



Proactive Release

The following documents have been proactively released by the Department of the Prime Minister and Cabinet (DPMC), on behalf of the Deputy Prime Minister, Hon Grant Robertson:

Implementation Unit 2022 Work Plan

The following documents have been included in this release:

Title of paper: Implementation Unit 2022 Work Plan (CPC-22-SUB-0003 refers)

Title of minute: Implementation Unit 2022 Work Plan (CPC-22-MIN-0003 refers)

Title of minute: Report of the Cabinet Priorities Committee: Period Ended 4 March 2022 (CAB-22-MIN-0057)

Some parts of this information release would not be appropriate to release and, if requested, would be withheld under the Official Information Act 1982 (the Act). Where this is the case, the relevant section of the Act that would apply has been identified. Where information has been withheld, no public interest has been identified that would outweigh the reasons for withholding it.

Key to redaction code:

Section 9(2)(f)(iv), to maintain the confidentiality of advice tendered by or to Ministers and officials

In Confidence

Office of the Deputy Prime Minister

Cabinet Priorities Committee

Implementation Unit: 2022 work plan

Proposal

- 1 This paper seeks confirmation of the Implementation Unit's (the Unit) proposed list of priority programmes to work on for 2022 and the scope of the Unit's involvement in each programme.

Relation to government priorities

- 2 The Unit's operations are critical to enabling the successful delivery of Government priorities, particularly *accelerating economic recovery* and *laying foundations for the future*.

Executive Summary

- 3 The Unit's work plan for 2022 will include follow-on work from programmes assessed in 2021 and new assignments across additional priority programmes. Follow-on work from the Unit's 2021 programme covers the New Zealand Upgrade Programme (transport); Carbon Neutral Government Programme; Infrastructure Reference Group projects; Budget 2019 Mental Health and Addiction Package; and Emergency and Transitional Housing.
- 4 There are six additional priority programmes that I am proposing the Unit adds to its work programme for 2022/2023. These are the Te Aorerekura – the national strategy to eliminate family violence and sexual violence; the Three Waters reform programme; Emissions Reduction Plan; Immigration Rebalance; the Health system reforms; and He Waka Eke Noa. The scope and length of the Unit's involvement varies across each programme, depending on the stage of the programme and the complexity of the work.
- 5 The Unit has capacity for additional programmes of work in the second half of 2022 and for the first half of 2023. The Unit will review its work programme in June 2022 to assess its capacity and scope additional programmes of work or follow on work. I will report back to the Cabinet Priorities Committee (CPC) on 26 July 2022 on any changes to the Unit's work programme. This will include any additional programmes that I propose to add to the work programme.

Background

- 6 On 25 August 2021 Cabinet Business Committee **approved** the Unit's purpose and operating model [CAB-21-MIN-0071 refers].
- 7 Since August 2021 the Unit has completed six assignments across the following priority programmes: Mental Health and Addiction Package; Jobs for Nature;

Infrastructure Reference Group; New Zealand Upgrade (transport); Emergency and Transitional Housing; and the Carbon Neutral Government Programme.

- 8 I provided an update on the Unit's Reports and its findings to the Cabinet Priorities Committee (CPC) in December 2021. [CPC-21-SUB-0032 refers]
- 9 In December 2021, CPC **noted** that I would bring a proposed work programme for the Unit for 2022 to CPC in February 2022. Given the timing of CPC meetings in February, I am bringing the Unit's work programme to the CPC meeting on 1 March. [CPC-21-MIN-0034; CAB-21-MIN-0519 refers]

Unit work programme: proposed list of programmes and scope

- 10 The Unit's 2022 work programme includes:
- 10.1 follow on work from the Unit's reports completed in 2021; and
 - 10.2 new assignments across additional priority programmes for 2022.
- 11 The Unit's assignments involve two types of work. In some commissions, I have directed the Unit to work alongside agencies to assist with implementation planning or implementation, depending on the stage of the programme. The Unit will also undertake stocktakes of progress to assess agencies' delivery of key programmes. Both types of work will provide Ministers with assurance that priority programmes are on track to deliver their intended benefits in their intended timeframes.
- 12 The Unit has a third type of work that is unable to be planned and which is likely to be used sparingly. That is the ability at my direction to undertake a Rapid Assessment of an issue in order to ascertain the nature and scope of an issue and assist in identifying any further steps needed. This will typically be a one- to two-week piece of work.

Follow on work from the Unit's 2021 reports

- 13 In 2021, the Unit identified follow-on work in the New Zealand Upgrade Programme (transport); Carbon Neutral Government Programme; Infrastructure Reference Group projects; Budget 2019 Mental Health and Addiction Package; and Emergency and Transitional Housing. The scope of the follow-on work is set out below.

New Zealand Upgrade Programme - Transport

- 14 In November 2021 the Unit assessed the working arrangements between agencies and officials that support the delivery of the transport component of the New Zealand Upgrade Programme (NZUP), to help ensure that the new governance structures are embedded rapidly.
- 15 The first assessment was very early in the process of putting new arrangements in place and a full assessment could not be done at that time. I have therefore directed the Unit to review the effectiveness of the working arrangements between agencies with responsibilities for NZUP Transport and advise on any improvements that could be made to reporting to Joint Ministers. This work will begin in March and the Unit will report back to me by 29 April 2022.

- 16 The commissioning brief for this work is set out in Appendix A.

Carbon Neutral Government Programme

- 17 In December 2021 the Unit completed a stocktake of progress against the delivery of the Carbon Neutral Government Programme (CNGP).
- 18 I have directed the Unit to assist the Ministry for the Environment (MfE), the Ministry of Business, Innovation and Employment (MBIE) and the Energy, Efficiency and Conservation Authority (EECA) as a ‘critical friend’ as they consider changes to governance, reporting, and programme management arrangements and prepare their report back to CNGP Ministers by the end of May 2022. This support will begin in March and continue until May 2022. This will include informing options developed by the relevant agencies (with the Treasury) to streamline the State Sector Decarbonisation Fund process, including a mechanism for urgent approval of decisions.
- 19 The commissioning brief for this work is set out in Appendix B.

Infrastructure Reference Group Projects

- 20 The Unit undertook a programme status update of the delivery of projects under the COVID-19 Response and Recovery Fund (CRRF), focussing on projects that Kānoa is responsible for, which reported back to me in November 2021.
- 21 I have now directed the Unit to assess the implementation of the recommendations from its November report and their impact on delivery of the Infrastructure Reference Group programme. This work will commence in April 2022. A stocktake report will be delivered to me by 27 May 2022.
- 22 The commissioning brief for this work is set out in Appendix C.

Mental Health and Addiction Package

- 23 Following the Unit’s completion of the Mid-Term Review of the Budget 2019 Mental Health and Addiction Package in July 2021, I directed the Unit to:
- 23.1 support the Ministry of Health’s (MoH) Mental Health and Addiction Directorate and the Department of Corrections to implement the recommendations of the Unit’s Mid-Term Review; and
 - 23.2 undertake a second stocktake of progress across the Budget 2019 package to assess progress and ensure that recommendations arising from the Unit’s Mid-Term Review are having their intended impacts on delivery.
- 24 The Unit continues to work alongside agencies and will provide a short close out report to me in March 2022. The Unit will commence a stocktake of progress in April 2022 and deliver a report to me by 17 June 2022.
- 25 The commissioning brief for this work is set out in Appendix D.

Emergency and Transitional Housing

26 In November 2021, the Unit undertook an initial assessment of the working arrangements of agencies responsible for delivering emergency and transitional housing. The Ministry of Social Development (MSD) and the Ministry of Housing and Urban Development (HUD) are s9(2)(f)(iv)

27 I have directed the Unit to undertake three pieces of follow-on work:

27.1 *Lessons learned from the Rotorua pilot:* This report is due to me by 11 March 2022, to assist in identifying lessons learned from the emergency housing pilot established in Rotorua in 2021. It will help inform Ministerial decisions on the s9(2)(f)(iv)

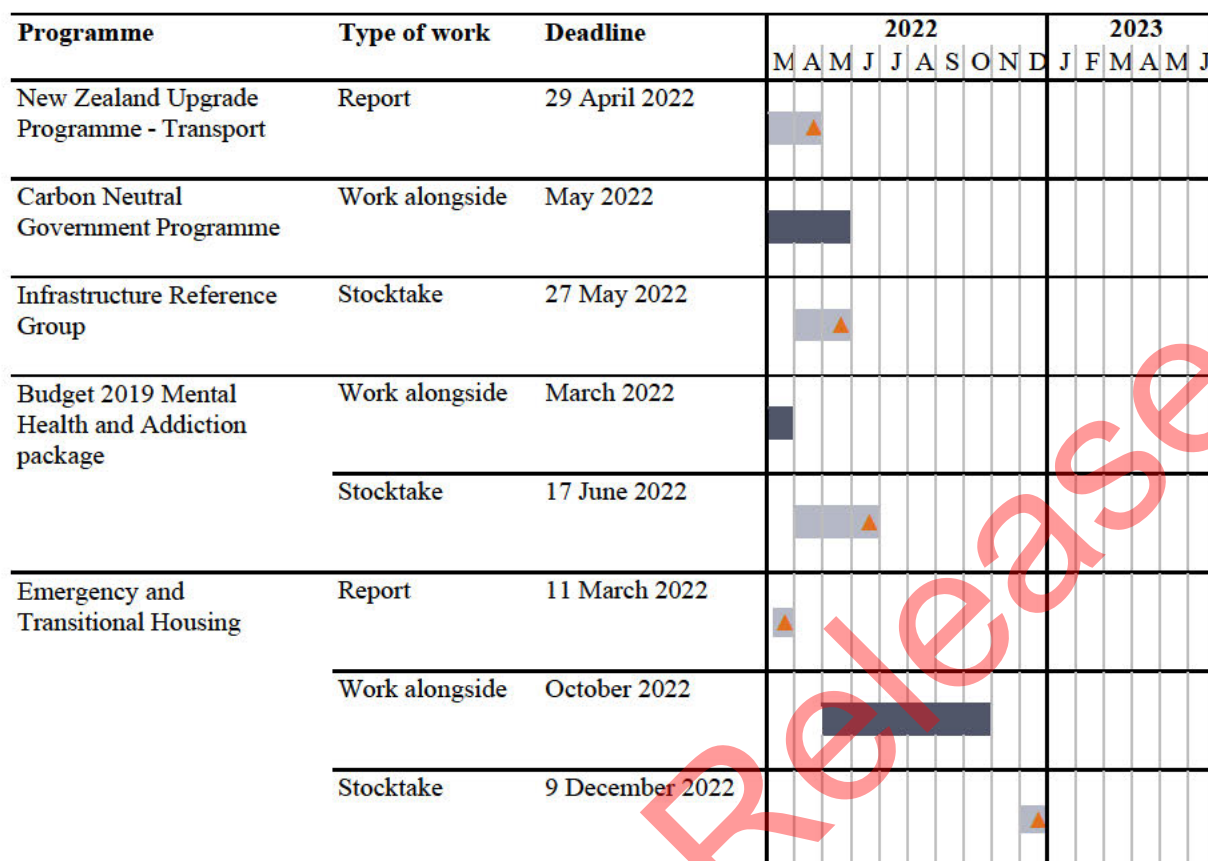
27.2 *Working alongside:* The Unit will work alongside delivery agencies to provide support and advice as they s9(2)(f)(iv) will continue through to October 2022.

27.3 *Stocktake of progress from decisions made:* The Unit will undertake a stocktake of s9(2)(f)(iv) A stocktake report will be delivered to me by 9 December 2022.

28 The commissioning brief for the first two pieces of work is set out in Appendix E. The commissioning brief for the stocktake will be prepared as part of the Unit's June review of its work programme.

Implementation Unit 2022 deadlines for follow on work

29 The deadlines I have directed the Unit to work to for the follow-on work are set out in Figure 1.



Key

- Working alongside
- Preparing report
- Report due

Figure 1. Deadlines for the Unit's follow-on work

Proposed list of new programmes and scope

30 The programmes that I am proposing for inclusion in the Unit's work programme for 2022/2023 are complex programmes where successful delivery will generate significant benefits for New Zealanders. These are programmes or initiatives that are multi-year; generally involve several agencies in the delivery phase; and represent a substantial financial commitment from the Government.

31 The programmes I am proposing for inclusion in the Unit's work programme, and the scope of the work involved, are set out below.

Te Aorerekura – the national strategy to eliminate family violence and sexual violence (March – May 2022, with possible extension)

32 Te Aorerekura is the Government's 25-year strategy aimed at eliminating family and sexual violence in New Zealand. The new Executive Board for the Elimination of Family Violence and Sexual Violence (the Executive Board), an inter-departmental executive board under the Public Service Act 2020, has the responsibility for monitoring, supporting and coordinating the implementation of Te Aorerekura.

33 Given the new governance structure, and the complexity of the working arrangements between agencies, I intend to direct the Unit to work alongside the Executive Board as it works to establish its programme and reporting arrangements, focussing on the new

collaborative approach being taken by agencies. This will occur between March and May 2022 and will assist in providing assurance that its functions are well set up from the outset.

- 34 The proposed commissioning brief for the immediate work is set out in Appendix F.
- 35 I also intend to direct the Unit to undertake a stocktake of progress against the first Action Plan of Te Aorerekura in early 2023. I will direct the Unit to scope this work and prepare a commissioning brief as part of its review of its work programme in June 2022.

Three Waters reform programme (March – May 2022, with possible extension)

- 36 The aim of the Three Waters reform programme is to improve the safety, quality, resilience, accessibility and performance of the three waters services. The Three Waters reform programme represents a very significant investment in New Zealand's future infrastructure from the Crown and is a key priority for this Government.
- 37 The priority and scale of the reforms warrant the Unit's early involvement and ongoing delivery support. I intend to direct the Unit to help strengthen transition arrangements by supporting the Department of Internal Affairs and the National Transition Unit between March and May 2022. This will include assessing its transition and delivery plans, programme management arrangements, the clarity of roles and responsibilities, the effectiveness and transparency of governance arrangements, risk management, and the reporting of progress on key initiatives to Ministers.
- 38 The proposed commissioning brief for the immediate work is set out in Appendix G.
- 39 In 2023, I intend to direct the Unit undertake a stocktake of progress to review the readiness of agencies, local government and the interim Local Establishment Agencies to assume the accountability and delivery functions of the new water service entities. I will direct the Unit to scope this work and prepare a commissioning brief as part of its review of its work programme in June 2022.

Emissions Reduction Plan (March – April 2022, with possible extension)

- 40 The Emissions Reduction Plan (ERP) will set out the policies and strategies that New Zealand will take to meet its first emissions budget, helping to transition to a low-emissions future in a way that is achievable and affordable. The system infrastructure created for implementation of the ERP needs to be flexible, dynamic and enduring to ensure New Zealand meets its emissions budget.
- 41 Delivery of the ERP will require levers that reflect the multiple players in the system, and accountabilities that match the cross-cutting collaborative efforts of agencies. I intend to direct the Unit to work alongside MfE to support implementation planning for the ERP. This will include the Unit advising on the set-up of monitoring and programme management arrangements for implementation.
- 42 The proposed commissioning brief for this work is set out in Appendix H.

- 43 The monitoring of progress against the ERP is a priority for the Government. I am considering the scale of the Unit's ongoing involvement in this area. This is still to be determined. I will report back on any further decisions that are made. In the interim, I intend to direct the Unit to reassess the extent of its working alongside role with implementation agencies in June 2022.

Immigration Rebalance (March – July 2022, with possible extension)

- 44 In 2021 we announced our intent to rebalance the immigration system to support our economic strategy and the medium-term transition to a more productive and sustainable economy. Pursuing this shift now will leverage the opportunity presented by New Zealand's reconnecting with the world.
- 45 I am proposing to direct the Unit to work alongside MBIE Immigration Policy and Immigration New Zealand from March to July 2022 to support the development of implementation plans to support the 4 July 2022 go-live (stage one) for the Immigration Rebalance. The Unit would act as a 'critical friend' to provide further assurance and advice on solutions where implementation may be at risk.
- 46 The proposed commissioning brief for this work is set out in Appendix I.

It would be appropriate for the Unit to re-assess the extent of its working alongside role as the Immigration Rebalance enters the delivery phase from 4 July 2022. I intend to direct the Unit to provide further advice on its involvement in this programme for the remainder of 2022 as part of its review of its work programme.

Health system reforms (March – August 2022, with possible extension)

- 47 In 2018, the Government commissioned an independent review of the health system. Throughout 2021, Cabinet made a series of decisions to accept many of the independent review's recommended proposals and enact wider system changes. The reforms create a single national health service with two new agencies, Health New Zealand (HNZ) and the Māori Health Authority (MHA). A Public Health Agency (PHA) is being established within the Ministry of Health (MoH), and a Ministry for Disabled People (MDP) is being established and will be hosted by the Ministry of Social Development (MSD).
- 48 Together with the Minister of Health I intend to direct the Unit to support MoH as it develops and implements its operating model to work with HNZ, MHA, MDP and the PHA, with a primary focus on putting in place effective work arrangements across the Health agencies. We also intend to direct the Unit together with the Treasury to work with MoH to support it to design a new performance monitoring framework and to transition to new monitoring and accountability frameworks from 1 July 2022.
- 49 The reforms are a priority for the Government and the Unit's work will provide further assurance that the intended benefits from this significant redesign will be delivered. This support would take place through March to August 2022.

- 50 The proposed commissioning brief for this work is set out at Appendix J.
- 51 We intend to direct the Unit to support MoH to develop implementation plans for any investment received in Budget 2022 for capability uplift and to support the development of a longer-term reform programme that is fit for its role in the future system and aligns with iGPS and INZHP. I expect this work to occur July to October 2022 and a commissioning brief to be scoped in June 2022.
- 52 We also intend to direct the Unit to undertake a stocktake to check in on the effectiveness of the new working arrangements between agencies and identify any early issues as the new arrangements bed in. This would take place in the second half of 2022 and will include looking at how well the performance monitoring functions are bedding in. This work will be further scoped as part of the Unit's mid-year review of its work programme, and a commissioning brief prepared at this time.

He Waka Eke Noa (March – October 2022, with possible extension)

- 53 He Waka Eke Noa is a partnership between government and the primary sector to develop a system to measure, manage and reduce agricultural emissions, including an alternative agricultural emissions pricing scheme to the Emissions Trading Scheme. The success of the programme is foundational to the Government's broader climate change and environmental goals, including the Fit For a Better World 10-year roadmap for the primary sector.
- 54 I intend to direct the Unit to support the He Waka Eke Noa Programme Office to help provide assurance that the programme is on track to deliver its upcoming farm-level emissions reporting and planning milestones. This includes supporting the Office to assess progress reporting from the Partnership due in March 2022 and respond to any recommendations related to implementation that arise from the Climate Change Commission's Review due in June 2022. In addition, the Unit would support the Ministry for Primary Industries (MPI) and MfE with their plans for the implementation of the alternative agricultural emissions pricing mechanism (with options due for Cabinet's consideration later in 2022). The Unit's support will commence in March and continue until August 2022.
- 55 The proposed commissioning brief for this work is set out in Appendix K.
- 56 I am also proposing that the Unit undertakes a stocktake of progress towards the farm-level emissions reporting and planning milestones. The Unit will start this work in September 2022 and report back to me in October 2022. The commissioning brief will be prepared as part of the June 2022 review of the work programme.
- 57 I may also direct the Unit to support agencies to implement Cabinet's preferred pricing mechanism in 2023. I will direct the Unit to scope this work when Cabinet has made decisions, due in late 2022.

Income Insurance Scheme

- 58 The Income Insurance Scheme, through a partnership between Business NZ, the New Zealand Council of Trade Unions and the Government, will aim to minimise the financial impact of losing income and work through unemployment. The scheme is

still in the process of being designed with public consultation occurring through February 2022. If approved by Cabinet, the scheme would not be implemented until at least November 2023.

- 59 Should the Scheme be approved by Cabinet, I am proposing that the Unit supports implementation. I will report back to Cabinet on my proposed plans for the Unit's involvement as part of the Unit's mid-year review of its work programme, and a commissioning brief, if appropriate, will be put together at that time.

Implementation Unit 2022 deadlines for new assignments

- 60 The initial set of deadlines for the proposed new assignments are set out in Figure 2.

Figure 2. Deadlines for the Unit's new assignments

Programme	Type of work	Deadline	2022												2023					
			M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J		
Te Aorerekura	Work alongside	May 2022																		
	Stocktake	Early 2023*																		
Three Waters	Work alongside	May 2022																		
	Stocktake	June 2023*																		
Emissions Reductions Plan	Work alongside	April 2022 (with possible extension*)																		
Immigration Rebalance	Work alongside	July 2022 (with possible extension*)																		
Health System Reforms	Work alongside	July 2022																		
	Capability investment plan	October 2022																		
	Long term plan for MoH role	October 2022																		
	Stocktake	Late 2022*																		
He Waka Eke Noa	Work alongside	August 2022																		
	Stocktake	14 October 2022																		
	Work alongside	Early 2023*																		
Income Insurance Scheme	Work alongside	To be determined*																		

* The Unit will provide advice on the scope and timing of commissions as part of its review of its work programme in June 2022.

Key

	Working alongside
	Preparing report
	Report due
	To be determined

Next steps

- 61 The Unit's work programme as set out in this paper is a robust workload for the first six months' of 2022. The Unit retains capacity to add in programmes or address follow on work in the second half of 2022 and the first half of 2023.
- 62 The Unit will review its work programme in June 2022. On 26 July 2022, I will report back to CPC on this review, the Unit's progress for the first six months' of the year, and any additional programmes that I propose to include in the Unit's work programme for the latter half of 2022 and first part of 2023.

Consultation

- 63 Agencies were consulted in the preparation of the Commissioning Briefs appended to this paper. The agencies consulted were: Waka Kotahi, the New Zealand Transport Agency; KiwiRail; Ministry of Transport; the Energy, Efficiency and Conservation Agency; Ministry for the Environment; Ministry of Business, Innovation and Employment, including Immigration New Zealand; Crown Infrastructure Partners; Kānoa; Ministry of Health; Health Transition Unit; Department of Corrections; Ministry for Social Development; Ministry of Housing and Urban Development; Department of Internal Affairs; and Ministry for Primary Industries.
- 64 The Treasury was consulted on all Commissioning Briefs.
- 65 Te Kawa Mataaho, the Public Service Commission, was also informed of the Commissioning Brief for the Unit's involvement in the ERP and Te Aorerekura.

Financial Implications

- 66 There are no direct financial implications from this paper.

Legislative Implications

- 67 There are no legislative implications arising from this paper.

Impact Analysis

- 68 An Impact Statement is not necessary for this paper.

Human Rights

- 69 There are no Human Rights implications arising from this paper.

Gender Implications

- 70 There are no gender implications arising from this paper.

Disability Perspective

- 71 There are no matters arising from this paper that require a disability perspective.

Publicity

72 No publicity is planned as a result of this paper.

Proactive Release

73 I intend to proactively release this paper, its associated minute after the standard 30 business days from the decision being made by Cabinet.

Recommendations

The Deputy Prime Minister recommends that the Committee:

- 1 **note** that in December 2021, the Cabinet Priorities Committee (CPC) **noted** that the Deputy Prime Minister will bring a proposed work programme for 2022 for the Implementation Unit (the Unit) to CPC in February 2022 [**CAB-21-MIN-0034**];
- 2 **note** that the Unit will undertake follow-on work across the following programmes: The New Zealand Upgrade Programme (transport); Carbon Neutral Government Programme; Infrastructure Reference Group projects; Budget 2019 Mental Health and Addiction Package; and Emergency and Transitional Housing.
- 3 **agree** to the following new assignments and their initial scope being added to the Unit's work programme for 2022/2023:
 - 3.1 *Te Aorerekura*: to work alongside the Executive Board for the Elimination of Family Violence and Sexual Violence and its Business Unit to provide ongoing structured support as it establishes its new role from March to May 2022.
 - 3.2 *Three Waters reform programme*: To support the Department of Internal Affairs to strengthen the Three Waters reform programme's transition and delivery planning, governance, risk management, programme management and reporting from March to May 2022.
 - 3.3 *Emissions Reductions Plan*: To work alongside the Ministry for the Environment to support implementation planning from March to April 2022.
 - 3.4 *Immigration Rebalance*: To work alongside the Ministry of Business, Innovation and Employment (including Immigration New Zealand) to support the development of implementation plans from March to July 2022.
 - 3.5 *Health System Reforms*: To support the Ministry of Health as it identifies and implements its operating model, specifically the nature of its working arrangements with Health NZ, the Māori Health Authority, and the Ministry for Disabled People from March to August 2022.
 - 3.6 *He Waka Eke Noa*:
 - 3.6.1 To support the He Waka Eke Noa Programme Office, the Ministry for Primary Industries and the Ministry for the Environment to provide assurance that delivery milestones are on track and to plan

the implementation of emissions pricing options between March and August 2022.

3.6.2 To provide a stocktake of progress towards the programme's delivery milestones relating to emissions reporting by 14 October 2022.

- 4 **note** that the Implementation Unit still retains capacity to undertake additional assignments in the second half of 2022 and first half of 2023.
- 5 **note** that the Deputy Prime Minister will report back to CPC in July 2022 on the Unit's progress and any additional programmes of work to be included in the Unit's work programme.

Authorised for lodgement

Hon Grant Robertson

Deputy Prime Minister

Appendix A

Implementation Unit Commissioning Brief New Zealand Upgrade Programme Transport Assessment

Commissioning Agent:	Deputy Prime Minister
Commission to:	Implementation Unit, DPMC
Commission:	To provide report to the Deputy Prime Minister by 29 April 2022 on the effectiveness of the working arrangements between agencies that support the delivery of the transport component of the New Zealand Upgrade Programme and advise on any further improvements to reporting to Joint Ministers.

Background

The New Zealand Upgrade Programme (NZUP) is a large infrastructure programme announced in January 2020.

The Government announced a baseline reset for the transport components of the Programme in June 2021. The transport programme of NZUP currently encompasses 26 projects totalling \$8.7bn in funding.

As part of the baseline reset, officials reported back to Joint Ministers on the appropriate level of oversight and monitoring arrangements for the Programme, including a robust drawdown process for the tagged contingency, and invited Joint Ministers to report back to Cabinet for a decision on appropriate oversight and monitoring. New arrangements for roles and responsibilities supported by new delegations were put in place.

The Implementation Unit undertook an initial assessment of the implementation of the new working arrangements and reported to the Deputy Prime Minister in November 2021. This was in the very early stages of the implementation of new programme delegations.

The Implementation Unit found that Waka Kotahi and KiwiRail had responded positively to the new delegations and revised responsibilities for the NZUP Transport Programme. Both agencies had reviewed their governance arrangements and were making changes to strengthen them to account for their new responsibilities.

The Ministry of Transport was working with the Treasury, Waka Kotahi and KiwiRail to identify, agree and document the working arrangements, processes and timeframes that will give effect to their respective responsibilities.

Waka Kotahi and KiwiRail agreed to provide additional information in their reports to Joint Ministers - a summary of the impact and materiality of issues and risk at a project level and cumulatively across the Programme, together with a summary of the actions being taken to address and or mitigate the impact of significant issues. They were also considering how to better report project progress other than by the current budget spent metric.

Purpose

The purpose of this assignment is to review the effectiveness of the working arrangements between agencies with responsibilities for the transport component of NZUP and advise of any further improvements that could be made to reporting to Joint Ministers.

Scope

This assessment will:

- Assess the effectiveness of the working relationships between agencies and identify if any changes are needed to the provision of Ministry of Transport/the Treasury oversight and Delivery Agency assurance to Joint Ministers that Transport projects' scheduled benefits will be delivered on time and within budget.
- Identify if appropriate changes have been made by Waka Kotahi and KiwiRail to reporting to Joint Ministers following the Implementation Unit's report in November 2021.
- Identify if any further changes should be made to ensure Joint Ministers receive appropriate reporting so that they have an informed view of progress and delivery risks.

Parties

The assessment will be undertaken by the Implementation Unit which will work closely with the relevant senior leaders and officials from the Ministry of Transport, Waka Kotahi, and KiwiRail. The Treasury will support the Implementation Unit as required.

The Implementation Unit will be open and transparent and work constructively with agencies with the expectation that this is reciprocated.

Timeframe

The Implementation Unit will provide its assessment to the Deputy Prime Minister by the 29 April 2022.

Hon Grant Robertson
Deputy Prime Minister

Date:

Appendix B

Implementation Unit Commissioning Brief Carbon Neutral Government Programme Stocktake of Progress

Commissioning Agent:	Deputy Prime Minister
Commission to:	Implementation Unit, DPMC
Commission:	To work alongside the Ministry for the Environment (MfE), the Ministry of Business, Innovation and Employment (MBIE), and the Energy, Efficiency and Conservation Authority (EECA) as a 'critical friend' as they consider changes to governance and programme management arrangements, and strengthen reporting in the period March to May 2022 in particular.

Background

The Carbon Neutral Government Programme (CNGP) aims to combat climate change by requiring the public sector to achieve carbon neutrality by 2025. The programme requires public sector agencies to measure and publicly report on their emissions and to offset any emissions they cannot cut from 2025.

The CNGP is supported by the \$219.5m State Sector Decarbonisation Fund (SSDF) (also captured in the New Zealand Upgrade Programme). This funding finances the replacement of public sector coal boilers and supports the immediate purchase of electric or hybrid vehicles to start replacing the Government's petrol car fleet and also invests in energy efficient lighting.

The Programme involves all core government agencies. It is jointly overseen by the Ministry for the Environment (MfE), the Energy Efficiency and Conservation Authority (EECA) and the Ministry of Business, Innovation and Employment (MBIE).

On 10 December 2021, the Unit provided the Deputy Prime Minister with a stocktake report, which identified the status of delivery across government agencies and included a set of recommendations to help ensure the programme delivers its anticipated impact and outcomes.

CNGP Ministers and Cabinet agreed to the Unit's recommendations on the CNGP Programme including the Unit having a follow-on role working with agencies.

Purpose

The purpose is to work alongside MfE, MBIE and EECA as a 'critical friend' as they consider changes to governance and programme management arrangements and strengthen reporting particularly in the period March to May 2022. This will include informing the consideration by relevant agencies (with the Treasury) of the SSDF process.

Scope

The Implementation Unit will:

- Support MfE, MBIE and EECA as a 'critical friend' as they consider changes to governance and programme management and assist to strengthen reporting including:
 - Informing the expanded report back to CNGP Ministers in May 2022 on governance and programme management arrangements across the programme and within key agencies
 - Informing the consideration of a streamlined SSDF process to be developed by the Treasury, MBIE and EECA, and a mechanism for urgent approval decisions
- Work with MfE, MBIE and EECA as they continue to strengthen reporting to provide a more detailed view of organisations' progress ahead of Programme deadlines
- Support the Treasury, MBIE and EECA to ensure that allocated and approved funding is spent in a timely and effective manner.

Parties

The Implementation Unit will work closely with the relevant senior leaders and officials from the Programme Lead agency (MfE), as well as with EECA, MBIE, and other relevant agencies.

The Treasury will support the Implementation Unit as required.

The Implementation Unit will be open and transparent and work constructively with agencies with the expectation that this is reciprocated.

Timeframe

The Implementation Unit will provide regular updates to the Deputy Prime Minister as part of the Unit's regular reporting cycles. There will also be a note to the Deputy Prime Minister when the Unit's role ends.

Hon Grant Robertson
Deputy Prime Minister

Date:

Appendix C

Implementation Unit Commissioning Brief Infrastructure Reference Group Follow-Up

Commissioning Agent:	Deputy Prime Minister
Commission to:	Implementation Unit, DPMC
Commission:	Implementation Unit to check in to assess implementation of recommendations it made in November 2021 and their impact on delivery of the IRG programme by 27 May 2022.

Background

In May 2020, the Government established the Infrastructure Reference Group (IRG) to identify a pipeline of shovel-ready projects to support the economy during the COVID-19 rebuild and allocated a \$3 billion tagged contingency as part of the COVID-19 Response and Recovery Fund (CRRF) Foundation Package.

In November 2021 the Implementation Unit completed an IRG programme-wide status update, including a deeper dive for projects delivered by Kānoa Regional Development Unit, Ministry of Business, Innovation and Employment. The Unit found that the IRG programme is mostly on track to deliver. A recommendation of the Unit's 2021 review was to check in to assess agencies' implementation of its recommendations and the impact on delivery. It is important for the Unit to identify if its recommendations are impactful for the purposes of improving delivery.

A range of central government agencies, local governments, and non-government partners are responsible for delivering projects. This includes Crown Infrastructure Partners, Kāinga Ora and Ministry of Housing and Development, Ōtākaro Energy Efficiency and Conservation Authority, the Ministry for the Environment and the Ministry of Business, Innovation and Employment (MBIE), specifically Kānoa, the Regional Economic Development & Investment Unit. Other Government departments include NZ Defence Force, Kiwi Rail, NZ Police, Heritage NZ, Fire and Emergency NZ and Ministry of Justice.

Purpose

The purpose of the Implementation Unit's engagement is to assess implementation of recommendations it made in November 2021 and their impact on delivery of the IRG programme in May 2022.

Scope

The Implementation Unit will:

- Assess agencies' progress of its recommendations outlined in the November 2021 review, including if the overall progress of the IRG programme remains on track to deliver.

- Interview senior agency leaders to assess the impact of its recommendations, if they were effective and if not, why not.

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

Parties

The Implementation Unit will work with relevant senior leaders and teams at Crown Infrastructure Partners, Kānoa - Regional Economic Development & Investment Unit and other relevant IRG delivery agencies as appropriate.

Timeframe

The Implementation Unit will provide a report by 27 May 2022. Throughout the course of the Unit's support it will provide short progress reports to the Deputy Prime Minister as part of its regular reporting cycles.

Hon Grant Robertson
Deputy Prime Minister
Date:

Appendix D

Implementation Unit Commissioning Brief Year three stocktake of the Budget 2019 Mental Health and Addiction Package

Commissioning Agent:	Deputy Prime Minister and Minister of Health
Commission to:	Implementation Unit, DPMC
Commission:	To report back to the Deputy Prime Minister and Minister of Health by 17 June 2022 on the findings of a stocktake into the progress in the third year of the Budget 2019 Mental Health and Addiction Package including areas of improvement since the Implementation Unit's 2021 Mid-Term Review.

Background

In 2019, the Government allocated \$1.9bn to a package to significantly enhance the mental health and addiction system. In July 2021, the Implementation Unit conducted a Mid-Term Review of the programme to assess the current status of delivery, identify barriers, and evaluate programme management and reporting. The Review made a series of recommendations to ensure the programme delivers its intended impact (Attachment 1).

Since completing the Review, the Unit has provided agencies with ongoing support to implement the Review's recommendations. In October 2021, the Unit provided a Progress Update and found that agencies made good progress to strengthen delivery and had completed or were on track to implement the Review's recommendations.

In the Progress Update the Unit recommended its next report assess the delivery status of the package to determine whether the interventions put in place as a result of the Mid-Term Review are achieving their intended effects, and to report on any recommendations not yet completed. This stocktake would also serve as a benchmark review prior to the Ministry of Health's delivery and operational functions transferring to Health New Zealand on 1 July 2022.

Purpose

The purpose of the stocktake is to assess progress across the Budget 2019 Mental Health and Addiction package as a whole as well as its component parts, assess whether interventions arising from the Mid-Term Review are achieving their intended impacts on delivery, and identify any barriers to the successful delivery of the package.

Scope

The stocktake will include:

- Assessing the current status of delivery of the \$1.9bn package as a whole and for each of the key component parts of the programme, using the Mid-Term Review as a baseline.

- Assessing agencies' interventions made in response to the recommendations of the Mid-Term Review, including whether the interventions put in place are achieving or have achieved their intended effects.
- Identifying significant risks or barriers to delivery identified in the Mid-Term Review or that have arisen since the Mid-Term Review and assessing the effectiveness of actions taken to address any such barriers.
- Identifying whether adjustments or further work are needed to successfully deliver in the final year of the package.
- Assessing the success of the Health Infrastructure Unit's (HIU) intervention framework in driving down risk and accelerating delivery of projects in the Mental Health Infrastructure Programme (MHIP).

The stocktake will include all projects under the MHIP in its scope, including projects funded outside the Budget 2019 package.

Assessments on the transition of functions from the Ministry of Health to Health New Zealand is not within the scope of this stocktake.

Parties

The Implementation Unit will work with relevant senior leaders and working teams within the Ministry of Health (including the Health Infrastructure Unit), Health New Zealand, the Department of Corrections, the Ministry of Housing and Urban Development and other agencies. As needed, the Unit may engage other stakeholders including sectoral stakeholders, the Health Transition Unit, and the Mental Health and Wellbeing Commission.

Timeframe

The Implementation Unit will provide the stocktake to the Deputy Prime Minister and Minister of Health by 17 June 2022.

Hon Grant Robertson
Deputy Prime Minister
Date:

Hon Andrew Little
Minister of Health
Date:

Attachment 1

Recommendations of the Mid-Term Review of the 2019 Mental Health and Addiction Package (30 July 2021)

1. **Note** that agencies have made very good progress and that most initiatives funded in the Budget 2019 package are on track to deliver their intended outputs by 2023/24.
2. **Direct** the Director General of Health to work with his colleagues to put in place a cross-agency governance mechanism to ensure delivery of the remaining outputs, discuss common delivery issues and risks, particularly related to workforce, provider capability, procurement and reporting. **Accepted**
3. **Direct** the Director General of Health to elevate the internal Assurance Group to provide formal internal governance and to include the mental health infrastructure programme as part of its scope. **Accepted**

(note as the Assurance Group now has an external chair, it is more appropriate that it support the Ministry's Senior Responsible Official with implementation by acting as a "critical friend" than as an internal governance mechanism)
4. **Direct** the Director General of Health to provide advice to the Minister of Health as to how the Ministry will give effect to a system leadership role for mental health and addiction at an all of Government level with particular regard to the \$1.9bn initiatives. **Accepted**
5. **Direct** the Chief Executive of the Department of the Prime Minister and Cabinet to share the findings of this Review with public sector chief executives that are about system leadership, formal governance, planning and reporting and processes for approval of material changes to original outputs and budget allocations in large cross agency programmes. **Accepted**
6. **Direct** the Health Infrastructure Unit (HIU) to provide advice to the Minister of Health as to whether a ring-fenced funding allocation for mental health and addiction facilities should be provided for within the overall health infrastructure investment and how this would operate. **Accepted**

7. **Direct** the HIU to:
- 7.1. Establish a policy platform for the Mental Health Infrastructure Programme. **Accepted**
 - 7.2. Require the DHBs to use the Mental Health and Addictions Facility Design Guidance Note as a standard with approval being sought from the HIU for departure from the standard. **Accepted**
 - 7.3. Directly deliver projects or parts there-of where DHBs have limited capability and capacity as assessed pre-business case or later in the process if required. **Accepted**
 - 7.4. Work with Treasury to agree an appropriate business case template for mental health infrastructure projects that are less than \$10m **Accepted**
8. **Direct** the Ministry of Health to prepare a communications plan for the Minister of Health to consider that notes the success of delivery to date providing an opportunity to act as a background to the launch of *Kia Manawanui Aotearoa*. **Accepted**
9. **Agree** that this Mid-term review is proactively released, with any appropriate redaction where information would have been withheld under the Official Information Act 1982, in September 2021. **Accepted**
10. **Indicate** whether you would like the Implementation Unit (IU) to work with the Ministry of Health and Department of Corrections to strengthen planning and reporting on delivery throughout the remainder of the programme. **Accepted**

Appendix E

Implementation Unit Commissioning Brief Housing: Implementation of Cabinet Decisions on Emergency Housing System

Commissioning Agent: Deputy Prime Minister

Commission to: Implementation Unit, DPMC

Commission: To report to the Deputy Prime Minister by 11 March 2022 identifying and sharing lessons learned from emergency housing pilot in Rotorua and informing Ministerial decisions on emergency housing in 2022.

To support agencies responsible for s9(2)(f)(iv) [redacted] and to regularly report to the Deputy Prime Minister on progress.

To undertake a stocktake of progress in s9(2)(f)(iv) [redacted] and report to DPM by 9 December 2022

Background

In 2016 the Government implemented a range of emergency housing initiatives including an emergency housing grant and a transitional housing programme. Since 2016, pressure in New Zealand's housing market has increased the demand for emergency housing and COVID-19 has further exacerbated pressures on the emergency housing system. Cabinet has funded further initiatives to increase supply of places in transitional housing in 2020 and 2021.

Ministers directed the Ministry of Housing and Urban Development (HUD) and Ministry of Social Development (MSD) to undertake a review of the emergency housing system (the Review) in June 2021. s9(2)(f)(iv) [redacted]

In May 2021, the Government announced central government agencies had been working with the Rotorua Lakes Council and Te Arawa iwi on changes to provide better emergency housing support and provision in Rotorua. The Rotorua Pilot, a place based approach, is now operational and has established a new collaborative programme management and governance arrangement through a taskforce which includes Rotorua Lakes Council, Te Arawa iwi, Te Tūāpapa Kura Kāinga – Ministry of Housing and Urban Development (HUD), the Ministry of Social Development (MSD), Kāinga Ora and Te Puni Kōkiri.

In December 2021, the Implementation Unit completed a review of the emergency and transitional housing system assessing if responsible delivery agencies were taking a coordinated approach and to validate whether current programme management

arrangements, delivery plans, and reporting routines were fit-for-purpose. In response, Ministers requested a brief follow-up that will identify lessons learned of the Rotorua pilot to date and that will inform Ministerial decisions on the emergency housing system review in 2022. HUD is planning a two phased evaluation of the Rotorua Emergency Housing pilot over 2022 and 2023. The first phase is a formative evaluation, which will help identify the expected outcomes from the pilot. The second phase of the evaluation will look at the effectiveness of the model in beginning to achieve these outcomes. HUD and DPMC are working together to ensure the Implementation Unit's work on the Rotorua Pilot forms part of the first phase of the evaluation activity.

Purpose

The purpose of engaging the Implementation Unit is to support s9(2)(f)(iv) [redacted]. The Unit will do this by providing agencies responsible for the emergency housing system with ongoing support and advice as they s9(2)(f)(iv) [redacted] including lessons learned on the Rotorua Pilot and to provide the Deputy Prime Minister with assurance that agencies are on track to s9(2)(f)(iv) [redacted].

Scope

The Implementation Unit's support will be in three phases.

The **first phase** is to:

- Assess and identify lessons learned in the approach, processes and roles in setting up the Rotorua Pilot, including the establishment of a multi-sector taskforce, the one-stop housing hub, contracting of motels, and arrangements for wrap around social service supports.
- Assess and identify lessons learned in the engagement, inclusion and partnership of key stakeholders in the Rotorua Pilot including Te Arawa iwi, Rotorua District Lakes Council and social service providers.
- Identify aspects of the pilot that have worked well and explain reasons why to help inform ongoing work. At the same time aspects of the Rotorua Pilot that, looking back, could have benefited from a different approach, process or mechanism will also be identified and shared to support delivery agencies in their roles.

The **second phase** is to:

- Work alongside delivery agencies, to give advice and provide support to delivery agencies to s9(2)(f)(iv) [redacted] including providing advice on governance, accountabilities and programme management arrangements, planning, and reporting structures.

The **third phase** is to:

- Develop a Commissioning Brief outlining the purpose and scope of a stocktake on the progress of delivery agencies s9(2)(f)(iv) [redacted] for approval by the Deputy Prime Minister by the end of June 2022.

- Undertake a stocktake of progress on s9(2)(f)(iv) [redacted] identify any barriers to its successful implementation, and ensure that the right arrangements are in place for the model to deliver its intended benefits.

The Unit will report to the Deputy Prime Minister on agencies' progress as part of the its regular reporting cycle, commencing after agencies s9(2)(f)(iv) [redacted]

While the focus of this Commission is to support agencies s9(2)(f)(iv) [redacted] at agencies' discretion it may be suitable for the Implementation Unit to provide feedback on aspects of the Review and/or agencies' advice to Cabinet that are specifically related to implementation (for example, governance arrangements for overseeing delivery or options for the involvement of the Implementation Unit).

Parties

The Implementation Unit will work with senior leaders and working teams within HUD, MSD, Kāinga Ora, as well as other agencies or stakeholders where relevant. The Treasury will support the Implementation Unit as required. To support its work, the Implementation Unit may conduct fieldwork alongside agencies to validate delivery progress and may also engage other sectoral stakeholders and end-users or clients as needed.

The Implementation Unit will be open and transparent and work constructively with agencies with the expectation that this is reciprocated.

Timeframe

The Implementation Unit will provide progress reports to the Deputy Prime Minister as part of the Unit's regular reporting cycles, with reporting expected to begin s9(2)(f)(iv) [redacted]

The Unit will report to the Deputy Prime Minister on the Rotorua Pilot on 8 March 2022.

The Unit will complete an additional commissioning brief for the stocktake of the s9(2)(f)(iv) [redacted] The stocktake will report back to the Deputy Prime Minister by 9 December 2022.

Hon Grant Robertson
Deputy Prime Minister
Date:

Appendix F

Implementation Unit Commissioning Brief The Elimination of Family and Sexual Violence

Commissioning Agent:	Deputy Prime Minister
Commission to:	Implementation Unit, DPMC
Commission:	To work alongside the Executive Board for the Elimination of Family Violence and Sexual Violence and its Business Unit, to provide ongoing, structured support as it establishes its new role, and to provide Ministers with additional assurance that the delivery of Te Aorerekura is on track.

Background

Te Aorerekura, announced in December 2021, is the Government's 25-year national strategy to eliminate family violence and sexual violence in New Zealand. The strategy is supported by a two-year Action-Plan, which sets out the first suite of initiatives and agency and community provider priorities. Te Aorerekura is a unique all-of-government strategy which also enables community providers to take a lead in delivering government funded initiatives, recognising the critical role that these providers play in the prevention of family and sexual violence.

In December 2021 the Government also announced that the current Joint Venture of the Social Wellbeing Board will become a new Interdepartmental Executive Board for the Elimination of Family Violence and Sexual Violence (the IEB) under the Public Service Act 2020. The reset of these inter-agency arrangements reflects an opportunity for the Government to continue to deliver change in the family and sexual violence space.

The IEB will enable the collaborative responses and clear roles and responsibilities that are required to deliver Te Aorerekura. It will be focused on aligning strategy, policy, and budgeting functions across relevant agencies involved in the prevention and elimination of family and sexual violence; providing analysis and evidence to support Ministers to make decisions on specific interventions; and providing Ministers with an oversight of interventions and outcomes within the whole family violence and sexual violence sector. The IEB will also oversee Te Aorerekura and the Action Plan, and will monitor, support, and coordinate implementation, and other priority and cross-agency and community provider initiatives. Cabinet agreed these arrangements in 2021.

The unique and complex system and environment in which the IEB is working means that the arrangements and processes put in place are required to be both bespoke and fit-for-purpose.

Purpose

The purpose of engaging the Implementation Unit is to provide the IEB, and its Business Unit, with ongoing, structured support as it establishes its new role to ensure it has the right

plans and arrangements to deliver programme milestones in 2022 and beyond, as well as to provide Ministers with additional assurance that the delivery of Te Aorerekura is on track.

Scope

The Implementation Unit will act as a 'critical friend' by providing the Business Unit of the IEB with practical support and frank guidance as it works to establish its new role, with a core focus on the collaborative approach being taken between agencies. The Unit will work alongside the Business Unit to:

- Assist the IEB as it establishes its functions and embeds its responsibilities to ensure arrangements reflect a fit-for-purpose structure, and that all parts of its role and its functions will work cohesively together.
- Support the IEB as it builds the architecture to enable it to fulfil its role of monitoring, supporting, and coordinating implementation of Te Aorerekura across agencies and community providers.
- Actively test implementation plans and assist in strengthening planning where appropriate to help the IEB ensure that delivery planning is of a high standard and provides confidence that programme milestones will be met.
- Develop strong shared planning, coordination and monitoring functions across agencies and other community providers (where it is appropriate for the IEB to play a coordinating role).
- Explore whether and how data and reporting requirements can be coordinated and, if possible, streamlined across agencies and community providers involved in Te Aorerekura to assist in the IEB's coordination and monitoring role.

The Implementation Unit will report to the Deputy Prime Minister on this work as part of its monthly reporting.

In early 2023, the Unit will also undertake a stocktake of progress against the first Action Plan for Te Aorerekura, to ensure the programme is on track to be delivered, identify any barriers to its successful implementation, and ensure that the right arrangements are in place for the programme to deliver on its intended benefits. The scope of this stocktake will be developed in consultation with Ministers and the IEB in mid-2022 as part of the Unit's mid-year review of its work programme.

Parties

The Implementation Unit will primarily support the relevant senior leaders and working teams within the Business Unit, and, where appropriate, other agencies involved in the IEB (Justice, Police, Corrections, Education, Health, Social Development, Te Puni Kōkiri, Oranga Tamariki, the Public Service Commission and ACC). From time to time, the Unit may engage other stakeholders including other agencies and social providers involved in Te Aorerekura.

Timeframe

The Implementation Unit will provide support for three months initially between March and May 2022.

The Implementation Unit will provide reports to the Deputy Prime Minister as part of the Unit's regular reporting cycles. On or before 20 May 2022, the Implementation Unit will provide a concluding report with a recommendation on whether or in what form support for the Business Unit should continue.

The Unit will complete an additional commissioning brief for its stocktake of the implementation of Te Aorerekura as part of the June review of the Unit's work programme.

Hon Grant Robertson
Deputy Prime Minister
Date:

Appendix G

Implementation Unit Commissioning Brief Three Waters Reform Programme

Commissioning Agent:	Deputy Prime Minister
Commission to:	Implementation Unit, DPMC
Commission:	<p>To support the Department of Internal Affairs to strengthen Three Waters Reform Programme transition and delivery planning, governance, risk management, programme management and reporting from March to May 2022.</p> <p>To assess readiness of delivery agencies, interim entities and local government from May to June 2023 to meet critical milestones necessary for four new water service entities to go live 1 July 2024. The Unit will regularly report to the Deputy Prime Minister on progress.</p>

Background

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

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

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

Purpose

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

Scope

The Implementation Unit will:

In phase one:

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

In phase two:

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

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

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

Parties

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

Timeframe

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

~~IN CONFIDENCE~~

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

Hon Grant Robertson
Deputy Prime Minister
Date:

Proactively Released

~~IN CONFIDENCE~~

Appendix H

Implementation Unit Commissioning Brief Emissions Reduction Plan

Commissioning Agent:	Deputy Prime Minister
Commission to:	Implementation Unit, DPMC
Commission:	To work alongside the Ministry for the Environment (MfE) to support implementation planning for the Emissions Reduction Plan (ERP) . This will include advising on the set-up of monitoring and programme management arrangements for implementation.

Background

The Emission Reduction Plan (ERP) will set out the policies and strategies that New Zealand will take to meet its first emissions budget helping to transition to a low-emissions future in a way that is achievable and affordable.

The delivery of the ERP is a critical priority for the Government, which will require focussed whole-of-government effort, given the legislative requirement to publish it by the end of May 2022. It is important that the implementation advice attached to the ERP is sound and sets agencies up for delivery.

The system infrastructure created for implementation of the ERP (through monitoring, reporting and accountability measures) needs to be flexible, dynamic and enduring to ensure New Zealand meets its emissions budget through the delivery of the ERP. Delivery of the ERP will require levers that reflect the multiple players in the system, and accountabilities that match the cross-cutting collaborative efforts of agencies.

The ERP involves a number of government agencies. Its development is being led by the Ministry for the Environment (MfE).

Purpose

The purpose is to work 'alongside' MfE to support implementation planning for the Emissions Reduction Plan . This will include advising on the set-up of monitoring and programme management arrangements for implementation. This work may be extended depending on the timeframes involved with the Plan and decisions that remain to be made.

After May 2022, the Unit may also need to do longer term monitoring of the ERP to support its implementation (stage two). The scale of the Unit's ongoing involvement once the ERP is published at the end of May is under active consideration. A commissioning brief for stage two will be considered by Cabinet when it reviews the Unit's work programme in June 2022.

Scope

The Implementation Unit will:

- Advise (along with MfE, the Public Service Commission and the Treasury) on the set up of monitoring, governance, and programme management arrangements for implementation, including any linkages with the National Adaptation Plan
- Inform advice on implementation plans for the Emissions Reduction Plan (ERP)
- Prepare a commissioning brief for the Unit's 'working alongside' or monitoring role under stage two once the ERP is published and its implementation plan is agreed.

Parties

The Implementation Unit will work closely with the relevant senior leaders and officials from the Programme Lead agencies; the Ministry for the Environment in particular.

The Treasury will support the Implementation Unit as required.

The Implementation Unit will be open and transparent and work constructively with agencies with the expectation that this is reciprocated.

Timeframe

The Implementation Unit will report to the Deputy Prime Minister through interim updates as well as through the Unit's regular reporting cycles. There will also be a note to the Deputy Prime Minister when the Unit's role changes or ends.

Hon Grant Robertson

Deputy Prime Minister

Date:

Appendix I

Implementation Unit Commissioning Brief Immigration Rebalance

Commissioning Agent: Deputy Prime Minister

Commission to: Implementation Unit, DPMC

Commission: To work alongside the Ministry of Business, Innovation and Employment (MBIE) (including Immigration New Zealand [INZ]) from March to July 2022 to support the development of the Immigration Rebalance implementation plans (stage one).

Background

In 2021 the Government announced its intent to rebalance the immigration system to support its economic strategy and the medium-term transition to a more productive and sustainable economy, including supporting efforts to combat climate change, and transition to the future of work, and to better align with the education and training systems. Pursuing this shift now leverages the opportunity presented by New Zealand's reconnecting with the world. The staged reopening of the border will also introduce new ongoing immigration settings different to those pre-COVID that better support economic and labour market objectives.

The Immigration Rebalance aims to improve the composition of temporary and skilled migrants, attracting more highly skilled workers, and reducing the volume and composition of lower skilled workers. The suite of Immigration Rebalance changes to reshape temporary migrant settings were agreed by Cabinet in December. Further work on system design covers:

- s9(2)(f)(iv) [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

The new visa settings will be implemented alongside the previously agreed introduction of the new Accredited Employer Work Visa (AEWV) from 4 July 2022. Immigration New Zealand is also rolling out a new operational system critical to its processing capacity and faces funding and resourcing pressures. s9(2)(f)(iv) [Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

The already planned introduction of the new AEWV and the introduction of the Rebalance changes have informed the phasing of the Reconnecting New Zealand stages, and MBIE is already reporting to Reconnecting New Zealand Ministers on preparation and progress on the immigration components. The Immigration Rebalance Programme is being led by MBIE, including both Immigration Policy and INZ.

Purpose

The purpose of this Commission is for the Unit to work alongside MBIE Immigration Policy and INZ from March to July 2022 to support the development of implementation plans to support the 4 July 2022 go-live (stage one) for the Immigration Rebalance.

The Unit will re-assess the extent of its 'working alongside' role in July 2022 when the last of key policy report backs have been delivered and revise its involvement for the remainder of 2022.

A new commissioning brief will be prepared for whether monitoring and support will continue after 4 July, which will be considered by Cabinet in June 2022 when it reviews the Unit's work programme.

Scope

The Implementation Unit will:

- Inform advice by MBIE Immigration Policy and INZ on implementation plans for the Immigration Rebalance (stage one)
- Identify what project, programme management, and governance structures are in place (including existing AEWV and Reconnecting New Zealand governance) and where additional arrangements may need to be established to ensure the Immigration Rebalance is delivered as intended
- Prepare a commissioning brief for further support after the Immigration Rebalance enters the delivery phase from 4 July 2022.

Parties

The Implementation Unit will work closely with relevant senior leaders and officials from the Programme Lead agencies: MBIE (Immigration Policy and INZ), and other relevant agencies. The Treasury will support the Implementation Unit as required. The Implementation Unit will be open and transparent and work constructively with agencies with the expectation that this is reciprocated.

Timeframe

The Implementation Unit will report to the Deputy Prime Minister through interim updates as well as through the Unit's regular reporting cycles. There will also be a note to the Deputy Prime Minister when the Unit's role changes or ends.

Hon Grant Robertson
Deputy Prime Minister
Date:

Appendix J

Implementation Unit Commissioning Brief Health System Reforms

Commissioning Agent:	Deputy Prime Minister and Minister of Health
Commission to:	Implementation Unit, DPMC
Commission:	To support the Ministry of Health as it identifies and implements its operating model, specifically the nature of its working arrangements with Health NZ, the Māori Health Authority, and the Ministry for Disabled People. The commission includes supporting the Ministry to design a new performance monitoring framework and to transition to new monitoring and accountability frameworks from 1 July 2022.

Background

In 2018, the Government commissioned an independent review of the health system. The Health and Disability System Review was published in March 2020. Throughout 2021, Cabinet made a series of decisions to accept many of the Review's recommended proposals and enact wider system changes.

The reforms create a single national health service with two new agencies, Health New Zealand (HNZ) and the Māori Health Authority (MHA). A Public Health Agency (PHA) is being established within the Ministry of Health (MOH) and a Ministry for Disabled People (MDP) is being established and will be hosted by the Ministry of Social Development (MSD). These agencies will have separate roles and responsibilities:

- HNZ will have responsibility for all the functions of District Health Boards, including Public Health Units and existing operational functions from the Ministry of Health (MOH) including infrastructure, planning, commissioning, and national contracts.
- MOH will be responsible for system leadership, strategy, policy, regulation, and performance monitoring for the health system. Within MOH, the PHA will be responsible for public health policy and strategy.
- MHA will work alongside MOH and HNZ and will be responsible for strategy, policy, commissioning, and performance monitoring related to addressing health inequities for Māori.
- MDP will have responsibility for the functions currently delivered by the MOH Disability Directorate in addition to new functions currently being defined by the Disability System Transformation.

Budget 2021 allocated \$486m over four years to fund the transition, including the creation of the interim HNZ and MHA bodies and a temporary Health Transition Unit (HTU) within the Department of Prime Minister and Cabinet. As of early 2022, interim HNZ and MHA bodies are being set up and internal budgets are under development. An additional two-year transitional budget is expected to be allocated through Budget 2022.

In the first half of 2022, MOH will begin to transition its operational functions to the interim HNZ entity. This will occur in tranches. HNZ, the MHA, and MDP will be formally established on 1 July 2022.

Purpose

The purpose of this assignment is to provide the Ministry of Health with support as it develops and implements its operating model to work with HNZ, MHA, MDP and the PHA, with a focus on putting in place effective working arrangements across the Health agencies.

Scope

The Implementation Unit will support the Ministry of Health to:

- Design the part of its operating model that identifies how it will work with HNZ, MHA and MDP
- Design the working arrangements between the broader Ministry of Health, the new Public Health Agency, HNZ, MHA and MDP about public health matters.
- Implement the new arrangements with each agency and across all parts of the health system.
- Design a new performance monitoring framework and to transition to new monitoring and accountability frameworks from 1 July 2022. This work will also involve the Treasury.

The Implementation Unit will also support the Ministry of Health to:

- Develop implementation plans for any investment received in Budget 2022 for capability uplift
- Develop a longer-term reform programme that is fit for its role in the future system and aligns with iGPS and INZHP.

(These two aspects will have a separate commissioning brief, be fully scoped as part of the June review of the work programme and will occur July – October 2022)

The Implementation Unit will serve as a 'critical friend' to the Ministry of Health and other agencies as necessary, providing support with design, problem-solving and implementation of new working arrangements.

A stocktake will be scheduled for the period October to December to check in on the effectiveness of the working arrangements and identify any early issues that need to be resolved as the new arrangements bed in. A commissioning brief for this stocktake will be prepared in June.

Parties

The Implementation Unit will primarily work with senior leaders and teams within the Ministry. It will also engage with the Health Transition Unit, HNZ, MHA, MDP and MSD and other stakeholders as needed.

Timeframe

The Implementation Unit will provide support from March to August 2022 and will report to the Deputy Prime Minister and the Minister of Health as part of the Unit's monthly reporting cycle. At the end of the assignment a brief close out report will be provided to the Deputy Prime Minister and the Minister of Health.

There are two further blocks of work (one from July – October and the other October to December) and commissioning briefs will be prepared in June.

Hon Grant Robertson

Deputy Prime Minister

Date:

Hon Andrew Little

Minister of Health

Date:

Appendix K

Implementation Unit Commissioning Brief He Waka Eke Noa

Commissioning Agent: Deputy Prime Minister

Commission to: Implementation Unit, DPMC

Commission: To support the Ministry for Primary Industries (MPI) and Ministry for the Environment (MfE) between March and August 2022 to provide assurance that delivery milestones are on track, to plan the implementation of emissions pricing options, and to regularly report to the Deputy Prime Minister on progress.

To provide a stocktake of progress towards the programme's delivery milestones relating to emissions reporting and farm planning to the Deputy Prime Minister by 14 October 2022.

To support MPI and MfE to implement Cabinet decisions on an emissions pricing mechanism in 2023, and to regularly report to the Deputy Prime Minister on progress.

Background

He Waka Eke Noa (HWEN) is a partnership between government and the primary sector to develop a system to measure, manage and reduce on-farm emissions including an alternative agricultural pricing mechanism to the Emissions Trading Scheme (ETS).

In July 2019, primary sector groups launched the HWEN Action Plan outlining an alternative model for managing primary sector emissions. In October 2019, Cabinet agreed to partner with industry groups to implement the Action Plan and established a Steering Group comprising leaders from MPI, MfE, and industry groups ('the Partnership').

The Action Plan is a key component of the Fit For A Better World roadmap for the primary sector, launched in July 2020, which includes the government's goal of reducing biogenic methane emissions 10% by 2030 relative to 2017 levels.

The Action Plan outlines delivery milestones for emissions reporting and farm planning:

- 25% of farms to have a documented measure of total emissions and produce a written farm plan to measure and manage emissions by 31 December 2021.
- 100% of farms to have a documented measure of emissions by 31 December 2022.
- 100% of farms to have a written farm plan in place by 1 January 2025.

The Action Plan also includes policy milestones related to the development and implementation of an agricultural pricing mechanism:

- A report on design details of alternative pricing mechanisms by 1 December 2022.

- A pilot of a farm-level accounting and reporting system by 1 January 2024.
- A farm-level accounting and reporting system in use by all farms by 1 January 2025.

The HWEN Partnership are due to report on progress towards milestones in March 2022. The Climate Change Commission is due to provide written advice on the progress that has been made towards milestones by 30 June 2022.

Purpose

The purpose of engaging the Implementation Unit is to provide assurance that the HWEN programme milestones are on track to be delivered and to provide agencies and the Partnership with ongoing, structured support as they plan for and implement future Cabinet decisions on an emissions pricing mechanism.

Scope

Support for milestone assurance and implementation planning (March to August 2022)

The Implementation Unit will work alongside the HWEN Programme Office and support the Office to:

- Assess the Partnership's progress reporting and provide assurance that the Partnership is on track to meet delivery milestones relating to emissions reporting and farm planning
- Ensure current delivery planning, programme management, and reporting disciplines provide an appropriate level of confidence that delivery milestones will be met
- Respond to any recommendations related to implementation that arise from the Climate Change Commission's Review

The Implementation Unit will work alongside MPI and MfE to:

- Assess implementation considerations and develop implementation plans for the options being developed for agricultural emissions pricing mechanisms
- Ensure the advice on pricing mechanisms to be presented to Cabinet in December 2022 appropriately reflects implementation considerations

The Implementation Unit will act as a 'critical friend' and sounding board for agencies, provide hands-on support with planning and problem-solving, and actively test and validate that delivery is occurring.

At the end of this support the Unit will recommend whether further support is needed through to Cabinet's decision on pricing mechanisms in December 2022, and if so, in what form.

Stocktake of progress (September to October 2022)

The Implementation Unit will:

- Provide an independent assessment of the current status of delivery of the He Waka Eke Noa delivery milestones relating to emissions reporting and farm planning

- Identify any significant barriers to delivery that have arisen to date as well as potential barriers and risks to meeting the delivery milestones
- Identify whether delivery planning and programme arrangements could be strengthened and whether adjustments could be made to improve delivery

Support for implementation (to be determined following Cabinet decision in December 2022)

The Implementation Unit will support agencies to implement Cabinet's decision on the alternative pricing mechanism. The nature of the support will depend on the pricing mechanism Cabinet chooses. Accordingly, this work will be scoped in consultation with agencies following Cabinet's decision, likely in December 2022 or January 2023.

Parties

The Implementation Unit will work with relevant senior leaders and working teams within the MPI, MfE, and where appropriate, the wider Partnership. From time to time, the Unit may engage other stakeholders including other agencies involved in the primary sector, sectoral stakeholders, and the Climate Change Commission.

The Treasury will support the Implementation Unit as required.

The Implementation Unit will be open and transparent and work constructively with agencies with the expectation that this is reciprocated.

Timeframe

The Implementation Unit will provide a report to the Deputy Prime Minister on its support for agencies by 26 August 2022, including a recommendation on whether support should continue through to December 2022.

The Implementation Unit will provide a report to the Deputy Prime Minister on 14 October 2021 on the status of delivery milestones.

The timeframe for implementation support will be determined following Cabinet's decision on alternative pricing mechanisms due in December 2022.

The Implementation Unit will also report on its activities to the Deputy Prime Minister as part of its regular reporting.

Hon Grant Robertson
Deputy Prime Minister
Date:



Cabinet Priorities Committee

Minute of Decision

This document contains information for the New Zealand Cabinet. It must be treated in confidence and handled in accordance with any security classification, or other endorsement. The information can only be released, including under the Official Information Act 1982, by persons with the appropriate authority.

Implementation Unit: 2022 Work Plan

Portfolio Deputy Prime Minister

On 1 March 2022, the Cabinet Priorities Committee (CPC):

- 1 **noted** that in December 2021, CPC noted that the Deputy Prime Minister will bring back a proposed work programme for 2022 for the Implementation Unit in February 2022 [CPC-21-MIN-0034];
- 2 **noted** that the Unit will undertake follow-on work across the following programmes: the New Zealand Upgrade Programme (transport), Carbon Neutral Government Programme, Infrastructure Reference Group projects, Budget 2019 Mental Health and Addiction Package, and Emergency and Transitional Housing;
- 3 **agreed** to the following new assignments and their initial scope being added to the Unit's work programme for 2022/2023:
 - 3.1 *Te Aorerekura*: to work alongside the Executive Board for the Elimination of Family Violence and Sexual Violence and its Business Unit to provide ongoing structured support as it establishes its new role from March to May 2022;
 - 3.2 *Three Waters reform programme*: To support the Department of Internal Affairs to strengthen the Three Waters reform programme's transition and delivery planning, governance, risk management, programme management, and reporting from March to May 2022;
 - 3.3 *Emissions Reductions Plan*: To work alongside the Ministry for the Environment to support implementation planning from March to April 2022;
 - 3.4 *Immigration Rebalance*: To work alongside the Ministry of Business, Innovation and Employment (including Immigration New Zealand) to support the development of implementation plans from March to July 2022;
 - 3.5 *Health System Reforms*: To support the Ministry of Health as it identifies and implements its operating model, specifically the nature of its working arrangements with Health NZ, the Māori Health Authority, and the Ministry for Disabled People from March to August 2022;

3.6 He Waka Eke Noa:

3.6.1 to support the He Waka Eke Noa Programme Office, the Ministry for Primary Industries and the Ministry for the Environment to provide assurance that delivery milestones are on track and to plan the implementation of emissions pricing options between March and August 2022;

3.6.2 to provide a stocktake of progress towards the programme's delivery milestones relating to emissions reporting by 14 October 2022;

4 **noted** that the Implementation Unit still retains capacity to undertake additional assignments in the second half of 2022 and first half of 2023;

5 **noted** that the Deputy Prime Minister will report back to CPC in July 2022 on the Unit's progress and any additional programmes of work to be included in the Unit's work programme.

Jenny Vickers
Committee Secretary

Present:

Rt Hon Jacinda Ardern (Chair)
Hon Grant Robertson
Hon Kelvin Davis
Hon Dr Megan Woods
Hon Chris Hipkins
Hon Carmel Sepuloni
Hon Andrew Little
Hon David Parker
Hon Poto Williams
Hon Dr David Clark

Officials present from:

Office of the Prime Minister
Department of the Prime Minister and Cabinet
The Treasury
Te Kawa Mataaho Public Service Commission



Cabinet

Minute of Decision

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Report of the Cabinet Priorities Committee: Period Ended 4 March 2022

On 7 March 2022, Cabinet made the following decisions on the work of the Cabinet Priorities Committee for the period ended 4 March 2022:

CPC-22-MIN-0003	Implementation Unit: 2022 Work Plan Portfolio: Deputy Prime Minister	CONFIRMED

Michael Webster
Secretary of the Cabinet