

Proposal for Change Regulatory Performance & Insights

Private & Confidential
March 2024

Agenda for this session

What we'll be covering today

- Why we believe we need to change and how we will navigate this change
- How we've designed the proposed change and the rationale for the design
- An overview of the proposed changes and impacts on positions
- The indicative steps and timeline for the change proposal

The consultation document, which has more detail, will be shared after this meeting.

Please remember that we are seeking your feedback on this proposal for change.

Context and business case for change

Why we believe we need to change

Significant changes have occurred in our operating environment since the establishment of the Planning & Performance, Risk & Assurance and Intelligence teams in (what was) Systems Integrity. The changes included:

- The Te kāpehu changes, formalising the Regulatory Performance & Insights (RPI) function;
- The refresh of our regulatory strategy (Tū ake, Tū māia);
- The establishment of the Director of Land Transport role; and
- A continued need to grow the maturity of our function including design of our Regulatory Intervention Framework.

Since 2019, expectations of the RPI function from Te Rōpū Waeture and the Director of Land Transport have evolved to a point where we no longer have the capabilities and/or capacity in the right places to meet expectations. We have had to be reactive and adapt by making decisions on where to temporarily focus the limited headcount available, resulting in a number of fixed-term positions. While this approach has enabled us to deliver in the short term, it is not an efficient or sustainable approach long term. We now need to carefully consider how we balance and prioritise resources.

Approach to change

How we will navigate this change

Our values and behaviours shape our culture and guide the way. We will be guided by these in our work on changes to our organisational structure.



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 our current environment.

Design principles

How we've designed the proposed structure

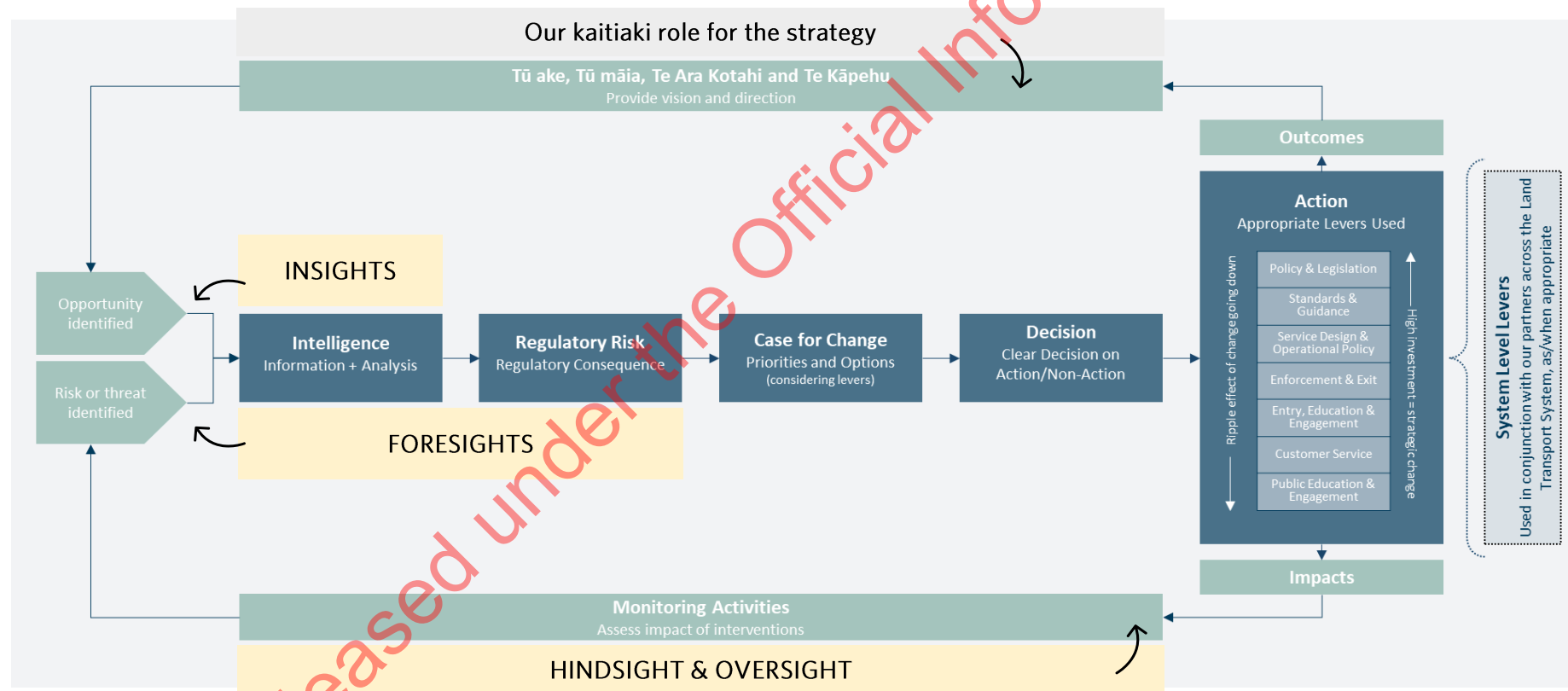
To meet the expectations of the Government, NZTA, and Te Rōpū Waeture, a set of design principles were developed to shape our thinking:

- Continue to recognise the need for a dedicated RPI function and resource that pays a unique role.
- Ensure the ability of RPI to deliver to the expectations of regulatory good practice.
- Align our organisational structure to an operating model that will support regulatory good practice.
- Create clear areas of focus, accountabilities, responsibilities and deliverables for teams and positions.
- Align closely connected capabilities and skillsets to help manage wider sharing of work.
- Ensure there is no overlap or repetition of accountability with centralised services within Waka Kotahi.
- Design for appropriate spans of control for management capacity and reduce tiers, where possible.
- Establish ourselves for success in meeting government effectiveness and efficiency expectations.

Alignment to our purpose

Rationale for the proposed design

The purpose of the Regulatory Performance and Insights function is to provide **hindsight, insight, foresight and oversight** to enable the improvement of the effectiveness, efficiency, resilience and fairness of the whole of the land transport regulatory system. We have considered how best to bring the HIFO model to life in our design.



Change proposal overview

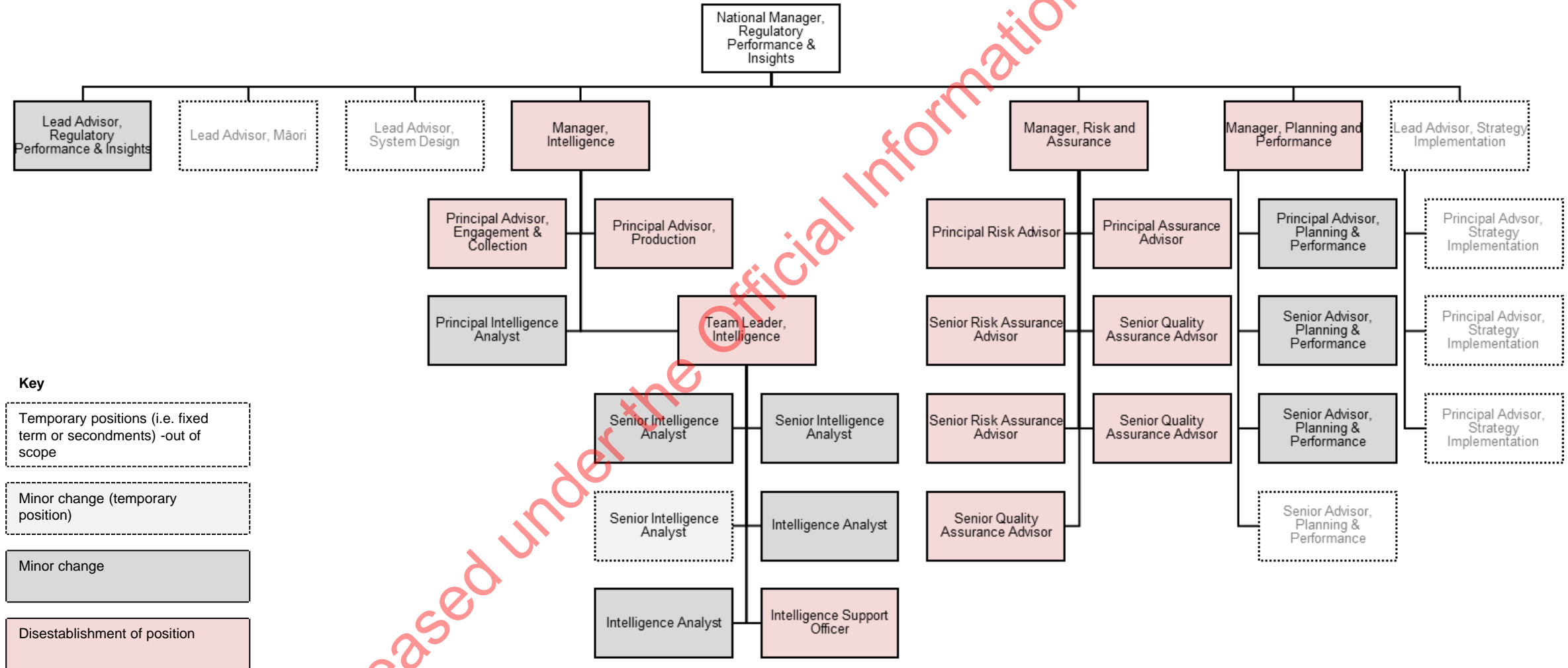
Summary of the proposed change

We are proposing to:

- Establish clear, dedicated positions reporting directly to the National Manager, Regulatory Performance and Insights with a focus on our role as kaitiaki of our regulatory strategy.
- Redesign and realign the teams within Regulatory Performance and Insights. This would see the current team structure disestablished and the following teams established:
 1. Regulatory Evidence & Insights
 2. Regulatory Intelligence & Risk
 3. Regulatory Monitoring & Evaluation
- Design any 'Lead' and 'Principal' level positions so the stated purpose and accountabilities of those positions are focused on specialised areas of expertise, recognising the deep technical knowledge expected of those working at this level.
- Design any Senior and Analyst level roles to support a range of activities and capabilities required across each team, ensuring we retain the ability to be flexible and adapt and pivot our people resources in line with business needs.
- Build stronger career pathways for Analyst, Senior and Principal roles in all teams.

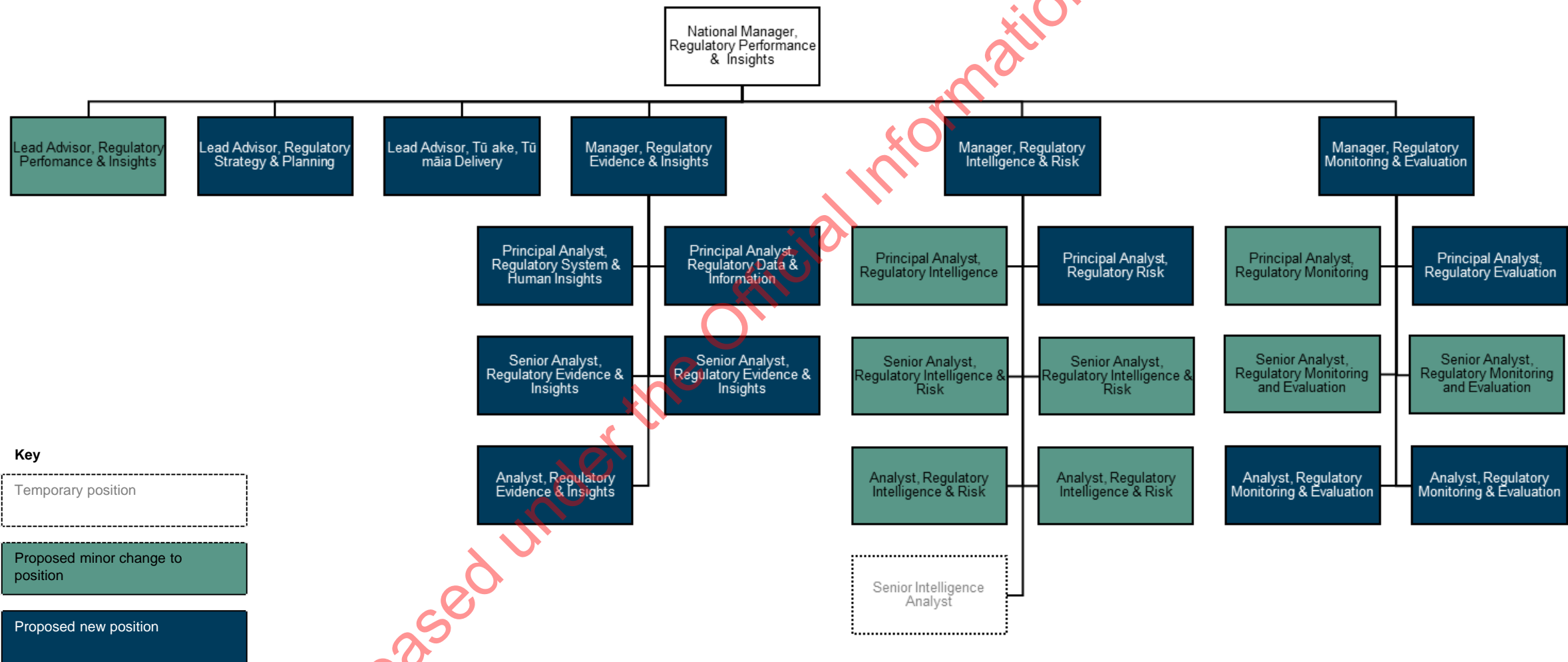
Current structure

Our baseline structure and positions



Proposed structure

The proposed future state structure and positions



Proposed Position Impacts - Significant

Summary of the current positions with significant impacts proposed

With a substantive employee in the position:

- Principal Intelligence Advisor: Collection and Engagement
- Manager, Planning and Performance
- Manager, Risk and Assurance
- Quality Assurance Senior Advisor
- Senior Risk Assurance Advisor x 2

Vacant, or held by a temporary employee:

- Manager, Intelligence
- Principal Intelligence Advisor (Production)
- Intelligence Team Lead
- Intelligence Analyst (*1 of 3 positions*)
- Intelligence Support Officer
- Principal Risk Advisor
- Quality Assurance Principal Advisor
- Quality Assurance Senior Advisor
- Quality Assurance Senior Advisor

Proposed Position Impacts - Not-Significant

Summary of the current positions with minor changes proposed

Regulatory Performance & Insights Leadership Team

- Lead Advisor Regulatory Performance & Insights

Intelligence (Atamai) Team

- Principal Intelligence Analyst
- *Senior Intelligence Analyst*
- *Senior Intelligence Analyst*
- *Intelligence Analyst (2 of 3 positions)*
- *Intelligence Analyst (3 of 3 positions)*

Planning & Performance Team

- Principal Advisor, Planning & Performance
- Senior Advisor, Planning & Performance
- *Senior Advisor, Planning & Performance*

Positions in *grey italics* are currently vacant

Proposed New positions

Summary of the proposed new positions

1. Lead Advisor, Regulatory Strategy & Planning
2. Lead Advisor, Tū ake, Tū māia Delivery
3. Manager, Regulatory Evidence & Insights
4. Manager, Regulatory Intelligence & Risk
5. Manager, Regulatory Monitoring & Evaluation
6. Principal Analyst, Regulatory System & Human Insights
7. Principal Analyst, Regulatory Data & Information
8. Senior Analyst, Regulatory Evidence & Insights
9. Senior Analyst, Regulatory Evidence & Insights
10. Analyst, Regulatory Evidence & Insights
11. Principal Analyst, Regulatory Risk
12. Principal Analyst, Regulatory Evaluation
13. Analyst, Regulatory Monitoring & Evaluation
14. Analyst, Regulatory Monitoring & Evaluation

Proposed additional vacant positions

Existing vacant positions with proposed minor changes (new titles)

- 15. Senior Analyst, Regulatory Intelligence & Risk
- 16. Senior Analyst, Regulatory Intelligence & Risk
- 17. Analyst, Regulatory Intelligence & Risk
- 18. Analyst, Regulatory Intelligence & Risk
- 19. Senior Analyst, Regulatory Monitoring & Evaluation

The proposed selection and redeployment processes are included in the consultation document.

Indicative timelines

Proposed timelines included in the consultation pack

Proposed Process	Proposed Timing
Change Proposal released	Thursday 4 April 2024
Consultation period starts (for feedback and discussion)	Thursday 4 April 2024
Feedback period ends	5pm Thursday 18 April 2024
Feedback collated and analysed	From Friday 19 April 2024
Decision announced, all people advised on any individual impacts	Wednesday 8 May 2024
Internal recruitment process begins	From 8 May 2024
The new structure goes live	Monday 1 July 2024

What happens next

How to provide feedback

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 us know why you like or dislike a proposed change, and if you dislike it, what you would propose instead.

You can provide feedback through the following channels:

- Individual feedback via the feedback form (the link will be in the consultation document)
- Group feedback submissions: one person can submit feedback on behalf of the group via the feedback form

If you would like to provide feedback in person, you should contact Jodi Mitchell or Megan Bramwell, Senior HR Advisor of the People Team to arrange a suitable time. You are welcome to bring a support person with you to any discussion in relation to these proposed changes.

You can provide feedback up until **5pm on Thursday 18 April 2024**. Consultation on the proposal is important. All feedback will be carefully considered before any decisions are made on the proposal.

**Please provide your
feedback before
5pm on Thursday
18 April 2024**

What happens next

How to ask questions

If you have any questions about the proposed structure, you can ask them by:

- Attending one of our drop-in sessions on Friday 5 and Friday 12 April
 - In person in Room 3.14 Bowen Street, Friday 5 April, 2-3pm
 - Online via teams, Friday 5 April, 3-4pm
 - In person in Room 3.14 Bowen Street, Friday 12 April, 2-3pm
 - Online via teams, Friday 12 April, 3-4pm
- Posting questions in our 'RPI Change Consultation Feedback' teams' channel (you'll be added to this later today)
- Talking to Jodi Mitchell or our Pūmanawa Tangata Team partners, Megan Bramwell and Ben Foote

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 update a Questions and Answers document throughout the consultation. Questions asked will be shared in this document anonymously.

**We will proactively
update a Q&A
document over the
feedback timeline**

What happens next

Getting support if you need it

Change processes can create uncertainty and for many people can be difficult. Waka Kotahi is committed to providing you with as much support as possible during this time.

If you have any questions or concerns you are welcome to discuss them with Jodi Mitchell, or with Megan Bramwell, Senior HR Advisor of the People Team who can be contacted by MS Teams or at megan.bramwell@nzta.govt.nz.

You can also access free, private and confidential counselling and support through our employee assistance programme by phoning 0800 327 669.

Independent advice and support

We encourage you to seek independent legal advice if you wish and to bring a support person with you to any related meetings.

Confidentiality

We respect your right to confidentiality throughout this process and ask that you treat this document and its contents as confidential. However, you can still talk to your family, close friends or employment representative for advice and support.

**EAP is free and
confidential
Phone 0800 327 669
to access**

What happens next

After this meeting

After this meeting you will be:

- Emailed a link to the change proposal and feedback form
- Added to the Teams channel in which you can ask questions

The change proposal will also be provided (via email) to a group of key stakeholders to enable them to provide their feedback also.

Jodi Mitchell, and Megan Bramwell, Senior HR Advisor of the People Team (who can be contacted by MS Teams or via email) are your main points of contact for this change proposal – please reach out to one or both of them if you have any concerns.

**Jodi Mitchell and
Megan Bramwell are
your key points of
contact for this change
proposal**