Te Tūāpapa Kura Kāinga
Ministry of Housing and Urban Development

Proposed changes to how we are organised:
- Strategy, Insight and Governance
- Policy
- Organisational Performance

For consultation commencing 2 May 2024

Updated 6 May 2024 to correct minor errors.

Introduction from Andrew

Kia ora koutou,

This pack sets out proposals for changes to how we are organised in three of our business groups at the Ministry of Housing and Urban Development | Te Tūāpapa Kura Kāinga.

These proposals follow on from recent changes I made to how we group our functions as an organisation, and changes to positions on our senior leadership team.

As we worked through that first phase of change, I let you all know what our new Government is expecting of us, and where we are heading as an organisation. I signalled that further change would be coming and that these three groups would be the first to work through any changes to the capability, capacity, ways of working and structure needed for the future.

Deputy Chief Executives have developed these proposals, and I have approved for them to be shared with you.

The groups we are proposing changes for are:

- Strategy, Insight and Governance

- Policy

- Organisational Performance

All of the changes proposed connect back to the three drivers for change. I encourage you to read the 'Context for Change' section to understand those drivers and how we have identified the proposed changes, prior to reading through the proposed changes for each group.

Some of the functions, teams and positions in these groups are more impacted than others and I appreciate that if these proposed changes go ahead, some of our people would no longer have a role here at HUD – we do not take this lightly.

I want to thank each of you for your willingness to work through these proposals and share your thoughts and feedback. I encourage you to ask questions, stay engaged in the process, and please support each other as we work through these important decisions.

Ngā mihi,

Andrew Crisp
Chief Executive

Understanding consultation

We are proposing changes to structures and positions in three of our business groups, and we are consulting with people in those groups about the changes.

We are also sharing these proposals with people in our other business groups. While these people are not directly affected or impacted by the proposed changes, this means the whole organisation can understand what we are proposing, and what might happen if the proposed changes go ahead.

How to read this consultation pack

There are three parts to this consultation pack:

- **Part A: Context for change**
  This section describes our context, and why changes are being proposed. This section sets the scene for all business groups in this consultation.

- **Part B: Proposals for change**
  This section describes the specific change proposals for each of the business groups included in this consultation, including how current positions are impacted or affected by the proposed changes. This section also describes the specific change proposals for our administration support model.
  There is one section for each business group:
  - Strategy, Insight and Governance
  - Policy
  - Organisational Performance

- **Part C: Proposed change process**
  This section details the proposed change process for people in positions that are impacted or affected by the proposed changes. This section applies to all business groups included in this consultation.

We also have **Appendices** which are referred to throughout the consultation material:
- Appendix A: Proposed position impacts
- Appendix B: Proposed available positions
- Appendix C: Proposed selection criteria
- Appendix D: Proposed position descriptions

How do I know if I'm affected by the proposed changes?

People whose positions are affected by the proposed changes will be advised of the proposals, and if you are affected by the proposed changes, we will confirm this in writing for you. This will happen before the consultation material is published on the consultation site.

The consultation material on this site also identifies positions that are impacted or affected by these proposed changes. Appendix A – Proposed Position Impacts identifies the proposed impacts for positions in each group, function and team, along with the proposed change

process for people in those positions.

If you think you are affected by the proposed changes and we haven't identified this, please talk to your manager, or you can message the consultation team via What Say You, or by emailing myfeedback@hud.govt.nz.

How you can share your thoughts or feedback

Consultation helps enhance our decision-making process, and we want to give you open and clear channels for you to contribute your thoughts and feedback before we make decisions that affect you.

We are using What Say You to help us consult with you about the proposed changes. This is an interactive platform using a secure website.

You can find more information about how to navigate What Say You and some useful Q&As on our [Change Hub](#).

You can use What Say You to let us know your thoughts or feedback on the proposed changes for each business group.

Your feedback will be visible to others, without identifying who you are.

If you would like to make a group submission you can do this in What Say You. Decide on the content of your submission, and then have one person log onto What Say You and submit the feedback stating that it's a group submission. Then others log in and endorse the submission using the 'like' button.

You can ask us public or private questions via What Say You, and we will aim to answer questions within 48 hours.

The Deputy Chief Executives of Strategy, Insight and Governance, Policy, and Organisational Performance will hold drop-in sessions throughout the consultation period to discuss the changes being proposed, or you can request a conversation with your manager or another appropriate leader.

Timeline

We anticipate that changes to our current structure would take effect around 1 August 2024.

Below is a proposed high-level timeline for key activity during this process:

Date	Activity
Tuesday 30 April – Wednesday 1 May	1:1 conversations with affected people about proposed changes
Thursday 2 May	Consultation opens in the afternoon for all staff (3 weeks)
Wednesday 22 May	Consultation closes. The decision-making period begins (3 weeks)
Tuesday 11 June – Wednesday 12 June	1:1 conversations with affected people about final decisions

Thursday 13 June	Final decisions shared with all staff
Thursday 13 June – Friday 21 June	EOI Processes for affected Tier 3 Leaders (GMs/Heads of positions)
Monday 17 June – no later than Wednesday 3 July	EOI Processes for affected Tier 4 Managers EOI Processes for affected Principal Advisors EOI Processes for affected staff in OP and SIG
Friday 28 June – Friday 12 July	Policy Team Assignment process for people who are reconfirmed into a staff-level position (Advisor/ Senior Advisor/ Business Assistants)
By Friday 5 July 2024	All affected people will know their final change outcome

Support

We know change can be unsettling and can create feelings of uncertainty about what's coming next. As you consider what the proposed changes may mean for you, remember support is available.

We have set up a Change Hub on Puna where we are sharing information about the changes underway and support available to you. This includes information from Phase One of the change process, and links to other helpful resources.

Our Health, Safety and Wellbeing page has a range of resources available that promote good wellbeing and mental health. We also have eLearn modules available to you that focus on building Personal Resilience

It's important to take care of yourself. Please talk with those around you - discuss the changes being proposed, and get support that is right for you, whether that's from your manager, colleagues, whānau or friends.

The Employee Assistance Programme (EAP) provides a free, confidential and independent service. You can contact EAP directly on 0800 327 669, visit their website: www.eapservices.co.nz; or download the habithealth app on your phone to check out EAP resources or to book an appointment.

If you're a union member, the PSA is also available to provide support and advice. You can contact the PSA via psa@hud.govt.nz or talk with a PSA delegate.

Please talk with your manager if you think you may need any other support as we work through these changes.

Part A: Context for change

The changes we are proposing to our organisation build on the progress we have made over the past five years in facilitating action across the housing and urban system, bringing parties together, and providing tools, investment and information to support the work of others.

As we work through what's next for HUD, we can reflect on what we achieved through our Kia renarena work over 2021 and 2022. We developed a clearer, collective understanding of HUD's role in the housing and urban system, what that means for how we work, and the capability and structure we need to enable that. 'Kia renarena tā tātou kaupapa' reflected the idea that to enable Our Kaupapa, our ways of working would need to be tightened up, and our structure would need to support us to connect more effectively. This still holds true.

Through Kia renarena we identified that we would need to keep refining and adapting our leadership, our ways of working and how we are organised to keep fulfilling our role in the system as it changes over time.

Our context has changed since the new Government was formed, and we need to adapt quickly to this changing context. We need to continue to shift the housing system with a focus on government priorities and the government's fiscal sustainability expectations of us as a public service agency. These drivers of change are detailed more below.

As a first step in adapting to our changing context, we introduced some changes to how we organise our functions, and to the structure of our senior leadership team in early April 2024.

Two new business groups were formed – our Strategy, Insight and Governance group, and our Policy group. These groups, alongside Organisational Performance, are the focus for this consultation process.

These proposals are a step towards us being a leaner organisation, where we have a sharper focus on streamlining, simplifying, and strengthening how we work. The proposals being considered relate back to the drivers for change in different ways, and the focus of the change is different for each group.

Drivers for Change

1) Continuing to shift the housing system

This is about us building on the good progress we have made over the past 5 years to put strong foundations in place for the housing and urban system. Our place-based and MAIHI approaches have been central to our progress in building the system to be more coherent.

The report from the Office of the Auditor General (OAG) last year told us that we now need to take this to the next level. This is particularly relevant to our work in the delivery space, including how we keep our place-based and MAIHI focus front-and-centre in our work, and how we effectively join-up our tools and programmes. This is a key driver for the design work we will be undertaking our delivery space.

We have been sharing for some time – including in our Briefing for the Incoming Minister 2023 - that it is time for the next evolution of this, to shift from being organised around a 'product' view of

the world centred around our funds and programmes to a place or need-based view that works in a place to figure out what is needed and support delivery of that.

Given this, the changes we are making to bring all of our delivery together with our place-based capability was a natural next step, regardless of our fiscal position.

2) Adapting to Government priorities

As public servants we primarily serve New Zealanders by advising and delivering for the Government of the day. As always when there is a change of Government, there is a change in emphasis and priorities. This means that we need to ensure that the balance of our capabilities and the way we are organised sets us up to deliver for the Government of the day.

For example, this Government wants us to provide evidence to support the impact of Government spend – also referred to as 'social investment' - so we need to make sure that we have sufficient capability and a focus on that. Likewise, they have a wide-ranging policy agenda that means it makes sense for us to consolidate our policy capability into one group to increase our ability to deliver efficiently and coherently.

So as well as ensuring we can make the savings that we need, work in these spaces will need to look at the balance of capability needed to deliver the new work programme.

The Government has articulated the following priorities that we are directly responsible for:
  o Going for housing growth
  o Rental market improvements
  o Better social housing
  o Ending the use of large-scale emergency housing

There are other priorities around building and construction, and the Resource Management Act (RMA) which we are working with others on.

As we go forward, it is important that we align our focus and our resources to enable us to efficiently deliver on these priorities.

3)   Budgets and fiscal sustainability

Government has confirmed its expectations that all public service agencies support a high performing public sector and the delivery of effective, efficient, and responsive services. We need to save at least 7.5% of our total budget for Vote Housing (departmental and non-departmental) to contribute to the Government fiscal sustainability programme. HUD, like all agencies, is expected to be fiscally sustainable and to manage workforce size and composition within available budgets. This means we will be a smaller organisation going forward and one that is effective and efficient in our delivery of Government priorities and services for New Zealanders.

We have had a strong focus of identifying savings since the middle of last year when we started looking at our departmental and non-departmental spend and sought feedback from our people to help identify opportunities for savings. We recognise that some of our expenses are relatively fixed e.g. property leases, and that we need to balance our savings with anticipated cost increases.

Where possible however, we have been making discretionary savings within our departmental budget e.g. reducing professional services fees, reviewing funding of external bodies, reducing travel, and renegotiating contracts with corporate service providers where possible.

Alongside this we have been looking critically at the capability and capacity required in our

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workforce. As people have left the organisation, we have reprioritised or stopped work, shared work across different teams, or brought teams together under one manager where it made sense to do so. This has meant we have chosen not to backfill some vacancies, however where needed, we have filled critical vacancies. We are using significantly fewer contractors and consultants, with a very small number currently involved in priority work.

Our approach to delivering on Government expectations around fiscal sustainability is based on what we know now about our available funding for 2024/25 and the next four years. As future Budgets and priorities are determined by Government, we will need to keep looking at our capability and capacity, and this may require more organisational change over time.

Alongside the changes being proposed, we will need to stay highly focused on delivering Government priorities and expectations within available budgets. Workforce decisions will continue to be tightly managed at a senior leadership team level for the foreseeable future. If we identify a need for some critical capability that we don't already have in our workforce, we may need to bring that in, and when a vacancy arises we will assess whether it is critical and needs to be filled, based on business need.

How we have identified areas for change

We have looked at how we are currently organised at all levels of the groups that are in-scope for this change, and we have broadly considered:

- How does the organisation need to adapt to respond to the Government's priorities and expectations, and what does this mean for each of our groups and functions?

- What work do we know we need to stop e.g. what programmes are coming to an end?

- What work do we have choices around e.g. can we go 'back to basics' in any areas, or how else can we make space to do work that is new or needs to speed up?

- What structure, capability and capacity do we need in our functions and teams for the work we need to do, while managing workloads and supporting the wellbeing of our people?

- Are there any areas where we don't yet know enough about the future to propose changes right now?

Reflecting on our current structure

Since Kia renarena we have embedded a new leadership model *(refer link below)* and built significant depth of capability – particularly positions with a greater 'leadership' focus (i.e. Principal Advisor, Manager and senior leaders) for the more complex work we needed to do to mature as an organisation and to fulfil our role in the housing and urban system.

Alongside this we also experienced more people leaving the organisation from our 'worker' positions (e.g. Senior Advisor, Advisor, Coordinator etc), and we were navigating a challenging labour market where people were leaving HUD to move into higher level roles.

Over this time we have become a more 'top-heavy' organisation than is required going forward, with a disproportionate number of our people in both people leader and technical roles that have a leadership focus.

Guiderails for consistency

We need to have the right mix of capability and capacity for the nature, complexity and expected volume of the work we need to do in the future, within available budgets.

As we have identified areas for change, we have aimed for consistency in decisions around the size and shape of teams across the three groups, where this makes sense. Our guiding areas of focus have been:

- **Consistency of leadership structure**

  As we have looked at each group, we have re-tested the leadership framework we introduced through Kia renarena, which describes the different type of leadership roles we have in HUD.

  The framework remains fit-for-purpose, particularly for our Tier 3 General Manager/Head of and Tier 4 Manager role types.

  Any new leadership positions proposed in this consultation will align with that framework to help offer consistency of accountability and responsibility across our leadership levels.

- **Consistency of team size**

  We have also applied the leadership framework when looking at how many people we have in a team e.g. the number of direct reports reporting to a people leader. Our aim is to have the right level of resourcing in each team, while keeping the size of teams manageable.

  Generally, we are aiming for Deputy Chief Executives and General Managers in these three groups to have no more than 6 direct reports (rather than 8 noted in the leadership framework), while Tier 4 Managers would lead teams of up to 10 direct reports (rather than 12 noted in the leadership framework).

  As such, through these changes we are aiming to address areas where we have spans of control that are smaller than these guiderails. There may be some exceptions to this based on business need.

- **Consistency of team shape**

  In some groups we are proposing to move towards a more consistent team shape, so that the types of roles and the numbers of positions are largely consistent across managers in an area.

  In some areas this includes reducing the number of 'leadership' focused positions in our structure and having the right number people in 'worker' positions that are a better match for the work we need to do.

  This focus will also support workforce planning and budget management for the groups to help us achieve our fiscal sustainability goals.

Part B: Proposals for change

Summary of proposed changes

We are proposing changes to the shape and size of all three business groups.

As you work through the consultation material for each business group, you will see we are proposing:

- A different leadership structure in some areas where we could sensibly bring functions or teams together under one manager position

- Fewer Tier 3 senior leader positions (i.e. General Managers and Heads of)

- Fewer Tier 4 Manager positions

- Fewer Principal Advisor positions

- Fewer team-level specialist positions in some areas where we have reduced work volumes or where we need different capability in the future.

We are proposing that all three groups will be smaller than they currently are. If the proposed changes go ahead, we would be disestablishing 50 positions from our structure, 4 of which are vacant.

In some areas we are proposing to introduce different capability that we believe will better match the work we need to do. If the proposed changes go ahead, we would be establishing 16 new positions in our structure.

Overall, these proposals would result in a net reduction of 30 positions.

This goes a long way towards us being a leaner organisation and fiscally sustainable for the 2024/25 financial year and beyond, while ensuring that we remain effective and can confidently deliver Government priorities and services for New Zealanders.

Our Administration Support Model

As we have identified our proposed changes, we have looked at the administration support model in our Strategy, Insight and Governance, Policy, and Organisational Performance groups. We have identified that it is still largely fit for purpose.

Please refer to our Administration Framework for more information about our approach [linked].

We currently have our Business Assistants working across teams within groups. We are not proposing to change this. In the proposed new structures, they will support 2 or 3 teams.

The current support provided to our Tier 3 Senior Leaders requires a couple of adjustments to recognise the phase one and current proposed changes, and to ensure we have the right number of support people at this level.

As a result, some of our Business Assistants would have a change in reporting line and/or teams they support. More detail can be found in the proposed new structures for each business group and in Appendix A: Proposed position impacts.

Group: Strategy, Insight and Governance

Introduction from Jo Hughes, Deputy Chief Executive - Strategy, Insight and Governance

Thank you for considering the changes I am proposing to how we are organised in the Strategy, Insight and Governance group.

Our group was formed in April 2024 to help strengthen the connection between strategy and implementation, and further improve HUD's ability to take a view on what matters for the system over the medium-term. We want to make clear connections between our strategy and how we plan, implement and manage our work programmes. This includes building greater flexibility in how we identify and resource priority work, and being transparent with Government about what we are working on and achieving.

We have solid strategic foundations in place; the Government Policy Statement (GPS) on the Housing & Urban Development system, and MAIHI Ka Ora, guide our work and while there may be some changes to these to reflect the specific work programme of the current Government, fundamentally they are fit-for-purpose. The Briefing for the Incoming Minister (BIM) 2023 provides our strategic anchoring for the next 2-3 years. The Government priorities are also clear and contain a lot of overlap with the priorities we signaled in the BIM.

The Government has indicated that it is looking to move to a Social Investment approach to inform its investment in housing outcomes. While the details of this are to be worked through, data, evidence and intelligence will play a key role in driving a social investment approach to housing, and more generally in providing weight to our advice on policy solutions. In a similar vein, the changes to our delivery area to keep our place-based and MAIHI focus front-and-centre in our work, and join-up our tools and programmes, will require a strong and consistent evidence base to guide decision-making and track progress.

Our data, analytics and applied research capability will need to support our policy and operational teams by helping build an evidence base to support decision-making on how to have the biggest impact on housing outcomes and to support tracking of whether Government spending is having the impact intended.

In terms of delivering impact, we need to continue to mature our organisational project, programme and governance capability to ensure that we are planning our work appropriately and can provide the senior leadership team and Ministers with assurance that we are doing what we said we would and are having the intended impacts on housing outcomes.

Challenges with our current model

In forming our new group, we have identified that in some parts of our structure there is a need to rebalance the work of the function.

At a high-level, the group leadership structure (at Tier 3) is largely fit-for-purpose. However we are proposing some targeted changes for some Tier 4 Manager positions, and to positions within some teams. This includes rebalancing the capability in some teams to reflect that we are moving away from strategy formulation to strategy execution, and to balance our resource across our evidence and impacts work.

We have a largely temporary structure within our programme management function and need to embed some permanent capability to offer more intensive programme support for priority work programmes, better planning tools for leaders, and systemised and integrated risk management and governance approaches.

Finally, we have a large Community Housing Regulatory Authority (CHRA) team, with a high workload, currently, that is challenging to scale on both the registration and monitoring fronts in the immediate future.

Current model

Proposed model

Organisation chart

- DCE, Strategy Insight & Governance
  - Executive Assistant
  - Principal Advisor to CE
  - Chief Advisor
  - Chief Science Advisor
    - Head of Community Housing Regulatory Authority
      - Principal Advisor
      - Senior Advisor x5
      - Senior Operational Policy Advisor x2
      - Financial Advisor
      - Regulatory Advisor x3
    - Head of Governance, Planning and Programmes
      - Principal Advisor x2
      - Governance, Programmes and Risk Lead
      - Project Manager * TBC
      - Senior Project Coordinator
      - Project Coordinator
    - GM, System Insights and Strategy
      - Executive Assistant
      - Manager, Strategy and Impact
        - Principal Advisor Strategy
        - Principal Advisor x1 (currently 3)
        - Senior Advisor Strategy x 1 (currently 2)
        - Senior Advisor x3
        - Advisor x3
        - Business Assistant
      - Manager, Data and Products
        - Principal Advisor x2
        - Senior Advisor x2
        - Advisor x5
        - Data Administrator
      - Manager, System Intelligence
        - Principal Advisor x2
        - Senior Advisor x4
        - Senior Advisor
        - Modelling Analyst

Legend

- No Change
- Change in reporting line
- New position
- Existing position with changed scope
- Reduction in positions – selection process

* Project Manager: need to work through requirements when DCE Policy on board.

The model will continue to have **one General Manager position**, leading a function made up of Manager, Principal, Senior and Advisor roles, and **two Head of** positions, who each lead a function and team of Principal, Senior and Advisor type roles.

We are proposing a change of reporting line for the Chief Advisor who currently reports to the General Manager System Insights and Strategy, to report directly to the DCE Strategy, Insight and Governance. The means the **two Chief Advisors** will report directly to the DCE and offer expert-level technical and intellectual leadership. They will also help to maintain our relationships and reputation with key stakeholders, working closely with senior leaders and people from across the organisation to navigate complex system-level issues.

Executive Assistant and Business Assistant Support in our Strategy, Insight and Governance group

The Executive Assistant to DCE position will support continue to support DCE, Strategy, Insight and Governance.

We are proposing that the Executive Assistant position that currently supports the General Manager System Insights and Strategy and the General Manager Place-Based Strategy, continues to provide support to the General Manager System Insights and Strategy and moves to provide support to the Strategy, Insight and Governance group.

It is proposed that the current Business Assistant reporting to the Manager, Impacts and Evaluations would report into a new position of Manager, Strategy & Impact, and provide administration support to teams across the Strategy Insight and Governance group.

The Business Assistant vacancy in CHRA will not be backfilled, and this position will be disestablished.

System Insights & Strategy

Under the current **General Manager, System Insights & Strategy** position, we are proposing three Manager (Tier 4) positions.

Two current Manager positions would remain unchanged – Manager, Data & Products and Manager, System Intelligence.

Our Managers are people leaders first, and technical experts second – their priority is to lead their people, drawing on the depth of expertise around them (e.g. in the Principal Advisor cohort), to lead technical aspects of their team's work including quality and peer review of work and papers.

We are also proposing to bring together the capability currently in our System Strategy team and our Impacts & Evaluation team under one new team and Manager – Strategy & Impact.

As well as reducing the number of teams in the System Insights & Strategy area from 4 to 3, we are proposing the managers in this area have up to 10 direct reports with no more than 2 Principal Advisors in each team. This standardisation of the number of Principal Advisors for each team is consistent with the model being proposed for our Policy group.

As communicated in the lead-up to consultation, we are keen to ensure that we are clear and deliberate about the role that each of the teams in the System Insights & Strategy area plays in supporting improved outcomes for Māori. The Māori data capability framework provides us with a strong foundation to work from. The job now is to support the uptake of this across HUD and for the System Insights & Strategy leadership team to keep front-and-centre how it best ensures that each team in the group is contributing to improved housing outcomes for Māori.

Finally, over time, as natural attrition occurs (e.g. through resignations), we will look to move to a more consistent team structure across our System Insights & Strategy area in terms of the balance of Senior Advisor and Advisor roles in each team.

- **Strategy & Impact**

We proposing to establish a new position of **Manager, Strategy and Impact,** to lead a team made up of positions currently in our System Strategy team and our Impacts & Evaluation team. In establishing the new Tier 4 position of Manager, Strategy and Impact, it is proposed to disestablish two current positions - Manager, System Strategy, and Manager, Impacts & Evaluation.

This new team will have a different focus, given in future we will have less involvement in the design and development of new strategy, and more on telling the progress story against the strategy (as set out in a refreshed GPS-HUD to reflect current Government priorities) and using the indicators we have developed to track progress over time.

This teams' work programme will have broadly equal emphasis across the elements of MERL (Monitoring, Evaluation, Research and Learning), including playing a key role in providing a link between the organisation and applied research that is relevant to the delivery of Government priorities.

It is proposed this team will be made up of 10 positions. There would be 2 Principal Advisors, with one focused on Strategy work, and 4 Senior Advisors, with one focused on Strategy work, to help retain the current resource devoted to system strategy work. The remaining Principal Advisor and Senior Advisor positions would be more focused on our impacts work. The team would continue to have 3 Advisor positions and a Business Assistant that would provide support across our System Insights and Strategy teams.

- **Data & Products**

We are not proposing any changes to current positions in our Data & Products team. We currently have 5 Advisors in this team who are developing their capability, there is an opportunity for them to be involved more widely across the group, particularly in our System Intelligence area, to help support this work and to grow their breadth of expertise.

- **System Intelligence**

We are not proposing any changes to current positions in our System Intelligence team.

To enable us to continue to be active contributors in cross-system technical fora such as the RBNZ/Treasury Technical Working Group, we propose to add an additional **Senior Advisor** position to this team. This is to replace the senior economic and quantitative skills we have lost through attrition in recent times and that are needed for us to be active contributors to technical thought leadership at a system level.

Governance, Planning and Programmes

We are proposing to expand our Programme Implementation function to a **Governance, Planning and Programmes** function.

The Programme Implementation function was established through Kia renarena to offer HUD dedicated capability to plan, organise and manage work when delivering new initiatives or changes. It supports the design and implementation of new initiatives or changes by connecting the necessary functions, improving the integration of resources across the organisation, and reducing barriers to using the right capabilities at the right time to deliver our priorities. The team also plays an important role in the establishment phase of projects and significant pieces of work.

Initially the team has focused on the delivery of specific priority projects and initiatives, along with building organisational foundations for effective programme and project delivery. With these foundations in place the focus has shifted towards the systems and processes that drive successful programme and project delivery across the organisation e.g. business planning, portfolio integration and management, and lessons-learned activity.

We propose to expand the scope of the current Head of Programme Implementation position to

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lead these combined functions, and retitle this position to **Head of Governance, Planning and Programmes.**

The aim is to more closely integrate the work and capability of the programme implementation team with functions, that until early April sat within the Office of the Chief Executive. This includes strategic integration and reporting of HUD's portfolio of priority projects and initiatives (already supported by the Programme Implementation team); enterprise risk and assurance management; and our internal governance processes.

In doing so, we expect to better leverage the related expertise of our programme and project management team, and strengthen the connections between our internal portfolio, risk, assurance and governance strategy with day-to-day delivery.

We are also taking the opportunity to propose a permanent model for this area.

The proposed structure reflects that we anticipate a need to provide more intensive programme support for some of the more complex priority work programmes. We also want the team to lead the continued evolution of our business planning and tracking processes to ensure that we have a good handle on how we are deploying our resources and how our key work programmes are tracking. There are synergies here with the impact monitoring work to be led from the System Insights & Strategy area.

We are also considering some changes to the way we support governance processes. We have made good progress in maturing our organisational governance systems and processes, which means our processes are now more systematised. Therefore, we proposing to disestablish the current position of **Senior Governance Administrator**, and move the responsibility for supporting our governance Committees to the project coordinator roles in the team.

There are no changes proposed to the 2 Principal Advisor positions, or the Project Coordinator position currently in the programme implementation team, except that they may be involved in a wider breadth of work to reflect the expanded focus of this area.

Current fixed term positions in this team will cease, and we are proposing the following new permanent positions are established:

- **Governance, Programmes and Risk Lead** with responsibility for leading the development, implementation and on-going business processes and methodologies across the organisation for programme management, risk management, governance, and assurance. This role will provide leadership in best practices and assist with increasing the portfolio, programme and project management capabilities within the organisation.

- **Senior Project Coordinator**, to coordinate project activity and drive the successful delivery of projects. This position is a key link between the Governance, Planning and Programmes function, and internal and external parties, with responsibility for ensuring consistency and good practice across projects.

- A **Project Manager** position has indicatively been included in the structure, which may be established depending on business needs to be confirmed with the new DCE Policy, when this role has been filled. The Project Manager would be responsible for managing complex projects, to successfully deliver and integrate defined outputs within scope, budget, and timeframes, to customer and stakeholder satisfaction. This position would offer strong capability in project level disciplines e.g. risk, quality, change, communications and benefits management approaches.

All of these new positions are individual roles without direct reports and would report directly to the Head of Governance, Planning and Programmes. The Principal Advisor and Lead roles would support the leadership of the function through offering day-to-day leadership of activity, coaching, and quality assurance of work.

Community Housing Regulatory Authority

We are not proposing any changes to positions in the Community Housing Regulatory Authority (CHRA) function at this time given the backlog in work, on both the CHP registration and monitoring front.

Over the coming months we will be intensively exploring our options to prioritise and smooth our CHRA workflow to enable us to clear the backlog, with an aim of scaling down resourcing over time. Changes in our delivery area to a more place-based procurement approach may also have implications for our regulatory approach over time.

Given the direction of CHRA and our fiscal sustainability goals, we will disestablish the vacant Business Assistant position. This work can be reasonably undertaken by the remainder of the team.

Impacts for positions and people

A summary of the positions proposed to be disestablished or changed from the current group structure are noted below.

Current Function & Team	Position	Current reporting manager	Impact	No of positions
Manager, Systems Strategy	Manager, Systems Strategy	General Manager, Insights and Strategy	Disestablished	1
Manager, Impacts and Evaluation	Manager, Impacts and Evaluation	General Manager, Insights and Strategy	Disestablished	1
System Insights & Strategy	Principal Advisor, Strategy and Impacts	Manager, Impacts and Evaluation	Disestablished	Reducing from 3 to 1
System Insights & Strategy	Senior Advisor, Strategy	Manager, Systems Strategy	Disestablished	Reducing from 2 to 1
Strategy, Insight and Governance	Senior Governance Coordinator	Principal Advisor to the Chief Executive	Disestablished	1
Programme Implementation	Head of Programme Implementation	Deputy Chief Executive Strategy, Insight and Governance	Some change in role and role title	1
Programme Implementation	Programme Manager - EH (Fixed term role)	Head of Programme Implementation	Disestablished	1
Programme Implementation	Programme Manager (Fixed term role)	Head of Programme Implementation	Disestablished	1
Programme Implementation	Senior Project Coordinator (Fixed term role)	Head of Programme Implementation	Disestablished	1
Community Housing Regulatory Authority	Business Assistant	Head of Community Housing Regulatory Authority	Disestablished	1

Appendix A identifies impacts for all positions in this group, along with the proposed change process for the people in those positions.

The positions available in the proposed new structure are listed in **Appendix B**.

Group: Policy

Introduction from David Smol, Acting Deputy Chief Executive, Policy

Thank you for considering the changes we are proposing to how we are organised in the Policy group. I have worked with Andrew and with my Deputy Chief Executive colleagues in shaping these proposals for you to consider.

We are a newly formed group which came together on 2 April 2024, bringing together our policy capability that was previously dispersed across the organisation. A key aim of that change was to enable HUD to more efficiently provide integrated end-to-end policy advice - from problem definition to analysis of options, to advice, the design of detailed policy, legislation and funding settings, through to implementation and monitoring of policy outcomes.

As a policy group, we are responsible for leading complex, system-level policy, and for developing and delivering innovative, sustainable, and long-term policy solutions to improve housing and urban outcomes for New Zealanders. We want to maintain high standards for our policy work, and we have an opportunity to do this in a more joined-up way that is even more responsive to a changing environment.

In deciding how to organise our policy resource we need to reflect the long-term drivers of housing outcomes while also focusing on the priorities of the Government of the day.

There are two 'buckets' of core priorities for the Government - Going for Housing Growth (increasing the quantity and reducing the cost of new housing), and Better Social Housing Outcomes (social and other forms of housing support targeted to those most in need). A well-functioning rental market will always be an important element of the housing market. Alongside this we need to ensure we have the right focus to achieve the Government's targets and expectations for the housing and urban system (including the target for significant reductions in emergency housing usage), and to contribute to improved housing outcomes for Māori.

We now have solid strategic foundations in place; the Government Policy Statement (GPS) on the Housing & Urban Development system, and MAIHI Ka Ora, guide our policy work. The Briefing for the Incoming Minister (BIM) 2023 provides our strategic anchoring for the next 2-3 years and our Government portfolio priorities are clear.

With our strategic policy foundations in place, the time is right to think about both the shape and size of our new group, and whether we have the right structure, capability and capacity for the work we need to do in the future. This includes changing the way we set and manage our policy work programme, to create a clearer focus on progressing integrated portfolios of policy work that are organised around Government priorities.

Challenges with our current model

Through Kia renarena, we decided to organise our structure and roles by policy 'function'. Under this model, accountability for work is split or shared across multiple General Managers, Managers and teams. While our policy people have made some progress in breaking down silos, there is still inefficiency in how we lead and coordinate work across functional teams. When thinking about Government priorities, organising around portfolios of housing policy work provides more flexibility than a functional model does.

In forming our new group under one structure, we have also ended up with a large proportion of

positions with a 'leadership' focus (Tier 3 General Managers/Heads of, Tier 4 Managers, and Principal Advisors). This can complicate getting work out the door, can slow us down and create inefficiency, as well being a costly and unbalanced workforce model.

We also have an inconsistent workforce model at team-level in terms of the split between the types of roles and numbers of positions in each Policy team. This can create challenges with workload and resourcing.

While there will always be significant policy work to do, we are no longer in 'build' phase for the housing system, and we can introduce a smaller and more enduring model for the group.

Current Model
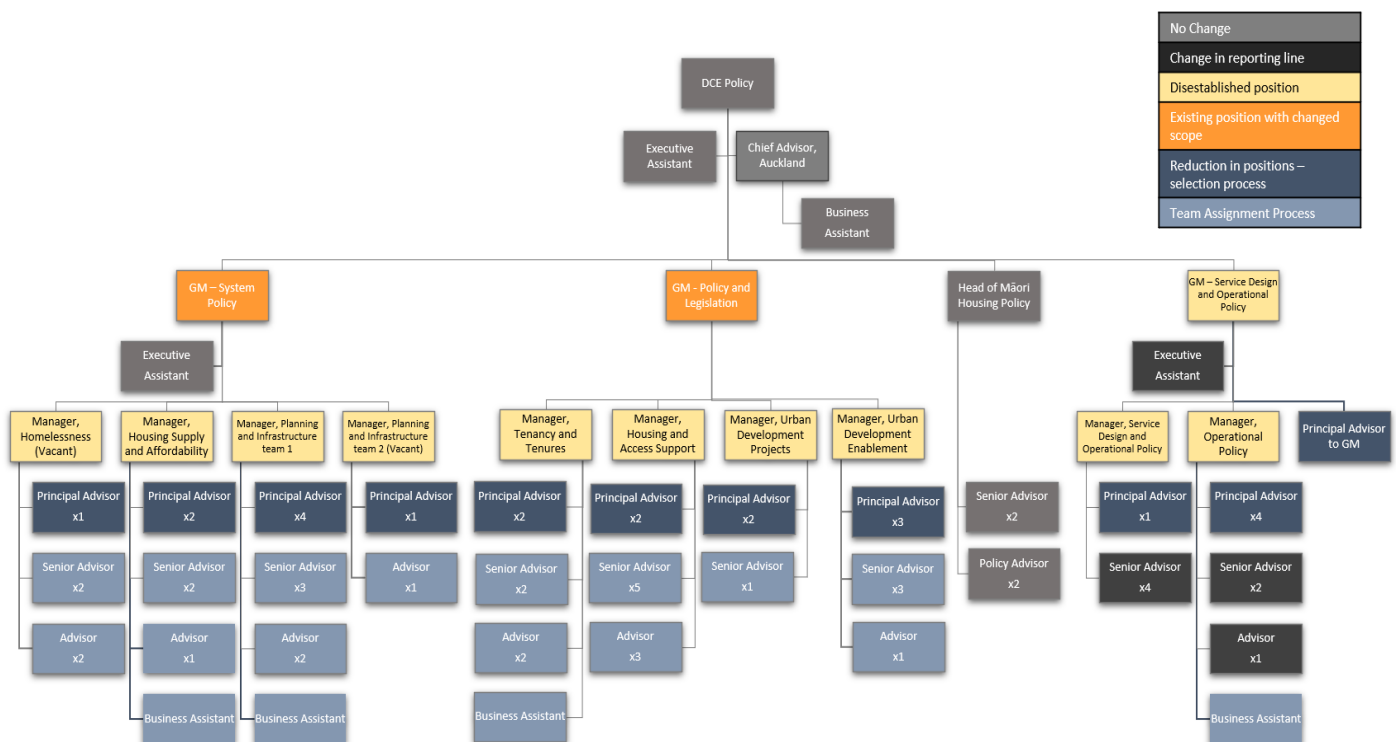
Proposed Model

We are proposing the Policy leadership team will include General Managers, a 'Head of' position, and a Chief Advisor, who will work with the Deputy Chief Executive to collectively lead the group.

Our **Chief Advisor** in the Policy group offers expert-level technical and intellectual leadership and helps maintain our relationships and reputation with key stakeholders, leading large cross-cutting projects for the DCE and working closely wi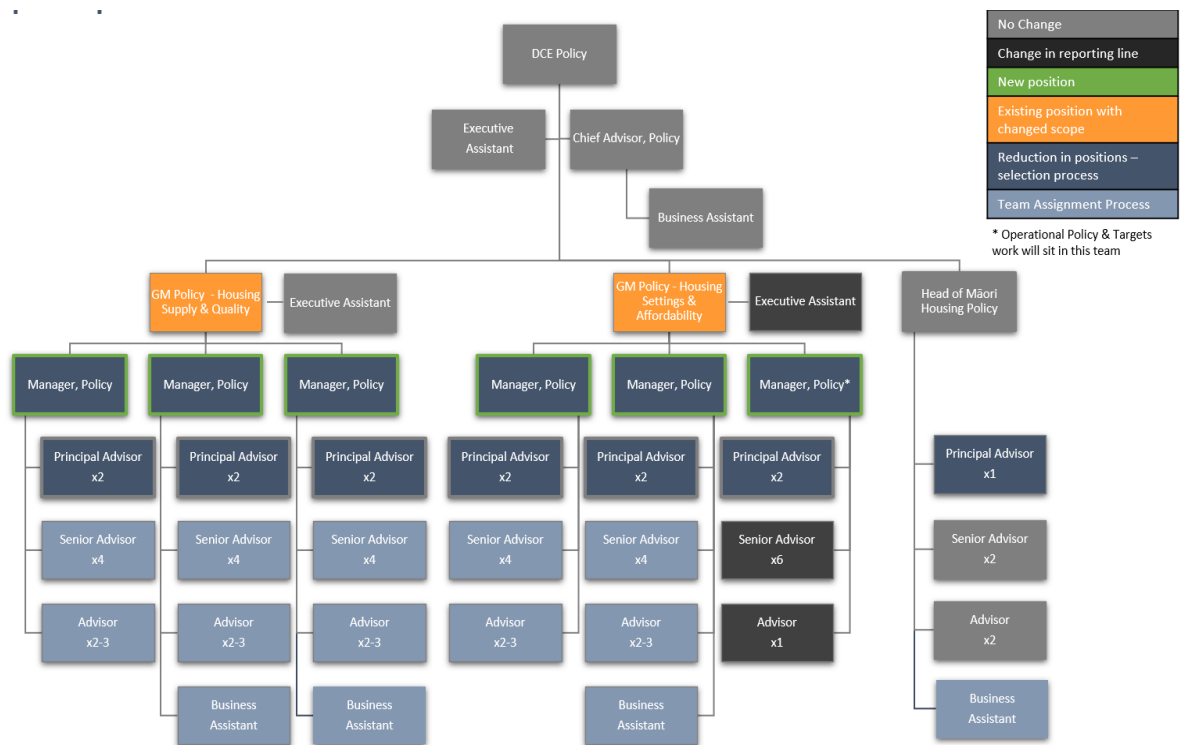th senior leaders and people from across the organisation to navigate complex system-level issues. Currently the Chief Advisor, Auckland plays a critical role in supporting our focus on the housing system policy agenda, connecting, joining-up and driving our work, with a focus on Auckland and leading HUD's connection with the Auckland Policy Office (APO). In practice this Chief Advisor position works more broadly than 'Auckland', so it is proposed that the position title will change to Chief Advisor, Policy and the position description will be updated to reflect this.

Māori Housing Policy

Māori Housing Policy remains a critical focus for us and through the phase one changes to how we group our functions, we moved this capability from Te Kāhui – Māori Housing group into the Policy group. It is critical that we do not lose our focus on Māori housing outcomes, so we will still have a **Head of Māori Housing Policy** who will help bring Māori perspectives to our end-to-end policy advice and develop Māori-specific housing policy where this focus is needed. The team in this area would be made up of Principal, Senior and Advisor role types. The Advisor and Senior Advisor positions that currently report to the Head of Māori Housing Policy remain in this team.

Policy Portfolios

We are proposing **two General Manager, Policy positions**, each leading a group made up of Manager, Principal, Senior and Advisor roles. This is a reduction in the current number of General Managers.

The General Manager, Policy positions will have responsibility for the end-to-end policy lifecycle for portfolios of policy work that are allocated to them by the Deputy Chief Executive, Policy. These portfolios will change from time to time as priorities and workloads change. In this model we are aiming to balance workload across the General Managers and reduce hand-offs of work across functional accountabilities.

The two indicative portfolios are summarised in the table below, which have been shaped by aligning the priority work we need to do with areas of focus for the Government. This won't be an exhaustive list or capture all of the work we are doing in the Policy group, so we would build this out with more detail should the proposed model go ahead.

Position	General Manager, Policy - Housing Supply & Quality	General Manager, Policy - Housing Settings & Affordability
Proposed initial 'portfolio' of work programme priorities	• Lead for 'four markets' for HUD – land, infrastructure, development, construction • Going for Housing Growth (GfHG) – leadership or co-leadership of core elements – increasing land supply, infrastructure funding and finance, incentives for Councils • Watching brief for other elements of GfHG –for example work in the Building and Construction and Transport portfolios • Interface with HUD for the Environment re climate change (mitigation and adaptation) • Resource Management Act (RMA) reform • Kāinga Ora review – any policy and legislative change related to Urban Development functions • Large scale projects • Rental and other regulation – Residential Tenancies Act, Unit Titles Act, Methamphetamine Regulations, Retirement Villages Act.	• Lead for better social housing outcomes for HUD • Kāinga Ora review implementation: - Lead on legislative change (except Urban Development functions) - Redesign of Social Housing funding settings • Policy to support expanded role for CHPs, including access to finance • Policy change needed for HUD active purchaser role including any changes needed to Public and Community Housing Management Act (PACHMA) • Policy and operational policy on Government support for other housing types – e.g. Emergency Housing/Transitional Housing, supported housing, support for rental or home ownership • Policy and operational policy on housing transitions e.g. exit from Corrections and Oranga Tamariki • HUD lead for Government target on reducing use of emergency housing

The majority of these elements align within a broader portfolio, however where needed we have looked to create balance across the portfolios, hence the position of the 'rental and other regulation' work alongside the housing supply work.

Operational Policy & Service Design

In establishing this new portfolio-based model with General Manager positions leading across the end-to-end policy lifecycle, we are proposing to disestablish the current position of General Manager, Service Design & Operational Policy.

Given our priorities and work programme, we propose that we no longer have a business need for one senior leader in the organisation to lead our service design and operational policy functions. We intend to retain some dedicated operational policy and service design positions in our structure at a team-level so that we hold onto capability for this type of work.

Policy Managers

We are proposing **six Policy Manager positions** in the new structure, three reporting to each General Manager, which is a smaller number than our current model. We are proposing to disestablish the 10 current Manager positions (2 are vacant), and establish 6 new Manager, Policy positions.

Policy Managers would have areas of responsibility aligned to their General Manager's portfolio, so the focus of their work will change over time as our focus in the housing system evolves. To support this, the Policy Manager positions are proposed to be largely subject matter agnostic in their design, with a focus on end-to-end policy outcomes to be achieved within a portfolio, rather than having highly defined policy areas to be managed.

Initially, we envisage the six Policy Manager roles would be shaped around the focus areas below. We are keen to understand if these focus areas are right, or how we might otherwise split the work:

Portfolio	Manager	Focus
Housing Supply & Quality	Manager, Policy 1	Tenancies
	Manager, Policy 2	Working across the 4 markets
	Manager, Policy 3	
Housing Settings & Affordability	Manager, Policy 4	Social Housing (Kāinga Ora & CHPs)
	Manager, Policy 5	Other Housing Tenures and Support (e.g. Transitional Housing/Emergency Housing)
	Manager, Policy 6	Operational Policy/Service Design & Government Targets

The proposed portfolio approach offers greater flexibility in allocating work across the Managers, which would support better balance in the workloads of people in those teams. While we are not proposing one big 'pool' of policy capability, we anticipate that General Managers and Managers will work together as a collective to understand the capability, capacity and career aspirations of people across their teams, and work may be assigned to people in other teams where it aligns with their skills or their development goals.

Under the proposed model, each Policy Manager would lead a team of **up to 10 people,** with a mixture of Principal, Senior and Advisor roles. Our Policy Managers are people leaders first, and technical experts second – their priority is to lead their people, drawing on the depth of expertise around them (e.g. in the Principal Advisor cohort), to lead technical aspects of their team's work

including quality and peer review of papers.

Policy Teams

In addition to adjusting the size of our policy teams, we also want to reset the shape of these teams so that each Policy Manager has a similar level of capability reporting to them i.e. the types of roles and the numbers of positions would largely be consistent across Policy Managers.

This would help us shift the balance so that we have fewer people in leadership focused positions and more in 'worker' positions. The proposed number of positions for each role type reflects what we know about the nature, complexity and expected volume of work we need to do in the future. This also acknowledges that we are no longer in 'build' phase for the housing system, and we can introduce a smaller and more sustainable model for the group.

We are proposing a consistent model of up to 9 policy positions in each team reporting to a Policy Manager:
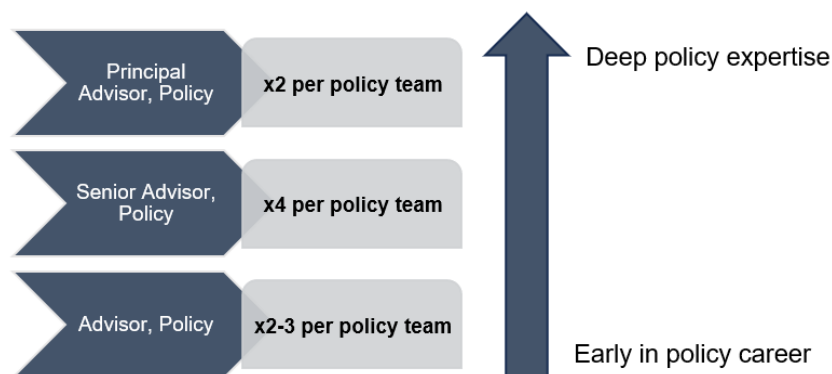
A more consistent workforce model for our policy teams means work allocation can be more flexible, offering greater opportunity for people to get involved in interesting work. It also supports better workforce planning and budget management for the group to help us achieve our fiscal sustainability goals.

The proposed change to a portfolio-based approach means changes to the capability in our policy teams. Our focus is on building broader capability for all of our people to be involved in end-to-end policy work.

Operational Policy & Service Design capability

It is proposed that one of the 6 proposed policy teams would consist of positions in our current Operational Policy & Service Design teams, under a Policy Manager who has a focus on Operational Policy & Government Targets.

We propose to adjust the size of this team to reflect the policy team model that has two Principals in each team. We propose to retain the current Senior Advisors and Advisors so the team can continue to do work they are currently doing.

We recognise the proposed model in this team would still to fully align with our new model in that it has a higher number of Senior Advisors, and fewer Advisors. This is something we would look to address over time as resignations occur.

Executive Assistant and Business Assistant Support in our Policy group

We are proposing that the current Business Assistants will continue to support 2 or 3 teams

which aligns with our administration support model. For this to work, some Business Assistants will have a change in reporting line and/or teams they support. We would retain a Business Support role in the Auckland Office who will continue to provide onsite support to our Auckland based people.

The Executive Assistants to Tier 3 senior leaders will support up to two General Managers and/or Heads across the group.

Position Descriptions for our Policy Roles

We are proposing that policy team members (Advisor, Senior Advisor and Principal Advisor) would transition into the new structure on existing position descriptions.

We appreciate these reflect our current policy model and will not fully align to our proposed model in the first instance. However, while the focus of the work for people in the new model may be slightly different, the underlying intent of our policy roles is unchanged.

We want to involve our policy people in developing new role descriptions for our policy roles that reflect our new model and are more enduring for the future. This is something the group would work on after our new policy model has been implemented. The purpose of this is to ensure the role descriptions reflect our new model; it is not about job change.

Impacts for positions and people

A summary of the positions proposed to be disestablished or changed from the current group structure are noted below.

Current Function & Team	Position	Current reporting manager	Impact	No of current positions
Operational Policy and Service Design	General Manager Operational Policy and Service Design	Deputy Chief Executive Policy	Disestablished	1
Operational Policy and Service Design	Manager, Service Design and Operational Policy	General Manager Operational Policy and Service Design	Disestablished	1
Operational Policy and Service Design	Manager, Service Design and Operational Policy	General Manager Operational Policy and Service Design	Disestablished	1
Operational Policy and Service Design	Principal Advisor	Manager, Service Design and Operational Policy Manager, Service Design and Operational Policy	Fewer roles	5
Operational Policy and Service Design	Senior Advisor	Manager, Service Design and Operational Policy Manager, Service Design and Operational Policy	Change in reporting line	6
Operational Policy and Service Design	Advisor	Manager, Service Design and Operational Policy	Change in reporting line	1

Policy and Legislation	General Manager Policy and Legislation	Deputy Chief Executive Policy	Some change in role and role title	1
Policy and Legislation	Manager, Tenancy and Tenure	General Manager Policy and Legislation	Disestablished	1
Policy and Legislation	Manager, Housing Access Support	General Manager Policy and Legislation	Disestablished	1
Policy and Legislation	Manager, Urban Development Projects	General Manager Policy and Legislation	Disestablished	1
Policy and Legislation	Manager, Urban Development Enablement	General Manager Policy and Legislation	Disestablished	1
System Policy	General Manager System Policy	Deputy Chief Executive Policy	Some change in role and role title	1
System Policy	Manager Homelessness (Vacant)	General Manager System Policy	Disestablished	1
System Policy	Manager, Housing Supply and Affordability	General Manager System Policy	Disestablished	1
System Policy	Manager Planning and Infrastructure – Team 1	General Manager System Policy	Disestablished	1
System Policy	Manager Planning and Infrastructure – Team 2	General Manager System Policy	Disestablished	1
Policy and Legislation, System Policy	Principal Policy Advisor	Tier 4 Manager in Policy and Legislation, and System Policy teams	Fewer roles	Reducing from 23 to 13
Policy and Legislation, System Policy	Senior Policy Advisor	Tier 4 Manager in Policy and Legislation, and System Policy teams	Change in reporting line 'Team Assignment'	18
Policy and Legislation, System Policy	Policy Advisor	Tier 4 Manager in Policy and Legislation, and System Policy teams	Change in reporting line 'Team Assignment'	12
Policy and Legislation, System Policy	Business Assistant	Tier 4 Manager in Policy and Legislation, and System Policy teams	Change in reporting line 'Team Assignment'	3

Appendix A identifies impacts for all positions in this group, along with the proposed change process for the people in those positions.

The positions available in the proposed new structure are listed in **Appendix B**.

Group: Organisational Performance

Introduction from Brad Ward, Deputy Chief Executive, Organisational Performance

Thank you for considering the changes I am proposing to how we are organised in the Organisational Performance group.

The purpose and functions for Organisational Performance were confirmed through our Kia renarena work in 2021 – we exist to enable and support the work of HUD and also our Ministers. We are mainly made up of 'corporate service' functions, and we are highly connected across the organisation, with all of our functions interacting directly with all of the other business groups. We also have an important external monitoring role and support our Ministers' offices on a daily basis.

Over the past few years we have been working to ensure each function and team in Organisational Performance is shaped and resourced appropriately to support the organisation to deliver its priorities for Government.

Corporate service functions traditionally tend to change in size or shape to reflect the needs of the organisation. As such, we have "resourced-up" when needed to support the delivery of organisational priorities e.g. Digital team to support the delivery of Aho, or to address key organisational risk e.g. our approach to our Health, Safety & Wellbeing PCBU responsibilities. We have changed how we are organised when needed to make us more responsive for our customers e.g. Government Services, and we have also adjusted our capability in some areas to make us more effective e.g. increasing our investment analysis capability in the Crown Monitoring area. Over this time we have made significant progress in maturing our systems, frameworks and processes for the organisation.

My change focus for Organisational Performance is largely driven by our need to find savings to contribute to the Government's fiscal sustainability expectations. Alongside this, our work is changing – some programmes of work are coming to an end, and we know we will be supporting a smaller organisation in the future. However, we need to strike a balance – we need to maintain the right capability and capacity to keep supporting and enabling the organisation to fulfil its role in the housing system and to deliver on Government priorities as these change over time.

Andrew has asked that we streamline, simplify and strengthen how we work as an organisation. We need our Organisational Performance group to be fit-for-purpose - I know we can go 'back-to-basics' in some of the core services and support we provide to the organisation, and we have choices around what this looks like. We need to remain accessible and responsive as the needs of the organisation change.

I am also mindful that we don't know everything yet, for example, how we respond to the Kāinga Ora review findings and the work in System Delivery & Performance to move to a place-based delivery model, will have further impacts for some of our Organisational Performance functions.

I am not proposing significant overall structural change for all functions within Organisational Performance. At a high level, the group remains largely fit for purpose, however I have identified some functions and teams where our current structure, capability and level of resourcing does not match the work we need to do in the future, or there are opportunities for better alignment.

Summary of proposals in Organisational Performance

Below are the proposed high-level changes for the group, which are described in more detail in the following sections. Also identified below is where we are not proposing changes at this time.

For **People & Community** we are proposing to:
- Bring Digital & Workplace teams together under one Manager position
- Reduce the types and number of positions in the following teams to better match the work we need to do in the future:
  - Digital & Workplace
  - People Services
  - Health, Safety & Wellbeing

For our **Communications** function and our **Government Services** function, we are proposing to:
- Bring Communications and Government Services functions together under one General Manager (Tier 3) position, and reduce the number of Manager (Tier 4) positions in the new structure
- Reduce the number of positions in a combined Communications team and reset its capability to better match the type of work and the volume of work we need to do in the future

For our **Crown Entity Monitoring** function, we are proposing to change the title of the Head of Crown Entity Monitoring position to reflect that over the coming months, this team's main focus is to respond to the findings of the Kāinga Ora review.

We are also proposing that the Business Assistant position currently supporting our Head of Legal and Head of Communications, continues to report into and support the Head of Legal and moves to provide support to the proposed new position of General Manager, Communications and Government Services. To recognise the breadth of this role and that our Tier 3 leaders have similar support needs, we are proposing to change this role to an Executive Assistant position.

Functions where no changes are proposed

We are not proposing any changes to the structure, capability or capacity in the following functions at this time:

- **Crown Entity Monitoring**

- **Finance**

- **Legal**

Based on what we know right now, the capability and capacity in these teams is fit-for-purpose for the work we need to do in the foreseeable future.

We are currently working through implementation of the Kāinga Ora Review, which requires significant focus particularly from our Crown Entity Monitoring and Finance teams over the coming months.

Alongside this, each of these functions has a strong relationship with HUD's delivery work due to the way we fund housing and manage our housing-related contracts. We anticipate that as we work through the design and implementation of our place-based delivery operating and

organising model, there may be implications for the capability and capacity required in these areas.

This means we are likely to explore potential changes to these teams later in 2024. In the meantime, the leaders for each of these teams will closely manage workloads and resourcing within their current structure. Where possible, they will contribute to workforce reductions through natural attrition, so if vacancies arise, we will decide whether it is critical to recruit into that vacancy.

Current Model

Proposed Model

Legend:
- No Change
- Change in reporting line
- New position
- Existing position with changed scope
- Reduction in positions – selection process

DCE Organisational Performance

Executive Assistant

- GM People & Community
- Executive Assistant
- Head of Finance
- Head of Kāinga Ora Review Implementation
- Executive Assistant *
- General Manager, Communications & Government Services
- Head of Legal

GM People & Community:
- Manager, Digital & Workplace
  - Information Management Lead
  - Principal Security Advisor
  - Senior Reporting Analyst
  - Business Solutions Architect
  - Digital Workplace Support x2
  - Principal Oracle Advisor
  - Principal Cloud Advisor
  - Technical Delivery Lead
  - Developer
  - Workplace Coordinator
- Manager, People Services
  - Senior Advisor x2
  - Advisor
  - Coordinator
  - Payroll Lead
    - Payroll Officer
  - Senior Advisor Health & Safety
  - Principal Advisor x1 + 1FTE

Head of Finance:
- Manager, Finance Reporting & Control
  - Senior Financial Advisor
  - Assistant Accountant
  - Assistant Financial Accountant
  - Accounts Administrator
- Manager, Financial Performance and Planning
  - Principal Advisor (Vacant)
  - Finance Business Partner (4)
  - Financial Analyst
  - Management Accountant X2 (Vacant)

Head of Kāinga Ora Review Implementation:
- Manager Crown Entity Monitoring & Appointments
  - Principal Advisor
  - Senior Advisor
- Manager, Investment Monitoring
  - Principal Advisor

General Manager, Communications & Government Services:
- Manager, Government Services
  - Principal Advisor
  - Senior Advisor x4
  - Advisor x4
  - Private Secretary x4
- Manager, Communications
  - Principal Advisor
  - Senior Advisor Digital Channels
  - Media Lead
  - Senior Advisor
  - Advisor (TBC)

Head of Legal:
- Principal Solicitor x4
- Senior Solicitor x3
- Junior Solicitor x2

*Executive Assistant position to GM Communication and Government Services will be filled through reassignment

Proposals for People & Community

The People & Community team plays an important role in supporting and enabling a thriving HUD whānau by building a positive workplace environment and ensuring our people have the right tools to do great work.

The function consists of three core teams – People, Workplace, and Digital. A large proportion of the work is operational in nature which means we have choices around the level of service provided to the organisation in these areas. Some of the work is more strategic or there may be external drivers e.g. to meet legal or Government expectations.

People & Community has adapted many times over the past few years to reflect the needs of the organisation and its changing context, and it will continue to do so.

Having reflected on the changes to work programmes, and the nature, volume and complexity of the work we need to do in the future, I am proposing a smaller People & Community function, with different capability needed in the following areas:
- Digital & Workplace
- People Services
- Health, Safety & Wellbeing

Proposed changes to Digital & Workplace

We are proposing to change the shape and size of our Digital and Workplace functions to better match the nature, complexity, and expected volume of the work we need to do to support and enable a leaner organisation.

The changes we are proposing would result in significant change for these functions.

Proposal to permanently bring Digital and Workplace under one Manager position

Our Workplace function has evolved as our organisation has changed over time. In addition to supporting the day-to-day management of our facilities including office resources, workplace access and security, the function also supports travel management, working with landlords, external providers and cross-agency groups, and tracking and reporting on our carbon emissions progress.

Our current Digital operating model was established in late 2022, based on what we knew about the needs of the organisation at the time, and we invested significantly in building in-housing digital capability. Our landscape has now changed, and while we need to maintain our focus on developing Aho, our digital security and cloud-based environment, we will be investing less in developing new digital platforms, and we can go 'back to basics' in the digital support we offer to the organisation.

Since late 2023, the Digital and Workplace functions have been led by the Manager, Digital, to help strengthen the connections between these two functions and build efficiency in our processes. A number of process improvements have been made, and we believe there are further efficiencies to be achieved by bringing these two functions together on a permanent basis.

It is therefore proposed to formalise the current arrangement and bring these functions together on a permanent basis under a Manager, Digital & Workplace position. The current position of Manager, Digital would be expanded to reflect this broader scope of role.

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Proposal to disestablish two Support Consultant positions:

- Technical Support Consultant
- Support Consultant – Sharepoint and Digital

There is capacity in the Digital team based on current work volumes relating to digital support, and in the future we will be supporting and enabling a leaner organisation. Therefore, we do not believe we will have the volumes of work to maintain current number of support positions in the Digital team.

We are proposing to disestablish the two Support Consultant positions in the current model.

The Support Consultant role was designed to have a slightly higher level of capability in a specific area, compared to the Digital Workplace Support role. The Support Consultant role plays an intermediary role between the generalist Digital Workplace Support role and the 'Lead/Principal' roles which offer specialist capability in their area of expertise.

Based on the current and anticipated future volumes and priorities, the work currently undertaken by the two Support Consultant positions can be shared across the team. The existing Digital Workplace Support role would undertake the digital administration activities, with 'Lead/Principal' roles in the technical support area and the information management area providing oversight, quality assurance, and support for problem-solving as they do now.

We acknowledge there may be an impact on response times within the Digital Support area for the organisation as we move to a leaner, 'back to basics' support model.

Proposal to disestablish four positions in the Developer Squad:

- Developer (x1)
- Scrum Master
- Business Analyst
- Test Automation Engineer

The Developer Squad was set up in late 2022 to offer HUD in-house capability to develop business applications, including business analysis, architecture, and testing, with support from external vendors where required.

The squad's initial focus was the Provider & Property Management (PPM) programme, a joint programme with HUD of Social Development (MSD). When the Developer squad was set up, there was a commitment to re-evaluate the capability and numbers of people in the squad once we were further into PPM delivery.

In late 2023, the PPM steering group extended the programme, to provide time for MSD to assess the system changes they needed to make for solution integration and for HUD's project team to identify internal solutions to provide enhanced internal benefit. MSD later advised that they would be unable to continue with PPM in the medium term. Since then, the team has been focused on development to enhance internal processes and create efficiencies for providers. This work will be released into production at the end of May, and while this work has been happening HUD has been working through what this means for the PPM project and our developer team.

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We are now proposing to disestablish the Developer Squad within the Digital operating model. We have no ongoing funding (post the PPM delivery in May) to support a development squad and develop new business tools.

We propose to retain one Developer position in the Digital team to continue to focus on BAU workflow improvements for teams within HUD, largely within the suite of tools we have available.

We have also considered our business need for a Scrum Master position in future. This position was introduced to support the Manager, Digital in leading an agile and responsive Digital operating model that has a flat structure, with no team management model (e.g. Team Leader), and a large number of direct reports to the Manager, Digital. The Scrum Master position has supported each of the four digital squads to operate as a self-managing team.

We are proposing to disestablish the Scrum Master position, in light of our proposals to reduce the number of direct reports for the Manager position, and given the reduction in development work outlined above.

In future, squads would continue to be self-managing, with 'Leads/Principals' leaning in to provide further support to the Manager.

Proposed changes to People Services

Proposal to disestablish the position of Senior Advisor, Talent Acquisition

Our recruitment activity has declined significantly over the past 6 months and, given the focus of HUD is on reducing workforce size, we envisage our recruitment activity will remain low in the foreseeable future.

We are proposing to disestablish the position of Senior Advisor, Talent Acquisition.

We believe that based on the anticipated volume of recruitment activity in future, our Senior Advisors in People Services could be the primary support for hiring managers through recruitment. As recruitment activity has slowed, we have taken the opportunity to rethink our recruitment processes, to streamline and simplify our approach. The focus of this work has been to put hiring managers in the driving seat of their recruitment processes.

Our Senior Advisors already support our leaders in most aspects of HR, and they understand business priorities and the capability they need to deliver on these. Talent acquisition strategies and approaches can be shaped by the Senior Advisors and hiring managers.

We would retain administrative 'Coordinator' capability in the People Services team to coordinate business-as-usual activities for our recruitment and onboarding processes.

Proposed changes to Health, Safety & Wellbeing

Proposal to disestablish the position of Principal Advisor, Health, Safety & Wellbeing

Over the past two years we have been building our Health, Safety and Wellbeing (HSW) capability to better understand our HSW risk profile and obligations relating to overlapping 'Person Conducting a Business or Undertaking (PCBU)' roles and responsibilities. The initial focus was to develop an organisational approach to PCBU overlapping responsibilities, and progress improvements in areas of most critical risk; initially Transitional Housing and Motels, and

more recently to our land acquisition and development practices for large established sites.

The Principal Advisor, Health, Safety & Wellbeing position was established to drive the development and implementation of the organisation's overlapping PCBU responsibilities framework and approach, and operationalise this via a work programme. This role was also responsible for maturing our internal health and safety systems and processes.

Over the past two years we have brought additional capability into the team to fast-track our HSW work programme, including establishing a Senior Advisor HSW with responsibility for the day-to-day management of our internal health and safety systems, processes and work programme.

It is now anticipated that in 6 months time, we will have implemented the organisational PCBU approach, and business groups will have incorporated this into BAU activities to a large extent. We will have the approach and frameworks in place to navigate any new PCBU relationships and obligations if they arise, which is unlikely for the foreseeable future.

We are proposing to disestablish the position of Principal Advisor, Health, Safety & Wellbeing by October 2024.

Once the PCBU responsibilities framework and approach has been implemented, we anticipate that the overall volume of HSW work in the future will reduce, and that the remaining work will be more aligned with the current Senior Advisor, HSW role e.g. the PCBU focus will therefore shift to monitoring, measuring and reporting, which is a core part of the Senior Advisor role. Administrative support will continue to be offered by the People Services team where needed.

Proposals for Communications and Government Services

Government has a strong focus on accountability and transparency, and wants public service agencies to clearly demonstrate the progress being made to deliver on Government priorities and expectations. How we interact with and service key stakeholders – particularly Ministers - and how we share information to build awareness internally and externally of our work, are fundamental to this focus.

This means a shift in focus for our Communications function. It also means our Government Services function needs to be more closely connected to everything we are communicating to external parties.

Our **Communications** function plays an important role in helping others understand HUD's work. We have an externally-focused team which works with the public and media on information about issues, new policies or strategies, and the availability of funding or other support. We also have an internally-focused team which manages internal communication channels to help our people understand what's happening around the organisation.

Over the past years, we have built our maturity around our internal and external communications platforms including our Website and our internal intranet, Puna. We have an opportunity to now manage all of our communications activity in a more integrated way.

Our **Government Services** function plays an important role in managing relationships with Ministerial offices. The team focuses on maintaining high standards, processes and systems to ensure all Ministerial Correspondence, Parliamentary Questions, Cabinet Documents, Reports to Ministers and OIAs are acknowledged, tracked, coordinated and processed in a timely, accurate and efficient manner.

The current structure for this function was introduced in mid-2023, when under the previous Government we had consistently high volumes of work, which was increasing in complexity. The Government Services team has since made significant progress in maturing its ways of working internally and improving the service \ HUD provides to its Ministers, their offices, and members of the public, and we now have an opportunity for a leaner and more integrated model in this team.

Proposal to bring together our Communications and Government Services functions

We need clear, effective and well organised internal and external information sharing approaches, so we can support our Ministers and Government, and New Zealanders who access our services, by providing timely, quality and accurate information. We also need these processes to be as integrated as possible, so we know what we are communicating and sharing with others, when and how.

To support this focus, we are proposing to bring our Communications and Government Services functions together, with some changes to the capability and capacity in the teams. Working in a more integrated way, these functions will have a strong focus on building transparency, and fostering trust and confidence in the work we are doing, while safeguarding the reputation of HUD.

The changes we are proposing would result in significant change for these functions.

Proposed leadership model

It is proposed a new Tier 3 position of **General Manager, Communications & Government Services** will lead our Communications and Government Services functions.

Reporting to this new General Manager position would be two new Tier 4 Manager positions - **Manager, Communications,** and **Manager, Government Services**.

Each Manager would be responsible for managing their function, bringing together capability that is currently split across two teams i.e. the internal and external communications team would combine into one team; and the Government accountability and ministerial services teams would combine into one team. This proposal addresses that all of the current managers in these areas have relatively small teams, and that we can create efficiency and greater integration of work if we bring these teams together under a smaller number of managers.

Each Manager would lead a team of Principal Advisor, Senior Advisor, and Advisor type roles and work across the combined Communications & Government Services team to share capability and capacity as needed.

To make this change, it is proposed to disestablish the following positions:

- Head of Communications
- Manager, Corporate Communications
- Manager, External Communications & Media
- Head of Government Services
- Manager, Government Accountability
- Manager, Ministerial Services

The Ministerial Private Secretaries will report to the General Manager, Communications & Government Services in the first instance. As always, the reporting line for these positions may change in the future depending on our operating context.

Proposed changes to positions in our Communications function

In bringing our internal and external communications capability into one team, we have an opportunity to reset the shape and size of this new team.

As such, we are proposing some changes to align our communications capability and capacity with the work we need to do in the future. It is proposed to disestablish some of the positions in our corporate (internally focused) communications team, while retaining specialist external communications and media roles. We still need a responsive corporate communications capability therefore we are proposing to retain our Senior Advisor Digital Channels position and establish two new roles that will provide both internal and external communications support.

The two new positions we are proposing to establish are **Senior Advisor Communications** and an **Advisor, Communications**. The Advisor position would not be filled immediately as we would like to better understand the pipeline of work before filling this position.

The Manager, Communications will provide overall guidance and technical support for all communications activity, and the Media Lead and the Principal Advisor ECOMS will provide additional quality assurance for external communications work.

We had anticipated that our digital design work and external content work might be steady once a new Government was in place. However, the type of work and the pipeline of work has not

materialised and is less than anticipated. We can go 'back to basics' in that we don't need highly developed materials for all of our external communications.

It is believed that the Communications function can be more appropriately resourced for the nature and complexity of our communications work in the foreseeable future.

To make this change, we are proposing to disestablish the following positions:

- Design Advisor

- Senior Advisor ECOMS

- Senior Content Specialist

Government Services team

We are proposing to change the reporting line for members of the existing Ministerial Services and Government Accountability teams. However, we are not proposing any changes to the staff-level positions in the proposed merged Government Services team at this time.

In bringing our government accountability and ministerial services capability together under one Manager, and under a General Manager leadership structure, we have an opportunity to find efficiency across the team's workflow. We expect that all members of the team will support all Government Services activity and will look for ways to integrate processes across the wider Communications & Government Services area.

Impacts for positions and people

A summary of the positions proposed to be disestablished or changed from the current group structure are noted below.

Current Function & Team	Position	Current reporting manager	Impact	No of positions
Digital	Manager, Digital	General Manger People and Community	Some change in role and role title	1
Digital	Support Consultant Sharepoint and Digital	Manager, Digital	Disestablished	1
Digital	Technical Support Consultant	Manager, Digital	Disestablished	1
Digital	Test Automation Engineer	Manager, Digital	Disestablished	1
Digital	Business Analyst	Manager, Digital	Disestablished	1
Digital	Developer	Manager, Digital	Disestablished	1
Digital	Scrum Master	Manager, Digital	Disestablished	1
People and Community	Workforce Lead	General Manager People and Community	Disestablished	1
People and Community	Principal Advisor, Health Safety and Wellbeing	General Manager People and Community	Disestablished	1
People Service	Senior Advisor Talent and Acquisition	Manager, People Services	Disestablished	1
Communications	Head of Communications	Deputy Chief Executive Organisational Performance	Disestablished	1
Communications	Manager, Corporate Communications and Channels	General Manager, Communications	Disestablished	1
Communications	Manager, External Communications and Madia	General Manager, Communications	Disestablished	1
Communications	Design Advisor	Manager, Corporate Communications and Channels	Disestablished	1
Communications	Senior Advisor ECOMS	Manager, Corporate Communications and Channels	Disestablished	1
Communications	Senior Content Specialist	Manager, Corporate Communications and Channels	Disestablished	1

Government Services	Head of Government Services	Deputy Chief Executive Organisational Performance	Disestablished	1
Government Services	Manager, Ministerial Services	Head of Government Services	Disestablished	1
Government Services	Manager, Government Accountability	Head of Government Services	Disestablished	1
Crown Entity Monitoring	Head of Crown Entity Monitoring	Deputy Chief Executive Organisational Performance	Some change in role and role title	1
Legal	Business Assistant	Head of Legal	Disestablished	1

Appendix A identifies impacts for all positions in this group, along with the proposed change process for the people in those positions.

The positions available in the proposed new structure are listed in **Appendix B**.

Part C: Proposed change process

Our aim is to retain the skills, knowledge and experience we need to achieve Our Kaupapa, and deliver priorities and expectations for Government as our context changes over time.

This proposed process has been designed to reflect the terms and conditions across all of HUD's employment agreements. While the language differs across the change provisions in these employment agreements, we believe the overall intent is the same; if in doubt, the terms and conditions in your employment agreement will apply.

Appendix A – Proposed position Impacts identifies the impact for your position and the proposed change process. If you need further clarification on how you may be impacted or affected by these proposed changes, please talk to your manager, or you can email myfeedback@hud.govt.nz.

How we assess the impacts and identify the right change process for you

To help you understand the proposed change process, we have included some information below about how we assess the impact of change.

You can read more detail about this part of our change approach on our Change Hub.

- Step 1: We assess the impact of the changes on your substantive position e.g. no change, some change, or significant change.

- Step 2: We assess the impact of the changes on you personally, taking into account your terms and conditions of employment with us – through this we identify if you are impacted or affected by the proposed changes

- Step 3: We identify a proposed outcome for you, or a proposed transition pathway that will ultimately end in an outcome for you. Broadly, that outcome may be reconfirmation, reassignment or redundancy.

This assessment applies only to your substantive position – the position you are employed into on a permanent basis, rather than any position you are acting in or seconded into. If you are seconded into a position within HUD or to another agency we will let you know what this may mean for your secondment arrangements.

Fixed term employees will continue on their fixed term as per the terms and conditions of their employment agreement.
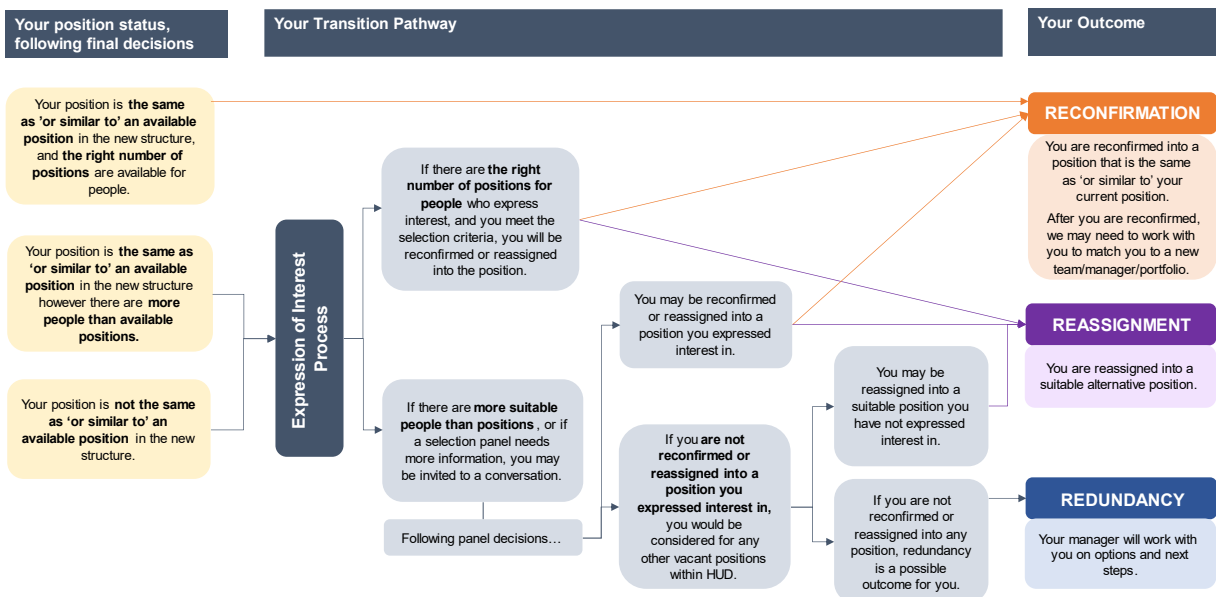
Overview of our proposed process

There are three outcomes for people in this change process. You may be:

1) **Reconfirmed** into a position that is 'the same as or substantially similar to'; or

2) If not reconfirmed, then **reassigned** to a suitable alternative position; or

3) If not reconfirmed or reassigned, then **redundancy** may be the outcome.

The flow chart below shows the different pathways of the proposed change process and how they will work at a high level.

Our proposed change process

Your position status, following final decisions	Your Transition Pathway		Your Outcome

Your position is **the same as 'or similar to' an available position** in the new structure, and **the right number of positions** are available for people.

Your position is **the same as 'or similar to' an available position** in the new structure however there are **more people than available positions.**

Your position is **not the same as 'or similar to' an available position** in the new structure.

Expression of Interest Process

If there are **the right number of positions for people** who express interest, and you meet the selection criteria, you will be reconfirmed or reassigned into the position.

If there are **more suitable people than positions**, or if a selection panel needs more information, you may be invited to a conversation.

Following panel decisions…

You may be reconfirmed or reassigned into a position you expressed interest in.

If you **are not reconfirmed or reassigned into a position you expressed interest in,** you would be considered for any other vacant positions within HUD.

You may be reassigned into a suitable position you have not expressed interest in.

If you are not reconfirmed or reassigned into any position, redundancy is a possible outcome for you.

RECONFIRMATION
You are reconfirmed into a position that is the same as 'or similar to' your current position.
After you are reconfirmed, we may need to work with you to match you to a new team/manager/portfolio.

REASSIGNMENT
You are reassigned into a suitable alternative position.

REDUNDANCY
Your manager will work with you on options and next steps.

* We are proposing to offer the option of voluntary redundancy only to people in positions where there are more people than available positions. If your voluntary redundancy request is accepted, an offer of voluntary redundancy will be confirmed to you in writing and your manager will work with you on next steps. See the 'Option of voluntary redundancy' section for further information on this process.

Reconfirmation

Reconfirmation will happen where a position is considered **'the same as, or substantially similar to'** your current position.

A position is considered the same as 'or substantially similar to' your current position if there are no changes, or if there are some changes to your position that are minor and reasonable e.g. we are proposing a change to a position title, that your position reports to a different direct line manager, or there is a change in work focus or ways of working that are not considered material.

You may be reconfirmed into a position where:

- the new role/position description is the same (or substantially similar to) as what you currently do, and
- the salary and other terms and conditions for the new position are no less favourable, and
- the location of the new position is the same.

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Reassignment

Reassignment can occur into another position that is a **'suitable position'** for you.

A suitable position would be in the same location, with comparable duties and responsibilities (- or any other position on terms the employee agrees to accept). The position should not involve so significant a change in duties as to be unreasonable, taking into account your skills, attributes and potential to be retrained.

Pathway 1: Outcomes that may be confirmed at the time of final decisions

You may be reconfirmed or reassigned into a position at the time of final decisions.

Note: We have identified in Appendix A – Proposed Position Impacts if we are proposing to reconfirm or reassign you into a position at the time of final decisions.

Reconfirmation*:*
If your position is considered 'the same as or substantially similar to' a position in the new structure, there are enough available positions for the number of people, and you are the clear candidate for the position, you would be reconfirmed into a position at the time of final decisions. You would no longer be impacted by this change process.

Reconfirmation outcomes where there is a change in reporting line will be confirmed in writing. Refer below for how we are proposing to apply this process in the Policy group.

Reassignment*:*
If you cannot be reconfirmed into a position, and we have identified another position that is a 'suitable position' for you, there are enough available positions for the number of people, and there you are the clear candidate for the position, you would be reassigned into a position at the time of final decisions. You would no longer be impacted by this change process.

If we are unable to reconfirm or reassign you into a position at the time of final decisions, you would be eligible to participate in an expression of interest process (refer Pathway 2) for available positions in the future structure.

Policy Group: Proposed transition process for people who are reconfirmed into a position at the time of final decisions

Through these changes we are proposing to reset the shape and size of our teams.

If you currently work in the teams below, we propose to reconfirm you into a position at the time of final decisions, and advise you of any change to your reporting manager:

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Māori Housing Policy: Current Advisors and Senior Advisors in our Māori Housing Policy team will be reconfirmed, and will continue to report to the Head of Māori Housing Policy.

Operational Policy & Service Design: Current Advisors and Senior Advisors in our Operational Policy & Service Design teams will be reconfirmed, and will report to the Manager, Policy position that is proposed to have a focus on Operational Policy & Government Targets.

Other Policy Teams - 'Team Assignment Process'
If you are an Advisor, Senior Advisor, or Business Assistant currently working in a different policy team, we would reconfirm you into a position at the time of final decisions, however we would need some more time to work through who your reporting manager will be in the new model.

We are proposing a 'team assignment process' for this, and the proposed process would happen after our Tier 4 Policy Manager positions have been filled.

We would aim to match you with a similar type of policy work as you are currently doing. Alternatively, if you wish to explore doing different policy work utilising your current skills, you will have an opportunity to let us know what portfolio and type of work you are interested in.

Our General Managers and Policy Managers would then work together to assign people to portfolios, taking into account your preferences. Reporting managers would be confirmed around early July.

Proposed timeline for Team Assignment processes

We are aiming to select leaders first, where possible, so that they can be involved in decisions around their future teams. As such we are proposing to stagger the opening and closing dates for the team assignment process.

Date	Activity
Friday 28 June – Friday 12 July	Policy Team Assignment process for people who are reconfirmed into a staff-level position

Pathway 2: Outcomes that would need further work after final decisions

If you **have not been reconfirmed or reassigned into a position at the time of final decisions,** it is likely because your substantive position is:

- the same as 'or similar to' more than one available position; or

- the same as 'or similar to' a position however there are fewer positions available in the new structure than people (e.g. we have a 'staff surplus'); or

- not the same as 'or similar to' any of the positions in the new structure.

In this situation, we need to do some more work with you to match you to available positions in our new structure, and to confirm your outcome.

We are proposing to use an Expressions of Interest (EOI) process to 'advertise' options that are available, and to select people for available positions.

Proposed Expression of Interest (EOI) and selection process

Through this process you will let us know which available position/s you are interested in. You will share information to help inform our decision making, and we will select people for positions.

The EOI process will be available to affected employees who have not been reconfirmed or reassigned into a position at the time of final decisions.

Note: We have identified in Appendix A – Proposed Position Impacts if we are proposing that you participate in an EOI process, based on your substantive position.

In the EOI process we are proposing to ringfence specific positions for people who would otherwise have been reconfirmed or reassigned into a position but there are not enough positions available in the future structure e.g. where we go from 'many positions' in our current structure to 'fewer positions' in our future structure. We are also proposing to offer voluntary redundancy to people in these positions.

Option of Voluntary Redundancy

We are offering the opportunity of voluntary redundancy to people in specific roles, rather than offering this opportunity 'across-the-board'.

We are proposing to offer this option to:

- affected people who have not been reconfirmed or reassigned into a position in the new structure at the time of final decisions;

  and

- where we are reducing the number of positions for a type of role in the future e.g. going from 'many positions' in our current structure to 'fewer positions' in the future structure.

Note: If you are eligible to express interest in voluntary redundancy, this will be proposed to you in writing at the time of consultation and confirmed in writing on final decisions. We have also identified in Appendix A – Proposed Position Impacts if we are proposing that you are eligible to express interest in voluntary redundancy through the EOI process.

If you are considering expressing interest in voluntary redundancy, you can request an estimate of your redundancy compensation payment by contacting myfeedback@hud.govt.nz.

Voluntary redundancy is not available to fixed term employees, people who have resigned from HUD, or people in any other positions in HUD.

We are proposing to use the Expressions of Interest process to gather requests for voluntary redundancy. This means that as you identify your preference for available positions in our future structure, you can also select 'Voluntary Redundancy' as a preference, if you wish.

We would consider your request for voluntary redundancy within our broader EOI process. This means we will consider all expressions of interest received (for both available positions, and

voluntary redundancy) when deciding if we will accept your request for voluntary redundancy.

When assessing your expression of interest, we will consider:

- the impact on HUD if we accepted your request, including whether you have any critical capability (skills, experience, knowledge) that we need to retain for the work we need to do in the future

- where appropriate, any personal circumstances you share with us through the EOI process.

Where a selection panel feel they need more information from you to make a decision, you may be invited to a conversation with a panel member about your request.

If your voluntary redundancy request is accepted, an offer of voluntary redundancy will be confirmed to you in writing, and you will have 48 hours to confirm your acceptance of this outcome. If you accept voluntary redundancy you would no longer be affected by the change process. You may choose to decline an offer of voluntary redundancy.

How we will gather information and make decisions

We need to have the right information to make fair and consistent decisions. The EOI process is not a traditional recruitment process, and we want you to feel supported through the process. CVs are not required, and we are not proposing to use any formal assessments to support our decision making.

We have proposed position descriptions and proposed selection criteria for positions that are available in our future structure. You can learn more about these in Appendix C: Proposed selection criteria, and Appendix D: Proposed position descriptions.

When the EOI process opens, you would receive an email containing a link to an EOI form (in Word format) along with some supporting guidance about how to complete the form, and where and when to submit your EOI.

The EOI form would ask you to:

- identify your preferences for up to three available options –for available positions in our future structure, and/or for voluntary redundancy if you are eligible; where you may have multiple choices available, you will also be asked to identify which of these options is your 1st, 2nd or 3rd preference

- describe your capability (e.g. your skills, experience, attributes and potential to be retrained) based on the position description and the proposed selection criteria for each available position you are expressing interest in.

We may also ask you to answer question to help us understand your capability in relation to the position you are expressing interest in e.g. a capability or scenario-based question. In Appendix C – Proposed Selection Criteria we have identified where we anticipate we would ask a capability or scenario-based selection question.

Note: If you do not submit an expression of interest, your manager will talk with you to understand why you have chosen not to participate in the EOI process. We would still consider you for available positions based on our existing knowledge of your skills and abilities and take into account your individual circumstances.

A selection panel will explore the information shared via the EOI process, with a panel chair leading the selection activity.

The make-up of panels will depend on the positions you have expressed interest in; this will likely be a mixture of Senior Leader/s (DCE or Tier 3), and an experienced member of our People team.

When making decisions, the panel will consider:

- your preference/s for positions and/or for voluntary redundancy if you are eligible

- your capability e.g. your skills, experience, attributes and potential to be retrained

- your career aspirations

- the position description/s and selection criteria

- HUD's business needs and the right balance of capability across a team and function.

The panel would consider your capability against the selection criteria using a 1 to 5 scale:

1	2	3	4	5
Significant Development Needed	Development Needed	Capable	Strength	Role Model
Does not demonstrate capability level required, with significant development needed	Meets some capability level required, with some development needed.	Meets capability level required with some small gaps.	Exceeds capability level required with no gaps.	Exceeds capability level required and is considered a role model or expert.

Where there are clear matches for reconfirmation or reassignment arising from the EOI process (e.g. one person expresses interest in a position, and their capability matches that position), these outcomes will be confirmed as quickly as possible.

Where there are more people being considered than available positions, or where the panel feel they need more information from you to make a decision, you may be invited to a conversation with a panel member. This is not a formal 'interview' because this is not a traditional recruitment process. If needed, a panel member may also ask you if they can contact another person in the organisation, e.g. a current or previous leader, to seek additional information in relation to your expression of interest.

Proposed timeline for EOI and Team Assignment processes

We are aiming to select leaders first, where possible, so that they can be involved in decisions around their future teams. As such we are proposing to stagger the opening and closing dates for the EOI and team assignment process for different positions.

Date	Activity
Thursday 13 June – Friday 21 June	EOI Processes for affected Tier 3 Leaders (GMs/Heads of/Chief positions)
Monday 17 June – no later than Wednesday 3 July	EOI Processes for affected Tier 4 Managers EOI Processes for affected Principal Advisors EOI Processes for affected staff in OP and SIG

Friday 28 June – Friday 12 July	Policy Team Assignment process for people who are reconfirmed into a staff-level position
By Friday 5 July 2024	All affected people will know their final change outcome

Decisions and outcomes

Panel chairs will recommend outcomes for individuals arising from the EOI process – both selection for positions, and voluntary redundancy requests.

- Outcomes for Principal Advisors, Managers and senior leaders will be approved by the Chief Executive

- Outcomes for other team-level positions will be approved by the relevant Deputy Chief Executive.

If you are reconfirmed or reassigned into a position, a panel chair or an appropriate manager will discuss this outcome with you. Your outcome will be confirmed in writing, and you will have the opportunity to seek advice if you wish.

Reassignment is an 'offer' and this will reflect your individual terms and conditions of employment, for example, this may include an offer of an equalisation allowance, where this is included in your employment agreement and is appropriate. If you do not wish to take up the new position that you are reconfirmed or reassigned into, you would not be eligible for redundancy compensation.

If your request for Voluntary Redundancy is accepted, a panel chair or an appropriate manager will discuss this outcome with you. Your outcome will be confirmed in writing, and you will have the opportunity to seek advice if you wish. If you accept the offer, you would receive redundancy compensation in accordance with your employment agreement and the Public Service Act 2020. More information is in the 'Redundancy' section below.

If you are not reconfirmed or reassigned into a position, this means redundancy is a possible outcome for you, and a panel chair or an appropriate manager will discuss this outcome with you. Redundancy is the last resort and will only be considered where reconfirmation or reassignment are not possible. All options will be explored before redundancy is confirmed, and more information is in the 'Redundancy' section below.

Redundancy

Redundancy would be confirmed to you in writing, and your notice period will reflect your terms and conditions of employment, which is generally a notice period of no less than one months' notice. You would be provided with no less than this or payment in lieu thereof.

During your notice period we will explore the possibility of redeployment to another public service agency through processes coordinated by Te Kawa Mataaho | Public Service Commission. Given other agencies are working through similar organisational change processes, opportunities for sector redeployment may be limited.

Any entitlement to redundancy compensation would be in accordance with your employment agreement and the Public Service Act 2020. You would also be offered an opportunity to participate in an outplacement support programme, e.g. to help you build your job search skills. We would also make sure you have appropriate time to actively participate in recruitment

processes with HUD or with other organisations during your notice period.

Reviewing your change outcome

If you disagree with the way we have applied the change process provisions in your employment agreement through this process. We encourage you to discuss your concerns with your manager as soon as possible so that we can work together to resolve issues as quickly as possible.

If your concerns aren't resolved, then you can seek a formal review. This must be raised formally with your leader within 5 working days of becoming aware of the action relating to the review.

Filling vacancies once decisions have been made

Any positions that are vacant at the end of the expression of interest and selection process may be advertised internally and/or externally using HUD's normal recruitment process.

Appendix A: Proposed position impacts

We have assessed the impact of the proposed changes for positions in the groups that are in-scope for this change. The table below details the proposed impact for positions, and the proposed change process for the people in those positions. If a position is not mentioned below, there is no impact on that position.

Impacts for positions in Strategy, Insight and Governance

Function & Team	Position	Proposed impact for position	Proposed change outcome or transition pathway
Community Housing Regulatory Authority (CHRA)	Business Assistant	No change	Reconfirmed
Community Housing Regulatory Authority (CHRA)	Financial Advisor	No change	Reconfirmed
Community Housing Regulatory Authority (CHRA)	Head of Community Housing Regulatory Authority (CHRA)	No change	Reconfirmed
Community Housing Regulatory Authority (CHRA)	Principal Advisor	No change	Reconfirmed
Community Housing Regulatory Authority (CHRA)	Regulatory Advisor	No change	Reconfirmed
Community Housing Regulatory Authority (CHRA)	Regulatory Advisor	No change	Reconfirmed
Community Housing Regulatory Authority (CHRA)	Regulatory Advisor Operations	No change	Reconfirmed
Community Housing Regulatory Authority (CHRA)	Senior Advisor	No change	Reconfirmed
Community Housing Regulatory Authority (CHRA)	Senior Advisor	No change	Reconfirmed
Community Housing Regulatory Authority (CHRA)	Senior Advisor	No change	Reconfirmed
Community Housing Regulatory Authority (CHRA)	Senior Advisor	No change	Reconfirmed
Community Housing Regulatory Authority (CHRA)	Senior Operational Policy Advisor	No change	Reconfirmed
Community Housing Regulatory Authority (CHRA)	Senior Operational Policy Advisor	No change	Reconfirmed
Community Housing Regulatory Authority (CHRA)	Senior Regulatory Advisor	No change	Reconfirmed
Data and Products	Advisor	No change	Reconfirmed
Data and Products	Advisor	No change	Reconfirmed
Data and Products	Advisor	No change	Reconfirmed

Function & Team	Position	Proposed impact for position	Proposed change outcome or transition pathway
Data and Products	Advisor	No change	Reconfirmed
Data and Products	Advisor	No change	Reconfirmed
Data and Products	Data Administrator	No change	Reconfirmed
Data and Products	Manager, Data and Products	No change	Reconfirmed
Data and Products	Principal Advisor	No change	Reconfirmed
Data and Products	Principal Advisor	No change	Reconfirmed
Data and Products	Senior Advisor	No change	Reconfirmed
Data and Products	Senior Advisor	No change	Reconfirmed
Impacts and Evaluation	Principal Advisor	Fewer positions available - 3 to 1	EOI Process - Principal Advisor - Strategy Evidence and Impacts
Impacts and Evaluation	Principal Advisor	Fewer positions available - 3 to 1	EOI Process - Principal Advisor - Strategy Evidence and Impacts
Impacts and Evaluation	Principal Advisor (WAI2750)	Fewer positions available - 3 to 1	EOI Process - Principal Advisor - Strategy Evidence and Impacts
Impacts and Evaluation	Manager, Impacts and Evaluation	Disestablish Position	EOI Process - Tier 4 Manager - Strategy and Impact
Impacts and Evaluation	Advisor	Some change - reporting line	Reconfirmed
Impacts and Evaluation	Advisor	Some change - reporting line	Reconfirmed
Impacts and Evaluation	Advisor	Some change - reporting line	Reconfirmed
Impacts and Evaluation	Business Assistant	Some change - reporting line	Reconfirmed
Impacts and Evaluation	Senior Advisor	Some change - reporting line	Reconfirmed
Impacts and Evaluation	Senior Advisor	Some change - reporting line	Reconfirmed
Impacts and Evaluation	Senior Advisor (WAI2750)	Some change - reporting line	Reconfirmed
Programme Implementation	Programme Manager	Disestablish position	Fixed term ends as per current end date
Programme Implementation	Programme Manager (EH)	Disestablish position	Fixed term ends as per current end date
Programme Implementation	Senior Project Coordinator (EH)	Disestablish position	Fixed term ends as per current end date
Programme Implementation	Principal Advisor	No Change	Reconfirmed
Programme Implementation	Principal Advisor	No Change	Reconfirmed
Programme Implementation	Project Coordinator	No Change	Reconfirmed
Strategy, Insight and Governance	Senior Administrator	Disestablish position	No same or similar position in new structure, express interest in other suitable positions
Strategy, Insight and Governance	Head of Programme Implementation	Some change to role and role title	Reassigned to Head of Governance Planning and Programmes

Function & Team	Position	Proposed impact for position	Proposed change outcome or transition pathway
Strategy, Insight and Governance	Chief Science Advisor	No change	Reconfirmed
Strategy, Insight and Governance	Deputy Chief Executive, Strategy, Insight and Governance	No change	Reconfirmed
Strategy, Insight and Governance	Executive Assistant	No change	Reconfirmed
Strategy, Insight and Governance	General Manager, System Insights and Strategy	No change	Reconfirmed
Strategy, Insight and Governance	Principal Advisor to the Chief Executive	No change	Reconfirmed
System Insights and Strategy	Chief Advisor	Some change - reporting line	Reconfirmed
System Intelligence	Manager, System Intelligence	No change	Reconfirmed
System Intelligence	Modelling Analyst	No change	Reconfirmed
System Intelligence	Principal Advisor	No change	Reconfirmed
System Intelligence	Principal Advisor	No change	Reconfirmed
System Intelligence	Senior Advisor	No change	Reconfirmed
System Intelligence	Senior Advisor	No change	Reconfirmed
System Intelligence	Senior Advisor	No change	Reconfirmed
System Intelligence	Senior Policy Advisor	No change	Reconfirmed
System Strategy	Senior Advisor	Fewer positions available - 2 to 1	EOI Process - Senior Advisor Strategy - Strategy Evidence and Impacts
System Strategy	Senior Policy Advisor	Fewer positions available - 2 to 1	EOI Process - Senior Advisor Strategy - Strategy Evidence and Impacts
System Strategy	Manager, System Strategy	Disestablish Position	EOI Process - Tier 4 Manager - Strategy and Impact
System Strategy	Principal Advisor	Some change - reporting line	Reconfirmed

Impacts for positions in Policy

Function & Team	Position	Proposed impact for position	Proposed change outcome or transition pathway
Homelessness	Principal Policy Advisor	Fewer positions available - 23 to 13	EOI Process - Principals - Policy
Homelessness	Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Homelessness	Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment

Homelessness	Senior Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Homelessness	Senior Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Housing Access and Support	Principal Policy Advisor	Fewer positions available - 23 to 13	EOI Process - Principals - Policy
Housing Access and Support	Principal Policy Advisor	Fewer positions available - 23 to 13	EOI Process - Principals - Policy
Housing Access and Support	Manager, Housing Access and Support	Disestablish Position	EOI Process - Tier 4 Manager - Policy
Housing Access and Support	Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Housing Access and Support	Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Housing Access and Support	Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Housing Access and Support	Senior Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Housing Access and Support	Senior Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Housing Access and Support	Senior Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Housing Access and Support	Senior Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Housing Access and Support	Senior Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Housing Supply and Affordability	Principal Policy Advisor	Fewer positions available - 23 to 13	EOI Process - Principals - Policy
Housing Supply and Affordability	Principal Policy Advisor	Fewer positions available - 23 to 13	EOI Process - Principals - Policy
Housing Supply and Affordability	Manager, Housing Supply and Affordability	Disestablish Position	EOI Process - Tier 4 Manager - Policy
Housing Supply and Affordability	Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Housing Supply and Affordability	Senior Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Housing Supply and Affordability	Senior Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Housing Supply and Affordability	Business Assistant	Some change - reporting line	Reconfirmed - Policy Team Assignment
Policy	Business Assistant	No change	Reconfirmed
Policy	Chief Advisor, Auckland	Some change to role and role title	Reconfirmed to Chief Advisor Policy
Māori Housing Policy	Head of Māori Housing Policy	No Change	Reconfirmed
Māori Housing Policy	Policy Advisor	No Change	Reconfirmed
Māori Housing Policy	Policy Advisor	No Change	Reconfirmed
Māori Housing Policy	Senior Policy Advisor	No Change	Reconfirmed
Māori Housing Policy	Senior Policy Advisor	No Change	Reconfirmed

Operational Policy	Principal Advisor	Fewer positions available - 23 to 13	EOI Process - Principals - Policy
Operational Policy	Principal Advisor	Fewer positions available - 23 to 13	EOI Process - Principals - Policy
Operational Policy	Principal Advisor	Fewer positions available - 23 to 13	EOI Process - Principals - Policy
Operational Policy	Principal Advisor (EH)	Fewer positions available - 23 to 13	EOI Process - Principals - Policy
Operational Policy	Manager, Operational Policy	Disestablish Position	EOI Process - Tier 4 Manager - Policy
Operational Policy	Business Assistant	Some change - reporting line	Reconfirmed - Policy Team Assignment
Operational Policy	Advisor	Some change - reporting line	Reconfirmed
Operational Policy	Senior Advisor	Some change - reporting line	Reconfirmed
Operational Policy	Senior Advisor	Some change - reporting line	Reconfirmed
Planning and Infrastructure team 1	Principal Policy Advisor	Fewer positions available - 23 to 13	EOI Process - Principals - Policy
Planning and Infrastructure team 1	Principal Policy Advisor	Fewer positions available - 23 to 13	EOI Process - Principals - Policy
Planning and Infrastructure team 1	Principal Policy Advisor	Fewer positions available - 23 to 13	EOI Process - Principals - Policy
Planning and Infrastructure team 1	Principal Policy Advisor	Fewer positions available - 23 to 13	EOI Process - Principals - Policy
Planning and Infrastructure team 1	Manager, Planning and Infrastructure team 1	Disestablish Position	EOI Process - Tier 4 Manager - Policy
Planning and Infrastructure team 1	Business Assistant	Some change - reporting line	Reconfirmed - Policy Team Assignment
Planning and Infrastructure team 1	Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Planning and Infrastructure team 1	Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Planning and Infrastructure team 1	Senior Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Planning and Infrastructure team 1	Senior Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Planning and Infrastructure team 1	Senior Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Planning and Infrastructure team 2	Principal Policy Advisor	Fewer positions available - 23 to 13	EOI Process - Principals - Policy
Planning and Infrastructure team 2	Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Policy and Legislation Design	General Manager, Policy and Legislation Design	Some change to role and role title	Reconfirmed to General Manager Policy, Housing Settings and Affordability

Service Design	Principal Advisor	Fewer positions available - 23 to 13	EOI Process - Principals - Policy
Service Design	Manager, Service Design and Operational Policy	Disestablish Position	EOI Process - Tier 4 Manager - Policy
Service Design	Senior Advisor	Some change - reporting line	Reconfirmed
Service Design	Senior Advisor	Some change - reporting line	Reconfirmed
Service Design	Senior Advisor	Some change - reporting line	Reconfirmed
Service Design	Senior Advisor	Some change - reporting line	Reconfirmed
Service Design and Operational Policy	Principal Advisor to GM	Fewer positions available - 23 to 13	EOI Process - Principals - Policy
Service Design and Operational Policy	General Manager, Service Design and Operational Policy	Disestablish Position	EOI Process - Tier 3 Leader - GM Communications and Government Services
Service Design and Operational Policy	Executive Assistant	Some change - reporting line	Reconfirmed
Solutions Design and Implementation	Executive Assistant	No change	Reconfirmed
System Policy	Executive Assistant	No change	Reconfirmed
System Policy	General Manager, System Policy	Some change to role and role title	Reconfirmed to General Manager Policy - Housing Supply and Quality
Tenancy and Tenures	Principal Policy Advisor	Fewer positions available - 23 to 13	EOI Process - Principals - Policy
Tenancy and Tenures	Principal Policy Advisor	Fewer positions available - 23 to 13	EOI Process - Principals - Policy
Tenancy and Tenures	Manager, Tenancy and Tenures	Disestablish Position	EOI Process - Tier 4 Manager - Policy
Tenancy and Tenures	Business Assistant	Some change - reporting line	Reconfirmed - Policy Team Assignment
Tenancy and Tenures	Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Tenancy and Tenures	Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Tenancy and Tenures	Senior Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Tenancy and Tenures	Senior Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Urban Development Enablement	Principal Policy Advisor	Fewer positions available - 23 to 13	EOI Process - Principals - Policy
Urban Development Enablement	Principal Policy Advisor	Fewer positions available - 23 to 13	EOI Process - Principals - Policy
Urban Development Enablement	Principal Policy Advisor	Fewer positions available - 23 to 13	EOI Process - Principals - Policy
Urban Development Enablement	Manager, Urban Development Enablement	Disestablish Position	EOI Process - Tier 4 Manager - Policy
Urban Development Enablement	Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment

Urban Development Enablement	Senior Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Urban Development Enablement	Senior Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Urban Development Enablement	Senior Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Urban Development Projects	Principal Policy Advisor	Fewer positions available - 23 to 13	EOI Process - Principals - Policy
Urban Development Projects	Principal Policy Advisor	Fewer positions available - 23 to 13	EOI Process - Principals - Policy
Urban Development Projects	Manager, Urban Development Projects	Disestablish Position	EOI Process - Tier 4 Manager - Policy
Urban Development Projects	Senior Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment

Impacts for positions in Organisational Performance

Function & Team	Position	Proposed impact for position	Proposed change outcome or transition pathway
Communications	Head of Communications	Disestablish Position	EOI Process - Tier 3 Senior Leader - GM Communications and Government Services
Corporate Communications and Channels	Senior Advisor ECOMS	Disestablish Position	EOI Process - Senior Advisor - Communications
Corporate Communications and Channels	Senior Content Specialist	Disestablish Position	EOI Process - Senior Advisor - Communications
Corporate Communications and Channels	Manager, Corporate Communications and Channels	Disestablish Position	EOI Process - Tier 4 Manager - Communications
Corporate Communications and Channels	Design Advisor	Disestablish Position	No same or similar position in new structure, express interest in other suitable positions
Corporate Communications and Channels	Senior Advisor Digital Channels	Some change - reporting line	Reconfirmed
Crown Entity Monitoring	Head of Crown Entity Monitoring	Some change to role and role title	Reconfirmed to Head of Kāinga Ora Review Implementation
Crown Entity Monitoring and Appointments	Manager, Crown Entity Monitoring and Appointments	No change	Reconfirmed
Crown Entity Monitoring and Appointments	Principal Advisor	No change	Reconfirmed
Crown Entity Monitoring and Appointments	Senior Advisor	No change	Reconfirmed

Digital	Developer	Fewer positions available - 2 to 1	EOI Process - Developer - Digital
Digital	Developer	Fewer positions available - 2 to 1	EOI Process - Developer - Digital
Digital	Business Analyst	Disestablish Position	No same or similar position in new structure, express interest in other suitable positions
Digital	Scrum master	Disestablish Position	No same or similar position in new structure, express interest in other suitable positions
Digital	Support Consultant - SharePoint and Digital	Disestablish Position	No same or similar position in new structure, express interest in other suitable positions
Digital	Technical Support Consultant	Disestablish Position	No same or similar position in new structure, express interest in other suitable positions
Digital	Test automation engineer	Disestablish Position	No same or similar position in new structure, express interest in other suitable positions
Digital	Manager, Digital	Some change to role and role title	Reassignment to Digital and Workplace
Digital	Business Solutions Architect	No change	Reconfirmed
Digital	Digital Workplace Support	No change	Reconfirmed
Digital	Digital Workplace Support	No change	Reconfirmed
Digital	Information Management Lead	No change	Reconfirmed
Digital	Principal Cloud Advisor	No change	Reconfirmed
Digital	Principal Oracle Advisor	No change	Reconfirmed
Digital	Principal Security Advisor	No change	Reconfirmed
Digital	Senior Reporting Analyst	No change	Reconfirmed
Digital	Technical Delivery Lead	No change	Reconfirmed
External Communications and Media	Manager, External Communications and Media	Disestablish Position	EOI Process - Tier 4 Manager - Communications
External Communications and Media	Media Lead	Some change - reporting line	Reconfirmed
External Communications and Media	Principal Advisor ECOMS	Some change - reporting line	Reconfirmed
Finance	Head of Finance (Chief Financial Officer)	No change	Reconfirmed
Finance Reporting and Control	Accounts Administrator	No change	Reconfirmed
Finance Reporting and Control	Assistant Financial Accountant	No change	Reconfirmed

Finance Reporting and Control	Manager, Finance Reporting and Control	No change	Reconfirmed
Finance Reporting and Control	Senior Financial Reporting Accountant	No change	Reconfirmed
Financial Performance and Planning	Finance Business Partner	No change	Reconfirmed
Financial Performance and Planning	Finance Business Partner	No change	Reconfirmed
Financial Performance and Planning	Finance Business Partner	No change	Reconfirmed
Financial Performance and Planning	Finance Business Partner	No change	Reconfirmed
Financial Performance and Planning	Financial Analyst	No change	Reconfirmed
Financial Performance and Planning	Management Accountant	No change	Reconfirmed
Financial Performance and Planning	Management Accountant	No change	Reconfirmed
Financial Performance and Planning	Manager, Financial Performance and Planning	No change	Reconfirmed
Financial Performance and Planning	Principal Advisor	No change	Reconfirmed
Government Accountability	Manager, Government Accountability	Disestablish Position	EOI Process - Tier 4 Manager - Govt Services
Government Accountability	Advisor Government Accountability	Some change - reporting line	Reconfirmed
Government Accountability	Senior Advisor Government Accountability	Some change - reporting line	Reconfirmed
Government Accountability	Senior Advisor Government Accountability	Some change - reporting line	Reconfirmed
Government Services	Head of Government Services	Disestablish Position	EOI Process - Tier 3 Manager - GM Communications and Government Services
Government Services	Lead Private Secretary	No change	Reconfirmed
Government Services	Principal Advisor	Some change - reporting line	Reconfirmed
Investment Monitoring	Manager, Investment Monitoring	No change	Reconfirmed
Investment Monitoring	Principal Advisor	No change	Reconfirmed
Legal	Business Assistant	Position Disestablished	Reassignment to Executive Assistant
Legal	Head of Legal (Chief Legal Advisor)	No change	Reconfirmed
Legal	Junior Solicitor	No change	Reconfirmed
Legal	Junior Solicitor	No change	Reconfirmed

Legal	Principal Solicitor	No change	Reconfirmed
Legal	Principal Solicitor	No change	Reconfirmed
Legal	Principal Solicitor	No change	Reconfirmed
Legal	Principal Solicitor	No change	Reconfirmed
Legal	Senior Solicitor	No change	Reconfirmed
Legal	Senior Solicitor	No change	Reconfirmed
Legal	Senior Solicitor	No change	Reconfirmed
Ministerial Services	Manager, Ministerial Services	Disestablish Position	EOI Process - Tier 4 Manager - Govt Services
Ministerial Services	Advisor Ministerial Services	Some change - reporting line	Reconfirmed
Ministerial Services	Advisor Ministerial Services	Some change - reporting line	Reconfirmed
Ministerial Services	Advisor Ministerial Services	Some change - reporting line	Reconfirmed
Ministerial Services	Senior Advisor Ministerial Services	Some change - reporting line	Reconfirmed
Ministerial Services	Senior Advisor Ministerial Services	Some change - reporting line	Reconfirmed
Organisational Performance	Deputy Chief Executive, Organisational Performance	No change	Reconfirmed
Organisational Performance	Executive Assistant	No change	Reconfirmed
People	Senior Advisor Talent Acquisition	Disestablish Position	No same or similar position in new structure, express interest in other suitable positions
People	Manager, People Services	No change	Reconfirmed
People	Payroll Lead	No change	Reconfirmed
People	Payroll Officer	No change	Reconfirmed
People	People Advisor	No change	Reconfirmed
People	Senior Advisor People and Culture	No change	Reconfirmed
People	Senior Advisor People and Culture	No change	Reconfirmed
People	Coordinator	No change	Reconfirmed
People and Community	Principal Advisor, Health, Safety and Wellbeing	Disestablish Position	No same or similar position in new structure, express interest in other suitable positions
People and Community	Executive Assistant	No change	Reconfirmed
People and Community	Executive Assistant	No change	Reconfirmed
People and Community	General Manager, People and Community	No change	Reconfirmed
People and Community	Principal Advisor OD	No change	Reconfirmed
People and Community	Principal Advisor P&C	No change	Reconfirmed

People and Community	Senior Advisor, Health, Safety and Wellbeing	No change	Reconfirmed
Workplace	Workplace Coordinator	No change	Reconfirmed

Appendix B: Proposed available positions in our new structure

The table below identifies available positions in our new structure, along with the business group and the number of positions available.

We have also identified if we are proposing to 'ringfence' an EOI process for people who have not been reconfirmed or reassigned into a position at the time of final decisions. You will know if you may need to participate in an EOI process from Appendix A – Proposed Position Impacts, and from your individual letter.

You can read more about our proposed process in Part C: Proposed Change Process.

We have proposed position descriptions and proposed selection criteria for positions that are available in our future structure. You can learn more about these in Appendix C: Proposed selection criteria, and Appendix D: Proposed position descriptions.

Group	Function & Team	Position	Reports to	Pay Band	No of positions	Existing positions eligible to express interest
Policy	All group	**Manager, Policy (Tier 4)**	General Manager, Policy	Band 20	6	8 currently Tier 4 Managers in our Policy group
	All group	**Principal Advisor, Policy**	Manager, Policy	Band 19	13	23 current Principal Advisors in our Policy group
Strategy Insight & Governance	System Insight & Strategy – Strategy & Impact	**Manager, Strategy & Impact (Tier 4)**	General Manager, System Insight & Strategy	Band 20	1	2 current Tier 4 Managers in System, Insights & Strategy • Manager System Strategy • Manager Evaluation & Impacts.
	System Insight & Strategy – Strategy & Impact	**Principal Advisor**	Manager, Strategy & Impact	Band 19	1	3 current Principal Advisors in our Evaluation & Impacts team.
	System Insight & Strategy – Strategy & Impact	**Senior Advisor (Strategy)**	Manager, Strategy & Impact	Band 17	1	2 current Senior Advisors in our System Strategy team.
	System Insight & Strategy – System	**Senior Advisor**	Manager, System Intelligence	Band 17	1	N/A – any affected people can express interest

		Intelligence				
	Governance, Planning & Programmes	**Governance, Programmes & Risk Lead**	Head of Governance, Planning & Programmes	Band 19	1	N/A – any affected people can express interest
	Governance, Planning & Programmes	**Project Manager**	Head of Governance, Planning & Programmes		1	TBC - Position based on requirements of Policy function. Advertised at a later date.
	Governance, Planning & Programmes	**Senior Project Coordinator**	Head of Governance, Planning & Programmes	Band 15	1	N/A – any affected people can express interest
Organisational Performance	People & Community – Digital & Workplace	**Developer**	Manager, Digital & Workplace	Band 18	1	2 current Developers in our Digital team
	Communications & Government Services	**General Manager, Communications & Government Services (Tier 3)**	Deputy Chief Executive, Organisational Performance	Band 22	1	3 current Tier 3 senior leaders: - General Manager Operational Policy and Service Design - Head of Communications - Head of Government Services
	Communications & Government Services	**Manager, Communications (Tier 4)**	General Manager, Communications & Government Services	Band 20	1	2 current Tier 4 Managers in Communications - Manager, Corporate Communications and Channels - Manager, External Communications and Media
	Communications & Government Services	**Senior Advisor, Communications**	Manager Communications	Band 17	1	2 current Senior Advisors in Communications: - Senior Content Specialist - Senior Advisor ECOMS

	Communications & Government Services	**Advisor, Communications**	Manager, Communications	Band 15	1	TBC - Position based on requirements of the Communications function. Advertised at a later date.
	Communications & Government Services	**Manager, Government Services (Tier 4)**	General Manager, Communications & Government Services	Band 20	1	2 current Tier 4 Manager positions in Government Services: - Manager, Government Accountability - Manager, Ministerial Services

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Appendix C: Proposed selection criteria for available positions

The table below identified available positions in our new structure, along with the business group and the number of positions available.

You will know if you may need to participate in an EOI process from Appendix A – Proposed Position Impacts, and from your individual letter.

You can read more about our proposed process in Proposed Change Process, and learn more about the available new positions in Appendix B.

Group	Function & Team	Position	Reports to	Pay Band	No of positions	Proposed Selection Criteria
Policy	All group	**Manager, Policy (Tier 4)**	General Manager, Policy	Band 20	6	Evidence of: • The ability to successfully manage the end-to-end policy lifecycle - from problem definition to analysis of options, to advice, the design of detailed policy, legislation and funding settings, through to implementation and monitoring of policy outcomes. • A track record for building relationships and trust with Ministers. • Improving culture and/or performance through building capability, or by managing the performance or behaviour of others.
	All group	**Principal Advisor, Policy**	Manager, Policy	Band 19	13	Evidence of: • The ability to successfully influence the end-to-end policy lifecycle - from problem definition to analysis of options, to advice, the design of detailed policy, legislation and funding settings, through to implementation and monitoring of policy outcomes. • Leading programmes of work and project teams on complex and sensitive areas • Improving the quality of policy analysis, advice or outcomes through coaching others to grow their capability.

						A scenario/technical question will be included in this EOI process. The written response should be no longer than one page.
Strategy Insight & Governance	System Insight & Strategy – Strategy & Impact	**Manager, Strategy & Impact (Tier 4)**	General Manager, System Insight & Strategy	Band 20	1	Evidence of: • Successfully building strong team culture, delivering through others and collaborating across business groups. • A strong grasp of the housing and urban system to inform the development of quality products • Proven ability to shape and deliver a research and evaluation work programme to support system outcomes.
	System Insight & Strategy – Strategy & Impact	**Principal Advisor**	Manager, Strategy & Impact	Band 19	1	Evidence of: • The ability to successfully identify what 'good' looks like across applied research and evaluation for the housing and urban system • Communicating research and evaluation results in ways that support application by policy or operational colleagues, including tailoring scope to ensure timely delivery • Improving the quality of work through coaching others to grow their capability. A scenario/technical question will be included in this EOI process. The written response should be no longer than one page.
	System Insight & Strategy – System Intelligence	**Senior Advisor Strategy**	Manager Strategy & Impact	Band 17	1	Evidence of: • A good understanding of the housing and urban system and ability to keep up to date with what is happening across HUD and how it impacts on system outcomes. • Strong written and verbal communication skills and ability to take the lead on the drafting of strategy-led products

System Insight & Strategy – System Intelligence	**Senior Advisor**	Manager, System Intelligence	Band 17	1	Evidence of: • Senior economic and quantitative skills and ability to engage with other technical experts across HUD and wider. • Ability to build strong relationships with policy colleagues and translate complex analysis into actionable insights that are useful in the policy context.
Governance, Planning & Programmes	**Governance, Programmes & Risk Lead**	Head of Governance, Planning & Programmes	Band 19	1	Evidence of: • Significant experience leading work programmes with oversight of organisational programme management activity, risk management, governance, and assurance activity. • Depth of expertise in portfolio, programme, and project management, and establishing processes for initiating, reviewing and providing assurance over priority projects. • Positively impacting organisational culture and/or performance through building capability in others.
Governance, Planning & Programmes	**Senior Project Coordinator**	Head of Governance, Planning & Programmes	Band 15	1	Evidence of: • Experience of programme or project co-ordination of complex, large scale or multiple projects dealing with internal and external stakeholders. • Strong attention to detail and robust time management skills when working under pressure. • Experience implementing new business information systems and structures to improve processes and efficiency.

Organisational Performance	People & Community – Digital & Workplace	**Developer**	Manager, Digital & Workplace	Band 18	1	Evidence of: • Developing tools or applications with Microsoft Power Platform or Dynamics 365 that positively impact business outcomes • Demonstrated experienced using knowledge of organisation and housing system to develop fit-for-purpose solutions • Ability to work self-manage, and work independently to solve problems appropriately.
	Communications and Government Services	**General Manager, Communications and Government Services**	Deputy Chief Executive Organisational Performance	Band 22	1	Evidence of: • A deep understanding of the political environment and how to successfully navigate parliamentary and public sector processes. • Successfully developing and implementing and strategy and approach across your area of responsibility to improve the way we meet statutory requirements and support HUD and Ministers offices. • Building capability in others to safeguard the Ministry's reputation while positively impacting organisational culture and/or performance.
	Communications & Government Services	**Manager, Communications (Tier 4)**	General Manager, Communications & Government Services	Band 20	1	Evidence of: • Working with customers within HUD and the Ministers office to support the development and maintenance of an integrated internal and external communications, social media and digital channels strategy • Providing communications planning, advice and guidance, supporting customers/the Ministers office to successfully navigate a complex stakeholder issue or risk within tight timeframes and to a quality standard

						• Improving culture and/or performance through building capability, or by managing the performance or behaviour of others.
	Communications & Government Services	**Manager, Government Services (Tier 4)**	General Manager, Communications & Government Services	Band 20	1	Evidence of: • Successfully improving services and processes by understanding and meeting the changing needs of customers and stakeholders including Ministerial support • Providing technical planning, advice and guidance to successfully navigate a complex stakeholder issue or risk within tight timeframes and to a quality standard • Improving culture and/or performance through building capability, or by managing the performance or behaviour of others.
	Communications & Government Services	**Senior Advisor Communications**	Manager Communications	Band 17	1	Evidence of: • Developing and delivering a well-considered communications approach and supporting material (internal and external) that meets customer needs, including effective advice on best use of communications channels and techniques • Experience developing quality content for and managing a range of internal and external channels e.g. social media, intranet, website/s • Ability to identify and avoid or successfully navigate issues or reputational risks through using effective communications.