



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Te Kupenga and Mātauranga Māori

Re-consultation Proposal

as part of Te Waka Pūtahitanga Proposal for Change 2024

24 June 2024

Introduction

Melanie Porter and Richard Griffiths

Tēnā koutou,

Over the last few months, MBIE has been working closely with the new Government to support their priorities and help confirm and set up portfolio work programmes that will deliver on those priorities.

Our structure needs to enable agility as MBIE's operating environment changes to ensure we can deliver on the Government's fiscal sustainability objectives. This means being deliberate in working together – mahi tahi – ensuring we've got the capability and capacity where we need it if work programmes change, or new priorities arise.

I recently released the change decisions on the wider Group Change Proposal (20 June). This re-consultation document should be read in conjunction with that set of decisions. We have chosen to re-consult on these two important areas because of the wealth of feedback I have received and the opportunity we have as an organisation in both areas.

We acknowledge this change proposal may not be the only change you are experiencing within work or outside of it, and that change can present us with difficulties and challenges that will be unique to each person. We encourage you to show kindness to your colleagues during this time. Please consider what support you may need during the consultation process. We encourage you to discuss this with your people leader and ensure that you look at the range of support options available in this document.

Ngā mihi nui,



Melanie Porter

Deputy Secretary, Te Waka Pūtahitanga



Richard Griffiths

Deputy Secretary Corporate Services,
Finance and Enablement



Contents

Table of Contents

Introduction Melanie Porter and Richard Griffiths	2
Consideration of feedback	4
Updates to Proposal 3: Current Organisational chart – Te Kupenga	6
Updates to Proposal 6 for re-consultation with Mātauranga Māori	8
Updated Proposal 6: Current Organisational chart –Mātauranga Māori	10
Selection and Expression of Interest (EOI)	12
Next steps	12
Summary of proposed changes	13
Proposed new positions	13
Proposed disestablished positions	13
Proposed minor change	13
Proposed expression of preference with minor change	14

Updates to Proposal 3 for re-consultation with Te Kupenga

Background – what was proposed

In the Te Waka Pūtahitanga 2024 consultation document, released on 9 May 2024, the following changes were proposed under Proposal 1:

1. Refocus the Te Kupenga Branch on Treaty and Partnerships Assurance by extending the remit and increasing the capacity of the existing Treaty team to focus on assurance to SLT of how MBIE was meeting its Treaty settlement obligations *and* partnership with Māori. The Branch would provide assurance to the Secretary and SLT that MBIE is meeting its Treaty obligations and confidence that MBIE is coordinated in our approach to partnering.
2. The team would focus on providing assurance with respect to partnerships rather than ‘owning’ MBIE partnerships with Māori. The team would track and coordinate key partnership, working closely with kaimahi from across MBIE. This would build on the work Te Kupenga has undertaken to date in relation to coordination, support, and assurance with respect to Treaty settlements; and the work it has undertaken to develop an MBIE relationship management framework for Treaty settlement obligations.

In the same consultation document under Proposal 6, it was proposed that the function and reporting line for the Director, Mātauranga Māori would shift from Corporate Services Finance and Enablement Group to Te Waka Pūtahitanga, to centralise Māori enterprise functions within one Group.

Consideration of feedback

We received a considerable amount feedback on this proposal. Some feedback has been addressed as part of Final Change Decisions released for the wider Te Waka Pūtahitanga change, such as the decision to retain the Māori Economic Development Policy team within Te Kupenga.

This re-consultation proposal focuses on feedback in relation to the Treaty team specifically and responds to submissions that sought to clarify its roles and responsibilities, as well as make recommendations about how this could be done.

There were a range of submissions that supported extension of the scope of the Treaty team to include partnerships, with many recommending that this should be led by a Manager role. There were submissions that suggested different names for functions in the team, to better clarify their responsibilities or in some cases provide alternative ways of organising their responsibilities.

Having considered this feedback, we have made changes to the original proposal. We are now seeking your feedback on this updated proposal and whether the revised structure clarifies roles and responsibilities across the team, as well as best organises them.

Updates to Proposal 3 for re-consultation

This re-consultation document proposes a revised structure which aims to:

- Consolidate the roles and responsibilities for assurance functions related to Treaty and Partnerships work into one team.
- Clarify respective roles and responsibilities.

This would be achieved through the following revised changes:

1. The Team Leader Treaty role would be disestablished. A new Manager Treaty and Partnerships Assurance position is proposed to be established and the Team Leader would be reassigned to this position. The new Manager Treaty and Partnerships Assurance position is proposed to be established to lead a team responsible for providing assurance to SLT on Treaty settlements, Iwi, Māori partnerships and Te Tāpuhipuhi. The Manager would have responsibility for leading and coordinating assurance work on how MBIE is meeting its Treaty settlement obligations, and how MBIE Māori Partnership mahi is progressing, including progress of Te Tāpuhipuhi. The Manager and team would work closely with Māori Directors, Business Groups across MBIE, and external stakeholders to do this work.
2. A new Principal Advisor role is proposed to be included in the Treaty and Partnerships team. This role would deliver technical leadership across MBIE to give the Secretary and SLT confidence MBIE is meeting its obligations. It is envisaged this technical leadership role will be achieved through oversight and assurance, rather than through directly delivering the work or owning the partnership relationships for MBIE.
3. I am seeking your views on the Title of the General Manager. I am proposing to retitle the existing role General Manager Māori (Te Tumu Houkura- Te Kupenga) to General Manager - Treaty and Partnerships Assurance (Te Tumu Whakamana Hononga) to reflect the refocus on providing assurance with respect to partnerships.

In addition, we are increasing the number of Senior Advisor roles in the team by two as confirmed in Final Decisions document released on 20 June. This will increase the capacity and capability to provide assurance of MBIE's Treaty obligations and partnership between MBIE and Māori.

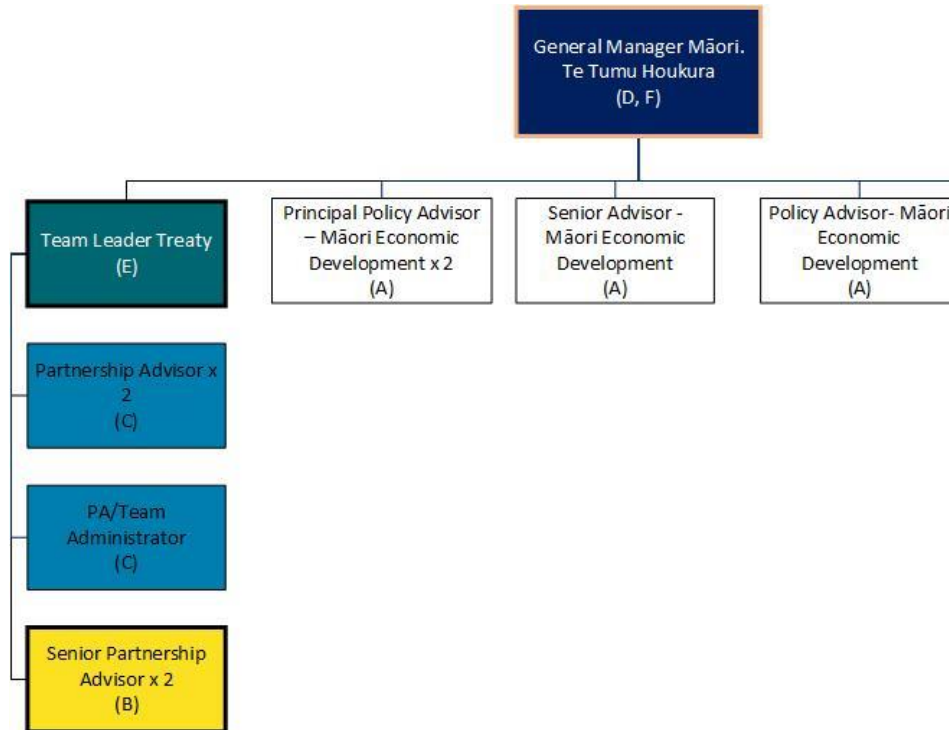
The functions for Director, Mātauranga Māori would be focussed on strategic advice to ensure there is strong tikanga and te reo capability across the organisation's leadership and wider MBIE, advising and supporting People and Culture teams to deliver a comprehensive cultural capability programme to lift organisational capability across MBIE. This role would advise and coach senior leaders on tikanga and Te Ao Māori approaches as required, and support MBIE leaders to develop and maintain enduring relationships with Māori. This role would lead where required, supporting, and advising on the development of MBIE's strategic alliances with Iwi and Māori across the system.

Why we are proposing this option

Recent feedback from submissions highlighted opportunities to further consolidate and align functions and resources, and to provide a clearer outline of roles and responsibilities between teams. The proposal elevates, increases, and consolidates coordination and assurance functions for Treaty and Partnerships Assurance.–This supports a strong assurance function for Treaty and Partnerships to provide assurance to Government, the MBIE Secretary, SLT and others on how MBIE is meeting its Treaty obligation commitments and partnering with Māori-

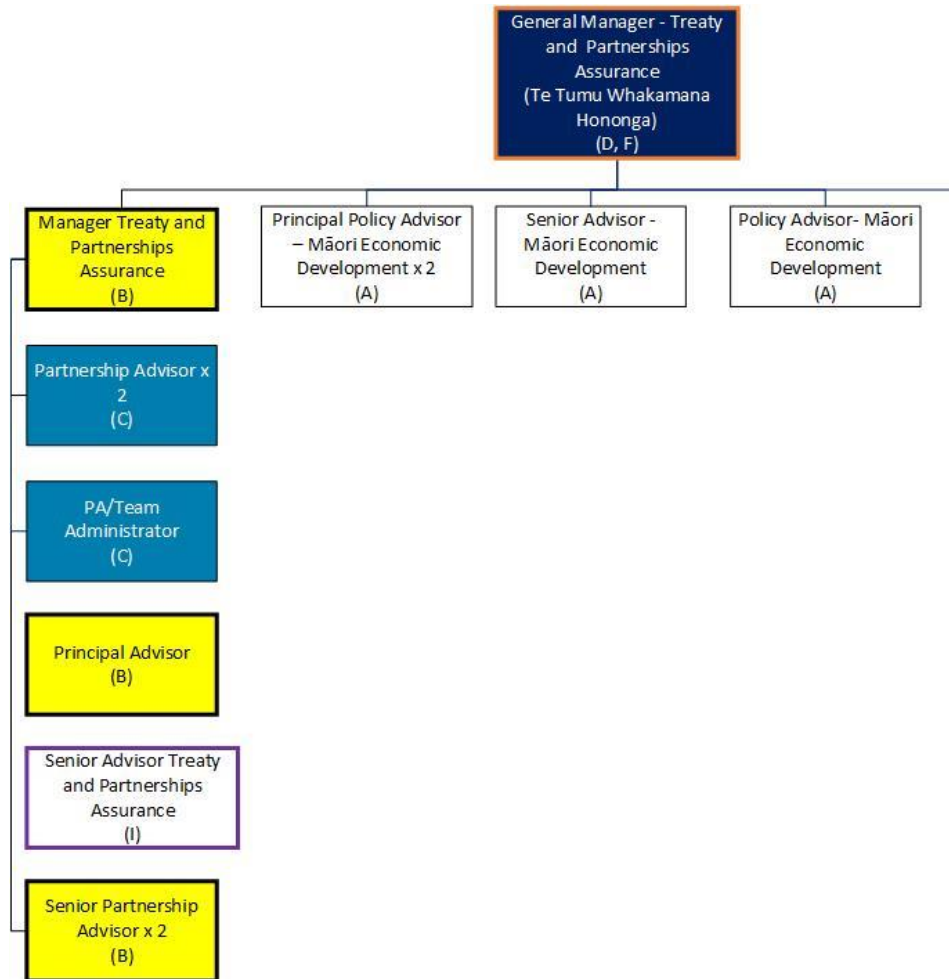
The proposal also makes clear the importance of ensuring strong tikanga and te reo leadership support for the Secretary, SLT and the wider organisation through the strategic leadership of the Director, Mātauranga Māori. Outlined in more detail in updates to Proposal 6, the role would continue to be a leadership position within the Chief Executive's office, with a direct reporting line to Deputy Secretary Corporate Services, Finance and Enablement and a dotted line to the Deputy Secretary, Te Waka Pūtahitanga.

Updates to Proposal 3: Current Organisational chart – Te Kupenga



KEY			
A	No change	G	Within-group branch change
B	New position	H	Minor scope and reporting line change
C	Reporting line change	I	Contestable reconfirmation
D	Minor scope change	J	Position title and branch change
E	Disestablished position	K	MBIE group change
F	Position title change	L	Subject to re-consultation
		FT	Fixed-term position

Updates to Proposal 3: Proposed organisational chart – Te Kupenga



KEY			
A	No change	G	Within-group branch change
B	New position	H	Minor scope and reporting line change
C	Reporting line change	I	Contestable reconfirmation
D	Minor scope change	J	Position title and branch change
E	Disestablished position	K	MBIE group change
F	Position title change	L	Subject to re-consultation
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Updates to Proposal 6 for re-consultation with Mātauranga Māori

Background – what was proposed-

In the Te Waka Pūtahitanga 2024 consultation document, released on 9 May 2024, the following changes were proposed under Proposal 6:

1. The Mātauranga Māori Branch would move from Corporate Services, Finance and Enablement Group (CSFE) to Te Waka Pūtahitanga and report to the Deputy Secretary, Te Waka Pūtahitanga.
2. The Mātauranga Māori Branch would provide specialist, trusted advice to inform the Secretary and MBIE Senior Leadership Team about relevant Mātauranga Māori work across the organisation. This would include coordinating and reporting on the delivery and implementation of Te Tāpuhipuhi strategy, which aligns to MBIE's focus on authentic partnership with Māori as set out in Te Ara Amiorangi.

Consideration of feedback

I received a lot of feedback on this proposal. Several submissions sought clarity on the respective roles and responsibilities of the Mātauranga Māori team, teams in Te Kupenga, and others around MBIE. There were suggested changes to the name of teams and position titles to help provide more clarity. Other submissions suggested merging the two teams within Te Kupenga Branch to consolidate and reduce potential duplication of work, where the Director Mātauranga Māori would focus on tikanga, and engagement needs. Other submissions noted the importance of the Director Mātauranga Māori in having direct access to corporate levers and being closer to the Chief Executive and Chief Executive's office.

These submissions have raised some important matters for consideration around clarity of functions and opportunities to find synergies and efficiencies and reduce potential overlaps between the Mātauranga Māori team, Te Kupenga Treaty and Partnerships Assurance Team and other related mahi across the organisation.

What we drew out of this feedback in particular was the need for a senior role in MBIE to assist the Secretary, SLT and the organisation as 'Pou Tikanga'. It was clear that this has already been an important element of the work of the Mātauranga Māori team but has not been previously formalised. I am now proposing to formalise the need for this important role in MBIE.

Updates to Proposal 6 for re-consultation

Having considered your feedback, we have made changes to the original proposal. We are now seeking your feedback on this updated proposal and whether the revised structure would further refine, elevate, and focus the role of the current Mātauranga Māori team and the Director Mātauranga Māori.

This would be achieved through the following proposed changes:

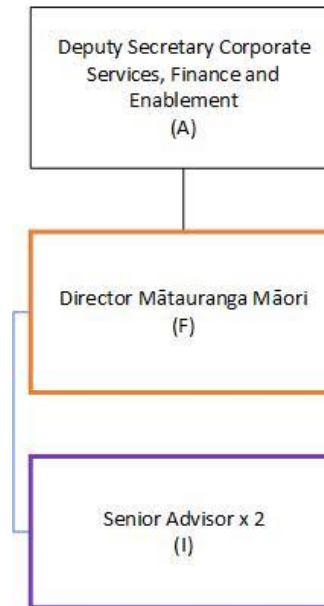
1. The establishment of a refined, focused senior leadership role for MBIE: 'Pou Tikanga'. This proposes that the Director Mātauranga Māori has a title change to MBIE Pou Tikanga.
2. The MBIE Pou Tikanga would remain in Corporate Services, Finance & Enablement reporting to the Deputy Secretary with a dotted line directly to the Secretary's Office as a key receiver of the expertise of the Pou Tikanga and team.
3. An expression of preference process is proposed for the two current Mātauranga Māori Senior Advisors to reconfirm to each of the roles:

- a. Senior Advisor Pou Tikanga
 - b. Senior Advisor Treaty and Partnerships Assurance.
4. This is because there is a new proposal to change the reporting line of two of the staff members in the current Mātauranga Māori Team. One Senior Advisor position is proposed to be transferred from the Mātauranga Māori team to the Treaty team in Te Kupenga. The primary focus of this Senior Advisor position would be to continue supporting the transition work of Te Tāpuhipuhi strategy into ongoing delivery as 'business as usual'. Transfer of this position will be by way of an Expression of Preference process.
5. The remaining Senior Advisor position would be to support the Director, Mātauranga Māori in their role as 'Pou Tikanga'. Both Senior Advisor positions would be expected to work flexibly and support both the Treaty team and the Mātauranga Māori team on an as required basis.
6. It is proposed that the activity of implementing Te Tāpuhipuhi is formally assigned to the Manager Treaty and Partnerships Assurance. For the period of six months (until December 2024), the current Director Māori (CSFE and Te Waka Pūtahitanga) will work with the Manager Treaty and Partnerships Assurance to deliver the implementation of the Strategy with the responsibility of transitioning this fully into the Treaty and Partnerships Assurance Team by January 2025. Should the Director Māori require the assistance of the Senior Advisor proposed to be assigned to Treaty and Partnerships Assurance Team or the newly established Principal Advisor Treaty and Partnerships Assurance, then they should facilitate this with the proposed new Manager Treaty and Partnerships Assurance. This would further assist the Treaty and Partnerships Assurance Team to deliver Te Tāpuhipuhi.

Why we are proposing this option

The feedback received from a number of stakeholders was consistent in asserting the need to formalise and refine, lift up and focus the role of the current Mātauranga Māori team and the Director Mātauranga Māori to a Pou Tikanga role for MBIE and the Secretary. Much of the feedback called out that the team already does this work and there is a need to formalise it and be clearer that going forward this will be the focus for the two proposed members of the Pou Tikanga Team (Senior and Director level).

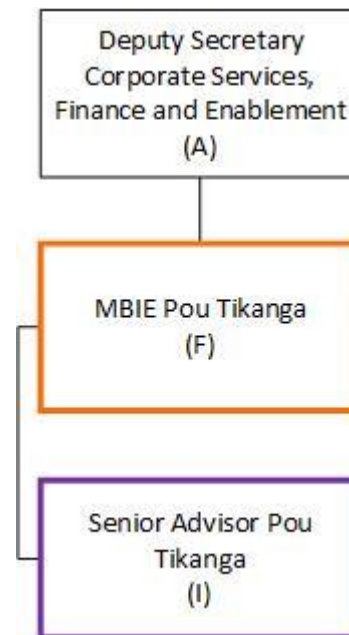
Updated Proposal 6: Current Organisational chart –Mātauranga Māori



KEY			
A	No change	G	Within-group branch change
B	New position	H	Minor scope and reporting line change
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F	Position title change	L	Subject to re-consultation
		FT	Fixed-term position

Updated Proposal 6: Proposed Organisational chart –Mātauranga Māori - Pou Tikanga

KEY			
A	No change	G	Within-group branch change
B	New position	H	Minor scope and reporting line change
C	Reporting line change	I	Contestable reconfirmation
D	Minor scope change	J	Position title and branch change
E	Disestablished position	K	MBIE group change
F	Position title change	L	Subject to re-consultation
		FT	Fixed-term position



Selection and Expression of Interest (EOI)

We are not re-consulting on the Selection and Expression of Interest (EOI) process, this process has been confirmed in the *Te Waka Pūtahitanga 2024* decision document released on 20 June 2024. The proposed affected employees in this proposal will still be able to take part in the EOI process for positions.

Next steps

Please provide your feedback on this revised proposal by 5pm Monday 1 July 2024 by email.

All feedback received on this proposal will be carefully considered before any decisions are made. As you know initial decisions on other aspects of the initial *Te Waka Pūtahitanga 2024* proposal have been communicated on 20 June 2024, a decision on this proposal will be communicated Wednesday 3 July.

We realise that times of change can be challenging for those involved. Please do remember that our Wellbeing Health and Safety Team is available to provide support if you need it, as is EAP Services. The PSA is available to provide support to their members. If you have any questions about the process, please don't hesitate to email these to Realignment@mbie.govt.nz

Summary of proposed changes

Proposed new positions

Proposal	Position title	Reporting line	Branch	Status	Confirmed salary band
1	Manager Treaty and Partnerships Assurance	General Manager Te Kupenga Treaty and Partnerships Assurance	Te Kupenga Treaty and Partnerships Assurance	Permanent	TBC
1	Principal Advisor Treaty and Partnership	Manager Treaty and Partnerships Assurance	Te Kupenga Treaty and Partnerships Assurance	Permanent	TBC

Proposed disestablished positions

Current Number of Positions	Position title	Unit and Branch
1	Team Leader Treaty	Treaty, Māori Economic Development

Proposed minor change

Current Number of Positions	Current Position title	Current Branch	Description of change
1	Director Mātauranga Māori	CSFE	<ul style="list-style-type: none"> Position title change
1	General Manager Māori. Te Tumu Houkura	Te Kupenga Treaty and Partnerships Assurance	<ul style="list-style-type: none"> Position title change and minor scope change

Proposed expression of preference with minor change

Current			
Number of Positions	Current Position title	Current Branch	Description of change
2	Senior Advisor	Mātauranga Māori	<p>Expression of Preference to either:</p> <ul style="list-style-type: none"> Senior Advisor Pou Tikanga reporting to MBIE Pou Tikanga, Corporate Services, Finance & Enablement Senior Advisor Treaty and Partnerships Assurance reporting to Manager Treaty and Partnerships Assurance, Te Kupenga, Treaty Assurance and Partnerships, Te Waka Pūtahitanga