

Date 06.12.2023

Attending: Kaihautū Group Steph Calvert, Jonny McKenzie, Amanda Moran

Note: **Bold** – will be published on Whatukura in the minutes; ➤ What will be covered in debrief to Ngā Amokura at the end of the meeting

Topic	Decision
Kaihautū time	Kaihautū discussed the budget information. Commented the vacancies in the savings plan may not be savings (as the savings from them could be double counted); will need further review. Need to make sure decisions we make now are the right decisions for next year. Kaihautū need to have deep dive conversations with their staff and Bruce to understand their budgets for 24/25FY.
Budget (Kaihautū only)	<p><i>Bruce, Marie joined the meeting</i></p> <p>FY24 Forecast Summarised the forecast position for this year noting that after allowing for the addition of IPECTs and “savings” from the agreed Kaihautū initiatives, the budget for the year was in balance. Noted this was largely achieved by holding vacancies.</p> <p>Noted that Kaihautū approval is required to set the forecast as the new 2023/24 budget for delegation purposes.</p> <p>Kaihautū agreed that the following changes be made and the final forecast be presented next week for approval as the new budget:</p> <ul style="list-style-type: none"> • Remove the funded vacancies from the OE forecast (except for those approved already by Kaihautū) • Add in an amount to be agreed with Kaihautū OE for travel in the OE group. Expected to be around 60K. • Check the status of funding for vacant ECPP positions. I.e., is funding included in the forecast for these positions. • Confirm with Murray the status of the SaaS funding – will it be spent. • B&C team to do final checks on any changes required. <p>ACTION: Bruce and Marie to bring the updated FY24 forecast back to the Board on 3 December for signoff.</p> <p>2024/25 Savings process Kaihautū noted that the savings initiatives agreed to for the Forecast only managed to balance the Departmental Crown Funded Appropriations. This is due to the “hold of vacancies” savings of \$7.3M creating savings across both the Crown and Third Party funded appropriations. Commented holding vacancies isn’t a long-term solution.</p>

Based on this result Kaihautū expressed concern about the sustainability of savings and our ability to achieve the likely saving target imposed for 2024/25 financial year.

It was agreed that an immediate process to seek permanent savings was a priority, to ensure LINZ did not commence any new work that may need to be stopped as a savings.

Bruce noted this concern and suggested that we go back to the agreed list of cost savings options and consider which are still realistic and accurate and what other opportunities for savings exist.

Kaihautū agreed that by early next year we need to:

- consider if the vacancies are in the correct places.
- have clear criteria on how we evaluate savings.
- Review the current list of savings.

Kaihautū agreed that we need to start a process immediately to review the efficacy of the proposed saving initiatives. It will be lead by each of the Kaihautū with support from Heads Of, Finance, P&P and HR.

ACTION: Adrienne to send out an email to Kaihautū outlining a process on savings and next steps

- Bruce and Marie presented the 23/24 FY Forecast presented. They will come back next week to confirm that a new budget has been loaded.
- We are using the information that Ngā Amokura have put together on savings to inform conversations, acknowledging the work.
- We are expecting the MoF to present the mini Budget before Xmas
- Expect to have to do quick work in early 2024 to be set up for 2024 25

Date 17.01.2024

Attending: Kaihautū Group, Steph Calvert

Note: **Bold** – will be published on Whatukura in the minutes; ► What will be covered in debrief to Ngā Amokura at the end of the meeting

Topic	Decision
<p>Kaihautū time / Roundtable following meeting with Treasury</p>	<p>Discussed:</p> <ul style="list-style-type: none"> The session with the Baseline Reductions Assurance Panel on 15 January (slidepack circulated), including the savings work that had been completed leading up to the end of the 2023. Commented that it went well, and we are on track. The different saving areas with a focus on vacancies and the work that needs to be done in each of the areas to determine where there is need for people and where FTE's can be reduced.
<p>Savings and priorities</p>	<p>Richard provided an overview of the current savings work and what we need to do and next steps including engaging with the Minister.</p> <ul style="list-style-type: none"> Have taken the material from end of 2023 (inputs and linked it to the Appropriations) Need to address the frozen vacancies and identify the critical roles (and less critical roles). Reforecasting needs to be really tight Implementation of the savings will need to be linked to the Internal Budget Process. If we agreement to the proposed savings then we will build the budgets for the next FY. Build the finance pack leaving 90 vacancies vacant. <p>Discussed the potential targeted savings information:</p> <ul style="list-style-type: none"> SouthPAN – we are looking at the contingency in the NZ cost part of the budget (separate from the joint budget) 3D coastal mapping – message to the minister will be that you can reduce the amount and can do more later. Properties – more strategic approach, making sure we are improving houses that need it, the right properties. Centralising STEP roles, when would that happen. Savings, efficiencies question, Murray and Claire to work together on roles that might need to be in OP/STEP. Next step is to add a column that is our recommended savings, which would equal our necessary target amount. We know future of OI isn't clear but we will be ready to work on that Updated Table to be sent to the Minister for discussion next week. <p>Key Messages</p> <ul style="list-style-type: none"> Savings \$8.6 million (Budget Sensitive so we can't circulate this number) Putting to our minister: where we propose savings and the impact of these. Combination of contract cost and people impacts.

- Likely to be some redundancies required unless manage through retirement, attrition (this is something we need to do next)
- Overlay, what are our roles, what are the roles we need, what are the vacant roles. A big reconciliation task that needs to happen from each of the groups. Layers to be discussed next week. This is where we will need to utilise BBR, need options for how to move people.
- Timeline – end of next week, much clearer view of what size of redundancies might be possible and how we manage it.
- How do we use the change process to rebalance our vacancies.

Communication plan

- Tim will provide talking points for meeting with PSA, it will cover information on savings approach and engagement approach and if redundancies are required, that will be advised.
- Discussing with the Minister on Wednesday 24 January ahead of submitting information to MoF & TSY (16 Feb)
- Establish a process (form or inbox) to enable staff to provide ideas/suggestions on organisational savings a. Noted this will not be a consultation process
- Email to be sent to Nga Amoku a (Friday 16 Jan) communicating key messages and next steps then email to be sent to all staff (Tues 23 Jan).
- Discussed key messages for staff – Heads Of to really evaluate what roles are required in their areas, needs to be a fit for purpose structure, looking at all options, rebalance vacancies with potential for redundancies.
- ACTION: Richard to check what information can be communicated with the organisation noting the budget sensitive nature of the target number.
- Next steps - Louise/Bruce/Richard/Amanda – to pull all information together, once we have done the analysis, there will be a clear pathway for going forward.
- Kaiahatu to discuss the full stocktake of the information.

Recruitment

- Agreed - RPD - Customer Regulatory Specialist - Assessments L4 (Principal) – Confirmed internal recruitment and not to fill internal candidates' current role.

Ministerial Priorities

Kaihautū discussed the potential ministerial priorities following the letter from the Prime Minister to Minister Penk

- Agreed to STEP and SouthPan
- Agreed to add a 3rd priority which is about delivering for New Zealanders. This priority is about delivering our regulatory functions (Survey & Title, Overseas Investment) and Crown Property management functions in a way that meet our Ministers' and customers' expectations (including timeliness, costs). This picks up our Survey & Title fees work, delivering the OI regulatory functions (and the changes to them)

Date 24.01.2024

Attending: Kaihautū Group,

Apologies: Richard Hawke, Steph Calvert

Note: **Bold** – will be published on Whatukura in the minutes; ➤ What will be covered in debrief to Ngā Amokura at the end of the meeting

Topic	Decision
Budget/savings	<p><i>Louise, Bruce, Jonny joined the meeting</i></p> <p>Jonny presented the work done so far to:</p> <ul style="list-style-type: none"> • remove unfunded vacancies altogether from our structure, • identify which vacancies are funded or unfunded • identify which vacancies Groups have prioritised to fill if there is sufficient budget. <p>This is a work in progress. Kaihautū have tasked their leaders with identifying which further “held” vacancies could be removed from the structure, and other savings that could be made to fund crucial vacancies.</p> <p>ACTION: Bruce to advise at next week’s Board meeting how and when a high-level 2024/25 budget, by appropriation, could be delivered to inform decisions and provide assurance on how savings will be delivered</p> <p>ACTION: Bruce, Jonny and Louise to provide information at next week’s Board meeting on our current workforce costs (based on this year’s updated budget and our FTE count) to assess how much (if any) headroom there is in the current financial year to fill priority vacancies.</p> <p>ACTION: Kaihautū to continue the work in their Groups to identify organisational and people savings which will support our current budget and our future savings commitments.</p> <p>➤ Update on Savings/budget – Ngā Amokura Hui</p>

Date 31.1.2024

Attending: Kaihautū Group

Apologies: Steph Calvert

Note: **Bold** – will be published on Whatukura in the minutes; ➤ What will be covered in debrief to Ngā Amokura at the end of the meeting

Topic	Decision
Budget	<p><i>Jonny McKenzie, Amanda Moran, Louise Hornabrook, Bruce Simpson, Lizzie Barrone joined the meeting</i></p> <p>Ran through the high-level outcomes being sought in this and future budget and savings Board sessions:</p> <ol style="list-style-type: none"> 1. Get a clear picture on how many (if any) of our current vacancies we can afford to fill both in the current and next financial years, based on workforce cost figures for both years 2. Depending on the outcome, agree from an Enterprise position which critical roles can be filled and agree that recruitment for those roles can start immediately 3. Agree whether or not we need to run a change process to either: <ol style="list-style-type: none"> i. Achieve the government savings target; or ii. Ensure we have the right people with the right capabilities in the right roles to deliver our post-savings work programmes 4. Agree disestablish and remove roles that we don't intend to fill from our organisational structure and ensure that the process of role establishment is simplified (but constrained by clear checks and balances) 5. Agree to an ongoing regular slot at Board meetings to cover strategic funding of our workforce. <ol style="list-style-type: none"> 1. <u>Vacancies and affordability</u> <ul style="list-style-type: none"> • Based on a like-for-like comparison of this year and next year's budget we can fund our current 841 roles (829 current plus the 12 under recruitment), and the CFO'S recommendation was an additional 10 roles would not put the organisation at too great a risk and still enable sufficient ability to deliver on expected savings for FY24/25. This would take us to a total of 851. Factors such as increased cost per employee next year due to PSPA, salary increases and pay movement were discussed as part of this decision, alongside the pressures on delivery and the impact of the large number of vacancies over an extended period. • It will be tight, but our assumptions are conservative (eg 1% attrition) and we have other levers such as contracts which can be further adjusted if needed to ensure we deliver the 6.5% savings.

- In addition to the 10 extra crown funded roles, we can recruit for the following vacancies which will increase our role numbers accordingly:
 - 4 vacancies where it is proposed to convert roles currently filled by contractors to open-term roles
 - 3 additional roles for 3D coastal mapping which come with funding
 - 1 additional role for Southpan which comes with funding
 - 8 third-party funded roles. ACTION: Need a final check that these roles are all third party funded before proceeding with recruitment.
- This would bring us to 864 roles (on the assumption that the 8 third-party roles are third party funded).
- In addition, we can fill 4 positions with internal candidates and will consequently disestablish successful candidate's current roles – this would not affect our role numbers.

Action: Jonny to work with CD to confirm the 3rd party funded roles in CD.

Agreed: that once the 3rd party funded roles have been confirmed they can be filled with recruitment starting straight away.

Note: the outcome of confirmation of 3rd party funded roles may affect the number of the 10 additional roles (see next section) that CD is able to fill.

2. Recruiting for the 10 additional roles

Across the organisation 30 roles have been identified as being priorities for recruitment.

Agreed that the following roles can be filled and recruitment can start immediately:

Organisational Effectiveness

SPD roles – 1 x senior advisor and 1 x advisor
Leader People Experience (Jonny's old role)
Leader Insights and Outreach

Customer Delivery

6 roles

Action: Jonny to provide advice on the status of the ECPP secondee roles to understand whether there are further options with those roles.

3. Change processes

Agreed that an organisational-wide change process to achieve savings is not be needed.

	<p>Further discussion needed on potential targeted change processes to address the location of vacancies or capability, with timeframes to ensure that redundancy costs fall in this financial year.</p> <p>4. Disestablishing and removing roles Agreed that all the roles that don't have agreement to fill should be disestablished and removed from our structure on Feb 16. Actions: Jonny to send an updated list of the roles to be disestablished to Kaihautū (by Feb 2) for Kaihautū confirmation by Feb 8 Jonny to report back on completion of the removal of disestablished roles by Feb 21 Jonny to create and maintain a list of priority roles and "keep and hold" roles which will be used to inform ongoing recruitment decisions and strategic workforce discussion. Jonny to provide an updated process for a simple and constrained process for creating positions (if and when funding and need is demonstrated) by Feb 28.</p>
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Date 07.02.2024

Attending: Kaihautū Group, Steph Calvert, Sarah Lovell

Apologies: Murray Young

Note: **Bold** – will be published on Whatukura in the minutes; ➤ What will be covered in debrief to Ngā Amokura at the end of the meeting

Topic	Decision
Savings/Budget	<p><i>Louise, Bruce, Jonny, Lizzie, Tim I & Amanda M joined the meeting</i></p> <p>The Board discussed actions that had been agreed to the previous week</p> <ul style="list-style-type: none"> • Jonny and Jan met to confirm the 3rd party funded roles in CD. • Continuing to work through the priorities list of vacancies • Vacancies which have not already been approved to be filled will be disestablished, unless they are required to be held and funded for people on secondment/parental leave/ongoing leave. Jonny will work with each of the Kaihautū before being confirmed. Jonny will provide commentary back to Kaihautū • Identifying roles that will be disestablished, roles will be clear and simple. Only vacancies are being disestablished. • Confirmed 871 is the new establishment number

- Any role in the structures should be zeroed out, vacancies aren't funded. Make sure budget catches up with spending, noted the concern, don't want to cut too deep now and not have the resources.

ACT ON: Jonny to discuss further with Jan about ECPP roles, to clarify the funding of the substantive roles of the people currently seconded into them

Messaging for Ngā Amokura on vacancies and recruitment

- Worked hard on savings, took steps earlier to hold vacancies, we know that created issues, but enabled us to not have to have a significant change programme
- New established 871, some roles we can proceed with and Kaihautū will discuss with their Heads Of
- Created a list of roles that can be established, clear process
- Don't want to get into a positions where we hold vacancies
- Continue to run a centralised decision making process, will still be tightly controlled.
- Small list of roles will look at together at the Board, most critical for the organisations. Proposing to disestablish every other role out of our position establishment. Those roles will be removed.
- Thank the group for all their work.

The Board discussed the ideas of savings that have come through by email and messaging for the ideas.

- Office space – have been exploring different options. Assure people, deliberate decision to stay here. Only options to save is to give up a whole floor.
- Travel – have reduced travel cost for some meetings. Have gone through a substantial process to reduce international travel and what we should be engaging with. Domestic – budget is decided at the beginning of the financial year, has already been reduced.
- Contractors - STEP is different, clear plan to reduce contracts over the next 18 months.
- Not at that stage where we have to reduce people and hours.
- Looking at the fundamentals of third party funding fees.

The Board discussed the PSA letter with ideas on savings and what our response to the PSA will be.

ACTION: Tim to summarise the key points from the letter and provide a draft response to Adrienne by COP Monday 12 February.

The Board discussed the next steps on saving ideas

- High level summary to be published on the Whatukura
- Draft Comms to come back to the Board for discussion, comms to include a summary of all ideas and reasons and thank everyone for their input.
- Update Ngā Amokura – about the process of the inbox, it will be open for another week, comms will go out, thank the organisation for the good ideas.

ACTION: Tim to provide the draft Comms to the organisation at the next Board meeting

Key messages to the Organisation. Suggested to use the BRAP presentation for key messages

- We have thought really hard, these are the steps, least impact on our people.
- We are currently not looking at job cuts.
We have looked at a number of things outside of job cuts.
- 6.5% category, we have not grown as much.
- Make the point of third party and crown funded

The Board discussed the next steps for our savings approach/plan including recruitment.

- Louise to come back with a plan on what we do next – include internal budget process – Bruce has a presentation to bring back next week.
- Plan needs to be tight, Kaihautū needs to agree the plan but some flexibility for Kaihautū to make changes if need be.
- Right controls and capability, clarity on decisions of who can make which decision. Operational delivery aspect, making sure it is connected to our priorities conversations.
- Agreed that we need to continue (somehow) our overall collective decision making (eg approving contractor extensions, appointments), but how we do this is what needs to be outlined.
- People data – phasing of recruitment and roles.
- Jonny to work on a priority plan with all Kaihautū and decide how we phase it out. Need to agree to the guardrails and the process, how are we going to it, what does/doesn't need to come to Board (Kaihautū)
- Final draft of the Jan 24 – June 25 Priorities will be provided to the Board next week.

➤ *Included above*

Date 14.02.2024

Attending: Kaihautū Group, Steph Calvert, Jonny McKenzie, Amanda Moran

Note: **Bold** – will be published on Whatukura in the minutes; ➤ What will be covered in debrief to Ngā Amokura at the end of the meeting

Topic	Decision
Kaihautū time	Recruitment/Vacancies <ul style="list-style-type: none"> Restab lising establishment, refilling new roles when one resigns. Decide and confirm process for new recruitment. Still need to have leadership conversation on priorities of roles. Need to be aligned with the budget process.
Budget	<p><i>Louise, Bruce, Jonny & Amanda M, Tim J, Lizzie B, Marie K, Debbie C joined the meeting</i></p> <p>Internal Budget process Bruce provided an update on the internal audit process, in particular how it will link to 120-day planning via programmes.</p> <p>Discussed the proposed guiding principles, agreed to what was proposed with the inclusion of</p> <ul style="list-style-type: none"> We will work within appropriation and FTE as set for FY2024/25 Budget Guidelines will be agreed with Kaihautū (and communicated by Kaihautū) prior to engagement with Budget Managers. <p>Process and communication to the business</p> <ul style="list-style-type: none"> Need to make sure we have clear guardrails, and the fiscal constraint message. Kaihautū will have decided on each groups new budget “envelope” and will be up to each group with how they use the funding. There will need to be a new budget request if funding is required for new initiatives that is outside of the “envelope”. Items that can’t be reprioritised because of the budget may no longer be feasible, need to be clear on future investment. Need to have the discussion about service delivery / support as well as what we providing externally. Kaihautū to have conversations with their leadership teams and decide what is proposed. Budget will come back to the Board after it has been discussed with inanc and Leadership teams. Need decisions in writing so management accountants don’t get caught in the middle. Once Kaihautū discuss with their leadership teams, bring the information back to the Board meeting. <p>Next Steps:</p> <ul style="list-style-type: none"> Clarity of the communication plan and key messaging to describe the process.

	<ul style="list-style-type: none"> • Continue the message of we are all working top down and that Leadership teams have an important role to play. At the highest level we are working within the broad envelope set by the Budget, and then there are a series of envelopes eg Kaihautū leadership teams..... <ul style="list-style-type: none"> ○ Need to have clear communication, discuss with Ngā Amokura and Kaihautū to discuss with their Heads Of. ○ More system-based approach of how things are working. ○ Kaihautū advised their direction and then decisions are about the priorities within that direction. ○ Directions for service and delivery by, 15 March. • The Board acknowledged the plan and requested to update the PowerPoint plan to reflect this conversation, Kaihautū touch point decision making timeframes and draft guidelines/guardrails. • Agreed to use the word “programmes”. • 28 February to be a split of both Boards - MCR/SOOB to cover opportunities discussion and Kaihautū to approve Budget Guidelines including guardrails and Programmes list • 6 March – Further opportunities discussion. <p>➤ Minister signed off budget letter Kaihautū will collectively come out to Nga Amokura with a set of guardrails and next steps on the internal budget process.</p>
<p>Savings</p>	<p><i>Louise, Bruce, Jonny & Amanda M, Tim I, Lizzie B, Marie K, Debbie C joined the meeting</i></p> <p>The Board discussed the programme budget /savings plan and next steps. Discussed vacancies/recruitment and agreed to a new process, noted with the confirmed 871 establishment number, recruitment can start taking place.</p> <ul style="list-style-type: none"> • Kaihautū to discuss with their colleagues if they have a role, that might be able to be used somewhere in the business. (otherwise we will never make progress on the Organisational Priority roles - Priority roles are not new positions, they are just on hold - list). • Agreed Kaihautū can replace 1:1 when there is a resignation Don't need to come back to the Board unless there is a role or level change. • Still come to the Board for agreement if there is no FTE available but there is a business need. • Confirmed disestablishment list • People team to start prioritising and recruiting to the roles Kaihautū has agreed to. • Draft position establishment process to be developed – needs to be streamlined, but with appropriate controls and constraints. Clear and articulate the process going into the budget. Noted we will be keeping the Minister up to date. <p>Contractor/Consultants</p> <ul style="list-style-type: none"> • Briefing is being drafted by Policy and will be provided to the Minister on how we manage our C&C, will include the STEP story. • Contractor management spend, ensure regular reporting that will delivery for TSY, PSC and the Minister.

- Contractors of significance will be discussed at the Board. Agree a process for monitoring and controlling the recruitment of contractors and consultants (outside of STEP) – Agreed they don't need to come to the Board anymore, considered at a Kaihautū level and if there are exceptions they should be discussed with the CE.

Savings Ideas

Tim provided a briefing summary of the ideas inbox and will bring a final list to the next Board meeting and to discuss communications. Draft letter to the PSA to close out our engagement, Adrienne to review the letter before being sent to PSA reps.
[letter sent to the PSA Friday]

Change Management

- Inter organisational strategic approach, needs to come as soon as possible. Change we know first then change that might come. Come with an initial draft approach.
 - Centralised change team, quick small agile approach.
 - Need to be really clear that any future change is different to OO.
 - Making sure we are working together on prioritisation and be clear on the plan.
 - Additional conversations on the unknown change will need to happen.
- Made some decisions about recruitment and overall workforce and how we implement that.
- Information to come out on savings ideas and next steps
- Still ongoing work on change management

Date 06.03.2024

Attending: Kaihautū Group, Louise Hornabrook, Steph Calvert, Amanda Moran, Karen Evison

Note: **Bold** – will be published on Whatukura in the minutes; ➤ What will be covered in debrief to Ngā Amokura at the end of the meeting

Topic	Decision
<p>Opportunity discussion STAFF IN CONFIDENCE</p>	<p>Following discussion and the previous board, Kaihautū further discussed the organisational change and the different areas where it is required.</p> <p>Noted that all areas of all Groups could make a case for additional resource (money and/or people). But we have a funding and people cap we have to stay within.</p> <p>Customer Delivery</p> <ul style="list-style-type: none"> • Noted there weren't enough resources in CP and LI to deliver the work programme. • Pressure for a further 3 CRS roles go into the budget for CP and need a further 4 roles to be able to deliver the work. • LI – capability review underway • Jan is meeting with her leadership team to discuss what can be stopped and what services are stopping <p>Organisational Effectiveness</p> <p>Discussed the role of OE and where roles are required and where changes in services would impact other business groups OE needs to deliver for both compliance and because that is the best for the organisation.</p> <p><i>Business and Commercial</i></p> <ul style="list-style-type: none"> • Procurement – want to make sure there is someone available to provide assistance when required. Reduced team to what the Org has said is a MVP • Finance – stay the same. If we had less (eg Management Accountants) there would be impact on others eg less reporting, somethings wouldn't be delivered, need to look at the level of governance and assurance. When Bruce is back we could consider options and delivery if there is attrition. <p><i>Strategy and Policy</i></p> <ul style="list-style-type: none"> • New contractors will begin shortly on a 4-6 month contract to help with the increased workload • There are also some permanent roles being advertised. • Don't want to add to the budget pack for 24/25 yet, need to see what happens in the next 4 months. <p><i>Customer Engagement</i></p> <ul style="list-style-type: none"> • Likely there will be a change process – detail to come next week - What is being proposed and what will that deliver. Eg Formalise internal reporting lines, and in response to reduce vacancies – which has impacted [s 9(2)(a)]

Bring 2 roles from DD – disestablishing role in DD, disestablish designer role and relationship role, establishment of the principal business partner role.

People

- Johnny to come back on the people function and what change might be required – more detail next week.

Organisational Performance

- Discussed the different roles in OP and the main areas they work in. Need to know number of roles, how they are organised and where they are working.
 - Data systems - System and data reporting (questions about why psoda reporting and not just capture information as part of 120-day plan / performance reporting).
 - Planning and reporting – 120-day plan, performance reporting, Annual report and Annual review
 - Project Support/project delivery – some are 100% allocated to different groups but homed in OP - Provide resources to project that the business ask for
- How are these, do we want to spend that much money on these areas. Need to understand where the team is supporting the business and a recommendation on if the group was reduced. More detail to come next week (Claire also circulated detail).

Risk and Assurance

- No change at this time; keep the vacant role, will pick up the ongoing STEP role.

Legal

- No change – at MVP.

ACTION: Claire to send round information on OP roles to Kaihautū; further discussion next week.

➤ Continuing to discuss opportunities on where savings can be made and making sure we have the right people in the right roles.

Date 13.03.2024

Attending: Kaihautū Group, Steph Calvert, Nic Crisp,

Apologies: Claire Richardson

Note: **Bold** – will be published on Whatukura in the minutes; ➤ What will be covered in debrief to Ngā Amokura at the end of the meeting

Topic	Decision
<p>Organisational Change (OP, CE, People) STAFF IN CONFIDENCE</p>	<p><i>Karen, Jonny, Tegan joined the meeting</i></p> <p>Customer Engagement</p> <p>Nic provided an update on the Customer Engagement operating model and how the proposed structure reflects the potential new ways of working.</p> <p>The Board discussed the proposed structure and what changes could be made now and changes post Horizon one.</p> <ul style="list-style-type: none"> • 2x Senior Business Partner are due to be reviewed post Horizon One. • Senior Business Partner vital for SouthPAN. SouthPAN role is quite different to what we have. • MDT/3D programme will need a Senior Business Partner resource not Relationship Partner. Kathy's team is likely to need a relationship partner to support these programmes. Recruitment was underway for these two roles prior to our 'pause' last year. • The current data sector engagement role could be repurposed for geospatial leadership but this is not compulsory. • Broad agreement on future of Enablement Practice Team – to move to Customer Engagement. • Discussed what roles could be moved into the Outreach and Insights team now or in the future. • Sector Engagement team - agreed the team should be reviewed post Horizon one. Asked about the risk if we shift now or wait H1. Agreed to not move the Sector Engagement team now but review in April-June 2025. • Clear on what is nice to have to what roles are must have. • Discussed the role of the Designer - If creative production is required, we can get an external resource in for different pieces of work, Nic will have budget for it. • Prepare consultation document to bring back to the board with agreement to propose: <ul style="list-style-type: none"> ○ Establish principal business partner. ○ Disestablish leader (already gone) ○ Disestablish 2 x relationship partner and designer. ○ Disestablish role in Digital delivery Leader – Enablement Practice ○ Move two Business Partners – Content into Customer Engagement • Potential future review – Contact centre, STEP Business Change team and Sector Engagement

	<p>Jonny provided a proposal for changes to the People function, outlining challenges, feedback, and a proposed new structure. The Board discussed the proposed changes and structure.</p> <ul style="list-style-type: none"> • The establishment of a Business Partner dedicated to Property Rights was questioned. It was explained that this role was created through the disestablishment of the Learning Specialists positions in People Capability as part of OO Part 3 changes. • Jonny explained that the majority of roles in the People functions support the delivery of core services as well as that directed by the Public Services Commission, and that are bound by legislation managed through the People function (e.g. the Employment Relations Act, the Health Safety at Work Act etc). • Kaihau ū questioned whether that there could be the option to out-source work as and when required. Jonny explained that there is some value-add work being undertaken that it could be possible, but there were trade-offs to this. • Agreement was provided on the proposal of reducing to 3 teams and one Principal Business Partner reporting to the Head of People. • Jonny was tasked to consider other options to bring back to the board with agreement required on: <ul style="list-style-type: none"> ○ What FTE reduction could be undertaken within the People function without impacting on core service delivery and what would the impact of that be e.g. what work wouldn't be done or services delivered. <p>Organisational Performance</p> <p>The Board ran out of time to discuss the Organisational Performance team function but requested for Karen to consider if we don't do something what does that look like in terms of a team structure and be prepared to provide the information back to the Board.</p> <p>Overall next steps</p> <p>The Board discussed the timeline for the proposals to come back to the Board. Agreed that a few mini changes at different times appears to be the most likely option, due to some changes needing to be made before others. Organisational Change team to come back to the Board at the next meeting with a proposed timeline for each of the different group changes. Noted for people to be mindful of OO Part 3 roles and impacted staff from those changes</p> <p>ACTION: Organisational Change team to provide a proposed timeline for each of the different group changes at the next Board meeting (20.03.24)</p>
<p>Budget guidelines BUDGET SENSITIVE</p>	<p><i>Bruce, Debbie, Caleb joined the meeting</i></p> <p><i>Papers that were tabled at the meeting:</i></p> <ul style="list-style-type: none"> • <i>Business Planning and Budgeting 2024-25</i> • <i>Budget Changes 2024-25</i> • <i>Budget Changes 2024-25 Savings</i> • <i>Staff FTE breakdown for each Group (email)</i>

The Board and attendees discussed where the process for the internal budget is currently at and a follow up from the discussion at the previous meeting. The tabled documents provide information on the budget guidelines and our budget that reflects information from our savings programme (split by groups).

Request for personnel information should also be included.

- Noted the Programme list is information to help build the budget.
- Now we have the parameters, be able to share that down to Head Of level. Kaihautū will work with their leadership teams on their envelopes following agreement to the savings.
- Request for the 2024/25 budget be uploaded with the 2023/24 expenditure (including Contract for Service and travel) acknowledging the budget won't be the same for some contractors/consultants.
- Need to decide when to include cost centre managers and how they do their budgets.
- Noted there might be changes in the organisation that will impact budget and cost centres but this cannot be pre-empted until change has been confirmed
- There will be an opportunity to have discussions on Third party funding.

Next steps

- Bruce and Caleb to review what can be uploaded and what can't.
- Kaihautū to meet with Bruce if they are unsure of the information in their budgets and to understand their envelopes, approach on how they have got to it.
- Caleb to break the budget envelopes down to Heads Of level then provide to Kaihautū by COB 14 March.
- Kaihautū to start/continue having conversations with their Leadership teams following budget information they will receive about their budget "envelops".
- Agreed budget packs to open to Heads Of, Finance Business Partners to work with Heads Of.
- Full draft budget to come back to the Board in early May Kaihautū to present on their budgets.
- Be clear on assumptions clear, but all changes will be factored in by the confirmation of the budget. This process should acknowledge any issues on overspend.
- End of March/early April to start identifying any potential risk. This to come back to the Board for Kaihautū discussion/agreement of next steps.

ACTION: Caleb to break the budget envelopes down to Heads Of level then provide to Kaihautū by COB 14 March.

➤ Discussion on the budget process and how the envelopes have been set. Kaihautū will shortly share their group budgets with Heads Of.

Date 20.03.2024

Attending: Kaihautū Group, Sonya Wikitera Steph Calvert, Amanda Moran, Karen Evison

Apologies:

Note: **Bold** – will be published on Whatukura in the minutes; ➤ What will be covered in debrief to Ngā Amokura at the end of the meeting

Topic	Decision
<p>Organising Ourselves</p>	<p><i>OO Team, Jonny Nic, Christina joined the meeting.</i></p> <p>Organisational change</p> <ul style="list-style-type: none"> • OC team presented the process broken down into Design, Consultation & Designs, Change Processes. • Discussed timing of consultation and decisions – do we need to land this in the current financial year? • Decision: consultation period to only include one week of school holidays. • Discussed best way to publicise change process – who should be able to see the change proposals, and from whom should we seek feedback? Decision: publicise a more generalised summary of nature of the change proposals, and seek feedback from function (CE), or team (DD), and perhaps a targeted group (Heads Of, for impact of change on service provision). • Will need comms across the organisation about the change in general to counter perception of organisational change by stealth. Agreed need to emphasise the agility and efficiency message and respond to the savings environment. Action: Tim to share some draft comms to signal the end of OO and the upcoming organisational change. • Agreed Jonny would lead engagement with PSA and PSC with Lizzy as well and bringing in the relevant Kaihautū/Heads Of as needed. • Agreed that OC will come back next week with CE finalised proposals. <p>ACTION: OC to seek advice from Bruce on whether or not there is an ability to accrue any redundancy payments into next financial year.</p> <p>➤ Update on Part three</p>
<p>Organisational Change further discussion</p>	<p>Further discussed the STEP Business Squad team</p> <ul style="list-style-type: none"> • Need to confirm if the fixed term roles are included in the headcount <p>Agreed following the outcome of the information that we can progress to make changes as long as there are no changes to the headcount.</p> <p>ACTION: Jonny to provide information to SOOB on the list of priorities roles and head count/FTE each fortnight</p>

Date 27.03.2024

Attending: Kaihautū Group, Steph Calvert, Sonya Wikitera, Dione Payne,

Apologies: Jan Pierce, Nic Chisp, Api Williams

Note: **Bold** – will be published on Whatukura in the minutes; ➤ What will be covered in debrief to Ngā Amokura at the end of the meeting

Topic	Decision
<p>Organisational Change STAFF IN CONFIDENCE</p>	<p><i>Louise, OO Team, Jonny joined the meeting</i></p> <p>Lizzie presented on the upcoming organisational change.</p> <p>Updated timeline</p> <ul style="list-style-type: none"> Presented on the high level timeline, made adjustments following discussion from the previous week. The Board agreed to Customer Engagement and People consultations to go out at the same time but with separate audiences and processes that reflect the proposed changes. The Board agreed to the timeline and to move ahead with the change process noting there is some contingency to adjust the timeline slightly if need be. <p>Change narrative</p> <p>Discussed the key messages to the organisation on the upcoming change. Noted working to get the right amount of information out to people with the appropriate amount of time for engaging with it.</p> <ul style="list-style-type: none"> Making sure we provide clarity. Early messaging that we are not looking at a large-scale change but making adjustments where required due to changes in the environment and the focus of our work. We set ourselves up to make changes when required and can utilise the different levers provided through OO, including maximising the use of broad-based roles. Refer to the key messages of OO, becoming more agile, but that this change process is not a consequence of the changes from OO. As our business priorities change, we need to consider the work we deliver and ensure we have the right people, doing the right work, at the right time. <p>Discussed the comms approach to the whole organisation, noting each change has their own individual comms approach.</p> <ul style="list-style-type: none"> Making sure all leaders are engaged first Whatukura article to include context of change, what we don't have to do (i.e. large scale change), and what we do need to do. Comms plan needs to include activities for when we will communicate to People/CE Leaders. Remind Leaders how to lead through change.

The Board **agreed** to the timeline, noting the inclusion of specific People/CE Leaders communication activities. Leaders hearing first following the Ngā Amokura update.

Change process

The Board were asked to consider the key areas from the Change Process for engagement with the PSA. The purpose of the PSA engagement is to test and get their views on specific clauses within the CEA as it relates to change activity.

- Use of voluntary redundancy – agreed to test with PSA when this can be used throughout the change process. Would only apply to those who are affected, therefore can not be used until following final decisions on consultation.
- Surplus staff provisions in CEA – agreed to test with the PSA the surplus staffing provisions for the purpose of agreeing which options could/should be explored, taking a people centric approach.
- Timeframes for redeployment – agreed to test with the PSA a timeframe for redeployment activity.

Proposed approach for change impacts

- Discussed the change impact approach. First time as an organisation considering the change impacts to roles when on broad-based roles.
- For determining the change impacts, the Board agreed to focus on the work that is being either stopped, slowed, or delivered in another way and then consider the impacts to the role which is undertaking the work.
- Board noted the risks of this approach but agreed that any change process should focus on people and not impact or affect people unnecessarily.
- Board agreed to continue use of neighbourhoods for change approach. Neighbourhoods will be contained to the areas included within consultation proposals

Next steps

- Engagement with PSA on proposed upcoming change and specific change process provisions
- Preparing relevant consultation material for Customer Engagement and People
- Ongoing Location Information discussions on possible change activity.

➤ Update from the OO team, Part 3 is still progressing well.

Date 10.04.2024

Attending: Kaihautū Group, Steph Calvert, Jonny McKenzie

Apologies: Richard Hawke

Note: **Bold** – will be published on Whatukura in the minutes; ➤ What will be covered in debrief to Ngā Amokura at the end of the meeting

Topic	Decision
<p>Organisational Change STAFF IN CONFIDENCE</p>	<p><i>OC Team, Jonny Nic C joined the meeting</i></p> <p>External context</p> <ul style="list-style-type: none"> • Louise provided an update on current expectations on the recent change process across the Public service, there needs to be robust reporting to PSC before any organisational communications. • Ongoing reporting is being provided to PSC on our FTE and Headcount including payroll data. Making sure there are no inconsistencies with the information provided. • Information and an update has been provided to the Minister <p>Communications and engagement plan including overall consultation timeframes</p> <ul style="list-style-type: none"> • Discussed the comms and engagement timeline. The Board agreed: <ul style="list-style-type: none"> ○ 22 April - Heads of advising their groups that change will be happening, outlining process ○ 23 April – meet with leaders and one-on-one meeting with affected people and teams ○ 24 April - consultation document emailed to relevant functions/teams. • There will be a reactive media approach to the upcoming change with an emphasis on the small scale of the change. • Separating the vacant positions and disestablished positions. • Tim to provide reactive messaging for the Korororero <p>Draft consultation documents – confirming narrative and change impacts</p> <ul style="list-style-type: none"> • Drafts are with Nic and Jonny and Claire, information is all in one document for each consultation • Discussed the information that is being included in the consultation documents • Agreed final signout to be with the relevant Kaihautū (Kaiahutu OE). <p>Change impacts – proposal</p> <ul style="list-style-type: none"> • Discussed the Relationship Partner role. Agreed to disestablishing 1 role and to keep the other role but it will need to be refocused to work in LI. Homed in CE but work leadership to sit with Head of LI. It would be a redeployment no EOI due to the type of work. • Designer Outreach & Insights – agreed • Leader Enablement Practice – agreed • Senior business partner People – agreed

	<p>EOI process overview</p> <ul style="list-style-type: none"> There is a possibility there won't be an EOI process and will be more focused on redeployment as per the collective agreement. Continuing to monitor the vacancy list and what opportunities might be available. <p>Other change activity</p> <p>Continuing to work with LI, and what their change might look like. Further updates will be provided.</p>
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Date 01.05.2024

Attending: Kaihautū Group, Amanda Gill, Amanda Moran, Debbie Croton

Apologies: Steph Calvert

Note: **Bold** – will be published on Whatukura in the minutes; ➤ What will be covered in debrief to Ngā Amokura at the end of the meeting

Topic	Decision
Organisational Change	<p><i>OC Team, Jonny, Nic C joined the meeting.</i></p> <p>STAFF IN CONFIDENCE</p> <p>OC1 (Org change)</p> <ul style="list-style-type: none"> no direct feedback yet – feedback to date has come from conversations with leaders. Conversations are around how the changes would be implemented. comms approach – agreed – small and often comms/key messages targeted at leaders via Ngā Amokura. messaging should include the need to acknowledge the ambiguity and what we don't know. "We have been asked for a lot of change information recently, so we will share with you". Commitment to those in the process of change receiving information directly as we have established. timing - think about the timing of releasing information which is out in the public arena, and tie into other communication. Next Whatukura communication planned for early next week and circulate the leaders' information to Ngā Amokura ahead of the Whatukura article. <p>OC2 (LI)</p> <ul style="list-style-type: none"> outlined timetable to achieve decisions by the end of the financial year. stakeholder engagement will be important

	<ul style="list-style-type: none"> • changes will result in consolidating some of the squads – will impact some delivery, but trade-offs will be made in line with strategic planning • Want to engage PSA on these proposals soon, will look to set up time either week commencing 6th or 13th May. • Will need to align change and budget comms. <p>Kaihautū endorsed approach to date.</p>
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Date 08.05.2024

Attending: Kaihautū Group, Steph Calvert, Jonny McKenzie

Note: **Bold** – will be published on Whatukura in the minutes; ➤ What will be covered in debrief to Ngā Amokura at the end of the meeting

Topic	Decision
Organisational Change	<p><i>OC Team, Jonny joined the meeting</i></p> <p>OC1</p> <ul style="list-style-type: none"> • 6 feedback submissions were received for the proposals with a focus on ways of working and relationship partner role • Neutral feedback overall. • Discussed the feedback that was received, still working through it but early indication not thought that feedback will change any decisions. • Next steps – review feedback and responses, draft documents 14 May, final ready for sign off 17 May, Decisions documents released Thu 23 May. • Potential for some last minute submissions due to reminder sent (following consultation close date). • Commented a lot of thoughtfulness on the feedback, people have taken the time to provide it. <p>OC2 – datum/positioning</p> <ul style="list-style-type: none"> • Replacing capability within the squad to create greater capacity of Geodesy capability. • 10 people (survey side) impacted. Propose to move from 5 Geospatial Specialist roles to 3. Result in disestablishment of 2 positions used to increase capacity on the geodesy side of squad. Noted we can deliver with less • There will be roles that can't be redirected to other areas of LI so may result in redundancy. • To increase capability and capacity on geodesy side. Better position for future bringing capability in now.

	<ul style="list-style-type: none"> • Need to make sure we have a clear narrative around Broad based roles and the specialist areas in LI. Geospatial specialist role is quite different across the group. Focus on work they do rather than broad based role. • Combination of funding (Crown and Third Party). • Facing cost pressure in the survey side, getting less work through, however can manage that as an impact. <p>OC2 - partnership and channels squad.</p> <ul style="list-style-type: none"> • Proposing to disestablish two roles that focus on CODEM and MGI work. • Need to be clear on the skills and knowledge required in other vacancies in LI (in case redeployment not possible) • Consultation approach – individual/targeted (via letter). • No funding (from Crown or externals) to carry on with some work so option is to stop services. • Our focus is the transformation of the business and focusing on our core work. • Work proposing to be stopped in something we don't have funding for, with our focus being on core work. <p>Proposed consultation approach</p> <ul style="list-style-type: none"> • LI making change to deliver work programme. Includes reviewing current squads. • Targeted consultation. 'Low key and local'. Creating mini neighbourhoods due to specialisation of roles – four separate consultations. • Helping people understand what is available to them. Possible redeployment opportunities (skill dependent). • Ensure we are keeping core work going • If appropriate, pause recruitment during this period and redirect the FTE at that point. <p>Discussed the different potential risks and issues:</p> <ul style="list-style-type: none"> • broad based roles across LI, financial, timing of other activities (recruitment on hold through this change process, if appropriate), change fatigue (managing conversations with people carefully) reputational risk. <p>Engagement</p> <ul style="list-style-type: none"> • Meetings with PSA , initial meeting to set the scene in terms of where we are; and give indication of upcoming change. • Briefing for Minister– high level update on continuous change within the org/govt • PSC update on Mon 20 May. <p>Agreed don't need OCB but we will come to the Board when required. Claire, Murray and Jan will continue discussions on Change.</p>
<p>Recruitment</p>	<p>The board discussed the recruitment dashboard and commented there is still a reduction in number of FTE's but acknowledged there are a lot of roles in the various recruitment phases and the number will start to increase as roles are confirmed.</p> <ul style="list-style-type: none"> • Some roles are having to be readvertised as not getting the right applicants in the first round, might continue to see this over the next few months.

	<ul style="list-style-type: none"> • CD are seeing more vacancies, but the People team are working with the groups/leaders to help support them with recruitment. • Working through changes to standardising the advertisement to help work through the process faster. • Discussed the list of roles that are being recruited for. Recruitment and attrition will continue equalising each other out. A request to continue reviewing roles in the different groups to make sure the right roles are still being recruited for as priorities may have changed since earlier agreement to advertise. • Need to continue being conscious of where we are tracking with people numbers and spending. Agreed to keep reviewing the information monthly <p>The Board discussed the changes to STEP resourcing and STEP Recruitment. The Plan for STEP resourcing through to and post Horizon one (H1) and transition to reducing FTE</p> <ul style="list-style-type: none"> • Move some Fixed term contractors to open term. • Noted contractor to open term increases the FTE. People and Finance to work out the costing and people. • Won't be a substantial increase if there is an increase in FTE. • Need to make sure we are always staying within the FTE limit; it might be a good reason to look at increasing our FTE since we are removing contractors and adding open term but need to have a good narrative if we do need increase. • Middle of 2025 there will be a big shift in DD, need to ensure we have the right forecast in place. • Confirmed we don't need to do external advertising as we have good internal candidates. • The Board agreed to the creation and appointment of 10 new open term permanent roles with the provision that the overall headcount number remains the same and the target rate of 97 is not exceeded. <p>➤ Recruitment is continuing across the business</p>
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Date 15.05.2024

Attending: Kaihautū Group, Steph Calvert, Brad Duggan

Apologies: Amanda Moran

Note: **Bold** – will be published on Whatukura in the minutes; ➤ What will be covered in debrief to Ngā Amokura at the end of the meeting

Topic	Decision
Kaihautū time	<p>Each Kaihautū provided an update from their groups</p> <ul style="list-style-type: none"> • Change announcements, confirmed for next Wednesday 22 May. Some changes following feedback but no changes to roles being disestablished.