing funds.
- Managing funding delivery processes at national and regional level (e.g. application rounds, decision making processes).
- Developing and reviewing fund administration policies and guidance (e.g. for regional decision-makers and advisors).
- Supporting and processing funding applications (includes national and regional accountabilities).

Attachment 9

Role summaries for proposed new roles

Organisational Support

Team Leader, Planning & Reporting

Purpose of role

Providing team leadership of planning and reporting functions in the Finance group.

Key accountabilities

Managing the team responsible for supporting Te Puni Kōkiri's external accountability requirements, including:

- supporting the Strategy & Performance team with development of Te Puni Kōkiri's strategic documents, planning and performance mechanisms
- managing the Ministry's external reporting, including quarterly reporting and the annual report to Parliament
- developing Te Puni Kōkiri's strategic planning and accountability frameworks and documents, such as the Four Year Plan and Strategic Intentions, in collaboration with the Strategy & Performance team
- oversight and preparation of the Te Puni Kōkiri Output Plan for sign-off between the Minister and the Chief Executive
- assisting with the development of the Estimates of Appropriations and output class information
- ensuring accountability (including legislative and Treasury) timelines are adhered to
- providing backup on the oversight of the Estimates and any financial reviews, including co-ordinating the Te Puni Kōkiri responses to written questions to the Finance and Expenditure Committee, and the Māori Affairs Select Committee.

Impacts on individual positions if proposals were implemented

Organisational Support

Team	Position(s)	Established	Detail of potential impact on role	Impact on people
Office of the DCE	9(2)(a) [redacted]	[redacted]	[redacted]	[redacted]
Communications	[redacted]	[redacted]	[redacted]	[redacted]
Finance	[redacted]	[redacted]	[redacted]	[redacted]
	[redacted]	[redacted]	[redacted]	[redacted]
Human Resources and Capability	[redacted]	[redacted]	[redacted]	[redacted]
Information Services	[redacted]	[redacted]	[redacted]	[redacted]
Legal Services	[redacted]	[redacted]	[redacted]	[redacted]
Ministerial and Support Services	[redacted]	[redacted]	[redacted]	[redacted]
Risk and Assurance	[redacted]	[redacted]	[redacted]	[redacted]
Programme Support	[redacted]	[redacted]	[redacted]	[redacted]

Attachment 9

Impacts on individual positions if proposals were implemented

Office of the Chief Executive

Team	Position(s)	Established	Potential impact	Impact on people
Office of the CE	9(2)(a) [redacted]	[redacted]	[redacted]	[redacted]

Impacts on individual positions if proposals were implemented

Policy Partnerships

Team	Position(s)	Established	Potential impact	Impact on people
Office of the DCE	9(2)(a) [redacted]	[redacted]	[redacted]	[redacted]
Cultural Wealth, Economic Wealth, Whanau Wellbeing, Crown-iwi, hapū, whānau Māori Relations	[redacted]	[redacted]	[redacted]	[redacted]
Economic Wealth, Whānau Wellbeing and Cultural Wealth	[redacted]	[redacted]	[redacted]	[redacted]
Māori Wardens Project	[redacted]	[redacted]	[redacted]	[redacted]
Insights and Research	[redacted]	[redacted]	[redacted]	[redacted]

Attachment 9

Impacts on individual positions if proposals were implemented

Regional Partnerships

Team	Position(s)	Established	Potential impact	Impact on people
Office of the DCE	9(2)(a) [redacted]	[redacted]	[redacted]	[redacted]
Te Tai Tokerau	[redacted]	[redacted]	[redacted]	[redacted]
Tāmaki Makaurau	[redacted]	[redacted]	[redacted]	[redacted]

Attachment 9

Impacts on individual positions if proposals were implemented

Waikato-Waiariki	Position	Establishment	Potential impact	Impact on people
Tauranga	9(2)(a) [redacted]	[redacted]	[redacted]	[redacted]
Hamilton	[redacted]	[redacted]	[redacted]	[redacted]
Rotorua	[redacted]	[redacted]	[redacted]	[redacted]
Whakatane	[redacted]	[redacted]	[redacted]	[redacted]
Ikaroa Rawhiti				
Gisborne	[redacted]	[redacted]	[redacted]	[redacted]
Hastings	[redacted]	[redacted]	[redacted]	[redacted]

Attachment 9

Impacts on individual positions if proposals were implemented

9(2)(a)

Te Tai Hauāuru	Position	Established	Potential impact	Impact on people
Taranaki	[redacted]	[redacted]	[redacted]	[redacted]
Whanganui	[redacted]	[redacted]	[redacted]	[redacted]
Taumaranui	[redacted]	[redacted]	[redacted]	[redacted]
Porirua	[redacted]	[redacted]	[redacted]	[redacted]
Nelson	[redacted]	[redacted]	[redacted]	[redacted]
Te Waipounamu				
Christchurch	[redacted]	[redacted]	[redacted]	[redacted]
Dunedin	[redacted]	[redacted]	[redacted]	[redacted]

Attachment 9

Impacts on individual positions if proposals were implemented

Investment

Team	Position(s)	Established	Potential impact	Impact on people
Office of the DCE	9(2)(a) [redacted]	[redacted]	[redacted]	[redacted]
Statutory Entities	[redacted]	[redacted]	[redacted]	[redacted]
Whanau Ora	[redacted]	[redacted]	[redacted]	[redacted]
Paiheretia	[redacted]	[redacted]	[redacted]	[redacted]
Māori Growth	[redacted]	[redacted]	[redacted]	[redacted]
Investment Planning & Performance	[redacted]	[redacted]	[redacted]	[redacted]

Attachment 9

Impacts on individual positions if proposals were implemented

Investment

Team	Position(s)	Established	Potential impact	Impact on people
Operational Policy & Design	9(2)(a) [redacted]	[redacted]	[redacted]	[redacted]
Impact, Evaluation and Analysis	[redacted]	[redacted]	[redacted]	[redacted]
Monitoring State Sector Effectiveness	[redacted]	[redacted]	[redacted]	[redacted]

Attachment 9

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Process for managing change

This section outlines the processes that would be applied to manage the impact of change on individuals, including how new roles would be filled.

Attachment 9

Staff transfer process

Our guiding principles

As noted earlier, the leadership team wants to reassure you that we will do our best to minimise disruption to kaimahi throughout this process. If we decide to make changes that will impact on staff roles, we will apply the following principles when working through the changes:

- We will maximise employment opportunities for permanently employed staff
- We will adhere to the terms and conditions of the Collective Employment Agreement between Te Puni Kōkiri and the Public Service Association and Individual Agreements
- We will seek to minimise uncertainty for staff
- We will maintain operational delivery.

Staff transfer process

Once we have considered your views and come to a final decision, we will announce the agreed changes to all staff, and tell any affected staff how the changes will impact on their position. We will also outline the next steps in the process. This may include reconfirmation, reassignment or redeployment, as outlined below.

Where there is any inconsistency or confusion between this staff transfer process and the Collective Employment Agreement, the clauses in the PSA Collective Employment Agreement will prevail.

Reconfirmation

Reconfirmation occurs if there are minor changes to a role, such as a title change, change in reporting line, or minor changes to the functions and responsibilities of a role. The specific criteria for reconfirmation of an affected staff member is that:

- The job descriptions are the same (or very nearly the same)
- The salary is the same
- Terms and conditions of employment are the same including career prospects
- The location is the same.
- If an affected staff member meets the criteria, then they will be reconfirmed into their new roles and notified of the change.

Reassignment

After staff have been reconfirmed in their roles, some staff members may be unplaced, and they will be considered for reassignment. The process and placement for reassignment to staff level roles are detailed in the PSA Collective Employment Agreement.

If a staff member's role has significantly changed or if there is a reduction in the number of people performing a certain role, then staff members will be asked to express their role preferences via an Expression of Interest process. We will ask Managers or their nominated representative to work through this process with the PSA and affected staff members, on an individual basis.

Finally, all reassignment decisions are subject to review, in line with the terms set out in the Collective Agreement.

Redeployment

If a staff member is not reconfirmed or reassigned – and in this process, we expect very few staff members to be affected in this way – then our management team will work one-on-one to support the affected staff member and to uphold the employer requirements set out in their employment agreement. This will include identifying any other opportunities within Te Puni Kōkiri, or the wider Public Sector.

Fixed-term staff

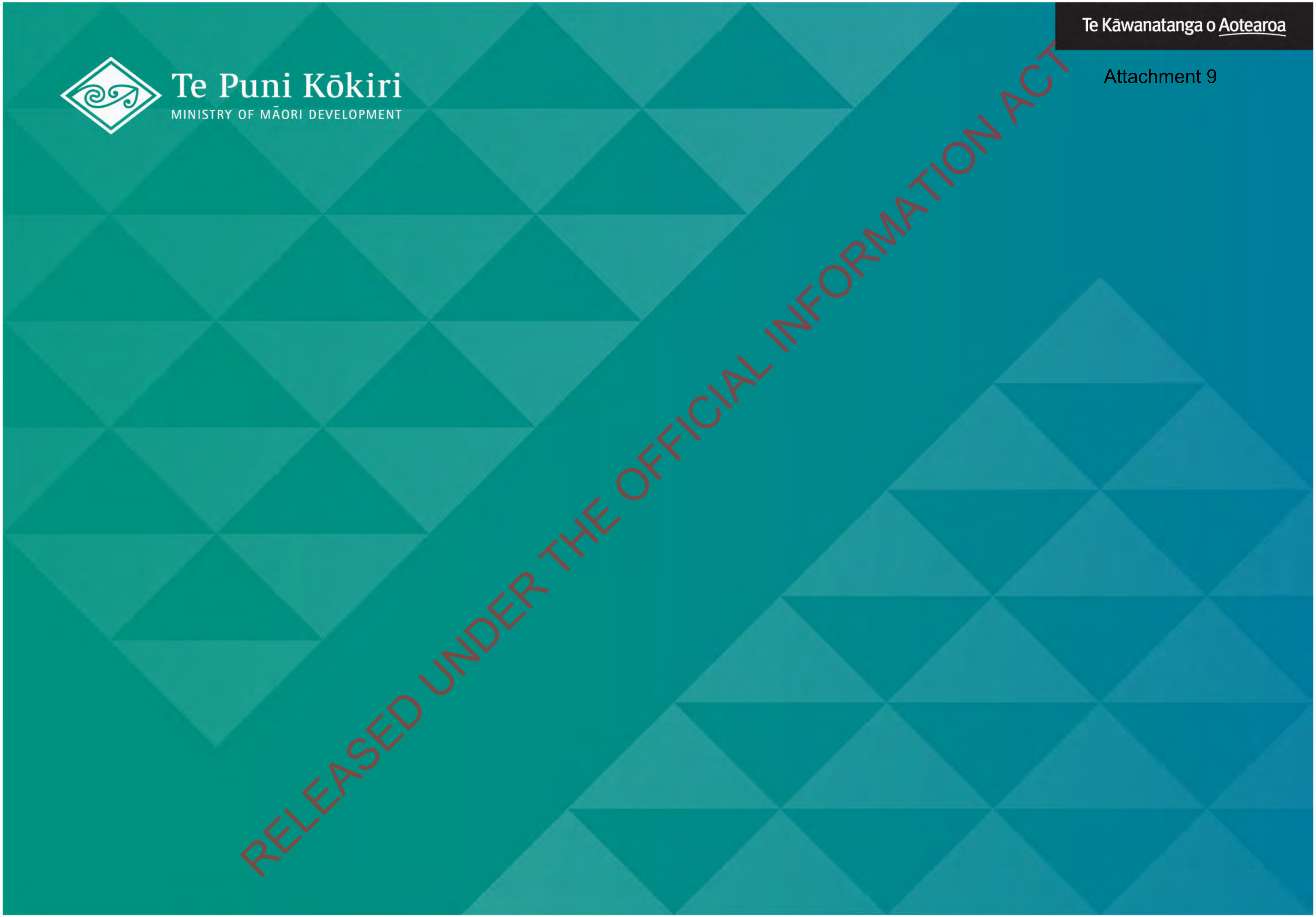
Fixed-term staff will be considered for any roles that remain unfilled, after the reassignment process is complete.

Unfilled roles

After the reassignment process is complete, the Deputy Chief Executive and relevant leadership team will be responsible for considering how and when to fill any unfilled roles.

Director and Manager roles

If we decide to proceed and establish new Director and Manager positions, we will then determine how these roles will be filled.



Te Kāwanatanga o Aotearoa

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Attachment 9

Te Kāwanatanga o Aotearoa

Attachment 10

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

DECISION DOCUMENT

Aligning our roles and structure to Te Puni Kōkiri's operating model

23 July 2020

Staff-in-confidence

Attachment 10

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

E taku iti e taku rahi toko ake tātou ki te kaupapa kua horaina nei ki runga i te takapau o te wharenui o Te Puni Kōkiri, kia tīkina e au ko ēnei kupu a ngā kaiurungi waka o tuawhakarere hei whakaihī i te ara matua kei mua i a tatou.

“Tirohia te taumata moana, ka whakatere atu ai tātou ki tua.”

To all whom I hold with great esteem let us move ahead with the task that lies before Te Puni Kōkiri inspired by these words from the navigators of old.

“Look to the distant horizon, and set sail for what lies beyond”

Te Kāwanatanga o Aotearoa

Attachment 10

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Introduction from the Toihautū

Kei aku kaihoe e kokiritia nei tō tātou waka o Te Puni Kōkiri ki uta, nei rā te mihi ki a koutou katoa.

I want to thank you for your feedback on the proposals that I put out for consultation on how we are organised. In total there were 65 submissions, encompassing individual and group submissions. The feedback was varied, constructive and reflected a significant amount of thought by those who contributed to it. Overall, it was clear that you are supportive of the broad direction we are heading in with the operating model and these changes to our structure and roles.

This document outlines my decisions, which take into account this feedback. In some areas there is little change to what was proposed. In other areas I have made some changes to reflect the ideas that were submitted.

As I said at the time of consultation, I want to be clear that no matter how we organise ourselves, we will need to work more closely together and in different ways across our teams and puni if we are to achieve greater strategic impact.

The Executive team has already begun to plan what we need to do to align our ways of working, capabilities and behaviours to the direction outlined in the operating model. These plans will be developed in detail over the coming month and will be communicated with you.

Nō reira e mihi ana ki a koutou e whakaaro nui mai ki tēnei kaupapa a tātou.

Dave Samuels, Toihautū

Attachment 10

Outline

Section	Page	Who should particularly focus on this section
1. Overview of feedback and decisions	6	All kaimahi
2. Policy Partnerships	11	• Policy Partnership Puni kaimahi • Operational Policy and Design team (currently in Investment Puni) • Impact, Analysis and Evaluation team (currently in Investment Puni)
3. Strategy, Governance and Public Sector Performance	15	• Statutory Entity Monitoring team (currently in Investment Puni) • Monitoring State Sector Effectiveness team (currently in Investment Puni) • Planning & Performance team (OS)
4. Regional Partnerships & Operations	20	• Investment Puni kaimahi • Regional Partnerships Puni kaimahi • Whenua, Whānau Ora, Paiheretia, Marae Ora and Māori Warden Project kaimahi
5. Organisational Support and Office of the CE	36	• Organisational Support Puni kaimahi • Office of the Chief Executive kaimahi
6. Impacts of change	41	All kaimahi
7. Staff transfer process	51	All kaimahi

Support

If you need independent support, Te Puni Kōkiri offers access to EAP services. Details on how to access this can be found at http://intranet.te-wheke.int/en/working-here/health-and-safety/promoting-health-at-work/welfare

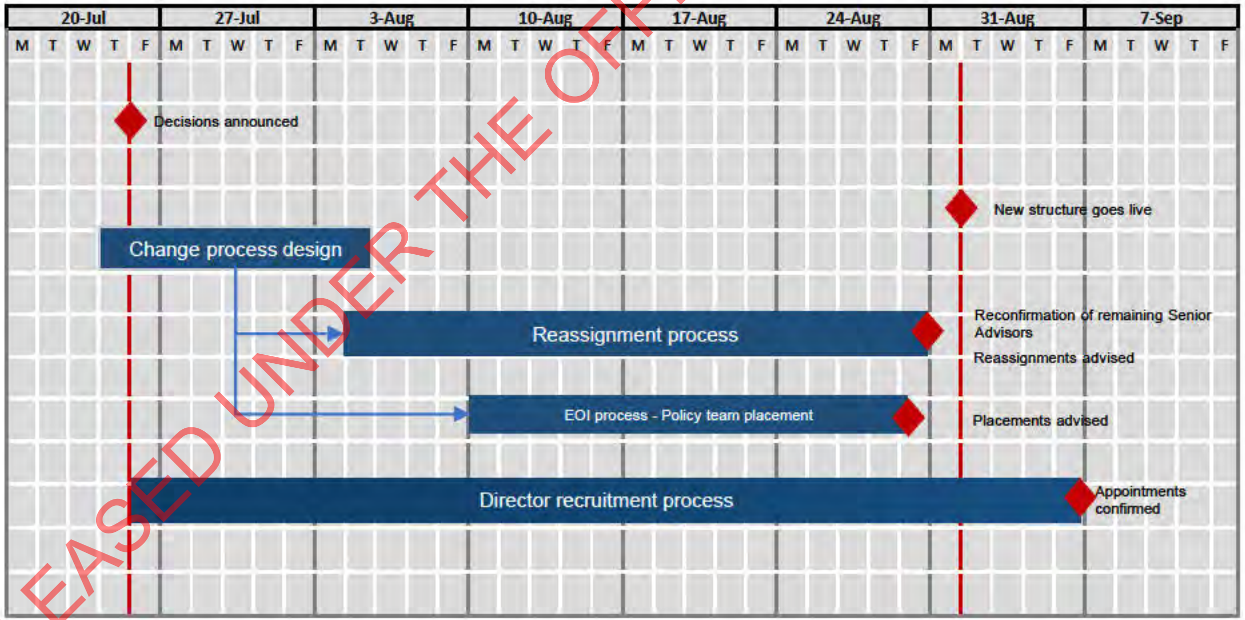
Attachment 10

Timeline for implementation

The timeline for implementing the new structure is outlined in the table below. The dates set out below are indicative and while we will endeavour to work within this timeline, timing of some steps may vary. I will continue to update you should any significant changes occur.

Key dates

- Decisions announced – 23 July
- Reconfirmation and affected staff letters distributed to staff – 23 July
- Reassignment – expression of interest process 4 - 31 August
- Policy placements advised – 27 August
- Other reconfirmations (Senior Advisors) and reassignments advised – 31 August
- New structure goes live – 1 September
- Director appointments advised – by 7 September



Section 1: Overview of feedback and decisions

Attachment 10

Feedback themes common across all puni

A summary of general feedback themes across all puni is set out below. Each section of this document sets out feedback on specific puni/proposals

Levels of administration support – feedback on the need to ensure there is adequate administration support available for teams and that this is consistent across puni. Feedback also provided on the different options for where administrators could sit within the structure.

Capability uplift – a significant number of feedback submissions related to the need to not just change the structure but to ensure that team members have the capabilities needed to deliver on the strategic priorities and the new operating model. Staff want to feel supported to develop new capabilities and mindsets needed of them and for opportunities to work across functions to broaden their skills and experience. In addition to people capability is the need to have the right systems in place to ensure that the voice of whānau can be heard across Te Puni Kōkiri and shared with other agencies. Tikanga and te reo capability uplift needs to be a focus for all staff and there was support for the introduction of more senior roles to create career progression opportunities.

Capacity in teams – there was concern raised about the need to ensure teams have the capacity to deliver against the strategic priorities and the resulting work programme and some felt that the conversion of some Senior Advisor roles in Regions into Principal and Manager / team leader roles would be detrimental to this. There is also comment about reliance on the use of contractors to cover vacancies and the feedback was that it was important to recognise the true capacity needed to deliver functions.

Impact of Director roles on current Manager positions – some people expressed concern that the introduction of Director level roles will have the impact of making the current Managers roles smaller and less desirable.

Organisational Strategy – there was general support for the development of a Te Puni Kōkiri strategy and a set of priorities for all puni to align their work programmes to. Some raised questions regarding the framework that will be used to design this and whether it would be based on the Living Standards Framework or an indigenous model. There was feedback on the need to set Māori wellbeing indicators that are not deficit measures.

Te Ao Māori Lens – the focus on a Te Ao Māori lens as part of the operating model was supported and feedback was received on the need to ensure we can deliver to this through the structural decisions being made and in other ways. Included in this was support for reintroducing the Pouwhakahaere role in National Office and back into regions and the suggestion to hardwire capacity to implement the Te Ahikaaroa strategy.

Ways of working – there was significant feedback on the need to focus on the ways of working outlined in the Operating Model. This includes nurturing relationships across puni and putting systems in place for national and regional offices to advise and inform each other, and to ensure that puni project leads have clear delegations from the onset.

Attachment 10

Summary of decisions

DCE offices and Office of the CE

1. Each DCE will have a small office of support functions. The roles in these offices would be aligned with a common model across Te Puni Kōkiri.
2. A new permanent Principal Advisor position will be created in the CE's office

Policy Partnerships

1. Create two new Policy Director positions, each with strategic influence and leadership responsibilities and oversight of three policy teams.
2. Create an additional policy team, with the focus of this team to be determined (based on reallocating some projects and staff from current teams).
3. Move responsibility for operational policy functions and the current Operational Policy and Design team, into the Policy Partnerships puni.

Insights functions

1. Move the Impact, Analysis and Evaluation team and functions into the Policy Partnerships puni.
2. Create a new Insights Director position in the Policy Partnerships puni, with accountability for research, evaluation, data and analytics.

New Strategy, Governance & Public Sector Performance puni

1. Create a new Strategy, Governance & Public Sector Performance puni, which will lead a strengthened approach to organisational strategy, support governance requirements, and lead Te Puni Kōkiri's approach to external agency and public sector performance monitoring.
2. Move the Statutory Entity Monitoring team and functions into the Strategy, Governance & Public Sector Performance puni, and extend the responsibilities of this team to include all nominations and appointments functions Te Puni Kōkiri is responsible for.
3. Move the public sector effectiveness monitoring functions and team (Monitoring State Sector Effectiveness) into the Strategy, Governance & Public Sector Performance puni, and rename the team 'Monitoring Public Sector Effectiveness'.

Organisational Support puni

1. Change the model for delivery of Ministerial services to a more centralised model, with an expanded central team in Organisational Support.
2. Move the planning and reporting functions and positions in the Finance team, to be located in the Strategy & Performance team in the Strategy, Governance and Public Sector Performance puni.
3. Rename the Programme Support Office to be Programme Management Office.

Attachment 10

Summary of decisions continued

Regional Partnerships & Operations

Regional strategy and engagement functions

1. Change the title of the Regional Manager role to Regional Director.
2. Create new Team Leader positions in each region, to address spans of control in relation to people management, and support Regional Directors to manage senior level stakeholder relationships across their regions.

Operations functions

3. Create a new Operations Directorate, responsible for operations and programme-related functions, and DCE support. This directorate will be led by a new Director, Operations position.
4. Move the Māori Wardens team from Policy Partnerships into the Operations Directorate.
5. Move the reporting line for the regional Māori Business Growth advisors, into the Operations Directorate, under a new Manager position.

Investment functions

6. Create an Investment Directorate, responsible for centralised investment functions, and led by a new Director, Investment role.
7. Make some changes to titles, accountabilities, and some reporting lines of teams with responsibility for particular investment functions, reporting to a Director, Investment – and each led by a Manager and including staff from the previous Investment puni:
    - Investment planning and support, reporting to a Manager Investment Planning & Support
    - Portfolio Management teams (organised by kaupapa), led by new Portfolio manager positions, with responsibility for managing sub-portfolios of funds, grouped by kaupapa (eg kāinga, employment).
8. Create six Investment Advisor positions to be co-located in each region, reporting to a new Team Leader in the Investment Planning and Support team.

Attachment 10

Organising model – functions by puni

The figure below shows how functions will be grouped into puni. Note that the functions do not represent teams or team names.

Strategy, Governance & Public Sector Performance

Provide strategic direction, support external influence, and monitor organisational performance, internally and externally

- Strategy, planning, performance
- Governance support

- Public sector effectiveness monitoring

- Statutory entity monitoring, including nominations and appointments

Policy Partnerships

Develop and advise on policy issues and solutions for Māori wellbeing and development

- Policy analysis and advice
- Legislation development
- Policy design
- Operational policy and implementation support

- Insights - research, data and analysis
- Evaluation – investment, policy, programme

Regional Partnerships and Operations

Manage and advise on investment priorities and performance
Support engagement with, and delivery of services to iwi, hapū and whānau

- Regional strategy and implementation
- Iwi, hapu and whānau engagement
- Brokering and facilitation
- Funding support and delivery

- Investment portfolio advice and planning
- Fund management and administration

- Programmes and operations
  - Whenua
  - Māori Wardens
  - Whānau Ora
  - Paiheretia
  - Marae Ora
  - Māori Enterprise

Organisational Support

Develop and manage Te Puni Kōkiri's core capabilities; provide corporate services and enablers; support corporate assurance and accountability

- Communications
- Finance
- People experience/HR
- Information management and technology
- Property and facilities management
- Commercial and procurement services
- Ministerial services
- PMO
- Risk and Assurance
- Legal/Privacy

Te Kāwanatanga o Aotearoa

Attachment 10

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Section 2: Policy Partnerships

Decisions described in this section relate to the following functions:

- Leadership and management of the Policy Partnerships puni
- Policy
- Operational policy
- Insights and research
- Evaluation

Attachment 10

Summary of feedback

Feedback in relation to the policy functions and Policy Partnerships puni proposals was largely not related to the proposed structure itself but the implications for current roles.

Implications of introducing Director roles

- Concerns that the introduction of Director roles will impact the desirability, mana and comparability of manager roles with colleagues across the sector – which may lead to recruitment and retention issues
- Concerns about inconsistency in the perception of manager roles in puni with Directors and those without.

Allocation of staff into teams

There were questions about the process for allocating policy staff into teams, and about project-based ways of working.

Operational Policy and Design

On the proposed team structure and movements, there was a suggestion that the current Operational Policy and Design team in Investments move to the Policy Partnerships puni.

Team focus

There was a suggestion as to how the teams should be recognised with the suggestion that rather than focussed around kaupapa and mahi they align to Te Puni Kōkiri's values as kaitiaki.

Location of insights functions

There was some feedback that insights functions could be located in the new Strategy, Governance and Public Sector Performance puni instead of Policy Partnerships.

Attachment 10

Decisions

1. **Evaluation and insights.** Move the Impact, Analysis and Evaluation team and functions into the Policy Partnerships puni.
2. **Director positions**
   a) Create two new Policy Director positions, each with oversight of three policy teams, and strategic influence and leadership responsibilities.
   b) Create a new Insights Director position, with responsibility for research, evaluation, data, and analytics.
3. **Number of policy teams**. Create an additional policy team, with the focus of this team to be determined (based on reallocating some projects and staff from current teams).
4. **Operational policy** - move responsibility for operational policy functions, and the current Operational Policy and Design team, into the Policy Partnerships puni.
5. **Whānau Ora policy** – accountability for development of policy and advice to the Minister for Whānau Ora sits with the Policy Partnerships DCE.

Changes following consultation feedback

- Moving the current Operational Policy and Design Team into the Policy Partnerships puni.
- Spreading some of the current positions and staff involved in insights and evaluation functions across two teams (one team focused on Evaluation and Research, the other focused on Insights), rather than a single dedicated evaluation team.

Consideration was given to the best location for insights functions in the new structure. On balance it was preferred to leave them in the Policy Partnerships puni, to keep the focus of the SGPSP DCE more contained to the strategy and monitoring functions, This is particularly because there is a lot of work to do to position these functions successfully to exert influence on the wider public sector system.

Ensuring flexible deployment of policy staff

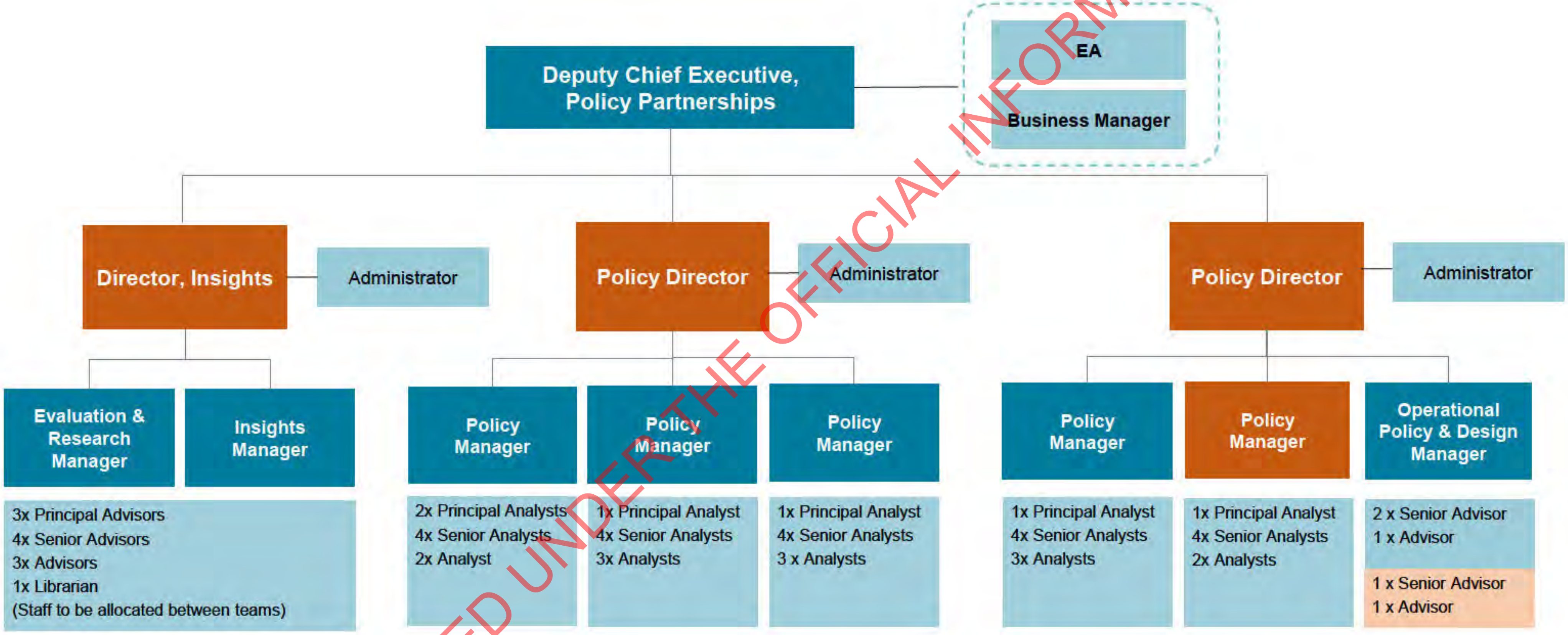
Non-structural mechanisms will be put in place to ensure staff and managers can be deployed flexibly across the work of the Policy Partnerships puni. These include:

1. Annual consideration of the allocation of kaupapa domain portfolios across policy teams, to ensure the way work is clustered reflects the strategy and priorities for policy.
2. Periodic movement of managers across teams and kaupapa portfolios, to provide ‘fresh eyes’ and development opportunities.
3. More movement of policy staff across teams over time to support broader development of knowledge and policy skills and experience.
4. The use of project teams that span policy teams or even puni – to bring in people with the best knowledge and experience, and to support development opportunities.

This will be supported by clear prioritisation and planning across the puni, and by a visible work programme for policy mahi.

Attachment 10

Final structure – Policy Partnerships



Deputy Chief Executive, Policy Partnerships

EA

Business Manager

Director, Insights

Administrator

Evaluation & Research Manager

Insights Manager

3x Principal Advisors
4x Senior Advisors
3x Advisors
1x Librarian
(Staff to be allocated between teams)

Policy Director

Administrator

Policy Manager

2x Principal Analysts
4x Senior Analysts
2x Analyst

Policy Manager

1x Principal Analyst
4x Senior Analysts
3x Analysts

Policy Manager

1x Principal Analyst
4x Senior Analysts
3 x Analysts

Policy Director

Administrator

Policy Manager

1x Principal Analyst
4x Senior Analysts
3x Analysts

Policy Manager

1x Principal Analyst
4x Senior Analysts
2x Analysts

Operational Policy & Design Manager

2 x Senior Advisor
1 x Advisor

1 x Senior Advisor
1 x Advisor

This structure indicates the permanent roles in each team. Current fixed term arrangements would continue until their expiry date.

This structure does not include any additional positions that will be created in due course, resulting from Budget 2020 funding.

Key

🟧 New positions

🟦 Existing positions

Te Kāwanatanga o Aotearoa

Attachment 10

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Section 3: Strategy, Governance, and Public Sector Performance

Decisions described in this section relate to Te Puni Kōkiri’s:

- Strategy and performance functions
- Public sector effectiveness monitoring functions
- Statutory entity monitoring functions

Attachment 10

Overview of feedback

Feedback in relation to the new Strategy Governance and Public Sector performance puni was mostly related to which teams should be included in this puni.

This included suggestions that:

- Insights functions may better sit in Strategy, Governance and Public Sector Performance to ensure they can contribute to a strengthened approach to organisational strategy
- the Whenua team move to Strategy, Governance and Public Sector Performance prior to being transitioned
- Planning and reporting functions in Organisational Strategy move to Strategy, Governance and Public Sector Performance to create an end-to-end function in one team
- a name change for the proposed Public Sector Performance team to become the Monitoring Public Sector Effectiveness team

Attachment 10

Decisions

1. **Create a new Strategy, Governance & Public Sector Performance puni**, which will lead a strengthened approach to organisational strategy, support governance requirements, and lead Te Puni Kōkiri's approach to external agency and public sector performance monitoring and support.
2. **Create a new Strategy and Performance team** within the Strategy, Governance & Public Sector Performance puni, responsible for a range of organisational strategy, performance insights, and governance support functions. Move the vacant Principal Advisor Performance position, and current Planning and Performance positions (currently in the Organisational Support puni) into this team.
3. **Move the Statutory Entity Monitoring team and functions** into the Strategy, Governance & Public Sector Performance puni, and extend the responsibilities of this team to include all nominations and appointments functions Te Puni Kōkiri is responsible for.
4. **Move the public sectoring monitoring functions and team** (Monitoring State Sector Effectiveness) into the proposed Strategy, Governance & Public Sector Performance puni, and rename the team to be Public Sector Effectiveness.
5. **Add two new Administrator roles** to support the work of this puni, reporting to the Business Manager.

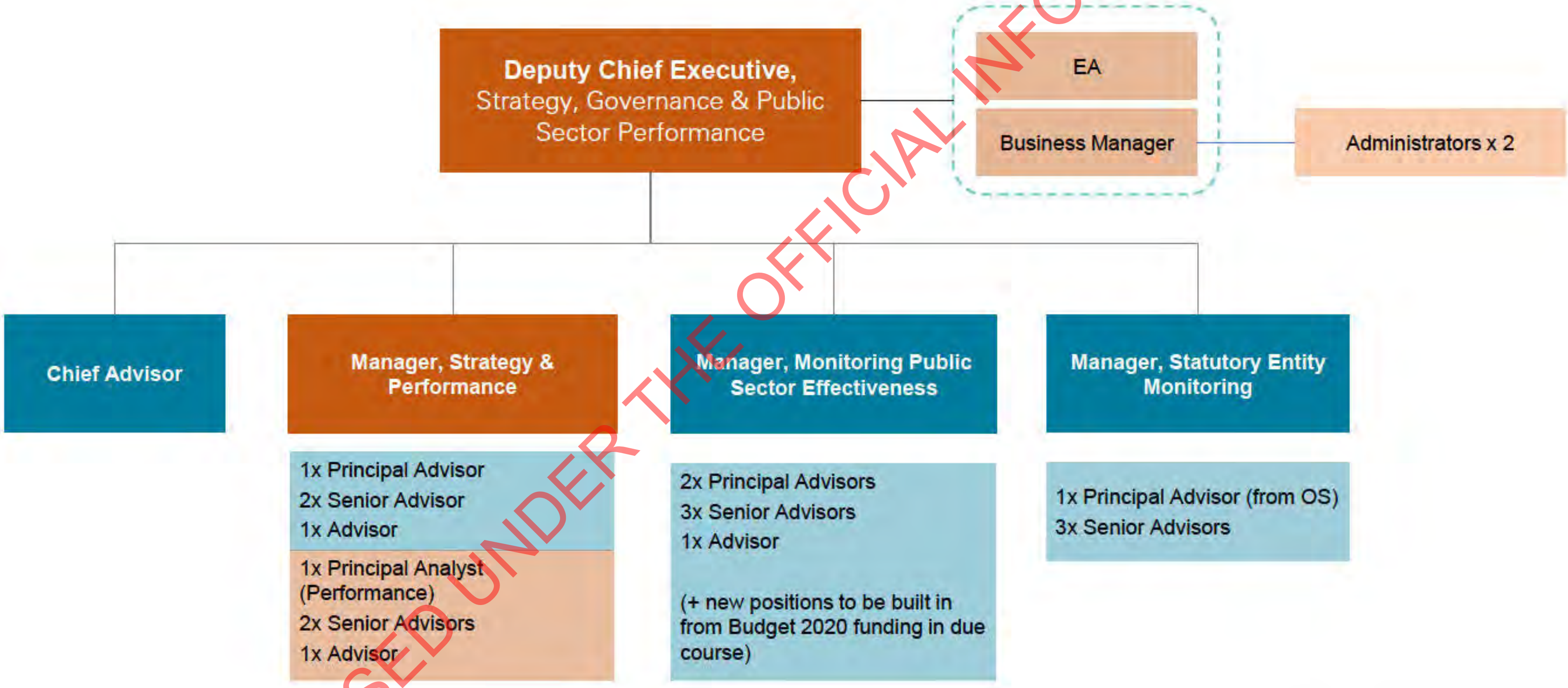
Changes following consultation feedback

- Moving positions and functions relating to Planning and Performance from the Finance team (Organisational Support) into the new Strategy & Performance team.
- Changing the name of the Monitoring State Sector Effectiveness team to Monitoring Public Sector Effectiveness.
- Adding two Administrator roles to provide support to the work of the puni.

Consideration was given to the best location for insights functions in the new structure. On balance it was preferred to leave them in the Policy Partnerships puni, to keep the focus of the SGPSP DCE more contained to the strategy and monitoring functions, This is particularly because there is a lot of work to do to position these functions successfully to exert influence on the wider public sector system.

Attachment 10

Final structure – Strategy, Governance & Public Sector Performance



Deputy Chief Executive,
Strategy, Governance & Public Sector Performance

EA

Business Manager

Administrators x 2

Chief Advisor

Manager, Strategy & Performance

1x Principal Advisor
2x Senior Advisor
1x Advisor

1x Principal Analyst (Performance)
2x Senior Advisors
1x Advisor

Manager, Monitoring Public Sector Effectiveness

2x Principal Advisors
3x Senior Advisors
1x Advisor

(+ new positions to be built in from Budget 2020 funding in due course)

Manager, Statutory Entity Monitoring

1x Principal Advisor (from OS)
3x Senior Advisors

This structure indicates the permanent roles in each team. Current fixed term arrangements would continue until their expiry date.

Key

New positions

Existing positions

Attachment 10

Accountabilities – Strategy, Governance & Public Sector Performance

To ensure clarity, functions and accountabilities of different teams in the new puni are set out below.

Functions		Key accountabilities/activities
Strategy and Performance	Design and manage integrated strategy, planning and performance system	• Ensure end-to-end integration of the strategy, planning, budget and performance system. • Manage the Budget initiatives strategy and prioritisation process
	Provide strategic decision support	• Provide longer term, systemic strategic thinking and analysis. • Provide organisation-level strategic prioritisation and portfolio advice. • Business case analysis and development (internal and external), supported by finance and other teams. • Develop and support analysis and priorities for transitioning programmes and services to other agencies
	Monitor organisational performance	• Analyse and provide insights for ELT on organisational performance (against key metrics). • Advise on implications for strategy and plans. • Significant programme and change monitoring and reporting.
	Manage strategy & accountability products	• Accountable for Te Puni Kōkiri's organisational strategy and accountability documents (but with key input from Finance)
	Governance support	• Design, manage and support organisational governance system and processes. • CE support.
Public sector performance	Public sector effectiveness monitoring	• Carry out monitoring reviews of system and agency interventions, policies and programmes. • Develop, advise on, and report against Māori wellbeing indicators. • With central agencies, co-design other mechanisms to influence focus of other agencies on Māori wellbeing, e.g. baseline reviews, PIF reviews. • Disseminate lessons learned and case studies.
	Statutory entity monitoring	• Support Ministerial oversight. • Support entity nominations and appointments. • Monitor performance. • Strategic advisory and continuous improvement. • Advise Trust Boards

Attachment 10

Section 4: Regional Partnerships and Operations

Decisions described in this section relate to Te Puni Kōkiri's regional, operations and investment functions.

Attachment 10

Overview of feedback

There was significant feedback regarding location and scope of roles in this puni and some suggested structural changes as result of this. This included the following themes.

Regional Partnerships

- Concern that the title of Manager in the Regions may set the expectations of external stakeholders too high, due to confusion with the previous Regional Manager role, and could be retitled Team Leaders to reflect the actual proposed scope of their role.
- Reallocation of proposed roles in regional teams to having more managers to address span of control issues.
- Have Māori Business Growth advisors situated in the regions but reporting through to a national office role. Concern that Māori Business Growth roles in regions have not lived up to expectations due to the dispersed leadership approach and may better sit in Funds management or as a separate team in Operations.

Region specific feedback included suggestions to:

- Split Ikaroa Rāwhiti into two regions again (Takitimu and Tairāwhiti)
- Add a second Regional Manager role into Te Waipounamu in Dunedin or Invercargill
- Establish a satellite office in West Auckland to service North West, with a second manager, and increase resources available in this region
- Adding a second manager role in Te Tai Tokerau to address span of control issues
- Split Waikato-Waiariki so that Waikato becomes a region on its own.

Operations

- Support both for and against separating out Paiheretia from Whānau Ora: support for- to manage the complexity and volume of work across the two work programmes; and against - fear that they will become disconnected from one another

Investments

- Suggestion to shift the focus of regionally-based Investment Advisors to an account management role to better support regional teams.
- Having the Investment Advisors report to Regional teams to increase capacity of Regional teams.
- Aligning the Portfolio Managers to the strategic shifts to ensure they are outcome and not output focussed.
- Possibility of introducing investment clusters (eg Te Ao, Pākihi Ora, Kaiārahi mo a popo, Kainga) to make the managing of individual funds easier, allowing for smoother transition of initiatives across TPK.
- Consider integrating Director Investments and Operations into one role to give greater alignment across work programmes.
- Consider splitting the Investment Director role in two – Director Investment Planning and Portfolio and Director Funds Management.
- Merge the Investment Support and Investments Portfolio and Planning teams into one.

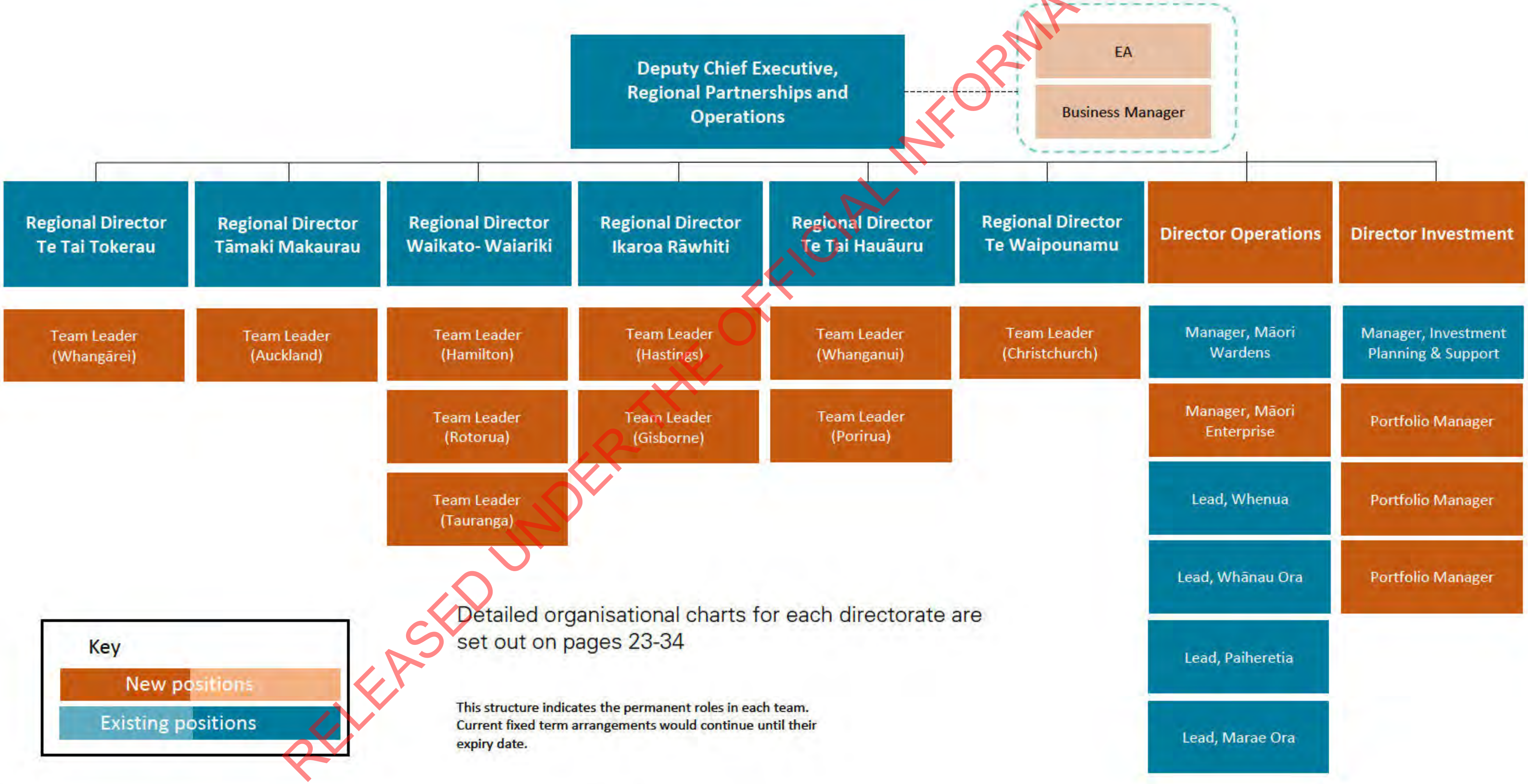
Attachment 10

RP&O organising model – functional view

Directorate	Operations Management	Investment Management	Regional Strategy and Engagement
Led by	Director Operations	Director Investments	Regional Directors (x6)
Focus	Office of the DCE and home for operational delivery of key programmes of work, and ongoing national operations.	Investment portfolio leadership and funds management practice	Driving better outcomes for Māori wellbeing and development through regional engagement, investment, and brokering.
Functions and accountabilities	**Programme management and operations** • Māori Wardens Project • Māori Enterprise (Māori Business Growth) • Whenua • Whānau Ora • Paiheretia • Marae Ora **Office of the DCE** • Business management • Executive assistance It is expected that programmes that are in the process of transitioning out of the Ministry would be located in this Directorate. It is also expected that ongoing operational teams (eg Māori business growth/enterprise) would be located in this Directorate.	**Investment planning and support** • Investment portfolio strategy, including advice to the Executive team, and supporting translation of government and TPK strategy into the investment portfolio • Portfolio and fund planning • Defining investment objectives and fund criteria • Monitoring and reporting on overall portfolio performance • Developing and maintaining good practice investment tools, policies, guidance, systems and processes • Supporting regional investment processes. **Portfolio and fund management** • Ensuring the integrity and coherence of funds management nationally and regionally from the perspective or investment products, outcomes and regional needs • Managing kaupapa funds • Monitoring and managing individual portfolio and fund performance	• Lead and implement regional strategies for Māori development • Influence across government to promote Māori wellbeing outcomes • Proactively advise and support Māori on working with government and connect Māori with government and non government organisations who can positively impact their wellbeing outcomes. • Lead regional investment strategy, and report on performance • Support regional applicants and applications process – help match needs to funding opportunities, and advise applicants on process • Decide applications within boundaries of discretion, and aligned with regional plan Regional teams in: • Te Tai Tokerau • Tāmaki Makaurau • Waikato-Waiariki • Ikaroa – Rāwhiti • Te Tai Hauāuru • Te Waipounamu

Attachment 10

Final structure – Regional Partnerships & Operations



- Deputy Chief Executive, Regional Partnerships and Operations
  - EA
  - Business Manager
  - Regional Director Te Tai Tokerau
    - Team Leader (Whangārei)
  - Regional Director Tāmaki Makaurau
    - Team Leader (Auckland)
  - Regional Director Waikato- Waiariki
    - Team Leader (Hamilton)
    - Team Leader (Rotorua)
    - Team Leader (Tauranga)
  - Regional Director Ikaroa Rāwhiti
    - Team Leader (Hastings)
    - Team Leader (Gisborne)
  - Regional Director Te Tai Hauāuru
    - Team Leader (Whanganui)
    - Team Leader (Porirua)
  - Regional Director Te Waipounamu
    - Team Leader (Christchurch)
  - Director Operations
    - Manager, Māori Wardens
    - Manager, Māori Enterprise
    - Lead, Whenua
    - Lead, Whānau Ora
    - Lead, Paiheretia
    - Lead, Marae Ora
  - Director Investment
    - Manager, Investment Planning & Support
    - Portfolio Manager
    - Portfolio Manager
    - Portfolio Manager

Key

New positions

Existing positions

Detailed organisational charts for each directorate are set out on pages 23-34

This structure indicates the permanent roles in each team. Current fixed term arrangements would continue until their expiry date.

Attachment 10

Decisions - Operations

Operations functions

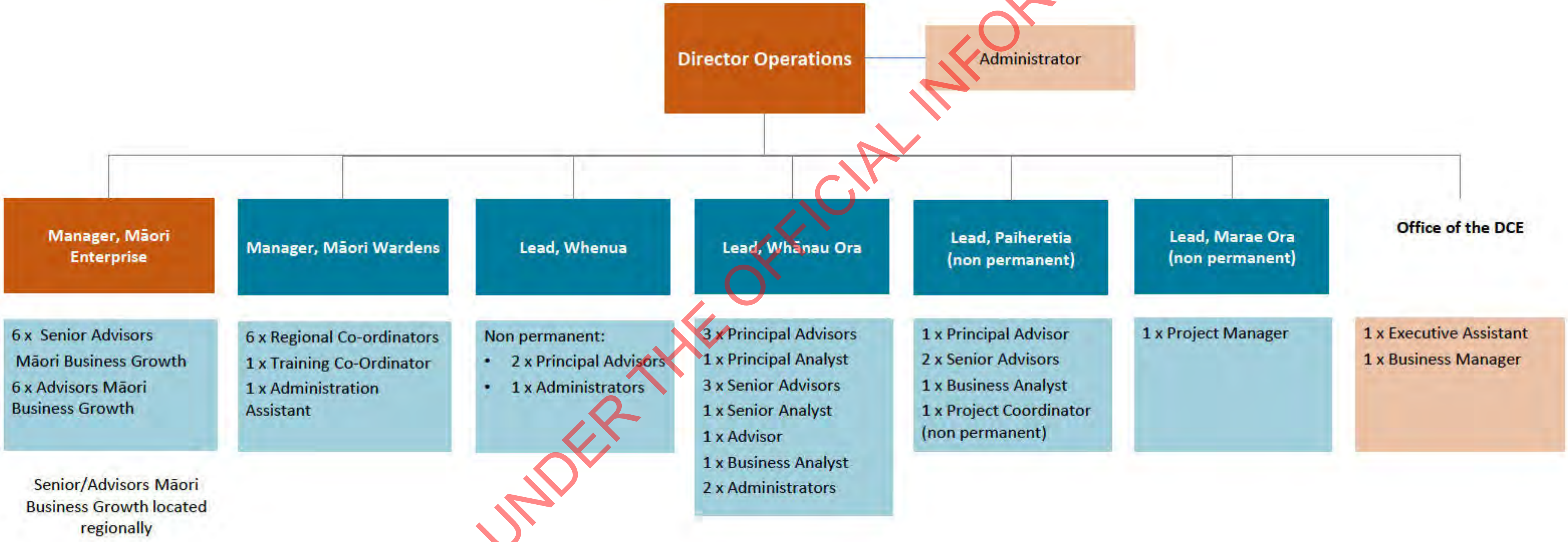
1. Create a new Operations Directorate, responsible for DCE support, national-level operations functions and programme-related functions, and led by a new Director, Operations position.
2. A smaller set of DCE support positions, with a reduction in the size of the previous Offices of the DCE.
3. Move the reporting line of the Māori Wardens team from Policy Partnerships, to the Operations Directorate.
4. Move the reporting line for the regional Māori Business Growth advisors, into the Operations Directorate, reporting to a new Manager, Māori Enterprise position.

Changes following consultation feedback

- Moving the reporting line for regional Māori Business Growth advisors to the Operations Directorate. The intent is that the Māori Business Growth advisors will continue to work within their regions, but will be managed at a national level, to support clear and consistent strategy and direction for the kaupapa of supporting Māori enterprise. This kaupapa is a significant pou of the Māori economic resilience strategy.
- Adding an Administrator position to support the Director and the Directorate.

Attachment 10

Operations Directorate



Director Operations

Administrator

Manager, Māori Enterprise

- 6 x Senior Advisors Māori Business Growth
- 6 x Advisors Māori Business Growth

Senior/Advisors Māori Business Growth located regionally

Manager, Māori Wardens

- 6 x Regional Co-ordinators
- 1 x Training Co-Ordinator
- 1 x Administration Assistant

Lead, Whenua

Non permanent:

- 2 x Principal Advisors
- 1 x Administrators

Lead, Whānau Ora

- 3 x Principal Advisors
- 1 x Principal Analyst
- 3 x Senior Advisors
- 1 x Senior Analyst
- 1 x Advisor
- 1 x Business Analyst
- 2 x Administrators

Lead, Paiheretia (non permanent)

- 1 x Principal Advisor
- 2 x Senior Advisors
- 1 x Business Analyst
- 1 x Project Coordinator (non permanent)

Lead, Marae Ora (non permanent)

- 1 x Project Manager

Office of the DCE

- 1 x Executive Assistant
- 1 x Business Manager

This structure indicates the permanent positions in each team. Current fixed term arrangements would continue until their expiry date.

Key

🟧	New positions
🟦	Existing positions

Attachment 10

Decisions - Investment

Decisions

1. Create an Investment Directorate, responsible for centralised investment functions, and led by a new Director, Investment role.
2. Make some changes to titles, accountabilities, and some reporting lines of teams with responsibility for particular investment functions, reporting to the proposed Director, Investment – and each led by a Manager and including staff from the previous Investment puni:
    - Investment Planning and Support team, including new Investment Advisors positions to be co-located in each region
    - Portfolio Management teams (organised by kaupapa), led by new Portfolio Manager positions, with responsibility for managing sub-portfolios of funds, grouped by kaupapa (eg kāinga, employment).

Portfolio Management teams

In this structure the Portfolio Managers will be each responsible for a portfolio of investments aligned by kaupapa. They will also manage a small team of advisors to support management of the funds relating to those kaupapa. This is intended to clarify the role and provide clear accountabilities.

The allocation of kaupapa portfolios to teams, and staff to each team, will be determined by the Director, Investment in consultation with the DCE RP&O and Portfolio Managers.

Maintaining flexibility

Non-structural mechanisms will be put in place to ensure staff and managers can be deployed flexibly across the work of the Portfolio teams. These include:

1. Annual consideration of the allocation of kaupapa domain portfolios across portfolio teams, to ensure the way work is clustered reflects the strategy and priorities for investment.
2. Periodic movement of Portfolio Managers across teams and kaupapa portfolios, to provide ‘fresh eyes’ and development opportunities.
3. Movement of fund management staff (except kaupapa specialists) across teams/kaupapa over time to support broader development of knowledge, skills and experience.

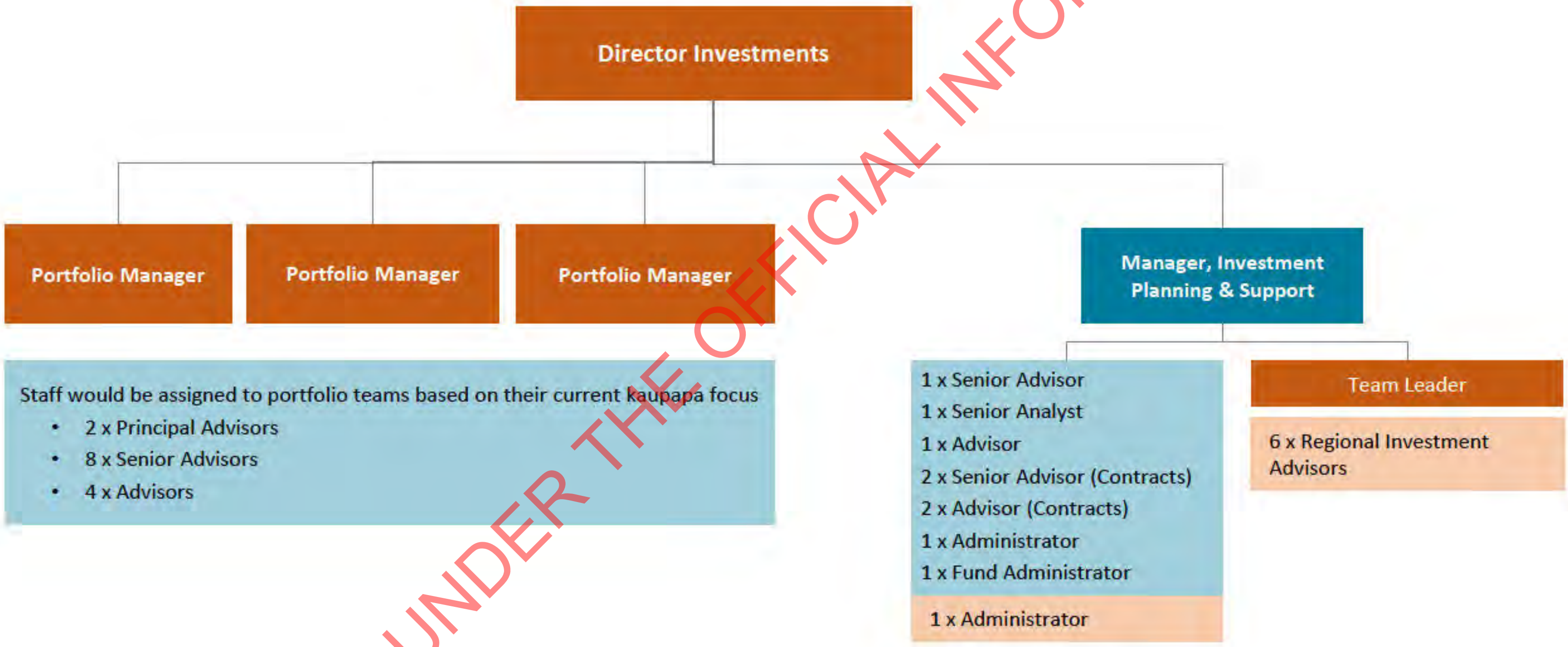
This will be supported by clear prioritisation and planning across the directorate, aligned with the investment strategy.

Changes following consultation feedback

- Different management structure
    - Portfolio Managers taking a people management as well as a portfolio management role
    - Combining the functions and team relating to investment planning and support (including removing one manager position), as well as managing the regional investment advisors.
- Adding more permanent positions into the portfolio teams to reflect current resourcing
- Addition of new cadetship positions to be built in from Budget 2020 funding in due course
- Additional Administrator role to support the Directorate’s administrative needs.

Attachment 10

Investment Directorate



Director Investments

Portfolio Manager

Portfolio Manager

Portfolio Manager

Staff would be assigned to portfolio teams based on their current kaupapa focus

- 2 x Principal Advisors
- 8 x Senior Advisors
- 4 x Advisors

Manager, Investment Planning & Support

1 x Senior Advisor
1 x Senior Analyst
1 x Advisor
2 x Senior Advisor (Contracts)
2 x Advisor (Contracts)
1 x Administrator
1 x Fund Administrator

1 x Administrator

Team Leader

6 x Regional Investment Advisors

Key

New positions

Existing positions

This structure indicates the permanent postiions in each team. Current fixed term arrangements would continue until their expiry date.

Attachment 10

Investment team accountabilities

To ensure clarity, functions and accountabilities of teams in the new Directorate are set out below.

Investment Planning and Support	**Investment portfolio strategy and performance** • Ensure strategic priorities for investment (identified through the organisational strategy process), are reflected in the investment portfolio • Define outcomes and investment objectives to be delivered • Develop framework for measuring and understanding investment impacts • Plan and advise on the overall investment portfolio, ensuring alignment between what is needed and what is funded, and the size/emphasis of the funds (including support for changes through budget processes) • Assess strategic need for new investments or shift in investment focus • Monitor return on investment overall **Regional investment support (Investment Advisor team)** • Support Regional Directors to develop and implement regional investment plans aligned with the investment strategy • Promote effective use, and support regional application, of existing funds at regional level **Operations support** • Design funding delivery processes (e.g. application rounds, national-level decision making processes, administration of low discretion funding pools) • Develop and review fund administration policies and guidance (e.g. for regional decision-makers and advisors) • Develop, maintain and improve the customer-facing system (eg SmartFund, ICMS) and process for funding applications • Manage reporting on fund metrics via ICMS • Build capability of regions to use systems and processes effectively • Contract development and management (national) • Manage funding accountability requirements
Portfolio management teams	• Define, review and adjust the focus of each investment type and fund, including the investment logic, to reflect the strategy • Develop and review funding criteria to reflect priorities/focus for each fund • Monitor return on investment for each portfolio • Manage funding delivery processes (e.g. application rounds, national-level decision making processes, administration of low discretion funding pools) • Ensure application of funding nationally and regionally is aligned with investment objectives/outcomes

Attachment 10

Decisions - Regions

Decisions

1. Re-title Regional Manager role as 'Regional Director'.
2. Create new Team Leader positions in each region, to manage spans of control in relation to people management, and support Regional Directors to manage senior level stakeholder relationships.
3. Change the reporting lines of the Advisors / Senior Advisors Whenua roles (non permanent) to the Principal Whenua in their Region. Confirm the reporting lines of Principal Advisors Whenua (non permanent) in Regions to the Lead Whenua in the Operations Directorate

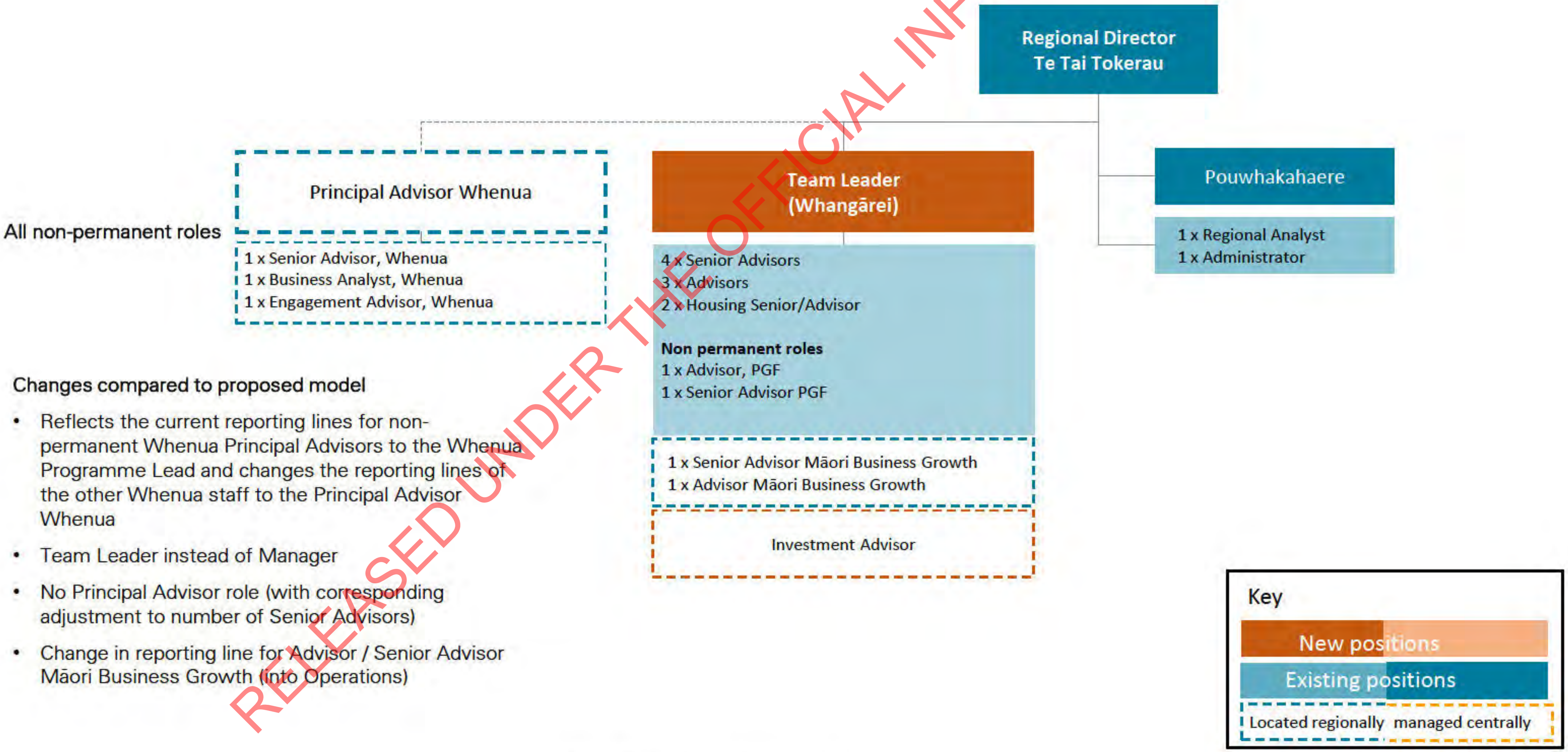
Some feedback suggested splitting several regions into more, smaller regions. We have decided not to look at regional boundaries as part of this exercise. This would require in depth engagement with relevant iwi and a longer process.

Changes following consultation feedback

- Following feedback about reducing the number of Senior Advisors it has been decided not to create new Principal Advisor positions in the regions.
- Additional Team Leaders have been added instead of Principal Advisors (Ikaroa-Rāwhiti, Te Tai Hauāuru, Waikato-Waiariki), in regions where there are teams in multiple locations that have staffing numbers above a certain size, meaning it would benefit from localised people leadership.
- Creating Team Leader rather than Manager positions. This reflects feedback that creating Manager positions could create unrealistic expectations amongst stakeholders about the level of delegations and authority (as the Regional Director roles were previously titled 'Manager'). It also recognises that the Team Leader roles will have work delivery responsibilities in addition to people management.

Attachment 10

Regional Directorates – Te Tai Tokerau



Regional Director
Te Tai Tokerau

Pouwhakahaere

1 x Regional Analyst
1 x Administrator

Team Leader
(Whangārei)

4 x Senior Advisors
3 x Advisors
2 x Housing Senior/Advisor

Non permanent roles
1 x Advisor, PGF
1 x Senior Advisor PGF

1 x Senior Advisor Māori Business Growth
1 x Advisor Māori Business Growth

Investment Advisor

All non-permanent roles

Principal Advisor Whenua

1 x Senior Advisor, Whenua
1 x Business Analyst, Whenua
1 x Engagement Advisor, Whenua

Changes compared to proposed model

- Reflects the current reporting lines for non-permanent Whenua Principal Advisors to the Whenua Programme Lead and changes the reporting lines of the other Whenua staff to the Principal Advisor Whenua
- Team Leader instead of Manager
- No Principal Advisor role (with corresponding adjustment to number of Senior Advisors)
- Change in reporting line for Advisor / Senior Advisor Māori Business Growth (into Operations)

Key

New positions

Existing positions

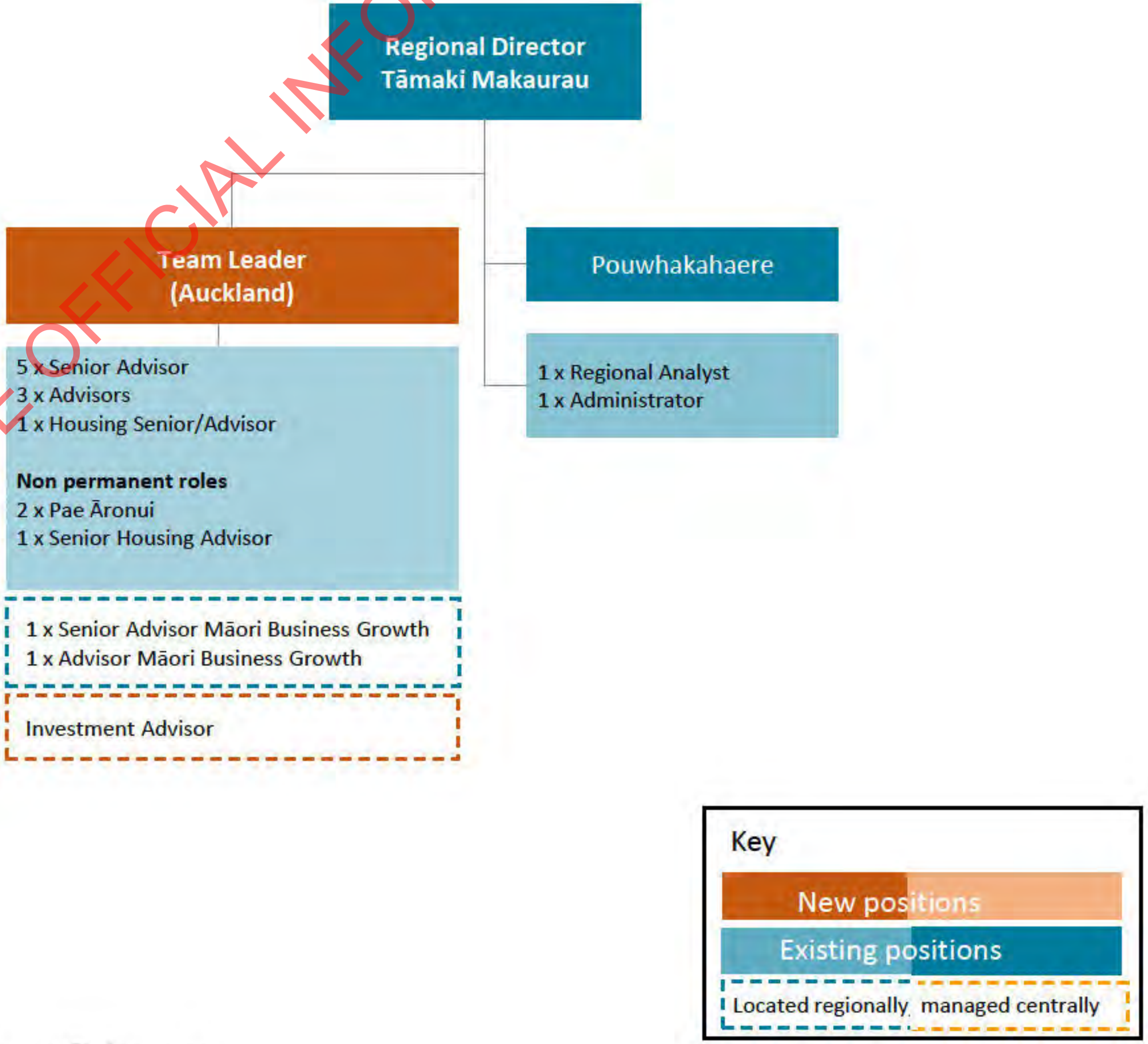
Located regionally managed centrally

Attachment 10

Regional Directorates – Tāmaki Makaurau

Changes compared to proposed model

- Team Leader instead of Manager
- No Principal Advisor role (with corresponding adjustment to number of Senior Advisors)
- Change in reporting line for Māori Business Growth advisors (into Operations)



Regional Director Tāmaki Makaurau

Team Leader (Auckland)

5 x Senior Advisor
3 x Advisors
1 x Housing Senior/Advisor

Non permanent roles
2 x Pae Āronui
1 x Senior Housing Advisor

1 x Senior Advisor Māori Business Growth
1 x Advisor Māori Business Growth

Investment Advisor

Pouwhakahaere

1 x Regional Analyst
1 x Administrator

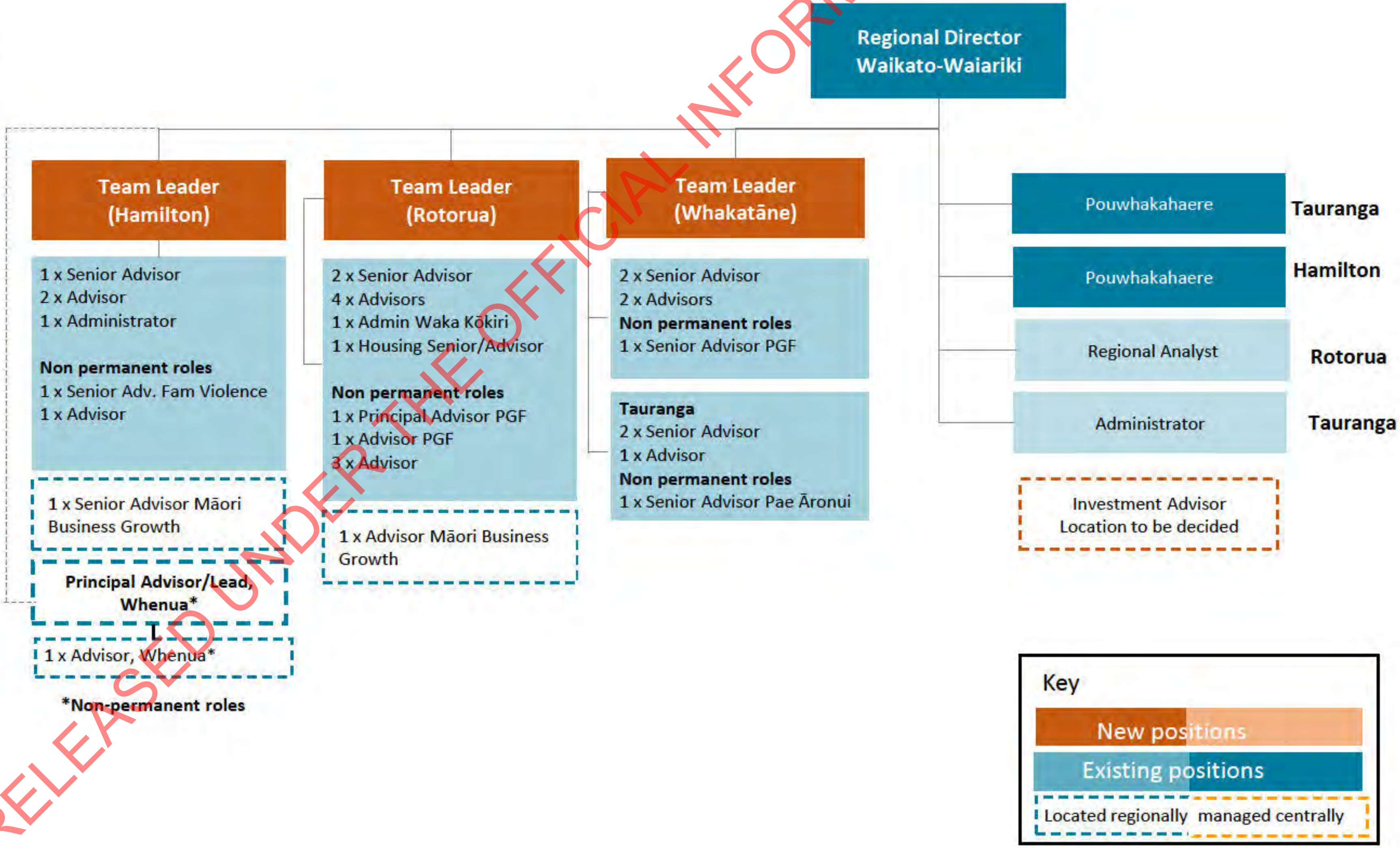
Key
- New positions
- Existing positions
- Located regionally, managed centrally

Attachment 10

Regional Directorates – Waikato-Waiariki

Changes compared to proposed model

- Reflects the current reporting lines for non-permanent Whenua Principal Advisors to the Whenua Programme Lead and changes the reporting lines of the other Whenua staff to the Principal Advisor Whenua
- Team Leader instead of Manager roles
- Additional Team Leader position in Whakatāne instead of Principal Advisor
- No Principal Advisor position in Tauranga (with corresponding adjustment to number of Senior Advisors)
- Change in reporting line for Māori Business Growth advisors (into Operations)



Regional Director Waikato-Waiariki

Team Leader (Hamilton)

1 x Senior Advisor
2 x Advisor
1 x Administrator

Non permanent roles
1 x Senior Adv. Fam Violence
1 x Advisor

1 x Senior Advisor Māori Business Growth

Principal Advisor/Lead, Whenua*

1 x Advisor, Whenua*

***Non-permanent roles**

Team Leader (Rotorua)

2 x Senior Advisor
4 x Advisors
1 x Admin Waka Kōkiri
1 x Housing Senior/Advisor

Non permanent roles
1 x Principal Advisor PGF
1 x Advisor PGF
3 x Advisor

1 x Advisor Māori Business Growth

Team Leader (Whakatāne)

2 x Senior Advisor
2 x Advisors
Non permanent roles
1 x Senior Advisor PGF

Tauranga
2 x Senior Advisor
1 x Advisor
Non permanent roles
1 x Senior Advisor Pae Āronui

Pouwhakahaere — **Tauranga**

Pouwhakahaere — **Hamilton**

Regional Analyst — **Rotorua**

Administrator — **Tauranga**

Investment Advisor
Location to be decided

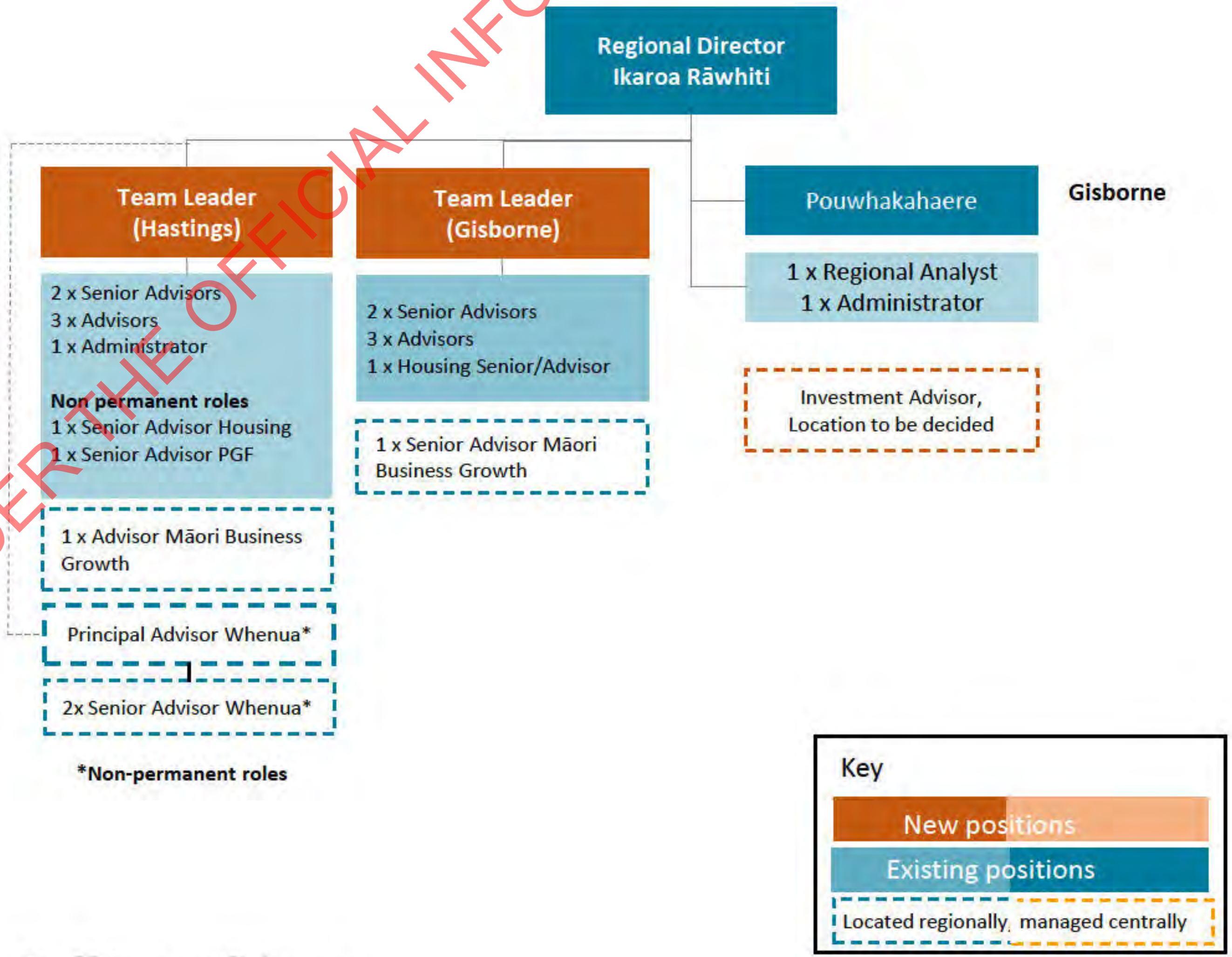
Key
New positions
Existing positions
Located regionally managed centrally

Attachment 10

Regional Directorates – Ikaroa-Rāwhiti

Changes compared to proposed model

- Reflects the current reporting lines for non-permanent Whenua Principal Advisors to the Whenua Programme Lead and changes the reporting lines of the other Whenua staff to the Principal Advisor Whenua
- Team Leader instead of Manager
- Additional Team Leader position in Gisborne instead of Principal Advisor
- Change in reporting line for Māori Business Growth advisors (into Operations)



Regional Director Ikaroa Rāwhiti

Team Leader (Hastings)

2 x Senior Advisors
3 x Advisors
1 x Administrator

Non permanent roles
1 x Senior Advisor Housing
1 x Senior Advisor PGF

1 x Advisor Māori Business Growth

Principal Advisor Whenua*

2x Senior Advisor Whenua*

Team Leader (Gisborne)

2 x Senior Advisors
3 x Advisors
1 x Housing Senior/Advisor

1 x Senior Advisor Māori Business Growth

Pouwhakahaere

Gisborne

1 x Regional Analyst
1 x Administrator

Investment Advisor, Location to be decided

***Non-permanent roles**

Key

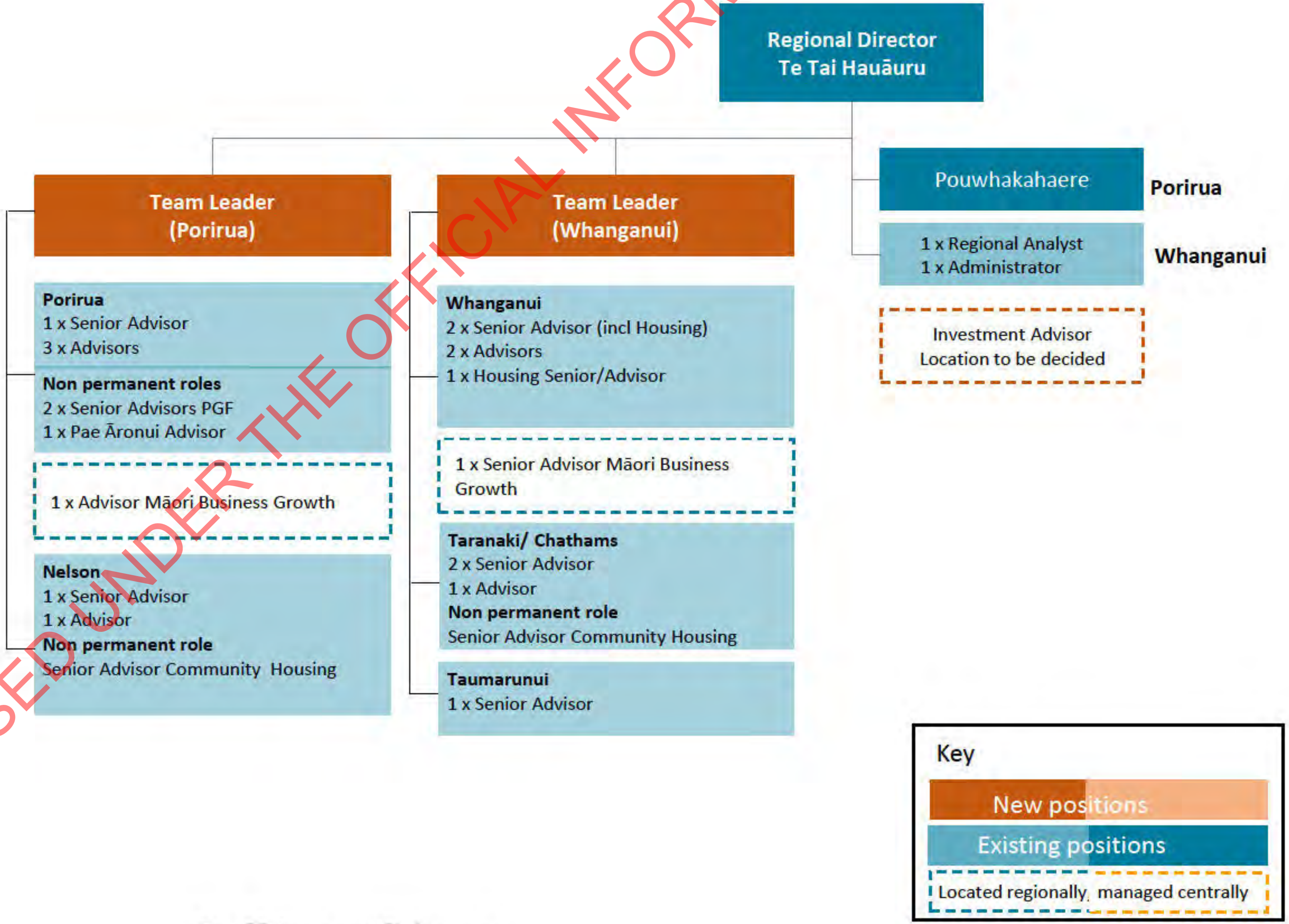
- New positions
- Existing positions
- Located regionally, managed centrally

Attachment 10

Regional Directorates – Te Tai Hauāuru

Changes compared to proposed model

- Team Leader instead of Manager roles
- Additional Team Leader instead of Principal Advisor
- Change in reporting line for Māori Business Growth advisors (into Operations)



Regional Director Te Tai Hauāuru

Team Leader (Porirua)

Porirua
1 x Senior Advisor
3 x Advisors

Non permanent roles
2 x Senior Advisors PGF
1 x Pae Āronui Advisor

1 x Advisor Māori Business Growth

Nelson
1 x Senior Advisor
1 x Advisor
Non permanent role
Senior Advisor Community Housing

Team Leader (Whanganui)

Whanganui
2 x Senior Advisor (incl Housing)
2 x Advisors
1 x Housing Senior/Advisor

1 x Senior Advisor Māori Business Growth

Taranaki/ Chathams
2 x Senior Advisor
1 x Advisor
Non permanent role
Senior Advisor Community Housing

Taumarunui
1 x Senior Advisor

Pouwhakahaere — **Porirua**

1 x Regional Analyst
1 x Administrator — **Whanganui**

Investment Advisor
Location to be decided

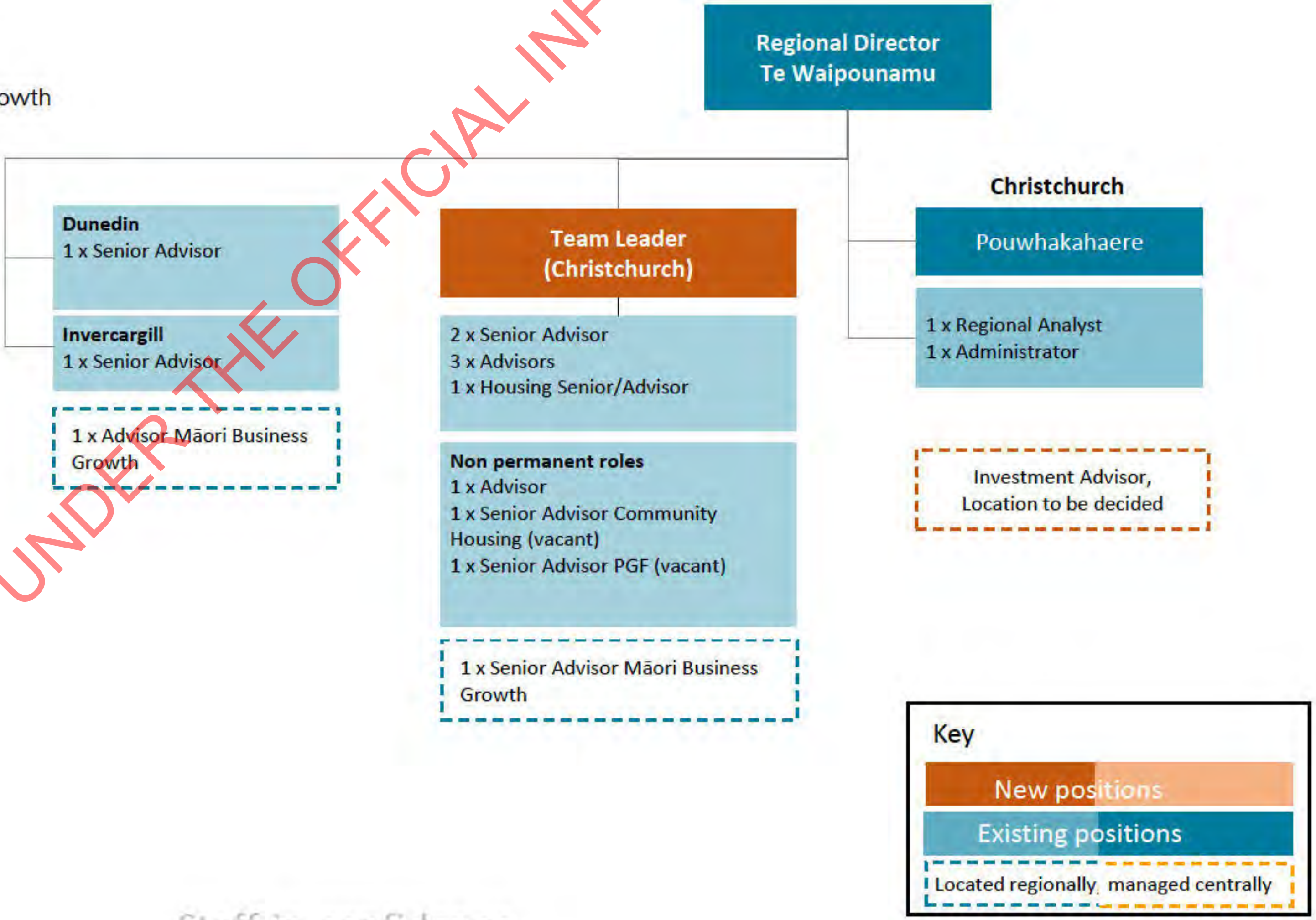
Key
New positions
Existing positions
Located regionally, managed centrally

Attachment 10

Regional Directorates – Te Waipounamu

Changes compared to proposed model

- Team Leader instead of Manager
- No Principal Advisor role (with corresponding adjustment to number of Senior Advisors)
- Change in reporting line for Māori Business Growth advisors (into Operations)



Regional Director Te Waipounamu

Dunedin
1 x Senior Advisor

Invercargill
1 x Senior Advisor

1 x Advisor Māori Business Growth

Team Leader (Christchurch)

2 x Senior Advisor
3 x Advisors
1 x Housing Senior/Advisor

Non permanent roles
1 x Advisor
1 x Senior Advisor Community Housing (vacant)
1 x Senior Advisor PGF (vacant)

1 x Senior Advisor Māori Business Growth

Christchurch

Pouwhakahaere

1 x Regional Analyst
1 x Administrator

Investment Advisor, Location to be decided

Key
New positions
Existing positions
Located regionally, managed centrally

Te Kāwanatanga o Aotearoa

Attachment 10

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Section 5: Organisational Support and Office of the CE

Attachment 10

Overview of feedback – Organisational Support

Key feedback themes were:

- A suggestion the Ministerial team take a stronger QA role for material going to Ministers' office.
- Concern that many Ministerial letters will still require subject matter input from puni even if a more centralised approach is adopted and limits to the workability of this model.
- Moving planning and reporting roles and functions into the new Strategy, Governance and Public Sector Performance puni.
- Support to signal a stronger focus of the procurement team on strategic commercial and procurement good practice across Te Puni Kōkiri, and a suggestion to reflect this in the team name.
- Support for signalling the intent for the current Programme Support Office to become a Programme Management office with more focus on being a strong centre of expertise for programme management practice, methods, and tools.
- A suggestion to move Programme lead from ODCE to Risk and Assurance rather than Human Resources.

Attachment 10

Decisions – Organisational Support

Ministerial services

The model for delivery of Ministerial services will become more centralised as proposed. This will be supported by an expanded central team (in the Organisational Support puni), including adding a Senior Advisor position, and seconding 1-2 policy analysts who will be rotated in and out of this function.

This means more of the drafting of OIA responses and Ministerial letters will be handled directly by the Ministerial Services team, although the model will not be completely centralised. Subject matter experts from other puni will be consulted or involved where required, rather than by default.

Programme Lead role in DCE's office

The Programme Lead position in the DCE's office will report to the Manager, Risk and Assurance instead of the DCE Organisational Support. This reflects a change to the proposal that was consulted on, and recognises the synergies between the work of the Programme Lead and the risk and assurance functions.

Planning and reporting

Responding to feedback, the planning and reporting team in Finance will move to report to the new Strategy & Performance Manager in the Strategy, Governance and Public Sector Performance puni.

Programme Support Office

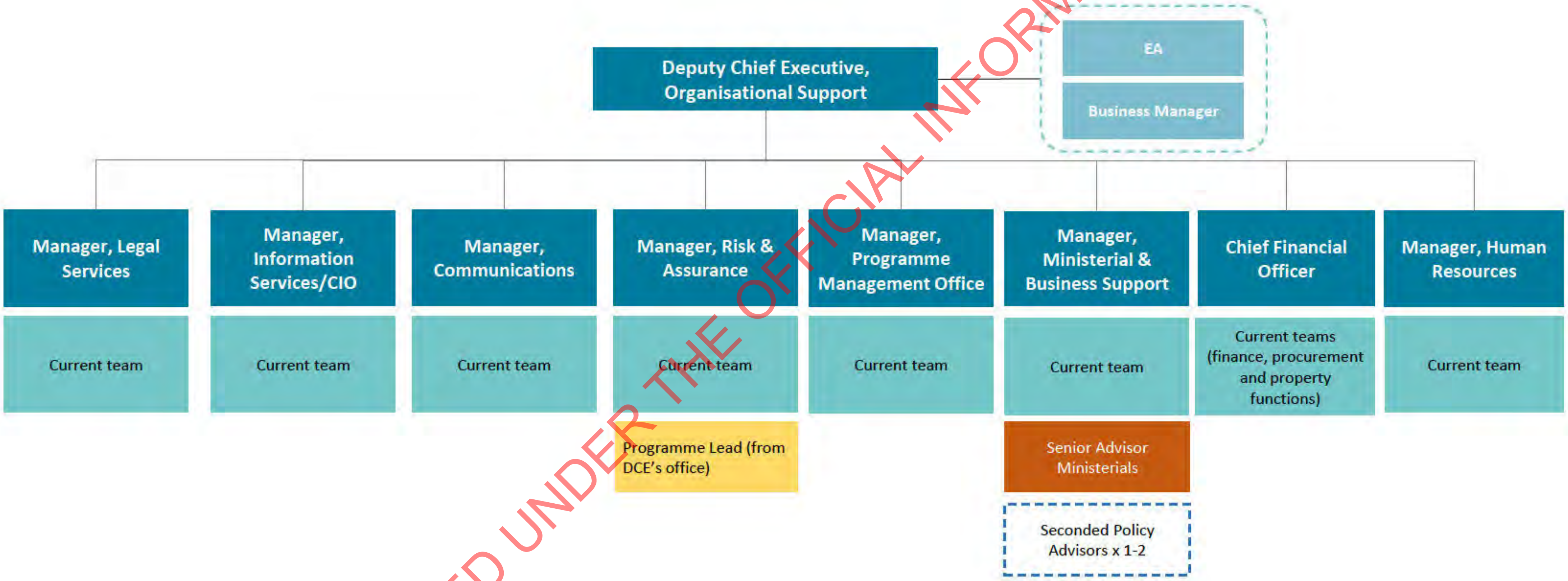
The name of the Programme Support Office will change to Programme Management Office to recognise the intent that these functions move to become a more strategic centre of expertise for programme management in Te Puni Kōkiri, with a stronger focus on providing guidance and advice on methods, providing tools and resources, building capabilities, and monitoring and reporting on significant programmes across Te Puni Kōkiri.

Procurement team

The name of the Procurement team in Finance will change to Commercial and Procurement, to reflect the need to take a stronger strategic view of managing commercial relationships and partnerships, as well as managing procurement systems and processes, and carrying out value for money and spend analysis and improvement.

Attachment 10

Organisational Support


Deputy Chief Executive, Organisational Support
EA
Business Manager
Manager, Legal Services
Current team
Manager, Information Services/CIO
Current team
Manager, Communications
Current team
Manager, Risk & Assurance
Current team
Programme Lead (from DCE's office)
Manager, Programme Management Office
Current team
Manager, Ministerial & Business Support
Current team
Senior Advisor Ministerials
Seconded Policy Advisors x 1-2
Chief Financial Officer
Current teams (finance, procurement and property functions)
Manager, Human Resources
Current team

This structure indicates the permanent roles in each team. Current fixed term arrangements would continue until their expiry date.

Key

New positions

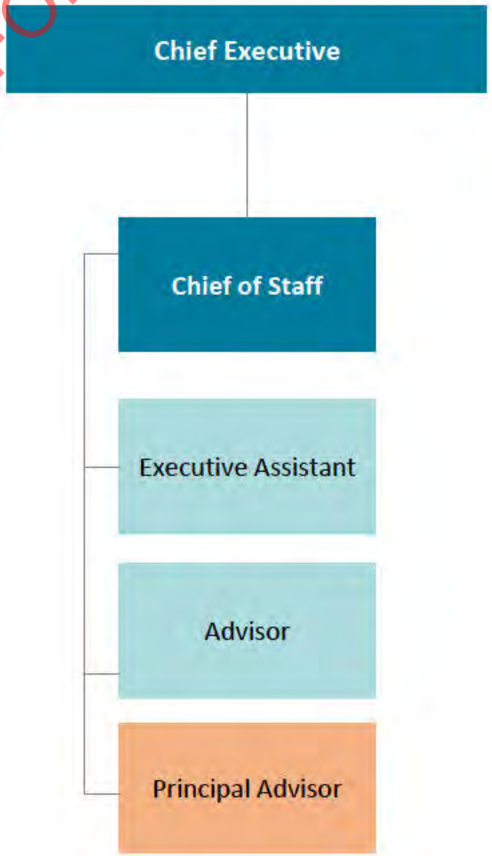
Existing positions

Change in reporting line

Attachment 10

Feedback and decisions – Office of the CE

The feedback was to make the Principal Advisor position in the Office of the CE a permanent position in the office. In addition to providing advice to the Chief Executive they will support the co-ordination of work across puni, support interactions with Ministers Offices and provide support to the Chief of Staff.



Key

New positions

Existing positions

This structure indicates the permanent roles in each team. Current fixed term arrangements would continue until their expiry date.

Private Secretaries will continue to have their substantive roles and are reflected in the roles and resourcing of their home puni, but will continue to report to the Chief of Staff while operating in the Private Secretary role.

Attachment 10

Section 7 Impacts of change

In total:

- 45 new positions are being created
- 12 positions are being disestablished
- 47 policy staff (in Principal, Senior, and Advisor roles) are reconfirmed but will have their team placements worked out by an EOI process
- 30 Senior Advisor positions will be subject to reconfirmation after appointments to 10 new Team Leader roles in regions are made

There are a number of potential reassignment opportunities available for staff whose positions have been disestablished

Attachment 10

New positions

Puni	Team	Position	Number (45 total)
Office of the DCE	Office of the DCE	Principal Advisor	1
Organisational Support	Ministerial and Business Support	Senior Ministerial Advisor	1
Strategy, Governance & Public Sector Performance	Strategy, Governance & Public Sector Performance	Deputy Chief Executive, Strategy, Governance and Public Sector Performance	1
		Business Manager	1
		Executive Assistant	1
		Administrator	2
	Strategy & Performance	Manager Strategy & Performance	1
		Principal Analyst (Performance)	1
		Senior Advisor	2
		Advisor	1
Policy Partnerships	Insights	Director	1
	Policy	Director	2
		Policy Manager	1
		Senior Advisor	1
		Advisor	1
Regional Partnerships & Operations	Office of the DCE	Business Manager	1
		Executive Assistant	1
	Te Tai Tokerau	Team Leader (Whangārei)	1
	Waikato-Waiariki	Team Leader (Hamilton)	1
		Team Leader (Rotorua)	1
		Team Leader (Whakatāne)	1
	Tāmaki Makaurau	Team Leader (Auckland)	1
	Ikaroa Rawhiti	Team Leader (Hastings)	1
		Team Leader (Gisborne)	1
	Te Tai Hauāuru	Team Leader (Whanganui)	1
		Team Leader (Porirua)	1
	Te Waipounamu	Team Leader (Christchurch)	1
	Operations	Director	1
		Manager Māori Enterprise	1
		Administrator	1
	Investment	Director	1
		Portfolio Managers	3
		Administrator	1
		Team Leader Regional Investment	1
		Regional Investment Advisors	6

Attachment 10

Impacts on individual positions of final decisions

Organisational Support

Team	Position(s)	Established	Impact on position	Impact on people
Office of the DCE	9(2)(a) [redacted]	[redacted]	[redacted]	[redacted]
Communications	[redacted]	[redacted]	[redacted]	[redacted]
Finance	[redacted]	[redacted]	[redacted]	[redacted]
Human Resources and Capability	[redacted]	[redacted]	[redacted]	[redacted]
Information Services	[redacted]	[redacted]	[redacted]	[redacted]
Legal Services	[redacted]	[redacted]	[redacted]	[redacted]
Ministerial and Support Services	[redacted]	[redacted]	[redacted]	[redacted]
Risk and Assurance	[redacted]	[redacted]	[redacted]	[redacted]
Programme Support	[redacted]	[redacted]	[redacted]	[redacted]

Attachment 10

Impacts on individual positions of final decisions

Office of the Chief Executive

Team	Position(s)	Established	Impact on position	Impact on people
9(2)(a) [redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Attachment 10

Impacts on individual positions of final decisions

Policy Partnerships

Team	Position(s)	Established	Impact on position	Impact on people
9(2)(a) [redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Attachment 10

Impacts on individual positions of final decisions

Regional Partnerships

Team	Position(s)	Established	Impact on position	Impact on people
9(2)(a) [redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Attachment 10

Impacts on individual positions of final decisions

Waikato-Waiariki	Position	Establishment	Impact on position	Impact on people
Tauranga	9(2)(a) [redacted]	[redacted]	[redacted]	[redacted]
Hamilton	[redacted]	[redacted]	[redacted]	[redacted]
Rotorua	[redacted]	[redacted]	[redacted]	[redacted]
Whakatane	[redacted]	[redacted]	[redacted]	[redacted]
Ikaroa Rawhiti	[redacted]	[redacted]	[redacted]	[redacted]
Gisborne	[redacted]	[redacted]	[redacted]	[redacted]
Hastings	[redacted]	[redacted]	[redacted]	[redacted]

Attachment 10

Impacts on individual positions of final decisions

Te Tai Hauāuru	Position	Established	Impact on position	Impact on people
Taranaki	9(2)(a) [redacted]	[redacted]	[redacted]	[redacted]
Whanganui	[redacted]	[redacted]	[redacted]	[redacted]
Taumarunui	[redacted]	[redacted]	[redacted]	[redacted]
Porirua	[redacted]	[redacted]	[redacted]	[redacted]
Nelson	[redacted]	[redacted]	[redacted]	[redacted]
Te Waipounamu	[redacted]	[redacted]	[redacted]	[redacted]
Christchurch	[redacted]	[redacted]	[redacted]	[redacted]
Dunedin	[redacted]	[redacted]	[redacted]	[redacted]
Invercargill	[redacted]	[redacted]	[redacted]	[redacted]

Attachment 10

Impacts on individual positions of final decisions

Investment

Team	Position(s)	Established	Impact on position	Impact on people
Office of the DCE	9(2)(a) [redacted]	[redacted]	[redacted]	[redacted]
Statutory Entities	[redacted]	[redacted]	[redacted]	[redacted]
Whanau Ora	[redacted]	[redacted]	[redacted]	[redacted]
Paiheretia	[redacted]	[redacted]	[redacted]	[redacted]
Māori Growth	[redacted]	[redacted]	[redacted]	[redacted]
Investment Planning & Performance	[redacted]	[redacted]	[redacted]	[redacted]

Attachment 10

Impacts on individual positions of final decisions

Investment

Team	Position(s)	Established	Impact on position	Impact on people
Operational Policy & Design	9(2)(a) [redacted]	[redacted]	[redacted]	[redacted]
Impact, Evaluation and Analysis	[redacted]	[redacted]	[redacted]	[redacted]
Monitoring State Sector Effectiveness	[redacted]	[redacted]	[redacted]	[redacted]

Attachment 10

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Process for managing change

This section outlines the high level processes that will be applied to manage the impact of change on individuals, including how new roles will be filled.

A more detailed reassignment process will be communicated to staff on 29 July.

Attachment 10

Staff transfer process

Our guiding principles

As noted earlier, the leadership team wants to reassure you that we will do our best to minimise disruption to kaimahi throughout this process. If we decide to make changes that will impact on staff roles, we will apply the following principles when working through the changes:

- We will maximise employment opportunities for permanently employed staff
- We will adhere to the terms and conditions of the Collective Employment Agreement between Te Puni Kōkiri and the Public Service Association and Individual Agreements
- We will seek to minimise uncertainty for staff
- We will maintain operational delivery.

Staff transfer process

Once we have considered your views and come to a final decision, we will announce the agreed changes to all staff, and tell any affected staff how the changes will impact on their position. We will also outline the next steps in the process. This may include reconfirmation, reassignment or redeployment, as outlined below.

Where there is any inconsistency or confusion between this staff transfer process and the Collective Employment Agreement, the clauses in the PSA Collective Employment Agreement will prevail.

Reconfirmation

Reconfirmation occurs if there are minor changes to a role, such as a title change, change in reporting line, or minor changes to the functions and responsibilities of a role. The specific criteria for reconfirmation of an affected staff member is that:

- The job descriptions are the same (or very nearly the same)
- The salary is the same
- Terms and conditions of employment are the same including career prospects
- The location is the same.
- If an affected staff member meets the criteria, then they will be reconfirmed into their new roles and notified of the change.

Reassignment

After staff have been reconfirmed in their roles, some staff members may be unplaced, and they will be considered for reassignment. The process and placement for reassignment to staff level roles are detailed in the PSA Collective Employment Agreement.

If a staff member's role has significantly changed or if there is a reduction in the number of people performing a certain role, then staff members will be asked to express their role preferences via an Expression of Interest process. We will ask Managers or their nominated representative to work through this process with the PSA and affected staff members, on an individual basis.

Finally, all reassignment decisions are subject to review, in line with the terms set out in the Collective Agreement.

Redeployment

If a staff member is not reconfirmed or reassigned – and in this process, we expect very few staff members to be affected in this way – then our management team will work one-on-one to support the affected staff member and to uphold the employer requirements set out in their employment agreement. This will include identifying any other opportunities within Te Puni Kōkiri, or the wider Public Sector.

Fixed-term staff

Fixed-term staff will be considered for any roles that remain unfilled, after the reassignment process is complete.

Unfilled roles

After the reassignment process is complete, the Deputy Chief Executive and relevant leadership team will be responsible for considering how and when to fill any unfilled roles.

Director and Manager roles

The process for making appointments into new and vacant Director and Manager roles will be decided and communicated to staff following the announcements of decisions.

Te Kāwanatanga o Aotearoa

Attachment 10

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Te Kāwanatanga o Aotearoa

Attachment 11

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

CONSULTATION DOCUMENT

Transition of the Whenua Māori Programme to the Whenua Māori Service

25 May 2021

Staff-in-confidence

Attachment 11

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

E taku iti e taku rahi toko ake tātou ki te kaupapa kua horaina nei ki runga i te takapau o te wharenui o Te Puni Kōkiri, kia tīkina e au ko ēnei kupu a ngā kaiurungi waka o tuawhakarere hei whakaihī i te ara matua kei mua i a tatou.

"Tirohia te taumata moana, ka whakatere atu ai tātou ki tua."

To all whom I hold with great esteem let us move ahead with the task that lies before Te Puni Kōkiri inspired by these words from the navigators of old.

"Look to the distant horizon, and set sail for what lies beyond"

Attachment 11

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Introduction

In December 2018, the Minister for Māori Development and the Minister of Justice jointly presented a proposal to establish the Whenua Māori Programme (the Programme). The Programme was established in 2019 to deliver four workstreams:

- The Whenua Advisory Service (Te Taitokerau, Waiariki, and Te Tairāwhiti)
- Whenua Knowledge Hub
- Legislative Amendments, and
- Modernising Māori Land Court Technology (Ministry of Justice workstream).

Once established, the Programme was intended to become 'business as usual' across the Ministry to ensure whenua remained a strategic priority.

The proposed structure of the Whenua Māori Services has been informed by Te Puni Kōkiri's Operating Model and is purposely designed to create a more integrated and targeted Ministry approach to whānau development through whenua.

As the Programme has evolved, so too has the structure of the Team, to meet the increased demand for facilitation and brokerage support, particularly for landowners in the early stages of their development journey.

The proposed structure (see page 7) aligns with insights and learnings gathered from across the Ministry and, from key external stakeholder partners.

Your views and ideas are valued. We are seeking your feedback before final decisions are made on the way forward. Page 4 of this document outlines the consultation process and how you can share your feedback.

Attachment 11

Consultation process

How do you provide feedback?

I welcome comment on this consultation document from all Whenua Māori staff. Feedback can be sent to mb-rpo-consultation@tpk.govt.nz, in the form of group or individual submissions. All submissions will be acknowledged on receipt. The closing date for feedback is 5pm on Sunday 6 June 2021.

What happens after the consultation period

I will take all feedback into consideration before making final decisions.

At the conclusion of consultation a summary of the feedback themes will be provided as part of the decision document.

Support

If you need independent support, Te Puni Kōkiri offers access to EAP services. Details on how to access this can be found at http://intranet.te-wheke.int/en/working-here/health-and-safety/promoting-health-at-work/welfare

Timeline

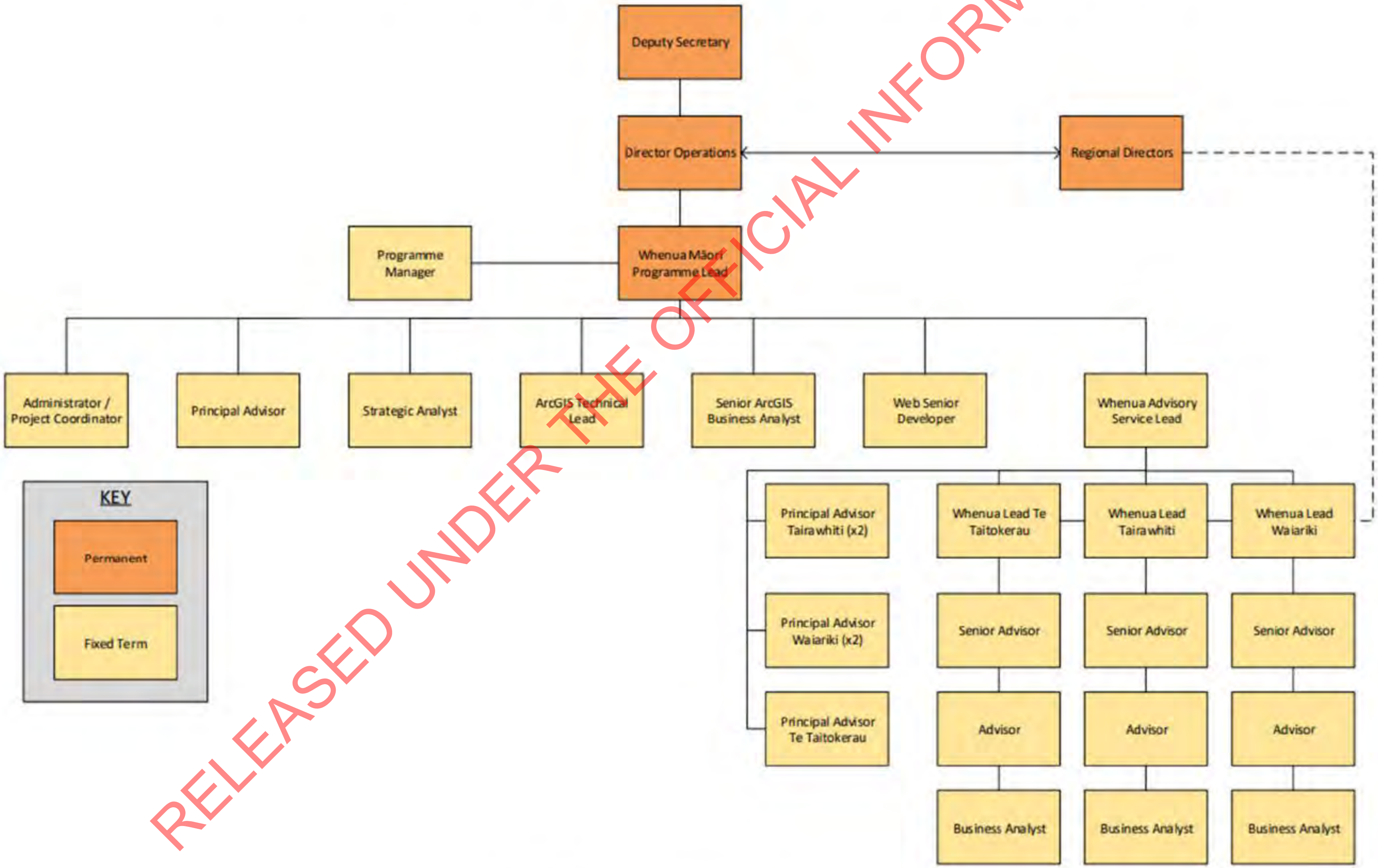
The consultation timeline is outlined in the table below. The dates set out below are indicative and while we will endeavour to work within this timeline, timing of some steps may vary. I will continue to update you should any significant changes occur.

Date/s	Process
25 May 2021	**Consultation period commences**
25 May to 6 June 2021	**Consultation underway** – provide your feedback and comments.
5pm on 6 June 2021	**Consultation period closes**
7 to 12 June 2021	**Feedback considered**
14 June 2021	**Final decisions advised**

Attachment 11

Existing structure – Whenua Māori Programme

EXISTING WHENUA MĀORI PROGRAMME STRUCTURE AS AT 1 JANUARY 2021



Deputy Secretary

Director Operations

Regional Directors

Programme Manager

Whenua Māori Programme Lead

Administrator / Project Coordinator

Principal Advisor

Strategic Analyst

ArcGIS Technical Lead

Senior ArcGIS Business Analyst

Web Senior Developer

Whenua Advisory Service Lead

Principal Advisor Tairawhiti (x2)

Principal Advisor Waiariki (x2)

Principal Advisor Te Taitokerau

Whenua Lead Te Taitokerau

Whenua Lead Tairawhiti

Whenua Lead Waiariki

Senior Advisor

Senior Advisor

Senior Advisor

Advisor

Advisor

Advisor

Business Analyst

Business Analyst

Business Analyst

KEY

Permanent

Fixed Term

Attachment 11

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Section 1 - Current staffing arrangements in existing structure

The Whenua Māori Programme will move to a permanent, Whenua Māori Services function within the Operations Directorate. The proposed structure and functions will ensure the ongoing delivery of current workstreams, the capacity to maintain strong links with other Puni and the necessary capacity to build on the Ministry's relationships with other agencies. Bringing regional insights, evidence and learnings closer to the Ministry's principal policy role in Māori development will require better integration across the Ministry. This will require greater strategic focus across regional work programmes and between teams.

The 26 roles in the existing structure are listed below including current employment arrangements. Roles filled by contractors and with acting staff in place have been added to the *Impacted and Vacant* column.

9(2)(a)

[redacted]

Attachment 11

Proposed structure – Whenua Māori Services

9(2)(a)

[redacted]

Te Kāwanatanga o Aotearoa

Attachment 11

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Section 2 - Overview points to note

Previous Consultation

- Feedback from hui has been considered during the development of this document. This has been collected in the following ways and with the following stakeholders:
    - Two whenua wānanga with RPO and Policy Directors
    - Virtual meetings with Regional Leads and Regional Principal Advisors
    - Hui with policy to apply Te Tautuhi o Rongo framework
    - Discussions with OS Puni, specifically Human Resources and Finance
    - Face-to-face hui with national office based staff
    - Proposed changes presented to Strategic Priorities and Critical Work Governance Board and approved in-principle
    - Proposed changes presented to the Executive Leadership Team and approved

Fixed Term Arrangements

- Except for the Whenua Māori Programme Lead which is a permanent role, all other roles in the Whenua Māori Programme are employed on a fixed-term basis.
- Staff in roles on a fixed-term basis within the existing structure will remain employed on a fixed-term basis until 30 June 2021 or 30 September 2021 as per their current employment agreements.

Secondment Arrangements

- Staff seconded to roles within the Whenua Māori Programme will remain employed until 30 June 2021 or 30 September 2021 as per their current employment agreements.
- Advice about arrangements from 1 July 2021 or 30 September 2021 should be discussed with your substantive managers.

Roles Disestablished

- The following roles will be disestablished and will no longer be required in the proposed structure:
    - Whenua Programme Manager
    - Regional Business Analysts
    - Project Coordinator

- The current Regional Principal Advisor (x5) and the Regional Whenua Lead (x3) roles will be disestablished.
- In the proposed structure three (x3) new Principal Advisor roles will be established. The roles will pivot from a sole focus on land productivity to a broader focus on strategic thought leadership, regional priorities and insights.

New Roles and National Expansion

- Seven (x7) new roles will be established to service the expansion in Tāmaki Makaurau, Te Tai Hauāuru, and, Te Waipounamu.

Recruitment for New Roles

- Those interested in roles in the proposed structure will have the opportunity to apply.
- The recruitment process will be explained in full within the Final Decision Document.

Te Kāwanatanga o Aotearoa

Attachment 11

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Section 3 – Structure Proposal

1. WHENUA MĀORI SERVICES MANAGER AND ADMINISTRATOR (2 ROLES)

- The Whenua Māori Programme Lead title changes to Whenua Māori Manager. This aligns with other programme structures within the Operations Directorate.
- The role will report to the Director, Operations.
- The Whenua Māori Manager will have the following direct reports:
    - Knowledge Hub
    - Advisory Team Leader
    - Administrator.
- The Administrator and the Project Coordinator will be established as individual and separate roles with the Administrator reporting to the Whenua Māori Manager.
- 9(2)(a) [redacted]
-

2. KNOWLEDGE HUB (5 ROLES)

- The Knowledge Hub will report to the Whenua Māori Manager.
- The Principal Advisor and Senior Analyst roles will focus on evidence-based and data supported advice and will work more closely with the Knowledge Hub staff.
- There is no change to the ArcGIS Technical Lead, Senior ArcGIS Business Analyst and Web Senior Developer roles. More work needs to be undertaken to align the Whenua Information Systems with other work and programmes taking place across the Ministry. For this reason, these three roles will remain fixed term for the time being.

3. WHENUA ADVISORY SERVICE (21 ROLES)

3a. Management (2 roles)

- The Whenua Advisory Service Lead will change to a Team Leader, and report to the Whenua Māori Manager.
- The Team Leader will provide management oversight of regional work programmes, monitor service delivery against whenua priorities and administer business processes.
- A new advisor role will be established reporting to the Team Leader. The advisor will manage administrative tasks and work closely with the Team Leader and Principal Advisors.

3b. Principal Advisors (3 roles)

- 9(2)(a) [redacted]
- Three new Principal Advisor roles will be established and will report to the Team Leader.
- Principal Advisors will be expected to consult with Regional Directors and ensure regional priorities are reflected across work programmes
- Rather than a sole focus on land performance and production the core function and purpose of these roles will now include:
    - Thought leadership including policy development
    - Identifying regional insights, key learnings and opportunities
    - Ability to work across two regions
    - Work with regional teams to develop programmes of work

Attachment 11

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Section 3 continued – Structure Proposal

3c. Pilot Regions - Te Taitokerau, Waikato-Waiariki, Ikaroa-Rāwhiti (9 roles)

To acknowledge that 58% of all Māori Freehold Land is located in Te Taitokerau, Waikato-Waiariki and Ikaroa-Rāwhiti, roles as follows:

- Te Taitokerau – (1x) existing Senior Advisor; Advisor changed to Senior Advisor; and Business Analyst changed to Advisor.
- Waikato-Waiariki – (1x) existing Senior Advisor; Advisor changed to Senior Advisor; and Business Analyst changed to Advisor.
- Ikaroa-Rāwhiti – (1x) existing Senior Advisor; Advisor changed to Senior Advisor; and Business Analyst changed to Advisor.

4d. Expansion – Tamaki Mākaurau, Te Tai Hauāuru, Te Waipounamu (7 roles)

To support the intention for national expansion, new roles will be established in Tamaki Mākaurau, Te Tai Hauāuru, and Te Waipounamu as follows:

- Tamaki Mākaurau – 2x Senior Advisors;
- Te Tai Hauāuru – 2x Senior Advisor and an Advisor;
- Te Waipounamu – 2x Senior Advisors.

Te Kāwanatanga o Aotearoa

Attachment 11

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Attachment 12

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

DECISION DOCUMENT

Transition of the Whenua Māori Programme to the Whenua Māori Service

18 June 2021

Staff-in-confidence

Te Kāwanatanga o Aotearoa

Attachment 12

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Introduction

Tēnā koutou e te whānau kaupapap o Whenua Māori. Ngā mihi nui ki a koutou katoa i runga i te āhuatanga o te wā.

Thank you for your feedback on the proposal to transition the Whenua Māori Programme to the Whenua Māori Service, distributed for your consultation on 25 May 2021. The feedback received was constructive, well thought through and showed a commitment to getting this right for whānau, hapū, iwi and Māori communities.

This document outlines my decisions regarding the structure for the Whenua Māori Service. The structure is designed to support the Operating Model and create a more integrated and targeted Ministry approach to whānau development through whenua. It is also designed to meet the increased demand for facilitation and brokerage support, particularly for landowners in the early stages of their development journey.

Pages 4 and 5 of this document summarise the feedback received. Where appropriate, I have taken this feedback into account and you will see this reflected in my decisions. In other areas, I have decided to proceed as proposed as I consider this is the best approach at this time. However, I will continue to review the structure and approach to ensure it reflects the needs of Maori communities.

No reira, he mihi maioha ki a koutou mō o koutou whakaaro nui ki tenei kaupapa whakahirahira.

Jesse Roth
Director, Operations, Regional Partnerships and Operations

Attachment 12

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Timeline for Implementation

This document confirms the final structure for the Whenua Māori Service. Next steps to implement this structure as a permanent fixture within Te Puni Kōkiri are set out below. The dates are indicative and while we will endeavour to work within this timeline, timing of some steps may vary. You will be updated on any significant changes.

Activity	Anticipated dates
Decision Document Distributed	18 June 2021
Information on the recruitment process will be provided	21 – 25 June 2021
All fixed-term staff are notified regarding their upcoming contract end-date	31 August 2021
All fixed-term roles end	30 September 2021
New permanent roles start (anticipated)	1 August 2021 onwards

Te Kāwanatanga o Aotearoa

Attachment 12

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Feedback and Changes

OVERVIEW OF FEEDBACK

Like all programmes within the Operations Directorate, I am committed to regularly reviewing the structural settings and adjusting resource requirements to match realities. This will ensure we remain responsive to emerging needs and that Te Puni Kōkiri can capitalise on new whenua opportunities.

A total of 5 submissions were received from staff. These submissions were constructive, well thought through and showed a commitment to getting this right for whānau. The key themes of the feedback included national office roles, the role and location of Principal Advisors, the role of the Team Leader, regional workloads and pairing, and the number of staff allocated to the expansion regions. These key themes are addressed in the following sections.

PRINCIPLE ADVISORS

Role responsibilities

Clarification was requested regarding the Principal Advisor roles. Full role descriptions will be provided once recruitment is underway.

I can confirm the intent is for the Whenua Principal Advisor roles to be more in line with the current Principal Advisor roles in Te Puni Kōkiri National Office. That means that while they will not have line management responsibility for the other advisory team members in their regions, they will be expected to:

- Oversee the work of these teams,
- Manage the regional work programmes within the context of a national work programme and priorities
- Provide thought leadership including supporting the policy development process
- Identifying regional insights, key learnings and opportunities
- Work across the two regions they are responsible for including managing the workload of all team members to ensure it is equally shared
- Work with the Regional Directors and regional team members to ensure regional priorities are reflected in their work programmes.

Location and number

I received submissions noting the number of Principal Advisors dedicated to regions as insufficient compared with the sizeable workloads, and suggesting that Principal Advisors are situated across different regions from those originally proposed.

In the proposal there were three new Principal Advisors proposed with oversight of work programmes in two regions each. The number of Principal Advisors across regions has remained the same. I appreciate the arguments presented to increase the number of Principal Advisors across the regions, however, I consider we should test and refine the model in the future based on the needs of whānau.

Although I have not increased the number of Principal Advisors allocated to each region, I have adopted an alternative solution proposed in the feedback to introduce a Tuakana-Teina approach to pairing regions together. This approach will be tested by partnering a pilot region with a new region to enable the sharing of experience and expertise. As a result, Te Tai Tokerau will be paired with Tāmaki Makaurau with one Principal Advisor sitting across both regions. This structure is further replicated by pairing Waikato-Waiariki with Te Tai Hauāuru and Ikaroa-Rāwhiti with Te Waipounamu. To maintain oversight and sound advice on the ongoing resourcing requirements of each region, the Principal Advisors will be situated in the Tuakana regions, while maintaining responsibility for support to the Teina regions.

Feedback and Changes Continued

TEAM LEADER

Role and Location

One submission raised the need for a Team Leader role whilst another noted the absence of one. There was also a suggestion that the Advisory Service reports directly to the Whenua Manager. This has been carefully considered. Given the large number of direct reports this would create for the Manager, and the need for them to play a role in setting the strategic direction for the Whenua Māori work programme, it is crucial that the people management responsibilities across the team be further broken down. Therefore, I have continued with the plan to have the advisory teams report to a Team Leader. This Team Leader will be based in National Office.

As with other feedback areas, if over time our assumptions do not match reality, I am committed to reviewing and adjusting the structure as appropriate.

CAPACITY IN NEW REGIONS

Feedback was received on the number and seniority of advisory kaimahi required in each of the three new regions. In particular, feedback suggested that some of these new regions may require less resource for a number of reasons, but primarily focussed on the quantum of Māori land in each region.

I have considered these arguments carefully. I note there are many potential features of each region, and ways of measuring service requirements, that could impact staffing levels. For example, in areas where there may be less Māori freehold land, there may in fact be more whānau who approach Te Puni Kōkiri for support to connect with their whenua, and geographic reach is another important consideration. The Service resourcing across regions should be based on the actual number of whānau who are seeking support to reconnect with their whenua, the complexity of issues being raised, and their location. This will not be known until we test the Service across the country. On this basis I have maintained the same number of advisory kaimahi across regions as outlined in the original proposal.

Furthermore, I feel that the complexity of the work is such that each new region warrants two Senior Advisors supported by the Principal Advisor across their region, and in the case of Te Tai Hauāuru, two Senior Advisors and an Advisor. I am committed to reviewing the distribution of these roles every 12 months.

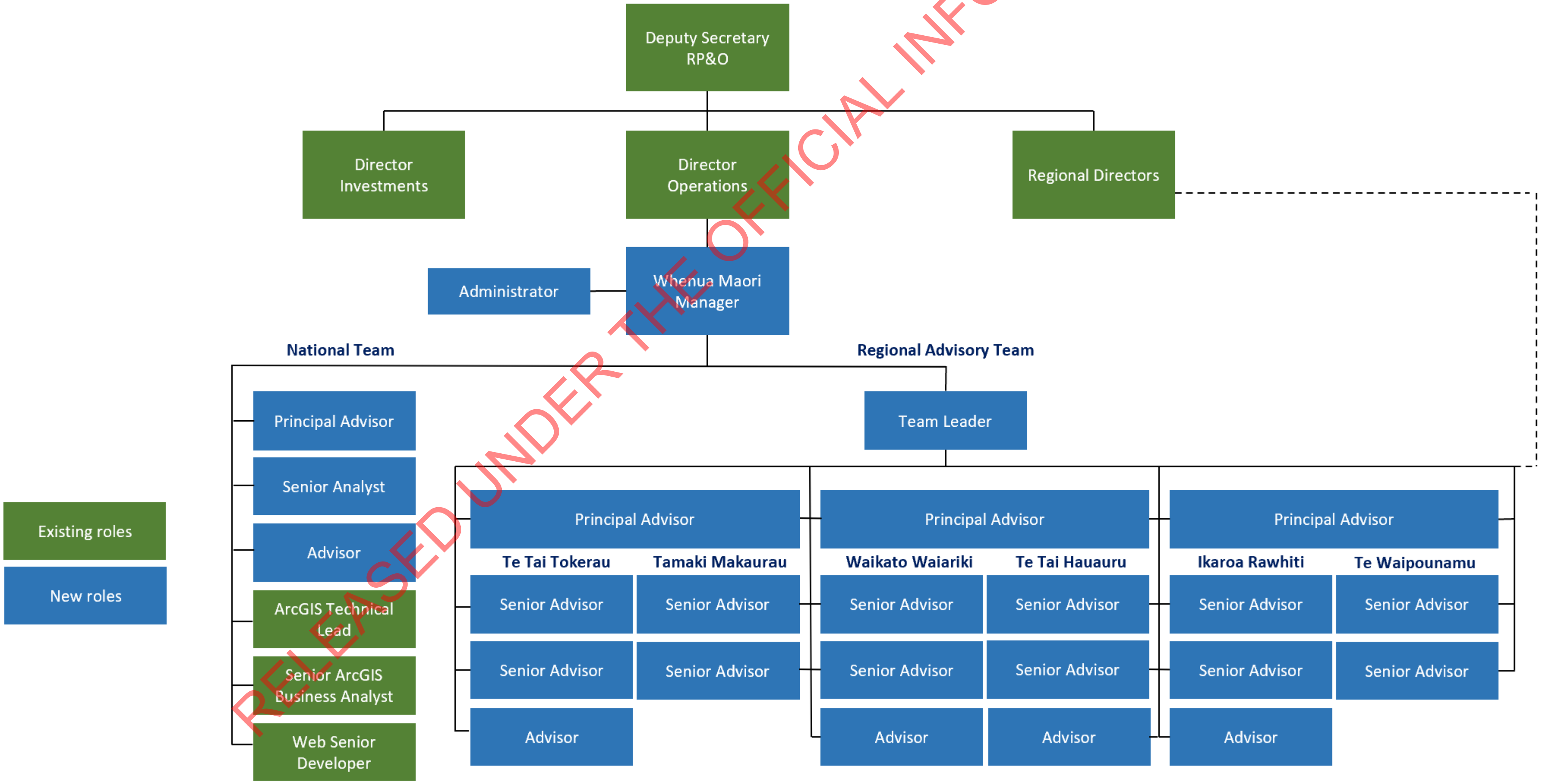
NOTE

To help clarify role responsibilities, brief role profiles for the Whenua Manager, Team Leader and Principal Advisors is provided toward the end of this document.

Attachment 12

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Final Confirmed Structure – Whenua Māori Service



Attachment 12

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Impacts on Current Arrangements

Fixed Term Arrangements

- Except for the Whenua Māori Programme Lead which is a permanent role, all other roles in the Whenua Māori Programme are employed on a fixed-term basis.
- Staff in roles on a fixed-term basis within the existing structure will remain employed on a fixed-term basis until the conclusion of their current employment agreements.
- We are aiming to conclude the recruitment process by 30 September 2021 and have permanent staff in place from 1 August 2021 onwards.

Secondment Arrangements

- Staff seconded to roles within the Whenua Māori Programme will remain employed until the conclusion of their current secondment agreements.
- Advice about arrangements for the future of your secondment should be discussed with your substantive managers.

Roles Disestablished

- The following vacant roles will be disestablished and will no longer be required in the proposed structure:
    - Programme Manager
    - Whenua Advisory Service Lead
    - Regional Whenua Lead (x3)
    - Principal Advisors (Regions) (x2)
    - Regional Business Analysts (x3)

New Roles and National Expansion

- 1 new Team Leader role is established. This role will have people management responsibilities for the Whenua Advisory Team.
- 1 new Advisor role is established in the National Team.
- 3 new Senior Advisor roles will be established to support expansion of the programme in the three existing regions.
- 6 new Senior Advisor roles and 1 new Advisor role will be established to service expansion in the three new regions.
- All other permanently established roles in the final structure are formally established or modified versions of positions previously existing in the programme team.

Recruitment for New Roles

- Information regarding the recruitment process will be provided next week.

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Role Profiles

Whenua Maori Manager

The purpose of the Kaiārahi Ratonga Whenua – Manager, Whenua Māori Services role is to lead and manage Whenua Māori Services to stimulate cultural, economic, environmental and social development of whānau by focusing on:

- increasing the knowledge and skills of Māori freehold land owners
- supporting opportunities for wealth generation
- improving the connection between whānau and their whenua
- assisting whānau (including trusts and incorporations) to move ungoverned and vacant whenua into some form of productive use or formal governance and management structure;
- support small to medium sized trusts and incorporations to manage and expand assets more effectively to increase productivity and returns; and
- support governance entities to achieve more productive and active investments on their whenua.

Key deliverables include:

- manage a whenua information website that is a 'one stop shop' for trusted and up to date land information to support whenua investment planning;
- grow a network of regional advisors with the skillsets and know-how to support Māori freehold landowners to navigate whenua opportunities and undertake whenua planning;
- develop regional capability to provide advice, processes and systems with a focus on building and maturing Māori freehold landowners' capabilities and pathways for whenua aspiration

Team Leader

The purpose of the Team Leader is to provide people leadership of the network of regional advisors and their programmes of work.

The role coordinates and manages administrative processes for the regional network. They will do this by supporting the regional network to:

- Socialise and facilitate the regional advisory services work programme.
- Gather approvals and ensure the requirements of those in the regions are met.
- Assist in the development of nationwide strategic partnerships with other agencies.
- Identify and manage programme risk.

The Whenua Māori Team Leader will also contribute to the strategic discussion and dialogue relating to Whenua Māori Services. This will involve participating in organisational leadership fora relating to whenua Māori issues and opportunities as required and as appropriate.

Role Profiles Continued

Whenua Maori Regional Principal Advisor

The Principal Advisor, Regions will provide thought leadership of Whenua Māori Services. As a senior member of the team, the Principal Advisor will work effectively across two regions and provide guidance, direction, advice, support, and mentorship for a team of Senior Advisors and Advisors including working with Seniors and Advisors to development, implement, and monitor a programme of work in their regions.

The Principal Advisor will have a key role in driving the Ministry's priorities and will build relationships with other senior officials to ensure visibility of regional initiatives and efforts and, to ensure Te Puni Kōkiri's focus is aligned with that of other Ministries.

The role reports to the Team Leader and is expected to provide a strategic lens to the work of regional teams and ensure learning from regional activities is captured in a timely way, reported accurately to key internal stakeholders, and identify opportunities for enhancements.

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Te Kāwanatanga o Aotearoa

Attachment 12