

**From:** [Chris Bunny](#)  
**To:**

s 9(2)(a)

**Cc:**

**Subject:** RE: CERF Programme Decision Update  
**Date:** Monday, 18 March 2024 8:57:23 am  
**Attachments:** [image001.png](#)  
[CERF Programme Decision document March 2024.pdf](#)

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Apologies, now attached

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**From:** Chris Bunny  
**Sent:** Monday, March 18, 2024 8:54 AM  
**To:** s 9(2)(a)

s 9(2)(a)

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s 9(2)(a)

Cc: s 9(2)(a)

s 9(2)(a)

**Subject:** CERF Programme Decision Update

Kia ora koutou,

As you know, following the direction of the Minister of Transport to cease the majority of activities funded and managed by the CERF Programme, we proposed a change to fulfil that directive. Having received valuable feedback through the consultation process, I have taken time to consider that fully (alongside Richard May) and we were able to confirm decisions on 14<sup>th</sup> March.

In summary, the decision confirmed that the proposed structure should be implemented with effect from 15<sup>th</sup> March 2024. Full details of the decision can be found in the attached Decision document.

I'd like to take this opportunity to thank the team for their contributions to the CERF Programme and professionalism throughout the change process. It is a difficult time for some, so please be thoughtful in your interactions and seek help through our EAP support if you need it.

Ngā mihi nui,

**Chris Bunny** (he / him)

**Group General Manager**  
System Leadership

Email: [chris.bunny@nzta.govt.nz](mailto:chris.bunny@nzta.govt.nz)

Phone: s 9(2)(a)

Mobile:

**Waka Kotahi** NZ Transport Agency  
Chews Lane Office, 50 Victoria Street

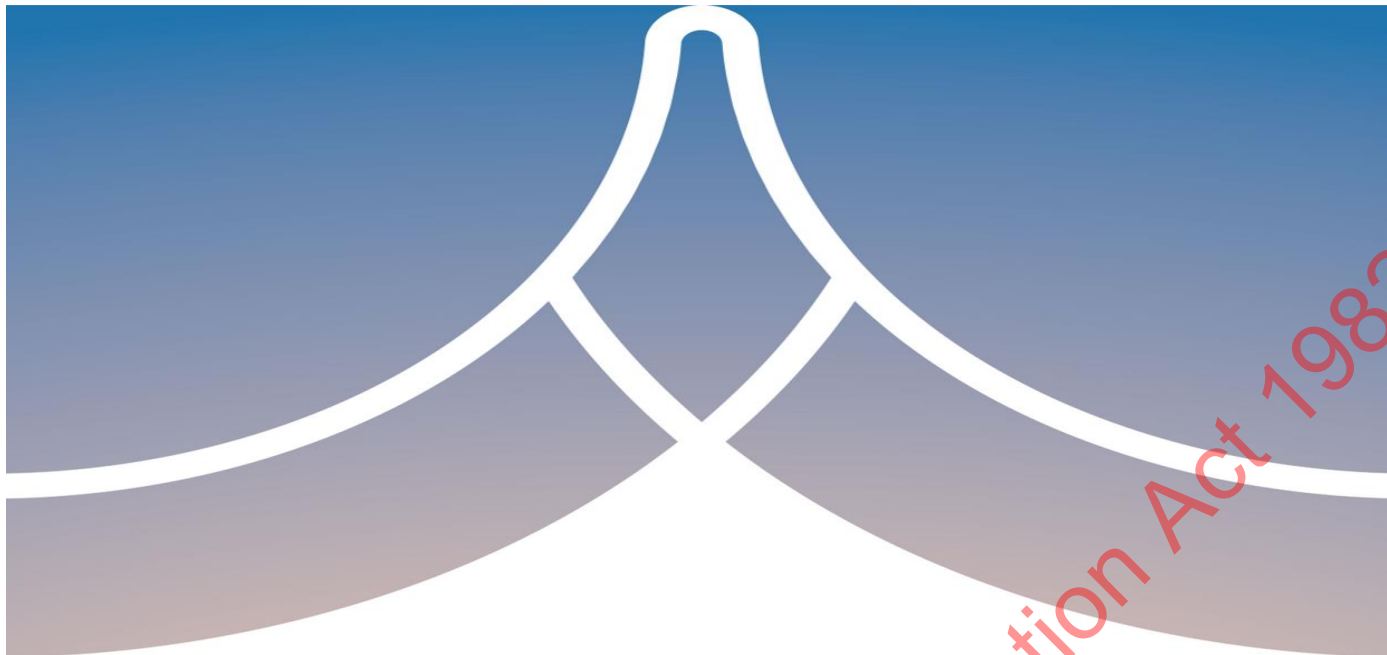
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## **DECISION**

**Climate Emergency Response Fund Programme**

**New Zealand Transport Agency**

**14 March 2024**

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# Foreword

Tēnā koutou katoa,

Thank you for taking the time to provide feedback during the employee consultation process on the proposed structural changes to our Climate Emergency Response Fund (CERF) Programme. Your engagement and insights have been valuable in our decision making and we have appreciated your patience as we have worked through this process.

As you will be aware, Richard May was the original CERF Programme Sponsor until he was seconded to the Minister of Transport's office in late 2023. For continuity, I have continued to lead this change process; however, Richard has been involved in reviewing feedback and contributing to decisions made since returning to his position as Chief of Staff on Monday, 11 March 2024.

As a Public Service Agency, we have an obligation to follow the direction of the government of the day. Following the Minister of Transport's directions in late 2023, we undertook an internal review of all delivery functions falling within the CERF programme. We subsequently proposed a series of organisational changes aimed at: (i) fulfilling the Government's directives regarding the closure of the programme; and (ii) ensuring there was appropriate resource and capability to deliver the reduced scope of CERF funded initiatives.

The feedback received on the proposed changes was varied. Overall, the feedback has indicated our people understand the implications of the government directive and were either supportive of, or indifferent to, the proposed changes.

The purpose of this decision document is to communicate the final decisions made following careful consideration of the feedback you provided. We have also identified and addressed any key themes that came through in the feedback provided.

I appreciate that organisational change can be unsettling, so please let your People Leader, the People Group team - Laurie Benson ([laurie.benson@nzta.govt.nz](mailto:laurie.benson@nzta.govt.nz)), Petra Bulandova ([petra.bulandova@nzta.govt.nz](mailto:petra.bulandova@nzta.govt.nz)) or me ([chris.bunny@nzta.govt.nz](mailto:chris.bunny@nzta.govt.nz)) know if there is any additional support you need as we implement the changes resulting from our decision. Confidential personal and career counselling is also available to you through [EAP Services](#) should you wish to make use of this service.

Thank you again for all your efforts and unwavering professionalism throughout this process - you have demonstrated exceptional public service.

Ngā mihi nui,



**Chris Bunny**  
GGM System Leadership

# Consultation Overview

We had a good level of engagement during the consultation period, with 11 individual feedback submissions received on the proposal. I would like to again thank those who took the time to provide feedback - it is an important part of the process and ensures our decisions are made fully informed.

During the consultation period, we held a live call with affected employees to have an opportunity to discuss the proposal as a group and for you to ask any questions. There were also opportunities for you to provide feedback via email and/or MS Form, and to request individual meetings with myself or the People Team.

Some of you raised questions seeking clarity about the redeployment process. These questions were responded to individually as appropriate, and further information regarding the redeployment process has been set out in this document.

## Key Themes from Feedback

The feedback on the proposed changes was varied; however, there was a clear acknowledgment that as a Public Service agency we have an obligation to follow the direction of the government of the day.

Most of your feedback focused on what resourcing would be required to deliver the proposed ongoing (but reduced) CERF funded initiatives and how we will ensure that the appropriate capabilities remain within NZTA. We also received feedback relating to NZTA's work in the broader climate change space and related disciplines. Whilst this went beyond the scope of this consultation, the feedback received was valuable and we will consider it as part of our broader thinking on this an organisation.

Where feedback related to the impact the proposed changes would have on an individual's terms and conditions of employment, we will respond to this on an individual basis.

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

Theme	Feedback Received	Response
Redeployment	<ul style="list-style-type: none"><li>Concerns regarding timing of suitable alternative position availability and visibility of those roles</li><li>Clarity around redeployment process and impact of the recruitment freeze/pause on number of roles available</li><li>Concern about impact of other programmes closing.</li><li>Impact of leave on redeployment.</li></ul>	<ul style="list-style-type: none"><li>The redeployment process is outlined <b>below</b> in this document.</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 positions 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 all impacted employees.</li></ul> <p>For staff who have pre-approved leave during redeployment period the period will be extended</p>

Theme	Feedback Received	Response
	<ul style="list-style-type: none"> <li>Concern that redeployment is focused on opportunities within Waka Kotahi. Desire to see us facilitate redeployment opportunities within the broader public sector.</li> </ul>	<ul style="list-style-type: none"> <li>to allow sufficient time to explore redeployment opportunities.</li> <li>We will be supporting affected staff to explore internal redeployment opportunities; and will provide a webinar and resources to assist with CV writing and interview preparation when exploring external opportunities. For those who are interested, a list of wider public service vacancies can be found here: <a href="https://jobs.govt.nz/">https://jobs.govt.nz/</a></li> </ul>
Concerns about ongoing resourcing and support for the remaining activities	<ul style="list-style-type: none"> <li>Is there a need for:               <ul style="list-style-type: none"> <li>additional (ad-hoc or formal) delivery programme management capability and capacity to support the proposed delivery lead and senior advisor in Transport Choices?</li> <li>the Principal Data Analyst role to be extended to 30/9/24 to align with the other reporting/monitoring roles and ensure sufficient capacity for 2023/24 financial year-end reporting?</li> <li>centralised LGP support for the transition to the end of the financial year?</li> </ul> </li> <li>Concern about proposed completion timelines eg. Programme Evaluation to be completed by October 2024. Projects have until June 2025 to complete builds, which means the evaluation activities can only be achieved by this date.</li> </ul>	<ul style="list-style-type: none"> <li>We do not expect to need dedicated resource for this. The proposed delivery lead and senior advisor will be able to draw upon the wider Urban Mobility group for advice and Local Government Partnerships to help manage the council projects as needed. They will not have to manage new funding requests/projects as there is no additional funding available. The NZTA Value, Outcomes and Scope Committee has agreed to a pathway for Transport Choices (TC) projects that have not made it into the final programme and the TC team will not have to be part of assessing these. Oversight of the programme will be managed under the General Urban Mobility Governance Committee, who will be able to provide guidance on programme management issues.</li> <li>We believe the resourcing proposed meets the ongoing needs for the delivery programmes. Demand for the monitoring/reporting function will be assessed on an ongoing basis and we can reconsider how to meet the need, if any, within the existing team.</li> <li>The proposal accounts for 2 FTE resources in LGP to support the remaining work through to June 2025. We don't believe that additional resource is required as this work will become business-as-usual (BAU) in a relevant business unit going forward.</li> <li>In future, it is envisaged that the evaluation function will absorb this into BAU. A review of System Leadership is underway with the</li> </ul>



Theme	Feedback Received	Response
	<ul style="list-style-type: none"> <li>Concern about risk of Programme evaluation not being completed if the workstream ends in October and that cannot transition into BAU because the evaluation team is not yet set up.</li> </ul>	<p>intention to establish an evaluation function going forward. The position will remain as is with its original fixed term end date and the activities of this position will be monitored closely.</p>
Resourcing for NZTA Climate change response	<ul style="list-style-type: none"> <li>Concerns around how NZTA will respond to climate change moving forward and how this will be resourced.</li> </ul>	<ul style="list-style-type: none"> <li>The focus and scope of the change proposal was to address the direction received from the Minister of Transport regarding the CERF programme. The view on how NZTA climate change response will continue is outside of scope of this change process and future direction and associated resourcing will be informed by future direction from government.</li> </ul>
Concern about the loss of IP	<ul style="list-style-type: none"> <li>That there will be loss of institutional knowledge in the climate change space if positions are disestablished</li> <li>That this loss of skills will have an impact on our planning functions (eg. spatial planning) - potentially impacting on work with our partners</li> </ul>	<ul style="list-style-type: none"> <li>We acknowledge that loss of IP/ experience in this field because of this change is a real risk.</li> <li>Where possible we will look to retain our people (and their skills and experience) through any available redeployment opportunities.</li> </ul>
Concerns about the impact of loss of skills on NZTA wider activities outside of CERF Programme	<ul style="list-style-type: none"> <li>Concerns that the loss of skills and CERF structural changes will have an impact on NZTA's profile regarding transport planning and delivery, NZTA climate change profile, on relationships with councils and resourcing and a reputational risk for NZTA.</li> </ul>	<ul style="list-style-type: none"> <li>The focus and scope of the change proposal was to address the direction received from the Minister of Transport regarding the programme. As per the Minister's direction, the programme will be closing, with the confirmed date of 15 March 2024. The continuing residual activities will transition into business-as-usual teams. The positions that remain, including positions in Local Government Partnerships, will support the continuity of relationships with local councils. Redeployment opportunities will be explored with affected staff to enable NZTA to retain our talent where possible.</li> </ul>

Theme	Feedback Received	Response
Concern about communications regarding CERF longevity	<ul style="list-style-type: none"> <li>Concern about a general confusion around past CERF's longevity story and the narrative that CERF would be safe under a new government, as it was a direct action of the ERP that had cross-party support.</li> </ul>	<ul style="list-style-type: none"> <li>As a public sector agency NZTA must act on the direction of government of the day.</li> <li>Following a change in government, it is an expected outcome for there to be variations to programmes of work – including the closure of entire programmes. A change in direction is not something that NZTA can necessarily foresee, however, it is something that it must respond to.</li> </ul>
Miscellaneous	<ul style="list-style-type: none"> <li>Working out notice period for affected staff</li> <li>Financial delegation and responsibility for ongoing CERF initiatives after the Programme structure is disestablished.</li> </ul>	<ul style="list-style-type: none"> <li>We acknowledge this feedback and the impact of working out notice on the affected employees. For those who do not receive an offer of redeployment a consideration will be given to payment in lieu of notice, taking into account workload and handover requirements.</li> <li>Deborah Hume, National Manager Multimodal Integration, as a senior manager and business owner will hold the required financial delegations.</li> </ul>

## Decisions

Having carefully considered all of your feedback (including feedback provided in relation to individual terms and conditions), we have decided to confirm the **below** changes to the CERF Programme and associated delivery functions proposed in the consultation document.

At a high level:

- i. The CERF Programme (as currently formed) will be closed;
- ii. The majority of positions directly responsible for the CERF programme (including management and support across the three CERF delivery-programmes) will be disestablished.
- iii. A number of the positions *funded* by the CERF Programme, that also undertake management and support functions for the programme, will be impacted by the confirmed closure of the CERF Programme.

The positions affected by these confirmed changes exist both within:

- i. the reporting lines of the CERF Programme Director; and
- ii. in other 'business-as-usual' functions aligned with specialist skills (e.g. Communications and Engagement).

The confirmed changes mean that:

- 20 positions will be disestablished (including permanent, fixed term, and positions filled by internal secondments);

- 1 fixed-term position will be extended (by extending a current secondment);
- 1 fixed-term position will not be affected by the change; and
- 2 positions will have minor change (one being permanent, the other fixed term).

The specific impacts on individual positions are detailed in the 'Confirmed Structure' section below.

This decision and associated organisational change will be implemented on **15 March 2024**.

## Confirmed Structure

Where relevant, an organisational chart outlining the new structures are shown under each business group. The organisational charts show all positions within the structure – including those affected by the change, and those that are not (refer to the key below).

### Key:

No change to position

Minor change to position

Position not in scope of proposal



## CERF – Programme structure and support positions

### *Office of the Chief of Staff*

From 15 March 2024, the following positions will be disestablished:

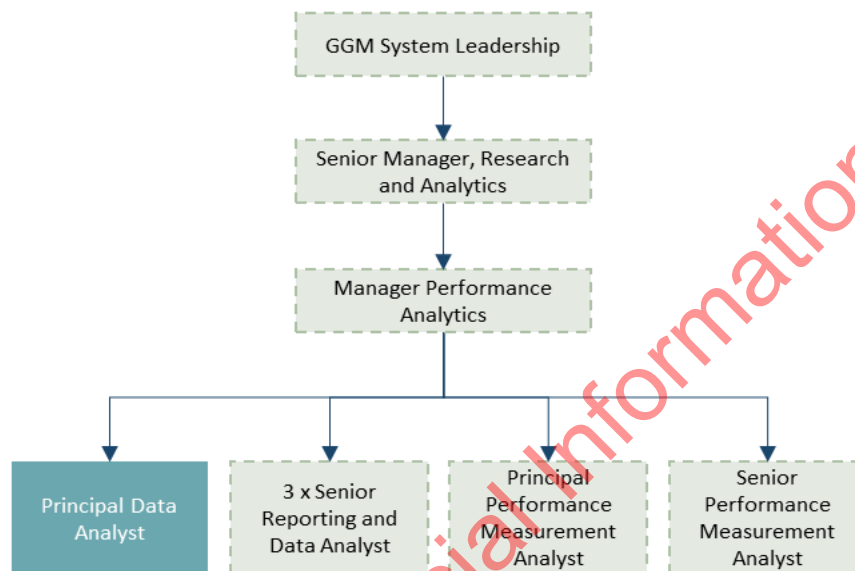
- **CERF Programme Director** (Fixed term position filled with internal secondment)
- **Lead Advisor – Sustainable and Equitable Transport** (Fixed term position, vacant)
- **CERF Programme Controls Lead** (Fixed term position filled with internal secondment)
- **CERF Senior Programme Coordinator** (Fixed term position)

### *Climate Emergency Response*

- **Principal Data Analyst**
  - This fixed term position is required to continue as 1 FTE until the end of the current fixed term ending on 30 June 2024 because 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, which are set out in the confirmed Position Description for the **Principal Data Analyst** position is attached in 'Appendix A'.

- These changes include a change in the reporting line for this position to the 'Manager - Performance Analytics' in the System Leadership Research and Analytics team.

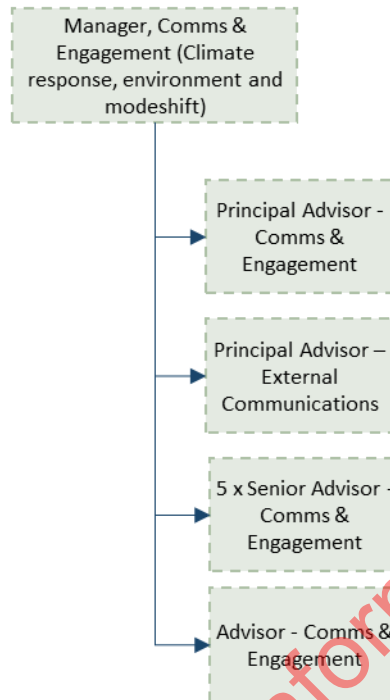
## Confirmed structure



### *National Communications and Engagement*

- **Principal Advisor, Communications & Engagement** – this permanent position will be disestablished with effect from 15 March 2024.
- **Senior Advisor – Communications & Engagement (x4)** – these four positions (1x Permanent and 3x Fixed term) will be disestablished with effect from 15 March 2024.

# Confirmed structure

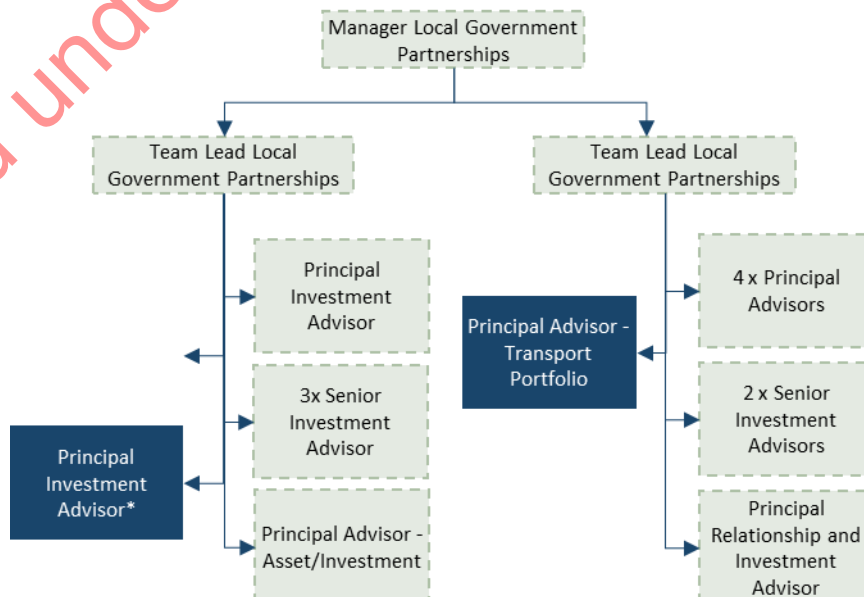


## Local Government Partnerships

- **Principal Advisor – Local Government & Partnerships** – this fixed term position (currently filled with internal secondment) will be disestablished with effect from 15 March 2024.

# Confirmed structure

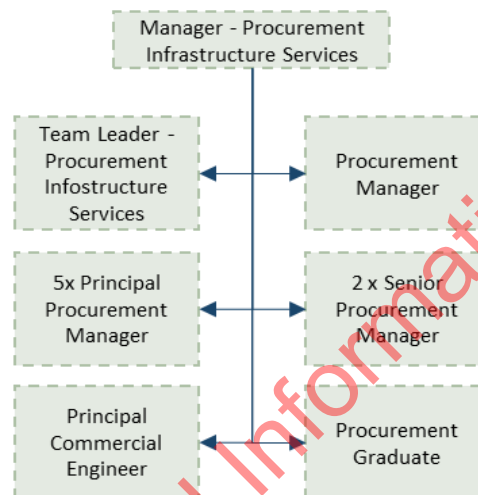
as of 15 March 2024



### Procurement Infrastructure Services

- **Principal Procurement Manager** – this fixed term position will be disestablished with effect from 15 March 2024.

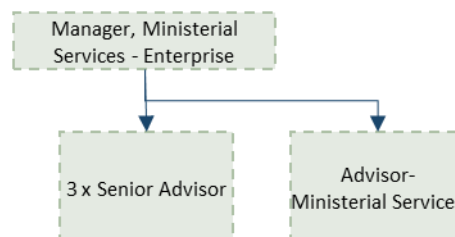
## Confirmed structure



### Ministerial Services

- **Senior Advisor – Ministerial Services** – this fixed term position will be disestablished with effect from 15 March 2024.

## Confirmed structure



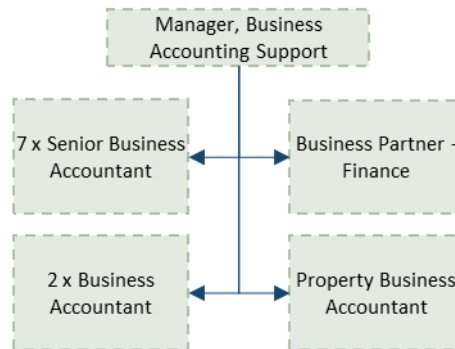
### Business Accounting Support

- **Finance Business Partner, CERF**
  - This position is required as 1 FTE until 30 September 2024 as, until that date, the financial reporting performed by this position is unaffected by the government's directive.
  - This fixed term position (filled by an internal secondment) will be disestablished with effect from 1 October 2024, as there is a reduced ongoing need for financial reporting.

- From 1 October 2024 – 30 June 2025 any residual financial reporting activity associated with CERF initiatives will be absorbed into the work of the Business Accounting Support team within Te Ama | Corporate and Commercial with CERF funding for 0.5 FTE.

## Confirmed structure

as of 1 October 2024



### Organisational Performance

- **Senior Advisor Monitoring and Reporting**
  - This fixed term position is required as 1 FTE until 30 September 2024, because there is an ongoing need for periodic and annual monitoring and reporting in relation to the CERF Programme which are unaffected by the government's directive.
  - This position will be disestablished effective 1 October 2024 because from then on there is a reduced need for his work.
  - From 1 October 2024 – 30 June 2025 any residual monitoring and reporting activity associated with on-going CERF initiatives will be absorbed into the work of the Organisational Performance team within Te Ama | Corporate and Commercial with CERF funding for 0.5 FTE.

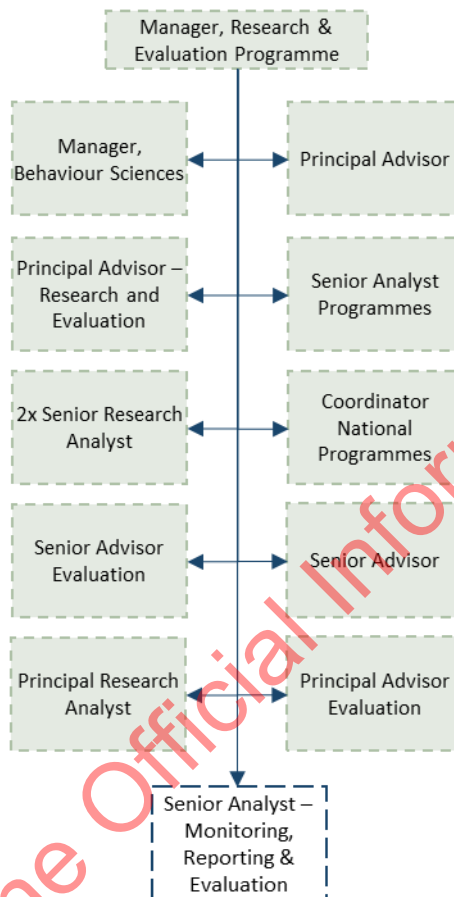
## Confirmed structure

as of 1 October 2024



- **Senior Analyst, Monitoring, Reporting and Evaluation** – There is no change to this fixed term position following implementation of the changes.

## Confirmed structure



### Local Government Partnerships

- **Principal Investment Advisor**
  - This fixed term position (filled by internal secondment) is required as 1 FTE until 30 June 2025 because there will be an ongoing need for the functions associated with this position until this date. There is no change to the accountabilities of the position.
  - This position will be disestablished with effect from 1 July 2025 and the remaining functions and activity associated with this position will be absorbed by the Local Government Partnerships team within Transport Services.

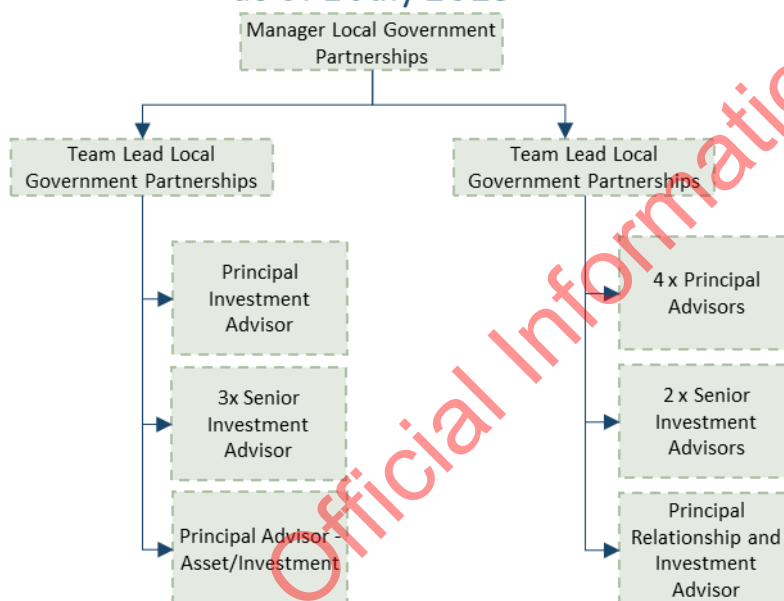


- **Principal Advisor – Transport Portfolio**

- This fixed term position (filled by internal secondment) is required as 1 FTE until 30 June 2025 as there will be an ongoing need for the functions associated with this position until this date. There is no change to the accountabilities of the position.
- This position be disestablished with effect from 1 July 2025 because the remaining functions and activity associated with this position will be absorbed by the Local Government Partnerships team within Transport Services.

## Confirmed structure

as of 1 July 2025



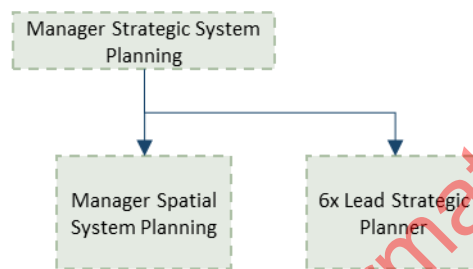
## CERF – Delivery-programmes

### *Vehicle Kilometres Travelled Reduction Planning*

The following positions will be disestablished with effect from 15 March 2024:

- **Lead, VKT Reduction** (Fixed term position filled by internal secondment)
- **Principal Advisor – VKT Reduction (x2)** (Fixed term positions filled by internal secondments)

## Confirmed structure



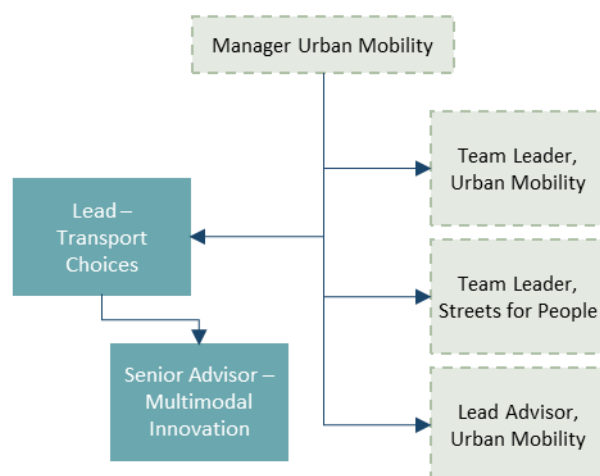
### *Public Transport*

There are no changes to this team.

### *Transport Choices*

- **Principal Advisor, Walking & Cycling** –this permanent position be disestablished with effect from 15 March 2024.
- **Lead, Transport Choices** – there will be minor changes to the accountabilities of this permanent position, which are confirmed in the new Position Description **attached** in 'Appendix A'
- **Senior Advisor, Multimodal Innovation**
  - There will be no changes to the accountabilities for this position.
  - This position is a fixed term position (filled by an internal secondment). The fixed term (and therefore the secondment if agreed by the affected employee) will be extended to 30 June 2025 to account for the longer delivery time-frame approved by the Minister; the discrete nature of the Transport Choices delivery-programme; and need to ensure continuity.

# Confirmed structure



## Summary changes across the CERF Programme

The specific impacts on individual positions are summarised and detailed in the table below:

POSITION	FTE	CONFIRMED CHANGE	OUTCOME FOR AFFECTED EMPLOYEES	IMPACT OF THE CHANGE
CERF Programme Director	1	Disestablish position	<ul style="list-style-type: none"> <li>Notice given to end secondment effective 12 April 2024</li> </ul>	Significant
Lead Advisor – Sustainable and Equitable Transport	1	Disestablish position	<ul style="list-style-type: none"> <li>Vacant</li> </ul>	Significant
CERF Programme Controls Lead	1	Disestablish position	<ul style="list-style-type: none"> <li>Notice given to end secondment effective 12 April 2024</li> </ul>	Significant
CERF Senior Programme Coordinator	1	Disestablish position	<ul style="list-style-type: none"> <li>Redeployment into suitable alternative position within NZTA.</li> <li>If redeployment is unsuccessful, termination of employment by way of fixed term ending early.</li> </ul>	Significant
Principal Advisor, Communications & Engagement	1	Disestablish position	<ul style="list-style-type: none"> <li>Redeployment into suitable alternative position within NZTA</li> <li>If redeployment is unsuccessful termination of employment by way of redundancy.</li> </ul>	Significant
Senior Advisor – Communications and Engagement	1	Disestablish position	<ul style="list-style-type: none"> <li>Redeployment into suitable alternative position within NZTA</li> <li>If redeployment is unsuccessful termination of employment by way of redundancy.</li> </ul>	Significant
Senior Advisor – Communications & Engagement	3	Disestablish position	<ul style="list-style-type: none"> <li>Redeployment into suitable alternative position within NZTA.</li> </ul>	Significant

POSITION	FTE	CONFIRMED CHANGE	OUTCOME FOR AFFECTED EMPLOYEES	IMPACT OF THE CHANGE
			<ul style="list-style-type: none"> <li>If redeployment is unsuccessful, termination of employment by way of fixed term ending early.</li> </ul>	
Principal Advisor – Local Government & Partnerships	1	Disestablish position	<ul style="list-style-type: none"> <li>Notice given to end secondment effective 12 April 2024</li> </ul>	Significant
Principal Procurement Manager	1	Disestablish position	<ul style="list-style-type: none"> <li>Redeployment into suitable alternative position within NZTA.</li> <li>If redeployment is unsuccessful, termination of employment by way of fixed term ending early.</li> </ul>	Significant
Senior Advisor – Ministerial Services	1	Disestablish position	<ul style="list-style-type: none"> <li>Redeployment into suitable alternative position within NZTA.</li> <li>If redeployment is unsuccessful, termination of employment by way of fixed term ending early.</li> </ul>	Significant
Finance Business Partner, CERF	1	Disestablish position	<ul style="list-style-type: none"> <li>Notice given to end secondment effective 1 October 2024.</li> </ul>	Significant
Senior Advisor Monitoring and Reporting	1	Disestablish position	<ul style="list-style-type: none"> <li>Redeployment into suitable alternative position within NZTA.</li> <li>If redeployment is unsuccessful, termination of employment by way of fixed term ending early.</li> </ul>	Significant
Senior Analyst, Monitoring, Reporting and Evaluation	1	No change	<ul style="list-style-type: none"> <li>No change</li> <li>Non-contestable reconfirmation</li> </ul>	No change
Principal Data Analyst	1	Change to reporting line and minor change to the position description	<ul style="list-style-type: none"> <li>Minor change</li> <li>Change to reporting line and minor change to the position description.</li> <li>Non-contestable reconfirmation</li> </ul>	Minor
Principal Investment Advisor	1	Disestablish position	<ul style="list-style-type: none"> <li>Notice given to end secondment effective 1 July 2025</li> </ul>	Significant
Principal Advisor - Transport Portfolio	1	Disestablish position	<ul style="list-style-type: none"> <li>Notice given to end secondment effective 1 July 2025</li> </ul>	Significant
Lead, VKT Reduction	1	Disestablish position	<ul style="list-style-type: none"> <li>Notice given to end secondment effective 12 April 2024</li> </ul>	Significant
Principal Advisor – VKT Reduction	2	Disestablish position	<ul style="list-style-type: none"> <li>Notice given to end secondment effective 12 April 2024</li> </ul>	Significant
Principal Advisor, Walking & Cycling	1	Disestablish position	<ul style="list-style-type: none"> <li>Redeployment into suitable alternative position within NZTA</li> <li>If redeployment is unsuccessful, termination of employment by way of redundancy.</li> </ul>	Significant

POSITION	FTE	CONFIRMED CHANGE	OUTCOME FOR AFFECTED EMPLOYEES	IMPACT OF THE CHANGE
Lead, Transport Choices	1	Minor change to position description	<ul style="list-style-type: none"> <li>Minor change to position description</li> <li>Non-contestable reconfirmation</li> </ul>	Minor
Senior Advisor, Multimodal Innovation	1	Extension of fixed term position (filled by secondment) to 30 June 2025	<ul style="list-style-type: none"> <li>No changes to the position</li> <li>Offer of extension of secondment to 30 June 2025</li> </ul>	Minor

## Implementation

We acknowledge that this document, and the confirmation of the final decisions regarding the CERF Programme, may leave you with further questions. If you wish to discuss this decision document or any related matters with us, I encourage you to reach out to me (Chris Bunny); your People Leader; Laurie Benson - HR Business Partner; or Petra Bulandova - Senior HR Advisor, and we will do our best to answer these questions for you.

## 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).

## Secondments

Some secondments will need to come to an end early. Affected employees will be provided with notice in line with their secondment agreements and will return to their substantive roles at the end of the notice period (unless otherwise agreed).

Please note that there are a range of dates on which secondments will end. These dates are based on the specific impacts on each seconded role and the ongoing need for the duties performed by that position as outline **above**. The specific dates for each role will also be confirmed in your individual outcome letters.

One role currently filled by way of secondment will be extended and the current secondee will receive an offer of extension to the secondment.

## Redeployment and wider redeployment

The redeployment process for this change process is documented below.

All impacted employees will be considered for redeployment 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 positions 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 the NZTA is required to pay the person at a rate outside the remuneration band for the position.

The redeployment process will start on **15 March 2024**.

Any permanent 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 NZTA 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.

If there is a redundancy as a result of these changes being implemented, it will become effective at the end of the period of exploring redeployment opportunities, currently 4 April 2024.

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.

An employee guide on what to expect from redeployment process is **attached** as '**Appendix B**'

## Next steps

You will be given access to a list of approved vacancies by your Talent Team 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 position 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 position. Your Talent Acquisition Advisor will let you know if this is the case and update you on the details of the process for that position.

If there are other vacant positions 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 positions 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 positions that you believe are a suitable alternative or would be a good match for your skills and experience.

### **Permanent employees**

Any permanent employees who have not received an offer of redeployment by the end of the redeployment process (4 April 2024) will be given notice of redundancy in accordance with the terms of their employment agreement. We will continue to seek suitable alternative positions across NZTA for these employees during their notice period. Consideration will be given to any requests for payment in lieu of notice.

### **Fixed-term employees**

Any fixed-term employees who have not received an offer by the end of the redeployment process (4 April 2024) will be given notice that their fixed-term will come to an end early in accordance with the terms of their employment agreement. We will continue to seek suitable alternative positions across NZTA for these employees during their notice period. Consideration will be given to any requests for payment in lieu of notice.

### **Voluntary redundancy**

Where a permanent 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 Laurie Benson - Human Resources Business Partner, 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 to let us know if you have any concerns.

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

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 you think it might be helpful for you. EAP can be accessed by calling **0800 327 669** or booking an appointment online at <https://www.eapservices.co.nz/>.

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

- Me - Chris Bunny – GGM System Leadership
- Your People Leader
- E Tū or PSA unions are also available for advice and support if you are a member.

You are also 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?***

We have a range of helpful resources that are available to our people via OnRamp. We encourage you to engage with these:

- [‘Working Through Change’](#),
- [‘Exploring Opportunities’](#),
- [‘Tips on interviewing over a video call’](#)
- [‘Interview helpful dos and don’ts’](#)
- [LinkedIn Learning](#) courses

### **Job support webinar**

- We are also running a webinar on applying for jobs, interview preparation, how to set up a good Linked In profile, and other tips that you may find useful.
- This will be at **1.30pm on Tuesday 19 March** and a link will be provided separately.

### **Job vacancy alerts**

- We also recommend signing up to our internal job vacancy alerts using the ‘vacancies’ link on the front page of Onramp.
- This will ensure you are emailed all NZTA vacancies that meet your search criteria (if you sign up through our external website, you won’t be notified of internal vacancies).

### ***Redeployment support***

Affected employees will receive support from a member of the Talent Acquisition Team. The Talent team will connect 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 positions. They will also explain how to apply for positions that you might be interested in moving forward.

Please also refer also to the redeployment process information **attached** as ‘**Appendix B.**’



## Timeline

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

Released under the Official Information Act 1982

# Appendix A

## Confirmed Position Descriptions

### Lead, Transport Choices



#### Position Description



**Title:** Lead, Transport Choices  
**Group:** Transport Services  
**Reports to:** Manager Urban Mobility  
**Band:** 19  
**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

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:

- All business [groups](#)

##### External:

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

#### Dimensions

**Location:** TBC



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## What the position involves

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### Accountabilities

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

- Provide strategic direction and manage the \$164m Transport Choices Programme, part of the Climate Emergency Response Fund.
- Manage and grow a high performing team of advisor to deliver the programme, and 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 Emission Reduction Plan.
- Lead Waka Kotahi relationships with key businesses and transport stakeholders.
- Contribute to work across the broader sector to identify and manage key risks and work with stakeholders to explore opportunities and innovation.
- Monitor 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.

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### 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 MĀIA** 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.

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**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.

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#### 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

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To learn more about what we do visit [www.nzta.govt.nz](http://www.nzta.govt.nz)



## Position Description



<b>Title:</b>	Principal Data analyst
<b>Group:</b>	System Leadership
<b>Reports to:</b>	Manager Performance Analytics
<b>Band:</b>	18
<b>Date:</b>	February 2024

### Context

**Our purpose** *Waka Kotahi. Moving. Together*

A land transport system connecting people, products and places for the thriving Aotearoa.

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

**Set and maintain** our strategic direction through Te kāpehu 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.

### Group and team purpose

**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.

\**noting that the organisational performance monitoring against Te kāpehu and significant government commitments sits with Commercial and Corporate.*

### Position purpose

The Principal Data Analyst ensures high quality and relevant quantitative and qualitative data and information is captured, collated, analysed and readily available to inform relevant internal and external reporting. The role involves undertaking appropriate quality control and assurance activities; developing dashboards; generating performance metric insight; creating graphics and other data analytical outputs that can be used to inform decision-making, governance and statutory reporting.

Key relationships	<p>Internal:</p> <ul style="list-style-type: none"> <li>• Lead, Transport Choices</li> <li>• System Leadership</li> <li>• Transport Services – Multi-Modal Integration and System Design</li> <li>• Te Ama Commercial and Corporate – Investment Finance and Organisation Performance</li> </ul> <p>External:</p> <ul style="list-style-type: none"> <li>• Ministry of Transport</li> <li>• Treasury</li> <li>• Other central government agencies and ministries</li> <li>• Local government</li> <li>• Key partners and stakeholders</li> </ul>
Dimensions	Location: Wellington
<b>What the position involves</b>	
Accountabilities	<p>As well as being accountable for the Waka Kotahi values and behaviours, your role has the following specific key accountabilities:</p> <ul style="list-style-type: none"> <li>• Support NZTA to successfully deliver the Transport Choices programme and relevant CERF funded Public Transport initiatives.</li> <li>• Ensure data relevant to the Transport Choices 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 Transport Choices and CERF funded public transport initiatives monitoring and reporting spectrum.</li> <li>• Provide 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.</li> <li>• Ensure the accurate and timely responses to internal and external requests for information and advice – especially Executive Leadership Team, Executive Sub-Committees, NZTA Board documentation and official correspondence that relates to the Transport Choices and CERF funded public transport initiatives.</li> <li>• 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.</li> <li>• Enable, support and model 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.</li> <li>• Support the reporting to relevant internal and external governance groups overseeing the delivery of the Transport Choices programme and CERF funded public transport initiatives.</li> </ul>
<p>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.</p>	



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### The value you will bring

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#### 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

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## Appendix B

# Redeployment process

## What to expect from our redeployment process

- If you're in the position that there is no suitable alternative role identified as part of a change process, we will work with you to explore other opportunities across the agency.
- You will be given access to a list of approved vacancies by your Talent Acquisition Advisor
- You will be invited to a meeting with your Talent Acquisition Advisor where you will cover the following:
  - Approved vacancies that you believe may be suitable
  - 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 at risk person who should be considered, the employee will receive an offer of redeployment.
- Where a role is found to be a suitable alternative for more than one at risk 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 roles that you believe are 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.