



Paper: Chief Executive (Business Case)

Title of Paper:	Structural review - GM Māori Team		
SLT Meeting Date:	16 November 2023		
From	Alison Coles, Kaiwhakahaere Matua Māori		
Reviewer:	Karen Keeley, Chief Advisor, to the CE	Second Tier sign off:	

Recommendations: Approve the proposed structural changes to the GM Māori Team.	Yes/No
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Purpose

1. This decision paper outlines the analysis and rationale for structural changes of the GM Māori team. The Structural review was conducted to ensure that there is the shared capability and capacity to deliver the identified Poua work programme (Appendix I).
2. This document includes the following sections:
 - Purpose
 - Issue statement
 - Success criteria
 - Interdependencies and limitations
 - Current state analysis
 - Team structure
 - Role functions
 - Gap analysis
 - Work programme analysis
 - Centralisation and decentralisation
 - Scenario analysis
 - Team scenarios
 - Cost analysis
 - Success criteria analysis
 - Recommendations
 - Position functions
 - Employer of choice
 - Implementation of new structure
 - Appendix
 - Poua Iwi/Māori work programme
 - Draft position descriptions

Issue statement

3. There is significant change in the GM Māori team, this includes; natural attrition of kaimahi, increased responsibility of servicing the Pou Herenga, the Commission being a relatively new organisation and a significant surge in statutory deliverables for 2024. Therefore, the GM Māori team currently has shared capability and capacity limitations.

Success criteria

4. The table below includes the Commission's design principles and the success criteria from the reverse brief. The current and proposed structures will be analysed against this.

Draft design principles	Success criteria
Alignment – the design enables the Commission to deliver on its statutory and strategic imperatives.	That the team has shared capability to deliver on the identified work programme
Sensible spans of control - leadership roles are structured with the right level of direct reports (not too many and not too few) to allow effective people leadership.	That the team has shared capacity to deliver on the identified work programme
Clarity – We define roles and responsibilities to ensure role clarity, avoid confusion and promote accountability. We define organisational responsibilities and interdependences.	Consider the organisational needs for thought leadership, service delivery, centralisation/decentralisation
Flexibility - flexibility of roles to support and enable growth and to allow additional resourcing to the areas that need it most at different points in the Commission's work cycle. Futureproofing – the design is sustainable, continuity and considerations around an internal pipeline to support a tuakana/teina development approach.	Cognisant of futureproofing, continuity and considerations around an internal pipeline to support a tuakana/teina development dynamic
Simplicity – the design should be as simple as possible to avoid complexity and increase efficiency so the Commission can deliver effectively against future strategic outcomes. Connected – we don't design in isolation. We look across the commission and identify where consistency is needed, and avoid duplication of roles/function.	Leverages off efficient use of shared services across the Commission
Empowerment – job design empowers staff to take ownership of their work, right decisions are made in the right places, at the right level. Healthy work – We ensure jobs are designed and resourced in a way that maintains a safe and healthy working environment.	Staffing levels/expenses which is sustainable and meets the requirements of the organisation, including operating within resource constraints

Interdependencies and limitations

5. The work programme and review, as part of this GM Māori team structure, will need to identify the impact this advice has on the workload of the GM Māori team and of the Commission.

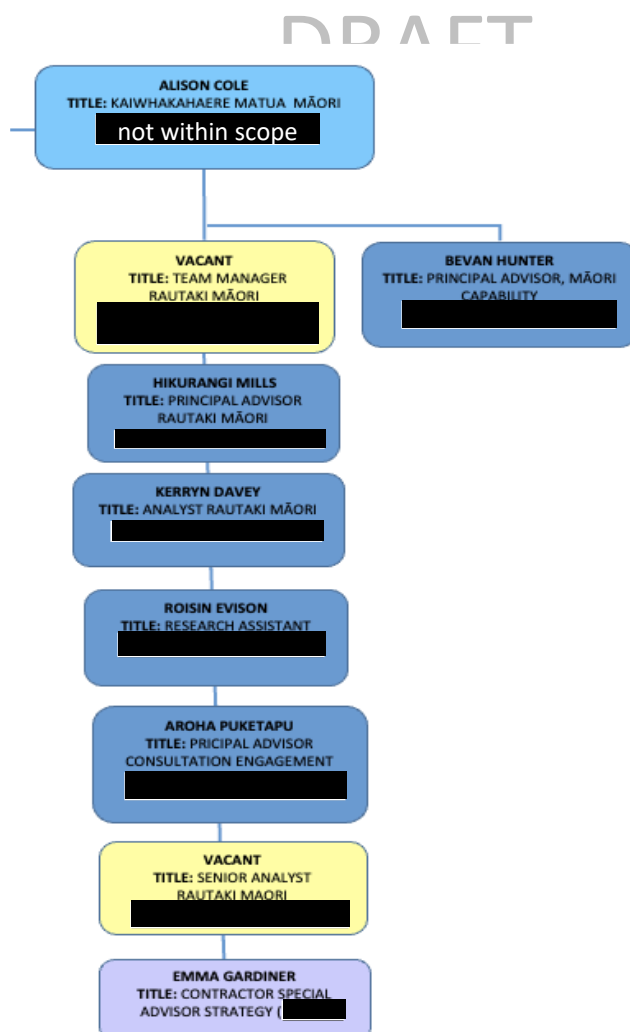
section 9(2)(h)

Current state analysis

6. This section outlines the current structure, function, and gap analysis of the GM Māori team. The previous resourcing review can be found here: [Rautaki Māori Team Resourcing Plan 2022](#)

Team structure

7. The diagram below outlines the current team structure as of September 2023:



Role functions

8. The table below outlines the role descriptions and links as of September 2023:

Role	Description
Kaiwhakahaere Matua Māori	Provides management of the Group leadership
Team Manager Rautaki Māori	<u>CCC Job Description - Team Manager Rautaki Maori.pdf</u>
Principal advisor, Māori capability	
Principal advisor, Rautaki Māori	<u>CCC Job Description - Pou Whakatere Principal Advisor (Māori Partnerships)</u>
Analyst Rautaki Māori	
Research assistant	<u>CCC Job Description - Research Assistant</u>
Principal advisor, Consultation engagement	<u>CCC Job Description - Principal Advisor Consultation and Engagement</u>
Senior analyst, Rautaki Māori	<u>CCC Job Description - Senior Analyst Rautaki Maori</u>

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Gap analysis

9. This section analyses the current structure against the success criteria and provides qualifiers to act as prompts for the development of the new structure.

		Gap analysis	
Commission design principles	Success criteria	Yes/No	Qualifiers
Alignment – the design enables the Commission to deliver on its statutory and strategic imperatives.	That the team has shared capability to deliver on the identified work programme	No	Currently there is a skeleton crew with a significant portion of the work programme being delivered by consultants or contractors
Sensible spans of control - leadership roles are structured with the right level of direct reports (not too many and not too few) to allow effective people leadership.	That the team has shared capacity to deliver on the identified work programme	No	Currently there is a skeleton crew with the GM Māori interacting across the Commission from a CE to a Senior advisor level
Clarity – We define roles and responsibilities to ensure role clarity, avoid confusion and promote accountability. We define organisational responsibilities and interdependences.	Consider the organisational needs for thought leadership, service delivery, centralisation/decentralisation	No	Unfilled roles and urgent demands are currently informing the allocation of workload internally or through consultants
Flexibility - flexibility of roles to support and enable growth and to allow additional resourcing to the areas that need it most at different points in the Commission's work cycle. Futureproofing – the design is sustainable, continuity and considerations around an internal pipeline to support a tuakana/teina development approach.	Cognisant of futureproofing, continuity and considerations around an internal pipeline to support a tuakana/teina development dynamic	No	<ul style="list-style-type: none"> There is not anything in the structure or role function that align with this thinking, except the standard analyst, senior, principal and manager naming convention For a small team, applying portfolios to the titles narrows responsibilities and limits flexibility. An agile approach is needed in the team whereby the function of the team is defined, capability level and portfolios are applied and reviewed based on need (E.g. Surge year workload, emerging strengths, capacity, vacancies/short term cover)

			<ul style="list-style-type: none"> The wider public sector market has low supply of Māori policy makers and engagement specialists – this requires the Commission to look to a long-term strategy of building an ‘employer of choice’ reputation to support an ‘attract, develop and hold’ strategy There is nothing in the current structural design to address surge years of increased Statutory deliverables
<p>Simplicity – the design should be as simple as possible to avoid complexity and increase efficiency so the Commission can deliver effectively against future strategic outcomes.</p> <p>Connected – we don’t design in isolation. We look across the commission and identify where consistency is needed, and avoid duplication of roles/function.</p>	Leverages off efficient use of shared services across the Commission	No	Looking through work from the Pou Herenga and of the Team, there seems to be PMO and secretariat functions being fulfilled within the team instead of leveraging off other group shared services. This is currently being addressed through the Poua Work programme and the establishment of the PMO
<p>Empowerment – job design empowers staff to take ownership of their work, right decisions are made in the right places, at the right level.</p> <p>Healthy work – We ensure jobs are designed and resourced in a way that maintains a safe and healthy working environment.</p>	Staffing levels/expenses which is sustainable and meets the requirements of the organisation, including operating within resource constraints	No	Low staffing levels and high workload, the current state is not sustainable. Poua Work programme, Cross Commission interdependencies, attempts to address this at a ‘systems’ level

Work programme analysis

10. This section identifies the key functions that fall out of the Poua workprogramme, including a cross analysis of capability needs to support delivery.

Area	Outputs	Kaiwhakahaere Matua Māori	Principal	Senior	Consultants	Analyst	Research assistant	PMO	Coordinator/EA
Organisational planning and reporting (Deliver)	Statement of intent	•	•						•
	Statement of performance expectation	•	•						•
	Annual report	•	•						•
Statutory deliverables (Deliver)	Emissions Reduction Plans	•	•	•	•	•	•	•	•
	ETS unit limits and price control settings	•	•	•	•	•	•	•	•
	2050 Emissions Targets review	•	•	•	•	•	•	•	•
	National Adaptation Plan review	•	•	•	•	•	•	•	•
	Advice for Emission budgets	•	•	•	•	•	•	•	•
	Monitoring and reporting: towards meeting emissions budgets, emissions reduction plans and the 2050 target	•	•	•	•	•	•	•	•
	International Aviation & Shipping	•	•	•	•	•	•	•	•
	2026: National Climate Change Risk Assessment	•	•	•	•	•	•	•	•
Organisational systems (Build)	Pou Herenga and secretariat	•	•					•	•
	Māori data sovereignty strategy, policy and framework	•	•						•
	Iwi/Māori Engagement strategy and implementational plan (Connect)	•	•	•	•	•			•
	Analytical approach	•	•						•
	Literature review tool	•	•				•		•
	Engagement repository (Nicholson's based tool)	•		•					•
	Interests matrix and register	•	•		•	•			•
	Iwi/Māori cultural capability strategy and plan	•	•						•
	Māori writing guide	•	•						•
	Poua work programme	•	•						•
	Ministerial services and OIA	•	•		•	•			•

Key

Build - Org planning and capability	
Deliver – Statutory deliverables	
Research consultants	
Connect - Engagement	

Centralisation and decentralisation

11. This section analyses the Poua workprogramme against the centralisation and decentralisation structural considerations. Generally, this refers to the structure of decision-making capability within an organisation. In this case, we are considering this concept within the context of the centralisation or decentralisation of Māori capability within the Commission.

12. There are three key limitations that point to a hybrid model, this includes:

- Capacity
- Continuity
- Cultural safety

13. The table below outlines the analysis against the various structural considerations:

Considerations	Hybrid	Qualifiers
Decision making	Centralisation	Having a single point of decision making and QA/QC regarding kaupapa Māori ensures continuity
Operational deliverables	Hybrid	Where it is simple to compartmentalise kaupapa Māori deliverables, this will be centralised to the GM Māori team. However, due to 5m(f), the Enduring letter of expectation and the size of the organisation – it is difficult to ensure these statutory deliverables are addressed by the GM Māori team alone. Instead, key systems, evidence products and QA/QC is held within the GM Māori team – while the ownership of deliverables and drafting is decentralised across all groups
Size	Centralisation	A general rule of thumb, is until you have the workload demand for a function to justify 2FTE you outsource. This is to ensure there is backfill and continuity factors are addressed. The Commission is relatively small and there is not the rationale to support this capacity in each team
Development, support and cultural supervision	Centralisation	The wider public sector has grappled with this consideration. Like any specialist tagged role within a generalist team there is a loss in the ability to passively develop in the role and a siloed way of working leads to a feeling of isolation – this is why the public sector are increasingly engaging cultural supervisors
Stability	Centralisation	The wider public sector has grappled with this consideration. Generally an embedded decentralised approach is the ideal, however, in practice this has regularly failed. High turnover and single dedicated roles within a team means that there isn't any continuity solutions. Having a centralised team means that there is the ability to redeploy

Scenario analysis

Team scenarios

14. The table below provides Team scenarios based on the Work programme analysis:

	2022 structure	Scenario1	Scenario2	Scenario3	
Positions	FTE	FTE	FTE	FTE	
Kaiwhakahaere Matua Māori	1	1	1	1	1
Coordinator/EA	1	1	1	1	2
Principal advisor/T3 Team manager	3	3	3	2	3
Senior analyst	1	2	2	2	4
Analyst	1	2	1	1	5
Research assistant		1	1	1	6

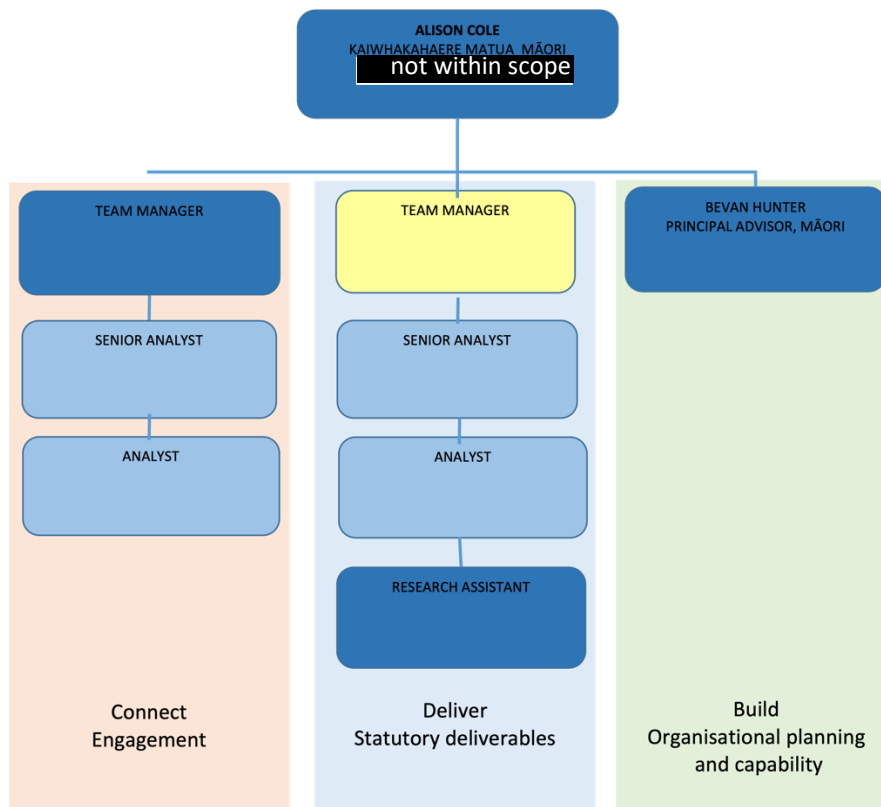
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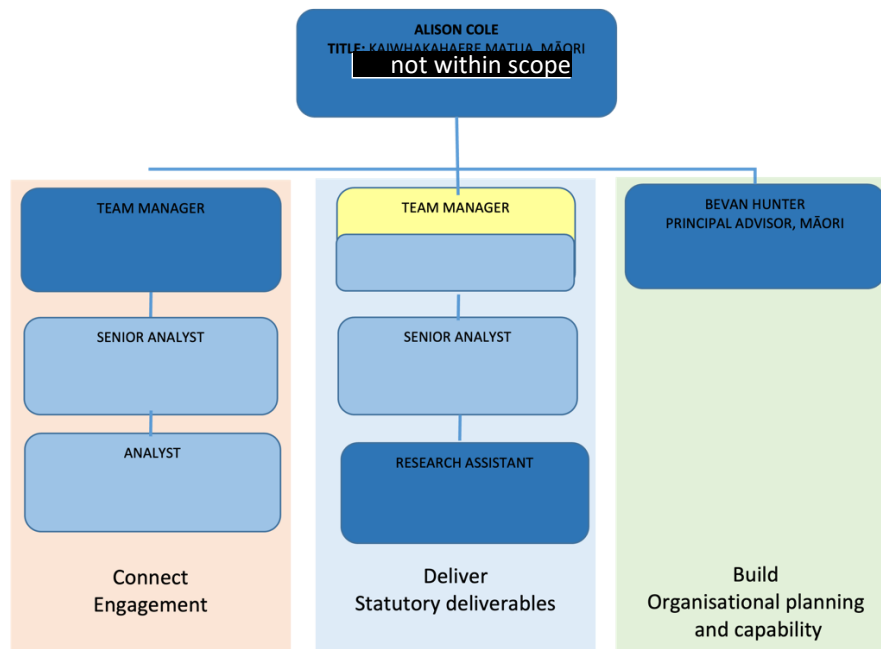
1. The Kaiwhakahaere Matua Māori is an existing role that will not change in all scenario
2. The Coordinator/EA is a recommended role in all scenario
3. In all scenario, there is no change in a Principal advisor dedicated to Org capability and systems (regarding Iwi/Māori). The other two FTE are in the form of Team Managers, either for Connect and Deliver portfolios separately or combined
4. In all scenario there are two dedicated Senior analysts for Connect and Deliver respectively
5. In Scenario 1, there is an Analyst dedicated to Connect and Deliver respectively. In Scenario 2&3 the analyst is dedicated to Connect
6. In all scenario, the Research assistant is dedicated to the maintenance of evidence products

The diagrams below provide the Team structures for each scenario:

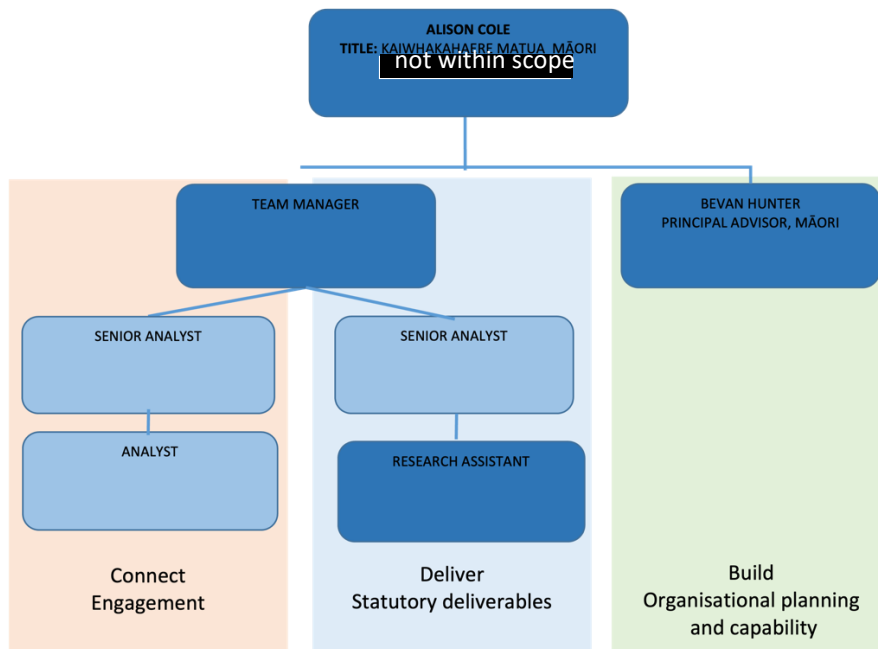
Scenario 1



Scenario 2



Scenario 3



Notes:

- Dark blue – existing FTE appointments
- Light blue – existing FTE but vacant
- Yellow – new resource

Cost analysis

15. The table below provides the cost analysis of each of the scenarios:

	Pay scale			2022 structure		Scenario1		Scenario2		Scenario3	
Roles	80%	100%	120%	FTE	Total	FTE	Total	FTE	Total	FTE	Total
Kaiwhakahaere Matua Māori				1	NA	1	NA	1	NA	1	NA
Coordinator/EA				1	NA	1	NA	1	NA	1	NA
Principal advisor/T3 Team manager	s.9(2)(a)			1		1		1		1	
Senior analyst				1		1		1		1	
Analyst				1		1		1		1	
Research assistant					1	1		1		1	
Total					778,625		1,073,797		980,860		796,157
Budget FY'24					685,650		-1,073,797		-980,860		-796,157
Variance FY'24					-778,625		-1,073,797		-980,860		-796,157
Variance 2022							-295,172		-202,235		-17,532

Success criteria analysis

16. The table below analyses the Team scenarios against the Success criteria:

Success criteria	Scenario 1	Scenario 2	Scenario 3
That the team has shared capacity to deliver on the identified work programme	Yes	Somewhat	No
Consider the organisational needs for thought leadership, service delivery, centralisation/decentralisation	Yes	Somewhat	Somewhat
Cognisant of futureproofing, continuity and considerations around an internal pipeline to support a tuakana/teina development dynamic	Yes	Somewhat	No
Leverages off efficient use of shared services across the Commission	Yes	Yes	Yes
Staffing levels/expenses which is sustainable and meets the requirements of the organisation, including operating within resource constraints	Somewhat	Somewhat	Yes

17. Scenario 1 is the recommended scenario. Scenario 2 and 3 will likely need significant capacity and capability fill in the form of contractors to deliver Statutory deliverables in surge years.

Recommendations*Position functions*

18. The table below details the position functions of the ideal Scenario 1:

Position	Portfolios	FTE
Kaiwhakahaere Matua Māori	<ul style="list-style-type: none"> Cross cutting Pastoral/mentoring/team development 	1FTE
Team managers	<ul style="list-style-type: none"> Connect - Engagement Deliver – Statutory deliverables 	1FTE 1FTE
Principal advisor	<ul style="list-style-type: none"> Build - Organisational planning and capability 	1FTE
Senior analyst	<ul style="list-style-type: none"> Connect - Engagement Deliver – Statutory deliverables 	1FTE 1FTE
Analyst	<ul style="list-style-type: none"> Connect - Engagement Deliver – Statutory deliverables 	1FTE 1FTE
Research assistant	<ul style="list-style-type: none"> Deliver – Statutory deliverables 	0.5 FTE
Graduate	Once the GM Māori team is established, there may be a need to consider graduate roles to support a 'attract, develop, hold' strategy and tuakana/teina approach	
Research consultants	Various based on subject matter need and surge in workload	Contract

Notes:

- Moving away from subject matter tagged roles and into portfolio leads – This allows flexibility around workload planning and changing annual priorities – surge capacity response mechanism
- Ensuring the structure and positions are pitched at a level that reflects the cross Commission interactions and decision making
- Ensuring that systems design and ownership is retained inhouse at a Team manager or Principal level (Thought leadership)
- Ensuring duplicate or replicated mahi is retained inhouse (Research assistant and analyst)
- Ensuring continuity of relationship building and retention inhouse (Senior analyst and analyst)
- Ensuring new and emerging research and advice is current and uptodate through the use of external researchers and academics (Research consultants) – - surge capacity response mechanism. This will be managed closely by Principal advisors to ensure line of sight across Commission and a capability opportunity.
- Ensuring a tuakana/teina approach and benefits, such as, career progression (research assistant, analyst, senior, principal and manager)

Employer of choice

19. Generally, all organisations strive to build a positive work culture. This section is focused on how to build the Commission's reputation as an 'employer of choice' and attract, develop and retain Māori capability in a challenging and competitive public sector employment market. A cornerstone document for informing this strategy is the Māori Crown relations capability framework for the public service – organisational capability component.

20. It is recommended that a simple current state analysis against the document in matrix form is conducted, and a comprehensive cultural capability strategy and plan is finalised from there. This will be key to ensuring that systems and culture are addressed in parallel to the GM Māori team structure recommended in this report.

Implementation of new structure

21. The table below outlines the phasing of recruitment for the recommended structure:

Position	Portfolios	FTE	Appointments
Kaiwhakahaere Matua Māori	<ul style="list-style-type: none"> • Cross cutting • Pastoral/mentoring/team development 	1FTE	NA
Team managers	<ul style="list-style-type: none"> • Connect - Engagement • Deliver – Statutory deliverables 	1FTE 1FTE	1 Dec 2023 1 Dec 2023
Principal advisor	<ul style="list-style-type: none"> • Build - Organisational planning and capability 	1FTE	NA
Senior analyst	<ul style="list-style-type: none"> • Connect - Engagement • Deliver – Statutory deliverables 	1FTE 1FTE	1 Jan 2024 1 Mar 2024
Analyst	<ul style="list-style-type: none"> • Connect - Engagement • Deliver – Statutory deliverables 	1FTE 1FTE	1 Jun 2024 1 Jun 2024
Research assistant	<ul style="list-style-type: none"> • Deliver – Statutory deliverables 	0.5 FTE	NA
Research consultants	Various based on subject matter need and surge in workload	Contract	TBC with Project owner and PMO

Notes:

- The appointment dates are the ideal start date for the corresponding positions, this will require recruitment support working back from the listed dates
- The phasing is based on considerations surrounding induction, onboarding and building a strong team working dynamic
- Due to the increase in statutory deliverables in 2024 and the suggested phasing of appointments – there may need to be interim measures put in place