

# ELT Structure Decisions Briefing Document

4 April 2024

# Introduction

I recently proposed changes to my ELT structure to ensure that both the SEC and Ohu iwi/Māori business groups are appropriately set up to deliver on our future statutory work, with the right leadership capability and capacity. I proposed the change to:

- Create a structure robust to a changing business environment
- Create manageable spans of control
- Mature our internal project management, financial management and governance systems and services
- Increase efficiency by avoiding duplication, improving coordination, and reducing internal compliance
- Improve connectedness to build our adaptation mahi
- Improve our culture

# Decisions

I have now considered all the feedback I received, and I have decided to:

- Disestablish the General Manager Strategy, Engagement and Corporate Services role and divide the SEC business group into two new business groups, establishing two new ELT roles:

## **General Manager Strategic Operations, responsible for:**

- Strategic Engagement and Information Management
- Communications and Engagement delivery including iwi Māori strategy and engagement
- Government Services and Performance Reporting
- Legal Services

## **General Manager Corporate Services, responsible for:**

- Business Services
- Finance and Assurance
- People and Culture.

## Decisions continued

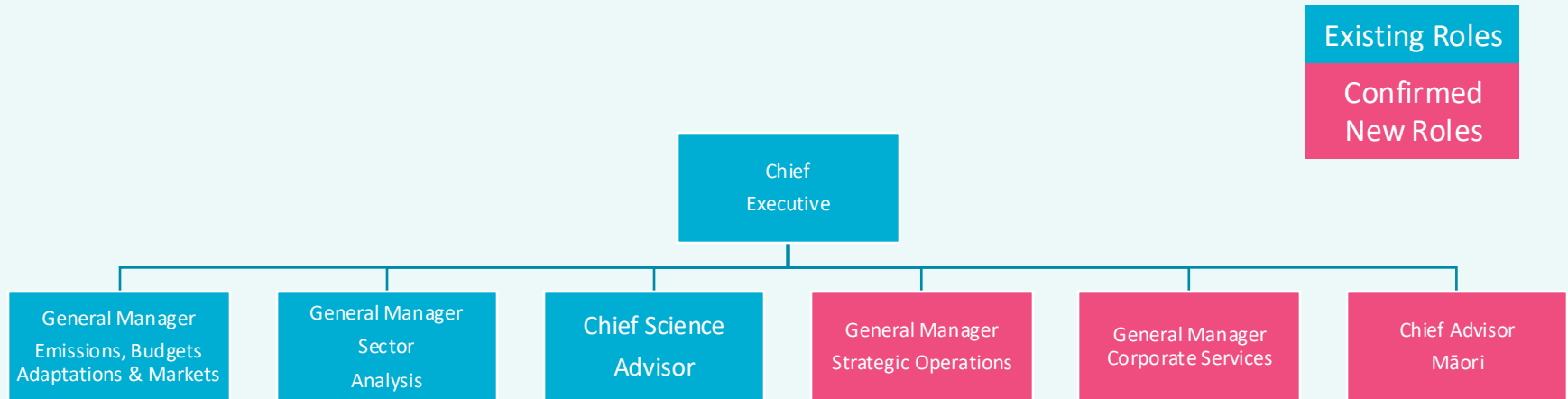
- Establish a Chief Advisor Māori role responsible for supporting the CE in engagement with iwi/Māori on climate adaptation as well as mitigation, and leading hui on behalf of the Commission with iwi/Māori leaders.
- Disestablish the Kaiwhakahaere Matua Māori role and the Kaiwhakahaere Rangahau role.
- Integrate the Principal Advisor Māori Capability role into the Corporate Services Group, reporting to the People and Culture manager.
- Integrate the fixed term Principal Advisor Māori Engagement, Principal Advisor Consultation Engagement and Senior Advisor Connect into the Strategic Operations Group.

## Decisions continued

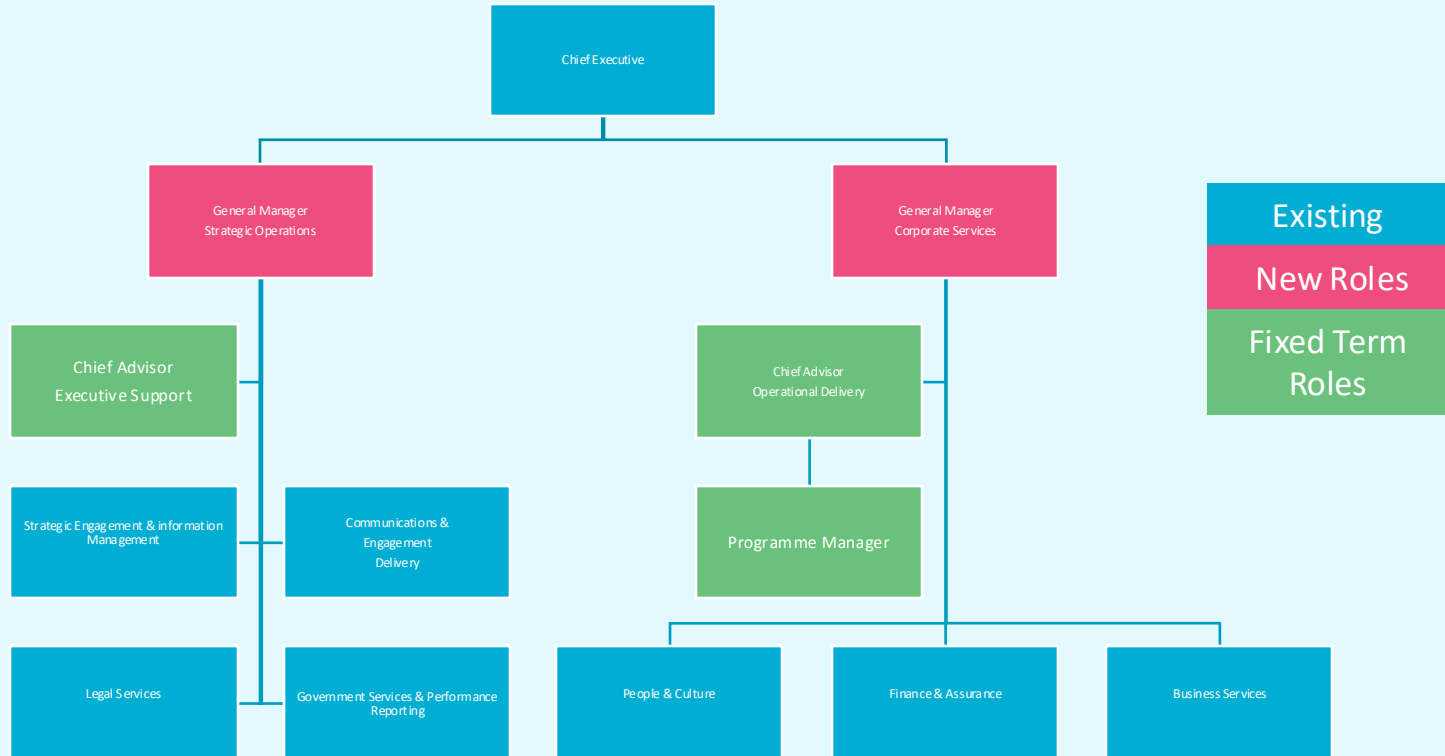
I have also decided to review our approach to integrating our Ohu iwi/Māori roles including the new Chief Advisor Māori role, and review our PMO function, to explore an operating model, or a way of working that:

- Clarifies the capability and capacity we require to deliver our strategic objectives and statutory functions for the immediate and long term
- Deepens our partnership and engagement with iwi/Māori by using a Te ao Māori approach to confirm where the accountabilities Deliver, Connect and Build sit within ELT and integrate the Ohu iwi/Māori roles including Pou Herenga governance and secretariat support
- Widens the PMO's scope, and sense check where this function fits best in our organisational structure to ensure a connected approach to planning, sizing, costing, and sequencing our work programs

# New ELT structure



# New Strategic Operations and Corporate Services Structure



## Next Steps

- I have spoken to Astrid today and she will lead the Strategic Operations Group.
- From Monday 8 April the following managers, and their teams, will continue to report to Astrid in her new role as GM Strategic Operations
  - Chief Advisor Executive Support
  - Manager Strategic Engagement and Information Management,
  - Manager Communications and Engagement Delivery
  - Manager Government Services and Performance Reporting
  - Legal Services



## Next Steps

- I have also spoken to Kathy, and she has agreed to an interim acting role leading the new Corporate Services group until we can recruit and appoint a new General Manager Corporate Services. My expectation is that this recruitment and selection process will be contestable and will attract both internal and external candidates.
- The following managers, and their teams, will report to Kathy as interim acting General Manager Corporate Services.
  - Finance and Assurance Manager
  - Business Services Manager
  - People and Culture Manager
  - Programme Manager

## Next Steps

- I have put the following temporary measures in place to ensure our Ohu iwi/Māori roles are supported, and we can deliver on our accountabilities while we work to clarify our operating model.
- The accountabilities related to strategic objectives previously held by the Kaiwhakahaere Matua Māori role will in the meantime be distributed in the following way:
  - **Deliver** – GM Emissions, Budgets Adaptations and Markets, GM Sector Analysis. Pou Herenga, and/or other specialist consults, to provide reviews as part of our Quality Assurance of statutory work.
  - **Connect** – new GM Strategic Operations who will oversee the work of the Principal Advisor Māori Engagement, Principal Advisor Consultation Engagement and Principal Advisor Connect.
  - **Build** – new GM Corporate Services and Chief Science Advisor

## Next Steps

- I have met with the Staff who are directly impacted by the confirmed changes.
- I'll email all staff tomorrow with a summary of the changes and decisions.
- I will move quickly to review our operating model.

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# Support

- I know that change can be unsettling. I want to remind you of the support available.
- Please remember that you can access confidential support at any stage from EAP Services (phone 0800 327 669 or see information on [www.eapservices.co.nz](http://www.eapservices.co.nz))
- If you would like to meet with me or your manager to talk through the changes I've confirmed today, please do let us know.