



2 August 2024

s 9(2)(a)

Official information request

Our ref: MFR-25OIA001

Tēnā koe s 9(2)(a)

Thank you for your official information request received on 2 July 2024. You requested:

1. *All advice, reports, memos, aides-memoire, or similar documents sent to your responsible Minister regarding hiring and staffing changes in your department since November 2023*
2. *All information documents, consultation documents, and surveys sent to multiple staff regarding hiring and staffing changes in your department since November 2023*
3. *All correspondence between senior leaders regarding the use of Te Reo Maori, Maori cultural capability, and Te Tiriti obligations in your department since November 2023*
4. *All advice, reports, memos, aides-memoire, or similar documents sent to your responsible Minister regarding the use of Te Reo Maori, Maori cultural capability, and Te Tiriti obligations in your department, since November 2023*
5. *All changes to guidelines or policies regarding the use of Te Reo Maori, Maori cultural capability, and Te Tiriti obligations within your department since November 2023*

Information released

The information you have requested is enclosed. Some information is withheld under section 9(2)(a) of the OIA to protect the privacy of individuals. As required by section 9(1) of the OIA, I have considered whether the grounds for withholding the information requested is outweighed by the public interest. In this instance, I do not consider that to be the case.

If you wish to discuss this decision with us, please contact hello@regulation.govt.nz.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that we intend to publish this letter (with your details removed) on the Ministry for Regulation website.

Ngā mihi

s 9(2)(a)

Aisling Risdon

Ministerial Lead

Appendix 1: Information provided to the Minister and staff

Excerpt from 22 March Weekly Report

Setting up the Ministry

- *Formal consultation: Consultation with The Treasury team and MBIE team (G-Reg) will commence week 25 March. Proposal is to lift and shift these teams into the new ministry with no roles disestablished. Aiming for 1 May completion date.*
- *Office space: Currently the Establishment team is situated with the Public Service Commission. We are reviewing other options prior to Bowen House development being ready for occupation (likely April 2025).*
- *A range of policies to enable the Ministry to operate have been developed and signed off.*

Excerpt from 29 March Weekly Report

Setting up the Ministry

Formal consultation: Consultation with The Treasury team and MBIE team (G-REG) commenced on 27 March and is due to complete on 11 April. A draft structure has been proposed which is essentially a 'lift and shift' of these teams into the new Ministry with no roles disestablished. We are aiming for 1 May 2024 completion date.

In parallel we are working through the financial and technical transition project items.

Recruitment: Three roles have now been advertised as secondment opportunities within the Public Service. We plan to advertise another 11 roles by 1 May 2024.

Excerpt from 12 April Weekly Report

Setting up the Ministry

Transition of Treasury and MBIE functions

- *Consultation with staff has now concluded and feedback is being worked through by MBIE and Treasury with Ministry for Regulation support.*
- *An interim structure has been shared with these teams which we expect to be in place for up to 2 months. Design of a permanent structure is underway.*
- *Planned transition date is 1 May 2024 with plans for a welcome ceremony.*
- *In terms of the transition of systems, we are focused on Information Management, Teams/SharePoint groups, email and bespoke systems.*

Excerpt from 19 April Weekly Report

Setting up the Ministry

Transition of Treasury and MBIE functions

- *Consultation with MBIE and Treasury staff closed last and this week respectively.*
- *Senior Leaders of MBIE and Treasury have made final decisions that the terms of*
- *Section 86 of the Public Service Act 2020 (concerning when employees may be transferred*
- *between public service agencies) have been met and this is being formalised at the time of*

- *writing this report.*
- *We are preparing documentation for the employees transferring who can consider and accept up until 30 April 2024. Staff that do not accept the documentation will end their employment by way of resignation.*
- *The effective date of the transfer remains 1 May 2024.*
- *The Ministry, alongside Treasury and MBIE, are organising a mihi whakatau on 1 May 2024 to provide a welcome for the transitioning people and functions. An invite to that mihi whakatau has been extended to you via your office.*
- *Work is underway to integrate the MBIE and Treasury teams into the design of the Ministry's set up and work programme.*

Excerpt from Weekly Report 26 April 2024

Culture and People

[out of scope]

Integration of the public service regulatory functions from Treasury and MBIE will be completed on time on 1 May. Official transfer of functions was signed by all Chief Executives on 19 April.

A mihi whakatau to welcome the new team members will be held at our offices starting at 9:30am on 1 May involving the Ministry, MBIE, Treasury and the Public Service Commission.

[out of scope]

We are advertising for our first permanent role (Principal Legal Advisor) and continue to advertise for policy secondment roles.

Excerpt from Weekly Report 3 May 2024

Establishing the Ministry for Regulation

Culture and People

- *A mihi whakatau to welcome the new team members was held at our offices on 1 May involving the Ministry, MBIE, Treasury and the Public Service Commission. The welcome was dual purpose allowing the Commission to welcome the Ministry into their offices as well as the Ministry welcoming staff from Treasury and MBIE. A few photographs from the event are included below.*
- *With the new team members, we were able to hold the second of our on-going organisational vision and planning workshops. Further sessions are planned over the next three weeks, culminating in an offsite at the Inland Revenue Department (IRD) collaboration hub on 6 June.*
- *Your visit to the Ministry offices has been planned for 7 May.*
- *We are advertising for two permanent roles (Principal and Senior Legal Advisors).*
- *The Ministry now has 30 team members with two vacancies at interview or offer stage, and another 8 actively or about to be recruited*

Excerpt from Weekly Report 10 May 2024

Establishing the Ministry for Regulation

Culture and People

- *The Ministry now has 8 roles under active recruitment, or about to be recruited.*
- *This week we engaged with Ministry staff on the development of a permanent structure to best*
- *support our on-going functions.*
- *Work to develop a Te Reo name for the Ministry has commenced.*

Intranet update: Rāhina pānui from Grainne 10 June 2024

Consulting on our structure

As I mentioned above, confirmation of funding in the Budget has enabled us to progress with a permanent structure.

Talk of structures and consultation often implies change. I acknowledge there is a significant amount of change going on for many of you at the moment, and it can be unsettling. It was great to have Umbrella along at our away day last week, I found their session very insightful. Please remember we have Umbrella as our EAP provider, there if you need them.

On Friday you will have received an email from ConsiderThis, inviting you to participate in a consultation on our proposed permanent structure. If you haven't received your invitation, please get in touch with Abbey.

I really do encourage you to take the time to see what's proposed, and get your feedback in. As I said recently, there are many ways we could have approached this, and I'm keen to hear if you think there are other things we could consider. Everyone who is working for the Ministry can participate, regardless of your role or employment status with us.

There will be several opportunities over the next couple of weeks to participate in Q&A sessions. Again, I encourage you to take part.

The consultation will be open for two weeks. The key dates are:

7 June: *Consultation opens*

21 June: *Consultation closes*

26 June: *Decisions announced*

1 July: *New structure starts*

Intranet update: Final decision on our permanent structure consultation

You'll recall that from Friday 7 June, Gráinne provided all Ministry for Regulation kaimahi the opportunity to provide feedback on a proposed permanent structure.

Since then, you've provided 69 comments, voted 83 times and sent 12 emails with your thoughts as part of the feedback process. Many of you have also attended one of three Q&A sessions held to help answer any questions you had about the proposal.

Gráinne has now considered all the feedback received and has finalised her decision.

You can see a copy of the final decisions and structure below¹. The document provides an overview of our next steps.

¹ See Appendix 3

We've all worked hard to get to where we've got to today – just four months since we were established. This structure is a significant marker in our continued progress and will help us navigate towards our future.

Page 4 edited on 2 July 2024 to include Extra info under Business Group 1

Intranet update: Our new structure starts today

It's an exciting day today! It marks the start of our new structure.

Work is underway to finalise recruitment plans, and many of the vacant roles in the structure will soon be advertised on our careers hub.

The new structure also means some changes for our existing permanent kaimahi. You can see what these changes look like in the tables below.

Title changes

DCE Policy (vacant)		
<i>Manager, Regulatory Management System [out of scope]</i>	<i>Manager, Regulatory Stewardship [out of scope]</i>	<i>Manager, Regulatory Policy Design [out of scope]</i>
<i>Regulatory Management System team members [out of scope]</i>	<i>Regulatory Stewardship team members [out of scope]</i>	<i>Regulatory Policy team members [out of scope]</i>

DCE Reviews and System Capability (vacant)			
<i>Manager, Regulatory Reviews (vacant)</i>	<i>Manager, Regulatory Reviews (vacant)</i>	<i>Manager, Regulatory Reviews (vacant)</i>	<i>Manager, Regulatory System Capability [out of scope]</i>
			<i>Regulatory System Capability team members [out of scope]</i>

We'll keep you updated on progress with our new structure. A reminder – please take the time to register on our new careers hub.

Along with our new structure, we'll also progress our new ways of working – including our values and principles, and workplace protocols. These are all important and positive parts of our developing organisational culture.

Appendix 2: Final proposal document provided to the Minister for Regulation



**Ministry for
Regulation**

Permanent Structure

Consolidated consultation pack for Minister for Regulation

2024-052

7 June 2024

Introduction

Kia ora koutou

We are about to enter the next phase of establishing and growing the Ministry for Regulation. It's an exciting time, but it does mean change.

Right up front, I want to acknowledge that any change, particularly in the current environment, can be unsettling.

I do genuinely feel that this is a great time for us. We have a great opportunity to work collectively to finalise our permanent structure, setting up our new Ministry for future success.

The workshops we've had demonstrated a number of things to me. Most noticeable has been that we've got a great team of people from various backgrounds working with us, keen to input and that there isn't a perfect answer! It's important to me that we do take the opportunity to work collectively to determine what our permanent structure will be. An open, transparent, and collaborative approach is what's necessary for us to determine what's going to work.

I've opened consultation on this change proposal to everyone who works in the Ministry, regardless of employment status. Each and every one of you brings great experience from working here, and the places you've worked before, and I know you can all add considerable value to this process.

You'll have heard the Minister refer to us as a "small but mighty" Ministry. You'll see in this proposal that our future permanent workforce is roughly double in size from where we are now. One of our principles in approaching this proposal is remaining relatively streamlined and flexible, both fundamental aspects in how we'll work.

We're in a novel space, both a central agency with responsibility for stewarding the public service's regulatory management system and dealing with the public, to listen and understand their concerns.

I encourage you to all take the time and engage with this proposal. We have chosen to use an online engagement portal to manage your thoughts, suggestions, ideas and feedback. You can opt to make comments publicly or privately.

I look forward to hearing from you. The consultation will be open until 21 June 2024.

Ngā mihi

Gráinne

What outcome are we seeking?

As part of our evolution from ‘start-up’ to ‘grown-up’ we need to design and implement a permanent structure. We are aiming for an effective date for the permanent structure of 1 July 2024. This doesn’t mean every permanent employee will be in place by 1 July, rather by that date we know what resources we need, where we need them and can prioritise our permanent recruitment to meet these needs and help us deliver for New Zealanders.

This proposal and consultation process are to make sure everyone’s ideas and feedback are heard before a final structure is decided on.

What are we consulting on?

No employees of any description are 'affected employees' under this proposal. It is proposed that all employees retain their existing jobs, without any substantive changes. There will be no redundancies, no permanent position is proposed for disestablishment, and no fixed term or secondment role is proposed to end early or change before its end date.

The purpose of this process is not to consult about potential changes to your jobs. Rather, it is to engage with our most valuable resource about how best to structure ourselves going forward, to enable us to recruit to the newly created roles, and provide the resources needed to perform our functions.

We have already had a number of very useful sessions with our staff to obtain ideas and information. The next stage is this process, which enables you to see how the information and ideas you have supplied have been formed into a proposed future structure for the Ministry for Regulation, and allows you to provide feedback and ideas.

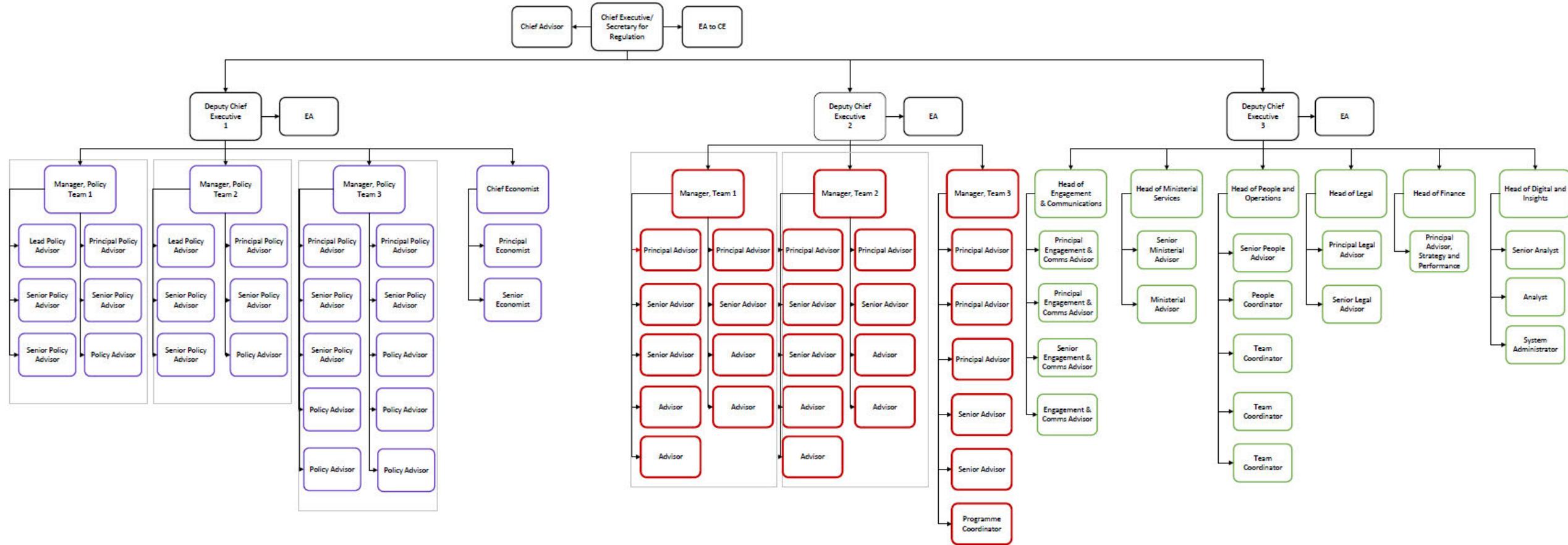
Principles for structure design

We proposed principles for designing the structure and discussed these as a group at our workshop on 9 May.

The final principles were:

- Functions guide the structure (form follows function)
- Appropriately sized ELT (probably 2-4 Tier 2 roles)
- Broad-based roles to allow for flex
- Shared administrative support
- Manageable spans of control
- No more than 4 tiers

Our proposed structure



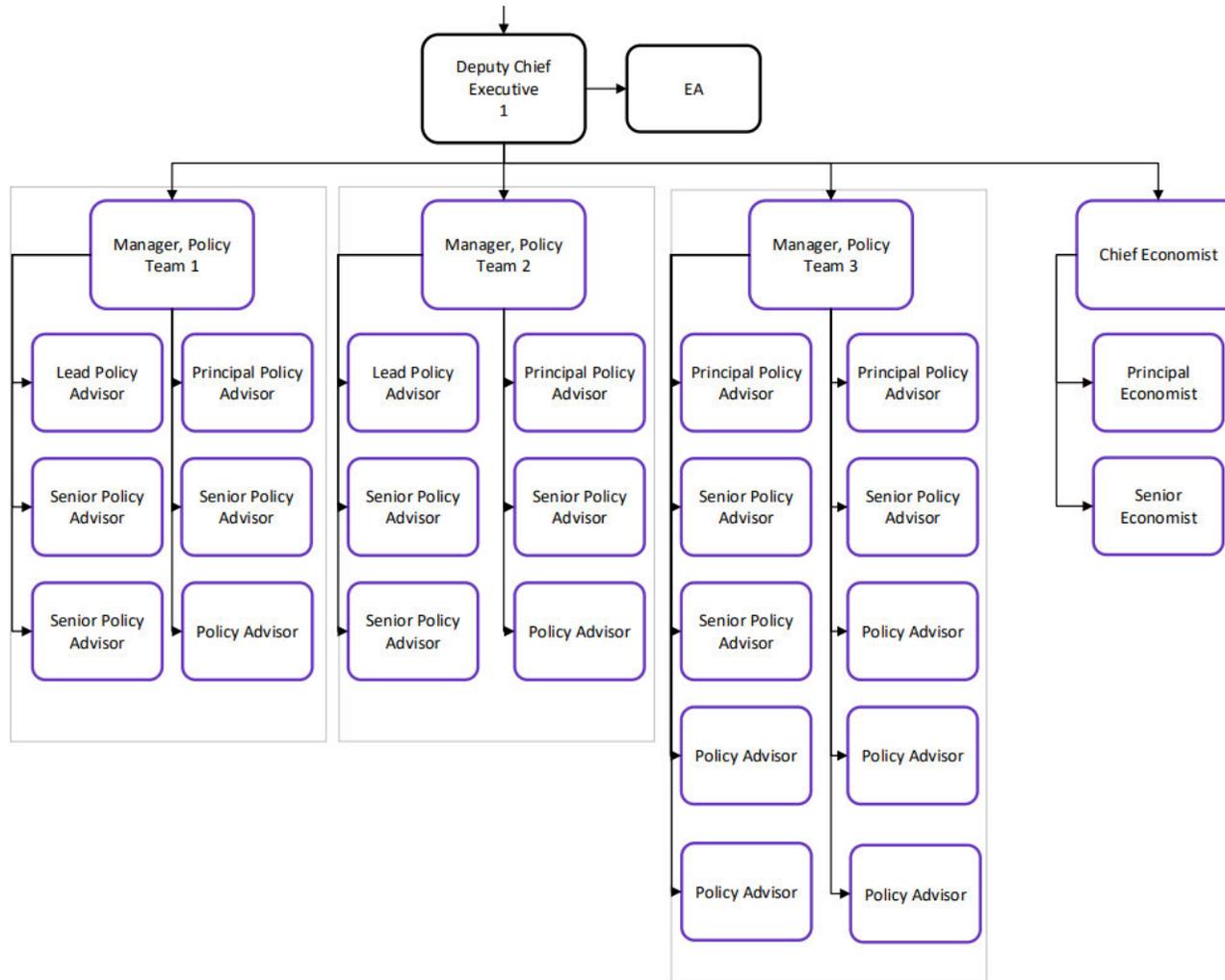
Office of the Chief Executive



Business Group One

Suggested names: 'Regulatory Design', 'Policy'

Proposed to have 30 positions



Responsible for:

- Regulatory Standards Bill
- Regulatory System Stewardship
- Second Opinion Advice
- RIA Ops
- Economics

Business Group One

The Deputy Chief Executive for Business Group 1 will be accountable for leading the teams responsible for the development of the Bill, regulatory stewardship and second opinion advice, RIA Ops, and our economists. This group will be a centre of expertise for the development and analysis of regulation.

This DCE will play a key role as a system leader, representing the Ministry on advisory groups, and holding key relationships across the system, ensuring that the regulatory management system and the Ministry's role is well embedded.

All teams in Business Group 1 will be expected to work flexibly across all streams of work as needed (including Business Group 2), although each team will have a core focus area, which may evolve over time.

Policy team 1

This team will initially focus on the development of the Regulatory Standards Bill, and will support other workstreams as capacity allows.

Policy team 2

This team will initially focus on system stewardship and streamlining, as well as second opinion advice.

Policy team 3

This team will initially be responsible for RIA Ops, policy work and will contribute to the work of policy teams 1 and 2 and Business Group 2 as needed.

Responsible for:

- Regulatory Standards Bill
- Regulatory System Stewardship
- Second Opinion Advice
- RIA Ops
- Economics

Business Group Two

Suggested names: 'Regulatory Practice', 'Reviews and Capability'
Proposed to have 29 positions



- Responsible for:**
- Regulatory Reviews
 - System/Sector Capability
 - Flying squad (supported by resource from across MFR)

Business Group Two

The Deputy Chief Executive for Business Group 2 will be accountable for leading the teams responsible for undertaking regulatory reviews, system capability activities (including G-REG) and ensuring that lessons from reviews are being fed into the capability work to benefit the wider system.

This DCE will play a key role as a system leader, representing the Ministry on advisory groups, and holding key relationships across the system and sectors.

Teams 1 and 2

These teams will lead sector reviews and other scalable interventions. These teams will work closely with experts across the Ministry as needed.

Team 3

This team is a lift and shift of G-REG, with additional resource to allow the realisation of their broader work programme.

It is expected that people across all three teams will work flexibly across this business group as priorities change.

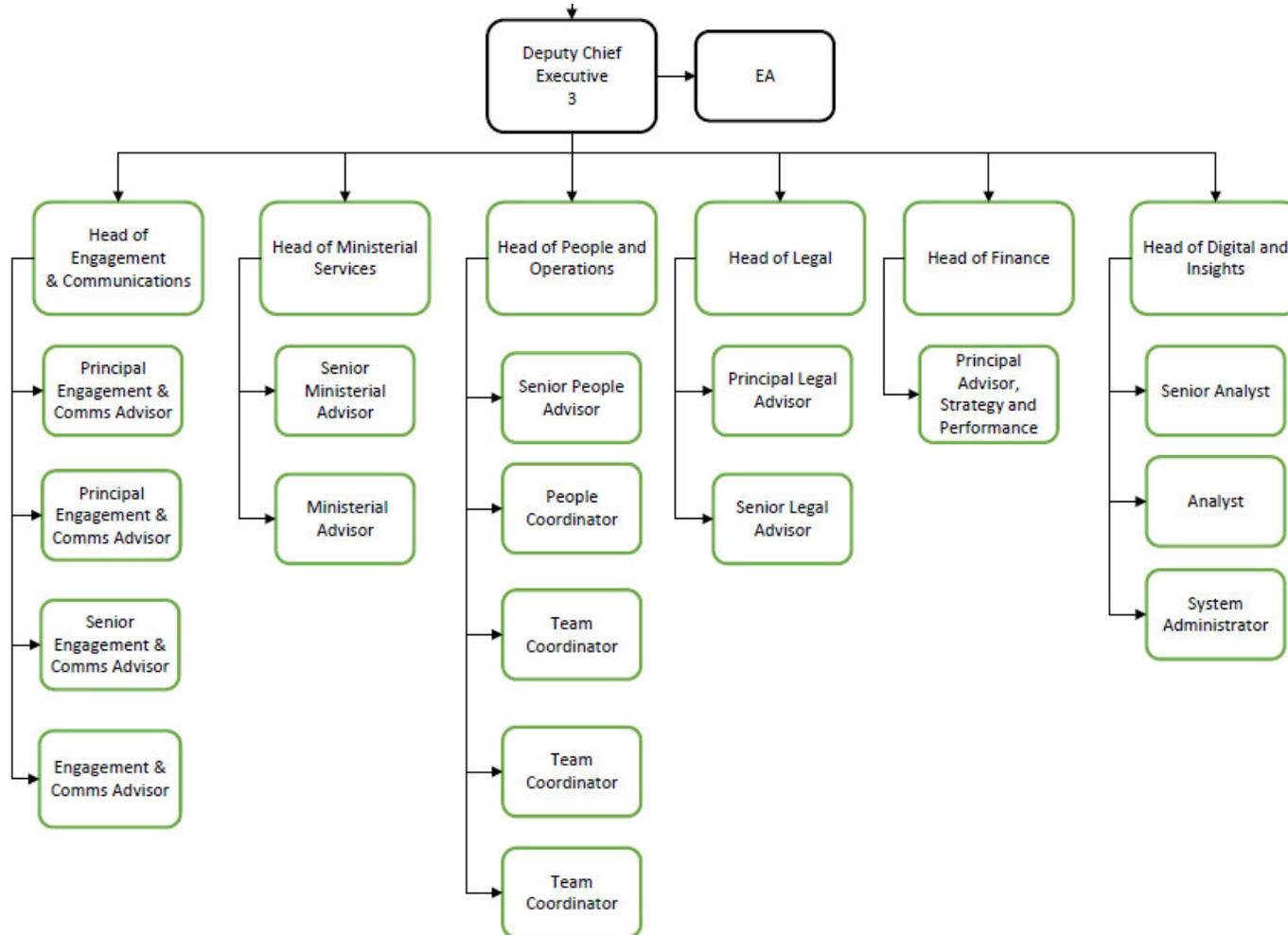
Responsible for:

- Regulatory Reviews
- System/Sector Capability
- Flying squad (supported by resource from across MFR)

Business Group Three

Suggested names: 'Organisational Performance', 'Organisational Enablement'

Proposed to have 25 positions



Responsible for:

- Corporate Services, including:
 - Stakeholder engagement
 - Legal
 - Organisational performance and reporting
 - Data and insights

Business Group Three

The Deputy Chief Executive for Business Group 3 will be accountable for leading the teams responsible for corporate services and select centres of expertise who will be allocated to different workstreams and project teams across the Ministry as needed.

This DCE will hold key relationships with other central agencies as well as counterparts across the sector.

Engagement and Communications

It is expected that the Principal Advisors in this team will be assigned to lead stakeholder engagement work for regulatory reviews. The remainder of the team will support across the Ministry as needed, including internal and external communications.

People and Operations

One of our principles was shared administrative support. Three Team Coordinator positions have been proposed to sit centrally in this team for pastoral support and oversight, however their work will be aligned with one of the three business groups.

Digital and Insights

This is proposed to be the Ministry's central analytics and insights group, and they would support across the Ministry as needed.

Responsible for:

- Corporate Services, *including*:
 - Stakeholder engagement
 - Legal
 - Organisational performance and reporting
 - Data and insights

What does this mean for current employees?

Permanent Staff

At this stage, we are proposing that permanent employees retain their existing job titles* and job descriptions.

Fixed-term

We are not proposing any changes to the jobs or terms and conditions of fixed term employees. Rather, we are proposing that all fixed term employees remain in their current positions, with their current job title and position description, until the conclusion of their fixed term.

Secondees

We are proposing to treat secondees' positions in the same way as fixed term employees' position. In this regard, we are not proposing any changes to the terms or conditions of the secondment. Rather, we are proposing that secondees will complete their secondments to their planned end date, in their existing positions and job descriptions.

Contractors

Contractors do not occupy positions within the structure, and are therefore not identified in the proposed new structure.

**We have proposed changes to the job titles of Managers, to reflect the work/team that we are proposing that they manage. However, no changes are proposed to their position descriptions, or the nature or scope of their roles, which remain unchanged*



**Ministry for
Regulation**

Thank you

Ngā mihi

Appendix 3: Permanent Structure Final Decision Document provided to staff



**Ministry for
Regulation**

Permanent Structure

Final Decision Document

1 July 2024

Introduction

Kia ora koutou

Thank you all so much for the contributions you made throughout the recent formal consultation on our proposed organisational structure.

You provided 69 individual comments, voted 83 different times, and I received 12 direct submissions.

The quality and volume of inputs has exceeded my expectations. Your high level of engagement with the workshops we've had, and your feedback into the Consider This hub, has helped refine and clarify my thinking.

This document sets out the final decisions I have reached.

I have made several changes to the proposed structure as a direct result of your suggestions. We will always be a small Ministry that must have a big impact, and I believe the changes made will enable us to do that.

Probably the strongest feedback theme on the proposed structure was about numbers – you wanted more. As I am sure you'll understand, our answer is not as simple as adding more headcount. My focus has been on how we can best utilise the positions we do have. I have been very deliberate in where our resources will sit to enable what I consider the most impact on workload and delivery.

I expect plenty of scrutiny across what we do, and equally importantly to me is how we do it. Our success will be, in large part, based on how we approach our work – we must remain open, operate with transparency, communicate regularly, share our information and insights, and work collectively on issues and opportunities as they arise. This is what will make us successful.

As a Ministry, we have only just reached four months. We have all worked extremely hard to get where we've got to today, and I'm very pleased that we have got to this point in our continuing journey. This document is a further marker in how we will keep navigating towards our future.

Thanks to all of you for your enthusiasm, commitment, passion, and willingness to work together across our small but mighty Ministry!

Ngā mihi
Gráinne

Consultation Process

We started consultation at 3pm on 7 June 2024. Each member of our team, as well as PSA, received a link to sign into ConsiderThis – the platform we used for consultation. We received a large number of submissions via the platform, including comments that were public and private, and votes.

We held three **Q&A/feedback sessions**:

13 June 2024: Attended by 25 people through Teams and in-person

18 June 2024: Attended by 20 people through Teams

18 June 2024: Attended by the majority of our permanent kaimahi

Submissions/feedback:

- 69 comments
- 83 votes
- 12 emails

Feedback – Page 1

We received a broad range of feedback which we have consolidated and summarised in the following 8 themes:

1. Administrative Support

There are proposed to be three Team Coordinators and three Executive Assistants (excluding the EA to the CE).

Feedback asked me to consider if there were enough Team Coordinators across the Ministry, and if we would consider specific administrative support roles in the RIA Ops and Ministerial teams. I have considered this. I have decided to make no change to the number of positions providing this support, as I expect that all kaimahi will need to undertake some level of administrative work. I have, however, increased resourcing in other areas. I will continue to monitor this model.

2. Size of teams

I received feedback about the size of teams in Business Groups 1 and 2.

Business Group 1: Although it would be ideal to have even-sized teams, our existing working arrangements don't provide us with equal capacity across all work streams. I have added a Lead Advisor responsible for RIA Ops, which I consider will support the manager of team 3 (now called Manager, Regulatory Policy Design) with RIA sign outs, day-to-day coaching and escalation activity. As indicated in the proposal document, it is expected that all three policy teams will work together to assign resource to where the work is, and these should be seen predominantly as 'home' teams, and *not* indicative of where 100% of your work will come from.

Business Group 3: Feedback was received about the effectiveness and practicality of teams with one direct report. I agree. I have removed the team of one by combining the Finance function with other teams.

3. Ministerial Services

I received feedback that this area was under-resourced in the proposed structure. Although I agree this area is busy, I have had to prioritise resourcing in other areas. I have moved the Principal Advisor, Strategy and Performance role to report to the Manager, Ministerial Services. This role will have some capacity to support the core Ministerial Services work. I also anticipate the Team Coordinator supporting this team for some of their time.

Feedback – Page 2

We received a broad range of feedback which we have consolidated and summarised in the following 8 themes:

4. Second Opinion Advice

Feedback suggested this function should move to Team 3, due to the knowledge and skillset required, and the potential impact on the workload of Team 2. As a result of feedback, I have moved this function to Team 3.

5. RIA Ops

There was a variety of feedback about RIA Ops including the number of roles, the sign out process, the opportunity to add a team leader role or splitting RIA Ops out into a fourth policy team. As a result of feedback, I have added a Lead Advisor role who will look after day-to-day RIA Ops issues.

6. Chief Economist

Feedback showed the alignment of the Chief Economist role with several areas of work in the Ministry, including the second opinion advice function, and the regulatory reviews area. Similarly, people felt this role could sit in a few different places in the Ministry. Feedback also promoted the importance of having economics expertise spread more broadly, not just in a pure economics team. I agree. I have confirmed that the economics team will work across a number of areas.

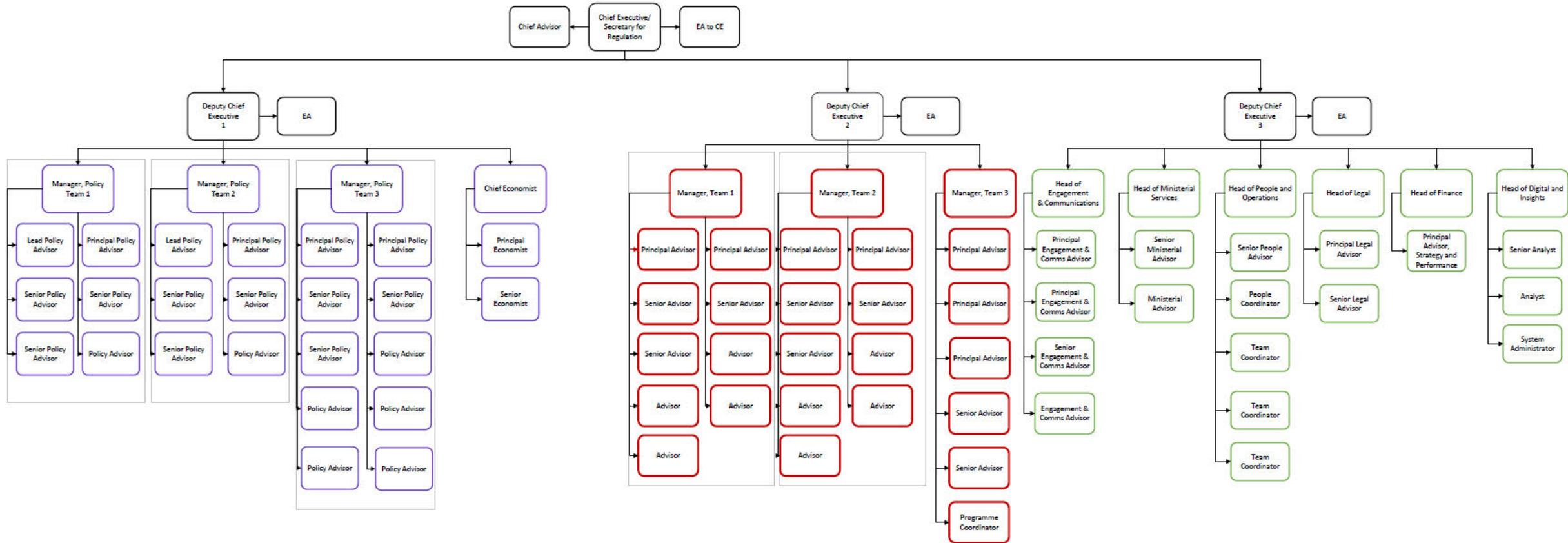
7. Lead Advisors

In general, people liked the idea of a further level of technical expertise, and there were requests to add this type of role into other areas as well. I agree. I want to promote a pathway for technical experts within our structure. I have added more Lead Advisors across the Ministry.

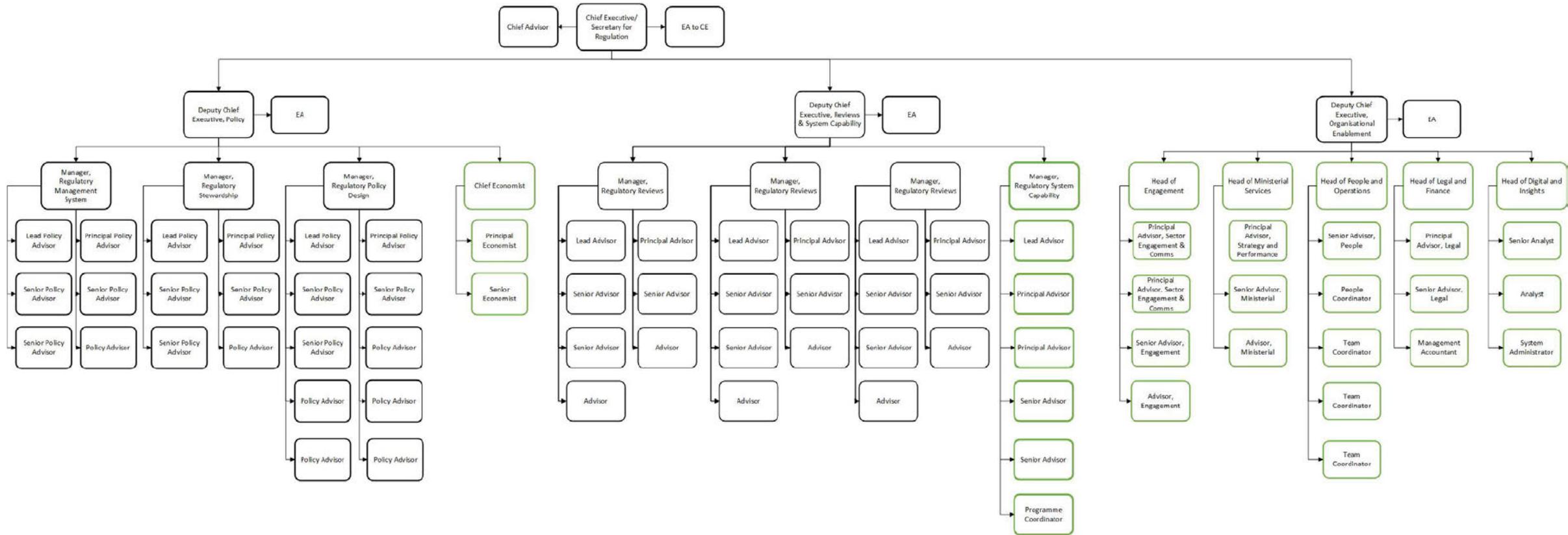
8. Regulatory Reviews

A large amount of feedback was centered around the resourcing levels in these teams, and if there would be enough capacity to juggle the number of reviews (sector or otherwise). I agree that capacity may be an issue and I have increased resourcing as a result of this feedback.

Proposed Structure from Consultation Pack



Final Structure



Although all roles are expected to collaborate and provide expertise and capacity across the Ministry, functions in green are specifically expected to provide expertise across the whole organisation.

Changes as a result of feedback

Business Group 1 (Policy)

Added a Lead Advisor (for RIA Ops) to Team 3

Moved responsibility for Second Opinion Advice to Team 3

Business Group 2 (Reviews and System Capability)

Added a third review team, and added three positions overall

Added a Lead Advisor to each of the teams

Business Group 3 (Organisational Enablement)

Removed a Tier 3 Manager role (Head of Finance) to fund positions elsewhere

Combined Finance and Legal functions

Moved Principal Advisor, Strategy and Performance to Ministerial Services

Proposed placements for permanent staff

There were some changes to work and reporting lines as a result of feedback from permanent kaimahi

	OCE	BG1	BG2	BG3	Total
Proposed number of positions	3	30	29	25	87
Final number of positions	3	30	33	25	91

Next steps

This new structure will 'go live' on Wednesday 3 July. In reality, not much will change for kaimahi day-to-day. For our permanent kaimahi, you will have a letter that outlines what this new structure means for you, including any changes to titles or reporting lines.

We will prioritise the development of job descriptions for key roles, including the new Deputy Chief Executives. We have partnered with a recruitment agency ([INSIDE Recruitment](#)) who will lead a robust process on our behalf to place people into these roles. We expect these advertisements to go live later in July.

Job descriptions for our other roles will also be developed, and we'll look to advertise them on our careers hub in due course. These roles will be permanent positions. I want to ensure that anyone who applies for a role at the Ministry has a good candidate care experience regardless of the outcome of their application. To ensure we can do this, we will need to phase our recruitment approach, and not all roles will go to market at the same time.

We will keep you informed of opportunities, and we welcome internal applications. You can reach out to the People Team if you have any specific questions.

Support



Our EAP provider, Umbrella. 0800 643 002 | Bookings@eapumbrella.org.nz



The PSA Organiser for the Ministry is ^{s 9(2)(a)} [redacted]

^{s 9(2)(a)} [redacted]



Friends and whānau



Your manager



Ministry for
Regulation



**Ministry for
Regulation**

Thank you

Ngā mihi