

# The Treasury

## Implementation Unit Establishment Information Release

August 2021

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# Briefing

## IMPLEMENTATION UNIT: PRIORITY PROJECTS

To: Hon Grant Robertson, Deputy Prime Minister

<b>Date</b>	1/03/2021	<b>Priority</b>	Medium
<b>Deadline</b>	8/03/2021	<b>Briefing Number</b>	DPMC-2020/21-352

### Purpose

1. This paper provides a list of priority projects for monitoring by the new Implementation Unit (the Unit) for you to discuss with the Prime Minister, prior to taking it back to the Cabinet Priorities Committee on 9 March. This paper also provides you with an update on recruitment timelines.

### Recommendations

1. **Note** the attached list of proposed priority projects has been developed in consultation with your Office and the Prime Minister's Office;
2. **Agree** to discuss the proposed priority projects in Attachment 1 with the Prime Minister, prior to taking it to the Cabinet Priorities Committee on 9 March for finalisation; YES / NO
3. **Note** that the role of the Implementation Unit could vary from project to project depending on the nature of the delivery and reporting issues;
4. **Note** that the scope of some broadly defined projects will require more precise specification prior to the commencement of monitoring;
5. **Note** that one of the first tasks for the Implementation Unit once established will be to agree the role it will play in relation to each priority project, and to specify the project scopes to ensure workload is matched to resourcing;

6. **Note** that we expect to be able to commence making job offers in April based on our current recruitment plan.

<p>Anneliese Parkin <b>Deputy Chief Executive, Policy Department of the Prime Minister and Cabinet</b></p> <p>...../...../2021</p>	<p>Struan Little <b>Deputy Secretary, Budget and Public Investment The Treasury</b></p> <p>...../...../2021</p>
<p>Hon Grant Robertson <b>Deputy Prime Minister</b></p> <p>...../...../2021</p>	

**Contact for telephone discussion if required:**

Name	Position	Telephone		1st contact
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Struan Little	Deputy Secretary, Budget and Public Investment, The Treasury			
Paul O'Connell	Director, Strategy Unit, DPMC			

**Minister's office comments:**

- ☐ Noted
- ☐ Seen
- ☐ Approved
- ☐ Needs change
- ☐ Withdrawn
- ☐ Not seen by Minister
- ☐ Overtaken by events
- ☐ Referred to

# IMPLEMENTATION UNIT: PRIORITY PROJECTS

## Purpose

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1. This paper provides a list of priority projects at Attachment 1 for monitoring by the new Implementation Unit (the Unit) for you to discuss with the Prime Minister, prior to taking it back to the Cabinet Priorities Committee on 9 March.

## Background

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2. On 16 February, the Cabinet Priorities Committee (CPC) agreed to establish the Unit as soon as possible within the current financial year and invited you to report back to CPC on the projects proposed for Unit monitoring [CPC-21-MIN-0001 refers].

## Developing the list of priority projects

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3. Attachment 1 is a list of projects to consider for Implementation Unit monitoring. The list is in order of priority and split into four groups:
  - a) Priority for initial Unit monitoring.
  - b) Priority for Unit monitoring (i.e., to be added as resources allow).
  - c) Not ready for monitoring at this stage - potential monitoring in due course (e.g., after policy work is completed).
  - d) Current monitoring arrangements sufficient – unlikely to be subject to Unit monitoring.
4. The following process has been undertaken to generate the priority list:
  - a) To generate an initial list, Treasury and Department of the Prime Minister and Cabinet (DPMC) officials assessed projects from the NZ Upgrade Programme and the Covid-19 Response and Recovery Fund (CRRF) using the following criteria:
    - i) Government priorities.
    - ii) Delivery risk.
    - iii) Complex accountabilities.
    - iv) Agency capacity.
    - v) Ability to influence.
    - vi) Impact for New Zealanders.
  - b) The initial list was then subject to consultation with your Office and the Office of the Prime Minister.

5. Consultation with the Ministerial Offices resulted in the inclusion of some projects not funded from the CRRF or NZ Upgrade Programme [33] and removed other projects. It also helped provide a sharper focus on the criterion of Government priorities.
6. The latter two groups of projects in Attachment 1 (“Not ready for monitoring at this stage”, and “Current monitoring arrangements sufficient”) have been left in for the sake of visibility.

## **Scoping “projects” and identifying the Implementation Unit’s role**

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7. The “projects” identified at Attachment 1 do not yet have clearly defined scopes. Indeed, some of them have potentially very large scopes, for example:
  - a) [33]
  - b) [33]
  - c) [33]
8. [34] it will be critical at an early stage after identifying priority projects to:
  - a) Agree the nature of the Unit’s role in respect of each project; and
  - b) Clarify the scope of prioritised projects before baselining them for monitoring.
9. With respect to the role of the Unit, there is a spectrum along which intervention could take place, depending on the particular issues identified:
  - a) At one extreme, project implementation may be advancing well, but reporting to Ministers may not be meeting their needs and expectations. At this end of the spectrum a relatively “quick win” may be achieved by the Unit working with the delivery agency to improve reporting. Ongoing oversight by the Unit may not be required in these circumstances.
  - b) At the other end of the spectrum there will be projects with delivery issues where “full service” Unit monitoring will be required (that is, the full scrutiny provided by project baselining, and regular officials’ meetings and Ministerial engagements).
  - c) There is also a possibility of the Unit providing ongoing second opinion advice on portfolio monitoring being undertaken by other agencies responsible for the delivery of significant programmes of work. For example, the Unit may be able to provide second opinion advice on the monitoring of [33] where there is an existing monitoring function that may benefit from, and improve in response to, some ongoing scrutiny.

10. With respect to scope clarification, we expect that within the broader project headings like [33] there will be a need to identify and agree specific elements that would most benefit from Unit intervention. [34]
11. Given the multiple options for the Unit's role, and the need to focus on specific elements within some of the broader "projects", we expect there will need to be a process for clarifying these roles and scopes once priority projects have been identified. This will enable total workload to be matched to available resources.

## Recruitment

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12. We are aware of the need to ensure the Unit is established in a timely manner. The following is our current recruitment timetable:
- a) 26 February – Finalised job descriptions
  - b) 4 March – Job advertisements placed
  - c) 18 March – Job applications closed

### Easter

- d) Early April – Interviews commence
  - e) Mid April – Commence making job offers
13. We are also investigating whether a secondment may be an option for the Executive Director role, which may expedite these time frames.

## Next Steps

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14. You are asked to discuss the list of priority projects at Attachment 1 with the Prime Minister in time to enable a list to be discussed at the Cabinet Priorities Committee on 9 March.

## Consultation

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15. This paper has been prepared in conjunction with the Treasury.

<b>Attachments:</b>	
<b>Attachment 1:</b>	Draft Implementation Unit priority projects list

<b>IMPLEMENTATION UNIT DESIGN PARAMETERS</b>	<b>DPMC- 2020/21-352</b>
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# ATTACHMENT 1

## Draft Implementation Unit priority projects list

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IMPLEMENTATION UNIT DESIGN PARAMETERS	DPMC- 2020/21-352
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[33]

[33]