



## **DECISION**

**Let's Get Wellington Moving**

**New Zealand Transport Agency | Waka Kotahi**

**March 2024**

## Contents

FOREWORD .....	3
CONSULTATION OVERVIEW .....	4
KEY THEMES FROM FEEDBACK .....	4
DECISIONS .....	7
SPECIFIC IMPACTS .....	8
REDEPLOYMENT PROCESS .....	11
IMPLEMENTATION AND NEXT STEPS .....	11
VOLUNTARY REDUNDANCY .....	12
SUPPORT .....	12
TIMELINE .....	13

## FOREWORD

Tēnā koutou katoa,

I would like to take this opportunity to thank you for positive and constructive way that you have all approached this consultation process and the valuable feedback you've shared. Your active involvement throughout this process has truly impressed me, and it's reassuring to know that you're equally committed to ensuring the right outcomes for our people.

As a Public Service Agency, we have an obligation to follow the direction of the government of the day. The proposed organisational changes aimed to fulfil the government directive to disestablish the Let's Get Wellington Moving ('LGWM') Funding Partnership within the mandated timelines.

Your feedback provided a range of views, some of which were addressed by way of an amended version of the change proposal (released on 28 February 2024). The purpose of this decision document is to communicate the final decisions we have made following careful consideration of all the feedback provided.

I appreciate that organisational change can be unsettling so please let Cate Baxter or I know if there is any additional support you may need as we work towards implementing this decision. If you are a PSA member, your union will also be able to provide you with support. Lastly, there is also free confidential counselling (as well as services such as financial/ career guidance) available to you through [EAP Services](#), should you wish to make use of this service.

I would like to take this opportunity to recognise again the outstanding mahi and achievements of the people who are part of the LGWM programme. Thank you for all your 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,



**ROBYN ELSTON**

National Manager System Design

## CONSULTATION OVERVIEW

We had a good level of engagement during the consultation period, with 16 (one of which was subsequently withdrawn) submissions received on the proposal. I would like to again thank those who took the time to provide their feedback, it is an important part of the process and ensures our decisions are fully informed.

During the consultation period, we held regular programme korero, live calls, and communicated with many of you in person and via email. Where you raised questions, we responded as promptly as possible and (provided the question was not personal) included relevant answers in our live [FAQ Guide](#). An updated link to this FAQ Guide was sent out each week as part of the Programme Director's Panui.

There were also people who raised questions as part of their individual feedback. These questions were largely focused on the redeployment and redundancy processes.

## KEY THEMES FROM FEEDBACK

Overall, the feedback on the proposed changes was varied. There was acknowledgment that as a Public Service Agency, we have an obligation to follow the direction of the government of the day. Most of the feedback focused on the redeployment process and uncertainty/misunderstandings around scoping of the residual activities and functions associated with the delivery of the second Mt Victoria Tunnel and the Basin Reserve upgrade, and the resources and capabilities currently being engaged.

We received feedback during the consultation period relating to the employment status of fixed term employees and the length of time allowed for the initial consultation and redeployment process. These matters were addressed in the amended version of the consultation document, which was released for further feedback on 28 February 2024.

We have summarised the feedback received into key themes **below**.

Theme	Feedback	Response
Redeployment	<ul style="list-style-type: none"> <li>When will the roles be available?</li> <li>What is the process?</li> <li>Lack of visibility</li> <li>Shortness of timeframes</li> <li>Impact of the recruitment freeze/pause and number of roles available.</li> <li>Other programmes closing</li> </ul>	<ul style="list-style-type: none"> <li>The redeployment process is outlined below in this document.</li> <li>We addressed feedback received regarding the timeframes for redeployment and extended the process out to 28 March 2024.</li> <li>We acknowledge our ability to explore early redeployment has been impacted by the NZTA-wide recruitment pause. This pause has enabled us to build shared clarity around which roles are critical to the organisation moving forward.</li> <li>We acknowledge that other programmes are also closing at NZTA and we are committed running a fair and proper redeployment process for impacted employees</li> </ul>

Employment status	<ul style="list-style-type: none"> <li>Challenge to the fixed term status of employees in the LGWM Programme</li> </ul>	<ul style="list-style-type: none"> <li>A careful review was carried out of all employment agreements including the stated rationales for each fixed term.</li> <li>A change in status was proposed by NZTA and communicated to relevant LGWM employees.</li> </ul>
Process	<ul style="list-style-type: none"> <li>No formal change manager</li> <li>No change management process</li> <li>Delay in timing</li> <li>Time to respond to questions.</li> <li>Improved ratings after second consultation document</li> <li>Meetings sent at short notice</li> </ul>	<ul style="list-style-type: none"> <li>There is not currently a designated people change manager at NZTA.</li> <li>Process support for people change is provided by our HR Business Partners, Employment Relations team, and operational functions.</li> <li>We acknowledge the timeframe between initial media statements by the Minister and the LGWM change process commencing. This timeframe was impacted by the Christmas and New Year period; a need to ensure business activities were appropriately wound down; and co-ordination with / agreement from funding partners.</li> <li>We acknowledge that meeting invites and information was at times sent at short notice. We have endeavoured to as be transparent as possible, share information as it comes available, and update our people on an ongoing basis.</li> </ul>
Concern about the loss of IP	<ul style="list-style-type: none"> <li>Loss of IP if related/ new projects subsequently stood up once employees have left</li> <li>Loss of significant intellectual property, institutional knowledge, and technical knowledge of both the ongoing work and related previous work</li> </ul>	<ul style="list-style-type: none"> <li>We are aware that this is a significant operational risk for NZTA.</li> <li>We are constrained by external timeframes that have been set regarding the wind down process and are hopeful that critical talent will be retained via redeployment once we have greater clarity regarding the GPS.</li> </ul>
Employee wellbeing	<ul style="list-style-type: none"> <li>Impacted staff having to run process.</li> <li>Office move during consultation.</li> <li>Relocation across two offices</li> <li>Overall wellbeing</li> <li>Staff wellbeing</li> <li>EAP extended to job assistance</li> </ul>	<ul style="list-style-type: none"> <li>We acknowledge this has been a challenging time for our people and we have endeavoured to navigate this employment process in a transparent, responsive, and respectful manner.</li> <li>Prior to involving any affected employees in leading this change process, we consulted with them and reached agreement the approach and their involvement.</li> <li>We acknowledge that the relocation of offices was disruptive during an already</li> </ul>

		<p>challenging time. This was unavoidable due to demands for the space at Majestic.</p> <ul style="list-style-type: none"> <li>Job assistance has been made available (through EAP).</li> </ul>
Communication	<ul style="list-style-type: none"> <li>Timing of communication</li> <li>Lack of communication</li> <li>Poor communication</li> <li>No internal communications resource available from NZTA</li> <li>Limited information</li> </ul>	<ul style="list-style-type: none"> <li>The Project Director acted as the main communication point during this process, and we referred to her as the 'source of truth.'</li> <li>Information about the programme, the process, and the proposal was made available as soon the change process was started, and individual letters were sent to affected employees.</li> <li>Employees were communicated with via three separate channels, regular programme korero, Programme Director's panui and live calls.</li> <li>Affected people were also regularly updated via Programme Korero and Programme Director's Panui</li> </ul>
Scoping of Mt Vic Tunnel and Basin Reserve upgrade	<ul style="list-style-type: none"> <li>Work is still being done.</li> <li>We have had 'signals' from Government that the work is going to continue.</li> <li>Contractors and consultants being used over fixed term/perm employees.</li> <li>Why is there not a project team being stood up or roles available.</li> <li>Now that the draft GPS is out what does this mean?</li> <li>Conflicting messages on these projects</li> </ul>	<ul style="list-style-type: none"> <li>Until the Government Policy Statement ('GPS') 2024 is finalised, funding is not secured. This means that we are unable to stand up a project team or determine future roles required. We appreciate there is a significant operating risk that we may lose intellectual property and talent that could assist in the delivery of this work.</li> <li>NZTA are in the process of scoping what will be required to deliver these pieces of work..</li> <li>We have a mix of employees who were involved in the LGWM programme. It's been important to leverage their expertise as we wind down. We have identified some additional legal expertise needed in the scoping phase. This short-term hourly rate work and will be concluded by June.</li> <li>Current employees will redeployed where suitable alternative roles are identified Although the <a href="#">draft GPS</a> is now released (4 March 2024) and some clarity has been provided, we cannot make any decisions or implement any process or project (including standing up new roles) until the GPS has been finalised.</li> </ul>
Miscellaneous	<ul style="list-style-type: none"> <li>Specific feedback from employees seconded to LGWM and their substantive positions</li> </ul>	<ul style="list-style-type: none"> <li>Further individual discussions will happen with seconded staff once the change is confirmed.</li> </ul>

	<ul style="list-style-type: none"> <li>• Redundancy – how does this work, process etc.</li> <li>• Last day of employment</li> <li>• Notice period</li> <li>• Voluntary redundancy</li> </ul>	<ul style="list-style-type: none"> <li>• The redundancy process is outlined in this document and will also be detailed in your employment agreement.</li> <li>• Notice period and last day of employment are outlined in this document.</li> <li>• Voluntary redundancy will be considered on a case-by-case basis.</li> </ul>
--	--	--

## DECISIONS

There was a clear understanding from employees through the feedback that the Let's Get Wellington Moving programme was being disestablished and that this related change for NZTA employees had been triggered by the Government's directive.

Having considered all your feedback, we have decided the following:

- All LGWM roles will be disestablished, including vacant roles.
- All seconded employees will return to their substantive positions within NZTA.
- LGWM employees on fixed term contracts will be treated as permanent employees for the purpose of this process and therefore eligible for redundancy entitlements in accordance with their employment agreements.
- The redeployment process will be extended through to 28 March 2024.
- Now that the proposed changes are confirmed, the implementation date will be 11 March 2024.

The specific impacts on individual roles are detailed in the table **below**.

## SPECIFIC IMPACTS

These changes will have an impact on the following positions:

Position Title	Impact of Decision	Possible outcomes for affected employee
LGWM GM Programmes	Role disestablished	<ul style="list-style-type: none"> <li>• Redeployment to role within in Waka Kotahi</li> <li>• Termination of employment by way of redundancy</li> </ul>
Urban Development Manager	Role disestablished	<ul style="list-style-type: none"> <li>• Redeployment to role within in Waka Kotahi</li> <li>• Termination of employment by way of redundancy</li> </ul>
Manager Planning and Environment	Role disestablished	<ul style="list-style-type: none"> <li>• Redeployment to role within in Waka Kotahi</li> <li>• Termination of employment by way of redundancy</li> </ul>
Programme Manager Transformational Programme	Role disestablished	<ul style="list-style-type: none"> <li>• Redeployment to role within in Waka Kotahi</li> <li>• Termination of employment by way of redundancy</li> </ul>
Program Director – LGWM	Role disestablished	<ul style="list-style-type: none"> <li>• Redeployment to role within in Waka Kotahi</li> <li>• Termination of employment by way of redundancy</li> </ul>
LGWM GM Corporate Services	Role disestablished	<ul style="list-style-type: none"> <li>• Redeployment to role within Waka Kotahi</li> <li>• Termination of employment by way of redundancy</li> </ul>
Senior Programme Coordinator (3 Year Program)	Role disestablished	<ul style="list-style-type: none"> <li>• Redeployment to role within in Waka Kotahi</li> <li>• Termination of employment by way of redundancy</li> </ul>
Programme General Manager Customer and Engagement	Role disestablished	<ul style="list-style-type: none"> <li>• Redeployment to role within in Waka Kotahi</li> <li>• Termination of employment by way of redundancy</li> </ul>
Project Manager – City Streets	Role disestablished	<ul style="list-style-type: none"> <li>• Redeployment to role within in Waka Kotahi</li> <li>• Termination of employment by way of redundancy</li> </ul>
Senior Communications Advisor	Role disestablished	<ul style="list-style-type: none"> <li>• Redeployment to role within in Waka Kotahi</li> <li>• Termination of employment by way of redundancy</li> </ul>
Manager People and Operations	Role disestablished	<ul style="list-style-type: none"> <li>• Redeployment to role within in Waka Kotahi</li> <li>• Termination of employment by way of redundancy</li> </ul>
Governance Secretary	Role disestablished	<ul style="list-style-type: none"> <li>• Redeployment to role within in Waka Kotahi</li> <li>• Termination of employment by way of redundancy</li> </ul>
Communications and Engagement Lead	Role disestablished	<ul style="list-style-type: none"> <li>• Redeployment to role within in Waka Kotahi</li> <li>• Termination of employment by way of redundancy</li> </ul>
Executive Assistant	Role disestablished	<ul style="list-style-type: none"> <li>• Redeployment to role within in Waka Kotahi</li> </ul>



		<ul style="list-style-type: none"> <li>Termination of employment by way of redundancy</li> </ul>
Director Customer	Role disestablished	<ul style="list-style-type: none"> <li>Redeployment to role within in Waka Kotahi</li> <li>Termination of employment by way of redundancy</li> </ul>
Director Communications and Engagement	Role disestablished	<ul style="list-style-type: none"> <li>Redeployment to role within in Waka Kotahi</li> <li>Termination of employment by way of redundancy</li> </ul>
Communications Advisor	Role disestablished	<ul style="list-style-type: none"> <li>Redeployment to role within in Waka Kotahi</li> <li>Termination of employment by way of redundancy</li> </ul>
Principal Advisor Engagement	Role disestablished	<ul style="list-style-type: none"> <li>Redeployment to role within in Waka Kotahi</li> <li>Termination of employment by way of redundancy</li> </ul>
Project Manager – City Streets	Role disestablished	<ul style="list-style-type: none"> <li>Redeployment to role within in Waka Kotahi</li> <li>Termination of employment by way of redundancy</li> </ul>
Senior Programme Coordinator (City Streets)	Role disestablished	<ul style="list-style-type: none"> <li>Redeployment to role within in Waka Kotahi</li> <li>Termination of employment by way of redundancy</li> </ul>
Senior Advisor People and Culture	Role disestablished	<ul style="list-style-type: none"> <li>Redeployment to role within in Waka Kotahi</li> <li>Termination of employment by way of redundancy</li> </ul>
Senior Programme Coordinator (Transformational Programme)	Role disestablished	<ul style="list-style-type: none"> <li>Redeployment to role within in Waka Kotahi</li> <li>Termination of employment by way of redundancy</li> </ul>
LGWM CCFO	Role disestablished	<ul style="list-style-type: none"> <li>Redeployment to role within in Waka Kotahi</li> <li>Termination of employment by way of redundancy</li> </ul>
Finance Business Partner	Role disestablished	<ul style="list-style-type: none"> <li>Redeployment to role within in Waka Kotahi</li> <li>Termination of employment by way of redundancy</li> </ul>
Senior Programme Analyst	Role disestablished	<ul style="list-style-type: none"> <li>Redeployment to role within in Waka Kotahi</li> <li>Termination of employment by way of redundancy</li> </ul>
Senior Advisor Procurement	Role disestablished	<ul style="list-style-type: none"> <li>Redeployment to role within in Waka Kotahi</li> <li>Termination of employment by way of redundancy</li> </ul>
Principal Advisor Information Management	Role disestablished	<ul style="list-style-type: none"> <li>Redeployment to role within in Waka Kotahi</li> <li>Termination of employment by way of redundancy</li> </ul>
PMO Analyst	Role disestablished	<ul style="list-style-type: none"> <li>Redeployment to role within in Waka Kotahi</li> <li>Termination of employment by way of redundancy</li> </ul>
Programme Manager Transitional Programme	Role disestablished	<ul style="list-style-type: none"> <li>Redeployment to role within in Waka Kotahi</li> <li>Termination of employment by way of redundancy</li> </ul>

**Seconded NZTA Employees working on LGWM**

Position Title	Impact of Decision	Next step for affected employee
Project Manager - City Streets	Role disestablished	<ul style="list-style-type: none"> <li>Return to Substantive Position – P01080 Principal Transport Planner</li> </ul>
Principal Advisor Transitional Programme	Role disestablished	<ul style="list-style-type: none"> <li>Return to Substantive Position – SDD156 Senior Transport Planner</li> </ul>
Management Accountant	Role disestablished	<ul style="list-style-type: none"> <li>Return to Substantive Position – T00474 Senior Advisor</li> </ul>

## REDEPLOYMENT PROCESS

The redeployment process for this change process is documented below.

All impacted employees will be considered for **redemption** to **suitable alternative positions** across NZTA.

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 NZTA 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.

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

Any employees who have not received an offer of redeployment to a suitable alternative position by the end of the redeployment process will be given notice of redundancy in accordance with the terms of the employee's employment agreement. Consideration will be given to any requests from affected employees for payment in lieu of notice. We will continue to seek suitable alternative positions (and other positions) across the Agency for employees during their notice period.

As noted above, if an employee declines an offer of a suitable alternative position, they will no longer be eligible for redundancy. This means that if that employee does not secure another position in the organisation prior to the end of their notice period, they will be regarded as resigning.

Any redundancy as a result of this decision, will be effective from 28 March 2024 – that is, after the change has been implemented and all redeployment opportunities have been explored and exhausted. .

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](#).

## IMPLEMENTATION AND NEXT STEPS

I acknowledge that this document, and the confirmation of the final decisions regarding the LGWM Programme, may leave you with further questions. If you wish to discuss any issues with us, I encourage you to reach out to me or Cate Baxter – Manager People and Operations and we will do our best to answer these questions for you.

You will be given access to a list of approved vacancies by your Talent Acquisition Advisor and will be invited to a meeting where you will cover the following:

- Approved vacancies that you believe may be suitable alternative positions.
- Discussion of your skills and experience.
- How to express interest in approved vacancies.

Where it is agreed that a suitable alternative opportunity has been identified and there is only one affected person who could reasonably be considered for the position, the employee will receive an offer of redeployment.

Where a role is found to be a suitable alternative for more than one affected person, there will be a process to confirm who will move into the role. Your Talent Acquisition Advisor will let you know if this is the case and update you on the details of the process for that role.

If there are other vacant roles within NZTA that you believe could be a match for your skills and experience but are not considered a suitable alternative, you will have the opportunity to express interest in that role and discuss it with your Talent Acquisition Advisor.

The list of approved vacancies will be updated on a weekly basis, and you should ensure that you check the list and speak to your People Leader if there are roles that you believe are a suitable alternative or would be a good match for your skills and experience.

**Any employee who has not received an offer of redeployment (to a suitable alternative position) by the end of the redeployment process (28 March 2024), will receive notice of redundancy in accordance with the terms of their employment agreement.**

Redeployment opportunities will continue to be explored until the end of affected employees notice period.

## VOLUNTARY REDUNDANCY

Where an employee's position is disestablished, and that employee would prefer to take voluntary redundancy, NZTA will consider such requests on a case-by-case basis. Please touch base with Cate Baxter in the first instance if you wish to discuss this.

## SUPPORT

Change can be unsettling, and this may impact on how you are feeling generally. We encourage you to speak with someone about how you are feeling and let us know if you have any concerns.

### **Employee Assistance Programme (EAP)**

NZTA provides all employees with access to free confidential counselling and career/ financial guidance at any time through EAP. We encourage you to make use of this service if you think it would be helpful. EAP can be accessed by calling **0800 327 669** or booking an appointment [online](#).

### **Who else can I talk to?**

- Cate Baxter – Manager People and Operations
- Robyn Elston – National Manager System Design
- Your People Leader
- E Tu or PSA unions are also available for advice and support if you are a member.

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.

### **What other resources are available?**

- You can seek further support by using the resources that are available on OnRamp – '[Working Through Change](#)', '[Exploring Opportunities](#)', and [LinkedIn Learning](#) courses
- You can also request a 1:1 coaching session to support with CV writing and interview preparation. Please contact Cate Baxter regarding this.
- A webinar will be available to employees that offers support on applying for jobs, interview preparation, how to set up a good Linked In profile, and other tips that you may find useful. This webinar will be available via a link which will be forwarded to you on Monday 11 March.

### Redeployment support

Affected employees will receive support from a member of the Talent Acquisition Team. The Talent team will meet with you to discuss your interest in any current vacancies that you feel you might be suitable for and to get an understanding of your skills and experience and how they might relate to other roles. They will also explain how to apply for roles that you might be interested in moving forward.

### TIMELINE

STEP	INDICATIVE DATE
Change implemented - Programme disestablished	11 March 2024
Redeployment opportunities explored	11 – 28 March 2024
Notice of redundancy provided to those who have not received an offer of redeployment	28 March 2024
Further offers of redeployment made and those unable to find a suitable alternative position reach the end of their notice period	26 April 2024