



Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Te Kāwanatanga o Aotearoa

Fiscal Sustainability and Effectiveness

Decision Document

20 June 2024



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Introduction from Te Tumu Whakarae mō Te Puni Kōkiri

Tēnā koutou katoa,

Over the last few months, I have spoken to you several times about the need to reduce departmental expenditure. On 30 April 2024 I presented to you the Executive Leadership Team's proposal for cost savings at Te Puni Kōkiri and asked for your feedback on this document.

ELT received 164 submissions from kaimahi over the following three weeks, covering almost every aspect of our proposal. I would like to thank everyone for the thought and care that went into those submissions. The feedback submitted ranged from minor tweaks to reporting lines up to the reimagination of the entire organisation.

Over the past few weeks ELT has reviewed and considered the responses in great depth and discussed the range of issues and opportunities that people had drawn to our attention.

After lengthy deliberation, we agreed to make some changes to the proposal as it was presented to you in the consultation document. This document summarises those changes, outlines our final decisions and provides our supporting rationale.

The new structure outlined in this document sees the total FTE establishment for Te Puni Kōkiri reduce from 472 to 434, a net reduction of 38 FTEs.

The new structure will commence on 08 July 2024. I acknowledge that there will be a period of adjustment to our new way of operating and that the implementation of these changes may for some feel very fast. ELT is committed to managing the transition to the new structure and way of operating as smoothly and sensitively as possible, given the varying impacts on kaimahi.

ELT understands that change is challenging, and we do appreciate that during this time of consultation kaimahi have maintained their commitment to thriving whānau.

The Decision Document lays out the process from here and more detail is available in the Frequently Asked Questions (FAQs). If you have specific questions about the decisions, or what they mean for you and your role, please talk to your Deputy Secretary or union. I also encourage you to talk to your people leader or access the free, confidential Employee Assistance Programme if you need additional support.

I look forward to your continued engagement as we focus on implementation.

Ngā mihi



Dave Samuels

Te Tumu Whakarae mō Te Puni Kōkiri

How to read this document

This document outlines the final decisions made by the Te Puni Kōkiri ELT regarding the Fiscal Sustainability and Effectiveness 2024 Proposal for Change.

The decisions in this document are final, and the confirmed structure will go live on 08 July 2024.

Section 1 outlines and summarises the overarching topics received from kaimahi in their feedback submissions, and the decisions that were made following consideration of kaimahi feedback. Section 1 also focuses on the broader proposed changes that impacted the overall structure of the organisation. Not all changes made to the proposed structure are captured in this section.

Section 2 is organised by puni and summarises the feedback received for each puni and shows the confirmed organisational structure charts. The charts include changes made to the proposed puni structures following consideration of feedback from kaimahi and/or ELT consideration and discussion.

The organisational charts reflect the final structure for implementation on 08 July, and do not distinguish between positions that existed prior to 08 July and new positions created through this change process. Affected kaimahi, as well as those who have reporting line changes, will receive a letter.

As a result of the decisions captured in this document, some kaimahi will enter an Expression of Interest (EOI) process. The purpose of the EOI process is to identify suitable positions for reassignment in the new structure where possible. The detail of this process is not included in this document, but all kaimahi taking part in the EOI process will be engaged individually and will receive support throughout this process. All kaimahi with significant impacts to their position have been informed prior to the release of this document.

Section 3 outlines the impacts for kaimahi whose positions are either disestablished, have a change in reporting line, and/or a reassignment, and lists the confirmed new positions.

Section 4 outlines the support available to kaimahi and confirmed timeline for implementation.



Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Section 1 – Overview of feedback and decisions

Summary of feedback and decisions

At the conclusion of the consultation period on 21 May 2024, a total of 164 submissions were received. There was a mix of individual kaimahi and group submissions. The feedback received was wide ranging and often covered multiple aspects of the proposal.

The tables below present the most common topics submitted through the feedback, the final decisions made by ELT, and the rationale behind the decisions.

Section 2 outlines all changes made following submissions to the change proposal and the final organisational charts for each puni.

Topic	Summary of feedback received and ELT response	Final Decision
1. Puni and team names	<ul style="list-style-type: none">• The change proposal included a number of name changes for puni and teams.• Submissions were received on many of the proposed name changes, with these submissions providing alternative titles.• In general, the rationale behind the alternative suggestions was to ensure that the name of the team or puni accurately reflected the work that was being done by the new puni.• As a result, ELT considered the proposed puni name changes and agreed to simplified puni names. This will have the flow on effect of simplifying team names within each puni. Additionally, the simplified names better incorporate the wide-ranging work programmes which sit within puni.	<ul style="list-style-type: none">• Change current puni names to the following:<ul style="list-style-type: none">– Policy Partnerships to Policy– Regional Partnerships and Insights to Regions– Stewardship, Monitoring and Performance to Strategy– Organisational Support to Corporate– Integrity and Governance to Governance• Note that additional changes to other team names within puni are included in later puni sections. There may be further work done in future to Policy Puni team names to reflect government policy priorities.

Summary of feedback and decisions

Topic	Summary of feedback received and ELT response	Final Decision
<p>2. Transfer of teams</p>	<ul style="list-style-type: none"> The change proposal outlined a number of instances where functions or teams were proposed to be transferred to other puni with the intent of aligning similar functions. Submissions were received on all of these proposed changes, and in almost all instances there were submissions both for, and against, the proposed changes. The Legal Services, Communications Engagement and Events (CE&E), and Statutory Entities and Appointments functions in particular received significant feedback suggesting alternative approaches to the proposal. For Legal Services, the key arguments against the proposal were the importance of the team remaining independent and impartial and that being in a corporate focused puni supported this. ELT considered these submissions and decided that Legal Services will not transfer to Governance and will remain in the Corporate puni. For CE&E, the feedback raised concerns regarding the disestablishment of the directorate, and the proposed split of the communications team. The concerns raised predominantly referenced the potential loss of communications capability and expertise, and a perceived devaluing of the communications function. Following consideration of this feedback it was determined that, instead of being split into internal and external teams (reporting to the Manager, Organisational Development and Manager, Ministerial Services respectively) the CE&E team will be combined and report to the Manager, Strategy in the Strategy puni. The decision to split and shift the Housing function to Policy and Regions received feedback that supported the shift, but also queried whether the reduction in dedicated housing resource would impact on delivery of the work programme. With the Whai Kāinga Whai Oranga programme nearing completion (June 2025), and with the majority of milestones completed, there is a need to transfer, and embed, the housing functions across Te Puni Kōkiri. We will continue to deliver housing functions through BAU, rather than a stand-alone team, with the policy function moving to the Policy Puni and the operational function moving to the Regions Puni. The Statutory Entities and Appointments function is confirmed to move to the Governance Puni. 	<ul style="list-style-type: none"> Legal Services to remain in Corporate puni. CE&E team to transfer to Strategy and report to the Manager, Strategy. The team will have four permanent FTE positions. Retain all other team transfers from the proposal.

Summary of feedback and decisions

Topic	Summary of feedback received and ELT response	Final Decision
3. Overall number of puni at Te Puni Kōkiri	<ul style="list-style-type: none"> A large number of submissions recommended a reduction in the number of puni at Te Puni Kōkiri from five puni to either four or three. The rationale cited was predominantly the potential to realise additional cost savings that could be applied elsewhere, and the perceived high volume of corporate functions. ELT considered this feedback and agreed that the timing was not right to make changes to the number of puni, and that more thought would be required before determining changes of this nature. When considering this feedback, ELT also noted the significant efforts over the last four years to strengthen our corporate, governance, and accountability functions. These strengthening efforts were in response to feedback received in the Te Puni Kōkiri Performance Improvement Framework Report 2020, and various audit reports. ELT also noted the current five puni structure enables a reasonable span of control for Deputy Secretaries. This was a key driver for the establishment of a fifth puni in 2022. 	<ul style="list-style-type: none"> Confirm the proposal to retain the current five puni structure at Te Puni Kōkiri.
4. Balance of thought leadership and delivery focused positions	<ul style="list-style-type: none"> A number of submissions were received regarding the relatively high number of Chief and Principal Advisor positions across the enterprise, and the perceived minimal impact to senior leadership positions. Submissions focused on the rationale behind the perceived minimal impact to these positions, as well as the opportunity to further reduce Chief and Principal Advisor positions to realise additional savings. Submissions expressed concern that the role of Chief Advisors at Te Puni Kōkiri was unclear. Additionally, feedback suggested a reduction in the number of puni to consolidate the number of Deputy Secretary positions. ELT noted that the proposal includes a net reduction of 11 Principal Advisor and 3 Chief Advisor positions in the final decisions, and that the level of senior thought leadership focused positions in the structure is necessary for us to effectively fulfil our role as the Government’s principal policy advisor on Māori wellbeing and development. 	<ul style="list-style-type: none"> Confirm proposal to remove 11 Principal Advisor and vacant Chief Advisor roles from the structure.

Summary of feedback and decisions

Topic	Summary of feedback received and ELT response	Final decision
5. Reduction in the number of positions	<ul style="list-style-type: none">• The change proposal included proposed reductions to the number of kaimahi within individual teams.• Submissions were received across Te Puni Kōkiri raising concerns regarding the reduction of positions (including vacant positions).• The predominant concern raised by kaimahi was the connection between the reduction in positions and current workloads. Kaimahi expressed concern that there will be fewer kaimahi doing the same volume of work.• A key driver of this change proposal was the need to realise cost savings, accordingly the decisions to reduce the numbers of positions within individual teams are confirmed unless stated otherwise.• It is anticipated that as the new operating model is implemented, there will be a period of adjustment. We will be relying on our people leaders to support kaimahi to prioritise and manage workloads. ELT noted the intent throughout this change process to minimise the impact on kaimahi by removing vacancies. Additionally, they noted the opportunity to review work programmes to ensure that teams continue to be well placed to deliver against our strategy.	<ul style="list-style-type: none">• Proceed with proposal to reduce team sizes across Te Puni Kōkiri.

Summary of feedback and decisions

Topic	Summary of feedback received and ELT response	Final decision
6. Centralisation of Business Manager and Executive Assistant positions	<ul style="list-style-type: none"> • The change proposal included a reduction to the number of Business Manager and Executive Assistant positions, as well as a change in reporting line to the Manager, Governance and Executive Support. It was proposed to reduce the number of Executive Assistant positions from six to two, and the Business Manager positions from five to three. • A significant volume of feedback was received on the proposed reduction of these positions, with concern raised around the impact of reducing the amount of executive support available to senior leadership and puni, how a centralised model would work in practice, as well as the level of support the positions provide at an enterprise level. • As a result of the submissions, ELT have reconsidered the proposed changes and confirmed the following decisions: <ul style="list-style-type: none"> • All Executive Assistant positions will be disestablished, and all Business Manager positions will be retained in the new structure. • Reporting lines for Business Manager positions will revert back to individual Deputy Secretaries, with each Business Manager servicing one puni. • All current substantive Business Managers will be reconfirmed into the Business Manager positions. • There will be an increased emphasis on carrying out the administrative support duties currently included in the Business Manager position description. 	<ul style="list-style-type: none"> • All Business Manager positions are now reconfirmed with more emphasis on carrying out the administrative support duties outlined in the current position description. • All Executive Assistant positions are confirmed to be disestablished.

Summary of feedback and decisions

Topic	Summary of feedback received and ELT response	Final decision
7. Whānau Ora and Investments	<ul style="list-style-type: none"> • The change proposal included the establishment of a dedicated Whānau Ora team within the Regions puni, with three manager roles reporting to a General Manager. • A number of submissions supported and acknowledged the importance of Whānau Ora and the additional resource proposed in the consultation document to give effect to continuing the prioritisation of Whānau Ora at Te Puni Kōkiri. • However, there were submissions that supported greater integration of Whānau Ora as an investment approach rather than potentially creating a silo, and to ensure the work programme can evolve across the organisation. The feedback suggested a more cohesive, embedded approach to Whānau Ora as a cross-enterprise investment would give better effect to the aims of the kaupapa. • A significant number of submissions suggested stronger support across all investment work, irrespective of which kaupapa i.e. enterprise, housing, Whānau Ora. • Following consideration of the feedback, the structure of the proposed Whānau Ora group has been modified to ensure that whilst the team will continue to prioritise Whānau Ora, they will have a broader reporting and investments focus. To support this, the proposed General Manager, Whānau Ora position will now be General Manager, Regional Support and Alignment. • To reflect the shift in focus of the group, the proposed Whānau Ora, Performance and Whānau Ora, Design and Implementation teams have not been confirmed in the new structure, and instead, the below Manager positions and teams will be established. <ul style="list-style-type: none"> – Manager, Investment and Reporting Support, reporting to the General Manager, Regional Support and Alignment; – Manager, Programme Support, reporting to the General Manager, Regional Support and Alignment; and – Manager, Performance Support, reporting to the General Manager, Regional Support and Alignment. • Additionally, the Manager, Whānau Ora Delivery will now report to the General Manager, Investments. 	<ul style="list-style-type: none"> • General Manager, Whānau Ora changes to General Manager, Regional Support and Alignment. • Establishment of Manager, Investment and Reporting Support, reporting to the General Manager, Regional Support and Alignment. • Establishment of Manager, Programme Support, reporting to the General Manager, Regional Support and Alignment. • Establishment of Manager, Performance Support, reporting to the General Manager, Regional Support and Alignment. • Reporting line change for Manager, Whānau Ora Delivery to General Manager, Investments.

Summary of feedback and decisions

Topic	Summary of feedback received and ELT response	Final decision
8. Change to reporting lines of National Office Regional Partnerships and Operations functions	<ul style="list-style-type: none"> The proposal included a change in reporting line for some kaimahi who previously reported into National Office, but are based in regional offices in the Whenua, Māori Enterprise, Investment Planning and Support, and Iwi Engagement and Operational Support teams. The proposal saw these reporting lines change to report into the respective regional structures where those kaimahi are based. A wide range of submissions addressed this proposed change. Whilst there were submissions that supported the changes, concern was also expressed as to whether the proposed changes would negatively impact subject matter expertise, and effect the ongoing delivery of work programmes. A large volume of feedback was received regarding the need for the Senior Regional Investment Advisor resource to continue reporting into National Office to ensure effective, best practice investment processes are implemented across the enterprise. Following consideration of the feedback, the decision to change reporting lines to regional offices is confirmed for Whenua, Māori Enterprise and some Iwi Engagement and Operations Support kaimahi. Additionally, ELT noted that the intent of the proposal was not to reduce the effort or focus on these kaupapa, but instead to adopt a more efficient operating structure, and to provide more flexibility for our regional offices to adapt to challenges and to pivot to address changing priorities. Submissions also supported the Regional Business Analysts being a stand-alone team driving national consistency. Accordingly, these kaimahi will join the Senior Regional Investment Advisors reporting into National Office to the Manager, Performance Support. 	<ul style="list-style-type: none"> Retain the proposal to shift reporting lines for regionally-based Whenua, Māori Enterprise, and some Iwi Engagement and Operations Support kaimahi to report through the regional structure. Regional Business Analysts will have a change in reporting line to report to Manager, Performance Support. Senior Regional Investment Advisors will have a change in reporting line to Manager, Performance Support.



Section 2 – Puni feedback, confirmed decisions and organisational charts

2a. Corporate Puni – Feedback and Decisions

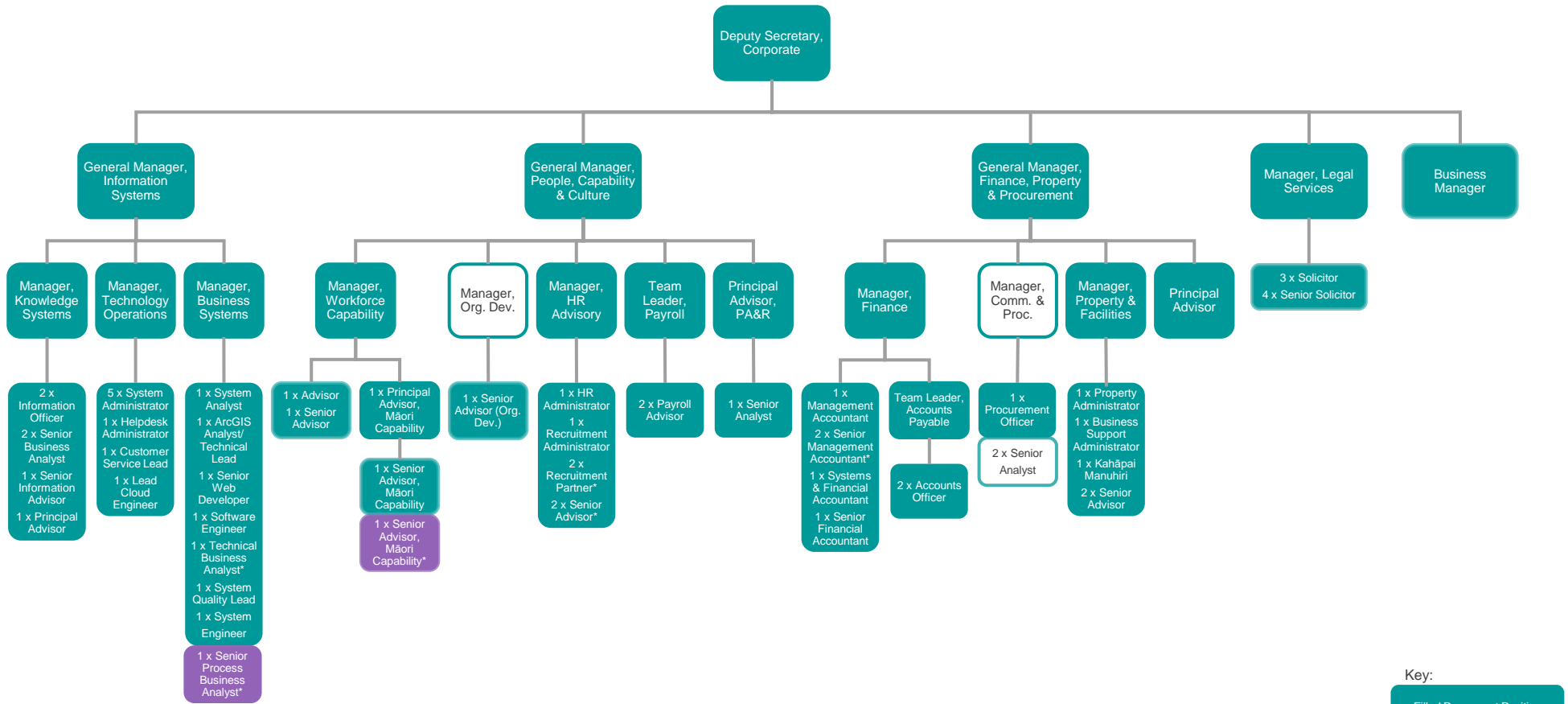
Feedback received

- Feedback on the Corporate puni was primarily focused on the proposed changes to the Communications, Engagement and Events function (CE&E), as well as some targeted feedback regarding the reduction in positions by removing vacancies in some teams.
- Feedback on the CE&E function, and decisions relating to the overall reduction of positions and removal of vacancies, are covered in Section 3.
- The transfer of the Finance function to Corporate was for the most part supported with submissions noting the natural fit of Finance with other corporate functions.
- Feedback also addressed the proposed transfer of Legal Services to the Governance puni, this feedback is covered in Section 3.

Confirming final decisions

- Title changes:
 - Puni name changed from Organisational Support to Corporate.
 - Deputy Secretary, Organisational Support changes to Deputy Secretary, Corporate.
- Legal Services confirmed to remain in Corporate rather than the proposed transfer to Governance.
- Confirm change in reporting line of Manager, Property and Facilities to General Manager, Finance, Property and Procurement.
- Confirm change in reporting line of General Manager, Finance, Property and Procurement to the Deputy Secretary, Corporate.
- Confirmed change for CE&E kaimahi to transfer to Manager, Strategy. Total number of FTE positions for Communications reduces from 7 to 4. Note there is no impact on permanent staff as a result of this reduction.

2a. Corporate Puni – Final Organisational Chart



Key:

- Filled Permanent Position
- Vacant Permanent Position (Available for EOI)
- Filled Fixed Term Position

* = Fixed Term Employee(s) filling position

2b. Policy Puni – Feedback and Decisions

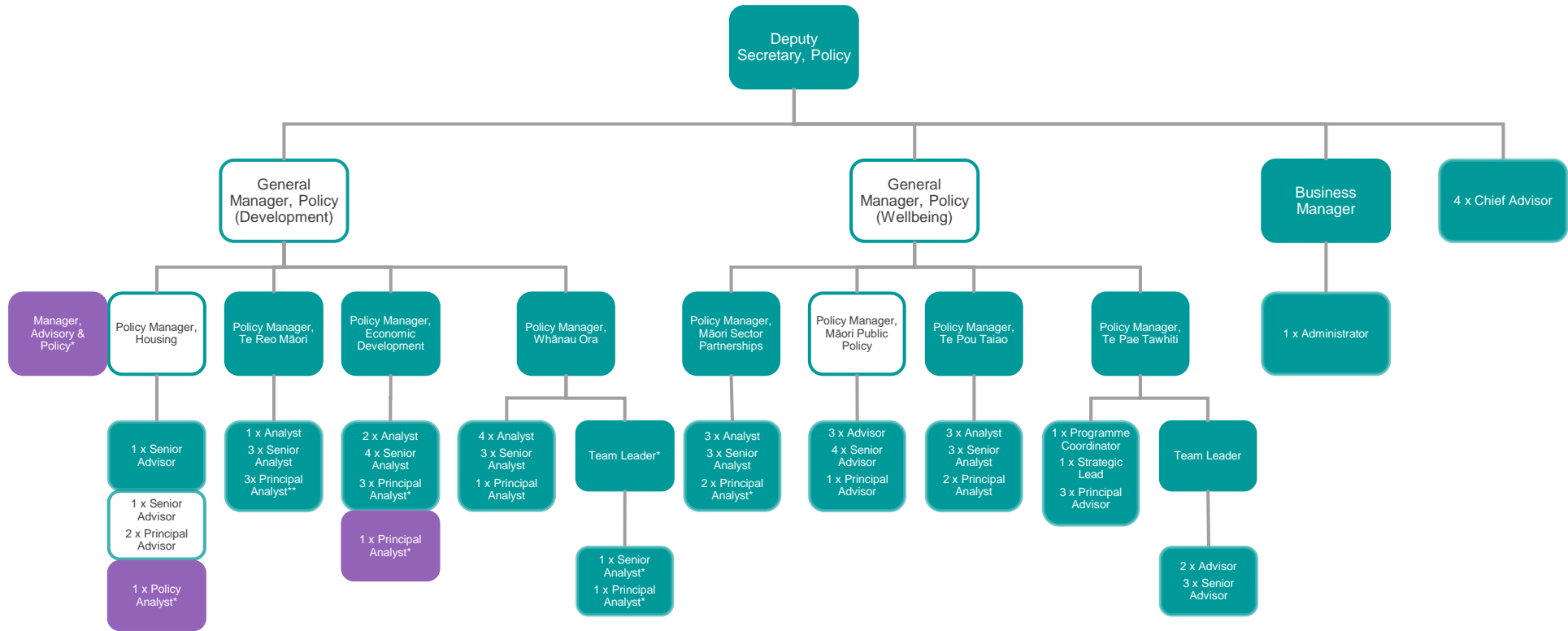
Summary of feedback received

- The feedback regarding the Policy puni was primarily seeking clarification about how the new structure will work in practice, with a number of alternative group structures proposed, including alternative names for the policy groups. The changes to names within the puni, following consideration of feedback, are detailed below.
- Some submissions questioned the focus of each Policy group on either Te Pae Tata (short to medium term focus) and Te Pae Tawhiti (medium to long term focus) and whether this way of distinguishing the policy groups limited the impact of individual teams and their work, and whether it accurately reflected the work of teams within each group.
- Feedback also queried whether there would be an opportunity, in future, to reconfigure the teams within Policy to ensure the puni is structured in a way that aligns best with work programmes and priorities. There may be opportunities to consider additional movements within Policy. Any changes would require consultation prior to implementation.
- Significant feedback was also received on the changes to the Data and Insights function, with most in favour of the shift to the Strategy puni. Again, feedback sought clarification about the operating model for the function as a result of the changes.
- There was a consistent topic within the feedback of kaimahi wanting more information regarding their current work programmes, the continuity of work, and potential changes to the focus of the work of their teams. It is anticipated that as the new structure is implemented there will be a period of adjustment. Senior leadership will continue to be responsible for managing work programmes of puni and teams.

Confirming final decisions

- Title changes following submissions received:
 - Puni name changes from Policy Partnerships to Policy.
 - Deputy Secretary, Policy Partnerships changes to Deputy Secretary, Policy.
 - Changes to the General Manager and team names:
 - General Manager, Culture and Commerce changes to General Manager, Policy (Development).
 - General Manager, Knowledge, Innovation and Wellbeing changes to General Manager, Policy (Wellbeing).
 - Te Taiao changes to Te Pou Taiao.
 - Māori Public Policy Approaches changes to Māori Public Policy.
 - Economic changes to Economic Development.
 - Housing and Enterprise changes to Housing.
- Confirm transfer of Data and Insights function from Policy to Strategy.

2b. Policy Puni – Full Organisation Chart



Key:

- Filled Permanent Position
- Vacant Permanent Position (Available for EOI)
- Filled Fixed Term Position

* = Fixed Term Employee(s) filling position

2c. Governance Puni – Feedback and Decisions

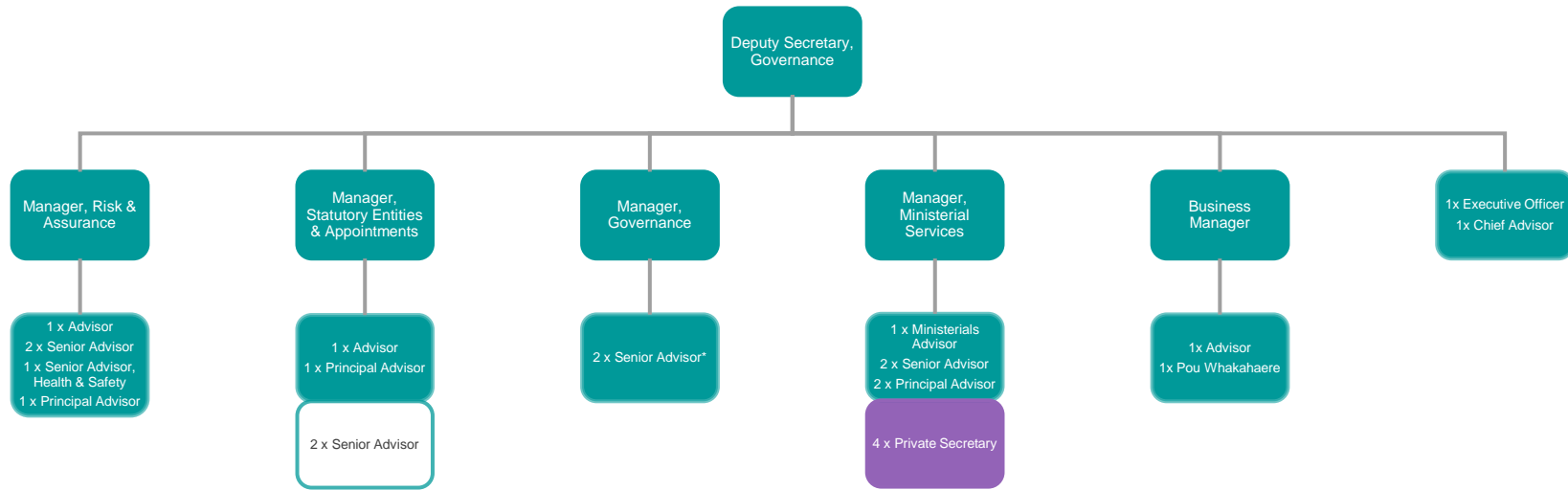
Feedback received

- All decisions relating to the centralisation of Executive Assistant and Business Manager resource are discussed in Section 1.
- Feedback on the proposed shift of externally focused resource from the CE&E team to Ministerial services was received, with the focus being on the impact on the span of control of the Ministerial function, and the concern that the breadth of the communications work was not well understood. Decisions regarding the Communications function are discussed in Section 3.
- Feedback was received regarding the Project Management Office (PMO) function, specifically on the net reduction of dedicated PMO resource. Feedback raised concern regarding whether Te Puni Kōkiri will be able to continue to meet requirements set out in recent audit recommendations. ELT considered the feedback and are confident the decision to align with the new Organisational Performance team will result in a function with greater oversight of the internal and external performance of Te Puni Kōkiri, including its project management expectations.

Confirming final decisions

- Title changes:
 - Puni name changes from Integrity and Governance to Governance.
 - Deputy Secretary, Integrity and Governance changes to Deputy Secretary, Governance.
 - Manager, Governance and Executive Support changes back to Manager, Governance.
- Confirm transfer of Statutory Entities and Appointments function moves from Strategy to Governance.
- Changes in reporting lines following submissions received:
 - Pou Whakahaere changes from Deputy Secretary, Governance to Business Manager.
 - Business Manager changes from Manager, Governance to Deputy Secretary, Governance.
 - CE&E kaimahi reporting line changes from Manager, Ministerial to Manager, Strategy (Strategy Puni).

2c. Governance Puni – Full Organisation Chart



Key:

- Filled Permanent Position
- Vacant Permanent Position (Available for EOI)
- Filled Fixed Term Position

* = Fixed Term Employee(s) filling position

2d. Regions Puni – Feedback

Summary of feedback received

Investment

- In response to feedback about the proposed Whānau Ora team within the puni, ELT discussed the efficiencies of bringing oversight and delivery of all non-departmental funding (excluding Statutory Entities and Appointments) under a single General Manager by moving the Manager, Whānau Ora Delivery to the General Manager, Investments.
- Feedback highlighted concern that the current activity undertaken by the Investment Planning and Support team was not clear in the proposed structure. As a result of the feedback, this activity will be delivered under a new General Manager, Regional Support and Alignment.
- ELT noted that many submissions highlighted the importance of retaining a link to National Office through a regionally based investment advisory and analysis function, and has agreed to consolidate a centralised team combining the Regional Business Analysts and Senior Regional Investment Advisors, all reporting to the Manager, Performance Support based in National Office.

Business Management, Operations and Whānau Ora

- The focus of feedback on regional office structures was primarily centred around the proposal to change reporting lines for regional functions, previously reporting to National Office, to report through the regional structures. The decision to retain the proposal is discussed in Section 1.
- Some feedback focused on the risk of creating organisational silos with the creation of a dedicated Whānau Ora team. ELT considered this and agreed to align the Whānau Ora delivery function with other investment functions, and to broaden the scope of the Performance and Design functions to cover the whole puni.
- The need for national coordination and support of activity delivered by these programmes remains, and ELT have agreed to a new team that will focus on coordination, planning, and reporting for programmes delivered through the regional network.

Regional Offices

- Many regions proposed alternate structures for their region. ELT considered this feedback and have made some changes to rebalance teams within each region, in line with the decision to shift National Office work programmes to be delivered through regional structures.

2d. Regions Puni – Decisions

Confirming final decisions

Investments and Operations

- Change in configuration of teams and positions:
 - General Manager, Whānau Ora confirmed change to General Manager, Regional Support and Alignment.
 - Manager, Whānau Ora Performance confirmed change to Manager, Programme Support.
 - Manager, Whānau Ora Design and Implementation confirmed change to Manager, Performance Support.
 - Manager, Operations Support confirmed change to Manager, Investment and Reporting Support.
- Reporting line and title changes for teams and individual kaimahi:
 - Manager, Whānau Ora Delivery – reporting line changes from General Manager, Whānau Ora to General Manager, Investments.
 - Manager, Investment and Reporting Support – reporting line changes from Deputy Secretary, Regions to General Manager, Regional Support and Alignment.
 - Regional Business Analyst and Regional Senior Investment Advisor – reporting line changes from Regional Director (across the motu) to Manager, Performance Support (National Office based position).

- The majority of teams within the Investment and Regional Support and Alignment groups have had reporting line changes. Please refer to the impacts tables (section 3) and organisational charts (below) to confirm kaimahi movements.

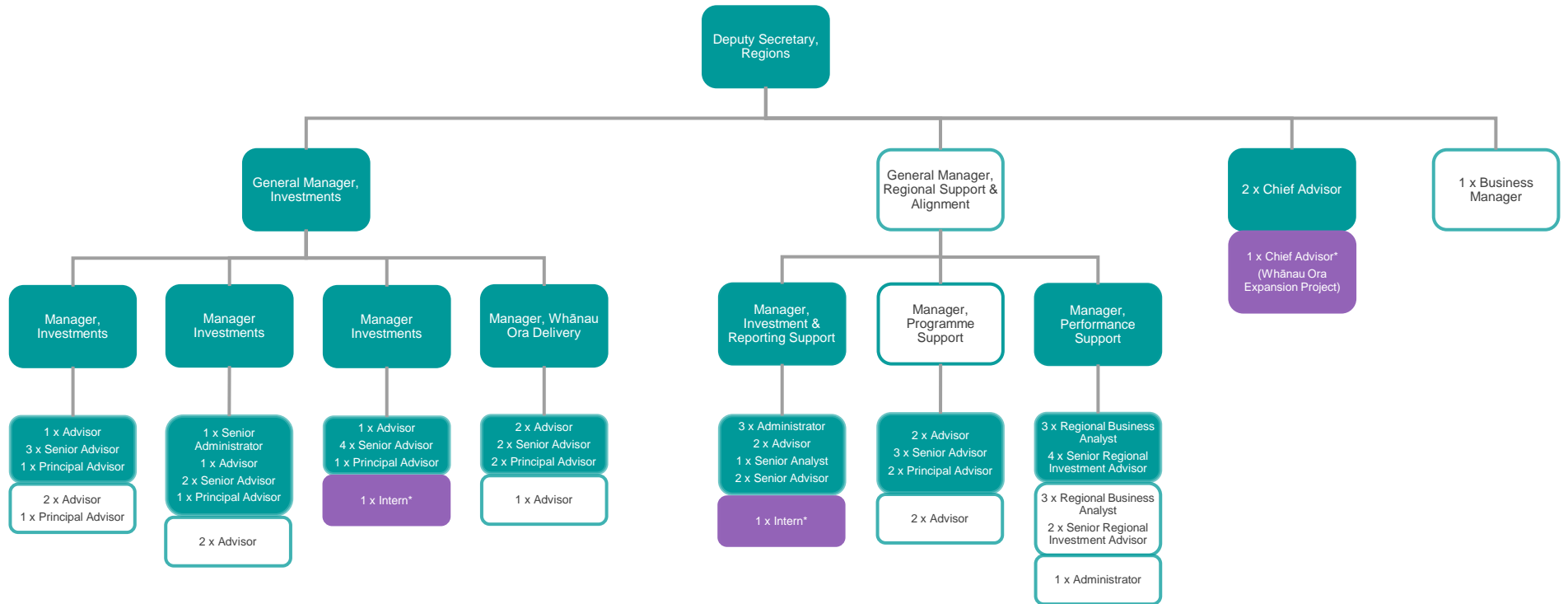
Regional Offices

- In response to feedback and ELT consideration, some changes have been made to regional office structures. This includes changes to align reporting lines with kaimahi working locations.
- With the exception of Regional Business Analyst and Senior Regional Investment Advisor positions, Regions kaimahi working in regional offices now report through the regional structures.
- As above, please refer to the organisational charts (below) and impacts tables (section 3) to confirm the final changes and structures for each regional office.

Other

- Puni name changes from Regional Partnerships and Insights to Regions.

2d. Regions Puni – Full Organisation Chart (1/3)

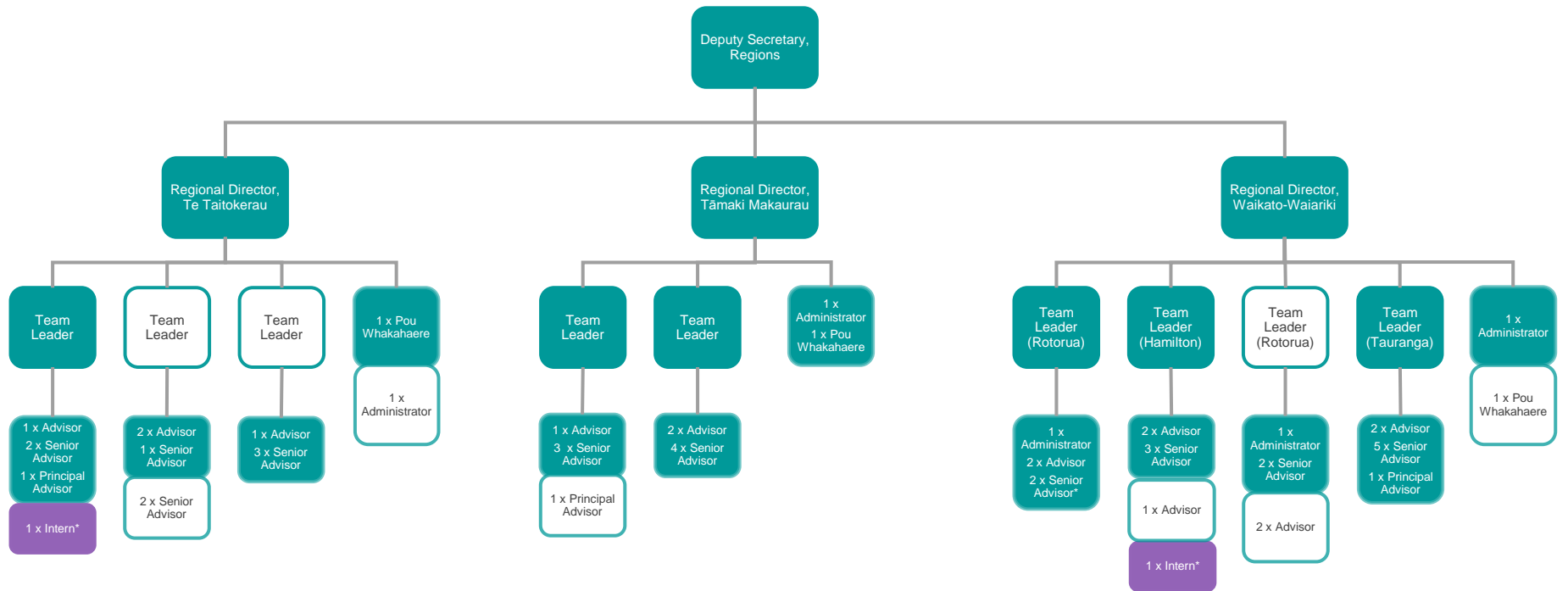


Key:

- Filled Permanent Position
- Vacant Permanent Position (Available for EOI)
- Filled Fixed Term Position

* = Fixed Term Employee(s) filling position

2d. Regions Puni – Full Organisation Chart (2/3)



Key:

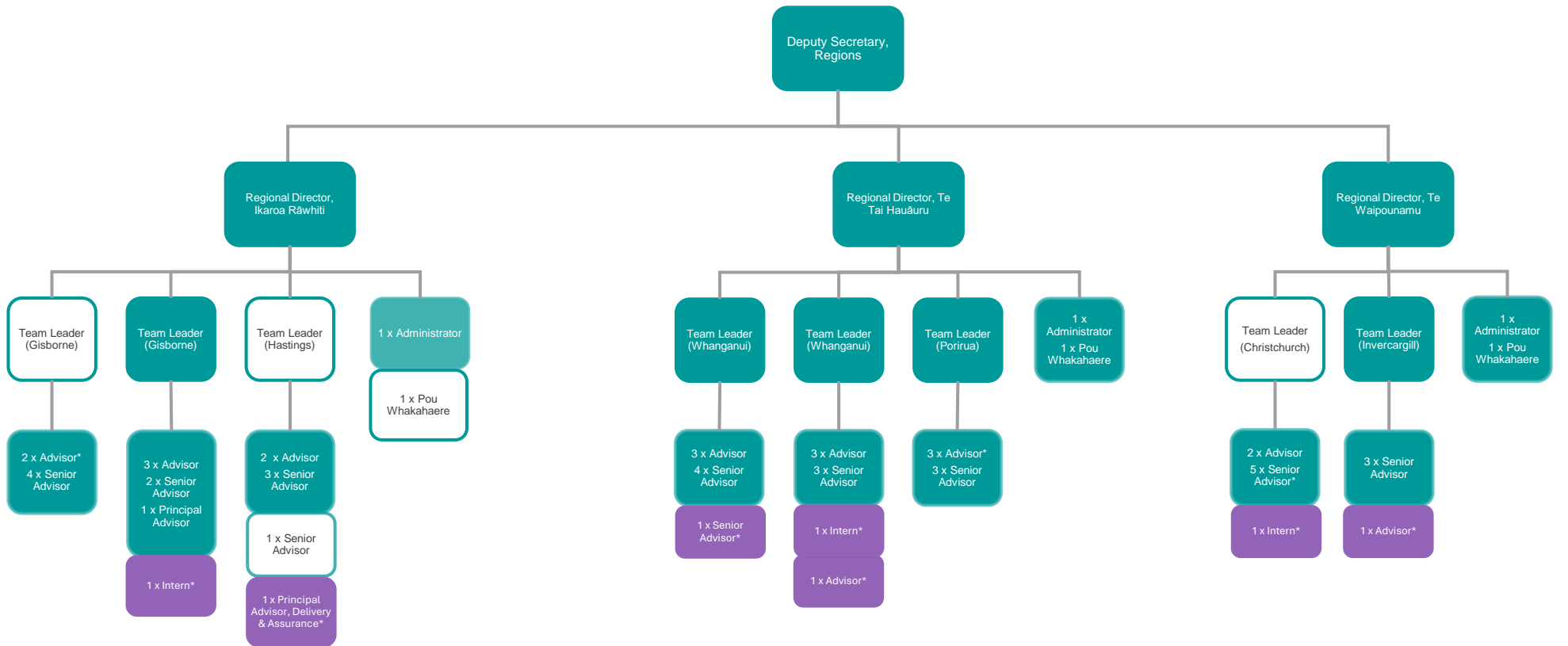
Filled Permanent Position

Vacant Permanent Position (Available for EOI)

Filled Fixed Term Position

* = Fixed Term Employee(s) filling position

2d. Regions Puni – Full Organisation Chart (3/3)



Key:



* = Fixed Term Employee(s) filling position

2e. Strategy Puni – Feedback and Decisions

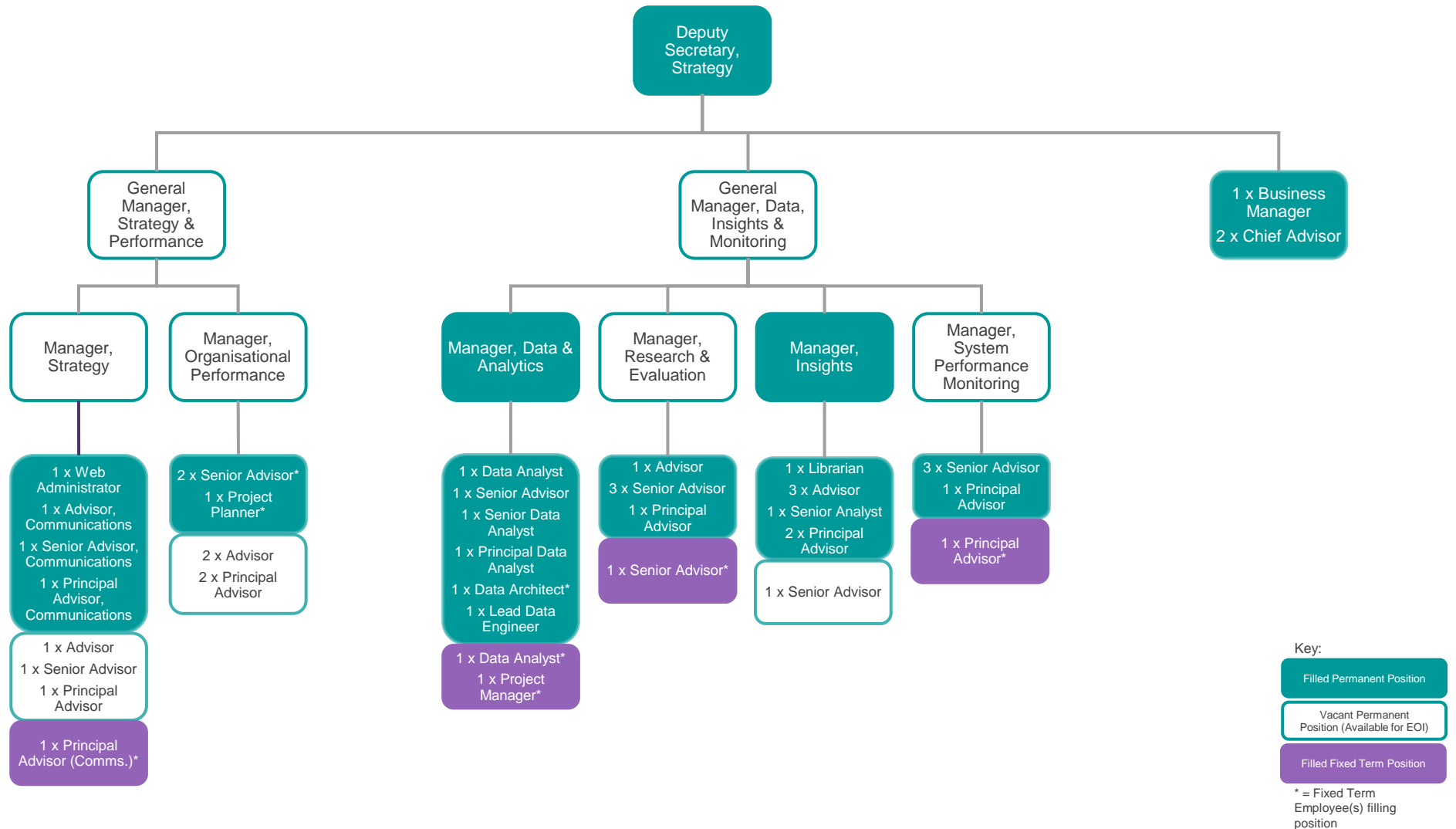
Summary of feedback received

- A large volume of feedback was received regarding the decision to shift the Data and Insights function to Strategy, with the majority supporting the shift. Feedback also included suggestions for how the shift would work in practice. ELT considered this feedback and confirmed the decision to move the function into the Strategy puni, and noted the ongoing work needed to reset and realign work programmes within new puni configurations.
- Some feedback was received regarding the decision to split the Strategy and Performance team into two teams, Strategy and Organisational Performance. With the shift of the Project Management Office function into this area, ELT confirmed the need to retain the split of functions, ensuring dedicated effort is retained for both Organisational Performance and the Strategy Development functions.
- When considering feedback on the proposal to split and move the CE&E function, ELT agreed to keep the internal and external communications functions together, reporting to the Manager, Strategy. Aligning communications with strategy will ensure consistent messaging both inside and outside of Te Puni Kōkiri regarding strategic direction and positioning.

Confirming final decisions

- Consolidation of CE&E function, with all communications kaimahi reporting to the Manager, Strategy.
- Title changes:
 - Puni name changes from Stewardship Monitoring and Performance to Strategy.
 - Deputy Secretary, Stewardship Monitoring and Performance changes to Deputy Secretary, Strategy.
 - General Manager, Stewardship and Performance changes to General Manager, Strategy and Performance.
 - Manager, Strategy and Stewardship changes to Manager, Strategy.
- Changes in reporting lines following submissions received:
 - Change in reporting line for communications kaimahi to Manager, Strategy.
- Confirm shift of Data and Insights function, including System Performance Monitoring team into the Strategy Puni.

2e. Strategy Puni – Full Organisation Chart





Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Section 3 – Impacts of Change

3.1 Disestablished Positions (1/4)

Position title	No. of Positions	Reports to	Impact to individual
Executive Leadership Team			
Deputy Secretary, Strategy, Finance and Performance	1	Secretary for Māori Development	Reassignment
Policy Partnerships Puni			
Director, Wellbeing	1	Deputy Secretary, Policy Partnerships	Vacant position
Director, Development	1	Deputy Secretary, Policy Partnerships	Vacant position
Director, Data and Insights	1	Deputy Secretary, Policy Partnerships	Vacant position
Chief Advisor	2	Deputy Secretary, Policy Partnerships	Vacant position
Project Lead, Progressive Procurement	1	Director, Development	Expression of Interest (Progressive Procurement project concludes 30 June 2024)
Programme Coordinator	1	Manager, Data and Analytics	Expression of Interest
Principal Analyst	1	Manager, Māori Sector	Vacant position
Senior Analyst	1	Manager, Economic	Vacant position
Senior Advisor	1	Manager, Insights	Vacant position
Senior Advisor	1	Project Lead, Progressive Procurement	Expression of Interest
Senior Data Analyst	1	Manager, Data & Analytics	Vacant position
Advisor	1	Manager, Te Pae Tawhiti	Vacant position
Analyst	1	Manager, Economic	Vacant position
Advisor	1	Manager, Research & Evaluation	Vacant position
Analyst	1	Manager, Operational Policy & Design	Vacant position
Advisor	1	Manager, Data & Analytics	Vacant position
Data Analyst	1	Manager, Data & Analytics	Vacant position
Executive Assistant	1	Deputy Secretary, Policy Partnerships	Expression of Interest

3.1 Disestablished Positions (2/4)

Position title	No. of Positions	Reports to	Impact to individual/s
Critical Projects & Governance Puni			
Director, Project Management Office	1	Deputy Secretary, Critical Projects & Governance	Vacant position
Principal Advisor	1	Director, Project Management Office	Expression of Interest
Principal Advisor	1	Director, Project Management Office	Vacant position
Executive Assistant	1	Deputy Secretary, Critical Projects & Governance	Expression of Interest
Strategy, Finance & Performance Puni			
Director, Finance	1	Deputy Secretary, Strategy, Finance and Performance	Reassignment
Director, Strategy	1	Deputy Secretary, Strategy, Finance and Performance	Vacant position
Director, Māori Housing	1	Deputy Secretary, Strategy, Finance and Performance	Expression of interest
Chief Advisor, Housing	1	Deputy Secretary, Strategy, Finance and Performance	Vacant position
Manager, Strategy and Performance	1	Director, Strategy	Expression of Interest
Manager, Operations	1	Director, Māori Housing	Vacant position
Principal Advisor, Finance and Modelling	1	Director, Māori Housing	Vacant position
Principal Advisor	1	Director, Māori Housing	Vacant position
Principal Advisor	4	Manager, Strategy and Performance	Expression of Interest
Principal Advisor	1	Manager, Strategy and Performance	Vacant Position
Principal Advisor, Partnerships & Investments	1	Manager, Operations (Housing)	Expression of Interest

3.1 Disestablished Positions (3/4)

Position title	No. of Positions	Reports to	Impact to individual/s
Strategy, Finance & Performance Puni			
Principal Advisor, Planning	1	Director, Māori Housing	Expression of Interest
Principal Advisor, Policy	1	Manager, Advisory & Policy (Housing)	Expression of Interest
Principal Advisor	1	Manager, Operations (Housing)	Expression of Interest
Senior Advisor	3	Manager, Statutory Entities	Expression of Interest
Senior Analyst	3	Manager, Commercial and Procurement	Expression of Interest
Executive Assistant	1	Deputy Secretary, Strategy, Finance and Performance	Expression of Interest
Regional Partnerships & Operations Puni			
Director, Investments	1	Deputy Secretary, Regional Partnerships & Operations	Reassignment
Director, Operations	1	Deputy Secretary, Regional Partnerships & Operations	Vacant position
Manager, Investment, Planning and Support	1	Director, Investments	Reassignment
Manager, Whenua	1	Director, Operations	Expression of Interest
Manager, Iwi Engagement and Operational Support	1	Director, Operations	Expression of Interest
Manager, Pakihi Māori	1	Director, Operations	Vacant position
Team Leader	1	Manager, Whenua	Vacant position
Position title	No. of Positions	Reports to	Impact to individual/s
Organisational Support Puni			
Principal Advisor	1	Manager, Property & Facilities	Vacant position
Cyber Security Specialist	1	Director, Technology & Systems	Vacant position
Solutions Architect	1	Director, Technology & Systems	Vacant position
Web Architect	1	Director, Technology & Systems	Expression of Interest
Systems Analyst	1	Manager, Business Systems	Vacant position
Senior HR Advisor	1	Manager, HR Advisory	Vacant position
Senior Business Analyst	1	Manager, Business Systems	Vacant position
Executive Assistant	1	Deputy Secretary, Organisational Support	Expression of Interest

3.1 Disestablished Positions (4/4)

Position title	No. of Positions	Reports to	Impact to individual/s
Regional Partnerships & Operations Puni			
Team Leader, Regional Investment Advisors	1	Manager, Investment Planning and Support	Reassignment
Senior Analyst	1	Manager, Whenua	Expression of Interest
Senior Advisor, Iwi Engagement & Operational Support (Ikaroa-Rāwhiti based)	1	Manager, Iwi Engagement & Operational Support	Expression of Interest
Senior Advisor, Whenua (Te Tai Tokerau)	2	Manager, Whenua	Expression of Interest
Senior Advisor, Māori Enterprise	2	Manager, Pakihi Māori	Expression of Interest
Team Analyst	1	Manager, Pakihi Māori	Expression of Interest
Executive Assistant	1	Director, Operations	Expression of Interest
Executive Assistant	1	Deputy Secretary, Regional Partnerships & Operations	Vacant position
Business Analyst	1	Manager, Whānau Ora	Expression of Interest
Business Analyst	1	Manager, Whenua	Expression of Interest
Organisational Support Puni			
Director, Technology and Systems	1	Deputy Secretary, Organisational Support	Reassignment
Director, People and Capability	1	Deputy Secretary, Organisational Support	Reassignment
Director, Communications, Engagement and Events	1	Deputy Secretary, Organisational Support	Expression of Interest
Manager, Learning and Organisational Development	1	Director, People and Capability	Reassignment
Project Manager	1	Manager, Technology Operations	Vacant position

3.2 New Positions (1/3)

Position title	No. of Positions	Reports to	Impact to individual/s
Executive leadership team			
Deputy Secretary, Strategy	1	Secretary for Māori Development	Reassigned
Policy Puni			
General Manager, Policy (Development)	1	Deputy Secretary, Policy	Vacant
General Manager, Policy (Wellbeing)	1	Deputy Secretary, Policy	Vacant
Policy Manager, Housing	1	General Manager, Policy (Development)	Vacant
Principal Advisor, Housing	2	Policy Manager, Housing	Vacant
Strategy Puni			
General Manager, Strategy & Performance	1	Deputy Secretary, Strategy	Vacant
General Manager, Data, Insights & Monitoring	1	Deputy Secretary, Strategy	Vacant
Manager, Strategy	1	General Manager, Strategy & Performance	Vacant
Manager, Organisational Performance	1	General Manager, Strategy & Performance	Vacant
Principal Advisor	2	Manager, Organisational Performance	Vacant
Principal Advisor	1	Manager, Strategy	Vacant
Senior Advisor	1	Manager, Strategy	Vacant
Advisor	1	Manager, Strategy	Vacant

3.2 New Positions (2/3)

Position title	No. of Positions	Reports to	Impact to individual/s
Regions Puni			
General Manager, Investments	1	Deputy Secretary, Regions	Reassigned
General Manager, Regional Support and Alignment	1	Deputy Secretary, Regions	Vacant
Manager, Programme Support	1	General Manager, Regional Support & Alignment	Vacant
Manager, Performance Support	1	General Manager, Regional Support & Alignment	Reassigned
Manager, Investment and Reporting Support	1	General Manager, Regional Support & Alignment	Reassigned
Team Leader, Te Tai Tokerau	2	Regional Director, Te Tai Tokerau	Vacant
Team Leader, Waikato-Wairariki (Rotorua)	1	Regional Director, Waikato-Wairariki	Vacant
Team Leader, Ikaroa-Rāwhiti (Gisborne)	1	Regional Director, Ikaroa-Rāwhiti	Vacant
Principal Advisor	1	Team Leader, Tamaki Makaurau	Vacant
Principal Advisor	1	Manager, Investment	Vacant
Senior Regional Investment Advisor	1	Manager, Performance Support	Vacant
Pou Whakahaere	1	Regional Director, Ikaroa-Rāwhiti	Vacant
Advisor, Programme Support	2	Manager, Programme Support	Vacant

3.2 New Positions (3/3)

Position title	No. of Positions	Reports to	Impact to individual/s
Regions Puni			
Advisor, Investment	2	Manager, Investment	Vacant
Administrator	1	Manager, Performance Support	Vacant
Corporate Puni			
General Manager, People, Capability & Culture	1	Deputy Secretary, Corporate	Reassigned
General Manager, Information Systems	1	Deputy Secretary, Corporate	Reassigned
General Manager, Finance, Property & Procurement	1	Deputy Secretary, Corporate	Reassigned
Manager, Workforce Capability	1	General Manager, People, Capability and Culture	Reassigned
Manager, Organisational Development	1	General Manager, People, Capability and Culture	Vacant
Senior Analyst	2	Manager, Commercial & Procurement	Expression of Interest
Governance Puni			
Senior Advisor	2	Manager, Statutory Entities & Appointments	Expression of Interest

3.3 Confirmed changes to position scope, reporting line and/or position title changes (1/9)

Position title	No. of Positions	Confirmed change	Reports to	Impact to individual
Executive leadership team				
Deputy Secretary, Organisational Support	1	Title change to Deputy Secretary, Corporate. Minor change to scope to include Finance function.	Secretary for Māori Development	Reconfirmation
Deputy Secretary, Policy Partnerships	1	Title change to Deputy Secretary, Policy. Minor change to scope to include Housing.	Secretary for Māori Development	Reconfirmation
Deputy Secretary, Regional Partnerships and Operations	1	Title change to Deputy Secretary, Regions. Minor change in scope.	Secretary for Māori Development	Reconfirmation
Deputy Secretary, Critical Projects & Governance	1	Title change to Deputy Secretary, Governance. Minor change to scope to include Statutory Entities function and title change to Deputy Secretary, Governance.	Secretary for Māori Development	Reconfirmation
Policy Partnerships				
Manager, Culture	1	Title and scope change to Policy Manager, Te Reo Māori. Reporting line change to General Manager, Policy (Development).	General Manager, Policy (Development)	Reconfirmation
Manager, Social	1	Title and scope change to Policy Manager, Whānau Ora. Reporting line change to General Manager, Policy (Development).	General Manager, Policy (Development)	Reconfirmation
Manager, Economic	1	Title and scope change to Policy Manager, Economic Development. Reporting line change to General Manager, Policy (Development).	General Manager, Policy (Development)	Reconfirmation
Manager, Māori Sector	1	Title change to Policy Manager, Māori Sector Partnerships. Reporting line change to General Manager, Policy (Wellbeing).	General Manager, Policy (Wellbeing)	Reconfirmation

3.3 Confirmed changes to position scope, reporting line and/or position title changes (2/9)

Position title	No. of Positions	Confirmed change	Reports to	Impact to individual
Policy Partnerships				
Manager, Operational Policy & Design	1	Title change to Policy Manager, Māori Public Policy. Reporting line change to General Manager, Policy (Wellbeing).	General Manager, Policy (Wellbeing)	Vacant
Manager, Natural Resources	1	Title change to Policy Manager, Te Pou Taiao. Reporting line change to General Manager, Policy (Wellbeing).	General Manager, Policy (Wellbeing)	Reconfirmation
Manager, Te Pae Tawhiti	1	Title change to Policy Manager, Te Pae Tawhiti. Reporting line change to General Manager, Policy (Wellbeing).	General Manager, Policy (Wellbeing)	Reconfirmation
Manager, Data and Analytics	1	Transfer to Strategy puni. Reporting line change to General Manager, Insights and Monitoring.	General Manager, Data, Insights and Monitoring	Reconfirmation
Manager, Insights	1	Transfer to Strategy puni. Reporting line change to General Manager, Insights and Monitoring.	General Manager, Data, Insights and Monitoring	Reconfirmation
Manager, Research and Evaluation	1	Transfer to Strategy puni. Reporting line change to General Manager,	General Manager, Data, Insights and Monitoring	Vacant
Critical Projects & Governance Puni				
Project Planner (PMO)	1	Transfer to Strategy puni. Reporting line change to Manager, Organisational Performance.	Manager, Organisational Performance	Reconfirmation
Pou Whakahaere	1	Reporting line change to Business Manager, Governance.	Business Manager, Governance	Reconfirmation

3.3 Confirmed changes to position scope, reporting line and/or position title changes (3/9)

Position title	No. of Positions	Confirmed change	Reports to	Impact to individual
Strategy , Finance and Performance Puni				
Chief Advisor, Economic Development	1	Transfer to Policy puni. Reporting line change to Deputy Secretary, Policy and title change to Chief Advisor.	Deputy Secretary, Policy	Reconfirmation
Manager, Advisory & Policy, Māori Housing	1	Transfer to Policy puni. Reporting line change to General Manager, Policy (Development).	General Manager, Policy (Development)	Reconfirmation. Transfer with position for duration of fixed term.
Manager, System Performance Monitoring	1	Reporting line change to General Manager, Data, Insights and Monitoring.	General Manager, Data, Insights and Monitoring	Vacant
Manager, Finance	1	Transfer to Corporate puni. Reporting line change to General Manager, Finance, Property and Procurement.	General Manager, Finance, Property and Procurement	Reconfirmation
Manager, Commercial & Procurement	1	Transfer to Corporate puni. Reporting line change to General Manager, Finance, Property and Procurement.	General Manager, Finance, Property and Procurement	Vacant
Manager, Statutory Entities	1	Transfer to Governance puni. Title change to Manager, Statutory Entities and Appointments. Reporting line change to Deputy Secretary, Governance.	Deputy Secretary, Governance	Reconfirmation
Principal Advisor, Delivery and Assurance	1	Transfer to Regions puni. Reporting line change to Team Leader, Hastings, Ikaroa Rāwhiti.	Team Leader, Hastings, Ikaroa Rāwhiti	Kaimahi transfers with position. Fixed term agreement to be reviewed in September 2024
Senior Advisor, Operations (Housing)	1	Transfer to Regions puni. Reporting line change to Manager, Investments (Section 104(2)(b)).	Manager, Investments	Reassignment
Senior Advisor, Strategy & Performance	2	Reporting line change to Manager, Organisational Performance	Manager, Organisational Performance	Reconfirmation
Senior Advisor, Advisory & Policy (Housing)	1	Transfer to Policy puni. Reporting line change to Policy Manager, Housing.	Policy Manager, Housing	Reconfirmation
Advisor, Operations (Housing)	1	Transfer to Regions puni. Reporting line change to Manager, Investments (Section 104(2)(b)).	Manager, Investments	Reassignment

3.3 Confirmed changes to position scope, reporting line and/or position title changes (4/9)

Position title	No. of Positions	Confirmed change	Reports to	Impact to individual
Strategy , Finance and Performance Puni				
Policy Analyst, Advisory & Policy (Housing)	1	Transfer to Policy puni. Reporting line change to Policy Manager, Housing.	Policy Manager, Housing	Kaimahi transfers with position. Fixed term agreement to be reviewed in September 2024
Administrator, Māori Housing	1	Transfer to Regions puni. Reporting line change to Manager, Investment and Reporting Support.	Manager, Investment and Reporting Support.	Reconfirmation
Regional Partnerships and Operations Puni				
Regional Director	6	Minor change in scope to include: <ul style="list-style-type: none"> • Whenua Māori resource • Pakihi Māori resource • Iwi Engagement & Operational Support resource. 	Deputy Secretary, Regions	Reconfirmation
Manager, Whānau Ora	1	Title change to Manager, Whānau Ora Delivery. Reporting line change to General Manager, Investments.	General Manager, Investments	Reconfirmation
Portfolio Manager, Investment	3	Title change to Manager, Investment. Scope change. Reporting line change to General Manager, Investments.	General Manager, Investments	Reconfirmation
Team Leader	13	Minor scope change to include: <ul style="list-style-type: none"> • Whenua Māori resource • Pakihi Māori resource • Iwi Engagement & Operational Support resource. 	Regional Director (Local)	Reconfirmation
Principal Advisor, Investments	1	Reporting line change to Manager, Investments (Section 9(2)(a) [REDACTED]).	Manager, Investment	Reconfirmation
Principal Advisor, Whenua (Ikaroa Rāwhiti)	1	Reporting line change to Team Leader, Ikaroa Rāwhiti (Gisborne). (Section 9(2)(a) [REDACTED])	Team Leader, Ikaroa Rāwhiti (Gisborne)	Reconfirmation
Principal Advisor, Whenua (Te Tai Tokerau)	1	Reporting line change to Team Leader, Te Tai Tokerau. (Section 9(2)(a) [REDACTED])	Team Leader, Te Tai Tokerau	Reconfirmation
Principal Advisor, Whenua (Waikato-Waiariki – Tauranga)	1	Reporting line change to Team Leader, Waikato-Waiariki (Tauranga)	Team Leader, Waikato-Waiariki (Tauranga)	Reconfirmation

3.3 Confirmed changes to position scope, reporting line and/or position title changes (5/9)

Position title	No. of Positions	Confirmed change	Reports to	Impact to individual
Regional Partnerships and Operations Puni				
Principal Advisor, Whenua (National Office)	1	Reporting line change to Manager, Programme Support.	Manager, Programme Support	Reassignment
Principal Advisor, Iwi Engagement and Operations Support	1	Reporting line change to Manager, Whānau Ora Delivery.	Manager, Whānau Ora Delivery	Reassignment
Principal Advisor, Whānau Ora	1	Reporting line change to Manager, Programme Support.	Manager, Programme Support.	Reconfirmation
Regional Senior Advisor Investment, Investment Planning and Support	5	Reporting line change line to Manager, Performance Support.	Manager, Performance Support	Reconfirmation
Senior Advisor, Investment Planning and Support	2	Reporting line change line to Manager, Investment and Reporting Support.	Manager, Investment and Reporting Support.	Reconfirmation
Senior Analyst, Investment Planning and Support	1	Reporting line change to Manager, Investment and Reporting Support.	Manager, Investment and Reporting Support	Reconfirmation
Senior Advisor, Iwi Engagement & Operational Support (Te Tai Tokerau based)	1	Reporting line change to Team Leader, Te Tai Tokerau (Vacant).	Team Leader, Te Tai Tokerau	Reassignment
Senior Advisor, Whenua (Ikaroa Rāwhiti - Gisborne)	2	Reporting line change from Team Leader, Whenua to Team Leader, Ikaroa Rāwhiti (Gisborne) (Vacant).	Team Leader, Ikaroa Rāwhiti (Gisborne)	Reconfirmation
Senior Advisor, Whenua (Te Waipounamu – Christchurch)	1	Reporting line change to Team Leader, Te Waipounamu (Christchurch).	Team Leader, Te Waipounamu (Christchurch)	Reconfirmation
Senior Advisor, Whenua (Tāmaki Makaurau)	1	Reporting line change to Team Leader, Tāmaki Makaurau (Section 9(2)(a)).	Team Leader, Tāmaki Makaurau	Reconfirmation
Senior Advisor, Whenua (Waikato-Waiariki – Rotorua)	1	Reporting line change to Team Leader, Waikato-Waiariki (Rotorua) (Vacant).	Team Leader, Waikato-Waiariki (Rotorua)	Reconfirmation
Senior Advisor, Whenua (Waikato-Waiariki – Tauranga)	1	Reporting line change to Team Leader, Waikato-Waiariki (Tauranga).	Team Leader, Waikato-Waiariki (Tauranga)	Reconfirmation

3.3 Confirmed changes to position scope, reporting line and/or position title changes (6/9)

Position title	No. of Positions	Confirmed change	Reports to	Impact to individual
Regional Partnerships and Operations Puni				
Senior Advisor, Whenua (Te Waipounamu – Invercargill)	1	Reporting line change to Team Leader, Te Waipounamu (Invercargill).	Team Leader, Te Waipounamu (Invercargill)	Reconfirmation
Senior Advisor, Whenua (Tāmaki Makaurau)	1	Reporting line change to Team Leader, Tāmaki Makaurau (Section 9(2)(a)).	Team Leader, Tāmaki Makaurau	Reconfirmation
Senior Advisor, Whenua (Te Tai Hauāuru – Porirua)	1	Reporting line change to Team Leader, Te Tai Hauāuru (Porirua).	Team Leader, Te Tai Hauāuru (Porirua)	Reconfirmation
Senior Advisor, Whenua (Te Tai Hauāuru – Whānganui)	1	Reporting line change to Team Leader, Te Tai Hauāuru (Whānganui - Section 9(2)(a)).	Team Leader, Te Tai Hauāuru (Whānganui)	Reconfirmation
Senior Advisor, Māori Enterprise (Waikato-Wairiki – Rotorua)	1	Reporting line change to Team Leader, Waikato-Wairiki (Rotorua) (Vacant).	Team Leader, Waikato-Wairiki (Rotorua)	Reconfirmation
Senior Advisor, Māori Enterprise (Waikato-Wairiki - Hamilton)	1	Reporting line change to Team Leader, Waikato-Wairiki (Hamilton).	Team Leader, Waikato-Wairiki (Hamilton)	Reconfirmation
Senior Advisor, Māori Enterprise (Tāmaki Makaurau)	1	Reporting line to Team Leader, Tāmaki Makaurau (Section 9(2)(a)).	Team Leader, Tāmaki Makaurau	Reconfirmation
Senior Advisor, Māori Enterprise (Te Tai Hauāuru - Whānganui)	1	Reporting line change to Team Leader, Te Tai Hauāuru (Whānganui - Section 9(2)(a)).	Team Leader, Te Tai Hauāuru (Whānganui)	Reconfirmation
Senior Advisor, Māori Enterprise (Te Waipounamu – Christchurch)	1	Reporting line to Team Leader, Te Waipounamu (Christchurch).	Team Leader, Te Waipounamu (Christchurch)	Reconfirmation
Senior Advisor, Māori Enterprise (Te Waipounamu – Invercargill)	1	Reporting line to Team Leader, Te Waipounamu (Invercargill).	Team Leader, Te Waipounamu (Invercargill)	Reconfirmation
Senior Advisor, Māori Enterprise (Ikaroa Rawhiti – Gisborne)	1	Reporting line change to Team Leader, Ikaroa Rawhiti (Gisborne) (Vacant).	Team Leader, Ikaroa Rāwhiti (Gisborne)	Reconfirmation

3.3 Confirmed changes to position scope, reporting line and/or position title changes (7/9)

Position title	No. of Positions	Confirmed change	Reports to	Impact to individual
Regional Partnerships and Operations Puni				
Senior Advisor, Ikaroa Rāwhiti (Gisborne)	1	Reporting line change to vacant Team Leader, Ikaroa Rāwhiti (Gisborne) (Vacant).	Team Leader, Ikaroa Rāwhiti (Gisborne)	Reconfirmation
Senior Advisor, Māori Enterprise (Ikaroa Rawhiti – Hastings)	1	Reporting line change to Team Leader, Ikaroa Rāwhiti (Hastings).	Team Leader, Ikaroa Rāwhiti (Hastings)	Reconfirmation
Senior Advisor, Te Tai Hauāuru (Whānganui)	1	Reporting line change to Team Leader, Te Tai Hauāuru (Whānganui - Marie Joseph) to Team Leader, Te Tai Hauāuru (Whānganui - Section 9(2)(a)).	Team Leader, Te Tai Hauāuru (Whānganui)	Reconfirmation
Senior Advisor, Te Tai Tokerau	3	Reporting line change from Team Leader, Te Tai Tokerau (Section 9(2)(a)) to Team Leader, Te Tai Tokerau (Vacant).	Team Leader, Te Tai Tokerau	Reconfirmation
Senior Advisor, Whānau Ora	3	Reporting line change to Manager, Programme Support.	Manager, Programme Support.	Reconfirmation
Regional Business Analyst	6	Reporting line change to Manager, Performance Support.	Manager, Performance Support	Reconfirmation
Advisor, Whenua (Te Tai Hauāuru – Whānganui)	2	Reporting line change to Team Leader, Te Tai Hauāuru (Whānganui - Section 9(2)(a)).	Team Leader, Te Tai Hauāuru (Whānganui)	Reconfirmation
Advisor, Whenua (Waikato–Wairiki - Hamilton)	1	Reporting line change to Team Leader, Waikato–Wairiki (Hamilton).	Team Leader, Waikato–Wairiki	Reconfirmation
Advisor, Te Tai Hauāuru (Whānganui)	1	Reporting line change to Team Leader, Te Tai Hauāuru (Whānganui - Section 9(2)(a)).	Team Leader, Te Tai Hauāuru (Whānganui)	Reconfirmation
Advisor, Te Tai Hauāuru (Porirua)	1	Reporting line to Team Leader, Te Tai Hauāuru (Whānganui - Section 9(2)(a)).	Team Leader, Te Tai Hauāuru (Whānganui)	Reconfirmation
Advisor, Te Tai Tokerau	2	Reporting line change to Team Leader, Te Tai Tokerau (Vacant).	Team Leader, Te Tai Tokerau	Reconfirmation

3.3 Confirmed changes to position scope, reporting line and/or position title changes (8/9)

Position title	No. of Positions	Confirmed change	Reports to	Impact to individual
Regional Partnerships and Operations Puni				
Advisor, Whenua (National Office based kaimahi)	1	Reporting line change to Manager, Programme Support.	Manager, Programme Support.	Reassignment
Advisor (Ikaroa Rāwhiti - Gisborne)	1	Reporting line change to vacant Team Leader, Ikaroa Rāwhiti (Gisborne) (Vacant).	Team Leader, Ikaroa Rāwhiti (Gisborne)	Reconfirmation
Advisor, Whenua (Ikaroa Rawhiti, - Gisborne)	1	Reporting line change to Team Leader, Ikaroa Rāwhiti (Gisborne) (Vacant).	Team Leader, Ikaroa Rāwhiti (Gisborne)	Reconfirmation
Advisor, Whenua (Te Tai Tokerau)	1	Reporting line change to Team Leader, Te Tai Tokerau (Vacant).	Team Leader, Te Tai Tokerau	Reconfirmation
Advisor, Whānau Ora	1	Reporting line change to Manager, Programme Support.	Manager, Programme Support.	Reconfirmation
Advisor, Iwi Engagement and Operational Support	1	Reporting line change to Manager, Investment and Reporting Support.	Manager, Operations Investment and Reporting Support	Reassignment
Intern (Ikaroa Rāwhiti)	1	Reporting line change to Team Lead, Ikaroa Rāwhiti (Gisborne). (Section 9(2)(a))	Team Lead, Ikaroa Rāwhiti (Gisborne)	Reconfirmation
Intern (Te Tai Hauāuru)	1	Reporting line change to Team Leader, Te Taihauāuru (Whānganui - Section 9(2)(a)).	Team Lead, Te Tai Hauāuru (Whānganui)	Reconfirmation
Intern, Whenua	1	Reporting line change to Manager, Investment and Reporting Support.	Manager, Manager, Investment and Reporting Support.	Reconfirmation
Senior Administrator, Investment Planning and Support	1	Reporting line change to Manager, Investments. (Section 9())	Manager, Investments	Reconfirmation
Administrator, Whānau Ora	1	Reporting line change to Manager, Investment and Reporting Support.	Manager, Investment and Reporting Support.	Reassignment

3.3 Confirmed changes to position scope, reporting line and/or position title changes (9/9)

Position title	No. of Positions	Confirmed change	Reports to	Impact to individual
Regional Partnerships and Operations Puni				
Administrator (Waka Kōkiri), Waikato-Waiariki (Rotorua)	1	Reporting line change to Team Leader, Waikato-Wairaki (Rotorua) (Vacant).	Team Leader, Waikato-Wairaki (Rotorua)	Reconfirmation
Administrator, Waikato-Waiariki (Hamilton)	1	Reporting line change to Regional Director, Waikato-Wairaki (Hamilton).	Regional Director, Waikato-Waiariki (Hamilton)	Reconfirmation
Administrator, Ikaroa-Rāwhiti	1	Reporting line change to Regional Director, Ikaroa Rāwhiti.	Regional Director, Ikaroa Rāwhiti	Reconfirmation
Administrator, Iwi Engagement and Operational Support	1	Reporting line change to Manager, Investment and Reporting Support.	Manager, Operations Support	Reconfirmation
Organisational Support Puni				
Manager, Property & Facilities	1	Reporting line change to General Manager, Finance, Property and Procurement.	General Manager, Finance, Property and Procurement	Reconfirmation
Principal Advisor, Māori Capability	1	Reporting line change to Manager, Workforce Capability.	Manager, Workforce Capability	Reconfirmation
Principal Advisor, Communications, Engagement & Events	1	Transfer to Strategy puni. Reporting line change to Manager, Strategy.	Manager, Strategy	Reconfirmation
Principal Advisor, Communications, Engagement & Events (Fixed-term)	1	Transfer to Strategy puni. Reporting line change to Manager, Strategy.	Manager, Strategy	Reconfirmation. Transfer with position for duration of fixed term
Senior Advisor, Communications, Engagement & Events	1	Transfer to Strategy puni. Reporting line change to Manager, Strategy.	Manager, Strategy	Reconfirmation
Senior Advisor, Organisational Development	1	Reporting line change to Manager, Organisational Development.	Manager, Organisational Development	Reconfirmation
Advisor, Communications, Engagement & Events,	1	Transfer to Strategy puni. Reporting line change to Manager, Strategy.	Manager, Strategy	Reconfirmation
Team Lead, Technology Operations	1	Position title change to Customer Service Lead. Minor change in scope due to removal of direct reports.	Manager, Technology Operations	Reconfirmation
Systems Administrator, Technology Operations	5	Reporting line change to Manager, Technology Operations.	Manager, Technology Operations	Reconfirmation
Helpdesk Administrator	1	Reporting line change to Manager, Technology Operations.	Manager, Technology Operations	Reconfirmation
Web Administrator	1	Transfer to Strategy puni. Reporting line change to Manager, Strategy	Manager, Strategy	Reconfirmation



Section 4 – Timeline and support available

4.1 Support for Impacted Kaimahi

Support for impacted kaimahi

People will have a wide variety of feelings in relation to the final decisions. Please remember to be respectful of each other's opinions and privacy.

If you have further questions regarding the final decisions or your personal situation, have a conversation with your people leader.

Information on what support is available can be found on Te Pū Matua.

Support is also available through:

- Your people leader.
- Your union delegate or representative (www.PSA.org.nz).
- Our Employee Assistance Programme (EAP) provides external support for both work and personal issues (Habit Health 0800 327 669).
- People, Capability and Culture tīma.

4.2 Timeline

Activity	Indicative timeframes
Final Decisions and Position Descriptions released on Te Pū Matua	20 June 2024
EOI process commences	20 June 2024
EOI process closes	9am, 25 June 2024
EOI Panel undertakes selection process	26 June 2024
Reassignment Interviews held	01 July - 03 July 2024
Surplus employees receive notice of termination for redundancy	01 - 05 July 2024
Proposed 'go-live' of new structure	08 July 2024