

24 July 2024

File Ref: OIA 49050



Tēnā koe 

Official Information Act request

Thank you for your information request dated 2 July 2024. Your request has been considered in accordance with the Official Information Act 1982 (the Act).

Your questions and our responses are set out below.

“All advice, reports, memos, aides-memoire, or similar documents sent to your responsible Minister regarding hiring and staffing changes in your department since November 2023”

One document has been identified in scope of this portion of your request. The document and my decisions with regard to the release of the information are set out in the table attached as Appendix 1 and is document 1.

“All information documents, consultation documents, and surveys sent to multiple staff regarding hiring and staffing changes in your department since November 2023”

As discussed with you on the phone, and confirmed via email, your request is in respect of the organisational change recently undertaken by Te Puni Kōkiri. Two documents were prepared as a result of this process and 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 1 as documents 2 and 3

“All correspondence between senior leaders regarding the use of Te Reo Maori, Maori cultural capability, and Te Tiriti obligations in your department since November 2023”

We have interpreted your request to mean correspondence that specifically discusses and is centred around the use of Te Reo Māori, Māori cultural capability and Te Tiriti obligations in our department. No such communications have been had by our Executive Leadership team. Accordingly, this section of your request is refused under section 18(e) as the document alleged to contain the information requested does not exist.

“All advice, reports, memos, aides-memoire, or similar documents sent to your responsible Minister regarding the use of Te Reo Maori, Maori cultural capability, and Te Tiriti obligations in your department, since November 2023”

This section of your request has been interpreted to mean advice sent to our Minister that specifically discusses and is centred around the use of Te Reo Māori, Māori cultural capability and Te Tiriti obligations in our department. We have not prepared or sent any advice to our Minister that is centred around briefing him on any of the topics mentioned in your request. Accordingly, this section of your request is refused under section 18(e) as the document alleged to contain the information requested does not exist.

“All changes to guidelines or policies regarding the use of Te Reo Maori, Maori cultural capability, and Te Tiriti obligations within your department since November 2023”

There have been no changes to guidelines or policies regarding the use of Te Reo Māori, Māori cultural capability, and Te Tiriti obligations within Te Puni Kōkiri since November 2023. Accordingly, this section of your request is refused under section 18(e) as the document alleged to contain the information requested does not exist.

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

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

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 uia@tpk.govt.nz.

Ngā mihi



Manaia King
Hautū, Te Puni Rangatōpū | Deputy Secretary, Corporate

Appendix A: Documents - OIA request from [REDACTED] dated 2 July 2024

Item	Date	Document description	Decision
1.	24 April 2024	<i>Update on Te Puni Kōkiri Change Process</i>	Released in part Information withheld under Section 9(2)(a)
2.	30 April 2024	<i>Fiscal Sustainability and Effectiveness: Proposal for Change</i>	Released in full
3.	20 June 2024	<i>Fiscal Sustainability and Effectiveness: Decision Document</i>	Released in part Information withheld under Section 9(2)(a)

24 April 2024

Te Minita Whanaketanga Māori

HE PĀRONGO | AIDE MEMOIRE

Update on Te Puni Kōkiri change process

Te Puni Kōkiri contact: Manaia King, Deputy Secretary, Organisational Support
Phone: Section 9(2)(a)
TPK tracking no: 48540

Purpose

1. On Monday 22 April 2024, the Secretary for Māori Development provided you an update on the Te Puni Kōkiri change process. This aide memoire provides you with further detail including our key messages.

Comment

2. Te Puni Kōkiri has developed a change proposal which will be released to staff on Tuesday 30 April. The proposed changes see a net reduction of 38 roles from the agency (from 472 to 434).
3. The proposed changes, if implemented, would result in 12 additional positions in the regions and 50 fewer positions in National Office. We have made a conscious decision to exclude those in our lowest pay grades (12, 13 and 14) from the changes. These staff, on average, earn less than \$70,000.
4. We have looked hard at our higher paid roles, those in grade 19 and above. We're proposing to remove 12% of these roles from the structure. This includes removing three Director roles and several managers.
5. The quantum of impacts are difficult to assess at this stage. We are carrying a number of vacancies which will allow us to minimise the impact on staff.
6. We have developed a set of key messages in relation to the change process and the proposals being released to kaimahi on 30 April (**Attachment 1**).
7. Also attached is the first section of the consultation document which provides a high-level summary of the changes (**Attachment 2**).
8. The Secretary is available to further discuss the change process and consultation document with you on Monday 29 April, should you wish to do so.

Attachments

- *High Level Key Messages for Te Puni Kōkiri Change Process*
- *Case for Change*

Attachment 1. High Level Key Messages for Te Puni Kōkiri Change Process

- Te Puni Kōkiri is committed to supporting the Government's priorities, including its expenditure priorities.
- Like other departments, Te Puni Kōkiri is required to make savings.
- Te Puni Kōkiri's leadership team has been considering savings options for some time, and early cost-savings decisions including last year's recruitment pause are reducing the scale of changes now.
- The kaimahi of Te Puni Kōkiri are expert and valued.
- It is inevitable that there will be the loss of some positions and some people.
- The change document released 30 April 2024 has been developed by ELT after careful consideration.
- The change document proposes to reduce Te Puni Kōkiri positions by approximately 8% (or 38 FTEs) to 434 FTEs from 472 FTEs.
- Te Puni Kōkiri is already a lean and adaptive organisation.
- Te Puni Kōkiri is bringing similar functions together and aligning workstreams to support increased efficiency.
- Te Puni Kōkiri is maintaining capability and maintaining its strength in the regions. The proposed changes, if implemented, would result in 12 additional positions in the regions and 50 fewer positions in National Office – an overall reduction of 38 positions.
- Te Puni Kōkiri will continue to support whānau to thrive and to work in support of the wellbeing of Māori and all New Zealand.
- The cost savings measures seek to minimise the impact on kaimahi, particularly those in the lower pay grades. We have made a conscious decision to exclude those in our lowest pay grades (12, 13 and 14) from the changes. These kaimahi on average earn less than \$70,000.
- We have looked hard at our higher paid roles, those in grade 19 and above. We're proposing to remove 12% of these roles from the structure. This includes removing three Director roles and several managers.
- The quantum of impacts is difficult to assess at this stage. Our recruitment pause has created a number of vacancies will allow us to minimise the impact on kaimahi.
- Te Puni Kōkiri is actively seeking feedback from kaimahi until 21 May 2024.
- ELT will consider all feedback and make a final decision as quickly as possible.
- Kaimahi will be supported in the transition period.

Attachment 2 – Case for Change and Rationale

Section 1. Introduction and the case for change

Tēnā koutou katoa

You will all be aware that public sector organisations are currently looking to make significant cost savings, and this has resulted in proposals for changes in staffing levels at most departments.

As I have indicated, Te Puni Kōkiri will need to reduce the number of our own staff positions to meet our cost savings target of 6.5%. Unfortunately, that means that we will not be able to keep all our current kaimahi.

I know this has been unwelcome news for everyone who works at Te Puni Kōkiri. As Secretary I have been keen to make sure that concern for the wellbeing of kaimahi is uppermost as we undertake the change process. My Executive Leadership Team (ELT) has ownership of this change process – following on from our earlier 10 point plan to lower operational costs, which I shared with you last year and which included a recruitment pause. The recruitment pause has already resulted in a lowering of our kaimahi numbers.

Over the last few weeks ELT has considered the options for reducing positions, and the way the structure of the Ministry might be changed. This document outlines the proposal we have developed, and its implications for all kaimahi.

Our proposal will see a net reduction of Te Puni Kōkiri's staff numbers by around 8% percent, or 38 positions, through a mix of removing some existing vacancies, disestablishing some roles, and realigning some functions.

Your input in the next stage of the process is very important. I ask that you consider the proposal carefully and provide your feedback – in groups or individually - by 21 May 2024 (The mechanism for providing feedback is explained on page 71.). ELT will not be making any final decisions until we have read and carefully considered your responses.

You will see in the document that, in reducing staff numbers, we are not proposing to simply subtract certain positions from the existing structure. We have attempted to mitigate the impact of reduced numbers by looking for efficiencies in the way we organise ourselves

and the way we group positions. We want to bring similar functions together to increase efficiency.

There are elements in this proposal, therefore, of a functional realignment that ELT intends will serve our effective and lean organisation well as, once again, we adapt to a new operating environment. This realignment will, for example, be useful as we prepare to refresh our strategy and highlight some aspects of our work, we know are a priority, such as Whānau Ora.

But the driver for this change in staff numbers is primarily our fiscal sustainability – making sure we maintain capability but are not budgeting to spend more money than, from July 2024, we will have.

I want to assure you that I value the commitment and contribution that each of you make to the mahi of the organisation. Proposals for reducing staff numbers are not easy to read, and I know this will be a difficult time for you all. Please continue to take care of yourselves, and of each other, and be sensitive to those whose positions are most directly impacted by the proposed changes. And please utilise the Employee Assistance Programme if you feel this would be useful to you.

Information about the change process and proposals will be available through Te Pū Matua, and meetings will be organised to give kaimahi the opportunity to learn more about the proposals, and to discuss them prior to providing their feedback. I, along with the Deputy Secretaries, look forward to engaging with you further over the coming weeks on this important kaupapa.

Ngā mihi

Dave Samuels

Te Tumu Whakarae mō Te Puni Kōkiri



Attachment 2 – Case for Change and Rationale

1.1. The case for change

When whānau are thriving, so do their communities, hapū, iwi and all of Aotearoa. Te Puni Kōkiri's vision captures a critical truth about the wellbeing of Māori and New Zealand. It signals the importance of the work of our kaimahi.

Te Puni Kōkiri is a lean and adaptive Ministry. We know that from time to time the way we organise ourselves to do this important work – and the emphasis we give the different elements of our mahi – must change.

Along with other public service organisations, we are making changes now to ensure we are well placed to support the Government's priorities, including its expenditure priorities. We recognise there are useful realignments that can be made, alongside spending reductions, to allow us to operate as effectively as we can – to maintain our capability to support whānau to thrive.

The proposed changes to Te Puni Kōkiri's current structure have been developed in line with some high-level guidelines:

- Reduced numbers of kaimahi – our number of kaimahi must be affordable within a budget of \$56 million.
- Maintained capability – we must ensure the sustainability of programmes and services, and the delivery of Government priorities and core functions, including strength in our frontline services.
- Adaptability – the structure must be capable of supporting evolving strategic priorities and facilitate organisational flexibility and agility.
- Alignment – the structure must group functions to ensure a lean and efficient operation, and one which captures potential synergies.
- The impact on kaimahi, particularly those in the lower pay grades, must be minimised.

This section of the document gives a general outline of the proposed changes to the structure of Te Puni Kōkiri, and the high-level rationale for them. Some of the proposed changes have implications for the whole

Ministry; others relate more particularly to the scope or work of individual Puni.

There is information about the specifics of the proposed changes, and their impacts on individual roles, in the second half of the document.

It is important to reiterate that all changes outlined here are proposed only, and kaimahi feedback on these proposals is actively sought.

Attachment 2 – Case for Change and Rationale

Section 2. Proposed Changes

2.1 Proposed changes for the whole Ministry

2.1.1 Disestablish vacancies and set limits on fixed term positions

The recruitment pause in effect since December 2023 has resulted in a number of vacancies (which is minimising the impact on permanent roles now). Under this proposal, all currently vacant positions are by default disestablished. Exceptions have been included in the proposed structure where they are essential to the mahi of the Ministry.

In most cases, kaimahi currently in fixed term positions will not have their appointment extended beyond the current end date.

2.1.2 Change the scope of existing Deputy Secretary positions

There will be changes to the scope of the existing Deputy Secretary positions.

The positions of Deputy Secretary – Strategy, Finance and Performance and Deputy Secretary - Critical Projects and Governance will be disestablished, and replaced, respectively, by Deputy Secretary – Stewardship, Monitoring and Performance and Deputy Secretary – Integrity and Governance. The current Deputy Secretaries will be reassigned to these positions.

The changes to the scope of the other Deputy Secretary positions will not be sufficient to warrant their disestablishment. The incumbents will be reconfirmed.

The nature of the changes to all Deputy Secretary responsibilities is detailed in the sections below.

2.1.3 Reduce the number of senior roles

Under this proposal the number of roles Grade 19 and above is reduced.

2.1.4 Convert Te Tari Matua Directors to General Managers

It is proposed to change the titles of most third tier positions in Te Tari Matua to 'General Manager', signalling an ongoing shift from an emphasis on technical expertise to roles providing general management with a focus on leadership, culture, capability, and delivery. This proposed change will ensure greater lateral integration across the organisation.

2.1.5 Centralise the management of Business Managers, the Executive Officer, and Executive Assistants

It is proposed to centralise the management of these positions within the Governance and Executive Support Team in the Integrity and Governance Puni.

Centralising these positions as proposed will promote consistency of support across the organisation and will enhance responsiveness through the ability to direct resource to areas of greatest or urgent need. The proposed change will also ensure the coordination of administrative processes undertaken on behalf of multiple managers, minimising duplication, and realising economies of scale.

There will be a reduction in the numbers of both Business Managers and Executive Assistants.

Attachment 2 – Case for Change and Rationale

2.2 Proposed changes to Puni

2.2.1 Reconfigure the existing Strategy, Finance and Performance Puni as the Stewardship, Monitoring and Performance Puni

It is proposed that the existing Strategy, Finance and Performance Puni be reconfigured as the Stewardship, Monitoring and Performance Puni. It will have a focus on strategy development and implementation, and on framing, supporting, measuring, and demonstrating organisational and public sector performance. This will include maintaining the evidence base that will support better decision-making to promote improved outcomes for Māori.

Other functions from across the Ministry will transfer across to the Puni in support of this focus.

It is proposed that the Puni will be made up of the following:

- Deputy Secretary – Stewardship, Monitoring and Performance.
- Strategy and Performance function, comprising a Strategy and Stewardship Team and an Organisational Performance Team. The Organisational Performance Team will incorporate the Ministry's project management function.
- Insights and Monitoring function, comprising a Data and Analytics Team, a Research and Evaluation Team, an Insights Team, and a System Performance Monitoring Team.
- Two Chief Advisors.

2.2.2 Move the data and insights function from the Policy Partnerships Puni to the Stewardship, Monitoring and Performance Puni

The integration of the data and insights function within the framework of this Puni will mean that data can directly inform the Ministry's strategy setting processes, evidence base development and monitoring activities.

2.2.3 Move the project management function from the existing Critical Projects and Governance Puni to the Stewardship, Monitoring and Performance Puni

This move will integrate the function with other work planning processes, and better enable our programme of work to be supported by effective project management. Opportunities to apply best practice approaches to project management will be able to be identified and implemented throughout the performance reporting process.

Business Management and Executive Assistance

It is proposed that business management and executive assistance functions for the Strategy, Stewardship and Performance Puni be performed by kaimahi located in the centralised pool of expertise in the Governance and Executive Support Team in the Integrity and Governance Puni.

Finance, Statutory Entities and Housing

As part of the process of realignment, the following functions will move from the existing Strategy, Finance and Performance Puni:

- Finance, to the Organisational Support Puni.
- Statutory Entities, to the Integrity and Governance Puni.
- Housing, to the Policy Partnerships and Regional Partnerships and Insights Puni.

The rationale for these moves is supplied in the sections relating to these Puni.

2.2.4 Reconfigure the Organisational Support Puni

It is proposed the Organisational Support Puni be reconfigured to bring together corporate services functions from across Te Puni Kōkiri. Finance and procurement will be brought into the Puni, joining other specialist functions required to support the day to day running of Te

Attachment 2 – Case for Change and Rationale

Puni Kōkiri, and enabling the Puni to focus deliberately on systems, people, processes and finances.

It is proposed that the Puni will be made up of the following:

- Deputy Secretary – Organisational Support.
- Information Systems function, comprising Knowledge Systems, Technology Operations and Business Systems teams.
- People, Capability and Culture function, comprising Workforce Capability, HR Advisory and Organisational Development teams. The Organisational Development team will take on responsibility for internal communications.
- Finance, Property and Procurement function, comprising Finance, Property and Facilities and Commercial and Procurement teams.

2.2.5 Move the Finance function from the current Strategy, Finance and Performance Puni to the Organisational Support Puni

It is proposed to combine the Finance function with other Ministry functions with which it is heavily interdependent. Bringing these functions together will ensure visibility, transparency, and alignment.

2.2.6 Convert the communications function into two distinct areas of focus separately located within the organisation

It is proposed to disestablish the existing Communications, Engagement and Events Directorate. These functions will be divided into two, with separate internal and external communications focus areas. This will allow for specialisation of kaimahi, at the same time as promoting alignment with other key functions within the organisation: the ministerial servicing function for external communications, the organisational development function for internal communications.

ELT has accountability collectively and individually for strategic communications, including strategic influencing and leadership. It is therefore considered appropriate to transition direct responsibility for strategic communication functions to ELT.

2.2.7 Move internal communications to the People, Capability and Culture function.

Internal communication functions are proposed to be retained within the Organisational Support Puni under the People, Capability and Culture's Organisational Development Team. This will bring together teams directly supporting workplace development, knowledge and culture.

Kaimahi in these internal communications roles will give effect to ELT's decisions in relation to operational communications and internal engagement and will support the coordination of enterprise-wide events.

Note that it is proposed to move external communication functions to the Integrity and Governance Puni Ministerial Services Team.

Business Management and Executive Assistance

It is proposed that business management and executive assistance functions for the Stewardship, Monitoring and Performance Puni be performed by kaimahi located in the centralised pool of expertise in the Governance and Executive Support Team in the Integrity and Governance Puni.

Legal Services

As part of the process of realignment, Legal Services will move from the Organisational Support Puni to the Integrity and Governance Puni. The rationale for this change is explained below.

2.2.8 Reconfigure the existing Critical Projects and Governance Puni as the Integrity and Governance Puni

It is proposed that the existing Critical Projects and Governance Puni be reconfigured as the Integrity and Governance Puni, with a focus on integrity, external communications and stakeholder engagement, risk reduction, and organisational and sector governance.

Other functions from across the Ministry will transfer across to the puni in support of this focus.

The proposed Puni will be made up of the following:

- Deputy Secretary – Integrity and Governance.

Attachment 2 – Case for Change and Rationale

- Governance and Executive Support Team, including Business Managers and Executive Assistants and Officers supporting the senior leadership.
- Risk and Assurance Team.
- Ministerial Services Team, including external communications.
- Statutory Entities and Appointments.
- Legal Services.
- Pouwhakahaere.
- Chief Advisor.
- Advisor.

This alignment of functions will position the Puni to best support the web of processes by which governance decisions are made. The effectiveness of the Ministry (and that of its funded agencies) is dependent on the quality of these decisions, and co-location will ensure their visibility, transparency, and alignment.

As outlined in Proposal 5, all business management and administrative assistance functions supporting tier two and above will be located in the expanded Governance and Executive Support Team (currently the Governance Team).

2.2.9 Move external communications into the Integrity and Governance Puni

The inclusion of external communications within the Ministerial Services Team will support the alignment of messaging (to the media and elsewhere) under a single manager. Below the manager level, focussed external communications positions will complement the Ministerial Services positions in responding to and engaging with key stakeholders such as the media and providing public relations and communications advice to the Ministers office. Kaimahi in these external communications roles will give effect to ELT's decisions in relation to strategic communications and stakeholder engagement.

2.2.10 Move Legal Services from the Organisational Support Puni to the Integrity and Governance Puni

The inclusion of Legal Services in the Puni will provide greater functional alignment in terms of the management of organisational risk and the development of operational, policy and delivery options.

2.2.11 Move Statutory Entities from the current Strategy, Finance and Performance Puni to the Integrity and Governance Puni

The inclusion of Statutory Entities in the Puni will allow for enhanced oversight of the risks and opportunities attaching to the whole of the sector funded through Vote Māori Development – the Ministry itself and the entities that receive non-departmental funding. The management of Te Puni Kōkiri's relationships with our statutory entities will be more directly informed by enhancements to our own governance processes.

Business Management and Executive Assistance

It is proposed that business management and executive assistance functions for the Integrity and Governance Puni will continue to be performed by kaimahi located in the Puni, but responsibility will be transferred to the centralised pool of expertise in the Governance and Executive Support Team.

2.2.12 Reconfigure the Policy Partnerships Puni

It is proposed that the Policy Partnerships Puni be reconfigured to comprise two key groups recognising the immediate policy priorities of the Government and the Ministry's longer-term stewardship responsibilities.

The proposed Puni will be made up of the following:

- Deputy Secretary – Policy Partnerships.
- Culture and Commerce Group, comprising the Whānau Ora, Te Reo Māori, Economic, and Housing and Enterprise policy Teams.

Attachment 2 – Case for Change and Rationale

- Knowledge, Innovation and Wellbeing Group, comprising the Māori Sector Partnerships, the Māori Public Policy Approaches, Te Taiao and Te Pae Tawhiti Teams.
- Chief Advisor, Economic Development.
- Three Chief Advisors.

The Culture and Commerce Group has a shorter to medium term focus. It will provide public policy leadership across the relevant policy domains of economic development, housing, health, enterprise, Te Reo Māori, and Whānau Ora.

The Knowledge, Innovation and Wellbeing Group has a medium to longer term strategic public policy leadership focus. It will be responsible for building an understanding and leading the application of Māori public policy approaches across Te Puni Kōkiri and the public sector and supporting Te Puni Kōkiri's stewardship of a strong Māori sector.

2.2.13 Move responsibility for Housing Policy from the existing Strategy, Finance and Performance Puni to the Policy Partnerships Puni

Now that Whai Kāinga Whai Oranga is transitioning into a BAU programme, it is proposed that the policy and operation functions within the current Housing directorate are integrated with these functions elsewhere in the Ministry.

This will ensure greater coherence in the development and implementation of interventions across the range of the Government's priorities, while acknowledging that housing is a catalyst for broader social and economic outcomes for whānau.

2.2.14 Move the Chief Advisor, Economic Development position from the existing Strategy, Finance and Performance Puni to the Policy Partnerships Puni

It is proposed that the position of Chief Advisor, Economic Development be moved from the existing Strategy, Finance and Performance Puni to the Policy Partnerships Puni.

This will ensure greater coherence and efficiency in the development of policy, as the Chief Advisor's expertise will be more directly available to the function.

Data and insights function

As part of the process of realignment, it is proposed the data and insights function move from the Policy Partnerships Puni to the proposed Stewardship, Monitoring and Performance Puni.

Business Management and Executive Assistance

It is proposed that business management and executive assistance functions for the Policy Partnerships Puni be performed by kaimahi located in the centralised pool of expertise in the Governance and Executive Support Team in the Integrity and Governance Puni.

2.2.15 Reconfigure the existing Regional Partnerships and Operations Puni as the Regional Partnerships and Insights Puni

It is proposed that the existing Regional Partnerships and Operations Puni be reconfigured as the Regional Partnerships and Insights Puni. Compared to the current operation, it will undertake less operational delivery itself, and will put a greater emphasis on the collection and use of insights in relation to effective delivery to Māori by government.

The proposed Puni will be made up of the following:

- Deputy Secretary – Regional Partnerships and Insights Puni
- Six Regional Directors, supported by an increased number of Team Leaders.
- Investments Group.
- Whānau Ora Group.
- Operations Support Group.
- Two Chief Advisors.

The proposed changes at regional level will promote standardisation and consistency in Te Puni Kōkiri's operation.

Where investment portfolios were previously specialised, they will be generic going forward. There will no longer be separate whenua, iwi

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partnerships or enterprise teams. Staff in regions will have standardised positions, and regional structures will be standardised also. All kaimahi located outside Te Tari Matua will now report through the regional structure.

The increased number of team leaders acknowledges that those holding these positions are often managing key pieces of work and key relationships, as well as managing staff. The reduced span of work for kaimahi in these roles will enable greater focus on their individual workstreams.

The existing Investment Implementation and Support Team will, under this proposal, become the Operations Support Team, providing operational support across the whole Puni, particularly acting as the link and liaison between the regional teams and Te Tari Matua.

It is proposed that there will be a focussed Whānau Ora Group, reflecting the high priority of this work for Government. It will be expanded to include teams working specifically on performance, design, and implementation.

2.2.16 Move responsibility for Housing operations from the existing Strategy, Finance and Performance Puni to the Regional Partnerships and Insights Puni

As with the shift in responsibility for Housing policy, it is appropriate to co-locate Housing operations with other operational activity in the Investments Group.

Released Under the Official Information Act



Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Te Kāwanatanga o Aotearoa

Document 2

Fiscal Sustainability and Effectiveness

Proposal for Change

30 April 2024

Released under the
Official Information Act

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Section 1. Introduction and the case for change

Tēnā koutou katoa,

You will all be aware that public sector organisations are currently looking to make significant cost savings, and this has resulted in proposals for changes in staffing levels at most departments.

As I have indicated, Te Puni Kōkiri will need to reduce the number of our own kaimahi positions to meet our cost savings target of 6.5%. Unfortunately, that means that we will not be able to keep all our current kaimahi.

I know this has been unwelcome news for everyone who works at Te Puni Kōkiri. As Secretary I have been keen to make sure that concern for the wellbeing of kaimahi is uppermost as we undertake the change process. My Executive Leadership Team (ELT) has ownership of this change process – following on from our earlier 10-point plan to lower operational costs, which I shared with you last year and which included a recruitment pause. The recruitment pause has already resulted in a lowering of our kaimahi numbers.

Over the last few weeks ELT has considered the options for reducing positions, and the way the structure of the Ministry might be changed. This document outlines the proposal we have developed, and its implications for all kaimahi.

Our proposal reduces Te Puni Kōkiri's kaimahi numbers by around 8% percent, or 38 positions, through a mix of removing some existing vacancies, disestablishing some positions, and realigning some functions.

Your input in the next stage of the process is very important. I ask that you consider the proposal carefully and provide your feedback – in groups or individually - by 21 May 2024. (The mechanism for providing feedback is explained on page 94.) ELT will not be making any final decisions until we have read and carefully considered your responses.

You will see in the document that, in reducing kaimahi numbers, we are not proposing to simply subtract certain positions from the existing structure. We have attempted to mitigate the impact of reduced numbers by looking for efficiencies in the way we organise ourselves and the way we group positions. We want to bring similar functions together to increase efficiency.

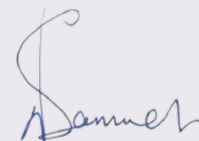
There are elements in this proposal, therefore, of a functional realignment that ELT intends will serve our effective and lean organisation well as, once again, we adapt to a new operating environment. This realignment would, for example, be useful as we prepare to refresh our strategy and highlight some aspects of our work, we know are a priority, such as Whānau Ora.

But the driver for this change in kaimahi numbers is primarily our fiscal sustainability – making sure we maintain capability but are not budgeting to spend more money than, from July 2024, we will have.

I want to assure you that I value the commitment and contribution that each of you make to the mahi of the organisation. Proposals for reducing kaimahi numbers are not easy to read, and I know this will be a difficult time for you all. Please continue to take care of yourselves, and of each other, and be sensitive to those whose positions are most directly impacted by the proposed changes. And please utilise the Employee Assistance Programme if you feel this would be useful to you.

Information about the change process and proposals will be available through Te Pū Matua, and meetings will be organised to give kaimahi the opportunity to learn more about the proposals, and to discuss them prior to providing their feedback. I, along with the Deputy Secretaries, look forward to engaging with you further over the coming weeks on this important kaupapa.

Ngā mihi,



Dave Samuels

Te Tumu Whakarae mō Te Puni Kōkiri



Section 1. Introduction and the case for change

1.1 The case for change

When whānau are thriving, so do their communities, hapū, iwi and all of Aotearoa. Te Puni Kōkiri's vision captures a critical truth about the wellbeing of Māori and New Zealand. It signals the importance of the work of our kaimahi.

Te Puni Kōkiri is a lean and adaptive Ministry. We know that from time to time the way we organise ourselves to do this important work – and the emphasis we give the different elements of our mahi – must change.

Along with other public service organisations, we are making changes now to ensure we are well placed to support the Government's priorities, including its expenditure priorities. We recognise there are useful realignments that can be made, alongside spending reductions, to allow us to operate as effectively as we can – to maintain our capability to support whānau to thrive.

The proposed changes to Te Puni Kōkiri's current structure have been developed in line with some high-level guidelines:

- Reduced numbers of kaimahi – our number of kaimahi must be affordable within a budget of \$56 million.
- Maintained capability – we must ensure the sustainability of programmes and services, and the delivery of Government priorities and core functions, including strength in our frontline services.
- Adaptability – the structure must be capable of supporting evolving strategic priorities and facilitate organisational flexibility and agility.
- Alignment – the structure must group functions to ensure a lean and efficient operation, and one which captures potential synergies.
- The impact on kaimahi, particularly those in the lower pay grades, must be minimised.

It is important to reiterate that all changes outlined in this document are proposed only, and kaimahi feedback on these proposals is actively sought.



Section 2. Proposed changes

2.1 Proposed changes for the whole Ministry

This section of the document gives a general outline of the proposed changes to the structure of Te Puni Kōkiri, and the high-level rationale for them. Some of the proposed changes have implications for the whole Ministry; others relate more particularly to the scope or work of individual Puni.

There is information about the specifics of the proposed changes, and their impacts on individual roles, in sections 4 and 5 of the document.

2.1.1 Disestablish vacancies and set limits on fixed term positions.

The recruitment pause in effect since September 2023, has resulted in a number of vacancies (which is minimising the impact on permanent roles now). Under this proposal, all currently vacant positions are by default disestablished. Exceptions have been included in the proposed structure where they are essential to the mahi of the Ministry.

In most cases, kaimahi currently in fixed term positions would not have their appointment extended beyond the current end date.

2.1.2 Change the scope of existing Deputy Secretary positions.

There would be changes to the scope of the existing Deputy Secretary positions.

The positions of Deputy Secretary – Strategy, Finance and Performance and Deputy Secretary - Critical Projects and Governance would be disestablished, and replaced, respectively, by Deputy Secretary – Stewardship, Monitoring and Performance and Deputy Secretary – Integrity and Governance. The current Deputy Secretaries would be reassigned to these positions.

The changes to the scope of the other Deputy Secretary positions would not be sufficient to warrant their disestablishment. The incumbents would be reconfirmed.

The nature of the changes to all Deputy Secretary responsibilities is detailed in the sections below.

2.1.3 Reduce the number of senior roles.

Under this proposal the number of positions Grade 19 and above is reduced.

2.1.4 Convert Te Tari Matua Directors to General Managers.

It is proposed to change the titles of most third-tier positions in Te Tari Matua to 'General Manager', signalling an ongoing shift from an emphasis on technical expertise to roles providing general management with a focus on leadership, culture, capability, and delivery. This proposed change will ensure greater lateral integration across the organisation.

2.1.5 Centralise the management of Business Managers, the Executive Officer and Executive Assistants. (refer to structure diagram 4.18, page 29).

It is proposed to centralise the management of these positions within the Governance and Executive Support Team in the Integrity and Governance Puni.

Centralising these positions as proposed will promote consistency of support across the organisation and will enhance responsiveness through the ability to direct resource to areas of greatest or urgent need. The proposed change will also ensure the coordination of administrative processes undertaken on behalf of multiple managers, minimising duplication, and realising economies of scale.



Section 2. Proposed changes

2.2 Proposed changes to Puni

2.2.1 Reconfigure the existing Strategy, Finance and Performance Puni as the Stewardship, Monitoring and Performance Puni.

It is proposed that the existing Strategy, Finance and Performance Puni be reconfigured as the Stewardship, Monitoring and Performance Puni. It will have a focus on strategy development and implementation, and on framing, supporting, measuring, and demonstrating organisational and public sector performance. This will include maintaining the evidence base that will support better decision-making to promote improved outcomes for Māori.

Other functions from across the Ministry will transfer across to the Puni in support of this focus.

It is proposed that the Puni will be made up of the following:

- Deputy Secretary – Stewardship, Monitoring and Performance.
- Strategy and Performance function, comprising a Strategy and Stewardship Team and an Organisational Performance Team. The Organisational Performance Team would incorporate the Ministry's project management function.
- Insights and Monitoring function, comprising a Data and Analytics Team, a Research and Evaluation Team, an Insights Team and a System Performance Monitoring Team.
- Two Chief Advisors.

2.2.2 Move the data and insights function from the Policy Partnerships Puni to the Stewardship, Monitoring and Performance Puni (refer to structure diagram 4.42, page 53).

The integration of the data and insights function within the framework of this Puni would mean that data can directly inform the Ministry's strategy setting processes, evidence base development and monitoring activities.

2.2.3 Move the project management function from the existing Critical Projects and Governance Puni to the Stewardship, Monitoring and Performance Puni (refer to structure diagram 4.40, page 51).

This move would integrate the function with other work planning processes, and better enable our programme of work to be supported by effective project management. Opportunities to apply best practice approaches to project management would be able to be identified and implemented throughout the performance reporting process.

2.2.4 As part of the process of realignment, the following functions would move from the existing Strategy, Finance and Performance Puni.

The rationale for the proposed moves below is supplied in section 5 relating to the receiving Puni:

- Business management and executive assistance functions to the Integrity and Governance Puni (refer to 2.1.5, page 6).
- Finance, to the Organisational Support Puni (refer to 2.2.6, page 8).
- Statutory Entities, to the Integrity and Governance Puni (refer to 2.2.13, page 9).
- Housing, Advisory and Policy kaimahi to the Housing and Enterprise team, Policy Partnerships and Housing, Operations kaimahi to the Regional Partnerships and Insights Puni (refer to 2.2.16, page 10 and 2.2.20, page 11).



Section 2. Proposed changes

2.2.5 Reconfigure the Organisational Support Puni.

It is proposed the Organisational Support Puni be reconfigured to bring together corporate services functions from across Te Puni Kōkiri. Finance and procurement would be brought into the Puni, joining other specialist functions required to support the day to day running of Te Puni Kōkiri, and enabling the Puni to focus deliberately on systems, people, capability, processes and finances.

It is proposed that the Puni would be made up of the following:

- Deputy Secretary – Organisational Support.
- Information Systems function, comprising Knowledge Systems, Technology Operations and Business Systems teams.
- People, Capability and Culture function, comprising Workforce Capability, HR Advisory and Organisational Development teams. The Organisational Development team would take on responsibility for internal communications.
- Finance, Property and Procurement function, comprising Finance, Property and Facilities and Commercial and Procurement teams.

2.2.6 Move the Finance function from the current Strategy, Finance and Performance Puni to the Organisational Support Puni (refer to structure diagram 4.10 on page 21).

It is proposed to combine the Finance function with other Ministry functions with which it is heavily interdependent. Bringing these functions together would ensure visibility, transparency and alignment.

2.2.7 Convert the communications function into two distinct areas of focus separately located within the organisation.

It is proposed to disestablish the existing Communications, Engagement and Events Directorate. These functions would be divided into two, with separate internal and external communications focus areas. This would allow for specialisation of kaimahi, at the same time as promoting alignment with other key functions within the organisation: the ministerial servicing function for external communications, the organisational development function for internal communications.

ELT has accountability collectively and individually for strategic communications, including strategic influencing and leadership. It is therefore considered appropriate to transition direct responsibility for strategic communication functions to ELT.

If adopted, the management of communication functions and people leadership would transfer to the Manager Ministerial Services for external communication, and Manager Organisational Development for internal communication.

2.2.8 Move internal communications to the People, Capability and Culture function (refer to structure diagram 4.6, page 17).

Internal communication functions are proposed to be retained within the Organisational Support Puni under the People, Capability and Culture's Organisational Development Team. This would bring together teams directly supporting workplace development, knowledge and culture.

Kaimahi in these internal communications roles would give effect to ELT's decisions in relation to operational communications and internal engagement and would support the coordination of enterprise-wide events.

Note that it is proposed to move external communication functions to the Integrity and Governance Puni Ministerial Services Team (refer to 2.2.11, page 9)

2.2.9 As part of the process of realignment, the following functions would move from the existing Organisational Support Puni.

The rationale for the proposed moves below is supplied in the sections relating to the receiving Puni:

- Business management and executive assistance functions to the Integrity and Governance Puni (refer to 2.1.5, page 6)
- Legal Services to the Integrity and Governance Puni (refer to 2.2.12, page 9)



Section 2. Proposed changes

2.2.10 Reconfigure the existing Critical Projects and Governance Puni as the Integrity and Governance Puni.

It is proposed that the existing Critical Projects and Governance Puni be reconfigured as the Integrity and Governance Puni, with a focus on integrity, external communications and stakeholder engagement, Ministerial servicing, risk reduction, and organisational and sector governance.

Other functions from across the Ministry would transfer across to the Puni in support of this focus. The proposed Puni would be made up of the following:

- Deputy Secretary – Integrity and Governance.
- Governance and Executive Support Team, including Business Managers and Executive Assistants and Officers supporting senior leadership.
- Risk and Assurance Team.
- Ministerial Services Team, including external communications.
- Statutory Entities and Appointments.
- Legal Services.
- Pouwhakahaere.
- Chief Advisor.
- Advisor.

This alignment of functions would position the Puni to best support the processes by which governance decisions are made. The effectiveness of the Ministry (and that of its funded agencies) is dependent on the quality of these decisions, and co-location would ensure their visibility, transparency, and alignment.

As outlined in section 5.1 all business management and administrative assistance functions supporting tier two and above would be located in the expanded Governance and Executive Support Team (currently the Governance Team).

2.2.11 Move external communications into the Integrity and Governance Puni (refer to structure diagram 4.18, page 29).

The inclusion of external communications within the Ministerial Services Team would support the alignment of messaging (to the media and elsewhere). Focussed external communications positions would complement the Ministerial Services positions in responding to and engaging with key stakeholders such as the media and providing public relations and communications advice to the Minister's office. Kaimahi in these external communications roles would give effect to ELT's decisions in relation to strategic communications and stakeholder engagement.

2.2.12 Move Legal Services from the Organisational Support Puni to the Integrity and Governance Puni (refer to structure diagram 4.18, page 29).

The inclusion of Legal Services in the Puni would provide greater functional alignment in terms of the management of organisational risk and the development of operational, policy and delivery options.

2.2.13 Move Statutory Entities from the current Strategy, Finance and Performance Puni to the Integrity and Governance Puni (refer to structure diagram 4.18, page 29).

The inclusion of Statutory Entities in the Puni would allow for enhanced oversight of the risks and opportunities attaching to the whole of the sector funded through Vote Māori Development – the Ministry itself and the entities that receive non-departmental funding. The management of Te Puni Kōkiri's relationships with our statutory entities would be more directly informed by enhancements to our own governance processes.

2.2.14 Centralise existing business management and executive assistance functions under the proposed Governance and Executive Support Team (refer to structure diagram 4.18, page 29).

It is proposed that business management and executive assistance functions for the Integrity and Governance Puni would continue to be performed by kaimahi located in the Puni, but responsibility would be transferred to the centralised pool of expertise in the Governance and Executive Support Team.



Section 2. Proposed changes

2.2.15 Reconfigure the Policy Partnerships Puni.

It is proposed that the Policy Partnerships Puni be reconfigured to comprise two key groups recognising the immediate policy priorities of the Government and the Ministry's longer-term stewardship responsibilities.

The proposed Puni would be made up of the following:

- Deputy Secretary – Policy Partnerships.
- Culture and Commerce Group, comprising the Whānau Ora, Te Reo Māori, Economic, and Housing and Enterprise policy Teams.
- Knowledge, Innovation and Wellbeing Group, comprising the Māori Sector Partnerships, the Māori Public Policy Approaches, Te Taiao and Te Pae Tawhiti Teams.
- Chief Advisor, Economic Development.
- Three Chief Advisors.

The Culture and Commerce Group has a shorter to medium term focus. It would provide public policy leadership across the relevant policy domains of economic development, housing, health, enterprise, Te reo Māori, and Whānau Ora.

The Knowledge, Innovation and Wellbeing Group has a medium to longer term strategic public policy leadership focus. It would be responsible for building an understanding and leading the application of Māori public policy approaches across Te Puni Kōkiri and the public sector and supporting Te Puni Kōkiri's stewardship of a strong Māori sector.

2.2.16 Move responsibility for Housing Policy from the existing Strategy, Finance and Performance Puni to the Policy Partnerships Puni (refer to structure diagram 4.14, page 25).

Now that Whai Kāinga Whai Oranga is transitioning into a BAU programme, it is proposed that the policy and operation functions within the current Housing directorate are integrated with these functions elsewhere in the Ministry.

This would ensure greater coherence in the development and implementation of interventions across the range of the Government's priorities, while acknowledging that housing is a catalyst for broader social and economic outcomes for whānau.

2.2.17 Move the Chief Advisor, Economic Development position from the existing Strategy, Finance and Performance Puni to the Policy Partnerships Puni (refer to structure diagram 4.12, page 23).

It is proposed that the position of Chief Advisor, Economic Development be moved from the existing Strategy, Finance and Performance Puni to the Policy Partnerships Puni.

This would ensure greater coherence and efficiency in the development of policy, as the Chief Advisor's expertise would be more directly available to the function.

2.2.18 As part of the process of realignment, the following functions would move from the existing Organisational Support Puni.

The rationale for the proposed moves below is supplied in the sections relating to the receiving Puni:

- Business management and executive assistance to the Integrity and Governance Puni (refer to 2.1.5, page 6).
- Data and insights function to Stewardship, Monitoring and Performance Puni (refer to 2.2.2, page 7).



Section 2. Proposed changes

2.2.19 Reconfigure the existing Regional Partnerships and Operations Puni as the Regional Partnerships and Insights Puni.

It is proposed that the existing Regional Partnerships and Operations Puni be reconfigured as the Regional Partnerships and Insights Puni. Compared to the current operation, it would undertake less operational delivery itself, and would put a greater emphasis on the collection and use of insights in relation to effective delivery to Māori by government.

The proposed Puni would be made up of the following:

- Deputy Secretary – Regional Partnerships and Insights Puni.
- Six Regional Directors, supported by an increased number of Team Leaders.
- Investments Group.
- Whānau Ora Group.
- Operations Support Group.
- Two Chief Advisors.

The proposed changes at regional level would promote standardisation and consistency in Te Puni Kōkiri's operation.

Where investment portfolios were previously specialised, they would be generic going forward. There would no longer be separate whenua, iwi partnerships or enterprise teams. Kaimahi in regions would have standardised positions, and regional structures would be standardised also. All kaimahi located outside Te Tari Matua would now report through the regional structure.

The increased number of team leaders acknowledges that those holding these positions are often managing key pieces of work and key relationships, as well as managing staff. The reduced span of work for kaimahi in these roles would enable greater focus on their individual workstreams.

The existing Investment Implementation and Support Team would, under this proposal, become the Operations Support Team, providing operational support across the whole Puni, particularly acting as the link and liaison between the regional teams and Te Tari Matua.

It is proposed that there would be a focussed Whānau Ora Group, reflecting the high priority of this work for Government. It would be expanded to include teams working specifically on performance, design, and implementation.

2.2.20 Move responsibility for Housing operations from the existing Strategy, Finance and Performance Puni to the Regional Partnerships and Insights Puni (refer to structure diagram 4.20 page 31 and 4.22, page 33).

As with the shift in responsibility for Housing policy, it is appropriate to co-locate Housing operations with other operational activity in the Investments Group.



Section 3. Definitions

The following table provides a quick outline of the terminology that you will see throughout the change document and associated definitions. More information can be found within the Te Puni Kōkiri and PSA Collective Agreement 2022 -2024.

Term	Definition
Disestablished	A position that is no longer required.
Reconfirmation	<p>Appointing the individual into a position that is the same or similar (i.e. title change, reporting line, minor scope change, little to no additional training required, additional direct reports, puni or team changes) and meet the following criteria:</p> <ul style="list-style-type: none">• The new job description is the same (or very nearly the same) as what the employee currently does.• The salary for the new position is the same.• The new position has terms and conditions of employment (including career prospects) that are no less favourable.• The location of the new position is the same (note: this need not necessarily mean the same building and/or the same street).
Reassignment	<p>If reconfirmation is not appropriate/available, reassignment can be used whereby Te Puni Kōkiri may appoint an individual into an alternative suitable position.</p> <p>A suitable reassignment position could be:</p> <ul style="list-style-type: none">• A position, at a similar responsibility level, in which an employee can adequately perform the duties with their current skills and knowledge; and• The 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.
Surplus employees	<p>All affected employees who:</p> <ul style="list-style-type: none">• Are not placed by reconfirmation; and• Who have not been offered a suitable reassignment; or• Who have declined an offer of reassignment at a different location or at lesser terms and conditions.
Redeployment	<p>Where reconfirmation and suitable reassignment has not been successful, appointing an individual into another vacant position across the Ministry or supporting individuals with guidance to apply for roles across the Public Service is an option.</p> <p>Redeployment is used to avoid employees being made redundant and out of a job.</p>
Expression of interest	<p>Simplified selection process calling for expressions of interest for a vacant position. Typically, under change management, this would only be available to those who are proposed to be disestablished. Should no suitable candidate be found using the EOI process, this vacancy will then be recruited in line with the Recruitment Policy as a standard vacancy.</p>



Section 4. Current and proposed Puni structures

4.1 Overview

The following organisational structures, in our preliminary view, are designed to bring effect to section 2 of this document. The design is provided to allow kaimahi to review both sections in detail and assist the ELT in confirming a structure that enables the delivery of our strategy and priorities, within the environmental constraints we find ourselves in.

4.2 Reader's guide to current and proposed Puni structures

The way in which the organisational structures are presented allow kaimahi to first look at the current structure (as at 8 April 2024) and then move on to the future proposed structure to assess the changes made. This also enables kaimahi to understand what the changes mean for them and their teams.

We encourage you to review the organisational structure in parallel with section 2 to help gain a deeper understanding of 'why' the changes have been made and 'how' it is intended to work.

Importantly, what is presented here is 'proposed' and ELT looks forward to receiving your questions and feedback.

Information on how to submit and provide your feedback can be found in section 6, page 94.

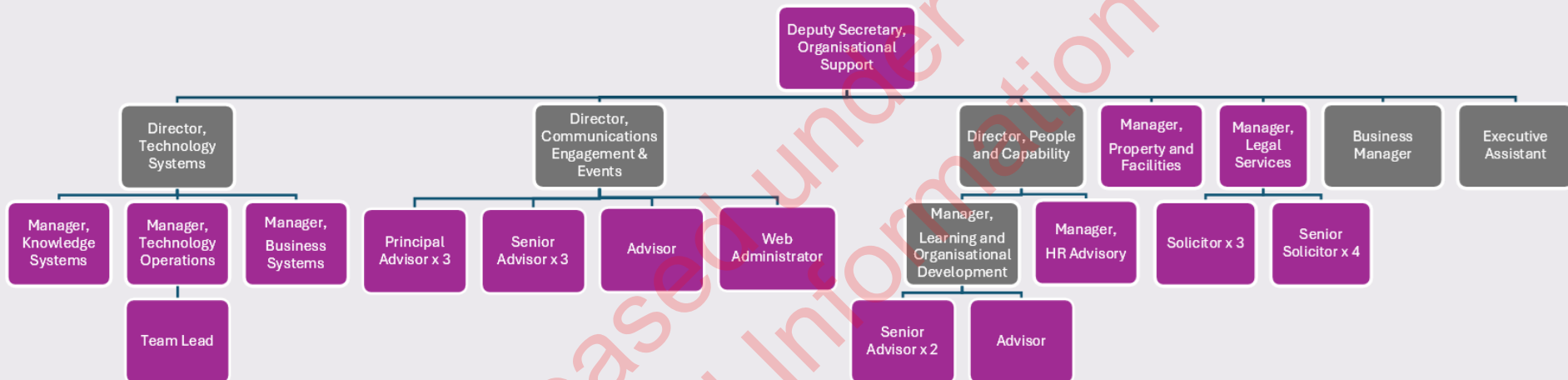
Important note:

- *The charts only show filled FTE (i.e. positions filled by existing permanent or fixed term kaimahi).*
- *The charts show kaimahi substantive positions (i.e. if you are on secondment, your substantive position will be shown).*
- *Vacant positions are not shown on the organisational charts, unless they are being retained.*
- *Casual employees are also not included in the charts.*



Section 4. Current and proposed Puni structures

4.3 Current Structure – Organisational Support Puni (Tier 2 – 4)



Key:

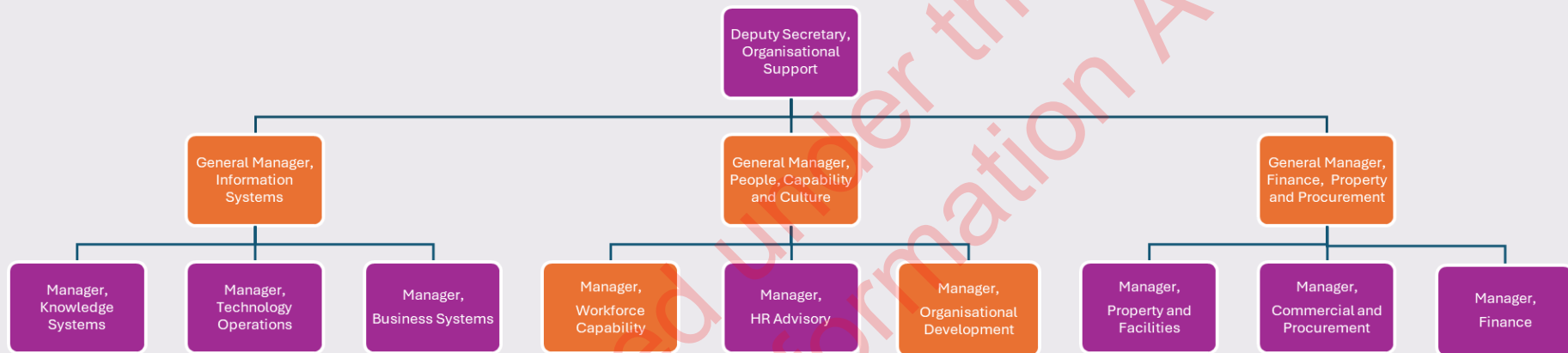
Proposed minor change

Proposed to be disestablished



Section 4. Current and proposed Puni structures

4.4 Proposed New Structure – Organisational Support Puni (Tier 2 – 4)



Key:

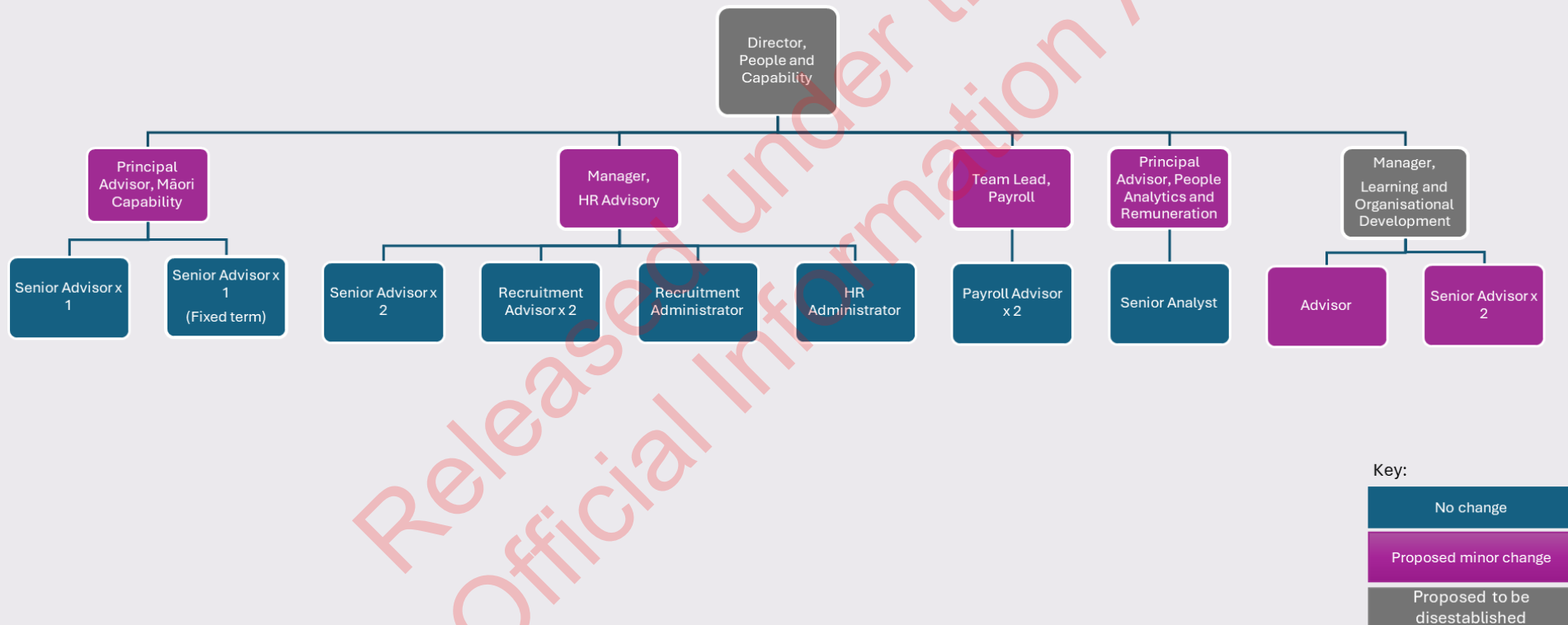
Proposed minor change

Proposed new position



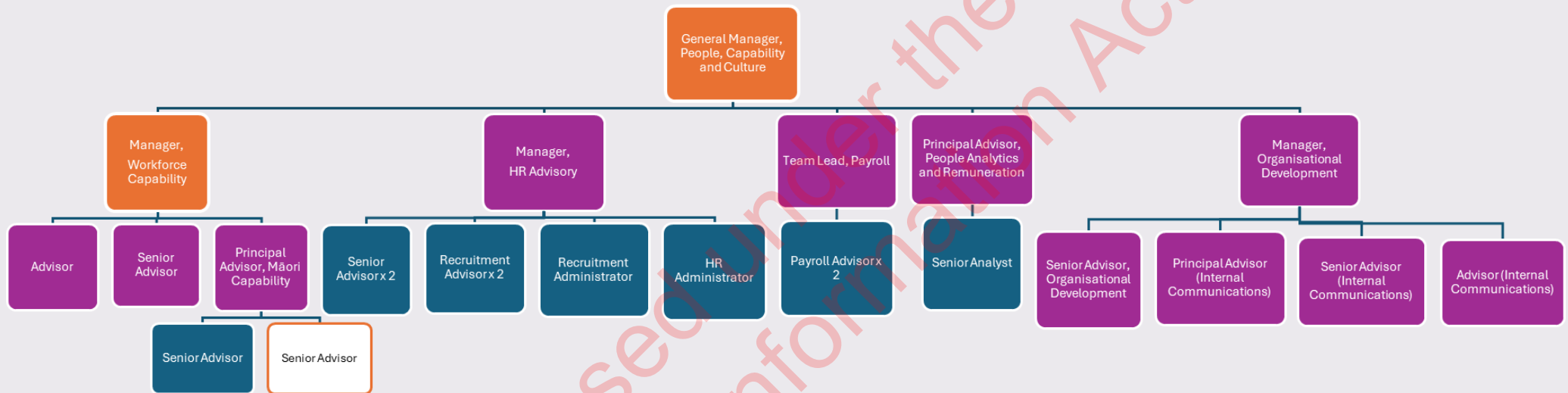
Section 4. Current and proposed Puni structures

4.5 Current Structure – Organisational Support: People and Capability



Section 4. Current and proposed Puni structures

4.6 Proposed New Structure – Organisational Support: People, Capability and Culture



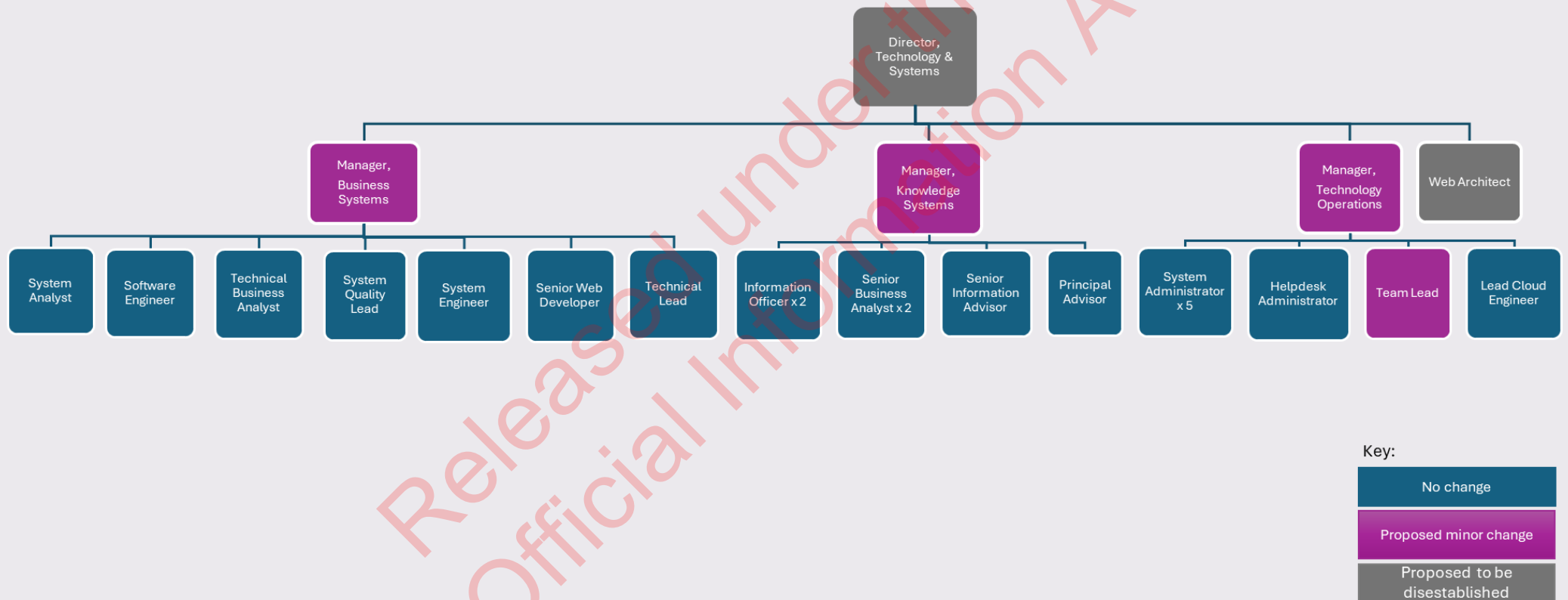
Key:

No change
Proposed minor change
Proposed new position
Fixed term role



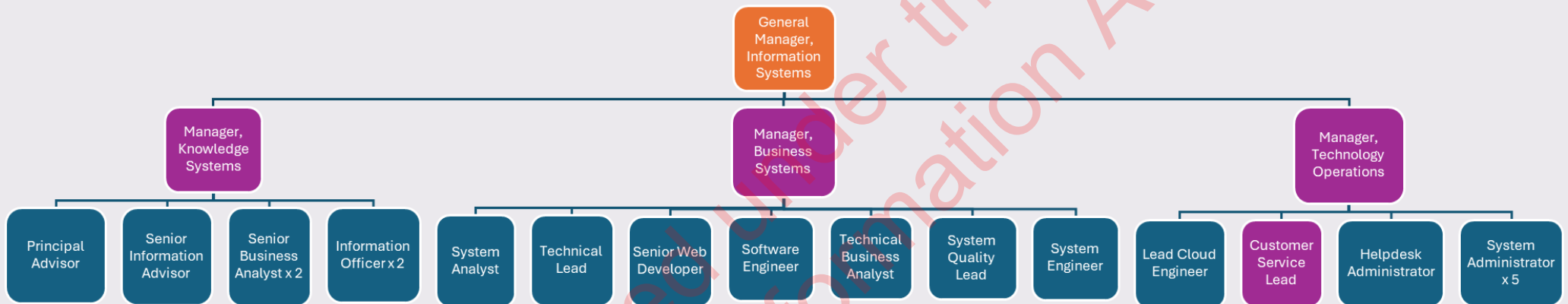
Section 4. Current and proposed Puni structures

4.7 Current Structure – Organisational Support: Technology and Systems



Section 4. Current and proposed Puni structures

4.8 Proposed New Structure – Organisational Support: Information Systems



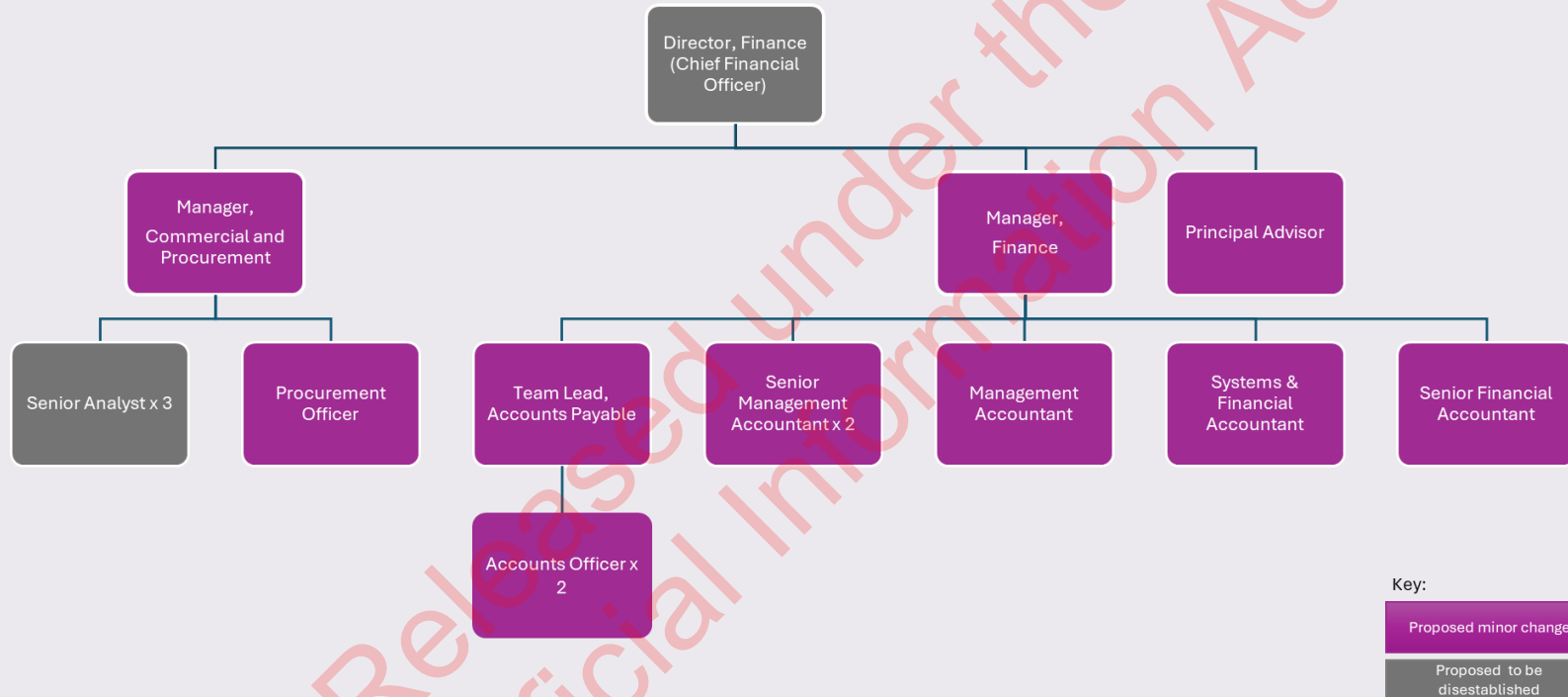
Key:

No change
Proposed minor change
Proposed new position



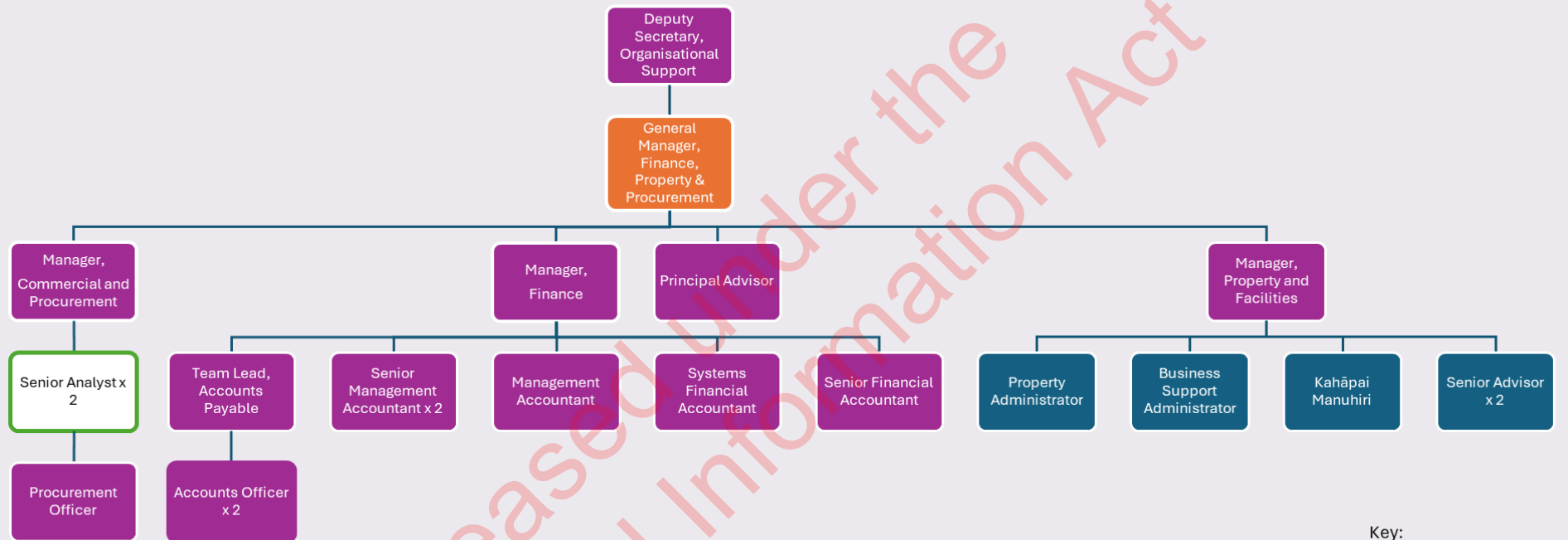
Section 4. Current and proposed Puni structures

4.9 Current Structure – Strategy, Finance and Performance: Finance and Procurement



Section 4. Current and proposed Puni structures

4.10 Proposed New Structure – Organisational Support: Finance, Property and Procurement

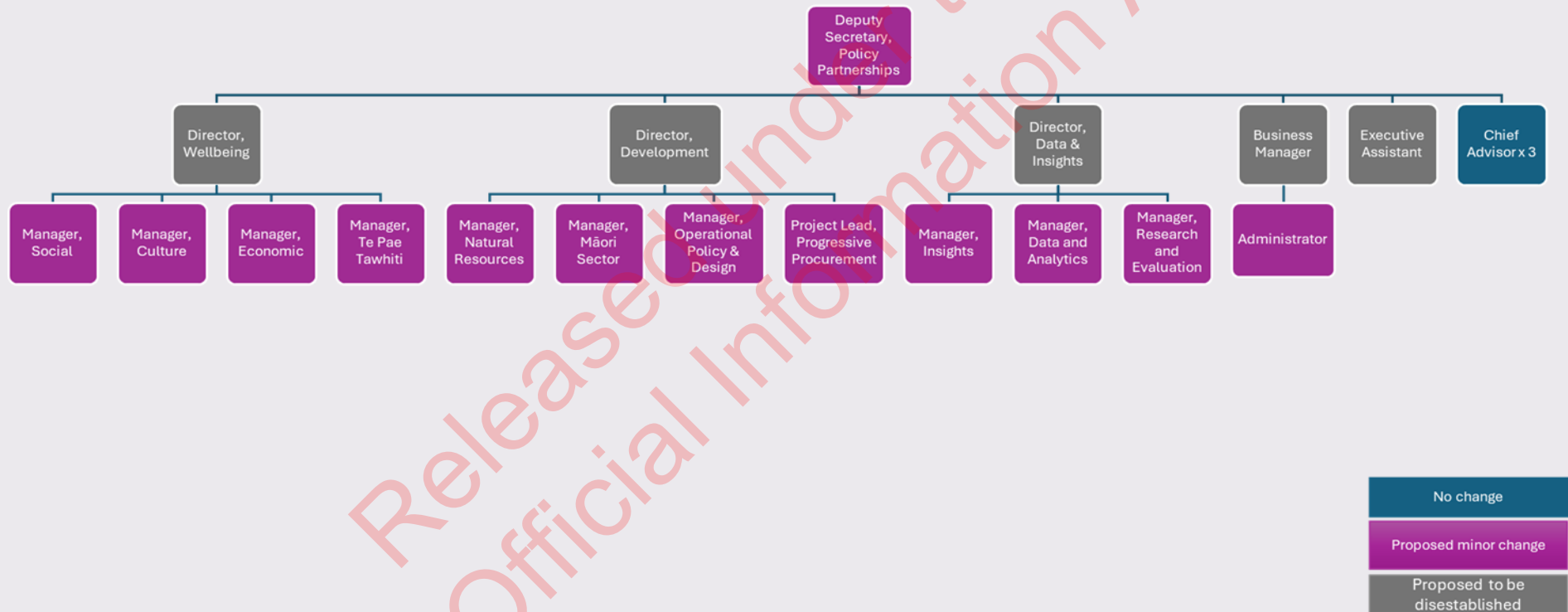


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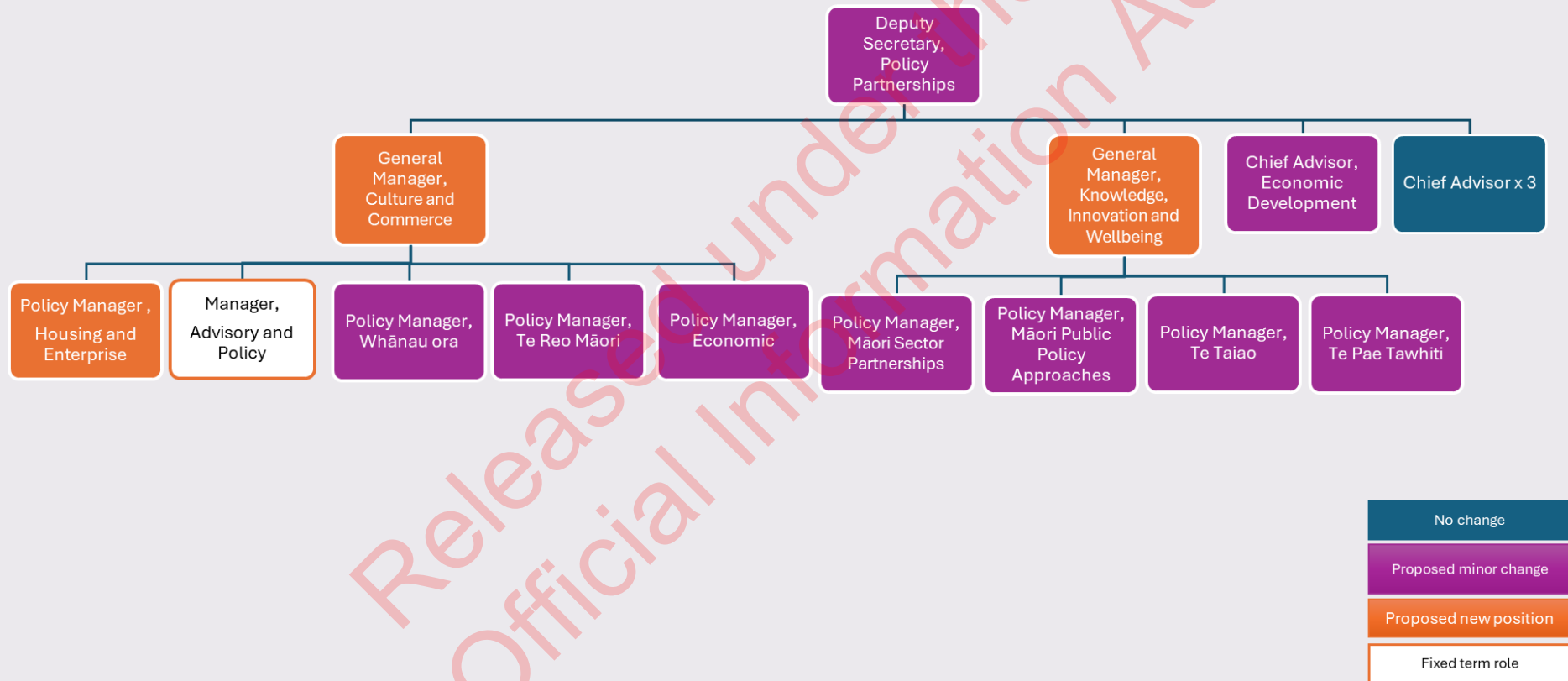
Section 4. Current and proposed Puni structures

4.11 Current Structure – Policy Partnerships Puni (Tier 2 – 4)



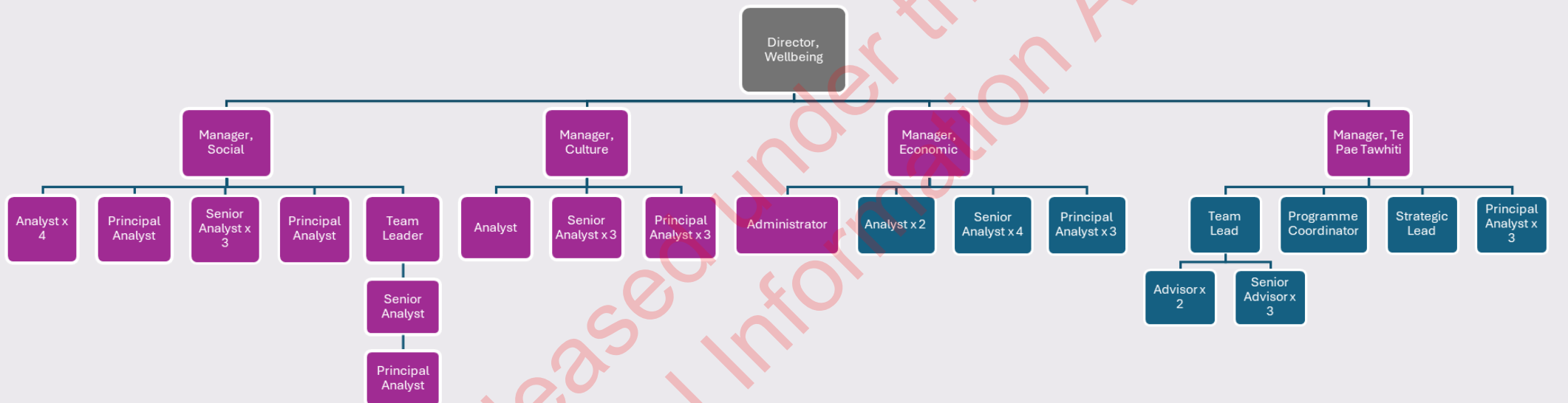
Section 4. Current and proposed Puni structures

4.12 Proposed New Structure – Policy Partnerships Puni (Tier 2 – 4)



Section 4. Current and proposed Puni structures

4.13 Current Structure – Policy Partnerships: Wellbeing



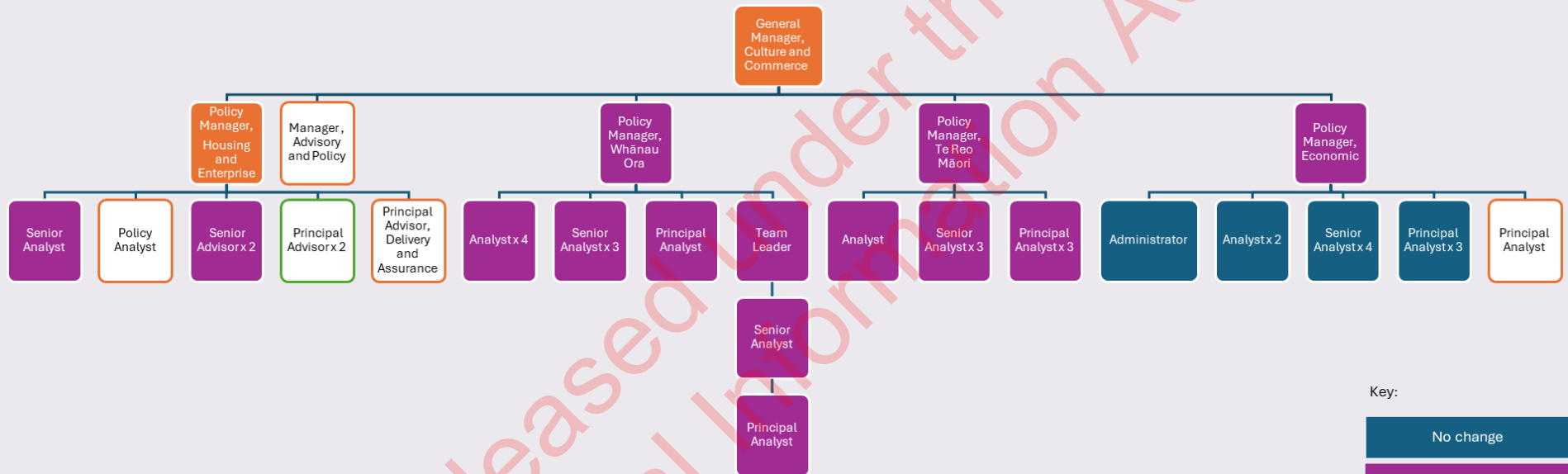
Key:

No change
Proposed minor change
Proposed to be disestablished



Section 4. Current and proposed Puni structures

4.14 Proposed New Structure – Policy Partnerships: Culture and Commerce



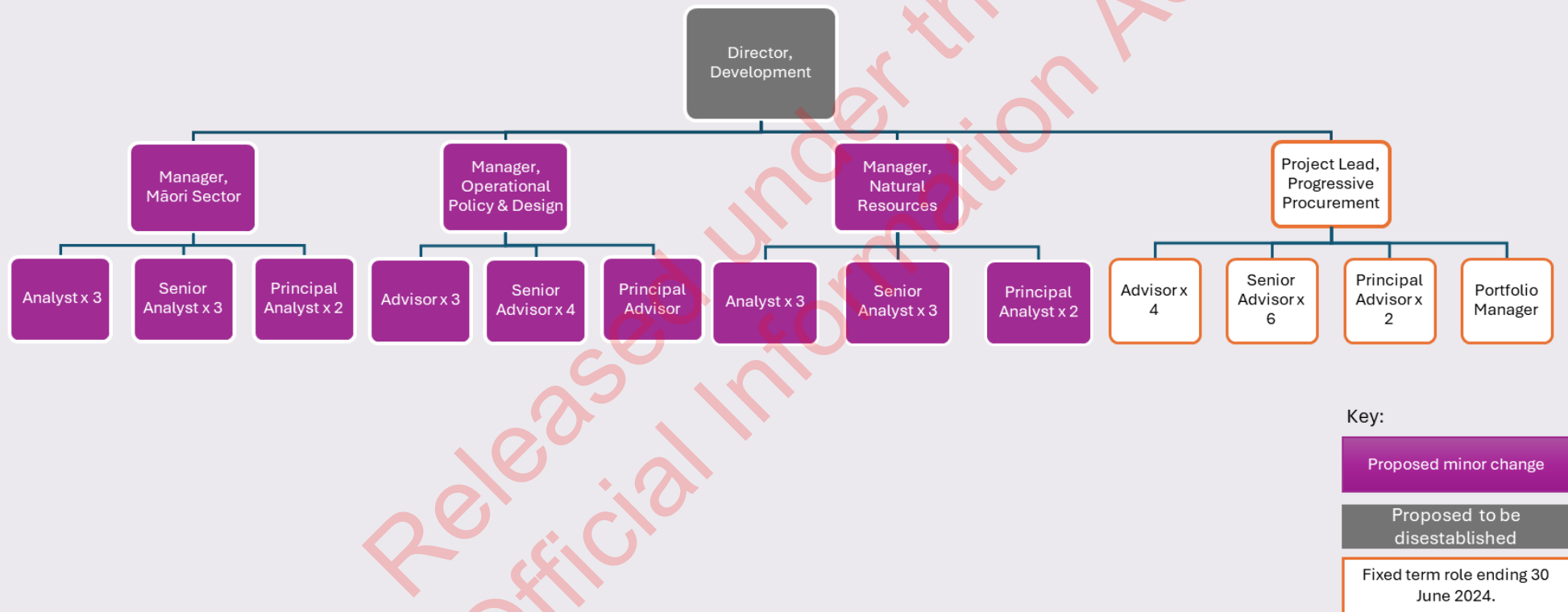
Key:

No change
Proposed minor change
Proposed new position
Vacant - EOI
Fixed term role



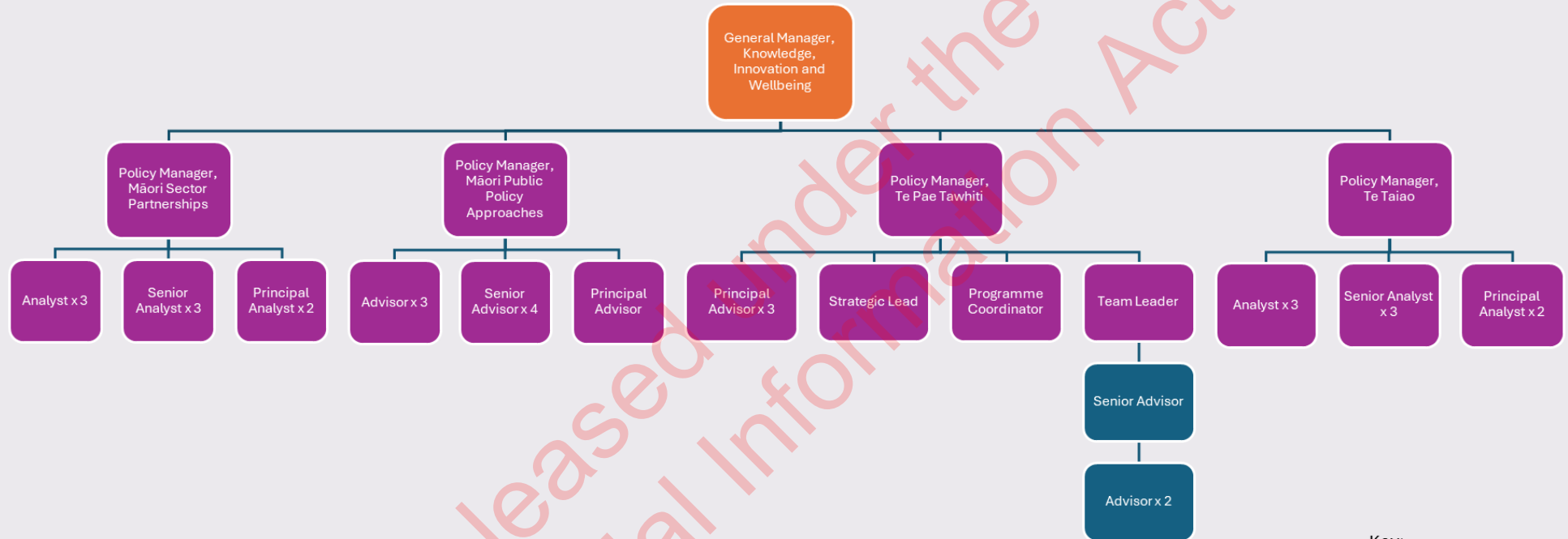
Section 4. Current and proposed Puni structures

4.15 Current Structure – Policy Partnerships: Development



Section 4. Current and proposed Puni structures

4.16 Proposed New Structure – Policy Partnerships: Knowledge, Innovation and Wellbeing



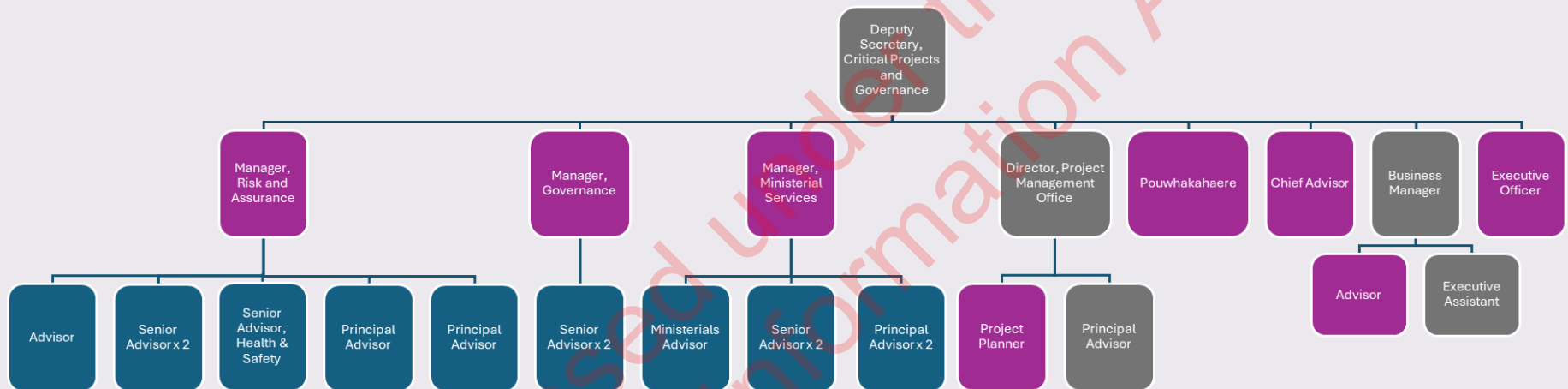
Key:

No change
Proposed minor change
Proposed new position



Section 4. Current and proposed Puni structures

4.17 Current Structure – Critical Projects and Governance Puni (all)



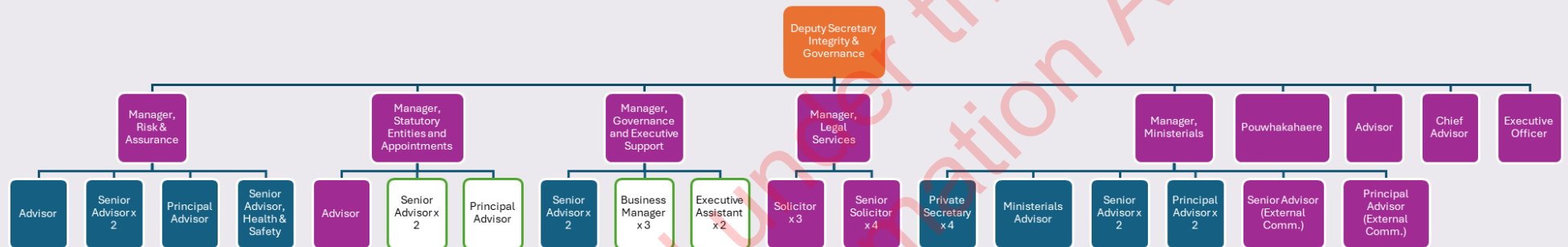
Key:

No change
Proposed minor change
Proposed to be disestablished

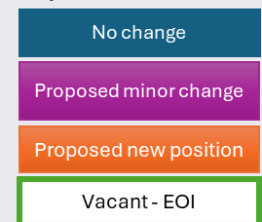


Section 4. Current and proposed Puni structures

4.18 Proposed New Structure – Integrity and Governance Puni (all)

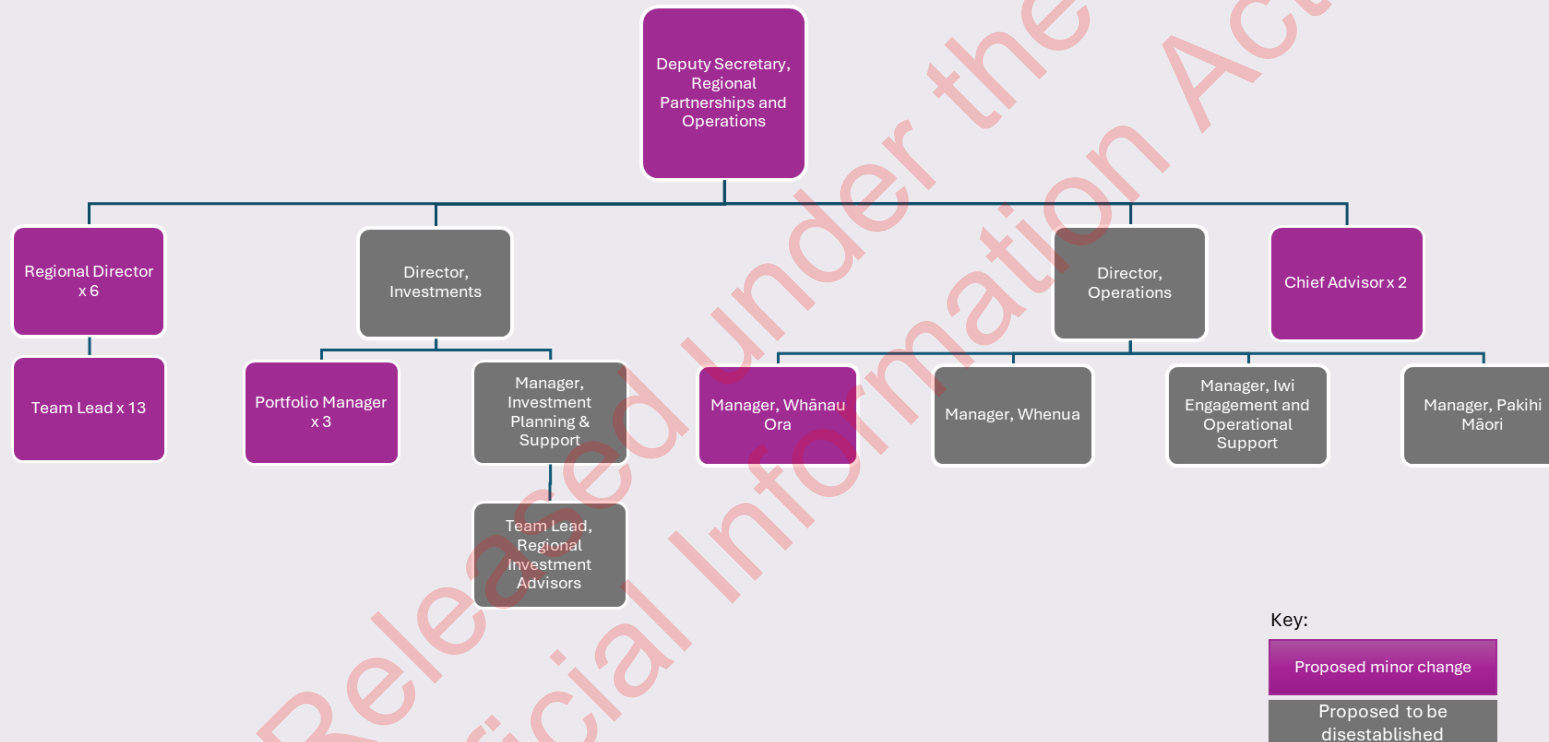


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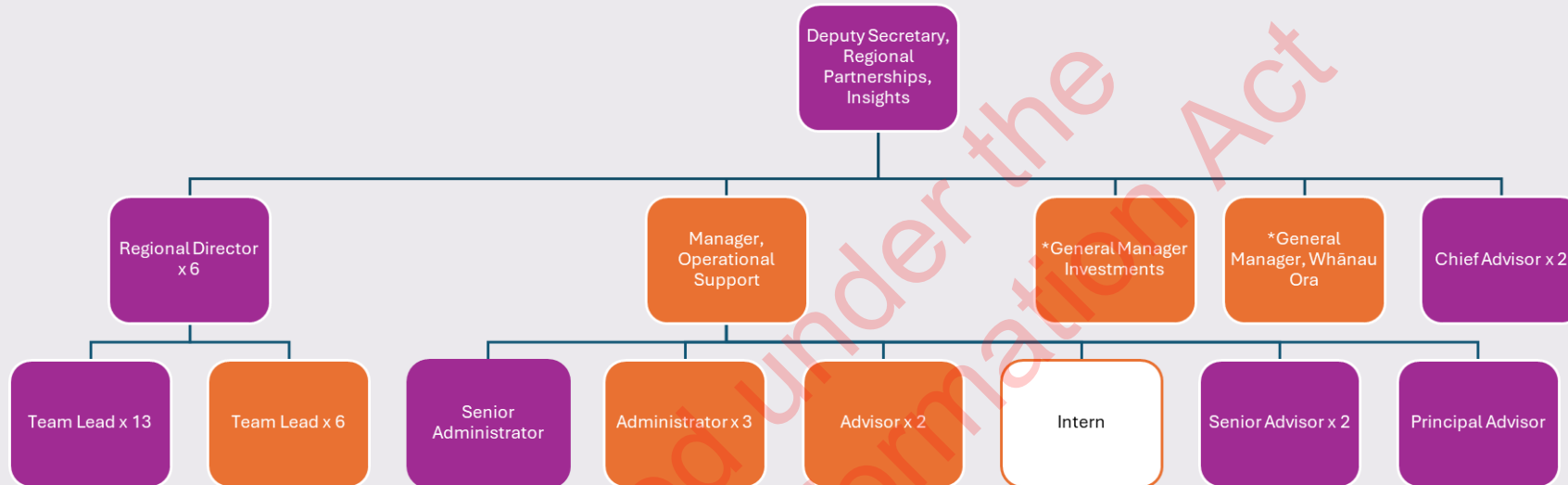
Section 4. Current and proposed Puni structures

4.19 Current Structure – Regional Partnerships and Operations Puni (Tiers 2 - 4)



Section 4. Current and proposed Puni structures

4.20 Proposed New Structure – Regional Partnerships and Insights Puni (Tier 2 – 4)



Key:

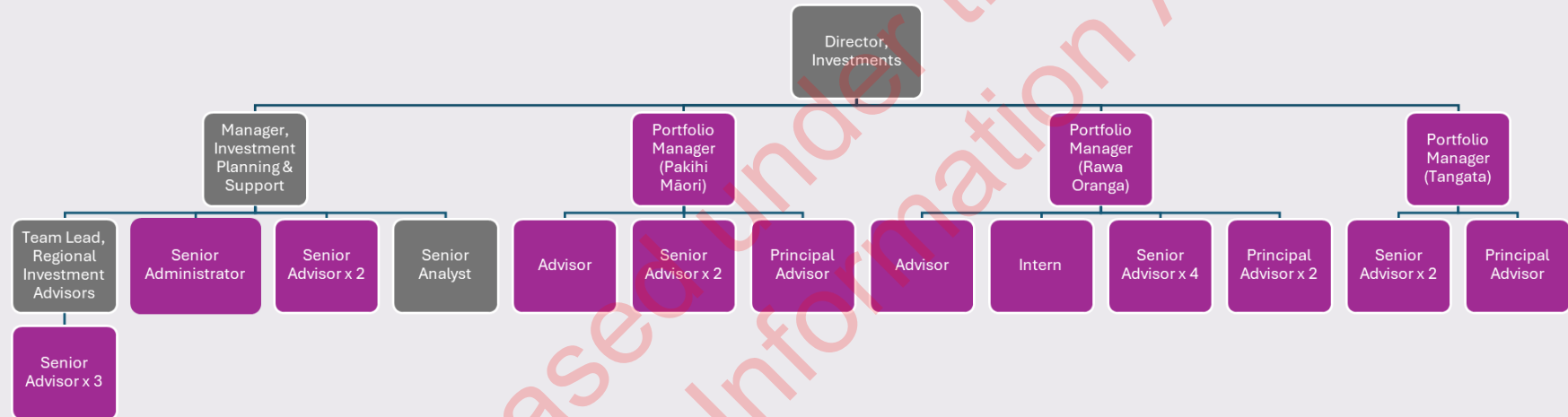
Proposed minor change
Proposed new position
Vacant - EOI
Fixed term role

**Due to size, the Investments and Whānau Ora functions are detailed in sections 4.21 to 4.24.*

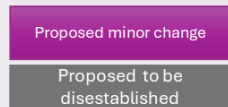


Section 4. Current and proposed Puni structures

4.21 Current Structure – Regional Partnerships and Operations: Investments

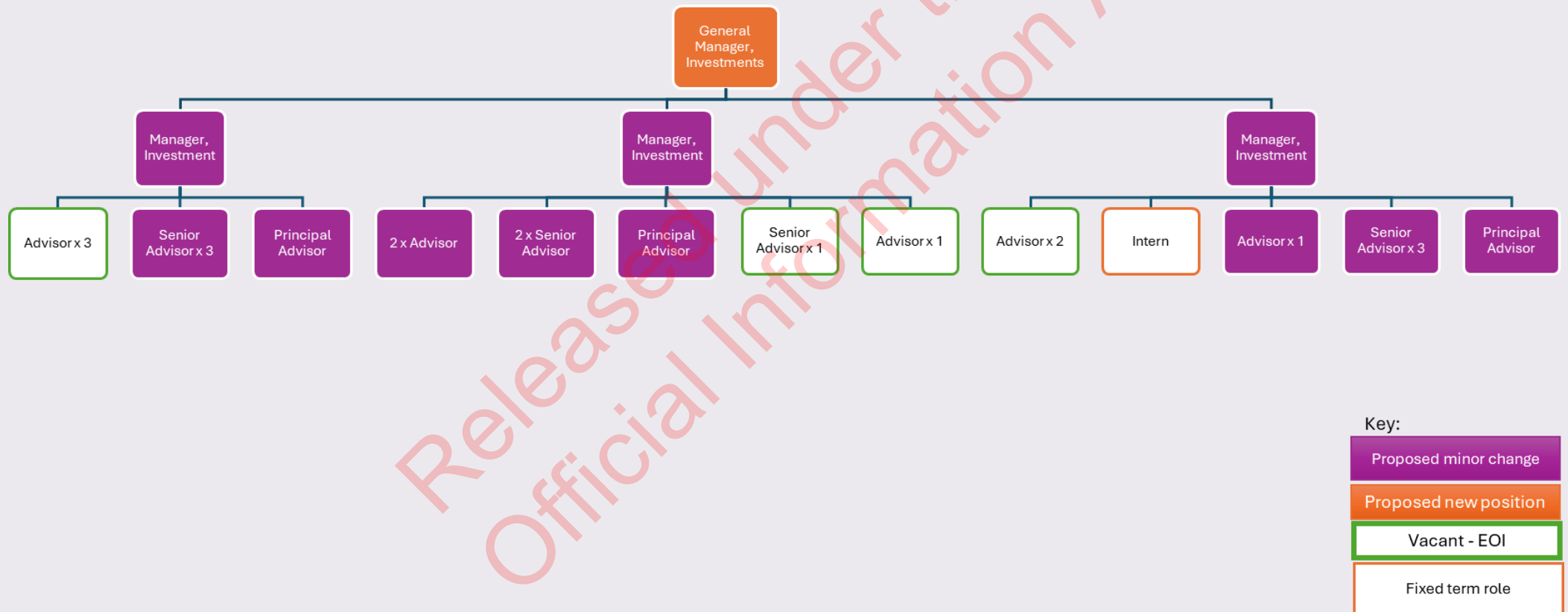


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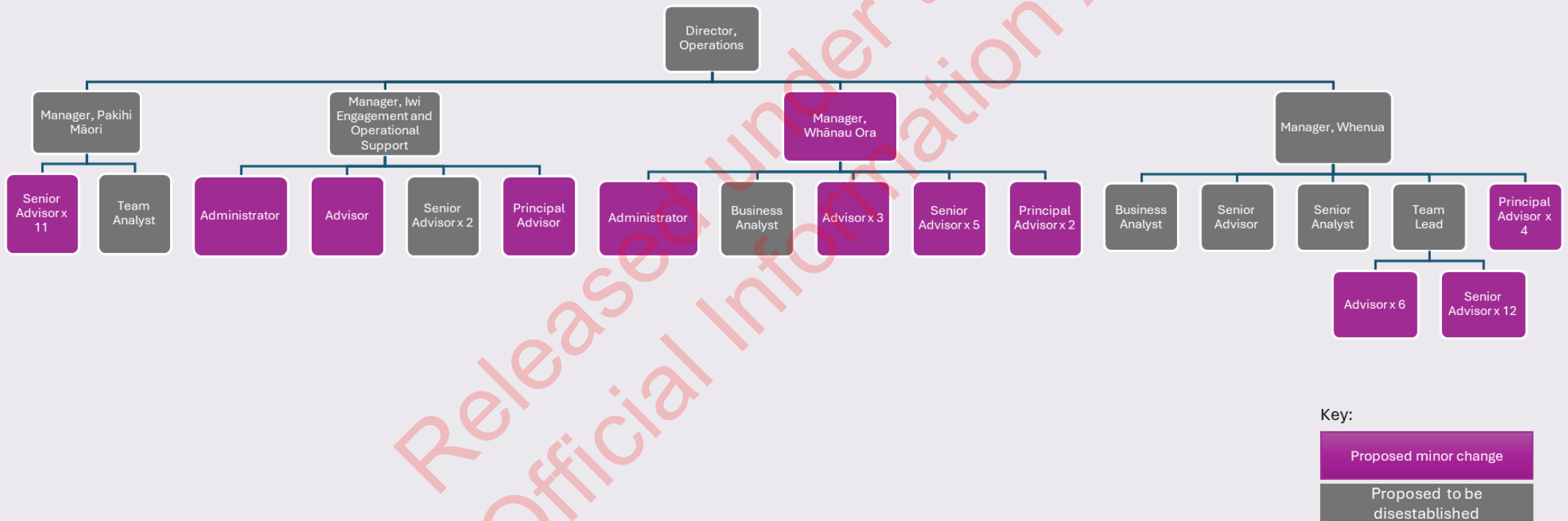
Section 4. Current and proposed Puni structures

4.22 Proposed New Structure – Regional Partnerships and Insights: Investments



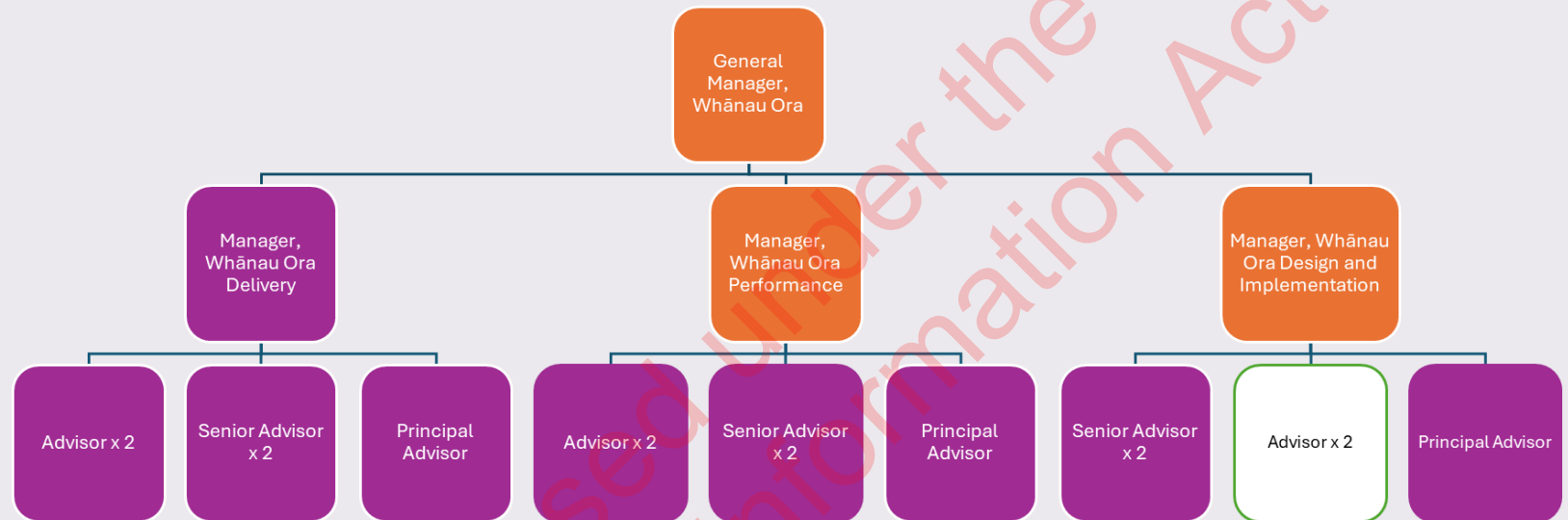
Section 4. Current and proposed Puni structures

4.23 Current Structure – Regional Partnerships and Operations: Operations



Section 4. Current and proposed Puni structures

4.24 Proposed New Structure – Regional Partnerships and Insights: Whānau Ora

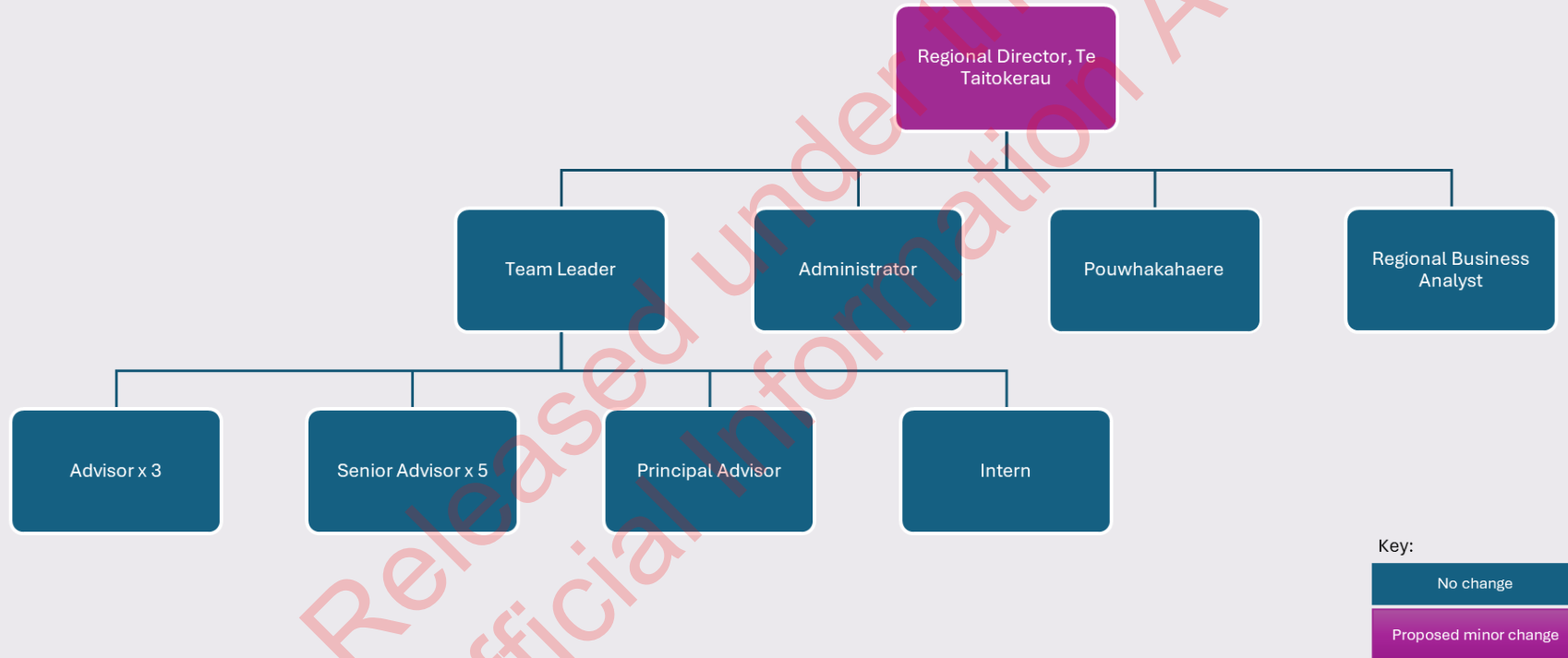


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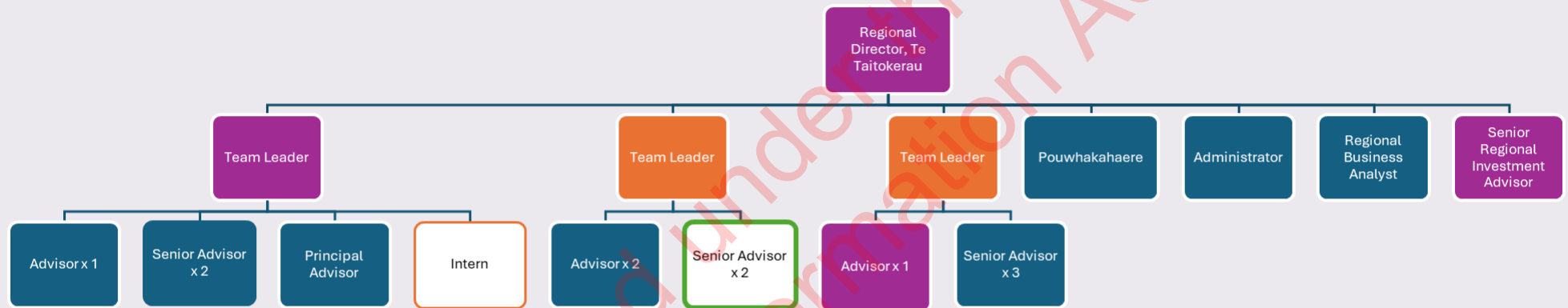
Section 4. Current and proposed Puni structures

4.25 Current Structure – Regional Partnerships and Operations: Te Taitokerau



Section 4. Current and proposed Puni structures

4.26 Proposed New Structure – Regional Partnerships and Insights: Te Taitokerau



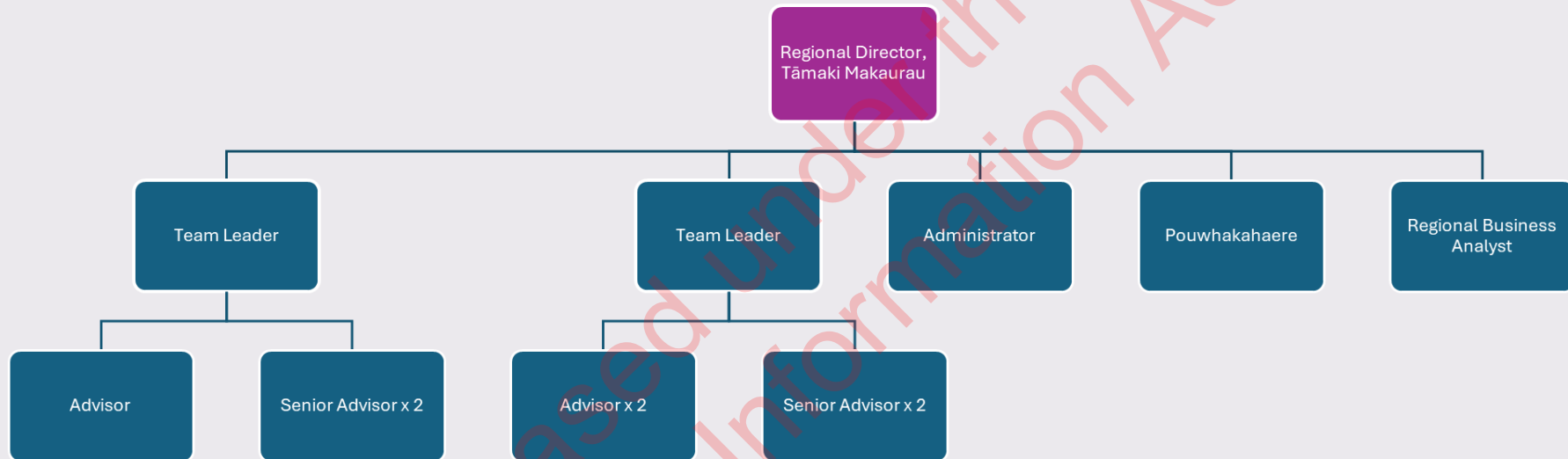
Key:

No change
Proposed minor change
Proposed new position
Vacant - EOI
Fixed term role

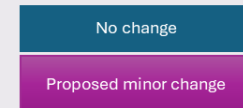


Section 4. Current and proposed Puni structures

4.27 Current Structure – Regional Partnerships and Operations: Tāmaki Makaurau

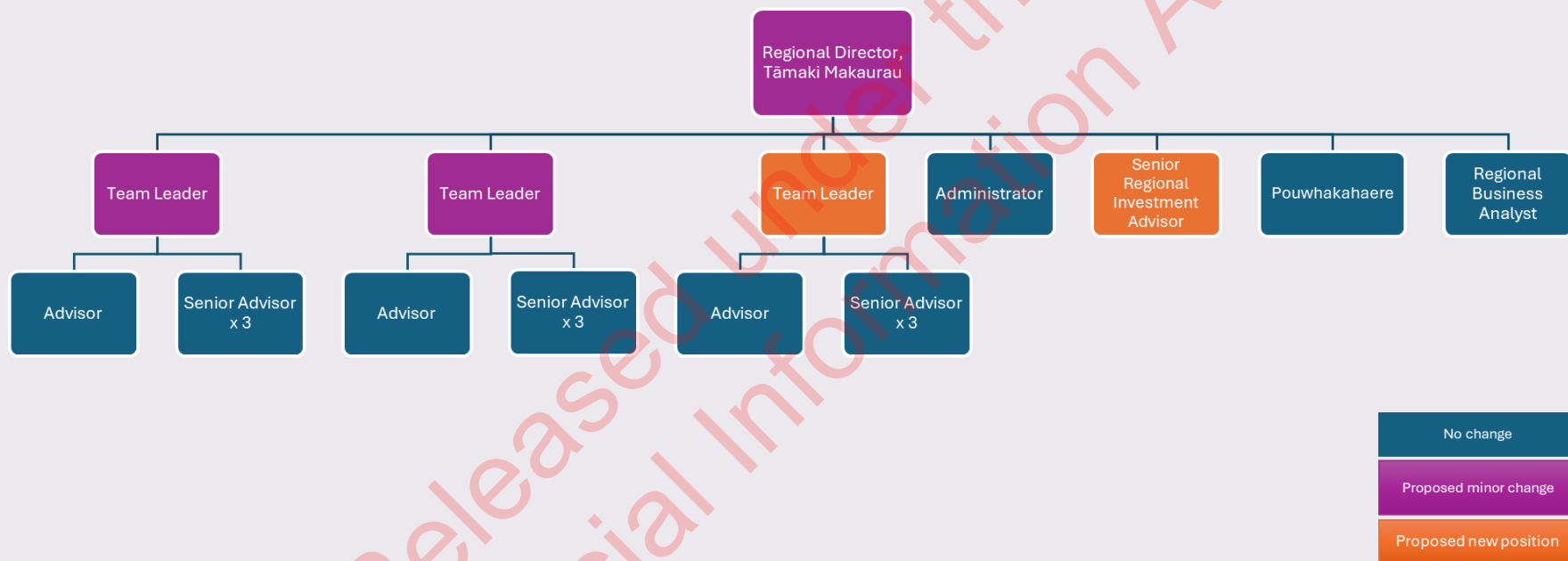


Key:



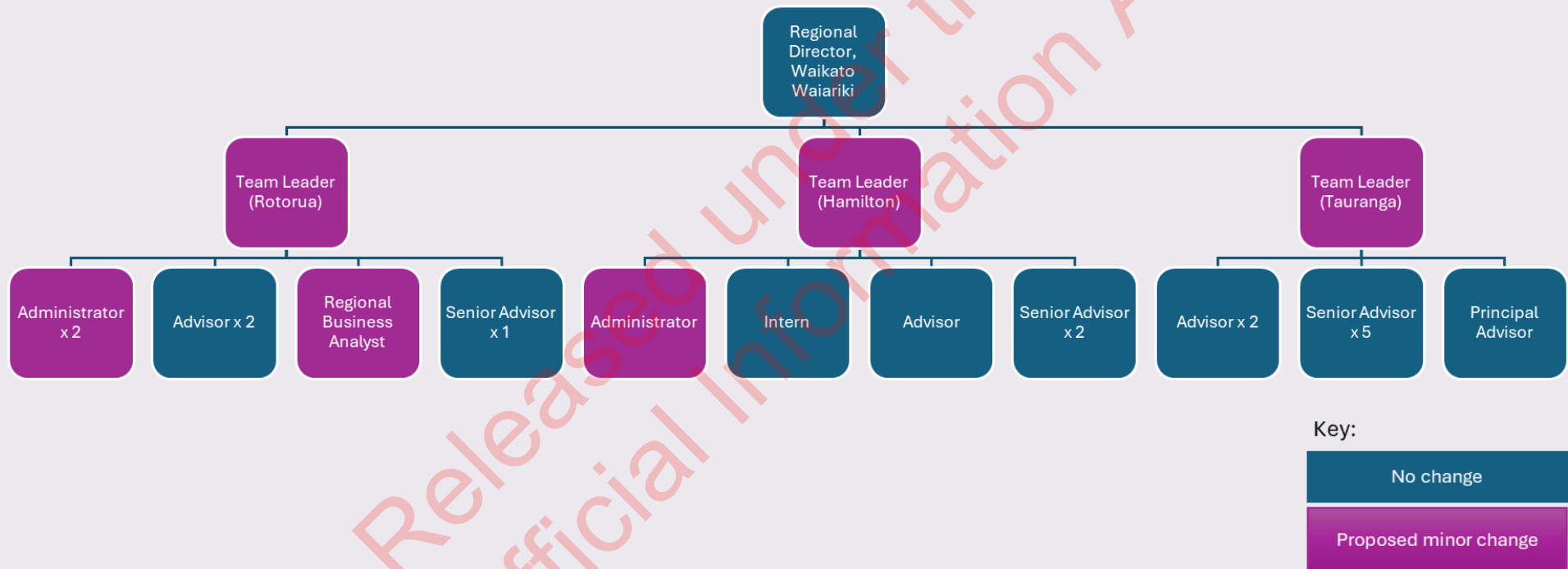
Section 4. Current and proposed Puni structures

4.28 Proposed New Structure – Regional Partnerships and Insights: Tāmaki Makaurau



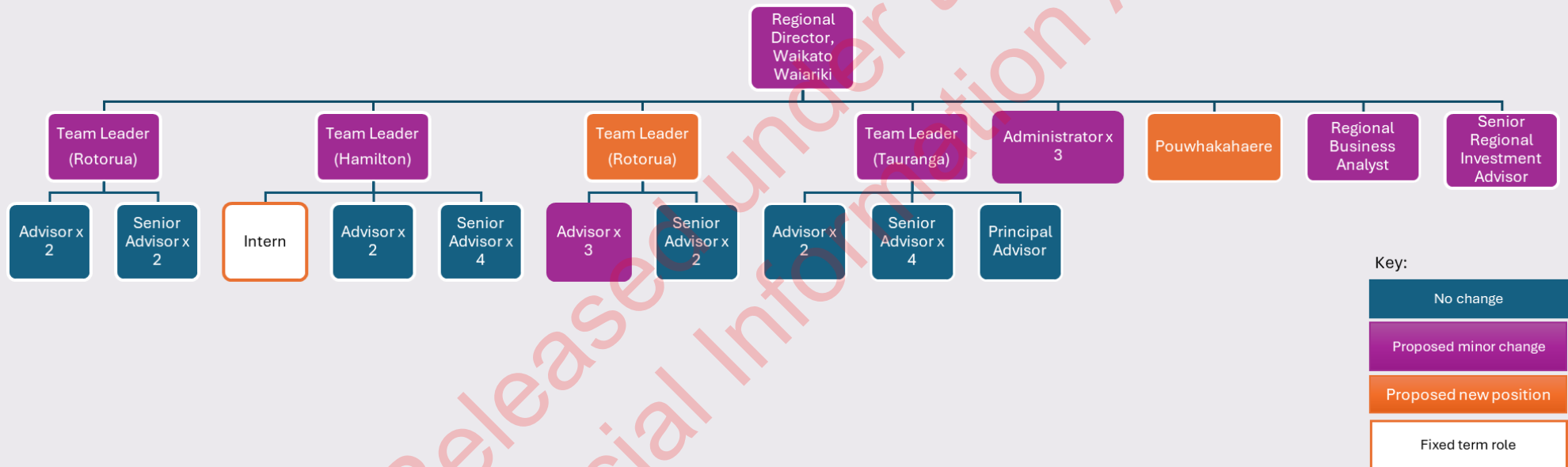
Section 4. Current and proposed Puni structures

4.29 Current Structure – Regional Partnerships and Operations: Waikato-Waiariki



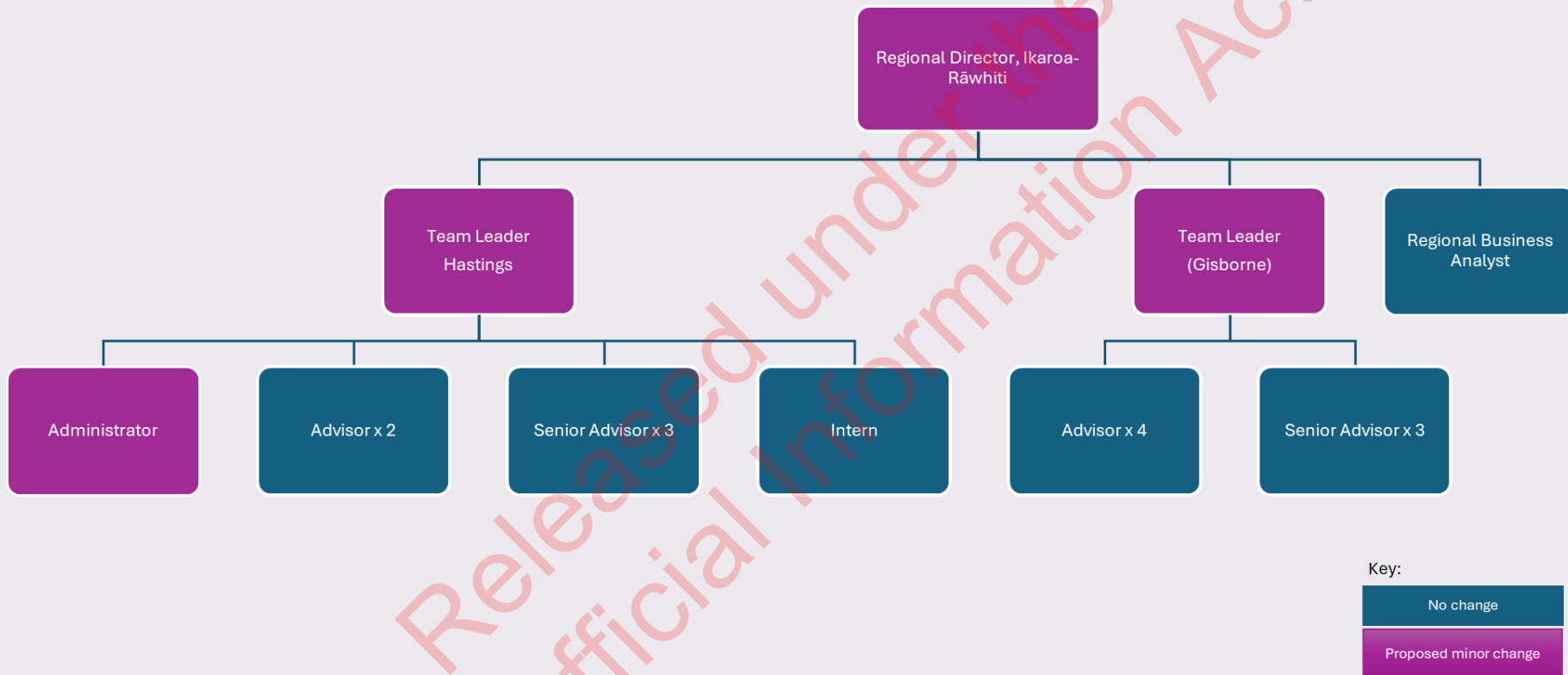
Section 4. Current and proposed Puni structures

4.30 Proposed New Structure – Regional Partnerships and Insights: Waikato-Wairariki



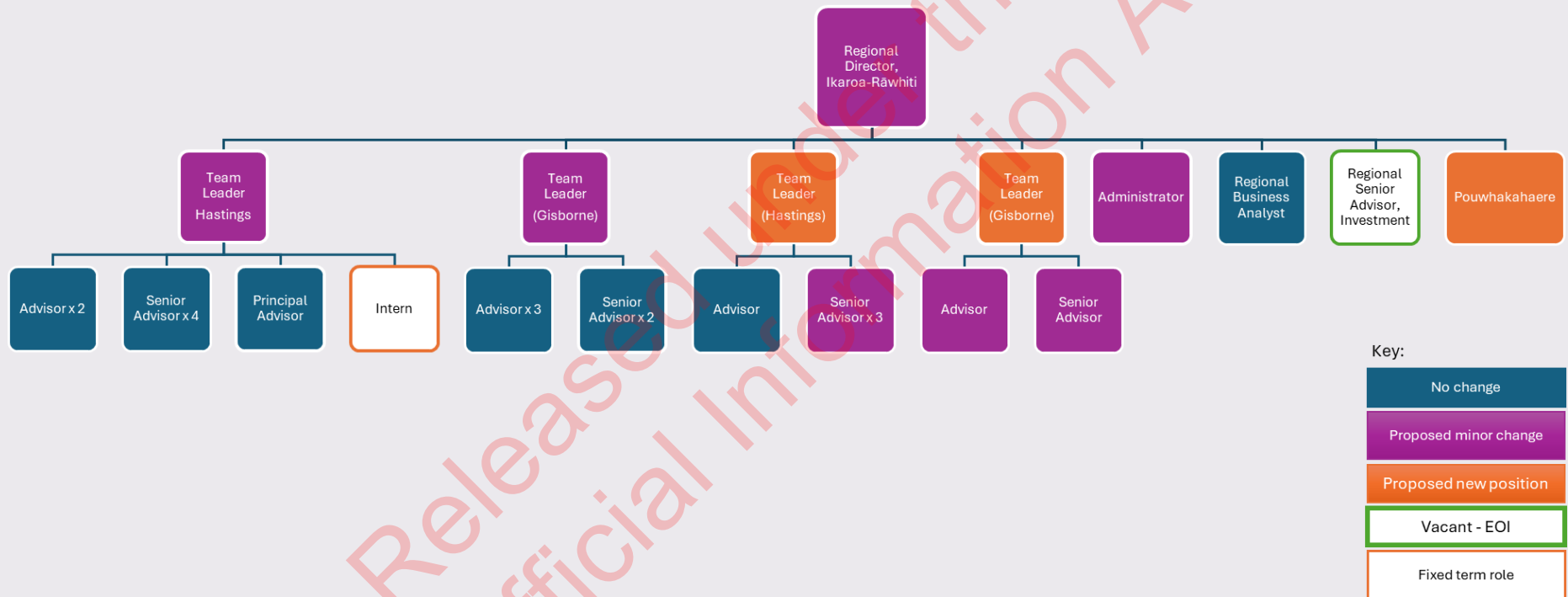
Section 4. Current and proposed Puni structures

4.31 Current Structure – Regional Partnerships and Operations: Ikaroa-Rāwhiti



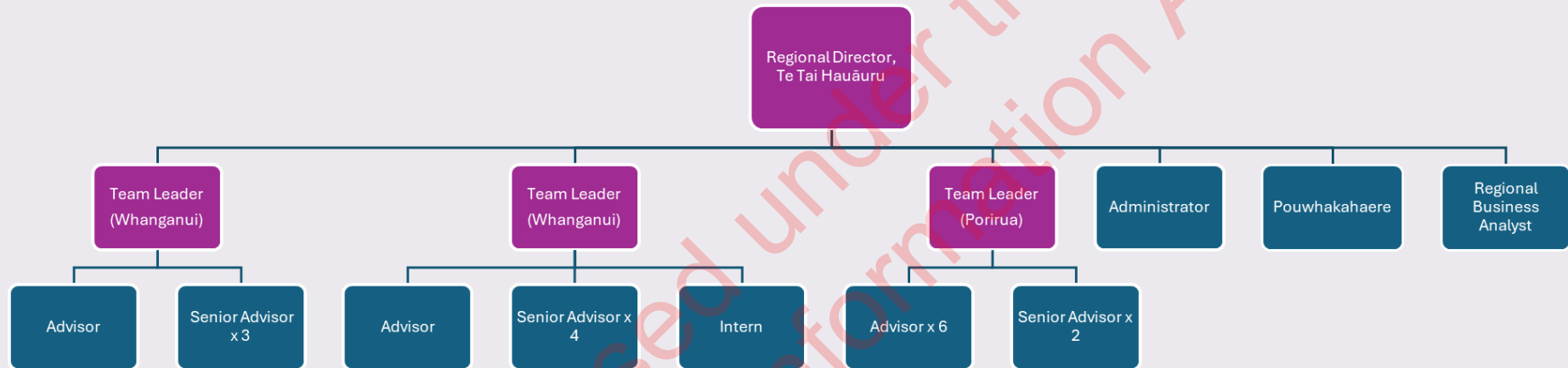
Section 4. Current and proposed Puni structures

4.32 Proposed New Structure – Regional Partnerships and Insights: Ikaroa-Rāwhiti

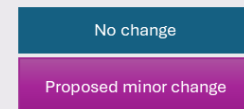


Section 4. Current and proposed Puni structures

4.33 Current Structure – Regional Partnerships and Operations: Te Tai Hauāuru

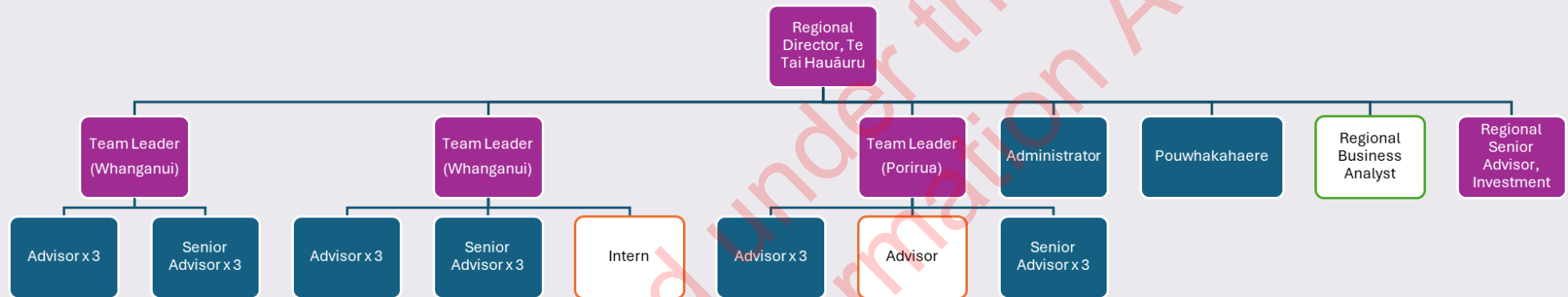


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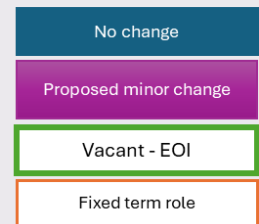


Section 4. Current and proposed Puni structures

4.34 Proposed New Structure – Regional Partnerships and Insights: Te Tai Hauāuru

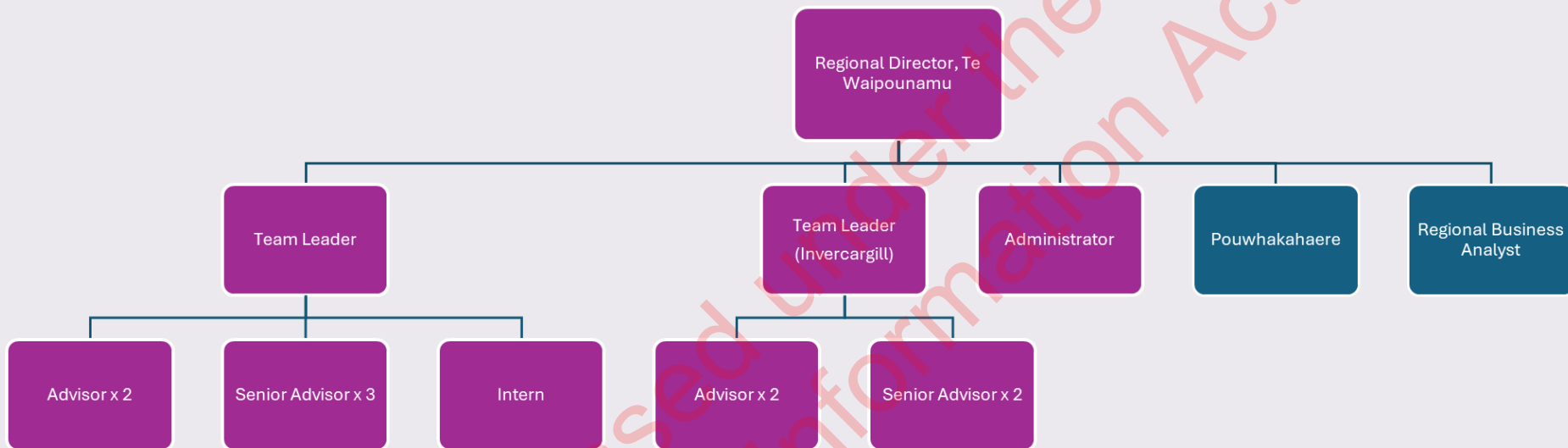


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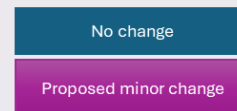


Section 4. Current and proposed Puni structures

4.35 Current Structure – Regional Partnerships and Operations: Te Waipounamu

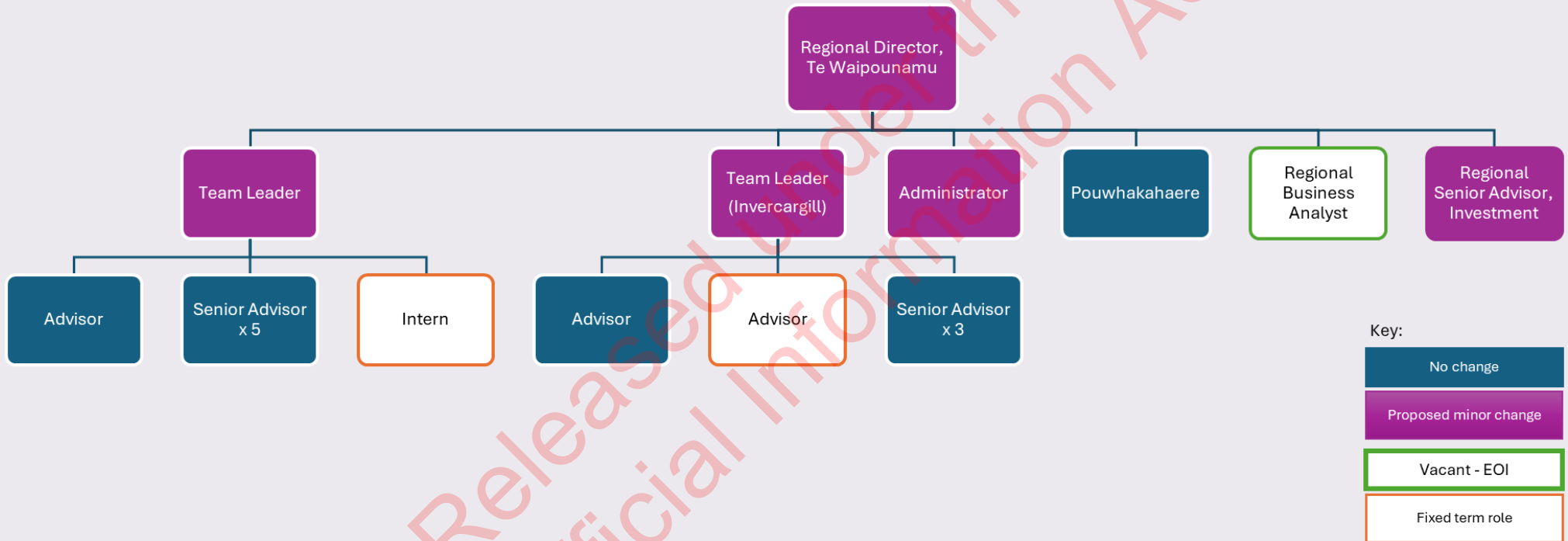


Key:



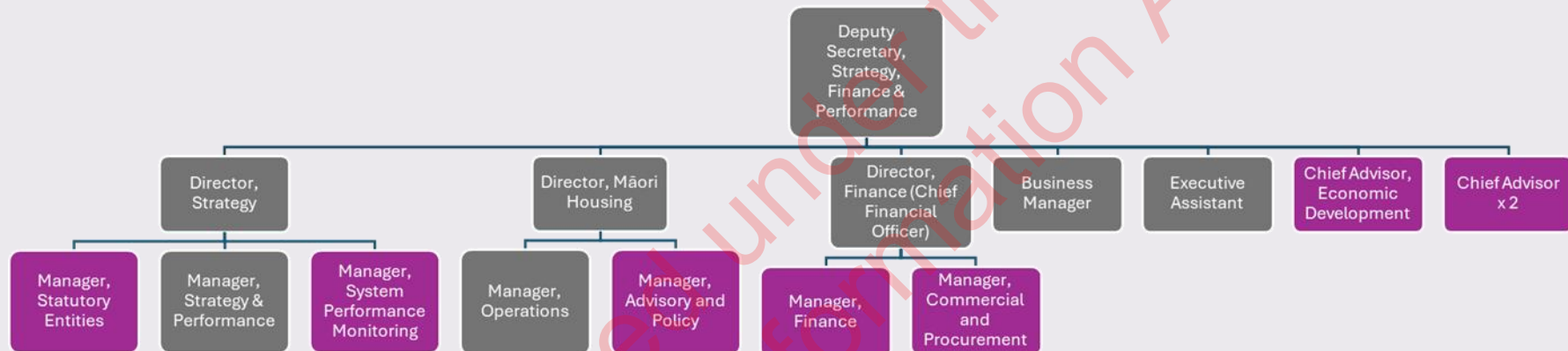
Section 4. Current and proposed Puni structures

4.36 Proposed New Structure – Regional Partnerships and Insights: Te Waipounamu



Section 4. Current and proposed Puni structures

4.37 Current Structure – Strategy, Finance and Performance Puni (Tiers 2 – 4)



Key:

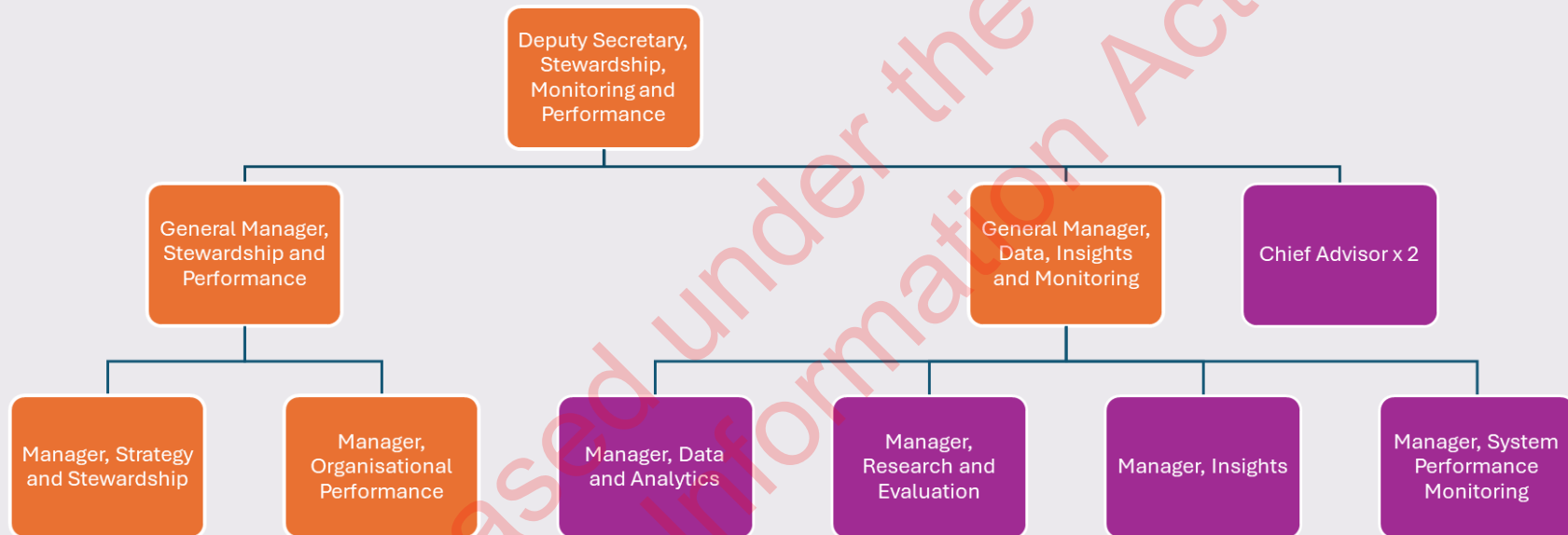
Proposed minor change

Proposed to be disestablished



Section 4. Current and proposed Puni structures

4.38 Proposed New Structure – Stewardship, Monitoring and Performance Puni (Tiers 2 – 4)



Key:

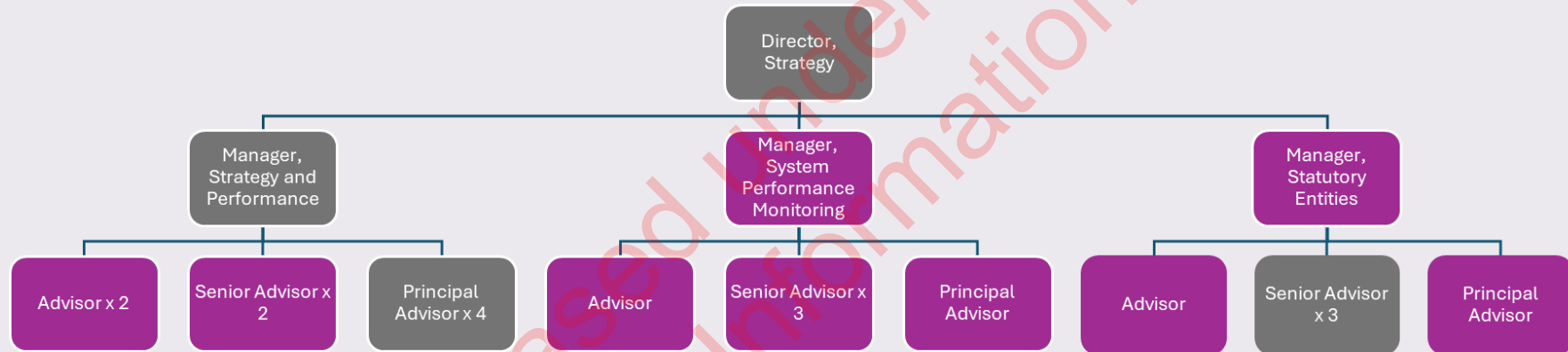
Proposed minor change

Proposed new position



Section 4. Current and proposed Puni structures

4.39 Current Structure – Strategy, Finance and Performance: Strategy and Performance



Key:

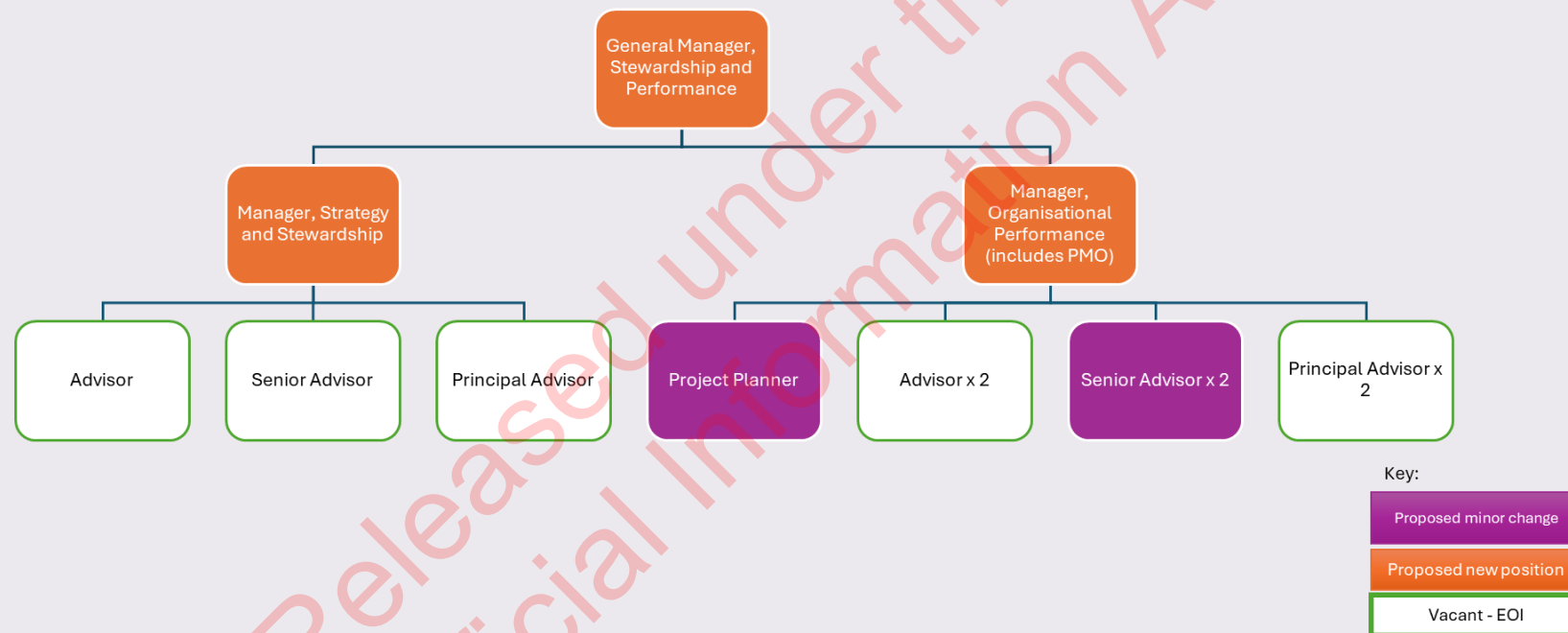
Proposed minor change

Proposed to be disestablished



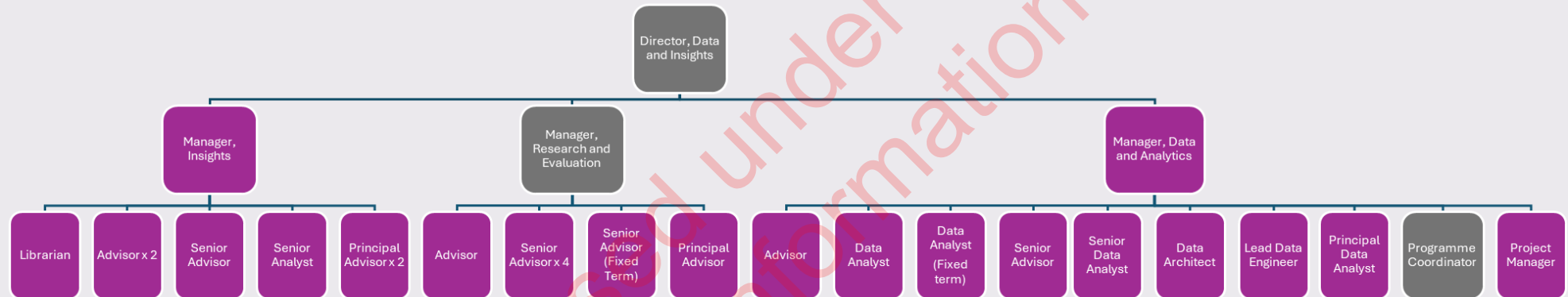
Section 4. Current and proposed Puni structures

4.40 Proposed New Structure – Stewardship, Monitoring and Performance: Stewardship and Performance



Section 4. Current and proposed Puni structures

4.41 Current Structure – Policy Partnerships: Insights and Monitoring



Key:

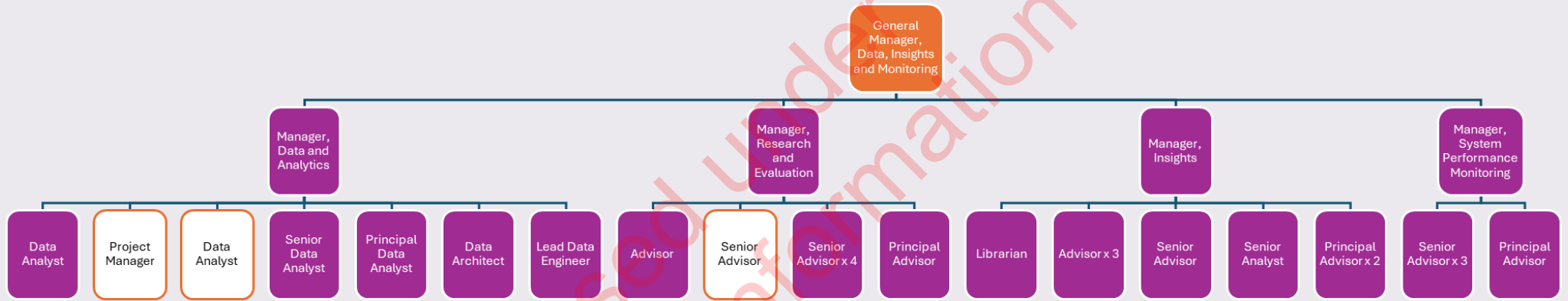
Proposed minor change

Proposed to be disestablished



Section 4. Current and proposed Puni structures

4.42 Proposed New Structure – Stewardship, Monitoring and Performance: Insights and Monitoring



Key:

Proposed minor change

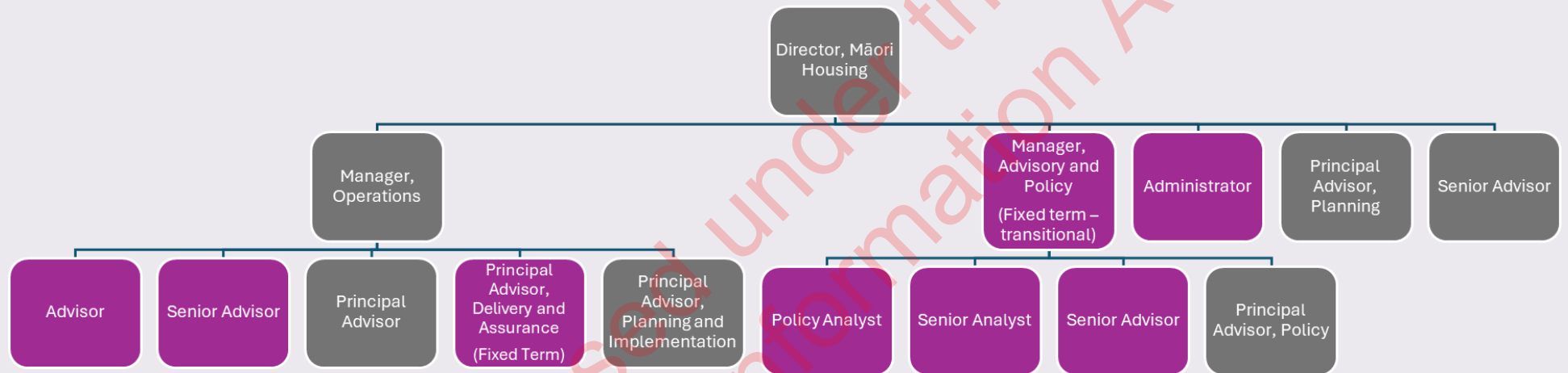
Proposed new position

Fixed term role



Section 4. Current and proposed Puni structures

4.43 Current Structure – Strategy, Finance and Performance: Māori Housing



Key:

Proposed minor change

Proposed to be disestablished



Section 5. Proposed impacts

5.1 Proposed disestablished positions

Position Title	FTE	Reports to	Impact on position	Rationale	Impacts on individual
Deputy Secretary, Strategy, Finance and Performance	1	Secretary for Māori Development (SfMD)	Disestablished	Establishment of Deputy Secretary, Stewardship, Monitoring and Performance. Stronger focus on strategy implementation and framing, support, measuring and demonstrating organisational and public sector performance.	Reassignment
Deputy Secretary, Critical Projects & Governance	1	SfMD	Disestablished	Establishment of Deputy Secretary, Integrity and Governance. Stronger focus on integrity, external communication services, risk reduction and organisational and sector governance.	Reassignment
Director, Wellbeing	1	Deputy Secretary, Policy Partnerships (DS PP)	Disestablished	Establishment of General Manager, Knowledge, Innovation and Wellbeing. A more deliberate focus on medium to longer-term Māori public policy leadership and approaches across the public sector.	N/A – position is vacant
Director, Development	1	DS PP	Disestablished	Establishment of General Manager, Culture and Commerce. A more deliberate focus on shorter to medium-term on relevant policy domains of economic development, housing, health, enterprise, te reo Māori and Whānau Ora.	N/A – position is vacant
Director, Data and Insights	1	DS PP	Disestablished	Establishment of General Manager, Insights and Monitoring in the Stewardship, Monitoring and Performance puni. A more deliberate focus on reinforcing the organisations commitment to improving public sector effectiveness through robust and insightful evaluation of public services.	N/A – position is vacant



Section 5. Proposed impacts

5.1 Proposed disestablished positions

Position Title	FTE	Reports to	Impact on position	Rationale	Impacts on individual
Director, Strategy	1	Deputy Secretary, Strategy, Finance and Performance (DS, SF&P)	Disestablished	<p>This role currently includes management of the Strategy & Performance, System Performance Monitoring, and Statutory Entities teams.</p> <p>The key changes to the role that result in proposed disestablishment is removal of the SPM (moving to insights) and Statutory Entities (moving to integrity and assurance puni) functions, along with the addition of a new strategy & stewardship team and the responsibilities that previously sat with the Programme Management Office.</p> <p>We continue to face high levels of scrutiny about our performance as a Government agency, and it is critical that we can demonstrate our value to our stakeholders. These changes reflect the need for a role in that is more singularly focused on the strategy development and implementation, performance and reporting, and core accountability functions for Te Puni Kōkiri.</p>	N/A – position is vacant
Director, Housing	1	DS, SF&P	Disestablished	<p>This role currently includes management of the Māori Housing Operations and Māori Housing Policy Teams.</p> <p>When this role was established in 2022, the role of Te Puni Kōkiri in influencing the Māori housing system was growing rapidly, creating a need to establish a standalone directorate to ensure delivery of Whai Kāinga Whai Oranga alongside establishing new resource to address policy barriers to realising Māori housing aspirations.</p> <p>As Whai Kāinga Whai Oranga transitions into a BAU programme, the operations and policy functions within the housing directorate are proposed to move across into the existing policy and operations puni.</p> <p>We know that housing is a catalyst for broader social and economic outcomes for whānau. This proposed change would enable better integration of our housing investment and policy work into the broader investment and policy work programmes for Te Puni Kōkiri.</p>	Expression of Interest



Section 5. Proposed impacts

5.1 Proposed disestablished positions

Position Title	FTE	Reports to	Impact on position	Rationale	Impacts on individual
Director, Finance	1	DS, SF&P	Disestablished	<p>Establishment General Manager, Finance, Property and Procurement. This role currently includes the Commercial and Procurement, and Finance functions.</p> <p>The role is proposed to be disestablished and replaced with the General Manager Finance, Property and Procurement.</p> <p>The primary reason for this change is the addition of the Property and Facilities function, to address span of control issues at the Deputy Secretary level and to align with other core assurance functions.</p>	Reassignment
Director, Investments	1	Deputy Secretary, Regional Partnerships & Operations (DS, RP&O)	Disestablished	<p>Establishment of General Manager, Investments. This role includes Investments with the addition of Housing investment.</p> <p>As Whai Kāinga Whai Oranga transitions into a BAU programme, the operations within the housing directorate are proposed to move across into the Investments business unit.</p>	Reassignment
Director, Operations	1	DS, RP&O	Disestablished	<p>Establishment of General Manager, Whānau Ora. Creating a specific tier 3 position with focussed responsibility for Whānau Ora reflects the high priority of this work.</p>	Reassignment
Director, Technology and Systems	1	Deputy Secretary, Organisational Support (DS OS)	Disestablished	<p>Establishment of General Manager, Information Systems. Te Puni Kōkiri would move from technical expertise under 'centres of excellence' towards a generalist functional role to provide general management with a focus on Information, Systems, and digital architecture.</p>	Reassignment



Section 5. Proposed impacts

5.1 Proposed disestablished positions

Position Title	FTE	Reports to	Impact on position	Rationale	Impacts on individual
Director, People and Capability	1	DS, OS	Disestablished	Establishment of General Manager, People, Capability and Culture. Te Puni Kōkiri would move from technical expertise under 'centres of excellence' towards a generalist functional role to provide general management with a focus on leadership, culture, capability, and delivery.	Reassignment
Director, Communications, Engagement and Events	1	DS, OS	Disestablished	The decentralisation of the communications function into two distinctive focuses (internal & external) can be shared into existing directorates. This move leads to not requiring a standalone Director position.	Expressions of Interest
Director, Project Management Office	1	Deputy Secretary, Critical Projects & Governance (CP&G)	Disestablished	This position is vacant and would not be recruited for.	N/A – position is vacant
Manager, Strategy and Performance	1	DS SF&P	Disestablished	This role currently includes both organisational performance and strategy development function. To ensure that both functions receive the dedicated effort and focus this function is proposed to be split. The organisational performance component of this role is being combined with the responsibilities from the PMO function into an Organisational Performance team, and the strategy development function would be led by a separate dedicated Strategy and Stewardship team.	Expressions of Interest



Section 5. Proposed impacts

5.1 Proposed disestablished positions

Position Title	FTE	Reports to	Impact on position	Rationale	Impacts on individual
Manager, Operations	1	Director, Housing, SF&P	Disestablished	<p>This role currently leads the Māori housing operations function.</p> <p>The current housing function is proposed to be split, with the operations components moving to the Regional Partnerships and Insights puni, and the policy function moving to the Policy Partnerships puni with a new Policy Manager, Housing and Enterprise.</p> <p>This position is proposed to be disestablished, with the function being delivered under the Manager Investment team in the Regional Partnerships and Insights puni.</p>	N/A – position is vacant
Manager, Investment, Planning and Support	1	Director, Investments, RP&O	Disestablished	<p>Responsibility for Regional Investment Advisors would move to Regional Directors. This would ensure that all Regions have access to the same level of investment support.</p> <p>The new Operations Support team would provide the centralised support previously provided by the Te Tari Matua portion of this team.</p>	Expression of Interest
Manager, Whenua	1	Director, Operations, RP&O	Disestablished	<p>Responsibility for all delivery and kaimahi in the regions would move to Regional Directors. This would enable more holistic support to communities and whānau where kaupapa overlap.</p> <p>The new Operations Support team would provide the centralised support previously provided by the Te Tari Matua portion of this team.</p>	Expression of Interest
Manager, Iwi Engagement and Operational Support	1	Director, Operations, RP&O	Disestablished	<p>Responsibility for all delivery and kaimahi in the regions would move to Regional Directors. This would enable more holistic support to communities and whānau where kaupapa overlap.</p> <p>The new Operations Support team would provide the centralised support previously provided by the Te Tari Matua portion of this team.</p>	Expression of Interest



Section 5. Proposed impacts

5.1 Proposed disestablished positions

Position Title	FTE	Reports to	Impact on position	Rationale	Impacts on individual
Manager, Pakihi Māori	1	Director, Operations, RP&O	Disestablished	<p>Responsibility for all delivery and kaimahi in the regions would move to Regional Directors. This would enable more holistic support to communities and whānau where kaupapa overlap.</p> <p>The new Operations Support team would provide the centralised support previously provided by the Te Tari Matua portion of this team.</p> <p>This position is currently vacant.</p>	N/A – position is vacant
Manager, Learning and Organisational Development	1	Director, People and Capability, OS	Disestablished	<p>Establishment of Manager, Workforce Capability. The current role of Manager, Learning and Organisational Development does not give the strategic focus and importance Organisational Development requires in a new operating environment. The split of this function brings would enable Te Puni Kōkiri to focus on both tactical and strategic workforce strategies.</p>	Reassignment
Business Manager	1	DS PP	Disestablished	<p>Proposed reduction of Business Manager positions from 4 to 3 positions. Centralising the executive support functions enables the resource to be directed where it is most needed across the organisation. This would enhance responsiveness and ensure a single point of contact and oversight.</p>	Expression of Interest
Business Manager	1	DS OS	Disestablished	<p>Proposed reduction of Business Manager positions from 4 to 3 positions. Centralising the executive support functions enables the resource to be directed where it is most needed across the organisation. This would enhance responsiveness and ensure a single point of contact and oversight.</p>	Expression of Interest
Business Manager	1	DS SF&P	Disestablished	<p>Proposed reduction of Business Manager positions from 4 to 3 positions. Centralising the executive support functions enables the resource to be directed where it is most needed across the organisation. This would enhance responsiveness and ensure a single point of contact and oversight.</p>	Expression of Interest



Section 5. Proposed impacts

5.1 Proposed disestablished positions

Position Title	FTE	Reports to	Impact on position	Rationale	Impacts on individual
Business Manager	1	DS CP&G	Disestablished	Proposed reduction of Business Manager positions from 4 to 3 positions. Centralising the executive support functions enables the resource to be directed where it is most needed across the organisation. This would enhance responsiveness and ensure a single point of contact and oversight.	Expression of Interest
Business Manager	1	DS, RP&O	Disestablished	Proposed reduction of Business Manager positions from 4 to 3 positions. Centralising the executive support functions enables the resource to be directed where it is most needed across the organisation. This would enhance responsiveness and ensure a single point of contact and oversight.	N/A - Position vacant
Principal Advisor	1	Director, Project Management Office, CP&G	Disestablished	Transferring the Principal position from the current Project Management Office to the newly established Organisational Performance team within Stewardship, Monitoring and Performance. The movement of the position creates surplus Principal Advisors which would require an EOI process to be initiated.	Expression of Interest
Principal Advisor	4	Manager, Strategy and Performance, SF&P	Disestablished	The current Strategy and Performance team is proposed to be split into two separate teams, including the responsibilities of the current PMO function. To ensure the roles within the Organisational Performance and Strategy and Stewardship teams have appropriate scope, the number of Principal Advisor roles is proposed to decrease from 5 to 3, split between the two teams.	Expression of Interest
Principal Advisor	1	Manager, Strategy and Entities, S&P	Disestablished	It is proposed to disestablish 1 out of 2 existing Principal Advisors within the Statutory Entities team. The proposed change is associated with efficiency gains.	Expression of Interest
Principal Advisor, Delivery and Assurance	1	Manager, Operations, Housing, SF&P	Disestablished	The current housing function is proposed to be split, with the operations components moving to the Regional Partnerships and Insights puni, and the policy function moving to the Policy Partnerships puni.	Expression of Interest



Section 5. Proposed impacts

5.1 Proposed disestablished positions

Position Title	FTE	Reports to	Impact on position	Rationale	Impacts on individual
Principal Advisor, Planning & Implementation	1	Manager, Operations, Housing, SF&P	Disestablished	The current housing function is proposed to be split, with the operations components moving to the Regional Partnerships and Insights puni, and the policy function moving to the Policy Partnerships puni.	Expression of Interest
Principal Advisor, Planning	1	Director, Housing, SF&P	Disestablished	The current housing function is proposed to be split, with the operations components moving to the Regional Partnerships and Insights puni, and the policy function moving to the Policy Partnerships puni.	Expression of Interest
Principal Advisor, Policy	1	Manager, Advisory & Policy	Disestablished	The current housing function is proposed to be split, with the operations components moving to the Regional Partnerships and Insights puni, and the policy function moving to the Policy Partnerships puni.	Expression of Interest
Principal Advisor, Māori Housing	1	Director, Housing, SF&P	Disestablished	The current housing function is proposed to be split, with the operations components moving to the Regional Partnerships and Insights puni, and the policy function moving to the Policy Partnerships puni.	Expression of Interest
Team Leader	1	Manager, Whenua, RP&O	Disestablished	Aligns with movement towards responsibility for all delivery and kaimahi in the regions would move to Regional Directors. This would enable more holistic support to communities and whānau where kaupapa overlap.	Expression of Interest
Team Lead, Regional Investment Advisors	1	Manager, Investment Planning and Support, RP&O	Disestablished	Regional investment advisors would report to Regional Directors, consistent with the movement towards responsibility for all delivery and kaimahi in the region to move Regional Directors.	Expression of Interest
Programme Coordinator	1	Manager, Data and Analytics, PP	Disestablished	Hāpori Māori Data Capability programme of work concluding on 30 June 2024.	Expression of Interest



Section 5. Proposed impacts

5.1 Proposed disestablished positions

Position Title	FTE	Reports to	Impact on position	Rationale	Impacts on individual
Senior Advisor	1	Manager, Statutory Entities, SF&P	Disestablished	It is proposed to disestablish 1 out of 3 existing Senior Advisors within the Statutory Entities team. The proposed change is associated with efficiency gains.	Expression of Interest
Senior Analyst	1	Manager, Commercial and Procurement, SF&P	Disestablished	It is proposed to disestablish 1 out of 3 existing Senior Analyst within the Commercial and Procurement team. The proposed change is associated with efficiency gains.	Expression of Interest
Senior Business Data Analyst	1	Director, Housing, SF&P	Disestablished	The current housing function is proposed to be split, with the operations components moving to the Regional Partnerships and Insights puni, and the policy function moving to the Policy Partnerships puni.	Fixed term employee ending 30 June 2024
Web Architect	1	Director, Technology & Systems	Disestablished	The current web architect's role focuses specifically on web architecture. The digital strategy requires a move from specific design to a broader remit. There is no new position in the structure due to financial constraints.	Expression of Interest
Senior Analyst	1	Manager, Whenua, RP&O	Disestablished	Aligns with movement towards responsibility for all delivery and kaimahi in the regions would move to Regional Directors. This would enable more holistic support to communities and whānau where kaupapa overlap.	Expression of Interest
Senior Advisor	1	Manager, Whenua, RP&O	Disestablished	Aligns with movement towards responsibility for all delivery and kaimahi in the regions would move to Regional Directors. This would enable more holistic support to communities and whānau where kaupapa overlap.	Expression of Interest
Senior Analyst	1	Manager, Investment Planning and Support, RP&O	Disestablished	Aligns with movement towards centralised operational support provided by Te Tari Matua to regions, including standardised administrative support function.	Expression of Interest



Section 5. Proposed impacts

5.1 Proposed disestablished positions

Position Title	FTE	Reports to	Impact on position	Rationale	Impacts on individual
Senior Advisor, Iwi Engagement & Operational Support (Tāmaki Makaurau based)	1	Manager, Iwi Engagement & Operational Support	Disestablished	Aligns with movement towards responsibility for all delivery and kaimahi in the regions would move to Regional Directors. This would enable more holistic support to communities and whānau where kaupapa overlap.	Reassignment
Senior Advisor, Iwi Engagement & Operational Support (Ikaroa-Rāwhiti based)	1	Manager, Iwi Engagement & Operational Support	Disestablished	Aligns with movement towards responsibility for all delivery and kaimahi in the regions would move to Regional Directors. This would enable more holistic support to communities and whānau where kaupapa overlap.	Expression of Interest
Team Analyst	1	Manager, Pakihi Māori, RP&O	Disestablished	Aligns with movement towards responsibility for all delivery and kaimahi in the regions would move to Regional Directors. This would enable more holistic support to communities and whānau where kaupapa overlap.	Expression of Interest
Executive Assistant	1	DS PP	Disestablished	Proposed reduction of Executive Assistants positions from 5 to 2 positions. Centralising the executive support functions enables the resource to be directed where it is most needed across the organisation. This would enhance responsiveness and ensure a single point of contact and oversight.	Expression of Interest
Executive Assistant	1	DS SF&P	Disestablished	Proposed reduction of Executive Assistants positions from 5 to 2 positions. Centralising the executive support functions enables the resource to be directed where it is most needed across the organisation. This would enhance responsiveness and ensure a single point of contact and oversight.	Expression of Interest
Executive Assistant	1	DS CP&G	Disestablished	Proposed reduction of Executive Assistants positions from 5 to 2 positions. Centralising the executive support functions enables the resource to be directed where it is most needed across the organisation. This would enhance responsiveness and ensure a single point of contact and oversight.	Expression of Interest



Section 5. Proposed impacts

5.1 Proposed disestablished positions

Position Title	FTE	Reports to	Impact on position	Rationale	Impacts on individual
Executive Assistant	1	DS OS	Disestablished	Proposed reduction of Executive Assistants positions from 5 to 2 positions. Centralising the executive support functions enables the resource to be directed where it is most needed across the organisation. This would enhance responsiveness and ensure a single point of contact and oversight.	Expression of Interest
Executive Assistant	1	DS RP&O	Disestablished	Proposed reduction of Executive Assistants positions from 5 to 2 positions. Centralising the executive support functions enables the resource to be directed where it is most needed across the organisation. This would enhance responsiveness and ensure a single point of contact and oversight.	N/A – position is vacant
Advisor	1	Manager, Data and Analytics, PP	Disestablished	Position currently filled by secondment. Current secondment would end and kaimahi would return to substantive position.	Kaimahi to return to substantive position.
Business Analyst	1	Manager, Whānau Ora, RP&O	Disestablished	The Whānau Ora Performance team would hold responsibility and deliver the data and insights analysis for the Whānau Ora work programme. As a result, the BA role as designed is no longer fit for purpose.	Expression of Interest
Business Analyst	1	Manager, Whenua, RP&O	Disestablished	Aligns with movement towards responsibility for all delivery and kaimahi in the regions would move to Regional Directors. This would enable more holistic support to communities and whānau where kaupapa overlap.	Expression of Interest



Section 5. Proposed impacts

5.2 Proposed new positions

Position Title	FTE	Proposed reporting line	Job profile	Indicative role sizing
Deputy Secretary, Integrity and Governance	1	Secretary for Māori Development	<p>Deputy Secretary- Integrity & Governance (DS-I&G) leads and stewards the functions that advise and manage Te Puni Kōkiri's enterprise level risk, assure the business including accountabilities for effective security, health and safety and business continuity; the provision of timely and effective legal services and advice; promote an enable effective governance; deliver timely and effective responses to information that promotes transparency including external media relations, acts as a key conduit between the agency and Ministers; oversee the management, engagement and relationships with statutory entities; and oversees executive level support including the management and facilitation of cultural support at the strategic level.</p> <p>Across these portfolios, DS-I&G maintains and promotes key external relationships on behalf of the Secretary for Māori Development including Audit NZ, NEMA, and other government agencies whose portfolios are also within the remit of the Minister for Māori Development and the Minister for Whānau Ora. DS-I&G also fulfils the role of Integrity Champion for the agency and engages with the PSC led Integrity Champions Forum and NGO's such as Transparency International that promote ethical and transparent leadership and management as a fundamental tenant of the machinery of government.</p>	24



Section 5. Proposed impacts

5.2 Proposed new positions

Position Title	FTE	Proposed reporting line	Job profile	Indicative role sizing
Deputy Secretary, Stewardship, Monitoring and Performance	1	Secretary for Māori Development	<p>As the strategic leader in stewardship and performance, the Deputy Secretary ensures that the organisation's strategy is well understood and executed across the enterprise. They guide the development and integration of strategic plans, and performance systems, and maintain organisational focus on priority outcomes through disciplined planning and portfolio management. This role involves leading the Puni to provide insights on organisational performance, advising on strategic decisions, and driving accountability through robust performance metrics and reporting.</p> <p>The Deputy Secretary leads the delivery of data, insights and monitoring to ensure contribute to the Government's priority on ensuring the adequacy of the State Sector's services to and for Māori, including an explicit focus on improving the availability of data to inform needs-based targeting. They are responsible for producing analytical tools and strategic insights that underpin informed decision-making and operational improvements within Te Puni Kōkiri and across state sector agencies.</p> <p>Key responsibilities include:</p> <ul style="list-style-type: none"> • Supporting the development of overarching direction and goals for Te Puni Kōkiri and identifying changes in the external environment that may warrant a change in direction. • Support for thinking and decisions about Te Puni Kōkiri's goals and priorities, including choices and trade-offs. • Support for thinking about the future landscape and translating this into tangible choices and action to position Te Puni Kōkiri for the future. • Ensuring our strategy is translated effectively into plans and action, providing line of sight from priorities to action and performance. • Fulfilling our core obligations as a government department, and internal performance reporting against existing strategic direction. <p>Understanding our performance in delivering on our strategy and informing opportunities for change and improvement.</p>	24



Section 5. Proposed impacts

5.2 Proposed new positions

Position Title	FTE	Proposed reporting line	Job profile	Indicative role sizing
General Manager, Culture and Commerce	1	Deputy Secretary, Policy Partnerships (DS PP)	<p>The GM – Culture and Commerce provides public policy leadership across the relevant policy domains of economic development, housing, health, enterprise, Te Reo Māori, and Whānau Ora.</p> <p>It has a short to medium term focus – Te Pae Tata - recognising the opportunity that can be accelerated for iwi and Māori when the critical enablers of culture are paired with key enablers of commerce. This role compliments the GM Knowledge, Innovation and Wellbeing, and is an important member of the leadership team across Te Puni Kōkiri.</p>	22
General Manager, Knowledge, Innovation and Wellbeing	1	DS PP	<p>The General Manager – Knowledge, Innovation and Wellbeing has a medium to long term strategic public policy leadership focus – Te Pae Tawhiti.</p> <p>The role is responsible for building an understanding and leading the application of Māori public policy approaches across Te Puni Kōkiri and the public sector, advancing our thought leadership through innovation as a contribution to indigenous policy development, recognises the important relationships in Te Ao Māori between te taiao and mātauranga and the impacts this has on the wellbeing of whānau and Māori.</p> <p>The role supports Te Puni Kōkiri's stewardship of a strong Māori sector – one which is coordinated, coherent and fit for purpose through modernised legislation and appropriate support. This role compliments the GM Culture and Commerce and is an important member of the leadership team across Te Puni Kōkiri.</p>	22



Section 5. Proposed impacts

5.2 Proposed new positions

Position Title	FTE	Proposed reporting line	Job profile	Indicative role sizing
General Manager, Stewardship and Performance	1	Deputy Secretary, Stewardship, Monitoring and Performance (DS SM&P)	<p>The General Manager, Stewardship and Performance leads the strategy development, and organisational performance functions at Te Puni Kōkiri. The role reports to the Deputy Secretary Stewardship Monitoring, and Performance, and is a member of the Stewardship, Monitoring and Performance leadership team.</p> <p>The role leads the strategy development function, which involves working across Te Puni Kōkiri and the broader environment to design, develop, implement, and champion the organisational strategy. The General Manager Stewardship and Performance is supported by the Manager, Strategy and Stewardship, and a focus of the role is on building strong internal and external relationships, working closely with the</p> <p>The role also leads the organisational performance function, which delivers the core requirements of Te Puni Kōkiri as a government department, alongside managing our internal performance processes to provide assurance to ELT that Te Puni Kōkiri is on track to deliver on its strategic objectives. As above, the General Manager Stewardship and Performance is supported by the Manager Organisational Performance and would focus on the relationships within Te Puni Kōkiri to ensure high quality, timely, impactful performance information is available to support decision making.</p> <p>Key responsibilities of the General Manager Stewardship and Performance include:</p> <ul style="list-style-type: none"> • Leading the development of organisational strategy, including working with the ELT to facilitate strategy development process, regular environmental scanning to identify emerging risks and opportunities, maintaining relationships across the Public Sector and non-government sector. • Leading the delivery of core accountability documents including Annual Reports, Strategic Intentions, Estimates Process, facilitating response to Select Committee hearings. • Leading internal performance management processes, including development of annual work programmes, and 90-day planning and reporting processes. <p>Member of the Stewardship, Monitoring and Performance leadership team.</p>	22



Section 5. Proposed impacts

5.2 Proposed new positions

Position Title	FTE	Proposed reporting line	Job profile	Indicative role sizing
General Manager, Data, Insights and Monitoring	1	DS SM&P	<p>The General Manager Data, Insights, and Monitoring is central to reinforcing the organization's commitment to improving public sector effectiveness through robust and insightful evaluation of public services. With a legislative mandate, this position leads the strategic development and refreshment of monitoring functions to ensure they are in alignment with current government priorities and the ever-evolving public management landscape.</p> <p>The General Manager is responsible for leading our approach to assessing the adequacy of services delivered to Māori. This task includes adapting monitoring techniques to provide state sector agencies with valuable assurance and insights into their progress.</p> <p>The General Manager leads four teams – Data & Analytics, Research and Evaluation, Insights, and System Performance Monitoring.</p> <p>Key responsibilities include delivering a work programme that focuses on:</p> <ul style="list-style-type: none"> • Monitoring and evaluating state sector services to Māori and advising on improvements for Māori wellbeing. • Generating strategic insights and analytical tools to inform decision-making and operational effectiveness. • Leading data governance and capability initiatives, ensuring adherence to data sovereignty principles and enhancing Māori participation in data projects. • Collaborating with various stakeholders to align efforts and measure progress towards shared outcomes for Māori wellbeing. • Conducting research, data analysis, and dissemination of findings to support evidence-based policy development and service delivery. 	22



Section 5. Proposed impacts

5.2 Proposed new positions

Position Title	FTE	Proposed reporting line	Job profile	Indicative role sizing
General Manager, Investments	1	Deputy Secretary, Regional Partnerships & Insights (DS RP&I)	<p>The General Manager Investments is responsible for leading the Ministry's Investment portfolio and funds management practice. The General Manager would ensure the integrity of our investments, including delivery of outcomes and value and alignment to the strategic priorities of Te Puni Kōkiri and the governments work programme.</p> <p>This role is largely unchanged from the previous Director, Investments. Changes include:</p> <ul style="list-style-type: none"> Regional Investment Advisors would now report to Regional Directors but be overseen for consistency and subject matter expertise through GM Investments. The current Implementation Planning and Support team would be disestablished, and this work would be delivered by the Operations Support team as a shared service across RP&I. <p>Housing Operations would move under the responsibility of the General Manager, Investments.</p>	22
General Manager, Whānau Ora	1	DS RP&I	<p>The General Manager, Whānau Ora is responsible for leading delivery of Whānau Ora. This includes performance monitoring, expansion and service improvement and operational support.</p> <p>This work was previously the responsibility of the Director, Operations. Creating a specific tier 3 position with focussed responsibility for Whānau Ora reflects the high priority of this work.</p>	22
General Manager, People, Capability and Culture	1	Deputy Secretary, Organisational Support (DS OS)	<p>The General Manager, People, Capability and Culture would remain largely unchanged from the previous Director – People and Capability role. The proposed additional responsibilities include an internal engagement team of 4 existing roles that would focus on internal employee engagement. This would be in the form of pānui, Te Pu Matua, Managers brief and internal focus articles.</p>	22



Section 5. Proposed impacts

5.2 Proposed new positions

Position Title	FTE	Proposed reporting line	Job profile	Indicative role sizing
General Manager, Information Systems	1	DS OS	The GM – Information Systems would remain largely unchanged from the previous Director –Technology and Systems role. The change in job title brings in alignment to the General Management approach applied across all tier 3 positions.	22
General Manager, Finance, Property and Procurement	1	DS OS	This role currently includes the Commercial and Procurement, and Finance functions. The position is proposed to be disestablished and replaced with the General Manager Finance, Property and Procurement. The primary reason for this change is the addition of the Property and Facilities function, to address span of control issues at the Deputy Secretary level and to align with other core assurance functions.	22
Policy Manager, Housing and Enterprise	1	General Manager, Culture and Commerce, PP	The Manager, Housing and Enterprise role recognises the important relationship between housing, health and enterprise and the opportunity that this combination of public policy areas presents for whānau centred, locally led solutions. The placement of this role within the Culture and Commerce Group recognises the important role this area of public policy has as a key enabler of economic and social prosperity for and with whānau, hapū, iwi and Māori. It would have a lead role in policy advice and support for iwi and Māori participation in international trade and export.	20



Section 5. Proposed impacts

5.2 Proposed new positions

Position Title	FTE	Proposed reporting line	Job profile	Indicative role sizing
Manager, Strategy and Stewardship	1	General Manager, Stewardship and Performance, SM&P	<p>The Manager, Strategy and Stewardship role is a leadership position to oversee development of Te Puni Kōkiri strategic direction. The core responsibilities of the team are to support the GMSP and ELT to develop clear strategic direction for Te Puni Kōkiri, informed by insight about strategic performance and the external environment.</p> <p>The focus of this role is to ensure that the strategy development process is well facilitated and informed by evidence and insight from organisational performance. A strong understanding of best practice relating to strategy development, and the curiosity to explore and recommend different.</p> <p>The Manager Strategy and Stewardship would oversee a team of three kaimahi.</p> <p>Key responsibilities include:</p> <ul style="list-style-type: none"> • Design and facilitation of the strategy development process. • Research and environmental scanning to identify emerging risks and opportunities. <p>Development of thought leadership and deep dives into issues of strategic importance.</p>	20
Manager, Organisational Performance	1	General Manager, Stewardship and Performance, SM&P	<p>The Manager, Organisational Performance role is a leadership position to deliver on our core accountability obligations as a government department, alongside our internal business planning and reporting processes.</p> <p>The focus of this role is to provide ELT, Ministers, and the public, visibility of the Te Puni Kōkiri work programme and the value we are delivering in support of our vision of Thriving whānau. Building strong relationships across Te Puni Kōkiri would enable this role to be successful.</p> <p>Manager Organisational Performance would oversee a team of seven kaimahi.</p> <p>Key responsibilities include:</p> <ul style="list-style-type: none"> • Overseeing delivery of core accountability documents and processes, including annual report, Māori affairs select committee, Estimates processes. • Delivery of annual business planning processes, work programme development, and 90-day planning and reporting. <p>Champion best practice project management tools and processes for Te Puni Kōkiri.</p>	20



Section 5. Proposed impacts

5.2 Proposed new positions

Position Title	FTE	Proposed reporting line	Job profile	Indicative role sizing
Manager, Whānau Ora Performance	1	General Manager, Whānau Ora, RP&I	<p>The Manager, Whānau Ora Performance would develop and lead the performance monitoring approach for the Whānau Ora portfolio to improve the evidence for the impact of Whānau Ora and whānau-centred approaches.</p> <p>This work was previously the responsibility of the Manager, Whānau Ora. Creating an additional two Whānau Ora teams reflects the increased work coming in this space as Whānau Ora expands.</p>	20
Manager, Whānau Ora Design and Implementation	1	General Manager, Whānau Ora, RP&I	<p>The Manager, Whānau Ora Design and Implementation would support the development, and lead the implementation, of the strategic direction for Whānau Ora.</p> <p>This work was previously the responsibility of the Manager, Whānau Ora. Creating an additional two Whānau Ora teams reflects the increased work coming in this space as Whānau Ora expands.</p>	20
Manager, Operations Support	1	General Manager, Investments, RP&I	<p>The Manager, Operations Support would support the Deputy Secretary to develop and monitor the RP&I work programme with a strong focus on building strong relationships with key internal partners in particular between the regions and Te Tari Matua. The Manager (and team) would work collaboratively and flexibly as work arises, including holding responsibility for: ministerial advice, official correspondence, external and internal reporting requirements.</p>	19
Manager, Workforce Capability	1	General Manager, People, Capability and Culture, OS	<p>The Manager, Workforce Capability would be responsible for ensuring that Te Puni Kōkiri has a suite of leadership offerings and bespoke leadership frameworks that enable leaders to lead teams with impact.</p> <p>This role splits the current Manager, Learning and Organisational Development into a specific focus area of workforce capability.</p>	19
Manager, Organisational Development	1	General Manager, People, Capability and Culture, OS	<p>The Manager, Organisational Development would be responsible for ensuring that Te Puni Kōkiri is deliberately investing in its workplace culture and focuses on Te Puni Kōkiri becoming an employer of choice.</p> <p>This role splits the current Manager, Learning and Organisational Development into a specific focus area of organisational development.</p>	19



Section 5. Proposed impacts

5.2 Proposed new positions

Position Title	FTE	Proposed reporting line	Job profile	Indicative role sizing
Team Leader, Te Tai Tokerau	2	Regional Director, Te Tai Tokerau, RP&I	<p>Team Leaders, Regional Partnerships and Insights are the key support to Regional Directors in developing and progressing region specific strategies to improve Māori wellbeing and development in line Te Puni Kōkiri strategic direction and priorities. Team Leaders have primary responsibility for people leadership of regional teams in the implementation and delivery of regional workplans.</p> <p>Team Leaders also play a key role in building relationships with other senior officials in the regions and contributing to co-operative efforts across government agencies to ensure that regional initiatives are co-ordinated and effective.</p> <p>Rationale for change – Team Leader positions have been added in some locations to make spans of control more even. This is particularly important in locations with current Whenua, Iwi Engagement or Enterprise kaimahi would now report through these positions.</p>	18
Team Leader, Tāmaki Makaurau	1	Regional Director, Tāmaki Makaurau, RP&I	<p>Team Leaders, Regional Partnerships and Insights are the key support to Regional Directors in developing and progressing region specific strategies to improve Māori wellbeing and development in line Te Puni Kōkiri strategic direction and priorities. Team Leaders have primary responsibility for people leadership of regional teams in the implementation and delivery of regional workplans.</p> <p>Team Leaders also play a key role in building relationships with other senior officials in the regions and contributing to co-operative efforts across government agencies to ensure that regional initiatives are co-ordinated and effective.</p> <p>Rationale for change – Team Leader positions have been added in some locations to make spans of control more even. This is particularly important in locations with current Whenua, Iwi Engagement or Enterprise kaimahi would now report through these positions.</p>	18



Section 5. Proposed impacts

5.2 Proposed new positions

Position Title	FTE	Proposed reporting line	Job profile	Indicative role sizing
Team Leader, Waikato-Wairariki (Rotorua)	1	Regional Director, Tāmaki Makaurau, RP&I	<p>Team Leaders, Regional Partnerships and Insights are the key support to Regional Directors in developing and progressing region specific strategies to improve Māori wellbeing and development in line Te Puni Kōkiri strategic direction and priorities. Team Leaders have primary responsibility for people leadership of regional teams in the implementation and delivery of regional workplans.</p> <p>Team Leaders also play a key role in building relationships with other senior officials in the regions and contributing to co-operative efforts across government agencies to ensure that regional initiatives are co-ordinated and effective.</p> <p>Rationale for change – Team Leader roles have been added in some locations to make spans of control more even. This is particularly important in locations with current Whenua, Iwi Engagement or Enterprise kaimahi would now report through these positions.</p>	18
Team Leader, Ikaroa-Rāwhiti (1 x Hastings, 1 x Gisborne)	2	Regional Director, Ikaroa-Rāwhiti, RP&I	<p>Team Leaders, Regional Partnerships and Insights are the key support to Regional Directors in developing and progressing region specific strategies to improve Māori wellbeing and development in line Te Puni Kōkiri strategic direction and priorities. Team Leaders have primary responsibility for people leadership of regional teams in the implementation and delivery of regional workplans.</p> <p>Team Leaders also play a key role in building relationships with other senior officials in the regions and contributing to co-operative efforts across government agencies to ensure that regional initiatives are co-ordinated and effective.</p> <p>Rationale for change – Team Leader roles have been added in some locations to make spans of control more even. This is particularly important in locations with current Whenua, Iwi Engagement or Enterprise kaimahi would now report through these positions.</p>	18



Section 5. Proposed impacts

5.2 Proposed new positions

Position Title	FTE	Proposed reporting line	Job profile	Indicative role sizing
Principal Advisor	2	Manager, Organisational Performance, SM&P	<p>The Principal Advisor, Organisational Performance provides the appropriate thought leadership to oversee delivery of core accountability documents and processes, including annual report, Māori affairs select committee, and Estimates processes.</p> <p>They would also lead the delivery of annual business planning processes, work programme development, and 90-day planning and reporting.</p> <p>Champion best practice project management tools and processes for Te Puni Kōkiri.</p>	18
Principal Advisor	2	Manager, Strategy & Stewardship, SP&M	<p>The Principal Advisor, Strategy and Stewardship would contribute to the design and facilitation of the strategy development process, research and scan the environment to identify emerging risk and opportunities. They would support with development of thought leadership into issues of strategic importance.</p>	18
Principal Advisor	1	Manager, Operations Support, RP&I	<p>The Principal Advisor, Operations Support would support the RP&I puni to deliver ministerial advice, official correspondence, external and internal reporting requirements. They would draw on strong relationships with key internal partners, in particular between the regions and Te Tari Matua.</p>	18
Principal Advisor	1	Manager, Whānau Ora, Design & Implementation RP&I	<p>Aligns with the establishment of a focussed Whānau Ora Group, reflecting the high priority of this work for Government. The Whānau Ora group has been expanded to include positions working specifically on design/implementation.</p>	18
Regional Senior Advisor, Investment	1	Regional Director, Tāmaki Makaurau, RP&I	<p>Establishment of this position aligns with the move towards standardised regional team structures.</p>	17
Senior Advisor	1	Manager, Strategy and Stewardship, SM&P	<p>The Senior Advisor, Strategy and Stewardship would support and contribute to the design and facilitation of the strategy development processes.</p>	17



Section 5. Proposed impacts

5.2 Proposed new positions

Position Title	FTE	Proposed reporting line	Job profile	Indicative role sizing
Senior Advisor	1	Manager, Whānau Ora Design & Implementation	Aligns with the establishment of a focussed Whānau Ora Group, reflecting the high priority of this work for Government. The Whānau Ora group has been expanded to include positions working specifically on design/implementation.	17
Pouwhakahaere	1	Regional Director, Ikaroa-Rāwhiti, RP&I	Establishment of this position aligns with the move towards standardised regional team structures.	16
Advisor, Whānau Ora Design and Implementation	1	Manager, Whānau Ora Design and Implementation, RP&I	Creating an additional two resourced Whānau Ora teams reflects the increased work coming in this space as Whānau Ora expands.	15
Advisor, Investment	3	Manager, Investment (reporting line to be confirmed), RP&I	Additional resourcing in Investments reflects the changing priorities for Te Puni Kōkiri investment (to date and likely in the future) and emphasises the importance of investment management.	15
Advisor	2	Manager, Operational Support, RP&I	Aligns with movement towards centralised operational support provided by Te Tari Mātua to regions.	15
Advisor	2	Manager, Whānau Ora Design and Implementation, RP&I	Aligns with the establishment of a focussed Whānau Ora Group, reflecting the high priority of this work for Government. The Whānau Ora group has been expanded to include positions working specifically on design/implementation.	15
Advisor	1	Manager, Whānau Ora, Performance, RP&I	Aligns with the establishment of a focussed Whānau Ora Group, reflecting the high priority of this work for Government. The Whānau Ora group has been expanded to include positions working specifically on performance.	15
Advisor	1	Manager, Strategy & Stewardship, SP&M	The Advisor, Strategy and Stewardship would support and contribute to the design and facilitation of the strategy development processes.	15



Section 5. Proposed impacts

5.2 Proposed new positions

Position Title	FTE	Proposed reporting line	Job profile	Indicative role sizing
Administrator	2	Manager, Operations Support, RP&I	Aligns with movement towards centralised operational support provided by Te Tari Mātua to regions, including an expansion of, and standardisation of, the administrative support function.	12

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Section 5. Proposed impacts

5.3 Proposed changes to position scope, reporting line and/or position title changes

Position title	FTE	Proposed change	Rationale for change	Impact
Deputy Secretary, Organisational Support	1	Minor change to scope to include Finance function.	Merging all specialist functions required to enable the day to day running of Te Puni Kōkiri.	Reassignment
Deputy Secretary, Policy Partnerships	1	Minor change to scope to include Housing and Enterprise	Reconfiguration to two key groups recognising the immediate policy priorities of the government and the Ministry's longer term stewardship responsibilities.	Reassignment
Deputy Secretary, Regional Partnerships and Insights	1	Title change to Deputy Secretary, Regional Partnerships and Insights Minor change in scope	Stronger focus on whānau centred approaches to deliver to Māori and the relationships between Te Puni Kōkiri and Māori providers and communities.	Reassignment
Manager, Culture, PP	1	Title and scope change to Policy Manager, Te Reo Māori, PP Reporting line change to General Manager, Culture and Commerce, PP	Aligns with the refreshed priorities of the Culture and Commerce group and prioritises public policy leadership that supports the revitalisation and advancement of Te Reo Māori and implementation of Te Whare o te Reo Mauriora including supporting the key relationships that underpin this.	Reconfirmation
Manager, Social, PP	1	Title and scope change to Policy Manager, Whānau Ora, PP Reporting line change to General Manager, Culture and Commerce, PP	Aligns with the refreshed priorities of the Culture and Commerce group and prioritises public policy leadership that supports the development of whānau centred policy that enables whānau-led change. It would provide policy leadership and support alongside the Whānau Ora Delivery, Performance and Design and Implementation teams.	Reconfirmation
Manager, Economic, PP	1	Title change to Policy Manager, Economic, PP Reporting line change to General Manager, Culture and Commerce, PP	Aligns with the refreshed priorities of the Culture and Commerce group.	Reconfirmation



Section 5. Proposed impacts

5.3 Proposed changes to position scope, reporting line and/or position title changes

Position title	FTE	Proposed change	Rationale for change	Impact
Manager, Māori Sector, PP	1	Title change to Policy Manager, Māori Sector Partnerships, PP Reporting line change to General Manager, Knowledge, Innovation and Wellbeing	Aligns with the refreshed priorities of the Knowledge, Innovation and Wellbeing group and would be responsible for enabling a strong Māori sector of organisations and entities – one which is coordinated, coherent and fit for purpose through modernised legislation and appropriate support.	Reconfirmation
Manager, Operational Policy & Design, PP	1	Title change to Policy Manager, Māori Public Policy Approaches, PP Reporting line change to General Manager, Knowledge, Innovation and Wellbeing, PP	Aligns with the refreshed priorities of the Knowledge, Innovation and Wellbeing group and would be responsible for coordinating the implementation of Te Ao Māori policy frameworks. It would have an important connect to the regional network and policy nodes with iwi, hapū and whānau, supporting and monitoring the provision of quality policy advice from across the agency, and ensuring Te Puni Kōkiri are exemplars of modern public policy practise in Aotearoa New Zealand.	N/A – Position is vacant
Manager, Natural Resources, PP	1	Title change to Policy Manager, Te Taiao, PP Reporting line change to General Manager, Knowledge, Innovation and Wellbeing, PP	Aligns with the refreshed priorities of the Knowledge, Innovation and Wellbeing group and would be responsible for harnessing the strategic advantage of Te Ao Māori through te taiao, unlocking the resources needed by whānau to thrive over the next two generations	Reconfirmation
Manager, Te Pae Tawhiti, PP	1	Title Change to Policy Manager, Te Pae Tawhiti PP. Reporting line change to General Manager, Knowledge, Innovation and Wellbeing, PP	Aligns with the refreshed priorities of the Knowledge, Innovation and Wellbeing group.	Reconfirmation
Manager, Data and Analytics, PP	1	Transfer to Stewardship, Monitoring and Performance Puni Reporting line change to General Manger, Insights and Monitoring, SM&P	Aligns with the refreshed priorities of the Insights and Monitoring group.	Reconfirmation



Section 5. Proposed impacts

5.3 Proposed changes to position scope, reporting line and/or position title changes

Position title	FTE	Proposed change	Rationale for change	Impact
Manager, Insights, PP	1	Moves to Stewardship, Monitoring and Performance Puni Reporting line change GM, Insights and Monitoring, SM&P	Aligns with the refreshed priorities of the Insights and Monitoring group.	Reconfirmation
Chief Advisor, Economic Development, SF&P	1	Transfer to Policy Partnerships Puni Reporting line change to Deputy Secretary, Policy Partnerships Title change to Chief Advisor, Policy Partnerships.	Aligns with the refreshed focus of the Policy Partnerships puni.	Reconfirmation
Manager, Statutory Entities, SF&P	1	Change in Puni to Integrity & Governance. Title change to Manager, Statutory Entities and Appointments, I&G Reporting line change to Deputy Secretary, Integrity and Governance	The inclusion of Statutory Entities into Integrity and Governance would allow for enhanced oversight of the risk and opportunities attaching to the whole of the sector funded through the Māori Development vote.	Reconfirmation
Manager, System Performance Monitoring, SF&P	1	Change in reporting line to General Manager, Insights and Monitoring, SM&P	Aligns with the refreshed priorities of the Insights and Monitoring group.	N/A – position is vacant
Manager, Advisory & Policy	1	Change in reporting line to General Manager, Culture and Commerce, PP	Proposed position and employee would transition to Housing and Enterprise team, Culture and Commerce for duration of fixed term agreement whilst the team is established.	Transfer with position to Culture and Commerce, PP



Section 5. Proposed impacts

5.3 Proposed changes to position scope, reporting line and/or position title changes

Position title	FTE	Proposed change	Rationale for change	Impact
Administrator, PP	1	Change in reporting line to Policy Manager, Economic	Aligns with the refreshed focus of the Policy Partnerships puni.	Reconfirmation
Manager, Research and Evaluation, PP	1	Change in reporting line to General Manager, Insights and Monitoring, SM&P	Aligns with the refreshed priorities of the Insights and Monitoring group.	N/A – position is vacant
Manager, Finance, SF&P	1	Transfer to Organisational Support Puni Change in reporting line to GM, Finance, Property and Procurement, OS	Aligns with merging of all specialist functions required to enable the day to day running of Te Puni Kōkiri.	Reconfirmation
Manager, Commercial & Procurement, SF&P	1	Transfer to Organisational Support Puni Change in reporting line to GM, Finance, Property and Procurement, OS	Aligns with merging of all specialist functions required to enable the day to day running of Te Puni Kōkiri.	N/A – Position is vacant
Principal Advisor, Delivery and Assurance, Housing, SF&P	1	Change in reporting line to Manager, Housing and Enterprise, PP	The current housing function is proposed to be split, with the operations components moving to the Regional Partnerships and Insights puni, and the policy function moving to the Policy Partnerships puni. Proposed that where possible kaimahi within the Advisory and Policy, Housing team would be reassigned to the Housing and Enterprise team, Policy Partnerships.	Kaimahi transfers with position. Fixed term agreement to be reviewed in September 2024



Section 5. Proposed impacts

5.3 Proposed changes to position scope, reporting line and/or position title changes

Position title	FTE	Proposed change	Rationale for change	Impact
Senior, Advisory and Policy, SF&P	1	Change in reporting line to Manager, Housing and Enterprise, PP	<p>The current housing function is proposed to be split, with the operations components moving to the Regional Partnerships and Insights puni, and the policy function moving to the Policy Partnerships puni.</p> <p>Proposed that, where possible, existing kaimahi within the Advisory and Policy, Housing team would be reassigned to the Housing and Enterprise team, Policy Partnerships.</p>	Reassignment
Senior Advisor, Operations, Housing, SF&P	1	Change in reporting line to Manager, Housing and Enterprise, PP	<p>The current housing function is proposed to be split, with the operations components moving to the Regional Partnerships and Insights puni, and the policy function moving to the Policy Partnerships puni.</p> <p>Proposed that where possible existing kaimahi within the Advisory and Policy, Housing team would be reassigned to the Housing and Enterprise team, Policy Partnerships.</p>	Reassignment
Senior Advisor, Advisory and Policy, Housing, SF&P	1	Change in reporting line to Manager, Housing and Enterprise, PP	<p>The current housing function is proposed to be split, with the operations components moving to the Regional Partnerships and Insights puni, and the policy function moving to the Policy Partnerships puni.</p> <p>Proposed that where possible existing kaimahi within the Advisory and Policy, Housing team would be reassigned to the Housing and Enterprise team, Policy Partnerships.</p>	Reassignment
Senior Advisor, Strategy & Performance, SF&P	1	Change in reporting line Manager, Organisational Performance, SM&P	Move recognises better functional alignment.	Reconfirmation



Section 5. Proposed impacts

5.3 Proposed changes to position scope, reporting line and/or position title changes

Position title	FTE	Proposed change	Rationale for change	Impact
Policy Analyst, Advisory and Policy, Housing, SF&P	1	Change in reporting line to Manager, Housing and Enterprise, PP	The current housing function is proposed to be split, with the operations components moving to the Regional Partnerships and Insights puni, and the policy function moving to the Policy Partnerships puni.	Kaimahi transfers with position. Fixed term agreement to be reviewed in September 2024
Advisor, Operations, Housing, SF&P	1	Change in reporting line to Manager, Investments (reporting line to be confirmed)	The current housing function is proposed to be split, with the operations components moving to the Regional Partnerships and Insights puni, and the policy function moving to the Policy Partnerships puni.	Reassignment
Administrator, Housing, SF&P	1	Change in reporting line to Manager, Operations, RP&I	Aligns with movement towards centralised operational support provided by Te Tari Mātua to regions.	Reconfirmation
Manager, Legal Services, OS	1	Change in reporting line to Deputy Secretary, Integrity & Governance	Aligns with proposal to provide greater functional alignment in terms of the management of organisational risk and the development of operational, policy and delivery options.	Reconfirmation
Principal Advisor, Communications, Engagement & Events, OS	1	<p>Title change to Principal Advisor, Internal Engagement</p> <p>Change in reporting line to Manager, Organisational Development, People, Capability & Culture, OS</p> <p>Change in scope to focus on internal communications</p>	<p>Internal communication functions are proposed to be retained within the Organisational Support Puni under the People, Capability and Culture's Organisational Development Team. This would bring together teams directly supporting workplace development, knowledge, and culture.</p> <p>Kaimahi in these internal communications roles would give effect to ELT's decisions in relation to operational communications and internal stakeholder engagement and would support the coordination of enterprise-wide events.</p>	Reconfirmation



Section 5. Proposed impacts

5.3 Proposed changes to position scope, reporting line and/or position title changes

Position title	FTE	Proposed change	Rationale for change	Impact
Senior Advisor, Communications, Engagement & Events, OS	1	<p>Title change to Senior Advisor, Internal Engagement</p> <p>Change in reporting line to Manager, Organisational Development, People, Capability & Culture, OS</p> <p>Change in scope to focus on internal communications</p>	<p>Internal communication functions are proposed to be retained within the Organisational Support Puni under the People, Capability and Culture's Organisational Development Team. This would bring together teams directly supporting workplace development, knowledge, and culture.</p> <p>Kaimahi in these internal communications roles would give effect to ELT's decisions in relation to operational communications and internal stakeholder engagement and would support the coordination of enterprise-wide events.</p>	Reconfirmation
Advisor, Communications, Engagement & Events, OS	1	<p>Title change to Advisor, Internal Engagement</p> <p>Change in reporting line to Manager, Organisational Development, People, Capability & Culture</p> <p>Change in scope to focus on internal communications.</p>	<p>Internal communication functions are proposed to be retained within the Organisational Support Puni under the People, Capability and Culture's Organisational Development Team. This would bring together teams directly supporting workplace development, knowledge, and culture.</p> <p>Kaimahi in these internal communications roles would give effect to ELT's decisions in relation to operational communications and internal stakeholder engagement and would support the coordination of enterprise-wide events.</p>	Reconfirmation
Principal Advisor, Communications, Engagement & Events, OS	2	<p>Title change to Principal Advisor, External Engagement</p> <p>Change in reporting line to Manager, Ministerials, I&G</p> <p>Change in scope to focus on external communications</p>	<p>The external communications function transferring to the Ministerials team would enable alignment with other key functions within the organisation specifically the ministerial servicing function.</p>	Reconfirmation



Section 5. Proposed impacts

5.3 Proposed changes to position scope, reporting line and/or position title changes

Position title	FTE	Proposed change	Rationale for change	Impact
Senior Advisor, Communications, Engagement & Events, OS	2	<p>Title change to Senior Advisor, External Engagement</p> <p>Change in reporting line to Manager, Ministerials, I&G</p> <p>Change in scope to focus on external communications</p>	The external communications function transferring to the Ministerials team would enable alignment with other key functions within the organisation specifically the ministerial servicing function.	Reconfirmation
Web Administrator Communications, Engagement & Events, OS	1	Reporting line change to Manager, Organisational Development, People, Capability & Culture, OS	<p>Internal communication functions are proposed to be retained within the Organisational Support Puni under the People, Capability and Culture's Organisational Development Team. This would bring together teams directly supporting workplace development, knowledge and culture.</p> <p>Kaimahi in these internal communications roles would give effect to ELT's decisions in relation to operational communications and internal stakeholder engagement and would support the coordination of enterprise-wide events.</p>	Reconfirmation
Principal Advisor, Māori Capability, OS	1	Reporting line change to Manager, Workforce Capability, People, Capability & Culture, OS	Aligns with enterprise focus workforce capability.	Reconfirmation
Senior Advisor, Organisational Development, OS	1	Reporting line change to Manager, Organisational Development, People, Capability & Culture	More deliberate alignment to functional outputs.	Reconfirmation



Section 5. Proposed impacts

5.3 Proposed changes to position scope, reporting line and/or position title changes

Position title	FTE	Proposed change	Rationale for change	Impact
Team Lead, Technology Operations, OS	1	Position title change to Customer Service Lead Minor change in scope due to removal of direct reports	Accurate reflection of current team reporting structures and role responsibilities.	Reconfirmation
Regional Directors, RP&O	6	Minor change in scope to include: <ul style="list-style-type: none"> • Whenua Māori resource • Pakihi Māori resource • Iwi Engagement & Operational Support resources 	Increase in scope aligns with movement towards responsibility for all delivery and kaimahi in the regions would move to Regional Directors. This would enable more holistic support to communities and whānau where kaupapa overlap.	Reconfirmation
Manager, Whānau Ora, Operations, RP&O	1	Title change to Manager, Whānau Ora Delivery, RP&I	The Manager, Whānau Ora, Delivery would lead delivery via the Whānau Ora Commissioning Agencies, ensuring all operational aspects of Whānau Ora programmes are delivered successfully.	Reconfirmation
Portfolio Manager, Investment, RP&O	3	Title change to Manager, Investment, RP&I Scope change due to addition of Māori Housing Change in reporting line to General Manager, Investments, RP&I	Roles would be made general to reflect the changing priorities for Te Puni Kōkiri investment (to date and likely in the future) and to emphasise the importance of investment management and people management for these roles rather than kaupapa-specific knowledge.	Reconfirmation
Team Leads, RP&O	13	Minor scope change to include: <ul style="list-style-type: none"> • Whenua Māori resource • Pakihi Māori resource; and • Regional Investment Advisor resources. 	Aligns with movement towards responsibility for all delivery and kaimahi in the regions would move to Regional Directors. This would enable more holistic support to communities and whānau where kaupapa overlap.	Reconfirmation



Section 5. Proposed impacts

5.3 Proposed changes to position scope, reporting line and/or position title changes

Position title	FTE	Proposed change	Rationale for change	Impact
Regional Senior Advisor Investment, Investment Planning and Support, RP&O	3	Change in reporting line to local Regional Director	Aligns with movement towards responsibility for all delivery and kaimahi in the regions would move to Regional Directors. This would enable more holistic support to communities and whānau where kaupapa overlap.	Reconfirmation
Senior Advisor, Investment Planning and Support, RP&O	2	Change in reporting line to Manager, Operations Support, RP&I	Aligns with movement towards centralised operational support provided by Te Tari Mātua to regions.	Reassignment
Senior Administrator, Investment Planning and Support, RP&O	1	Change in reporting line to Manager, Operations Support, RP&I	Aligns with movement towards centralised operational support provided by Te Tari Mātua to regions.	Reconfirmation
Administrator, Investment Planning and Support, RP&O	1	Change in reporting line to Manager, Operations Support, RP&I	Aligns with movement towards centralised operational support provided by Te Tari Mātua to regions.	Reconfirmation
Principal Advisor, Whenua, RP&O	3	Reporting line change to local Regional Director	Aligns with movement towards responsibility for all delivery and kaimahi in the regions would move to Regional Directors. This would enable more holistic support to communities and whānau where kaupapa overlap.	Reconfirmation
Senior Advisor, Whenua, RP&O	11	Reporting line change to local Regional Director	Aligns with movement towards responsibility for all delivery and kaimahi in the regions would move to Regional Directors. This would enable more holistic support to communities and whānau where kaupapa overlap.	Reconfirmation
Principal Advisor, Whenua, RP&O (National Office)	1	Reporting line change to Manager, Whānau Ora Delivery and Implementation, RP&I	Aligns with movement towards responsibility for all delivery and kaimahi in the regions to move to Regional Directors. The establishment of a focussed Whānau Ora Group, reflects the high priority of this work for Government. It would be expanded to include teams working specifically on performance, design, and implementation.	Reassignment



Section 5. Proposed impacts

5.3 Proposed changes to position scope, reporting line and/or position title changes

Position title	FTE	Proposed change	Rationale for change	Impact
Senior Advisor, Whenua, RP&O (National Office based kaimahi)	1	Reporting line change to Manager, Whānau Ora Delivery and Implementation, RP&I	Aligns with movement towards responsibility for all delivery and kaimahi in the regions to move to Regional Directors. The establishment of a focussed Whānau Ora Group, reflects the high priority of this work for Government. It would be expanded to include teams working specifically on performance, design, and implementation.	Reassignment
Advisor, Whenua, RP&O (National Office based kaimahi)	1	Reporting line change to Manager, Whānau Ora Performance, RP&I	Aligns with movement towards responsibility for all delivery and kaimahi in the regions to move to Regional Directors. The establishment of a focussed Whānau Ora Group, reflects the high priority of this work for Government. It would be expanded to include teams working specifically on performance, design, and implementation.	Reassignment
Senior Advisor, Pakihi Māori, RP&O (regionally based kaimahi excl. Te Tai Tokerau)	11	Reporting line change to local Regional Director	Aligns with movement towards responsibility for all delivery and kaimahi in the regions would move to Regional Directors. This would enable more holistic support to communities and whānau where kaupapa overlap.	Reconfirmation
Senior Advisor Pakihi Māori, RP&O Te Tai Tokerau	2	Reporting line change to local Regional Director	Aligns with movement towards responsibility for all delivery and kaimahi in the regions would move to Regional Directors. Reduction from 2 x Senior Advisors, Pakihi Māori to 1 x Senior Advisor based in Te Tai Tokerau.	Expressions of Interest
Senior Advisor Whenua, RPO Te Tai Tokerau	2	Reporting line change to local Regional Director	Aligns with movement towards responsibility for all delivery and kaimahi in the regions would move to Regional Directors. Reduction from 2 x Senior Advisors, Whenua to 1 x Senior Advisor based in Te Tai Tokerau.	Expressions of Interest
Intern, Whenua, RP&O	1	Reporting line change to Manager, Operations, RP&I	The new Operations Support team would provide the centralised support previously provided by the Te Tari Matua portion of this team.	Reconfirmation



Section 5. Proposed impacts

5.3 Proposed changes to position scope, reporting line and/or position title changes

Position title	FTE	Proposed change	Rationale for change	Impact
Senior Advisor, Māori Enterprise (Te Waipounamu based)	1	Reporting line change to local Regional Director. Role title change to Senior Regional Investment Advisor	Aligns with movement towards responsibility for all delivery and kaimahi in the regions would move to Regional Directors. Reduction from 2 x Senior Advisors, Whenua to 1 x Senior Advisor based in Te Tai Tokerau.	Reconfirmation
Principal Advisor, Whānau Ora, RP&O	2	Reporting line change to Manager Whānau Ora, Delivery, Whānau Ora Performance or Whānau Ora Delivery and Implementation, RP&I	The establishment of a focussed Whānau Ora Group, reflects the high priority of this work for Government. It would be expanded to include teams working specifically on performance, design, and implementation.	Reconfirmation
Senior Advisor, Whānau Ora, RP&O	5	Reporting line change to Manager Whānau Ora, Delivery, Whānau Ora Performance or Whānau Ora Delivery and Implementation, RP&I	The establishment of a focussed Whānau Ora Group, reflects the high priority of this work for Government. It would be expanded to include teams working specifically on performance, design, and implementation.	Reconfirmation
Advisor, Whānau Ora, RP&O	3	Reporting line change to Manager Whānau Ora, Delivery, Whānau Ora Performance or Whānau Ora Delivery and Implementation, RP&I	The establishment of a focussed Whānau Ora Group, reflects the high priority of this work for Government. It would be expanded to include teams working specifically on performance, design, and implementation.	Reconfirmation
Policy Analyst, Housing, SF&P	1	Reporting line change to Manager, Housing and Enterprise, PP	The current housing function is proposed to be split, with the operations components moving to the Regional Partnerships and Insights puni, and the policy function moving to the Policy Partnerships puni. Proposed that where possible existing kaimahi within the Advisory and Policy, Housing team would be reassigned to the Housing and Enterprise team, Policy Partnerships.	Reassignment



Section 5. Proposed impacts

5.3 Proposed changes to position scope, reporting line and/or position title changes

Position title	FTE	Proposed change	Rationale for change	Impact
Administrator, Whānau Ora, RP&O	1	Change in reporting line to Manager, Operations Support	Aligns with movement towards centralised operational support provided by Te Tari Mātua to regions.	Reconfirmation
Regional Business Analyst, Waikato Waiariki, RP&O	1	Change in reporting line to Regional Director, Waikato Waiariki, RP&I	Reporting line change for this position aligns with the move towards standardised regional team structures.	Reconfirmation
Administrator, Ikaroa-Rāwhiti, RP&O	1	Change in reporting line to Regional Director, Ikaroa Rāwhiti, RP&I	Reporting line change for this position aligns with the move towards standardised regional team structures.	Reconfirmation
Administrator, Waikato-Waiariki, RP&O	2	Change in reporting line to Regional Director, Waikato Waiariki, RP&I.	Reporting line change for this position aligns with the move towards standardised regional team structures.	Reconfirmation
Administrator, Ikaroa-Rāwhiti, RP&O	1	Change in reporting line to Regional Director, Ikaroa-Rāwhiti, RP&O	Reporting line change for this position aligns with the move towards standardised regional team structures.	Reconfirmation
Principal Advisor, Iwi Engagement and Operational Support	1	Change in reporting line to Manager, Operations Support	Aligns with movement towards centralised operational support provided by Te Tari Mātua to regions.	Reassignment
Advisor, Iwi Engagement and Operational Support	1	Change in reporting line to Manager, Operations Support	Aligns with movement towards centralised operational support provided by Te Tari Mātua to regions.	Reassignment



Section 5. Proposed impacts

5.3 Proposed changes to position scope, reporting line and/or position title changes

Position title	FTE	Proposed change	Rationale for change	Impact
Manager, Governance CP&G	1	<p>Title change to Manager, Governance and Executive Support, I&G.</p> <p>Scope change due to increase in direct reports and addition of executive support function.</p> <p>Change in Puni title to I&G.</p>	Centralising the executive support functions enables the resource to be directed where it is most needed across the organisation. This would enhance responsiveness and ensure a single point of contact and oversight.	Reconfirmation
Manager, Ministerial Services, CP&G	1	<p>Scope change to include external communications.</p> <p>Change in Puni title to I&G</p>	The external communications function transferring to the Ministerials team would enable alignment with other key functions within the organisation specifically the ministerial servicing function.	Reconfirmation
Executive Officer	1	Reporting line change to Deputy Secretary, I&G	Aligns with puni title change.	Reconfirmation
Advisor, Critical Projects and Governance	1	Reporting line change to Deputy Secretary, I&G	Aligns with puni title change.	Reconfirmation
Project Planner, PMO, CP&G	1	<p>Reporting line change to Manager, Organisational Performance, SM&P.</p> <p>Puni change to Stewardship, Monitoring and Performance.</p>	Better functional alignment with specialised outputs.	Reconfirmation



Section 6. Providing feedback and support

6.1 How to provide feedback

Your feedback is important, welcome and will be carefully considered. You can provide feedback individually or as a group, directly or through the Public Service Association (PSA). Your knowledge and feedback will help to ensure we implement a structure that positions us well for the future.

All information relating to the change will be held on Te Pū Matua: Fiscal Sustainability and Effectiveness – Proposal for Change. This includes the consultation documents, FAQ's and contact details of key people should you require more information.

Each Puni will have a hui to discuss and ask questions, to help inform your submissions.

There are two ways you can provide your feedback:

1. Utilising the Feedback form provided on the Te Puni Kōkiri Fiscal Sustainability and Effectiveness – Proposal for Change page on Te Pū Matua; or
2. You can provide your feedback in writing using the consultationfeedback2024@tpk.govt.nz email address.

The information you provide when submitting feedback will be used solely for the purpose of informing final decisions. Te Puni Kōkiri is collecting your name and contact details for the purpose of verifying that the feedback has come from a legitimate source and, if required, to contact you if there are issues accessing your feedback. The feedback you provide will be treated with the upmost confidentiality. Personal identifiers such as your name, position or team will not be visible to the ELT when considering the feedback received.

You may request a copy of the feedback you have submitted by emailing consultationfeedback2024@tpk.govt.nz. Prior to the closing date for submissions (21 May 2024) you may also request changes to the feedback you have submitted.

Please take the time to consider the proposal and share your feedback by the 5pm, 21 May 2024.

ELT will be carefully considering feedback throughout the consultation period, as it is submitted. All feedback will be carefully considered by the ELT before final decisions are made. Once a final decision is made, we will confirm the new structure and the impact on positions.

For further information on the change process and potential impact for individuals, please see section 5 of this document.

6.2 Support

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

If you have further questions regarding this change proposal 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 leader/Manager
- 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 and Capability tīma



Section 6. Providing feedback and support

6.3 Timelines

The following are dates are indicative.

Activity	Indicative timeframes
Consultation starts	30 April 2024
Consultation ends	21 May 2024
Feedback reviewed and considered by ELT	30 April – 29 May 2024
Final decisions announced	19 June 2024
Reconfirmation / Reassignment Process	19 June 2024
Proposed 'go-live' of new structure	1 July 2024

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Te Puni Kōkiri

MINISTRY OF MĀORI DEVELOPMENT

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Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

SENSITIVE

Te Kāwanatanga o Aotearoa

Document 3

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

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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
2. Transfer of teams	<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.

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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
<p>8. Change to reporting lines of National Office Regional Partnerships and Operations functions</p>	<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

Released under the
Official Information Act

2a. Corporate Puni – Feedback and Decisions

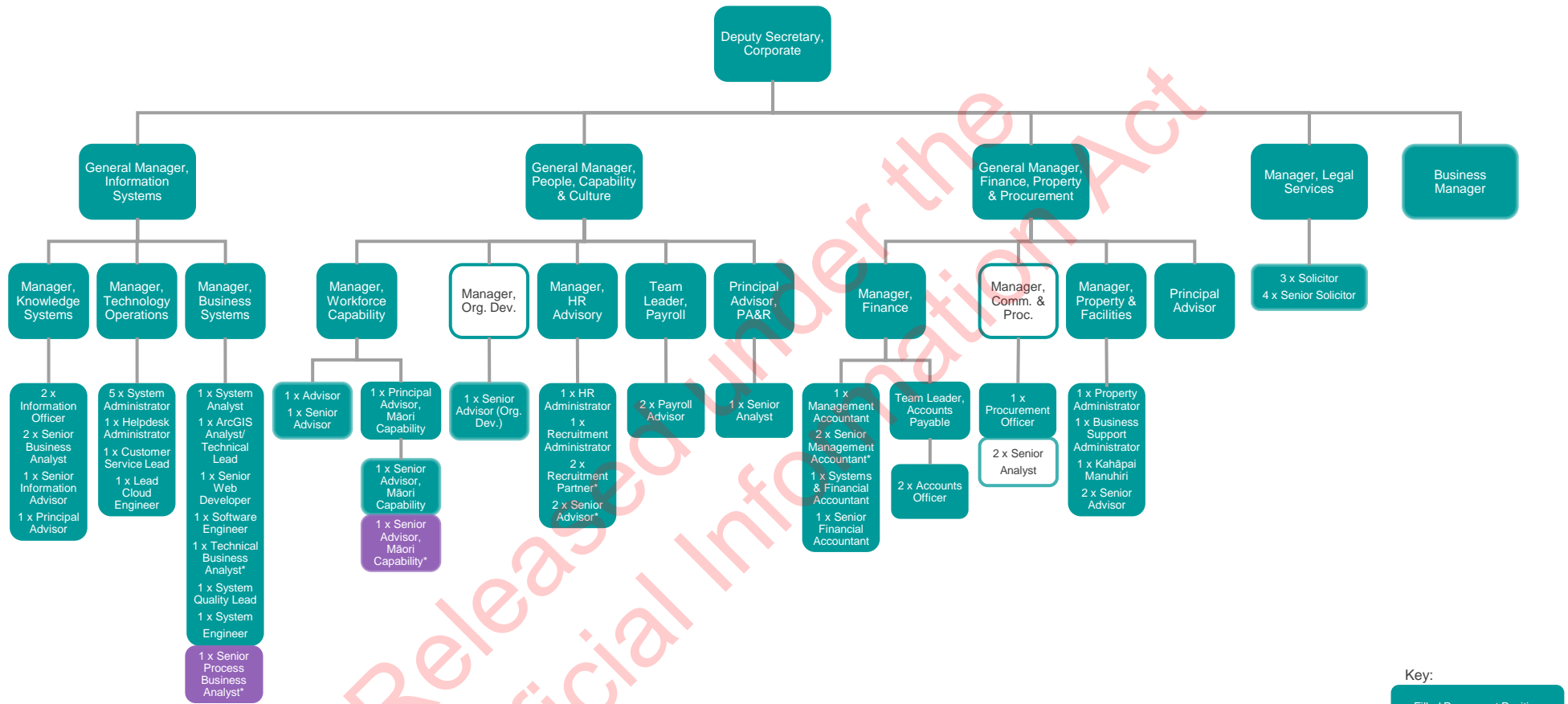
Feedback received

- 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



Released under the Official Information Act

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

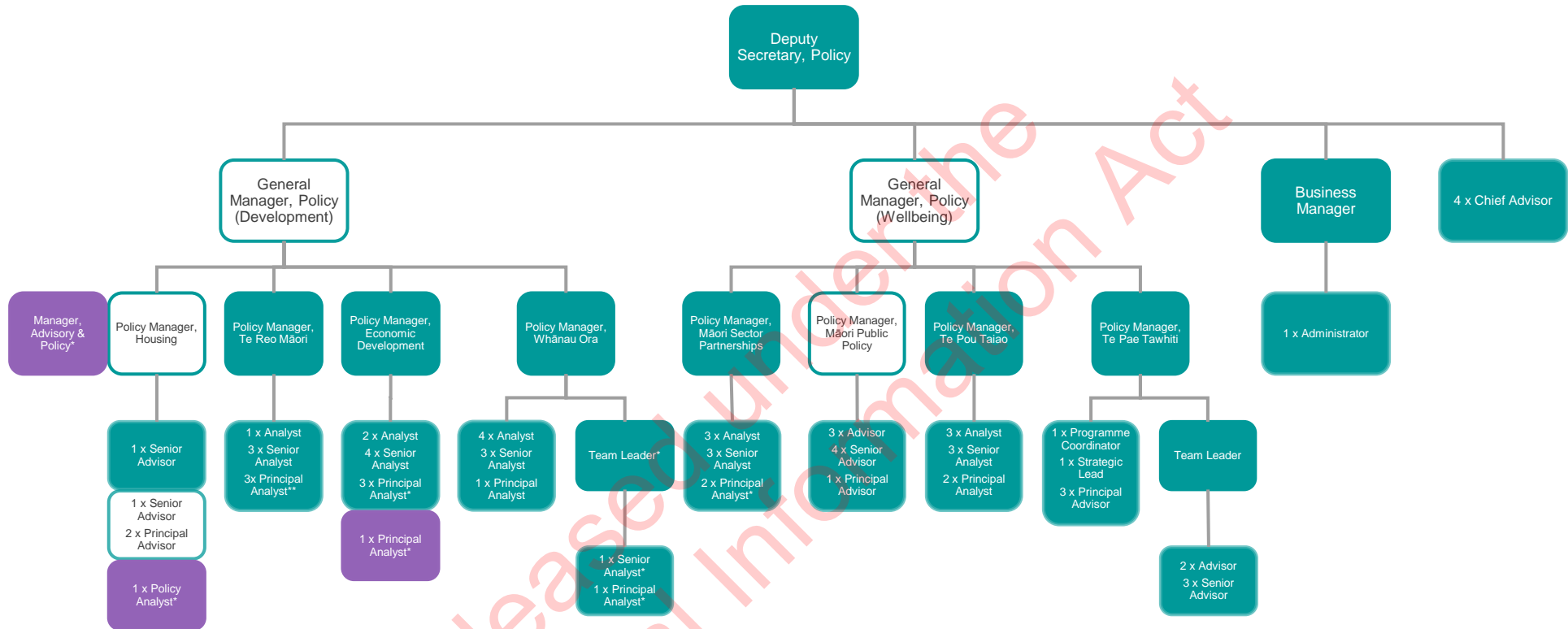
Summary of feedback received

- 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



Released under the Official Information Act

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

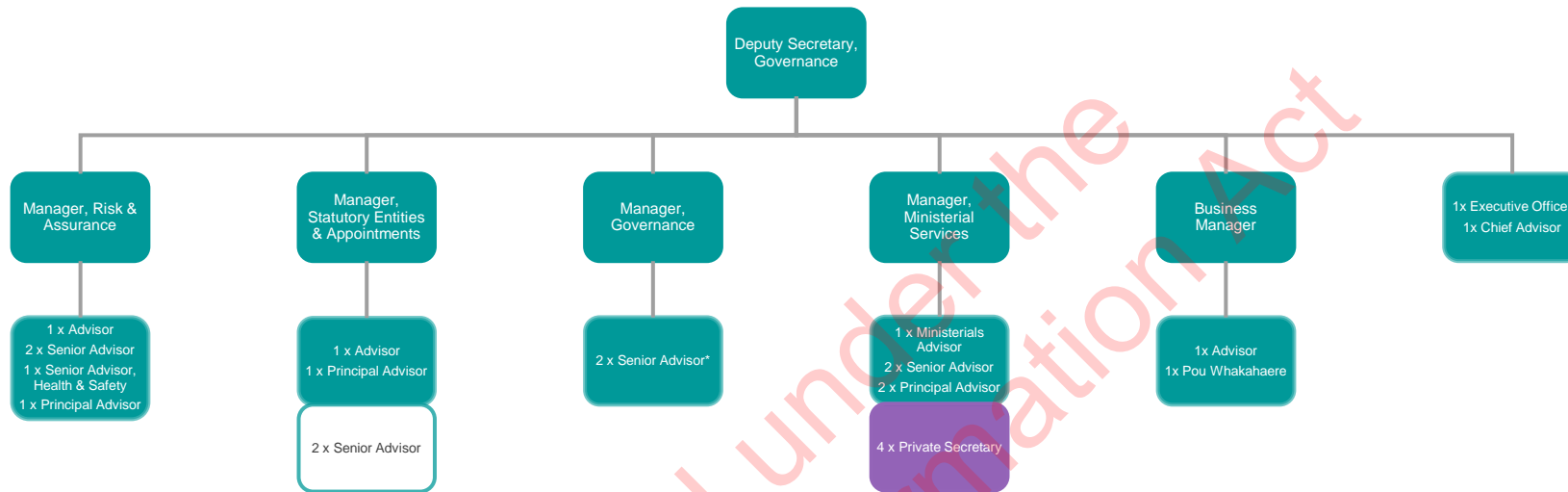
Feedback received

- 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

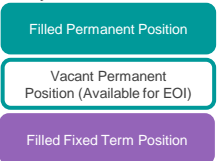
- Title changes:
 - Puni name changes from Integrity and Governance to Governance.
 - Deputy Secretary, Integrity and Governance changes to Deputy Secretary, Governance.
 - Manager, Governance and Executive Support changes back to Manager, Governance.
- Confirm transfer of Statutory Entities and Appointments 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



Released under the Official Information Act

Key:



* = 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.

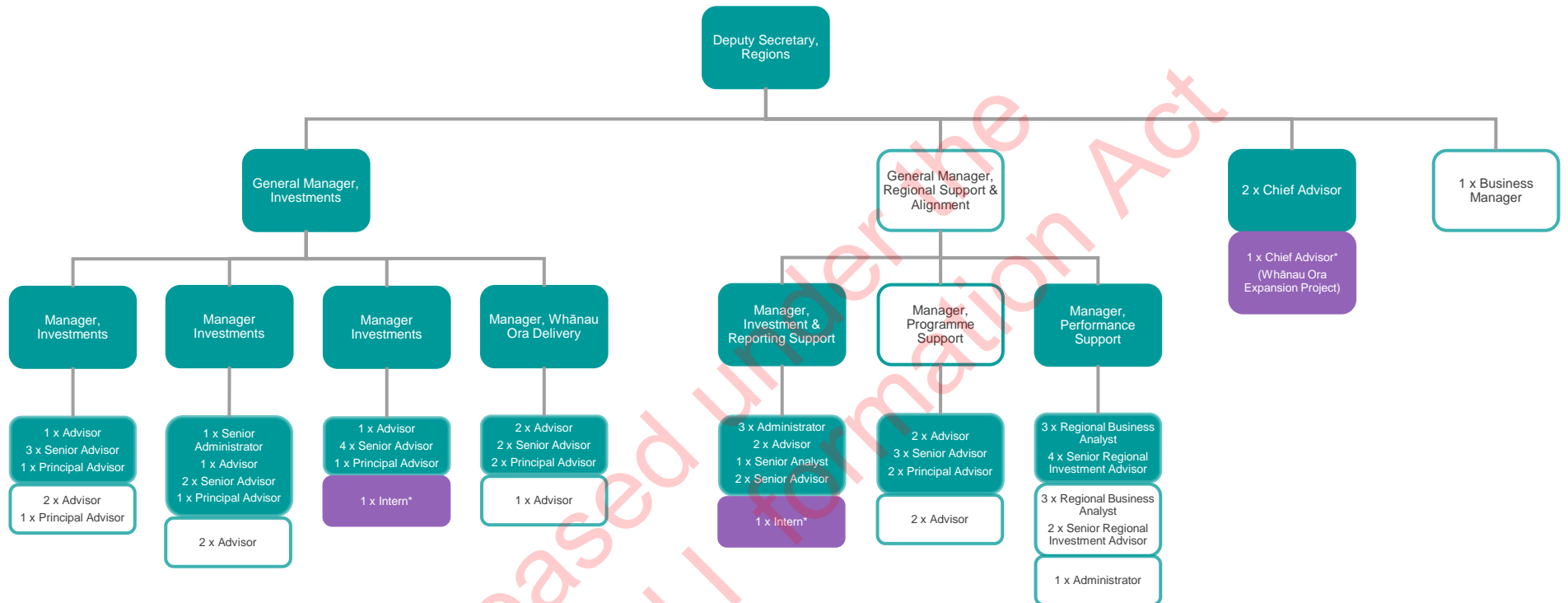
Regional Offices

- 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)



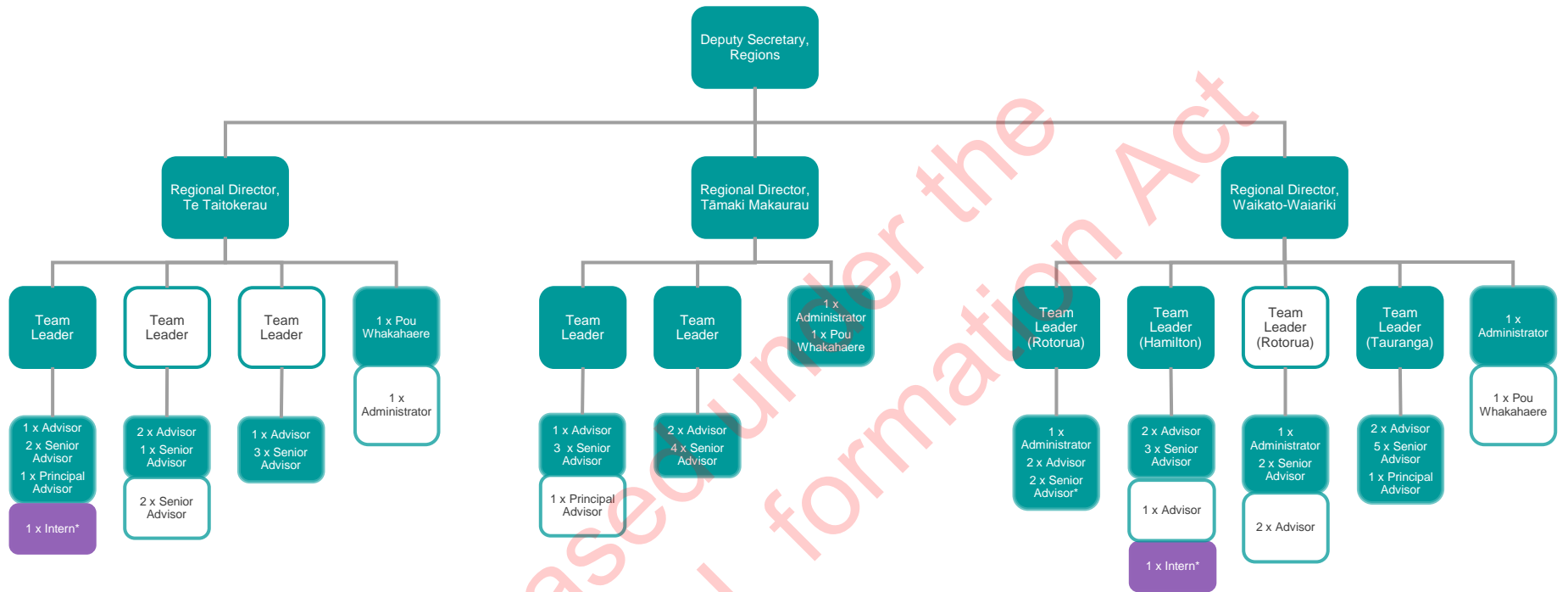
Released under the Official Information Act

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)



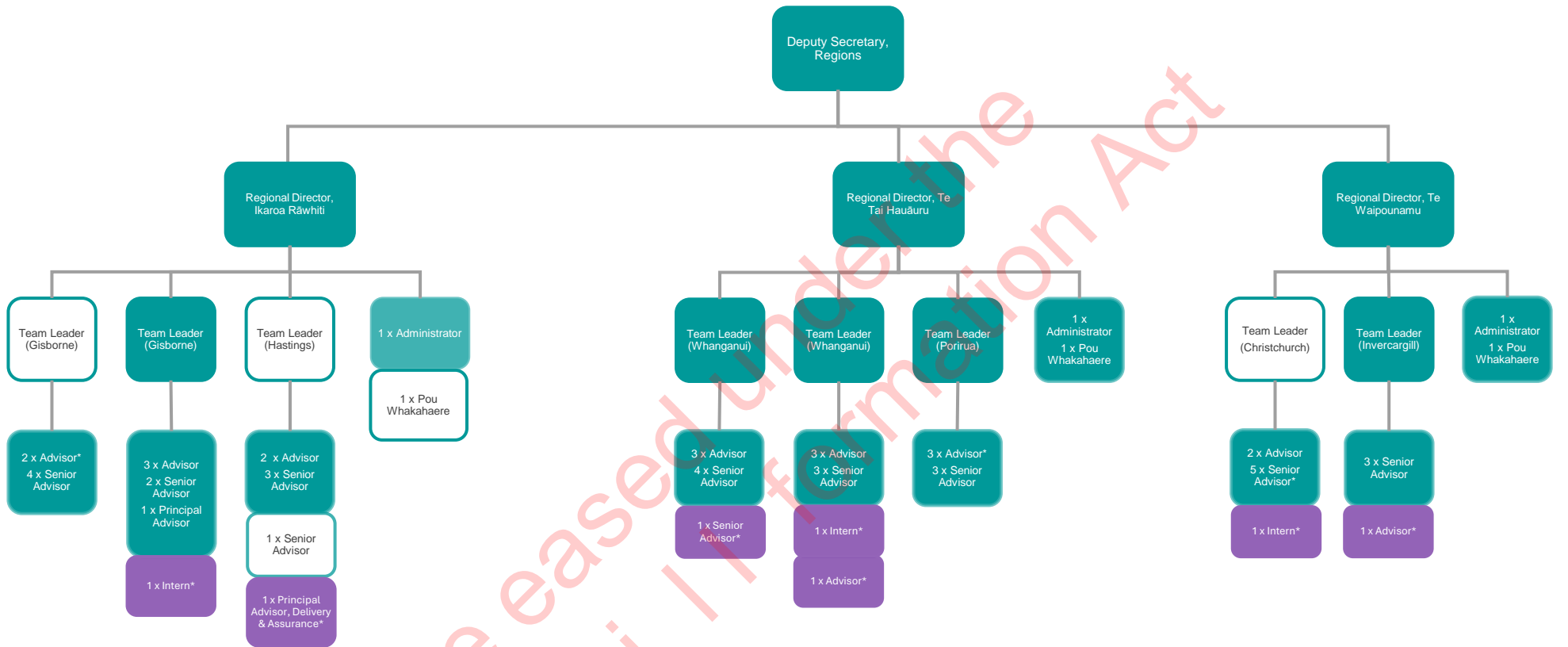
Released under the Official Information Act

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)



Released under the Information Act

Key:

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

* = Fixed Term Employee(s) filling position

2e. Strategy Puni – Feedback and Decisions

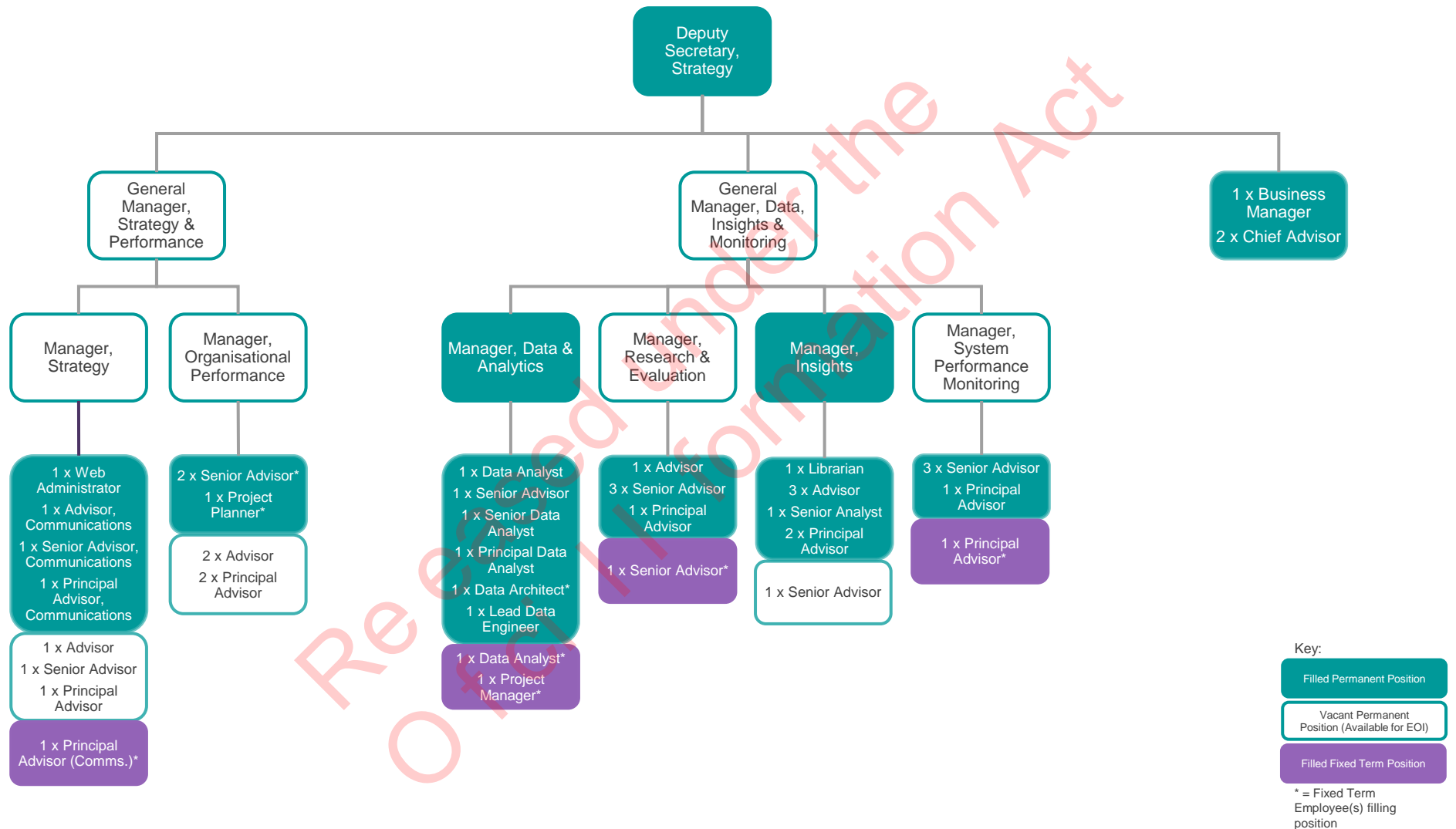
Summary of feedback received

- 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





Section 3 – Impacts of Change

Released under the
Official Information Act

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-Wairiki (Rotorua)	1	Regional Director, Waikato-Wairiki	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

Released under the
Official Information Act

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 168(1)).	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 168(1)).	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-Wairiki – Rotorua)	1	Reporting line change to Team Leader, Waikato-Wairiki (Rotorua) (Vacant).	Team Leader, Waikato-Wairiki (Rotorua)	Reconfirmation
Senior Advisor, Whenua (Waikato-Wairiki – Tauranga)	1	Reporting line change to Team Leader, Waikato-Wairiki (Tauranga).	Team Leader, Waikato-Wairiki (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(2)(a)	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-Wairaki (Rotorua)	1	Reporting line change to Team Leader, Waikato-Wairaki (Rotorua) (Vacant).	Team Leader, Waikato-Wairaki (Rotorua)	Reconfirmation
Administrator, Waikato-Wairaki (Hamilton)	1	Reporting line change to Regional Director, Waikato-Wairaki (Hamilton).	Regional Director, Waikato-Wairaki (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

Released under the
Official Information Act

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.

Released under the
Official Information Act

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