



PROPOSAL FOR CONSULTATION

Climate Emergency Response Fund Programme

New Zealand Transport Agency

February 2024

RELEASED UNDER THE OFFICIAL INFORMATION ACT 1982

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Foreword to the proposal

Tēnā koutou katoa,

NZ Transport Agency Waka Kotahi (NZTA, we, us, our) has been given direction by the Government on initiatives funded by and included in the Climate Emergency Response Fund (CERF) Programme. In December 2023, the Minister of Transport directed NZTA to:

- Cease further Vehicle Kilometres Travelled (VKT) reduction planning work;
- Stop any further funding for the construction of any more Transport Choices projects beyond those with approved funding as of 30 October 2023; and
- Reduce the scope of the Public Transport Community Connect scheme as of 30 April 2024.

Copies of these directions from the Minister of Transport are **attached** and marked as 'Appendix A'.

In response to these directions, NZTA has reviewed all delivery functions that fall within the CERF Programme. As a result, we are now proposing changes to our current business structure and the delivery of functions and activities within the CERF Programme.

This proposal to change NZTA's current structure has the potential to affect your current position.

We would like to consult with you about this proposal. Before any decision is made, we will carefully consider all your feedback. Please take the time to look at this proposal over the next two weeks and consider what makes sense and if there may be potential oversights.

All feedback must be provided by 5pm on 6 March.

There are a number of ways for you to provide feedback and you can do so via multiple channels, which are set out in this document. If you have any questions or concerns, I also encourage you to raise these with us.

We appreciate change can be unsettling so please get in touch with the People Group team - Laurie Benson (laurie.benson@nzta.govt.nz), Petra Bulandova (petra.bulandova@nzta.govt.nz) or me (chris.bunny@nzta.govt.nz) - and let us know if there is any additional support you may need as we work through this process. Confidential personal and career counselling is also available to you (at no cost) through [EAP Services](#) and we encourage you to make use of this service.

You are entitled to seek employment advice on this proposal and to bring a legal representative and/or support person to any meeting or have them involved at any stage. If you are a union member, your union will also be able to provide you with support.

I would like to thank you for your amazing efforts and unwavering professionalism. You have demonstrated exceptional public service, and I am incredibly proud of all of you and what you have achieved.

Ngā mihi nui,

Chris Bunny
GGM System Leadership

Background – Business rationale for proposed changes

The previous government established the CERF as an ongoing, multi-year funding mechanism to support New Zealand's transition to a low-emissions and climate-resilient economy, in line with the 'Emissions Reduction Plan' and 'National Adaptation Plan'.

NZTA has been responsible for delivering a number of CERF-funded transport initiatives since May 2022. To manage this work, we established a CERF Programme team and three delivery programmes:

- VKT Reduction Planning;
- Transport Choices; and
- Public Transport (with three initiatives: Community Connect; Recruitment and Retention of Bus Drivers; and the Bus Decarbonisation Contestable Fund).

On 11, 12 and 20 December 2023, the Minister of Transport directed NZTA to:

- Cease further VKT Reduction Planning work;
- Stop any further funding for the construction of any more Transport Choices projects beyond those with approved funding as of 30 October 2023; and
- Reduce the scope of the Public Transport Community Connect (discounted fare) scheme as of 30 April 2024.

In response to the Minister of Transport's direction, we are proposing to close the CERF Programme. This is because the majority of work currently undertaken by the delivery-programmes within CERF is no longer required. Given that the majority of CERF work is ceasing, this proposal will directly impact a number of positions. The date on which the CERF Programme is proposed to close is 15 March 2024.

On 11 and 20 December 2023, the Government also gave direction to NZTA and clarified that the following CERF initiatives should continue beyond 2023/24:

- 67 projects in the Transport Choices delivery programme to be completed by 30 June 2025 (\$164.5 million)
- Public Transport Community Connect – half-price public transport concessions for Community Services Card holders and 75% discount for Total Mobility services (\$146.1 million for 2023/24-2026/27).

Consequently, we must ensure that there is appropriate resourcing within the proposed structure to deliver the ongoing initiatives and support functions outlined **above**. We consider the proposed changes to the CERF Programme and associated delivery programmes address these resourcing requirements.

The proposed changes will result in the disestablishment of some positions, minor changes to two positions, and the extension of one position (currently filled by an internal secondee). All changes are proposed to meet our changing resourcing requirements following recent Government direction.

Scope

The scope of this change proposal has been determined following an assessment of the possible impacts on positions across the current CERF Programme flowing from the proposed reduction in CERF funded work.

Positions are determined to be 'in scope' if as a result of the Government directives and subsequent proposed closure of the CERF Programme:

- the workflow of a position is directly impacted; and/or
- there are changes in the type, quantity of, or timeframes for work that will directly impact ongoing resourcing needs for ongoing CERF initiatives on certain positions.

In developing this proposal, an NZTA wide view of resourcing requirements has been taken.

How we will navigate this change

We will be guided by our values in navigating these changes with you. This means we will:

- **Ngākau Aroha | Have Heart** – Putting our people at the centre of what we are doing and providing support to those affected by this change.
- **Kotahitanga | Better Together** – Being upfront about what we want to achieve and genuinely listening to the feedback.
- **Kia Māia | Be Brave** – Approaching the situation with understanding of different perspectives and seeking the right outcome.
- **Mahia | Nail It** – Successfully implementing a change that achieves our objectives and recognises the external environment, stakeholder demands, and deliverables.

You can find further information about our approach to organisational change and guiding principles in NZTA's '[Change Management Protocol](#)' attached and marked as '**Appendix B**'.

Proposed structure change

The specific proposed structural changes to the CERF Programme and associated delivery functions are outlined below, and identified with reference to their respective business groups.

We are seeking your feedback on the proposed changes outlined below.

As part of this change proposal, an impact assessment has been completed. This assessment involved comparing all positions in the current structure of the CERF Programme and associated delivery functions and business groups, with those in the proposed new structure. This helped to determine whether the current positions are:

- **Non-affected** (e.g. there will be no change to the position, or the change is minor – e.g. a change in reporting line, title, or minor change to duties); or
- **Affected** (e.g. the number of positions is reducing; there is a significant change to the position; or the position has been disestablished.)

Proposed structure

The organisational charts outlining the proposed structural changes are shown, as relevant, under each business group.

For context, the organisational charts show positions in scope of the proposed changes as well as positions that are outside the scope of this change proposal (i.e., positions are not affected by the proposed changes).

Key:

Proposed no change

Proposed minor change

Proposed significant change

Position not in scope of proposal



Potential impacts by position

If the CERF Programme closes on 15 March 2024 as proposed, the potential impacts at a high-level are:

- (I) That a number of roles directly responsible for the CERF programme (including management and support across the three CERF delivery programme) will no longer be required.
- (II) That a number of other positions which are *funded* by CERF, that undertake programme management and support, will potentially be impacted by the closure of the CERF Programme.

The affected positions exist both within the reporting line of the CERF Programme Director (i.e. within System Leadership); and in other 'business-as-usual' functions aligned with particular specialist skills (e.g., National Communications and Engagement).

CERF – Programme structure and support roles

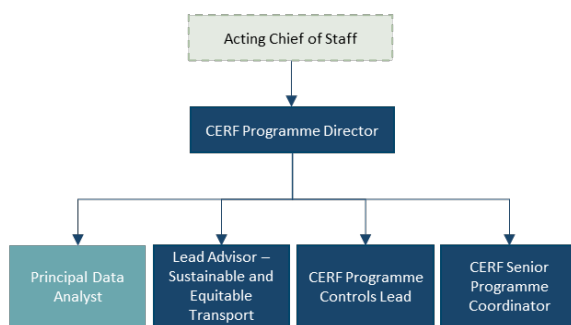
Office of the Chief of Staff

If the proposed changes are implemented and the majority of work associated with the CERF Programme ceases, the following positions will no longer be required by NZTA and will be disestablished from 15 March 2024:

- **CERF Programme Director**
- **Lead Advisor – Sustainable and Equitable Transport**
- **CERF Programme Controls Lead**
- **CERF Senior Programme Coordinator**

CERF programme team

Current structure



Proposed structure



Key:

Proposed no change

Proposed minor change

Proposed significant change

Position not in scope of proposal



Climate Emergency Response

- **Principal Data Analyst** – this position will be required to continue as 1 FTE until the end of the current fixed term agreement ending on 30 June 2024 as there will be an ongoing need for the functions associated with this position until this date. There will be minor changes to the accountabilities of this position to reflect reduced scope of the ongoing CERF initiatives. With the disestablishment of the CERF Programme Director role there will be a change in the reporting line for this position to the Manager Performance Analytics in the System Leadership Research and Analytics team.

Proposed Position Description outlining proposed changes for the [Principal Data Analyst](#). Copy of Position Description is **attached** in 'Appendix C'.

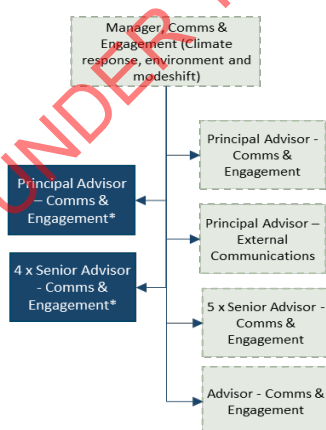
In addition, if the proposed changes are implemented, the following positions who undertake support functions for the CERF Programme but report to NZTA business-as-usual people leaders outside of System Leadership, will no longer be required by NZTA, and will be disestablished with effect from 15 March 2024. The positions that are potentially affected by the proposed change are grouped under the relevant business group.

National Communications and Engagement

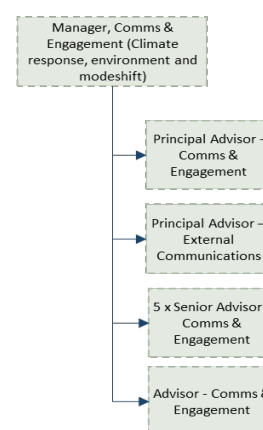
- **Principal Advisor, Communications & Engagement** – there will be no ongoing requirement for CERF Programme level communication activity if the proposal is adopted and the CERF Programme closes. Consequently, it is proposed that this position will be disestablished with effect from 15 March 2024. It is anticipated that there will be minimal communication activity for the on-going initiatives. Should there be any future communication needs, it is proposed that this activity be absorbed by existing resource within the relevant Communications teams in Te Waka Kōtuia | Engagement and Partnerships.
- **Senior Advisor – Communications & Engagement (x4)** – with the volume of work across the three CERF funded delivery-programmes either ceasing or being significantly reduced, there will no longer be a requirement to have dedicated communications positions servicing each delivery-programme. Given we have been directed by the Minister to cease work on VKT reduction planning work and only progress a small number of construction-only Transport Choices projects (to be delivered by local government), there is no requirement for delivery-programme specific communication positions. Consequently, it is proposed that these positions be disestablished with effect from 15 March 2024. It is anticipated that there will be minimal communication activity for the on-going initiatives. It is proposed that any future communication needs for ongoing work be absorbed by existing resource within the relevant Communications teams in Te Waka Kōtuia | Engagement and Partnerships.

CERF programme team

Current structure



Proposed structure



Key:

Proposed no change

Proposed minor change

Proposed significant change

Position not in scope of proposal

* CERF programme roles

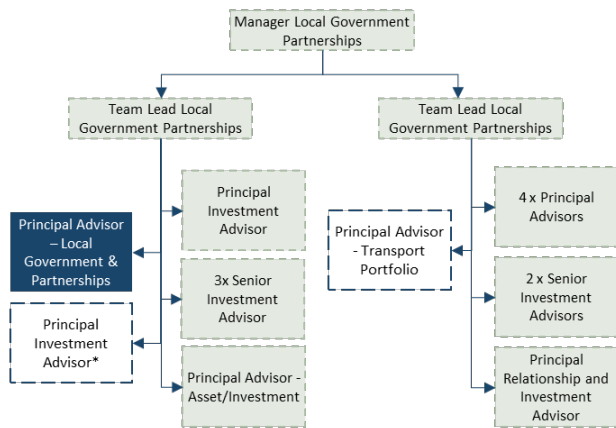


Local Government Partnerships

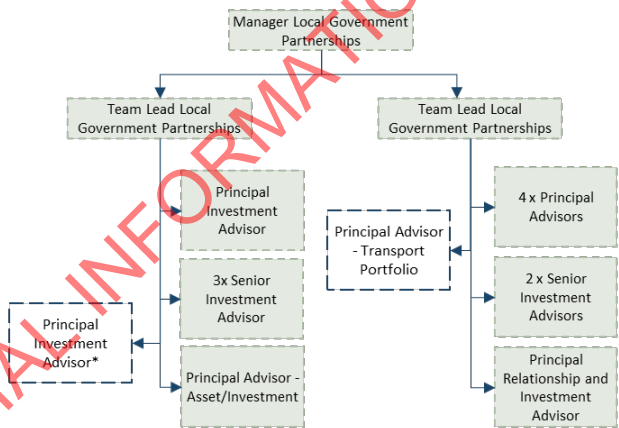
- Principal Advisor – Local Government & Partnerships** – with the significantly reduced scope of CERF initiatives, work to adapt, maintain and administer NZTA investment management systems, processes and procedures (in particular Transport Investment Online (TIO)) used by local government across all CERF delivery programmes will be significantly reduced. Consequently, it is proposed that this position will be disestablished with effect from 15 March 2024. After this date, it is proposed that any remaining functions and activity associated with the current position be absorbed by the Local Government Partnerships team within Transport Services.

CERF programme team

Current structure



Proposed structure



Key:

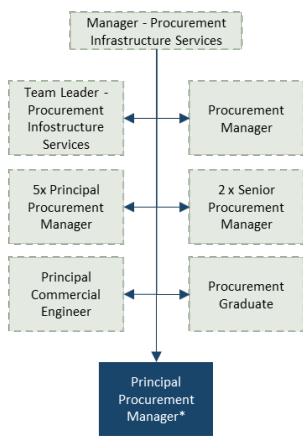
- Proposed no change
- Proposed minor change
- Proposed significant change
- Position not in scope of proposal
- * CERF programme role



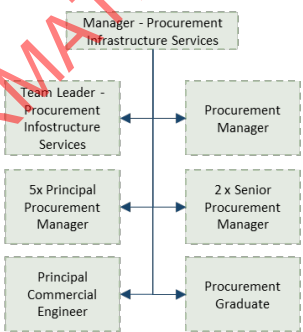
- Principal Procurement Manager** – as the establishment phase of the CERF Programme is complete and the scope of future work is significantly reduced, the nature and extent of supporting procurement activity is also reduced. As a result, there will be no ongoing requirement for CERF Programme specific procurement advice with the extent of related planning and compliance activity reducing in-line with the reduced scope of on-going initiatives. Consequently, it is proposed that this position will be disestablished with effect from 15 March 2024. After this date, it is proposed that any remaining functions and activity associated with the current position be absorbed by the Procurement team within Te Ama | Corporate and Commercial.

CERF programme team

Current structure



Proposed structure



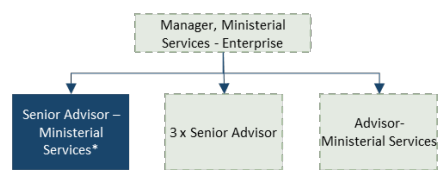
Key:
Proposed no change
Proposed minor change
Proposed significant change
Position not in scope of proposal
* CERF programme role

Ministerial Services

- **Senior Advisor – Ministerial Services** – as a result of the Ministerial direction received in December 2023 about the CERF Programme there is a reduced need for Ministerial briefings and delivery updates. Consequently, the resource needed to manage Ministerial services activity about on-going CERF initiatives is reducing significantly. Consequently, it is proposed that this position will be disestablished with effect from 15 March 2024. After this date, it is proposed that the remaining functions and activity associated with this position will be absorbed the Ministerial Services team within Te Waka Kōtuia | Engagement and Partnerships.

CERF programme team

Current structure



Proposed structure



Key:
Proposed no change
Proposed minor change
Proposed significant change
Position not in scope of proposal
*CERF programme role



If the proposed changes are implemented, the following positions (that provide support across the CERF Programme and report to NZTA business-as-usual people leaders), will continue for a period beyond 15 March 2024 but are proposed to change as follows:

Business Accounting Support

- Finance Business Partner, CERF** – this position will continue to be required as 1 FTE until 30 September 2024, as the financial reporting needed to provide end of year financial returns for 2023/24 remains largely unchanged by the Government directive. However, from 1 October 2024 – 30 June 2025 this position will reduce to 0.5 FTE, as the associated work activity will reduce in line with the reduced scope of the CERF funded initiatives. As a consequence of this reduction in activity, it is proposed that this position be disestablished with effect from 30 September 2024. After this date, it is proposed that any residual financial reporting activity associated with CERF initiatives, be absorbed into the work of the Business Accounting Support team within Te Ama | Corporate and Commercial.

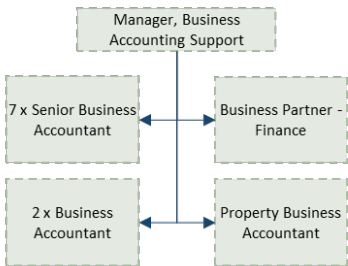
CERF programme team

Current structure



Proposed structure

as of 1 October 2024



Key:

- Proposed no change
- Proposed minor change
- Proposed significant change
- Position not in scope of proposal



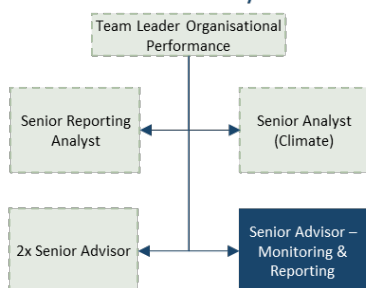
Organisational Performance

- Senior Advisor Monitoring and Reporting** – this position will be required as 1 FTE until 30 September 2024 as the periodical and annual monitoring and reporting requirements relating to the CERF Programme and continuing initiatives that have been / will be undertaken during the remainder of 2023/24 remain largely unchanged by the Government directive. However, from 1 October 2024 – 30 June 2025 this position will reduce to 0.5 FTE, as the volume of work required will reduce in line with the reduced scope of the CERF funded initiatives. As a consequence, it is proposed that this role is disestablished effective 30 September 2024. After this date, it is proposed that any residual monitoring and reporting activity associated with on-going CERF initiatives, be absorbed into the work of the Organisational Performance team within Te Ama | Corporate and Commercial.

CERF programme team

Structure

as of 29 February 2024



Proposed structure

as of 1 October 2024



Key:

Proposed no change

Proposed minor change

Proposed significant change

Position not in scope of proposal



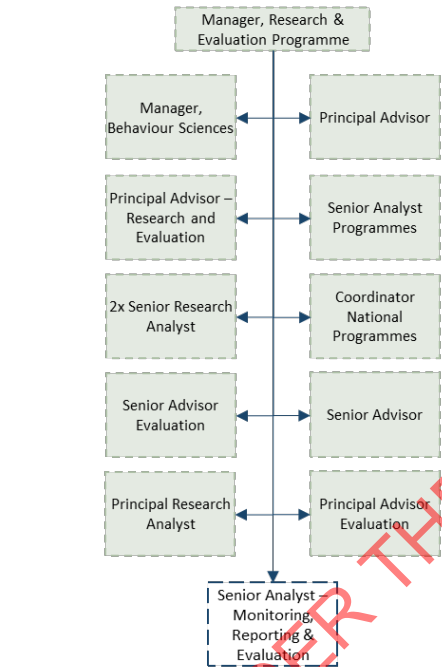
If the proposed changes are implemented, there will be minor or no changes to the following positions. Permanent employees employed in these roles will be reconfirmed into positions (by way of non-contestable reconfirmation):

Research & Evaluation Programme

- Senior Analyst, Monitoring, Reporting and Evaluation** – this position will be required to continue as 1 FTE, with no changes to accountabilities, through until the end of the current fixed-term agreement ending on 25 October 2024. There is no change to this position. From 26 October 2024, any residual evaluation activity associated with on-going CERF initiatives will be absorbed into the work of the Research and Analytics team within System Leadership.

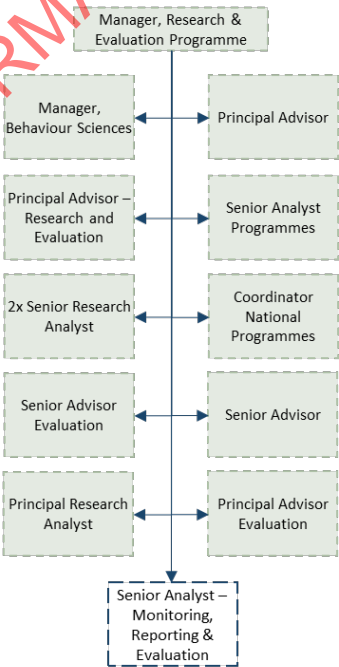
CERF programme team

Current structure



Key:
Proposed no change
Proposed minor change
Proposed significant change
Position not in scope of proposal
*CERF programme role

Proposed structure



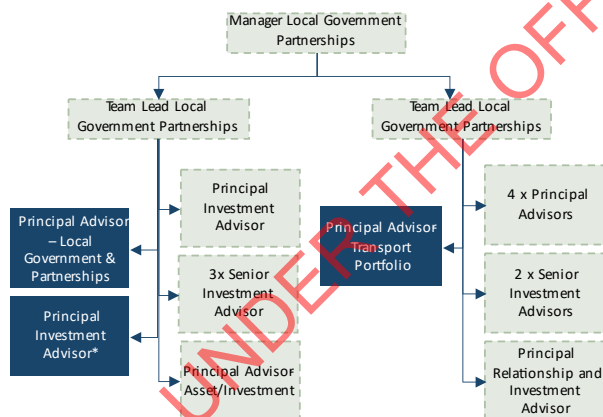
Local Government Partnerships

If the proposed changes are implemented, the following positions (that provide support across the CERF Programme and report to NZTA business-as-usual people leaders), will continue for a period beyond 15 March 2024 but are proposed to change as follows:

- **Principal Investment Advisor** – this position will be required to continue as 1 FTE, funded by CERF, until 30 June 2025 as there will be an ongoing need for the functions associated with this position to continue until this date. There is no change to the accountabilities of the role. After 30 June 2025 any remaining functions and activity associated with this position will be absorbed by the Local Government Partnerships team within Transport Services. As a consequence of this reduction in activity, it is proposed that this position be disestablished with effect from 1 July 2025.
- **Principal Advisor – Transport Portfolio** - this position will be required to continue as 1 FTE, funded by CERF, until 30 June 2025 as there will be an ongoing need for the functions associated with this position to continue until this date. There is no change to the accountabilities of the role. After 30 June 2025 any remaining functions and activity associated with this position will be absorbed by the Local Government Partnerships team within Transport Services. As a consequence of this reduction in activity, it is proposed that this position be disestablished with effect from 1 July 2025.

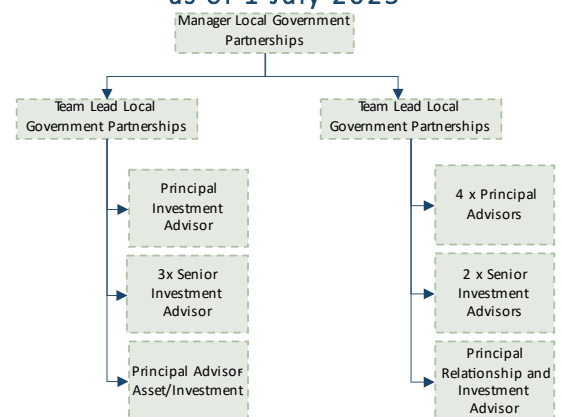
CERF programme team

Current structure



Proposed structure

as of 1 July 2025



Key:

- Proposed no change
- Proposed minor change
- Proposed significant change
- Position not in scope of proposal
- * CERF programme role



CERF – Delivery-programmes

If the proposed changes are implemented, there are also potential impacts to the resourcing requirements in the three CERF delivery-programmes.

Vehicle Kilometres Travelled Reduction Planning

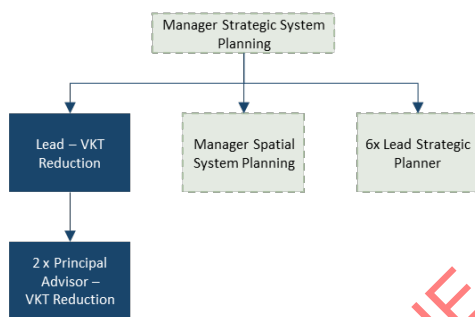
NZTA and relevant local government partners were directed by the Minister, in December 2023, to cease work on the Vehicle Kilometres Travelled (VKT) Reduction Planning delivery-programme (beyond any contractual commitments in place at that time). Consequently, there is no longer an ongoing requirement for work to be performed in this delivery-programme.

If the proposed changes are implemented, the following VKT Reduction Planning delivery programme positions will no longer be required by NZTA, and will be disestablished with effect from 15 March 2024:

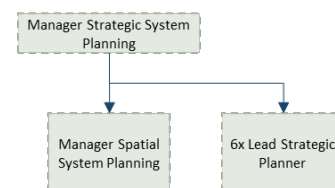
- **Lead, VKT Reduction**
- **Principal Advisor – VKT Reduction (x2)**

VKT reduction programme team

Current structure



Proposed structure



Key:

- Proposed no change
- Proposed minor change
- Proposed significant change
- Position not in scope of proposal
- *CERF programme role



Public Transport

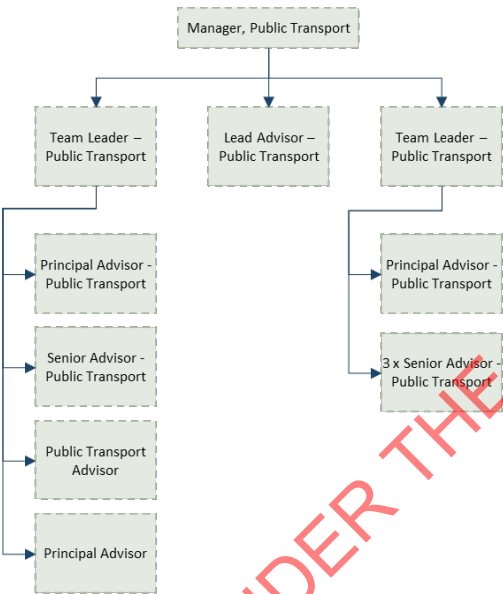
In December 2023, NZTA received Government and Ministerial direction reducing the scope of the CERF funded Public Transport Community Connect initiative (in brief this means fewer groups of people will receive discounted public transport fares after 30 April 2024). To date, NZTA has received no further direction to change the scope of work or delivery activity associated with the other two initiatives that form part of the CERF Public Transport delivery-programme (i.e. Recruitment and Retention of Bus Drivers and the Bus Decarbonisation Contestable Fund).

With no further direction from the Government, it is proposed that there will only be relatively modest changes to the functions needed to deliver the CERF funded Public Transport initiatives that are continuing. This means there will be no significant impact or change to permanent positions or functions in the ‘Multimodal Innovation – Public Transport’ team in Transport Services in order to deliver the CERF Public Transport initiatives that are continuing.

Public Transport programme team

Current structure

no change



Key:
Proposed no change
Proposed minor change
Proposed significant change
Position not in scope of proposal

Transport Choices

In December 2023, the Minister issued a direction to NZTA and local government that significantly reduced the scope of the Transport Choices delivery-programme. The Minister directed that no further funding be made available to local government for the implementation or construction of projects, beyond commitments made as of 30 October 2023.

As a result of this direction, there will be fewer projects included in the Transport Choices delivery-programme. There will also be a reduction in the scope of support provided by NZTA to support local government to deliver these projects. As a result, there is a reduced need for resources to deliver the smaller number of projects that will be funded by CERF as part of the Transport Choices delivery-programme.

If the proposed changes are implemented, the following Transport Choices delivery programme position will no longer be required by NZTA, and will be disestablished with effect from 15 March 2024:

- **Principal Advisor, Walking & Cycling** – as the planning and design phase of projects in the Transport Choices delivery-programme is complete, and the number of projects that local government will receive implementation/construction funding for has reduced significantly, there will no longer be a need for a subject matter specialist at the principal level. Consequently, it is proposed that this position be disestablished with effect from 15 March 2024. After this date, any ongoing need for specialist advice will be provided by the remaining Transport Choices positions that are needed to resource continuing functions and activities associated with ongoing delivery needs. In addition, project delivery tracking and local government engagement functions associated with this position will be absorbed by existing resource in the Local Government Partnerships team within Transport Services.

If the proposed changes are implemented, there will be minor changes to the following positions which will need to continue until 30 June 2025 (the deadline for local government to complete construction of Transport Choices projects). The employees currently in the roles will be reconfirmed into the positions (by way of non-contestable reconfirmation). The proposed retention of these two positions is considered critical to support delivery of the \$164m Transport Choices programme. These positions are key to mitigating significant delivery risk associated with the loss of talent and intellectual property:

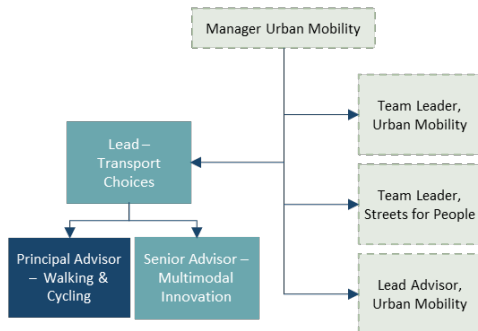
- **Lead, Transport Choices** – there will be minor changes to the accountabilities of this permanent NZTA position. The position will consolidate programme management activities relevant to the Transport Choices delivery-programme and be responsible for overseeing project delivery tracking and local government engagement. The position will retain people leader accountabilities for the Senior Advisor, Multimodal Innovation. While this structure will not represent optimal team design (i.e. having only one direct report), by retaining this structure we hope to ensure continuity of delivery.

Proposed position description outlining proposed changes for [Lead, Transport Choices](#). Copy of Position Description is **attached** in 'Appendix C'

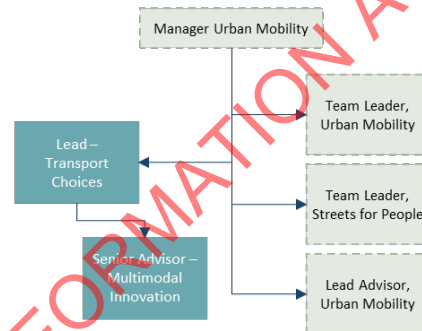
- **Senior Advisor, Multimodal Innovation** – there will be no change to the accountabilities of this position. It is proposed that the current fixed term position (currently filled by way of internal secondment) be extended by one year to 30 June 2025. An extension of the current secondment is the preferred solution due to: the longer delivery time-frame (i.e. 30 June 2025) approved by the Minister; the discrete nature of the Transport Choices delivery-programme; and need to ensure continuity of delivery.

Transport Choices programme team

Current structure



Proposed structure



Key:

Proposed no change
 Proposed minor change
 Proposed significant change
 Position not in scope of proposal



Summary of proposed changes across the CERF Programme

Below is a summary of the potential impacts if the proposed changes are implemented. We note there are no new roles being created in the proposed changes.

POSITION	FTE	PROPOSED CHANGE	AFFECT ON POSITION	IMPACT OF PROPOSED CHANGE
CERF Programme Director	1	Disestablish role	End secondment effective 15/03/2024.	Significant
Lead Advisor – Sustainable and Equitable Transport	1	Disestablish role	End secondment effective 15/03/2024	Significant
CERF Programme Controls Lead	1	Disestablish role	End secondment effective 15/03/2024	Significant
CERF Senior Programme Coordinator	1	Disestablish role	End fixed term contract effective 15/03/2024. Explore suitable alternative positions and wider redeployment.	Significant
Principal Advisor, Communications & Engagement	1	Disestablish role	Explore suitable alternative positions and wider redeployment	Significant
Senior Advisor - Communications and Engagement	1	Disestablish role	Explore suitable alternative positions and wider redeployment	Significant
Senior Advisor – Communications & Engagement	3	Disestablish role	End fixed term contract effective 15/03/2024. Explore suitable alternative positions and wider redeployment	Significant
Principal Advisor – Local Government & Partnerships	1	Disestablish role	End secondment effective 15/03/2024	Significant
Principal Procurement Manager	1	Disestablish role	End fixed term contract effective 15/03/2024. Explore suitable alternative positions and wider redeployment.	Significant
Senior Advisor – Ministerial Services	1	Disestablish role	End fixed term contract effective 15/03/2024. Explore suitable alternative positions and wider redeployment.	Significant
Finance Business Partner, CERF	1	Disestablish role	End secondment effective 30/09/2024	Significant
Senior Advisor Monitoring and Reporting	1	Disestablish role	End fixed term contract effective 30/09/2024. Explore suitable alternative positions and wider redeployment.	Significant
Senior Analyst, Monitoring, Reporting and Evaluation	1	No change	No change	No change
Principal Data Analyst	1	Change to reporting line and minor change to the position description	Minor change - Change to reporting line and minor change to the position description	Minor
Principal Investment Advisor	1	Disestablish role	End secondment effective yo30 June 2025	Significant
Principal Advisor - Transport Portfolio	1	Disestablish role	End secondment effective 30 June 2025	Significant

Lead, VKT Reduction	1	Disestablish role	End secondment effective 15/03/2024	Significant
Principal Advisor – VKT Reduction	2	Disestablish role	End secondment effective 15/03/2024	Significant
Principal Advisor, Walking & Cycling	1	Disestablish role	Explore suitable alternative positions and wider redeployment	Significant
Lead, Transport Choices	1	Minor change to position description	Minor change to position description	Minor
Senior Advisor, Multimodal Innovation	1	Extension of fixed term position (filled by secondment) to 30 June 2025	Extension of secondment to 30 June 2025	Minor

Redeployment process

Redeployment and wider redeployment

Where there are no positions in the new structure that an employee can be reconfirmed into, and the proposed changes are adopted, affected employees will be considered for **redeployment to suitable alternative positions** across the organisation generally. This includes any fixed term employee who is affected by the change. Our goal is to retain our people, wherever possible.

A **suitable alternative position** is one that involves duties and responsibilities that are not unreasonable for the employee to fulfil, taking into account the employee's skills, knowledge, qualifications and experience, and where the employee could reasonably be expected to carry out the duties and responsibilities of the position with a reasonable amount of training and development.

NZTA may identify possible **suitable alternative positions** that an employee could be redeployed to. Employees are also welcome to identify roles that they consider to be a **suitable alternative position**.

In most cases, if an employee is offered a **suitable alternative position** but does not accept that offer (prior to NZTA's transition to the new structure or the end of the employee's notice period, whichever is later), the employee's employment will end by reason of resignation and there will be no entitlement to redundancy compensation.

A position may be deemed to be an unsuitable alternative for an individual where the NZTA is required to pay the person at a rate outside the remuneration band for the position.

The redeployment process will only start after the final decision on the proposed change has been made.

Any employees who have not received an offer of reconfirmation or an offer of redeployment by the end of the selection and redeployment processes will be given notice of redundancy in accordance with the terms of the employee's employment agreement, and consideration will be given to any requests from affected employees for payment in lieu of notice. We will continue to seek suitable alternative positions across NZTA for employees during their notice period.

If there is a redundancy as a result of a proposed change being implemented, it will not become effective until the NZTA transitions to the new structure. The date currently proposed

for transition to the new structure is 15 March 2024, but a date will be confirmed with you once a decision has been made.

Any redundancy entitlements will be in accordance with the affected employee's employment agreement and statutory restrictions under [section 88](#) of the Public Service Act 2020.

Voluntary redundancy

Affected employees may express an interest in **voluntary redundancy**, and consideration of such requests by NZTA will be on a case-by-case basis.

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Feedback, questions, support, and next steps

Feedback

This proposal describes and explains the organisation structure changes being proposed and provides you with an opportunity to share your feedback with me and ask questions before any final decisions are made.

Your input on this proposal is important, so please take the time to read through the consultation document and provide your feedback. When providing feedback, it is important to let me know why you like or dislike a proposed change, and if you dislike it, what you would propose instead. We will consider everyone's views and make decisions on the best way to move forward.

You can provide feedback at various stages of this process through the following channels:

- Individual employee feedback form, accessible [here](#).
- Group feedback submissions: one person can submit feedback on behalf of the group via the feedback form, accessible [here](#).
- In person by requesting a one-on-one feedback session with myself (Chris) which you can organise through Eva Glastonbury (Executive Assistant).
- Via your union who have been provided with these materials.

You can provide feedback up until **5pm on 6 March**.

Consultation on the proposal is important. It is okay to adjust your work priorities to make time to read and understand the proposal and have your say. If you need to, talk to your manager about finding time to balance this alongside your existing work responsibilities.

Questions

If you have questions about the proposal for change, or any part of this process, you can ask them by:

- Emailing your questions to CERFclosure@nzta.govt.nz
- Talking to Chris Bunny, your people leader or our People Group Team Laurie Benson (laurie.benson@nzta.govt.nz) or Petra Bulandova (petra.bulandova@nzta.govt.nz)

We aim to respond to your questions within two working days of receiving them. We recommend asking questions as early as possible, especially if the answers play a role in informing your feedback submission.

We will proactively share questions and answers with you throughout the consultation period for your awareness. Questions will be presented anonymously without attribution to any specific individual.

If you require further information or clarification on the process, you should raise this with your people leader in the first instance, or you can raise with myself (Chris), our People Group team or with your union delegate.

Support

The prospect of change can be unsettling, and this may impact on how you are feeling generally. If there is anything that is worrying you about the proposal, please raise this with me, your People Leader, or HR team. You can also seek advice and support from your union if you are a member.

You can seek further support by using the 'Working Through Change' resources that are available on OnRamp, accessing LinkedIn Learning courses (you can find information on LinkedIn Learning on OnRamp), requesting a 1:1 coaching session to support with CV writing and interview preparation.

We will be organising an EAP drop-in session on site, where a representative from EAP will be present within the office for a confidential conversation. This is to provide you with the opportunity to discuss any concerns you may have or the way you are coping with the current situation.

The session will provide:

- Opportunity to share frustrations and/or concerns
- Advice regarding personal change management coping strategies
- How to effectively communicate during change
- Stress and Change

We will provide you with the details of when and where this will be once it has been confirmed.

Ongoing support is also available through the Employee Assistance Programme. This service provides access to free confidential counselling and support at any time. I would encourage you to take advantage of this if it might be helpful for you. EAP can be accessed by calling 0800 327 669.

You can seek independent advice as you consider and provide feedback on this proposal; or if you have a general question about your employment, you can also contact your HR team.

You are welcome and encouraged to talk to your whānau and other support people, and to seek independent advice. You are also welcome to involve a support person or representative at any time in the process. If you have concerns or queries throughout the consultation process, please talk with your people leader in the first instance.

Next steps and indicative timeline

STEP	INDICATIVE DATE
Change Proposal released	21 February 2024
Consultation period starts – proposal open for discussion and feedback	21 February 2024
Feedback period ends	6 March 2024 (EOD)
Feedback collated and analysed.	13 March 2024
Decision announced, all people advised on any individual impacts	14 March 2024

Further steps if proposed change is implemented:

STEP	INDICATIVE DATE
The new structure goes live, and redeployment opportunities are explored	15 March – 4 April 2024
Notice of redundancy is provided to those who have not received an offer of redeployment	5 April 2024
Any further offers of redeployment have been made and those who have been unable to find suitable alternative positions or offers reach the end of their notice of redundancy	5 May 2024

Appendix A

Direction from the Minister of Transport

Vehicle Kilometres Travelled (VKT) Reduction programme

From: Simeon Brown (MIN)

Sent: Tuesday, 12 December 2023 3:58 PM

To: s 9(2)(a)

Subject: RE: Correspondence from the Minister of Transport

Dear Cassandra

Please find attached correspondence from Hon Simeon Brown.

Hon Simeon Brown

MP for Pakuranga

Minister for Energy
Minister of Local Government
Minister of Transport

Minister for Auckland
Deputy Leader of the House



Cassandra Crowley
Acting Chair, NZ Transport Agency Waka Kotahi

s 9(2)(a)

Dear Cassandra,

In addition, I understand that NZTA has been developing programmes with stakeholders to reduce vehicle kilometres travelled (VKT) by the light vehicle fleet, using funding from the Climate Emergency Response Fund. I am giving notice to the Agency to end its work on these programmes, and to not commit any further funding to local authorities (beyond existing contractual obligations) to develop these programmes. This replaces the expectations in the 16 May 2022 letter of expectations from the Minister of Transport to the Chair of the Board (and any subsequent changes to that letter and any letter from the Minister of Transport replacing that letter) regarding this funding.

Yours sincerely

Hon Simeon Brown
Minister of Transport

Copy to: Brent Alderton, brent.alderton@nzta.govt.nz

Transport Choices programme

Hon Simeon Brown

MP for Pakuranga

Minister for Energy

Minister of Local Government

Minister of Transport

Minister for Auckland

Deputy Leader of the House



20 DEC 2023

Dear Mayor and Chief Executive

A number of local authorities have been working with New Zealand Transport Agency Waka Kotahi (NZTA) on projects funded through the Climate Emergency Response Fund (CERF) under the Transport Choices programme. NZTA paused funding commitments for these projects at the end of October 2023.

I am writing to inform you of my decisions regarding the Transport Choices programme:

- All projects that were put on hold at the end of October 2023 will not receive any further funding, and therefore will not proceed to implementation/construction as part of the Transport Choices programme.
- The Transport Choices projects that already have a signed Schedule 2 (implementation/construction) funding agreement with NZTA are not impacted, and can continue to progress to delivery.
- All councils proceeding in the programme with a signed Schedule 2 funding agreement are to complete their Transport Choices projects by June 2025.

NZTA will be in communication with your teams early in the New Year to discuss implications for your project(s) specifically.

Thank you for your understanding as we work through these changes.

Yours sincerely,

Hon Simeon Brown
Minister of Transport

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Cabinet

Minute of Decision

This document contains information for the New Zealand Cabinet. It must be treated in confidence and handled in accordance with any security classification, or other endorsement. The information can only be released, including under the Official Information Act 1982, by persons with the appropriate authority.

Fiscal Management: Mini Budget, Budget 2024 and the Fiscal Sustainability Programme

Portfolio Finance

On 11 December 2023, Cabinet:

Financial recommendations

- 12 **approved** the following changes to appropriations and department capital injections to give effect to the 2023 Mini Budget package in paragraph 52 with a corresponding impact on the operating balance and net debt:

	\$m – increase/(decrease)				
	2023/24	2024/25	2025/26	2026/27	2027/28 & Outyears
Ending Free Public Transport for 5-12 Year Olds, and Half-Price Public Transport for 13-24 Year Olds					
Vote Transport					
Minister for Transport					
Multi-Category Expenses and Capital Expenditure:					
Community Connect Programme MCA					
Non-departmental Other Expenses:					
Community Connect Programme – Public Transport Concessions	-	(65.303)	(65.303)	(67.303)	(67.303)

* Changes for 2027/28 only – no outyears impact

** refer to paragraph 69 on irregular outyears

Appendix B

Change Management Protocol

NZTA - Waka Kotahi Organisational Change Protocol 2024

Purpose

This protocol sets out New Zealand Transport Agency – Waka Kotahi's (NZTA) approach to organisational change where it has the potential to impact our people.

NZTA is focused on ensuring that any impact on our people and disruption to our work is minimised during change.

Guiding principles

1. NZTA recognises that workplace change can be a challenging time for an organisation and its people. During times of change it will endeavour to balance the needs and goals of its business, with the needs of its people.
2. As a Public Service Agency, change at NZTA will often be driven by the objectives of the Government of the day.
3. NZTA will observe its legislative and contractual obligations to people affected by change.
4. People affected by a proposed change will be provided with information relevant to any proposal. Those affected will also be afforded sufficient time to consider the proposal and provide feedback.
5. NZTA will carefully consider all suggestions and feedback before any decisions are made; however, not all suggestions and feedback will result in modification to the change proposal.
6. Our people will be appropriately supported through change, provided with certainty of outcome as soon as possible, and regularly updated through the process.
7. NZTA will explore all reasonable options for people who are deemed affected by change, and termination of employment will be a last resort.

Our approach to change



Business case for change

NZTA is entitled to make changes to its business structure to improve the viability or efficiency of its business. Business cases for changes are assessed on a case-by-case basis, and there must be a clear business rationale for any proposed organisational change.

Change Proposal

Once a business case for proposed change has been prepared, NZTA will complete an **impact assessment** and consult with all **potentially affected employees** on the proposed change.

An **impact assessment** will involve a **job matching exercise**, where positions in the current structure are compared with positions in the proposed new structure.

Full explanations of the reasons for the proposed change will be set out in an Employee Consultation Pack, which will be given to all potentially affected employees. Our people will be given an opportunity to provide feedback on the proposed change, and that feedback will be genuinely considered before deciding whether to proceed with the proposed change.

Where the proposed changes may affect employees who are union members, the relevant unions will be engaged and will remain involved throughout the change process.

Employee Consultation Pack

The Employee Consultation Pack will set out:

- The purpose of the process and business case for the proposed change(s)
- What the proposed structural change(s) are, and the **impact assessment**
- How the duties of any roles that are proposed to be disestablished will be distributed within the proposed new structure
- Draft position descriptions for any proposed roles or changes to roles
- The steps in the consultation process and an indicative timeline, including the proposed implementation date
- An employee's right to obtain legal advice and/or bring a legal representative to any consultation meeting, and be assisted and/or represented by their union
- Information regarding reconfirmation (non-contestable and contestable) and redeployment opportunities
- If applicable, the proposed selection criteria for deciding which employees will be reconfirmed into roles from amongst a pool of affected staff performing the same role (**contestable reconfirmation**)
- Information on what will occur while NZTA works through the change process, including time off to obtain advice and expectations regarding continuing work
- Key contacts and support people within NZTA for answering any queries
- Information about access to NZTA's Employee Assistance Program.

Decision to adopt the proposal (or not)

All feedback received during consultation (on the business rationale, proposed changes, and potential impact of the proposed change on positions) will be reviewed and considered before a final decision is made on the proposed changes. Consultation regarding the impact on our people's positions will continue if a decision is made to proceed with the proposed change.

What happens next?

If the proposal is adopted (or a modified version of it, following consideration of our people's feedback), all potentially affected employees will be notified of the decision and the new structure. NZTA will also let employees know if they are a **non-affected** or **affected employee** and explain what will happen next.

Affected Employee

An employee is an **affected employee** if their position:

- remains the same, but NZTA intends to reduce the number of roles carried out by several employees (i.e. reducing from 3 of the same position to 1 of that position); or
- has been disestablished; or
- there will be a substantial change to their position.

Non-affected Employee

An employee will be a **non-affected employee** if there will be no change to their position or if the change to their position is considered minor.

Fixed-term employees are not usually included as affected employees in a workplace change; however, there may be some circumstances in which they are consulted. If a change will mean that their fixed-term contract is ended prior to the end of the agreed term, then they are entitled to the notice stated in their fixed-term contract.

Affected employees

Non-contestable reconfirmation

Employees will be automatically confirmed into positions if:

- the position is the same or substantially similar to their current position; and
- the number of staff eligible for confirmation is the same or less than the positions available (i.e. **non-contestable reconfirmation**).

If an employee is offered non-contestable reconfirmation, and they do not wish to take up the offered position in the new structure, the employee's employment will end by reason of resignation and there will be no entitlement to redundancy compensation (in accordance with the applicable employment agreement).

Contestable reconfirmation

If, in the new structure, there are a number of positions that are the same or substantially similar to those in the existing structure, but the number of positions is being reduced or combined to a lesser number of (same or substantially similar) positions, a **selection process** will follow.

During consultation on the proposed changes, relevant potentially affected employees will have an opportunity to comment on the proposed selection criteria for potential contestable processes. Selection criteria will be objectively measurable (for example, criteria could include skills-sets, experience, education, and previous performance) and will be clearly communicated to relevant affected employees at this stage.

Redeployment

Where there are no positions in the new structure that an employee can be reconfirmed into (or where an employee is unsuccessful in being confirmed into a role after a contestable process), the employee will be considered for **redeployment to suitable alternative positions** within the new structure.

A **suitable alternative position** is one that involves duties and responsibilities that are not unreasonable for the employee to fulfil, taking into account the employee's skills, knowledge,

qualifications and experience, and where the employee could reasonably be expected to carry out the duties and responsibilities of the position with a reasonable amount of training and development.

NZTA may identify possible **suitable alternative positions** that an employee could be redeployed to. Employees are also welcome to identify roles within the new structure that they consider to be a **suitable alternative position**.

In most cases, if an employee is offered a **suitable alternative position** but does not accept that offer, the employee's employment will end by reason of resignation and there will be no entitlement to redundancy compensation.

Wider redeployment

Where an employee cannot be reconfirmed, and no suitable alternative positions are identified (i.e. they remain an **affected employee**), NZTA and the affected employee can consider other vacant roles within the new structure, or across the organisation generally. Our goal is to retain our people, wherever possible.

Vacancies (in the new structure, or elsewhere in the organisation) will generally be advertised internally in the first instance and preference will be given to affected employees. A merit-based selection process will be carried out, in line with NZTA's normal selection procedures.

Redundancy

Where all options for an employee have been exhausted, the employee will be given notice of redundancy (in accordance with the terms of the employee's employment agreement).

If there is a redundancy as a result of organisational change, it will not become effective until NZTA transitions to the new structure.

Any redundancy entitlements will be in accordance with the affected employee's employment agreement and [statutory restrictions under s.88 of the Public Service Act 2020](#).

Consideration will be given to **voluntary redundancy**, on a case-by-case basis.

Other information

NZTA acknowledges that change is unsettling. Confidential counselling and support is available to all our people through [EAP Services](#) – 0800 327 669. You can also speak to your People Leader, union organiser or a representative if you need additional support.

Where appropriate, CV writing and interview skills workshops/ coaching, will be provided to affected employees.

If you have any questions or concerns about change, please direct these to your People Leader, HR Business Partner, or our Employment Relations team.

Appendix C

Proposed Position Descriptions

Lead, Transport Choices



Position Description

Title: Lead, Transport Choices
Group: Transport Services
Reports to: Manager Urban Mobility
Band: 19
Date: August 2022 February 2024

Context

Our purpose *Waka Kotahi. Moving. Together*
A land transport system connecting people, products and places for the thriving Aotearoa.

Group and team purpose

Transport Services is an end-to-end business group that focuses on our transport system – from policy and planning, through design and delivery, to maintenance and operations. We have some of the most capable and motivated people in the industry providing a transport system that enhances the way New Zealanders live, travel work and connect.

We're a catalyst for transport change, influencing and exploring future transport solutions with whole-of-system [lens](#)

- We provide Waka Kotahi and sector leadership to accelerate multimodal capability and embed multimodal outcomes in our policies, decisions and [operations](#)
- We champion and help give life to Arataki step changes in urban form, urban mobility and climate change, and embed these in the [system](#)
- We provide insight to future transport trends, investigate emerging innovations and explore their potential [benefit](#)
- We work to integrate multimodal elements into today's projects, with an immediate focus on public transport, rail, freight, walking & cycling to deliver choice and benefits

Position purpose The purpose of this role is to lead the Transport Choices Programme, providing strategic direction and ensuring the outcomes of the programme are met, whilst ensuring momentum for the Emissions Reduction Plan.

Key relationships

Internal:

- [CERF Programme team](#)
- All business [groups](#)

External:

- Ministry of Transport
- Other central government agencies and ministries
- Local government
- Private sector
- Key partners and stakeholders

Dimensions

Location: TBC

What the position involves

Accountabilities

As well as being accountable for the Waka Kotahi values and behaviours, your role has the following specific key accountabilities:

- Provide strategic direction ~~to and manage~~ the ~~\$350m-164m~~ Transport Choices Programme, part of the Climate Emergency Response Fund.
- Manage and grow a high performing team of advisors to deliver the programme, and ~~m~~Mentor other colleagues across Waka Kotahi to build organisational capability.
- Provide specialist advice and thought leadership to Council projects that form the programme.
- Work closely with Waka Kotahi colleagues to ensure the outcomes of the programme are met.
- Provide strategic and integrated system advice across Transport Services teams contributing to the achievement of the programme and broader urban mobility outcomes.
- Provide support and guidance around the development of complex urban mobility networks by providing advice to both internal and external stakeholders
- Ensure the programme builds momentum for the VKT Reduction Plans and broader Emission Reduction Plan.
- Lead Waka Kotahi relationships with key businesses and transport stakeholders ~~to ensure active transport plays a more prominent role~~
- ~~Contribute to work across the broader sector to identify and manage key risks and work with stakeholders to explore opportunities and innovation~~
- ~~Monitors and reports on the progress across all projects within the programme~~

There is an expectation that the role accountabilities may evolve over time. You may also be involved in other activities as part of a career and development plan. These will be reflected in your performance and development goals that are set in discussion with your People Leader.

Values and Behaviours

Our values and behaviours underpin everything we do and form the core behavioural expectations for your role.

NGĀKAU AROHA Have heart means we have the wellbeing of our people, community and planet at the heart of everything we do. As Waka Kotahi we:

- Contribute to a safe and sustainable work environment.
- Show respect for all people.
- Treat others how we would like to be treated.
- Are inclusive and connected.
- Look out for each other

KOTAHITANGA Better together means we achieve great things when we work together to build trusted relationships inside and outside of Waka Kotahi. As Waka Kotahi we:

- Build better relationships
- Join up our thinking and our doing
- Remove barriers to collaboration
- Seek and listen to others to learn and grow
- Invite conversation and feedback and always improve

KIA MAIA Be brave means our outcomes are better when we bring courage and self-belief to our passion and purpose. As Waka Kotahi we:

- Speak up when it matters
- Challenge to achieve the right outcome
- Make and own the tough decisions
- Find different perspectives to challenge thinking
- Face up to the difficult issues

MAHIA Nail it means we create enduring legacy, delivering our best work every day. As Waka Kotahi we:

- Are clear on what's important
- Deliver on the right outcomes
- Hold ourselves to account
- Help others succeed
- Celebrate success

As a member of the state sector we also hold ourselves to the highest standards of integrity and conduct.

More information on all the behaviours and standards are included in the Waka Kotahi Code of Conduct.

The value you will bring

Knowledge and experience:

- Proven expertise and experience with a deep understanding of the machinery of government and/or local government processes or deep understanding of the active transport
- Effective decision making and policy implementation processes
- Proven experience in leading and developing successful future focused work programmes to inform and guide whole of system change
- Proven experience in a senior role with a high level of strategic, analytical and conceptual thinking in a complex environment

Qualifications:

- Tertiary level qualification in a related discipline or equivalent experience
-

To learn more about what we do visit www.nzta.govt.nz



Position Description

Title: Principal Data analyst
Group: ~~Office of Chief Executive System Leadership~~
Reports to: ~~Manager Performance Analytics Programme Manager, Climate Emergency Response~~
Band: 18
Date: February 2024

Context

Our purpose *Waka Kotahi. Moving. Together*
 A land transport system connecting people, products and places for the thriving Aotearoa.

Group and team purpose

The purpose of our group is to, as a trusted advisor and working with others:

- Set and maintain our strategic direction through Te kāhau and Kahūi whetū and their alignment and interaction with other relevant strategic direction (internal and external).
- Lead strategic Crown Māori partnerships to embed our commitment to the Treaty of Waitangi (Te Tiriti o Waitangi) and ensure appropriate consideration in our strategy and policy development.
- Lead our future thinking and strategic foresight capability and enable innovation for improvement in the land transport system.
- Lead the development of the future view of the land transport system, informed by sector partnerships.
- Create a sound evidence base for direction setting and decision-making based on research, analytics, evaluation, insights, intelligence and performance monitoring.*
- Provide outcome-focused, evidence-based, clear and stable investment direction leading to optimal investment decisions.
- Inform central and local government strategic direction and policy and identify the mid to long-term view of the land transport system.
- Report that the organisational performance monitoring against Te kāhau and significant government commitments sits with Commercial and Corporate.

The Office of the Chief Executive is responsible for ensuring the Chief Executive, Executive Leadership Team and the Board receives high quality strategic advice and support on key organisational priorities. The Climate Emergency Response Fund (CERF), using proceeds from the Emission Trading Scheme, has been established as an enduring, multi-year funding mechanism, to support Aotearoa New Zealand transition to a low-emissions and climate-resilient economy in a way that protects vulnerable communities. The CERF will help fund the change needed to the transport system, alongside other funding sources, such as the National Land Transport Fund (NLTF) and local government sources.

Position purpose

Key relationships

Internal:

- Programme Director, Climate Emergency Response Fund
- Programme Manager, CERF
- Climate Emergency Response Fund programme and workstream teams
- Strategic Policy, Lead, Transport Choices System
- System Leadership
- Planning, Investment, Research and Analytics teams Transport Services – Multi-Modal Integration and System Design
- Te Ama Commercial and Corporate – Investment Finance and Organisation Performance

• All Waka Kotahi business groups

External:

- Ministry of Transport
- Treasury
- Other central government agencies and ministries
- Local authorities government
- Industry experts, vendors, and stakeholders
- Key transport industry and user representative groups
- Relevant vendors • Partner agencies • Customers
- Key partners and stakeholders

Dimensions

Location: TBC/Wellington

What the position involves

Accountabilities

As well as being accountable for the Waka Kotahi values and behaviours, your role has the following specific key accountabilities:

- Support NZTA to the successful delivery of CERF initiatives the /delivery programmes (VKT Reduction Planning, Transport Choices programme and relevant CERF funded Public Transport initiatives) led or co-led by Waka Kotahi.
- Ensuring data relevant to the CERF Transport Choices data programme and CERF funded public transport initiatives (capture, reporting and assurance) needs are understood and implemented through the specification and communication of relevant requirements (people, processes and systems). This includes facilitating meetings and workshops with key stakeholders as well as identifying options and developing solutions that traverse the CERF Programme Transport Choices and CERF funded public transport initiatives monitoring and reporting spectrum.
- Supporting the implementation of the Emissions Reduction Plan (as it relates to land transport sector) and the Decarbonising Transport Action Plan as they relate to Waka Kotahi and the CERF Programme.
- Providing advice, analysis, assurance, research, briefings, reports, evaluations, presentations and resources to inform the efficient and effective delivery of the Transport Choices programme and CERF funded public transport initiatives CERF initiatives.
- Ensuring the accurate and timely responses to internal and external requests for information and advice – especially Executive Leadership Team, Executive Sub-Committees, and NZTA Waka Kotahi Board papers documentation and official correspondence that relates to the Transport Choices and CERF funded public transport initiatives CERF initiatives.
- Supporting the continuous improvement of strategic partnering and tactical working arrangements with local government in order to enable the efficient and effective delivery of the Transport Choices programme and CERF funded public transport initiatives.
- CERF initiatives.
- Enabling, supporting and modelling ways of working that enhance integration, co-ordination as well as collaborative behaviour across NZTA teams, other parts of Government and local government partners involved in the delivery of the Transport Choices programme and CERF funded public transport initiatives throughout the CERF Programme, with the wider functions and activities of Waka Kotahi as well as the transport sector more generally.
- Support the Support CERF Programme level planning and reporting processes to ensure they are well managed, enabling individual delivery programmes to deliver more efficiently and effectively.
- Reporting to the CERF Steering Group, relevant internal and external governance groups over-sighting the delivery of the Transport Choices programme and CERF funded public transport initiatives Sub-Groups and the Mot Emission Reduction Governance Group as required.
- Work with the CERF Programme Management team, CERF Programme Delivery Managers and other CERF leaders as appropriate to ensure input into delivery programme implementation plans at the workstream level as well as enabling a programme level view of key milestones, outputs, decision-making processes, governance, risk management and monitoring and reporting requirements.

There is an expectation that the role accountabilities may evolve over time. You may also be involved in other activities as part of a career and development plan. These will be reflected in your performance and development goals that are set in discussion with your People Leader.

Values and Behaviours

Our values and behaviours underpin everything we do and form the core behavioural expectations for your role.

NGAKAU AROHA Have heart means we have the wellbeing of our people, [community](#) and planet at the heart of everything we do. As Waka Kotahi we:

- Contribute to a safe and sustainable work environment.
- Show respect for all people.
- Treat others how we would like to be treated.
- Are inclusive and [connected](#)
- Look out for [each other](#)

KOTAHITANGA Better together means we achieve great things when we work together to build trusted relationships inside and outside of Waka Kotahi. As Waka Kotahi we:

- Build better [relationships](#)
- Join up our thinking and our [doing](#)
- Remove barriers to [collaboration](#)
- Seek and listen to others to learn and [grow](#)
- Invite conversation and feedback and always [improve](#)

KIA MAIA Be brave means our outcomes are better when we bring courage and self-belief to our passion and purpose. As Waka Kotahi we:

- Speak up when it [matters](#)
- Challenge to achieve the right [outcome](#)
- Make and own the tough [decisions](#)
- Find different perspectives to challenge [thinking](#)
- Face up to the difficult issues



MAHIA *Nāi* it means we create enduring legacy, delivering our best work every day. As Waka Kotahi we:

- Are clear on what's important
- Deliver on the right outcomes
- Hold ourselves to account
- Help others succeed
- Celebrate success

As a member of the state sector we also hold ourselves to the highest standards of integrity and conduct.

More information on all the behaviours and standards are included in the Waka Kotahi Code of Conduct.

The value you will bring

Knowledge and experience:

- Excellent knowledge of Excel and other reporting and analytical tools
- Knowledge and understanding of the range of portfolio, programme and project management approaches.
- Good understanding of central government reporting requirements
- Strong experience working in reporting and analytical roles at senior levels
- Proven experience in data manipulation, analysis and management
- Experience in information reporting, especially performance related reporting, preferably in an area supporting other teams in making strategic, management and operational decisions
- Experience with and exposure to Business Intelligence and analytics
- Highly skilled at turning raw data into valuable and relevant intelligence and insights
- Able to develop new reports, reporting tools and frameworks and methodologies
- Strong analytical skills
- Adept at understanding business requirements and designing reports that meet and exceed those need

Qualifications:

- Tertiary level qualifications in a relevant discipline or equivalent experience

To learn more about what we do visit www.nzta.govt.nz

