

Item #: 22.12-09
Title: TOM programme closure and handover
For: Board meeting 14 December 2022
Prepared by: Target Operating Model Programme

Recommendations

It is recommended that you **note** the TOM programme closure and handover details provided.

Purpose

1. The purpose of this memo is to provide you with a final summary of the closure and handover of the TOM programme.

Overview

2. The TOM programme is a transformational programme of work due to achieve its full benefits and target state in 2030. The programme interventions have been planned to consider the cadence of the General Election; this is demonstrated in the road map and sequencing of interventions.
3. The Programme Team was set up to implement the first tranche of approved interventions identified in the agreed TOM programme of work.
4. The interventions originally commissioned, commenced in 2021 and undertaken substantively in 2022 have been either concluded or handed over to relevant groups within the Commission.
5. A strategic stage gate review has been completed to ensure ongoing alignment to the strategic priorities of the Commission, align the interventions with the new structure, and assign accountabilities and ownership. A revised road map and recommendations on priority areas of focus have been provided to the Executive Leadership Team (ELT) for consideration and were agreed and accepted at the 8 November 2022 ELT meeting.
6. Going forward intervention owners will determine workstream scope and deliverables, allocate resources and be responsible for realising benefits as well as future stage gate reviews. This will ensure the completion and embedding of outstanding first tranche interventions and the planning and execution for longer-term second tranche interventions are well informed to continue the transformation journey and allow future work to be planned and integrated alongside business-as-usual operations.
7. Alongside this the Programme team has been focusing on closing out work, transitioning remaining and follow-on work to the business, and documenting key programme inputs

and outputs, which are reported in the workstream updates below. Communication has been provided to the organisation about the closure of the TOM programme, with further communication planned for the new year to provide a wrap up of what the team achieved, where ongoing projects are housed within the business and next steps.

Alignment with Commission’s Strategic Priorities

- The table below demonstrates how the opportunities of the TOM programme (underpinned by the interventions) aligns with the Commission’s four strategic priorities
- Three orange squares (■■■) indicates the opportunity strongly supports the strategic priority, two orange squares indicates moderate support, one orange square indicates it provides some support, and three white squares indicates the opportunity does not support the priority.

Commission's Strategic Priorities	Opportunity						
	1 Align our organisational behaviours, culture, and leadership	2 Make it easier to work together to deliver integrated services	3 Build targeted capabilities	4 Build future thinking and plans	5 Strengthen our relationships with priority communities	6 Strengthen our relationships with agencies and partners who impact elections	7 Streamline and automate processes
Prepare for an Election	■■■	■■■	■■■	■■■	■■■	■■■	■■■
Build Capability	■■■	■■■	■■■	■■■	■■■	■■■	■■■
Build Relationships + Understanding	■■■	■■■	■■■	■■■	■■■	■■■	■■■
Prepare for the Future	■■■	■■■	■■■	■■■	■■■	■■■	■■■

8. Below outlines the achievements of the programme towards the Commission’s strategic priorities.

Intervention highlights

9. The programme has achieved several highlights during a period of organisational leadership change and Covid-19. A sample of achievements is provided below.

Regional review

10. The implementation of the new E&CE operating model, and the lead up work to establish the case for change, consult on the change proposal and approve the future state represented the largest programme achievement based on size, scale, time and impact.

11. The new model received strong support from staff in terms of intent and design. It represents a significant change for both E&CE and the Commission and lays the foundation to enable future improvement opportunities and capture benefits.

People capability uplift

12. The capability uplift intervention aims to de-risk the election and de-risk the Commission by ensuring resources are available to reduce internal pressure by plugging identified capability gaps across the business.

13. A significant amount of analysis and advice has been provided to the Investment Committee, TOM Steering Committee and ELT to inform the short- and longer-term capability needs of the Commission.
14. An initial capability baseline (primarily additional staffing allocations to lift capability) has been established to provide visibility of the current state.
15. Recruitment of planned capability uplift is underway, with new information provided to inform future resourcing needs based on organisation priorities and affordability.

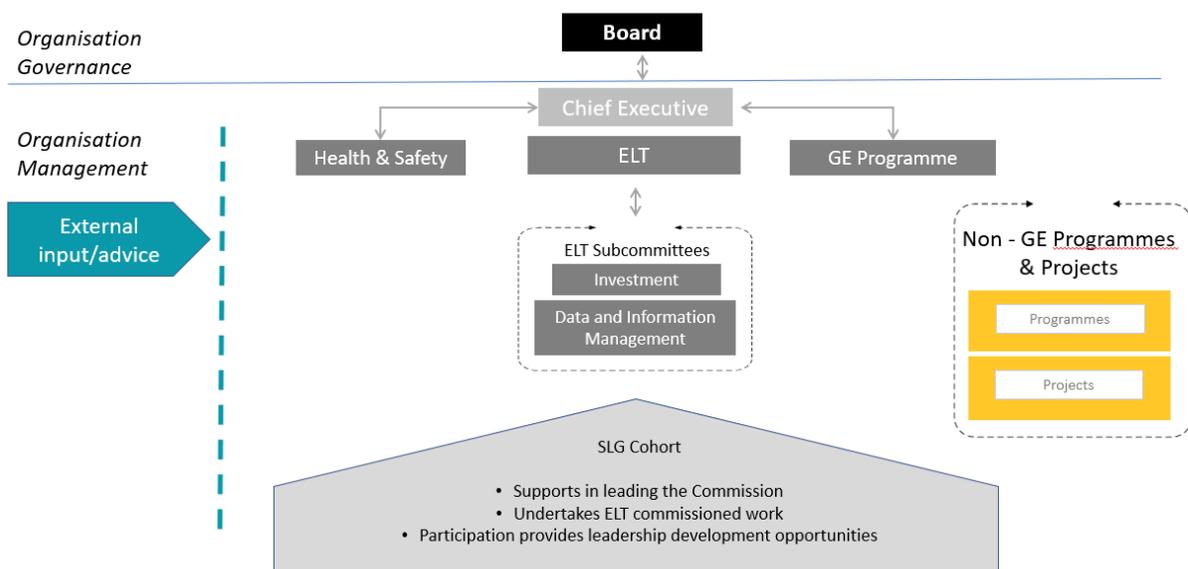
Delegations

16. The review and update of delegations (financial, people leader and electoral matters) has been refreshed after over three and a half years.
17. The policy has been simplified, is better organised and is easier to follow.
18. The changes better support the new organisation structure in line with the principle of lowering authorities to the lowest practical level possible, to enable and empower staff.

SMT functional alignment and leadership operating arrangements

19. Functional alignment at the SMT level was implemented on 25 April 2022. Newly formed functional groups, Enterprise Services, Strategy, Governance and Development and an Operations group, operated under transitional arrangements until the appointment of DCE's in September 2022.
20. New leadership arrangements have been implemented to allow the ELT and broader leaders to strengthen the stewardship of the Commission and to rationalise several existing "operational governance groups".

Commission Leadership structure



21. Terms of references for ELT, SLG and Data and Information Management have been prepared to establish the new leadership operating arrangements, covering purpose, responsibilities, membership, and administration.
22. These charters will support the structural alignment changes and ensure there are clear demarcations for proposing, recommending and approving matters of organisational significance.

Culture workstream

23. The programme team has recently completed a Cultural Analysis of the Organisation; the analysis included data from this year's Engagement Survey. A presentation of the analysis and findings was presented to the CE and the DCE of Enterprise Services. The presentation and findings have been presented to the TOM Steering Committee and ELT. ELT will determine the next steps in this work programme.

Allocation of workstreams and interventions going forward

24. The CE/ELT have been allocated the following interventions:
 - a. Develop leadership by building a shared team vision and addressing any individual gaps
 - b. Embed an organisational-wide culture
 - c. Implement functional alignment across SMT and business units
 - d. Standardise structures
 - e. Group specialist capabilities
25. DCE, Enterprise Services have been allocated the following interventions:
 - a. National Office refresh and assessment of future needs
 - b. Plug other identified capability gaps as per Capability Review
 - c. Implement succession and workforce plans
 - d. Continue to use secondments from the Ministry of Justice to support key events
 - e. Analyse upgrading and integrating key systems
26. DCE, Operations has been allocated the following interventions:
 - a. Implement Regional Review Decision Document and support transition
 - b. Standardise engagement approaches
 - c. Deliver integrated, tailored end-to-end community services
27. DCE, Strategy, Governance and Development has been allocated the following interventions:
 - a. Build strategic, planning and analytics hub
 - b. Review and implement delegations to the lowest operational level
 - c. Strengthen risk management

- d. Strengthen internal measures
- e. Analyse & pilot digital technology pathways to 2030.

Financial Summary

- 28. Currently, the programme has secured a budget of \$500,000, which is spread across the first four months of the financial year. The costs incurred for the Regional Review Implementation, in line with the Case for Change decisions, are funded via savings achieved in Enrolment and Community Engagement (this budget is held by Enrolment and Community Engagement).
- 29. As at 30 October 2022, the programme reports YTD, an actual spend of \$676,908, of which \$285,924 are Regional Review Implementation & Transition costs.
- 30. The programme's final forecast YTD costs are \$802,245 of which \$286,594 are Regional Review Implementation & Transition costs. A budget estimate has been provided to Finance for inclusion in the Commission's quarterly budget reforecasting.

Next Steps

- 31. The remaining contracted programme resource will have concluded by 2 December 2022. At this point, the interventions, priorities and programme roles will be handed over and will become the responsibility of the assigned owners within the Commission.
- 32. The Strategy, Governance and Development group will monitor completion of the interventions going forward with the support of the PMO.