



2 December 2022



Ref: OIA-2022/23-0314

Dear 

Official Information Act request relating to Implementation Unit and Three Waters

Thank you for your Official Information Act 1982 (the Act) request received on 7 November 2022. You requested:

- "1a. The number of staff and contractors, and their job descriptions, working on Three Waters within the Implementation Unit in DPMC.*
b. Also provide me with total staff and contractor numbers and their job descriptions for the whole Implementation Unit.
For this part of the request, please provide all head count and job information (breakout contractors and staff as two separate groups) as July 1, 2020, July 1, 2021, July 1, 2022, and for the most recent date possible.
- 2. Please provide me with all advice to Ministers and or reports to Ministers produced by the Implementation Unit related to Three Waters.*
This part of my request covers the period: July 1, 2021 to the present."

Information being released

- 1a. There is one staff member of the Implementation Unit that spends a small amount of work time (on average two days per month) working alongside the Department of Internal Affairs (DIA) on the Three Waters programme as part of their wider job responsibilities.

The work involves participating in monthly meetings with DIA, reviewing and discussing reports and programme plans relating to the implementation of the initiative. The Commissioning brief (attached) provides the scope for the work of the Implementation Unit in this area.

The Implementation Unit has not employed any contractors to work on the Three Waters Commission and has no staff involved full time.

- 1b. There are five staff in the Implementation Unit – a manager, a chief advisor, and three advisors. The position descriptions are attached. There are no contractors working in the Implementation Unit. The Executive Director started in the role in June 2021, Unit staff were appointed in the months after that time. The Unit was set up with a staff level of 5 FTEs in total.

The documents listed below are in scope of your request.

Date	Document Description/Subject
March 2021	Job description DPMC Executive Director Implementation Unit
March 2021	Job description DPMC Advisor Implementation Unit
April 2022	Job description DPMC Chief Advisor Implementation Unit
July 2022	Job description DPMC Advisor Implementation Unit
	Implementation Unit Commissioning Brief Three Waters reform
31 March 2022	Implementation Unit Monthly Report – March 2022

Date	Head count and job title
1 July 2020	0 staff, 0 contractors (The Unit was not set up at this time)
1 July 2021	1 staff, 0 contractors The Executive Director started in June 2021
1 July 2022	5 staff, 0 contractors – the full staff complement for the Unit
9 November 2022	5 staff, 0 contractors – the Unit has remained fully staffed.

2. I have provided excerpts from monthly reports to the Minister that mention Three Waters.

You have the right to ask the Ombudsman to investigate and review my decision under section 28(3) of the Act.

This response will be published on the Department of the Prime Minister and Cabinet's website during our regular publication cycle. Typically, information is released monthly, or as otherwise determined. Your personal information including name and contact details will be removed for publication.

Yours sincerely





DEPARTMENT OF THE PRIME MINISTER AND CABINET

TE TARI O TE PIRIMIA ME TE KOMITI MATUA

Position Description

Job Title:	Executive Director
Portfolio:	Implementation Unit
Direct Reports:	Up to 8 (initially 4)
Reports to:	Chief Executive
Location:	Wellington
Date:	March 2021

Public Service Introduction / Kōrero Whakataki mō ngā Ratonga Tūmatanui

Ka mahitahi mātou o te ratonga tūmatanui kia hei painga mō ngā tāngā a o Aotearoa i āianei, ā, hei ngā rā ki tua hoki. He kawenga tino whaitake tā mātou hei tautoko i te Karauna i runga i āna hononga ki a ngāi Māori i raro i te Tiriti o Waitangi. Ka tautoko mātou i te kāwanatanga manapori. Ka whakakotahingia mātou e te wairua whakarato ki ō mātou hapori, ā, e arahina ana mātou e ngā mātāpono me ngā tikanga matua o te ratonga tūmatanui i roto i ā mātou mahi.

In the public service we work collectively to make a meaningful difference for New Zealanders now and in the future. We have an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi. We support democratic government. We are unified by a spirit of service to our communities and guided by the core principles and values of the public service in our work.

DPMC's purpose

The Department of the Prime Minister and Cabinet's purpose is to advance an ambitious, resilient and well-governed New Zealand.

What we do

The Department of the Prime Minister and Cabinet (DPMC) occupies a unique position as the trusted advisor, leader and steward of our system of executive government. We also lead the national security system to make New Zealand stronger and more resilient. We support the effective conduct of executive government by the Prime Minister, the Governor-General and members of the Cabinet, and play a leadership and coordination role for other public sector agencies.

Despite the breadth of our role and the diversity of the portfolios we serve, we are unified in our purpose to advance **'An ambitious, resilient and well-governed New Zealand'**. To support achievement of this purpose, DPMC has three core and enduring roles: Supporting informed decision making; Supporting well-conducted government; and Leading an effective, strategically focused National Security System. These roles support us in progressing our long-term outcomes, set in our *Strategic Intentions 2020/21 to 2023/24* - The Government is enabled to deliver its priorities; Aotearoa New Zealand's institutions of executive government are trusted, effective and enhance our nation's reputation; and People living in Aotearoa New Zealand are, and feel, resilient safe and secure.

Our values connect the Department and guide how we work in pursuit of our purpose. Despite our diverse mahi, DPMC people are unified in our values:

Courageous – We stand up

Connected – We join together

Committed – We believe in what we do

And we do it with **Respect**.

Kia māia – be courageous

Kia honohono – be united

Kia manawanui – be determined & persistent

Kia taute – be considerate

Implementation Unit Overview

DPMC is establishing a new implementation unit (the Unit). This will be a small team that supports the Deputy Prime Minister (DPM) to ensure implementation of key government priorities and to facilitate appropriate interventions when implementation is at risk. The unit will:

- Work with agencies to ensure delivery plans for key projects provide clear agreed baseline commitments on the benefits that the project will deliver and by when
- Assemble and analyse project data to assess delivery progress, working closely with Treasury and agency project teams as well as collecting primary data from its own sources
- Proactively identify and report on problems that risk compromising delivery
- Help agencies understand challenges that occur during implementation
- Regularly convene the Deputy Prime Minister, relevant portfolio Ministers, and agencies to facilitate solution-orientated conversations on what should be done to bring project performance back on track to achieve delivery.

Role Purpose

The Executive Director leads the team that ensures that the DPM, responsible ministers, Cabinet, responsible public servants and the central agencies know, accurately, at any given moment, whether selected, priority projects are on track to deliver their intended benefits in their intended timeframes; and

If projects are not on track, the Executive Director ensures that appropriate efforts are made to work with the responsible agency to identify what needs to be done to bring the project back on track and follow up to ensure these actions are taken.

The Executive Director is responsible for defining the Unit's approach, way of working, and effectiveness. The principles that underpin the approach and way of working are that it is to be:

- Outcomes-focused
- Evidence-led
- Collaborative
- Transparent
- Responsive
- Humble

Key Accountabilities

The Executive Director will be accountable for the day-to-day management, coordination, and delivery of a significant portion of the Unit's activities, reporting directly to the Chief Executive DPMC and working closely with the Treasury (the Unit's work programme will be jointly overseen by the Treasury and DPMC). As the leader of the new Unit, the Executive Director

will be responsible for establishing the Unit's culture and ways of working, as well as shaping and refining their own role description in dialogue with the Chief Executive.

Key Accountability Areas:

- Supporting the Chief Executive and the Secretary to the Treasury in delivering the Unit's overall objectives, including engaging with Ministers
- Building and maintaining trust with key stakeholders and customers
- Focusing on a small number of the highest priority projects (and running processes that lead to the selection of those projects by Ministers).
- Providing evidence-led recommendations that accurately and succinctly assess project progress and identify ways to overcome key delivery challenges in a range of projects
- Building influence with senior leaders in agencies and across the centre of government and using that influence to accelerate progress, remove challenges and drive for results
- Establishing and maintaining a strong secretariat process to support meetings for delivery planning, progress reporting and problem solving with Ministers and officials
- Setting up and maintaining an effective administrative and management system to support all operations of the Unit, including budget and work plan;
- Managing, shaping and guiding the work of Unit staff

Key Relationships

Internal	External
<ul style="list-style-type: none"> • Chief Executive DPMC • Advisor to the Chief Executive • Executive Leadership Team • Advisors in the Implementation Unit • Advisors in the Policy Advisory Group • DPMC staff • Steering Committee (to be established – led jointly by DPMC and Treasury) 	<ul style="list-style-type: none"> • Deputy Prime Minister • Secretary to the Treasury and Deputy Chief Executive and Deputy Secretary, Budget and Public Investment, The Treasury. • Ministers with projects that the Unit is working on • Agency Chief Executives with projects that the Unit is working on • Staff in the Deputy Prime Minister's office, the Prime Minister's office and other portfolio ministers' offices • Agency teams responsible for each project • Central Agencies – Treasury and Te Kawa Mataaho Public Service Commission • Central Agencies Shared Services managers and staff

What do I need for the role?

Experience

- Demonstrated senior leader experience, leading people and building high performing teams with emphasis on development, growth, culture, and engagement.
- Strong experience within the public sector and knowledge of the machinery of government and government accountability and legislative mechanisms
- Demonstrated relationship management skills with the ability to manage relationships at a senior level across the public service and with Ministers' offices

- Demonstrated analytic and strategic thinking abilities applied to a range of macro and micro issues, with an ability to express ideas clearly and conceptually – in writing and verbally
- Proven experience working as part of a senior leadership team and in building and maintaining mutually beneficial relationships is advantageous
- Demonstrated experience delivering complex and large scale projects (large scale operational delivery or capital projects), either as a leader in the public sector or in the private, social or non-profit sector, is advantageous.

Educational requirements

- A tertiary degree in a relevant field is desirable, or equivalent knowledge, skills, and experience, to effectively deliver on the key responsibilities for this Executive Director role
- A relevant post-graduate qualification is also desirable
- An in-depth understanding of the public sector and government processes is required.

Security requirements

- This position requires New Zealand citizenship and the ability to obtain and maintain an appropriate security clearance. You must satisfactorily complete pre-employment checks which will include, but are not limited to, criminal and credit checks.

Health and Safety

DPMC is committed to providing a healthy and safe work environment. All DPMC managers, employees, secondees and consultants to DPMC also have and safety responsibilities and are expected meet these and contribute to ensuring DPMC is a healthy and safe place to work by:

- (a) Notifying management of any hazards or potential hazards;
- (b) Undertaking work and using equipment as specified in relevant documentation;
- (c) Reporting incidents, injuries and near misses;
- (d) Acting in a safety conscious manner at all times; and
- (e) Supporting DPMC's health and safety initiatives.

In addition to the above, managers and team leaders are responsible for:

- (a) Ensuring that staff are supported in addressing health and safety concerns;
- (b) Ensuring incidents, injuries and near misses are recorded, reported and investigated in a timely manner; and
Undertaking remedial actions as soon as reasonably practicable.

Key capabilities

DPMC uses the Leadership Success Profile, as set out by Te Kawa Mataaho Public Service Commission, for people leader positions at Tier 4 and above. The Executive Director is expected to demonstrate the following key capabilities, which are specific to this role. The full profile can be accessed via <https://www.publicservice.govt.nz/resources/leadership-success-profile/>

CAPABILITY	LEVEL	DESCRIPTORS (examples in full profile)
Navigating for the future		
Leading strategically Think, plan, and act strategically; to engage others in the vision, and position teams, organisations, and sectors to meet customer and future needs.	7/8	<ul style="list-style-type: none"> Thinks strategically at a sector level Progresses current sector thinking Develops and implements sector and/or organisational strategy Engages people in the organisation and sector vision
Leading with influence Lead and communicate in a clear, persuasive, impactful, and inspiring way; to convince others to embrace change and take action. Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.	7/8	<ul style="list-style-type: none"> Leads with purpose across the sector and organisation Persuades and inspires across the sector and organisation Communicates clearly across the sector Demonstrates senior leadership impact and gravitas
Stewardship		
Enhancing organisational performance Drive innovation and continuous improvement; to sustainably strengthen long-term organisational performance and improve outcomes for customers.	5	<ul style="list-style-type: none"> Strengthens group performance Fosters a continuous improvement culture across the group Leads innovation across the group
Enhancing system performance Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.	7/8	<ul style="list-style-type: none"> Provides organisational leadership (internal relationships) Provides sector leadership (external relationships)
Leading at the political interface Bridge the interface between Government and the Public Sector; to engage political representatives and shape and implement the Government's policy priorities.	7/8	<ul style="list-style-type: none"> Establishes self as a trusted senior advisor to political representatives Influences political representatives Navigates diverse political issues
Identifying and developing our talent		
Enhancing people performance Manage people performance and bring out the best in managers and staff; to deliver high quality results for customers.	4	<ul style="list-style-type: none"> Sets clear expectations for individuals Supports and reinforces individual high performance Manages individual performance
Developing talent Coach and develop diverse talent; to build the people capability required to deliver outcomes.	4	<ul style="list-style-type: none"> Coaches and mentors individuals Develops individual capability Develops team capability
Enhancing team performance Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.	4	<ul style="list-style-type: none"> Sets clear team objectives and expectations Monitors team cohesion and performance Strengthens team cohesion and performance
Making it happen		
Managing work priorities Plan, prioritise, and organise work; to deliver on short and long-term objectives across the breadth of their role.	4	<ul style="list-style-type: none"> Manages and delivers on work priorities Purposeful about where they invest their time
Achieving through others Effectively delegate and maintain oversight of work responsibilities; to leverage the capability of direct reports and staff to deliver outcomes for customers.	4	<ul style="list-style-type: none"> Delegates to individuals Maintains oversight of their team's work

Leadership Character - all leaders require these capabilities	
CAPABILITY	DESCRIPTORS (examples in full profile)
Engaging Others Connect with people; to build trust and become a leader that people want to work with and for.	<ul style="list-style-type: none"> Connects with others Reads people and situations Listens Communicates tactfully
Achieving ambitious goals Demonstrating achievement drive, ambition, optimism, and delivery-focus; to make things happen and achieve ambitious outcomes.	<ul style="list-style-type: none"> Committed and tenacious Ambitious
Curious Showing curiosity, flexibility, and openness in analysing and integrating ideas, information, and differing perspectives; to make fit-for-purpose decisions.	<ul style="list-style-type: none"> Thinks analytically and critically Displays curiosity Mitigates analytical and decision-making biases
Honest and courageous Delivering the hard messages and making unpopular decisions in a timely manner; to advance the longer-term best interests of customers and New Zealand.	<ul style="list-style-type: none"> Shows courage Shows decisiveness Leads with integrity
Resilient Showing composure, grit, and a sense of perspective when the going gets tough; to help others maintain optimism and focus.	<ul style="list-style-type: none"> Displays resilience Demonstrates composure
Self-aware and agile Leveraging self-awareness to improve skills and adapt approach; to strengthen personal capability over time and optimise effectiveness with different situations and people.	



DEPARTMENT OF THE PRIME MINISTER AND CABINET

TE TARI O TE PIRIMIA ME TE KOMITI MATUA

Position Description

Job Title:	Advisor
Portfolio	Implementation Unit
Direct Reports:	Nil
Location:	Wellington
Date:	March 2021

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- Assemble and analyse project data to assess delivery progress, working closely with Treasury and agency project teams as well as collecting primary data from its own sources
- Proactively identify and report on problems that risk compromising delivery
- Help agencies understand challenges that occur during implementation
- Regularly convene the Deputy Prime Minister, relevant portfolio Ministers, and agencies to facilitate solution-orientated conversations on what should be done to bring project performance back on track to achieve delivery.

Role Purpose

The Advisor supports the Executive Director in ensuring that the DPM, responsible ministers, Cabinet, responsible public servants and the central agencies know, accurately, at any given moment, whether selected, priority projects are on track to deliver their intended benefits in their intended timeframes. If projects are not on track, the Advisor ensures that appropriate efforts are made to work with the responsible agency to identify what needs to be done to bring the project back on track and follows up to ensure these actions are taken.

The Advisor supports the Executive Director by undertaking their role in a manner consistent with the following principles of operation:

- Outcomes-focused
- Evidence-led
- Collaborative
- Transparent
- Responsive
- Humble

Key Accountabilities

The Advisor will be responsible for advising the Deputy Prime Minister on the portfolio of projects for which they are the lead advisor. This means keeping abreast of progress and issues within each project, maintaining relationships with agencies and peers in DPMC and Treasury, analysing data collected on project performance, and producing update reports for Ministers. The advisor will also be responsible for peer review of other team members' work,

contributing to whole of team accountabilities such as the secretariat process for Ministerial meetings, and other duties as agreed.

Key Accountability Areas:

- Maintaining oversight over and understanding progress in the portfolio of projects for which the advisor is responsible for monitoring
- Providing evidence-led recommendations that accurately and succinctly assess project progress and identify ways to overcome key delivery challenges in a range of projects
- Building influence with senior leaders in agencies and across the centre of government and using that influence to accelerate progress, remove challenges and drive for results
- Building and maintaining trust with key stakeholders and customers
- Producing succinct, fluent and insightful reports on project progress
- Peer review and provide feedback on other team members' work
- Support for and participation in processes for supporting and servicing Ministerial oversight and inter-departmental governance meetings
- Supporting the Executive Director of the Unit and wider team in delivering the Unit's overall objectives, including engaging with Ministers

Key Relationships

Internal	External
<ul style="list-style-type: none"> • Executive Director • Chief Executive DPMC • Deputy Chief Executive, Policy, DPMC • Advisors in the Implementation Unit • Advisors in the Policy Advisory Group 	<ul style="list-style-type: none"> • Deputy Prime Minister • Secretary to the Treasury and Deputy Chief Executive and Deputy Secretary, Budget and Public Investment, The Treasury. • Ministers with projects that the Unit is working on • Agency Chief Executives with projects that the Unit is working on • Staff in the Deputy Prime Minister's office, the Prime Minister's office and other portfolio ministers' offices • Agency teams responsible for each project • Central Agencies – Treasury and Te Kawa Mataaho Public Service Commission • Central Agencies Shared Services managers and staff

What do I need for the role?

Experience

We are looking for an experienced, credible senior team member who is capable of engaging as a peer with senior project owners in agencies, including at Deputy Secretary / General Manager level. Successful candidates will have:

- Demonstrated quantitative and qualitative skills, with the ability to process facts and information accurately and then convey the narrative of the data effectively to senior leaders

- Considerable experience advising senior decision makers in complex and ambiguous environments
- Proven experience working to deliver within structured project timeframes and constraints.
- Proven experience in building and maintaining mutually beneficial relationships, and using these to integrate and drive the delivery of outcomes
- Significant experience of delivery in the public sector environment, including working with Ministers, Chief Executives and senior leaders on complex, contested issues or projects is advantageous
- An established professional network of relationships within the New Zealand Public Sector is advantageous

Educational requirements

- A tertiary degree in a relevant field is desirable, or equivalent knowledge, skills, and experience, to effectively deliver on the key responsibilities for this Advisor role
- A relevant post-graduate qualification is also desirable
- An in-depth understanding of the public sector and government processes

Security Clearance

To be eligible for this position, you must be able to attain and maintain an appropriate security clearance. You must satisfactorily complete pre-employment checks which will include, but is not limited to, criminal and credit checks.

Health and Safety

DPMC is committed to providing a healthy and safe work environment. All DPMC managers, employees, secondees and consultants to DPMC also have and safety responsibilities and are expected meet these and contribute to ensuring DPMC is a healthy and safe place to work by:

- (a) Notifying management of any hazards or potential hazards;
- (b) Undertaking work and using equipment as specified in relevant documentation;
- (c) Reporting incidents, injuries and near misses;
- (d) Acting in a safety conscious manner at all times; and
- (e) Supporting DPMC's health and safety initiatives.

In addition to the above, managers and team leaders are responsible for:

- (a) Ensuring that staff are supported in addressing health and safety concerns;
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- (c) Undertaking remedial actions as soon as reasonably practicable.

Key capabilities

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Leading strategically Think, plan, and act strategically; to engage others in the vision, and position teams, organisations, and sectors to meet customer and future needs.	5	<ul style="list-style-type: none"> Thinks strategically at an organisational level Progresses current organisational thinking Develops and implements organisational and/or group strategy Engages people in the organisation and group vision
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Stewardship		
Enhancing organisational performance Drive innovation and continuous improvement; to sustainably strengthen long-term organisational performance and improve outcomes for customers.	2	<ul style="list-style-type: none"> Strengthens team performance Fosters a continuous improvement culture across the team Leads innovation across the team
Enhancing system performance Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.	7	<ul style="list-style-type: none"> Provides organisational leadership (internal relationships) Provides sector leadership (external relationships)
Leading at the political interface Bridge the interface between Government and the Public Sector; to engage political representatives and shape and implement the Government's policy priorities.	8	<ul style="list-style-type: none"> Establishes self as a trusted senior advisor to political representatives Influences political representatives Navigates diverse political issues
Identifying and developing our talent		
Enhancing people performance Manage people performance and bring out the best in managers and staff; to deliver high quality results for customers.	2	<ul style="list-style-type: none"> Sets clear expectations for individuals Supports and reinforces individual high performance Manages individual performance
Developing talent Coach and develop diverse talent; to build the people capability required to deliver outcomes.	2	<ul style="list-style-type: none"> Develop and mentors individuals Develops individual capability Develops team capability
Enhancing team performance Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.	2	<ul style="list-style-type: none"> Sets clear team objectives and expectations Monitors team cohesion and performance Strengthens team cohesion and performance
Making it happen		
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Achieving through others Effectively delegate and maintain oversight of work responsibilities; to leverage the capability of direct reports and staff to deliver outcomes for customers.	2	<ul style="list-style-type: none"> Delegates to individuals Maintains oversight of their team's work

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Honest and courageous Delivering the hard messages and making unpopular decisions in a timely manner; to advance the longer-term best interests of customers and New Zealand.	<ul style="list-style-type: none"> Shows courage Shows decisiveness Leads with integrity
Resilient Showing composure, grit, and a sense of perspective when the going gets tough; to help others maintain optimism and focus.	<ul style="list-style-type: none"> Displays resilience Demonstrates composure
Self-aware and agile Leveraging self-awareness to improve skills and adapt approach; to strengthen personal capability over time and optimise effectiveness with different situations and people.	<ul style="list-style-type: none"> Encourages feedback on own performance Self-assesses Adapts approach Shows commitment to development



DEPARTMENT OF THE PRIME MINISTER AND CABINET

TE TARI O TE PIRIMIA ME TE KOMITI MATUA

Position Description

Job Title:	Chief Advisor
Portfolio	Implementation Unit
Direct Reports:	Nil
Location:	Wellington
Date:	April 2022

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Despite the breadth of our role and the diversity of the portfolios we serve, we are unified in our purpose to advance '**An ambitious, resilient and well-governed New Zealand**'. To support achievement of this purpose, DPMC has three core and enduring roles: Supporting informed decision making; Supporting well-conducted government; and Leading an effective, strategically focused National Security System. These roles support us in progressing our long-term outcomes, set in our *Strategic Intentions 2020/21 to 2023/24* - The Government is enabled to deliver its priorities; Aotearoa New Zealand's institutions of executive government

are trusted, effective and enhance our nation's reputation; and People living in Aotearoa New Zealand are, and feel, resilient safe and secure.

Our values connect the Department and guide how we work in pursuit of our purpose. Despite our diverse mahi, DPMC people are unified in our values:

Courageous – We stand up

Connected – We join together

Committed – We believe in what we do

And we do it with **Respect**.

Kia māia – be courageous

Kia honohono – be united

Kia manawanui – be determined & persistent

Kia taute – be considerate

Implementation Unit Overview

DPMC hosts an implementation unit (the Unit). It is a small team that supports the Deputy Prime Minister (DPM) to ensure implementation of key government priorities and to facilitate appropriate interventions when implementation is at risk. The unit will:

- Focus on programmes of work or initiatives that are significant Government priorities, generally multi-year, and multi-agency, may be very complex and generally involve significant Government investment.
- The Deputy Prime Minister will take the Units proposed work programme to Cabinet for approval and will report back on the completion of programmes or initiatives in the work programme.
- Work with agencies to ensure delivery plans for key programmes or initiatives provide clear agreed baseline commitments on the benefits that the project will deliver and by when
- Assemble and analyse project data to assess delivery progress, working closely with Treasury and agency project teams as well as collecting primary data from its own sources
- Proactively identify and report on problems that risk compromising delivery and identify solutions
- Help agencies understand challenges that occur during implementation and how to address them
- The work will involve working alongside agencies to set implementation up, undertaking stocktakes on progress with delivery of some programmes, occasionally doing lessons learned assessments, and or assessments of specific components of delivery.
- Regularly convene the Deputy Prime Minister, relevant portfolio Ministers, and agencies to facilitate solution-orientated conversations on what should be done to bring project performance back on track to achieve delivery.

Role Purpose

The Chief Advisor supports the Executive Director to ensure that the Implementation Unit Work programme is prepared to the satisfaction of the Deputy Prime Minister and is undertaken according to the approved Commissioning Briefs, within the appropriate timeframes to a high level of quality.

This will involve being the lead advisor on some commissions as well as from time to time providing oversight over work being undertaken by the advisors.

The Chief Advisor will support the Executive Director to undertake corporate level requirements because of the unit being part of DPMC and will act for the Executive Director should they be absent.

As with the advisors the chief advisor will support the Executive Director to ensure that the DPM, responsible ministers, Cabinet, responsible public servants, and the central agencies know,

accurately, whether selected, priority projects are on track to deliver their intended benefits in their intended timeframes. If projects are not on track, the chief advisor will alongside the Advisors ensure that appropriate efforts are made to work with the responsible agency to identify what needs to be done to bring the project back on track and follows up to ensure these actions are taken.

The Chief Advisor supports the Executive Director by undertaking their role in a manner consistent with the following principles of operation:

- Outcomes-focused
- Evidence-led
- Collaborative
- Transparent
- Responsive
- Humble

Key Accountabilities

The Chief Advisor will be responsible for advising the Deputy Prime Minister on the portfolio of projects for which they are the lead advisor. This means keeping abreast of progress and issues within each project, maintaining relationships with agencies and peers in DPMC and Treasury, analysing data collected on project performance, and producing update reports for Ministers. The Chief Advisor will also be responsible for oversight of advisors work from time to time and peer review of other team members' work, contributing to whole of team accountabilities such as the secretariat process for Ministerial meetings, and other duties as agreed.

Key Accountability Areas:

- Supporting the Executive Director to ensure high quality planning, preparation of Commissioning Briefs for significant pieces of work, and oversight and overall implementation of the Unit's workplan.
- Maintaining oversight over and understanding progress in the portfolio of projects for which the chief advisor is responsible for monitoring
- Providing evidence-led recommendations that accurately and succinctly assess project progress and identify ways to overcome key delivery challenges in a range of projects
- Building influence with senior leaders in agencies and across the center of government and using that influence to accelerate progress, remove challenges and drive for results
- Building and maintaining trust with key stakeholders and customers
- Producing succinct, fluent and insightful reports on project progress
- Peer review and provide feedback on other team members' work
- Support for and participation in processes for supporting and servicing Ministerial oversight and inter-departmental governance meetings
- Supporting the Executive Director of the Unit and wider team in delivering the Unit's overall objectives, including engaging with Ministers

Key Relationships

Internal	External
<ul style="list-style-type: none">• Executive Director• Chief Executive DPMC• Deputy Chief Executive, Policy, DPMC.	<ul style="list-style-type: none">• Deputy Prime Minister• Secretary to the Treasury and Deputy Chief Executive and Deputy Secretary, Budget and Public Investment, The Treasury.

- Advisors in the Implementation Unit
- Advisors in the Policy Advisory Group

- Ministers with projects that the Unit is working on
- Agency Chief Executives with projects that the Unit is working on
- Staff in the Deputy Prime Minister's office, the Prime Minister's office and other portfolio ministers' offices
- Agency teams responsible for each project
- Central Agencies – Treasury and Te Kawa Mataaho Public Service Commission
- Central Agencies Shared Services managers and staff

What do I need for the role?

Experience

We are looking for an experienced, credible senior team member who can engage as a peer with senior project owners in agencies, including at Deputy Secretary / General Manager level. Experience in briefing Chief Executive's and Ministers is desirable.

Successful candidates will have:

- Demonstrated experience in leading and managing staff to deliver high quality products to the brief and within set timeframes.
- Demonstrated experience in influencing others to deliver high quality outcomes, without the ability to direct.
- Demonstrated quantitative and qualitative skills, with the ability to process facts and information accurately and then convey the narrative of the data effectively to senior leaders
- Considerable experience advising senior decision makers in complex and ambiguous environments
- Proven experience working to deliver within structured project timeframes and constraints.
- Proven experience in building and maintaining mutually beneficial relationships, and using these to integrate and drive the delivery of outcomes
- Significant experience of delivery in the public sector environment, including working with Ministers, Chief Executives and senior leaders on complex, contested issues or projects is advantageous
- An established professional network of relationships within the New Zealand Public Sector is advantageous

Educational requirements

- A tertiary degree in a relevant field is desirable, or equivalent knowledge, skills, and experience, to effectively deliver on the key responsibilities for this Advisor role
- A relevant post-graduate qualification is also desirable
- An in-depth understanding of the public sector and government processes

Security Clearance

To be eligible for this position, you must be able to attain and maintain an appropriate security clearance. You must satisfactorily complete pre-employment checks which will include, but is not limited to, criminal and credit checks.

Health and Safety

DPMC is committed to providing a healthy and safe work environment. All DPMC managers, employees, secondees and consultants to DPMC also have health and safety responsibilities and are expected to meet these and contribute to ensuring DPMC is a healthy and safe place to work by:

- (a) Notifying management of any hazards or potential hazards.
- (b) Undertaking work and using equipment as specified in relevant documentation.
- (c) Reporting incidents, injuries and near misses.
- (d) Acting in a safety conscious manner at all times; and
- (e) Supporting DPMC's health and safety initiatives.

In addition to the above, managers and team leaders are responsible for:

- (a) Ensuring that staff are supported in addressing health and safety concerns.
- (b) Ensuring incidents, injuries and near misses are recorded, reported and investigated in a timely manner; and
- (c) Undertaking remedial actions as soon as reasonably practicable.

Key capabilities

DPMC uses the Leadership Success Profile, as set out by Te Kawa Mataaho Public Service Commission, for people leader positions at Tier 4 and above. The Executive Director is expected to demonstrate the following key capabilities, which are specific to this role. The Chief Advisor will also have access to the Leadership profile as a development opportunity and will be assessed against relevant aspects of it over time. The full profile can be accessed via <https://www.publicservice.govt.nz/resources/leadership-success-profile/>

CAPABILITY	LEVEL	DESCRIPTORS (examples in full profile)
Navigating for the future		
Leading strategically Think, plan, and act strategically; to engage others in the vision, and position teams, organisations, and sectors to meet customer and future needs.	5	<ul style="list-style-type: none"> Thinks strategically at an organisational level Progresses current organisational thinking Develops and implements organisational and/or group strategy Engages people in the organisation and group vision
Leading with influence Lead and communicate in a clear, persuasive, impactful, and inspiring way; to convince others to embrace change and take action Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.	7	<ul style="list-style-type: none"> Leads with purpose across the sector and organisation Persuades and inspires across the sector and organisation Communicates clearly across the sector Demonstrates senior leadership impact and gravitas
Stewardship		
Enhancing organisational performance Drive innovation and continuous improvement; to sustainably strengthen long-term organisational performance and improve outcomes for customers.	2	<ul style="list-style-type: none"> Strengthens team performance Fosters a continuous improvement culture across the team Leads innovation across the team
Enhancing system performance Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.	7	<ul style="list-style-type: none"> Provides organisational leadership (internal relationships) Provides sector leadership (external relationships)
Leading at the political interface Bridge the interface between Government and the Public Sector; to engage political representatives and shape and implement the Government's policy priorities.	8	<ul style="list-style-type: none"> Establishes self as a trusted senior advisor to political representatives Influences political representatives Navigates diverse political issues
Identifying and developing our talent		
Enhancing people performance Manage people performance and bring out the best in managers and staff; to deliver high quality results for customers.	2	<ul style="list-style-type: none"> Sets clear expectations for individuals Supports and reinforces individual high performance Manages individual performance
Developing talent Coach and develop diverse talent; to build the people capability required to deliver outcomes.	2	<ul style="list-style-type: none"> Develop and mentors' individuals Develops individual capability Develops team capability
Enhancing team performance Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.	2	<ul style="list-style-type: none"> Sets clear team objectives and expectations Monitors team cohesion and performance Strengthens team cohesion and performance
Making it happen		
Managing work priorities Plan, prioritise and organise work; to deliver on short and long-term objectives across the breadth of their role.	2	<ul style="list-style-type: none"> Manages and delivers on work priorities Purposeful about where they invest their time
Achieving through others Effectively delegate and maintain oversight of work responsibilities; to leverage the capability of direct reports and staff to deliver outcomes for customers.	2	<ul style="list-style-type: none"> Delegates to individuals Maintains oversight of their team's work

Leadership Character - all leaders require these capabilities	
CAPABILITY	DESCRIPTORS (examples in full profile)
Engaging Others Connect with people; to build trust and become a leader that people want to work with and for.	<ul style="list-style-type: none"> Connects with others Reads people and situations Listens Communicates tactfully
Achieving ambitious goals Demonstrating achievement drive, ambition, optimism, and delivery-focus; to make things happen and achieve ambitious outcomes.	<ul style="list-style-type: none"> Committed and tenacious Ambitious
Curious Showing curiosity, flexibility, and openness in analysing and integrating ideas, information, and differing perspectives; to make fit-for-purpose decisions.	<ul style="list-style-type: none"> Thinks analytically and critically Displays curiosity Mitigates analytical and decision-making biases
Honest and courageous Delivering the hard messages and making unpopular decisions in a timely manner; to advance the longer-term best interests of customers and New Zealand.	<ul style="list-style-type: none"> Shows courage Shows decisiveness Leads with integrity
Resilient Showing composure, grit, and a sense of perspective when the going gets tough; to help others maintain optimism and focus.	<ul style="list-style-type: none"> Displays resilience Demonstrates composure
Self-aware and agile Leveraging self-awareness to improve skills and adapt approach; to strengthen personal capability over time and optimise effectiveness with different situations and people.	<ul style="list-style-type: none"> Encourages feedback on own performance Self-assesses Adapts approach Shows commitment to development



DEPARTMENT OF THE PRIME MINISTER AND CABINET

TE TARI O TE PIRIMIA ME TE KOMITI MATUA

Position Description

Job Title:	Advisor
Portfolio	Implementation Unit
Direct Reports:	Nil
Location:	Wellington
Date:	July 2022

Public Service Introduction / Kōrero Whakataki mō ngā Ratonga Tūmatanui

Ka mahitahi mātou o te ratonga tūmatanui kia hei painga mō ngā tāngata o Aotearoa i āianei, ā, hei ngā rā ki tua hoki. He kawenga tino whaitake tā mātou hei tautoko i te Karauna i runga i āna hononga ki a ngāi Māori i raro i te Tiriti o Waitangi. Ka tautoko mātou i te kāwanatanga manapori. Ka whakakotahingia mātou e te wairua whakarato ki ō mātou hapori, ā, e arahina ana mātou e ngā mātāpono me ngā tikanga matua o te ratonga tūmatanui i roto i ā mātou mahi.

In the public service we work collectively to make a meaningful difference for New Zealanders now and in the future. We have an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi. We support democratic government. We are unified by a spirit of service to our communities and guided by the core principles and values of the public service in our work.

DPMC's purpose

The Department of the Prime Minister and Cabinet's purpose is to advance an ambitious, resilient and well-governed New Zealand.

What we do

The Department of the Prime Minister and Cabinet (DPMC) occupies a unique position as the trusted advisor, leader and steward of our system of executive government. We also lead the national security system to make New Zealand stronger and more resilient. We support the effective conduct of executive government by the Prime Minister, the Governor-General and members of the Cabinet, and play a leadership and coordination role for other public sector agencies.

Despite the breadth of our role and the diversity of the portfolios we serve, we are unified in our purpose to advance '**An ambitious, resilient and well-governed New Zealand**'. To support achievement of this purpose, DPMC has three core and enduring roles: Supporting informed decision making; Supporting well-conducted government; and Leading an effective, strategically focused National Security System. These roles support us in progressing our long-term outcomes, set in our *Strategic Intentions 2020/21 to 2023/24* - The Government is enabled to deliver its priorities; Aotearoa New Zealand's institutions of executive government

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Implementation Unit Overview

DPMC hosts an Implementation Unit (the Unit). It is a small team that supports the Deputy Prime Minister (DPM) to ensure implementation of key government priorities and to facilitate appropriate interventions when implementation is at risk. The unit:

- Focuses on programmes of work or initiatives that are significant Government priorities, generally multi-year, and multi-agency, may be very complex and generally involve significant Government investment.
- Support the Deputy Prime Minister to take the Units proposed work programme to Cabinet for approval, and to report back on the completion of programmes or initiatives in the work programme.
- Works with agencies to ensure delivery plans for key programmes or initiatives provide clear agreed baseline commitments on the benefits that the project will deliver and by when
- Assembles and analyses project data to assess delivery progress, working closely with Treasury and agency project teams as well as collecting primary data from its own sources
- Proactively identifies and reports on problems that risk compromising delivery and identify solutions
- Helps agencies understand challenges that occur during implementation and how to address them
- Works alongside agencies to set implementation up, undertaking stocktakes on progress with delivery of some programmes, occasionally doing lessons learned assessments, and or assessments of specific components of delivery.
- Support the Deputy Prime Minister, to convene relevant portfolio Ministers, to facilitate solution orientated conversations on what should be done to bring project performance back on track to achieve delivery.
- Will identify learnings from its work that will inform practice across the public service and will also share best practice examples.

Role Purpose

The Advisors support the Chief Advisor and the Executive Director to ensure that the Implementation Unit Work programme is prepared to the satisfaction of the Deputy Prime Minister and is undertaken according to the approved Commissioning Briefs, within the appropriate timeframes to a high level of quality.

Advisors will be involved in identifying programmes that fit the brief for the Unit's work programme and will working with agencies to develop commissioning briefs and to implement those briefs. For t

This may involve being the lead advisor on some commissions as well as working as a member of a team where that approach is adopted for a commission. An Advisor will also support the leads of commissions with analysis, research, follow up, and may be allocated parts of a commission to undertake.

Advisors will support the Executive Director to ensure that the DPM, responsible ministers, Cabinet, responsible public servants, and the central agencies know, accurately, whether selected, priority projects are on track to deliver their intended benefits in their intended timeframes. If projects are not on track, Advisors will work alongside the Chief Advisor to ensure that appropriate efforts are made to work with the responsible agency to identify what needs to be done to bring the project back on track and follows up to ensure these actions are taken.

Advisors will write reports and Cabinet papers and be responsible for the associated verification and consultation processes with agencies.

Advisors support the Executive Director by undertaking their role in a manner consistent with the following principles of operation:

- Outcomes-focused
- Evidence-led
- Collaborative
- Transparent
- Responsive
- Humble

Key Accountabilities

The Advisor will be responsible through the Executive Director for advising the Deputy Prime Minister on the portfolio of projects for which they are the lead advisor. This means keeping abreast of progress and issues within each project maintaining relationships with agencies and peers in DPMC and Treasury, analysing data collected on project performance, and producing update reports for Ministers. The advisor will also be responsible for peer review of other team members' work, contributing to whole of team accountabilities such as the secretariat process for Ministerial meetings, and other duties as agreed.

Key Accountability Areas:

- Maintaining oversight over and understanding progress in the portfolio of projects for which the advisor is responsible for monitoring
- Providing evidence-led recommendations that accurately and succinctly assess project progress and identify ways to overcome key delivery challenges in a range of projects
- Building influence with senior leaders in agencies and across the center of government and using that influence to accelerate progress, remove challenges and drive for results
- Building and maintaining trust with key stakeholders and customers
- Producing succinct, fluent and insightful reports on project progress
- Peer review and provide feedback on other team members' work
- Support for and participation in processes for supporting and servicing Ministerial oversight and inter-departmental governance meetings
- Supporting the Executive Director of the Unit and wider team in delivering the Unit's overall objectives, including engaging with Ministers

Key Relationships

Internal	External
<ul style="list-style-type: none">• Executive Director• Chief Advisor Implementation Unit• Chief Executive DPMC• Deputy Chief Executive, Policy, DPMC.• Advisors in the Implementation Unit• Advisors in the Policy Advisory Group	<ul style="list-style-type: none">• Deputy Prime Minister• Secretary to the Treasury and Deputy Chief Executive and Deputy Secretary, Budget and Public Investment, The Treasury.• Ministers with projects that the Unit is working on• Agency Chief Executives with projects that the Unit is working on• Staff in the Deputy Prime Minister's office, the Prime Minister's office and other portfolio ministers' offices• Agency teams responsible for each project• Central Agencies – Treasury and Te Kawa Mataaho Public Service Commission• Central Agencies Shared Services managers and staff

What do I need for the role?

Experience

We are looking for an experienced, credible team member who can engage as a peer with senior project owners in agencies, including at Deputy Secretary / General Manager level. Successful candidates will have:

- Demonstrated quantitative and qualitative skills, including problem identification and definition, with the ability to process and present facts and information accurately and then convey the narrative of the data effectively to senior leaders
- Experience in condensing and presenting complex information and analysis in both written and visual forms.
- Considerable experience advising senior decision makers in complex and ambiguous environments
- Proven experience working to deliver within structured project timeframes and constraints.
- Proven experience in building and maintaining mutually beneficial relationships, and using these to integrate and drive the delivery of outcomes
- Significant experience of delivery in the public sector environment, including working with Ministers, Chief Executives and senior leaders on complex, contested issues or projects is advantageous
- An established professional network of relationships within the New Zealand Public Sector is advantageous.

Personal Attributes

- Relationship management: the ability to proactively build and leverage collaborative stakeholder relationships at a range of levels; highly developed interpersonal and representational skills
- Influence: Ability to build trust with decision-makers, approach difficult situations, and influence without authority.
- Agility: the ability to quickly adjust and adapt to changing or ambiguous conditions and still perform to the required work standards.
- Initiative: the ability to be a self-starter, to prioritise effectively, to initiate appropriate action to clear obstacles to policies, and to be motivated to find solutions. Manages own workload and operates well under pressure.
- Team relationships: the ability to contribute constructively to team success.
- Improvement and Innovation: Seeks ways to both do things better and to do better things.
- Discretion: holds a reputation for judicious conduct and speech and for showing due prudence and circumspection as appropriate. Demonstrates high standards of personal conduct and integrity.

Educational requirements

- A tertiary degree in a relevant field is desirable or equivalent knowledge, skills, and experience, to effectively deliver on the key responsibilities for this Advisor role
- An in-depth understanding of the public sector and government processes

Security Clearance

To be eligible for this position, you must be able to attain and maintain an appropriate security clearance if that is required for the specific role. For all roles you must satisfactorily complete pre-employment checks which will include, but is not limited to, criminal and credit checks.

Health and Safety

DPMC is committed to providing a healthy and safe work environment. All DPMC managers, employees, secondees and consultants to DPMC also have and safety responsibilities and are expected meet these and contribute to ensuring DPMC is a healthy and safe place to work by:

- (a) Notifying management of any hazards or potential hazards.
- (b) Undertaking work and using equipment as specified in relevant documentation.
- (c) Reporting incidents, injuries and near misses.
- (d) Acting in a safety conscious manner at all times; and
- (e) Supporting DPMC's health and safety initiatives.

In addition to the above, managers and team leaders are responsible for:

- (a) Ensuring that staff are supported in addressing health and safety concerns.
- (b) Ensuring incidents, injuries and near misses are recorded, reported and investigated in a timely manner; and
- (c) Undertaking remedial actions as soon as reasonably practicable.

Implementation Unit Commissioning Brief

Three Waters Reform Programme

Commissioning Agent: Deputy Prime Minister

Commission to: Implementation Unit, DPMC

Commission: To support the Department of Internal Affairs to strengthen Three Waters Reform Programme transition and delivery planning, governance, risk management, programme management and reporting from March to May 2022.

To assess readiness of delivery agencies, interim entities and local government from May to June 2023 to meet critical milestones necessary for four new water service entities to go live 1 July 2024. The Unit will regularly report to the Deputy Prime Minister on progress.

Background

In July 2020, the Government launched the Three Waters reform programme – a three year programme - to reform local government three waters service delivery arrangements. The reform programme aims to significantly improve the safety, quality, resilience, accessibility, and performance of three waters services and to address decades of disinvestment and undercapitalisation of wastewater, drinking water and stormwater assets.

In October 2021 the Minister of Local Government announced four new water service entities shall take over service delivery responsibilities for wastewater, stormwater and drinking water from 67 local government with the new entities scheduled to go live on 1 July 2024. The reforms will be a mandatory 'all in approach' for local government.

The Department of Internal Affairs (DIA) is the lead agency providing policy and legislative advice including leading work across Government agencies. The DIA has set up the Three Waters National Transition Unit (NTU) to transition from the current system to the new one. As part of the transition process Local Establishment Entities (LEEs) will be set up in 2022 as the interim entities that will transition, transferring assets, liabilities, revenue and workforce, to become the four new Water Service Entities on 1 July 2024.

Purpose

The purpose of engaging the Implementation Unit is to provide the DIA and the NTU with ongoing, structured support in the transition and delivery of the Three Waters Reform Programme through two phases. The first phase is to strengthen transition and delivery planning, governance, programme management and reporting. A later second phase is to assess the readiness of delivery agencies, interim entities and local government to meet critical milestones necessary for four new Water Service Entities to go live 1 July 2024.

Scope

The Implementation Unit will:

In phase one:

- Give advice and provide support to delivery agencies to ensure transition and delivery planning, programme management, monitoring, risk management and reporting structures are in place to support setting up of new Local Establishment Entities
- Ensure agency and inter-agency governance and organisational structures are transparent and in place to support the transition phase of the Three Waters Reform programme.
- Ensure that transition and delivery planning is sufficient to provide a high-level of confidence that programme milestones will be met, including ensuring communications plans and data collection from local government is progressing and is strengthened where appropriate.
- Develop a Commissioning Brief for approval in June 2022 outlining the purpose and scope of a stocktake in 2023 that will assess the progress of delivery agencies implementation of the Three Waters Reform programme.

In phase two:

- Undertake a stocktake of progress from May-June 2023 on the implementation of the Three Waters reform programme, identifying any barriers to its successful implementation, and assessing if the right arrangements are in place for the programme to deliver its intended benefits and go live by 1 July 2024.

Through the first phase of support, the Implementation Unit will act as a 'critical friend' to agencies, providing hands-on support with planning and problem-solving and actively testing and validating that transition and delivery planning is occurring.

The Implementation Unit will report to the Deputy Prime Minister on agencies' progress towards meeting programme milestones and delivery of key outputs as part of its regular monthly reporting.

Parties

The Implementation Unit will work with relevant senior leaders and teams within the DIA including the NTU, Ministry for Business, Innovation and Employment, Taumata Arowai, and representatives from local government and Iwi/Maori. From time to time, the Unit may engage other stakeholders including other agencies involved in the local government and water services sectors.

Timeframe

For phase one the Implementation Unit will provide support for two months initially from March to May 2022. For phase two the Implementation Unit will undertake a stocktake from May to June 2023. Scoping for the stocktake will take place after the Unit has worked alongside agencies as part of phase one.

Throughout the course of the Unit's support it will provide short progress reports to the Deputy Prime Minister as part of its regular reporting cycles.

Hon Grant Robertson
Deputy Prime Minister
Date:

Released under the Official Information Act 1982

Implementation Unit

Monthly Report – March 2022

To: Deputy Prime Minister (Hon Grant Robertson)					
Date	31/03/2022	Report number	4511060	Priority	Routine
Programme and commission	Key actions over March		Coming actions over April	Emerging findings, observations	
Three Waters <i>(working alongside delivery agencies)</i>	<p>Engagement has begun with the Department of Internal Affairs (DIA) and National Transition Unit (NTU) to identify where the Unit can add most value in working alongside officials. Discussions with DIA and NTU on areas to focus on are in progress.</p> <p>During this time, DIA and NTU officials have been forthcoming with requests for documents, and candid and open in discussions on transition planning, and the risks and challenges facing the programme.</p>		In April agreement will be reached with DIA and NTU on the scope of the Unit's support in the current phase of the Programme.	None at this early stage.	

Monthly Report – April 2022

To: Deputy Prime Minister (Hon Grant Robertson)					
Date	31/03/2022	Report number	4534192	Priority	Routine
Programme and commission	Key actions over April		Coming actions over May	Emerging findings, observations	
Three Waters <i>(working alongside delivery agencies)</i>	Worked with the Department of Internal Affairs (DIA) and the National Transition Unit (NTU), to agree the scope		Commence work with DIA and NTU on the agreed areas of focus including identifying the appropriate timing for engagement on each area of focus.	The implications of the complexity and scale of establishing four new Water Service Entities by 1 July 2024 on implementation will be a significant factor for all parties including the Unit to focus on. The Programme is going through an internal reset, and new leadership and organisational	

Programme and commission	Key actions over April	Coming actions over May	Emerging findings, observations
	and focus of support.	Meetings with Treasury will also be held on a recurring basis.	<p>Structures are being put in place to better position the Programme for implementation.</p> <p>Through the NTU Board, governance arrangements for the transition programme continues to embed.</p> <p>Policy settings and aspects of the operating model are being developed simultaneously with the permanent governance structures and revised in response to the local government working group feedback.</p>

Monthly Report – May 2022

To: Deputy Prime Minister (Hon Grant Robertson)					
Date	31/05/2022	Report number	4555789	Priority	Routine
Three Waters (<i>Working alongside delivery agencies</i>)					
Key actions during May	Discussions have continued with officials from the Department of Internal Affairs and the National Transition Unit to refine the scope and timeline of the Unit's working alongside support and advice.				
Coming actions in June	Work with officials will continue, focused on: <ul style="list-style-type: none"> • strengthening agency governance and organisational structures. • monthly reporting and transitional planning including workforce and people. • communications and engagement. • ICT Systems of Record. • pricing/financial and capital structures workstreams. 				
Emerging findings, observations	The Programme continues to go through an internal reset led by new leadership of the NTU and DIA Reform Team to better position the programme for day-one delivery.				

Monthly Report – June 2022

To: Deputy Prime Minister (Hon Grant Robertson)					
Date	30/06/2022	Report number	4570480	Priority	Routine

Three Waters (<i>Working alongside delivery agencies</i>)	
Key actions during June	No actions.
Coming actions in July	<p>A meeting is scheduled in July with DIA Chief Executive and Deputy Chief Executive for Local Government to confirm how the IU support will add value, at the right time, given the two reviews (a Gateway Review of the IT "System of Record" (May 2022) and a Rapid Review (18 May 2022) undertaken by Murray Jack (PwC)) recently completed.</p> <p>The IU will focus on the following aspects:</p> <ul style="list-style-type: none"> • strengthening agency governance and organisational structures. • monthly reporting and transitional planning including workforce and people. • communications and engagement. • ICT Systems of Record. • pricing/financial and capital structures workstreams.
Emerging findings, observations	The Programme continues to go through an internal reset led by new leadership of the National Transition Unit (NTU) and DIA Reform Team to better position the programme for day-one delivery.

Monthly Report – July 2022

To: Deputy Prime Minister (Hon Grant Robertson)					
Date	29/07/2022	Report number	4580047	Priority	Routine
Three Waters (<i>Working alongside delivery agencies</i>)					
Key actions during July	A meeting occurred on 27 July with DIA Deputy Chief Executive for Local Government to confirm how the IU support will add value, at the right time, given the two reviews (a Gateway Review of the IT "System of Record" (May 2022) and a Rapid Review (18 May 2022) undertaken by Murray Jack (PwC)) recently completed and the subsequent programme reset underway.				
Coming actions in August	The Unit will be reviewing and commenting on the programme reset timeline to assess the robustness of key programme milestones. This will include the tighter focus of DIA on day 1 deliverables – that being a sharper focus on December 2022 status, 1 July 23 (as day 1) and then July 2024 as full go live date.				
Emerging findings observations	The recent reset on the surface looks to be more realistic and have a sharper and more manageable focus on what must be delivered when. The Unit has just received the papers so will look at this more closely to see if the robustness carries through. The thinking around basing the ICT solution on Watercare Auckland rather than a new build on the surface looks sensible but back up plans may still be needed.				

Monthly Report – August 2022

To: Deputy Prime Minister (Hon Grant Robertson)					
Date	31/08/2022	Report number	4599821	Priority	Routine
Three Waters (<i>Working alongside delivery agencies</i>)					
Key actions during August	The IU met with the Department of Internal Affairs' (DIA) Deputy Director for Local Government to discuss the programme reset and provide advice based on agreed areas of focus in the revised scope.				
Coming actions in September	The IU will participate in monthly meetings with the Treasury and DPMC to provide feedback to DIA on implementation of decisions made by the Transition Board and Ministers. The IU will follow up with DIA on delivery aspects as agreed in the revised scope.				
Emerging findings, observations	Day one delivery planning is more robust because of the programme reset, although more detailed planning and assessment of interdependencies is needed for the period between June 2022 and June 2023.				

Monthly Report – September 2022

To: Deputy Prime Minister (Hon Grant Robertson)					
Date	30/09/2022	Report number	4599821	Priority	Routine
Three Waters (<i>Working alongside delivery agencies</i>)					
Key actions during September	<p>The IU continues to participate in monthly meetings with the Treasury and DPMC Policy Advisory Group (PAG) to provide feedback to the Department of Internal Affairs (DIA) on implementation of decisions made by the Transition Board and Ministers.</p> <p>At the request of the DIA, the IU met with the National Transition Unit (NTU) Team leading the People and Workforce workstream to discuss their approach to settling the terms and conditions of employment for the Water Services Entities, which is a core requirement of Day1.</p>				
Coming actions in October	The IU will continue to participate in monthly meetings with the Treasury and DPMC and will undertake follow up actions and feedback on the People and Workforce Workstream.				
Emerging findings, observations	The IU is still reviewing latest information submitted by DIA on People and Workforce workstream but will be advising the team to check in with the Public Service Commission re the work with unions on employment terms and conditions including remuneration to ensure consistency with the work being undertaken across the core public service in this area.				

Monthly Report – October 2022

To: Deputy Prime Minister (Hon Grant Robertson)					
Date	31/10/2022	Report number	4638372	Priority	Routine
Three Waters (Working alongside delivery agencies)					
Key actions during October	<p>The IU continues to participate in monthly meetings with the Treasury and DPMC Policy Advisory Group (PAG) to provide feedback to the Department of Internal Affairs (DIA) on the implementation of decisions made by the Transition Board and Ministers. The IU met with the Deputy Chief Executive for Local Government to discuss progress and risks.</p> <p>No specific actions were undertaken by the IU in October 2022.</p>				
Coming actions in November	<p>The IU will continue to participate in monthly meetings with DIA, the Treasury and DPMC.</p>				
Emerging findings, observations	<p>Not applicable.</p>				