

DECISION DOCUMENT

Organisation Reset

Part 1: Structure decisions and next steps

December 2021

EMBARGOED UNTIL 11.00AM ON THURSDAY 9 DECEMBER

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Chief Executive Foreword

Change means nothing if it is not founded in purpose. And I find my purpose for this structural change inside our name, Oranga Tamariki.

'Oranga' is the wellbeing we want to help the children we work with to have.

'Tamariki' reminds us that children are descended from greatness. They are born with an inherent mana.

Oranga Tamariki is not just our name. It is our purpose. It is what sits at the core of all we do – to care for, to protect our children and to maintain and uphold their mana, the mana each child in Aotearoa is born with.

But it is not enough just to carry our name on letterheads or on office signs – everything we do, who we are, the way we work must also reflect our purpose.

This is why we are changing. To work with our values at the forefront of all we do. To be guided by what is right – what is tika and what is pono.

I know that Oranga Tamariki has undergone many changes over the years. It's been reviewed and continues to be reviewed, it is monitored and will continue to be monitored – and I know for many this is a constant concern, a worry and for some, it makes the job harder.

But I want everyone in Oranga Tamariki, no matter where you sit, no matter if you have been here for 12 months or 12 years to know this. The only thing that matters is that we stay true to our purpose, we put tamariki and whānau, their wellbeing, at the centre of all we do. We make decisions based on what is best for them – not just what will look best in a report. That we treat people with mana and dignity – not because a monitor tells us too, but because that is how we do our jobs best.

If we focus on what matters, on our purpose, on our tamariki and their whānau and we do what is right by them – that is what the reviews will show, that is what the monitors will report, because that is who we will be.

The changes I have made to the structure of the Leadership Team are to enable us to deliver on our core purpose.

The impact of these changes will be felt internally, but what is more important is how they will be felt outside of our offices and inside the homes and lives of the children we are committed to.

Those of us that are parents, grandparents, aunts and uncles, those of us who have the privilege of having children in their lives. I know you would do anything and everything in your power to maintain the mana of the children that you love. I know you would do anything to care and protect them against harm.

What I am asking you to do is to have that same fire, that same love for children in our care. To be to them what you would be to your own. To uphold their mana, to fiercely protect their wellbeing. As your Acting Chief Executive, I can give you the structures, the environment and the culture to do your jobs to the best of your ability, but only you can bring that love to your roles. Because it is that love, that unwavering commitment to our children that will truly enable us to become our name – Oranga Tamariki.

Te Riu – The Leadership Team

The new name for the Leadership Team will be Te Riu. This is the Māori term for the hull of a waka. Its job is to steady the canoe, to make sure the wind does not push it sideways. The inside is rounded to keep the water flowing between the hull and the outrigger.

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This describes the vision I have for the new Leadership Team of Oranga Tamariki. We are an important part of the waka, but we cannot take to the water if each part of our canoe is not strong and stable. It is our job to steady the organisation, through this transformation, but also as we face future challenges. We cannot let anything push us off course as we work alongside whānau, our communities and our partners, like the hull and the outrigger, to guide our tamariki through the system so they are able to enjoy a future that like the ocean, is full of endless possibilities.

One day our waka will reach the shores, and be perched on the sand. No more water will pass through the hull. This is our ultimate goal – to have no children in our care, no need to sail the waka. But until then, we will remain on the water until we reach our final destination.



Chappie Te Kani
Acting Chief Executive
Oranga Tamariki

Ngā mihi nui ki a koutou katoa

Thank you all for taking the time to share your thoughts and your feedback on the change proposal. This work is all about putting us in the best position to lead the transformational work ahead of us. Your comments were thoughtful and well-reasoned and they helped me in the considerations I had to make on the future structure of our Leadership team.

A significant shift in the way we work

The purpose of this document is to communicate decisions made on how we are shifting our leadership structure and our business group structures to better enable us to deliver on our core purpose as Oranga Tamariki. It is my belief that these changes, alongside a revised regional model which we have started work on, will enable us to do our jobs better and result in the tamariki and whānau we work with getting better support and service from our entire organisation.

Please read this document with the organisation structure charts, impacts, and summary of the proposal and feedback which you will find in Parts 2 and 3, and the new position descriptions on Te Pae.

Why we need to change

Oranga Tamariki is undertaking a shift in the way we work. This transformation is an acknowledgement that the way we were structured was not fit for purpose, and to enable us all to put tamariki and whānau at the centre of all we do, to stay true to our values and principles and deliver on our purpose, we needed to make changes to our organisation.

I believe that the implementation of the changes set out in this document will help us do our jobs better which will mean the lives of tamariki and whānau will be better.

The foundation of our change: values, principles and purpose

ORANGA TAMARIKI VALUES	
We put Tamariki first	We will challenge when things aren't right for the child
We believe aroha is vital	It keeps us focused on what is right
We respect the mana of people	We listen, we don't assume and we create solutions with others
We are tika and pono	We do what we say we'll do
We value whakapapa	Tamariki are part of a whānau and a community
We recognise that Oranga is a journey	We understand the long-term impact of our actions today

At the centre of all the decisions made in this document are our values, principles and purpose.

Our values still hold strong – they have not changed and do not need to change. The question is how do we make them real?

From my perspective, and a Māori perspective, this means they must be at the centre of our mahi. They must guide the way we work and will be central to the way the Leadership Team operates.

To ensure that the change programme, and the decisions made on our future structure remained true to our purpose, principles and values, a set of eight design principles were developed to guide the change proposal.

These will remain in place as the guides to all future proposals and decisions on organisational structure changes.

Design principles

<p>Enabling local solutions</p>	<ul style="list-style-type: none"> • Support development and delivery of solutions that are tailored to local community needs. • Empower regional teams to lead delivery of Oranga Tamariki, within clear boundaries of authority and discretion. • Enable delivery of more services by partners, including iwi. 	<p>Efficient and connected operations</p>	<ul style="list-style-type: none"> • Ensure clear accountabilities and responsibilities for management and delivery of our work. • Reduce duplication and fragmentation of functions, skills and ways of working. • Support joined up approaches across functions that need to work together, and between national and regional functions. • Ensure the number and breadth of staff and functions assigned to each management cluster is manageable. • Minimise unnecessary management hierarchy.
<p>Delivering a better experience and outcomes for whānau</p>	<ul style="list-style-type: none"> • Supports stronger focus on prevention, minimising transitions, and better relationships with whānau • Support a stronger focus on addressing the needs of Māori whānau and reducing disparities • Supports application of a Te Ao Māori lens across our work 	<p>Increased impact driven by insights</p>	<ul style="list-style-type: none"> • Support the organisation to understand system and initiative level impacts and move resources into initiatives and areas where there is greatest need and impact.
<p>Empowering frontline staff to excel</p>	<ul style="list-style-type: none"> • Support development and application of consistent and high quality professional practice across all our disciplines. • Support the availability of fit for purpose tools, training, and professional support and care for staff. • Providing a clear line of sight to the purpose. • Place accountability for decisions and management of risk at the appropriate level. 	<p>Deliver the core purpose of the organisation</p>	<ul style="list-style-type: none"> • Enable the organisation to fulfil its core purpose and obligations, including Te Tiriti obligations and legislative responsibilities. • Supporting and delivering transformation. • Ensuring a clear purpose of groups and how they contribute to the organisational kaupapa.
<p>Leading across the system</p>	<ul style="list-style-type: none"> • Support Oranga Tamariki to play a strong system leadership role across government agencies and other partners. • Support the ability of Oranga Tamariki to lead system and organisational transformation. 	<p>Support interactions with others outside Oranga Tamariki</p>	<ul style="list-style-type: none"> • Enable practical and effective interfaces and relationships with external stakeholders, including providing clear points of contact.

Our new structure: How we start to change

The question that sparked the need to evaluate our organisational structure was a simple one 'does our leadership structure put us in the best position to fulfil our purpose as Oranga Tamariki?'

It became obvious to me that we could, and should do better. As leaders of this organisation we need to shift the way we organise and structure ourselves to better lead the organisation to fulfil its true purpose.

In early October I commenced consultation with all of Oranga Tamariki on a proposed new organisational leadership structure. The purpose of my proposal was to refocus and repurpose the Oranga Tamariki Leadership Team.

I proposed a smaller Leadership Team with a different set of accountabilities to lift the organisation. This smaller team would have the necessary skills and experience to lead Oranga Tamariki through this new phase of significant transformation.

As outlined in the proposal, I consider Oranga Tamariki needs a significant shift in the way we work that will:

- provide a regional service delivery model with a single point of accountability for all frontline services that drives integration and orients delivery around support for the frontline, and refocuses attention on the profession of social work because this is at the heart of what we do;
- drive our organisation to have better and more meaningful collaboration with partners and communities which is locally-led and centrally-enabled, and provides partners and communities with confidence that we can bring a Te Ao Māori and Pacific lens to our approach; and
- transform our organisational culture in a way that puts our people at the centre and empowers them to excel through new ways of working.

This document outlines the decisions that have been made about the new structure that I believe will enable us to make the significant shift we need as an organisation.

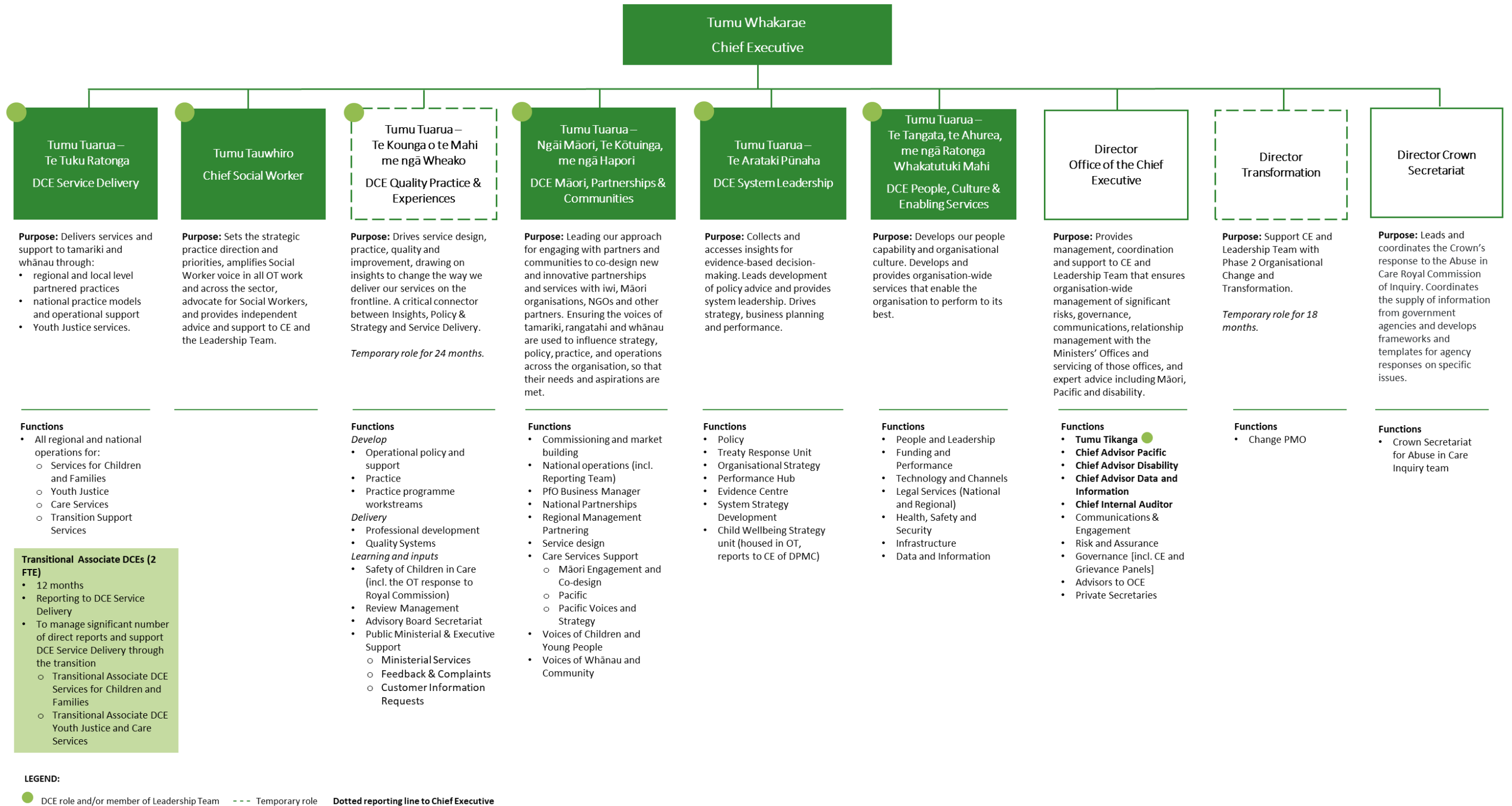
It includes:

- confirmation of the Leadership Team structure
- confirmation of the business groups and reporting functions
- more information about the next steps in this change process.

It is my intention that as you read through the document you can gain an understanding of why we need to change, of how the decisions made are anchored by our organisation's purpose, values and principles and what the future of Oranga Tamariki will look like for you, for tamariki and for whānau.

Structure decisions and leadership overview

More information can be found on Te Pae



Section 1. Oranga Tamariki Leadership Team

What these changes will deliver:

- **Smaller leadership team with more aligned responsibilities**
- **A more inclusive leadership structure and culture**
- **Clearer lines of reporting and accountability**
- **A focus on Te Ao Māori and building a genuine Treaty partnership**
- **A stronger Leadership Team based in Wellington**
- **An acknowledgement that the true strength of our organisation lies within the regions.**

1.1 Leadership Team changes

I received significant feedback on the number of Deputy Chief Executive positions and size and composition of the proposed Leadership Team. I have given this more thought and decided to reduce the number of Deputy Chief Executive positions, to reconfigure the positions which would be part of the Leadership Team, and to change some of the position titles.

In summary I have decided to:

- disestablish the current Chief of Staff and 10 Deputy Chief Executive positions
- establish six Deputy Chief Executives down from the proposed eight
- reduce the number of Leadership Team members from the proposed eight to seven
- confirm two registered social workers will be part of the Leadership Team in the roles of Chief Social Worker and Deputy Chief Executive Quality Practice & Experiences
- re-title some of the Deputy Chief Executive positions
- reduce the number of Transitional Associate Deputy Chief Executive positions from four to two, and confirm these positions are not part of the Leadership Team.

1.2 Leadership Team

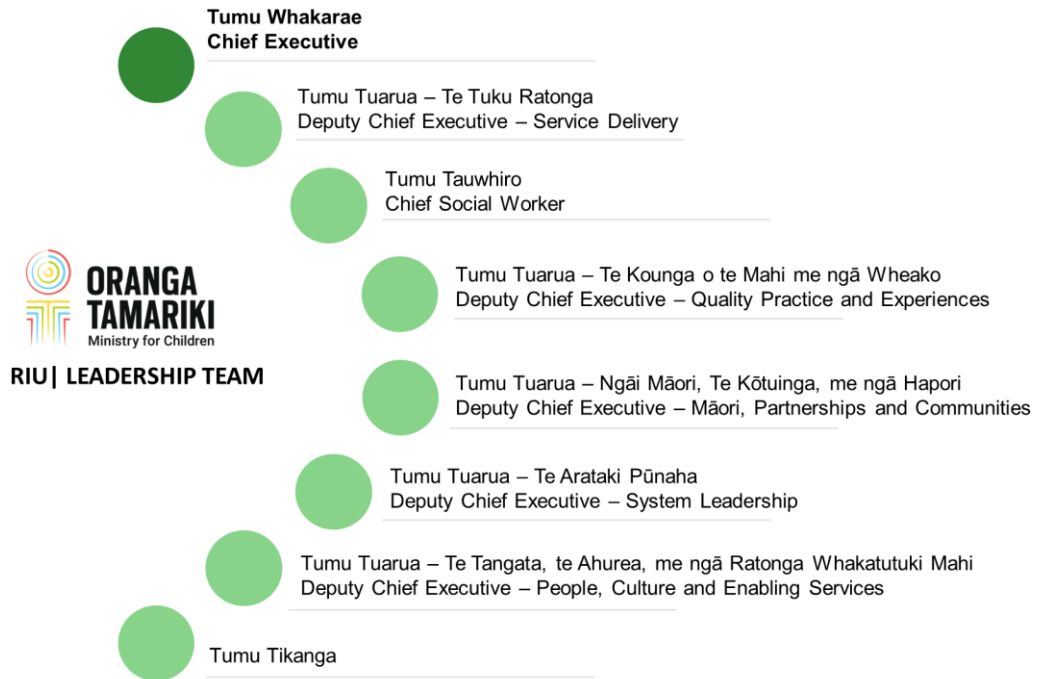
The new name for the Leadership Team will be Te Riu. This is the Māori term for the hull of a waka. Its job is to steady the canoe, to make sure the wind does not push it sideways. The inside is rounded to keep the water flowing between the hull and the outrigger.

This describes the vision I have for the new Leadership Team of Oranga Tamariki. We are an important part of the waka, but we cannot take to the water if each part of our canoe is not strong and stable. It is our job to steady the organisation, through this transformation, but also as we face future challenges. We cannot let anything push us off course as we work alongside whānau, our communities and our partners, like the hull and the outrigger, to guide our tamariki through the system so they are able to enjoy a future that like the ocean, is full of endless possibilities.

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But until then, we will remain on the water until we reach our final destination.

The new Riu | Leadership Team will comprise:



1.3 An inclusive approach to leadership

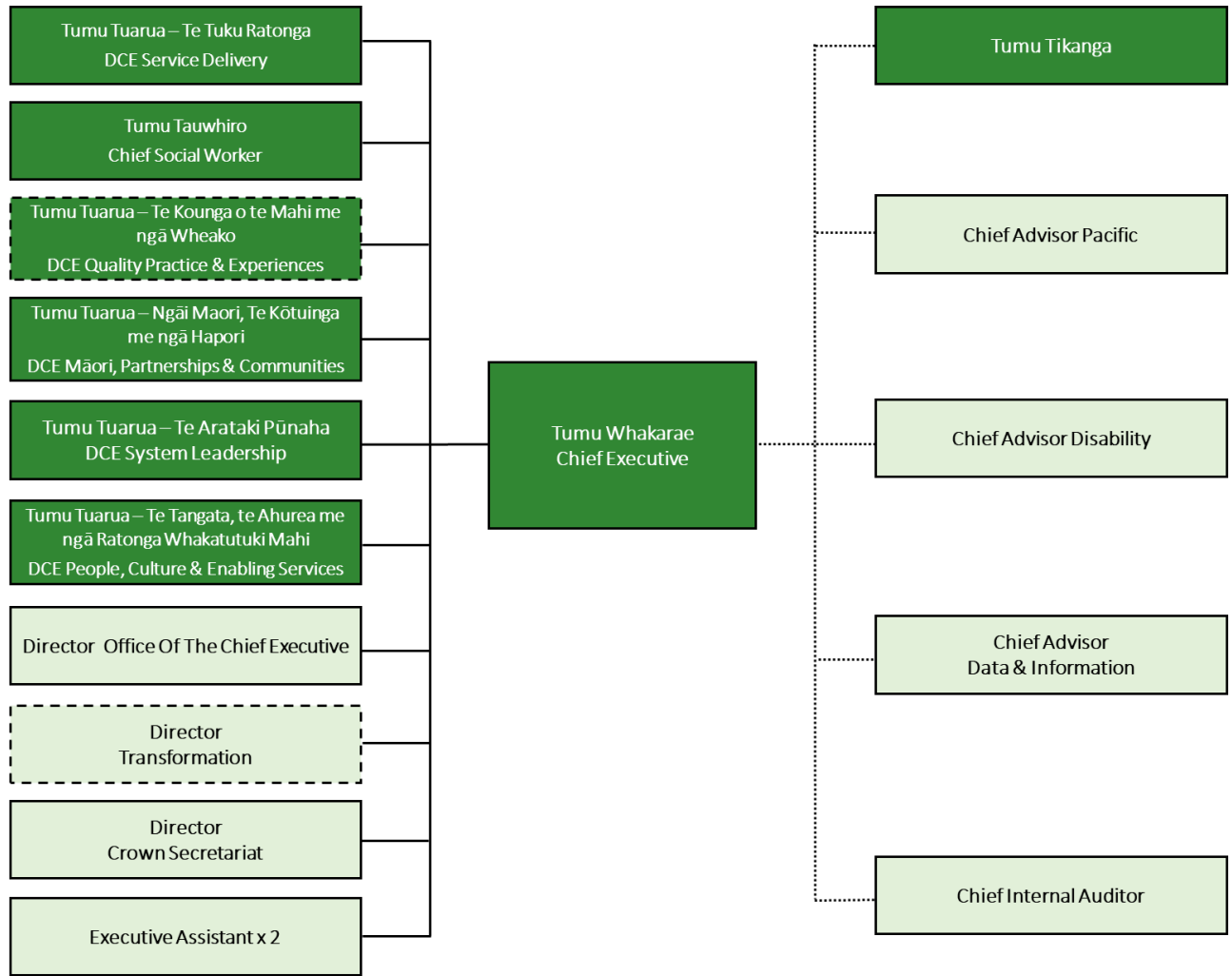
Other senior leaders will be invited to attend Leadership Team meetings as required, for example, Director of the Office of the Chief Executive, Chief Advisors sitting in the Office of the Chief Executive, Director Transformation, the Chief Financial Officer, the General Manager People & Leadership, and other positions in relation to matters being considered by the Leadership Team. The Governance team will continue to provide secretariat support for the Leadership Team.

Work will be required on our governance framework. It must change to reflect our transformation to new ways of working and clearly acknowledge our role as a Te Tiriti o Waitangi partner. Our governance should reinforce a collective way of working while also enabling clear accountabilities. Put simply, I want a framework for decisions to be made (‘steering the waka’) and allows managers to be empowered to make decisions according to that framework (‘rowing the waka’).

1.4 Direct reports to the Chief Executive

The Leadership Team membership is illustrated in the previous section. There are also other direct reports to the Chief Executive that are not formally part of the Leadership Team. The Director Office of the Chief Executive, Director Transformation and the two Executive Assistants will report to the Chief Executive and support the Leadership Team, but do not form part of the Leadership Team.

The right-hand side of the chart below illustrates the positions that have a ‘dotted’ reporting line to the Chief Executive (and on the left a solid reporting line to the Director Office of the Chief Executive):



1.5 Bringing the leadership team together

All new leadership positions established as part of this structure change will be based in Wellington. My reasoning is twofold. Firstly, the team will need to work closely together during the organisational change. This will give us the best opportunity to work collectively and bring about change to the organisation. Secondly, we must have senior leader presence in Wellington so that we have the best chance of joining up with other government agencies and being privy to guidance and advice from stakeholders, advisory groups and other key national sectoral influencers to guide and deliver our work. As some of you commented in the feedback, this will not stop the team from working closely with regional teams.

There is a collective responsibility and shared understanding of our journey which I intend to build which is best leveraged by having the Leadership Team working and being together as much as possible. My expectation is for the Leadership Team to be present regularly in the regions, not only to ensure regions and National Office remain well connected but to also build a deeper understanding of what is involved in frontline work.

1.6 Crossing the bridge into Te Ao Māori

To connect with Māori tamariki and whānau takes more than the establishment of roles and responsibilities. It takes leadership from all of us.

I acknowledge the kōrero on establishing Māori leadership positions in the new structure, and understand the reasons presented in the feedback for making this suggestion. In the final structure you will see the Tumu Tikanga retains a dotted reporting line to the Chief Executive and will be a member of the Leadership Team. This role will advise and assist the Chief Executive integrating Te Ao Māori into the way of working at Oranga Tamariki.

I have also changed the title of the proposed Tamariki & Whānau Advocate/DCE Whānau, Partnerships & Communities to DCE Māori, Partnerships & Communities. This name change signals the focus of the Leadership Team in working as a genuine Treaty partner, and that from the outside looking in, there is an obvious path for tamariki and whānau to interact with Oranga Tamariki.

It is important that we have Māori leading alongside us in our Leadership Team. But what is more important is the need for all of us to grow our understanding of Māori tamariki and whānau by crossing the bridge from our world into te Ao Māori.

Weaving Te Ao Māori through our organisation will take a shift in the way we work. First we need to help people on their own journey by supporting them in growing their confidence, competence in Te Ao Māori – so much so that Te Ao Māori is hardwired into the culture of Oranga Tamariki.

We also need to become better Treaty partners as an organisation. And that means we need to create space in our system for Māori to lead. We need to accept as an organisation that we have a responsibility to uphold the Treaty and our role as defined in Article one of Te Tiriti, that we need to create space for Māori to exercise this own tino rangatiratanga as promised by Article two – so that together the Crown and Māori can come together and provide equitable outcomes as promised in Article three.

I think we can all agree that we need to deepen our partnership with Māori. We cannot just contract out our responsibility. We must step up to the plate and change our systems and our actions to better serve whānau and tamariki, especially in the regions.

Our commitment to a genuine Treaty Partnership and to growing our understanding of Te Ao Māori will be front and centre as the new regional operating model is developed. Our leaders and all Oranga Tamariki staff must be confident and capable with tikanga and to have the ability to bring a Te Ao Māori lens to our work from inception.

Māori, their tamariki and whānau need us to do better for them. I expect us to become better Treaty Partners and deliver on that promise of genuine partnership that was made in 1840.

This will require us all to change. This will require cultural transformation. But I believe we can get there across our entire organisation – because we want too.

1.7 Regional model

Our National Office may sit in Wellington – but it is my belief that our true strength as an organisation lies inside our regions. Those that work on the ground, who are part of the communities, families, iwi and hapū that we are there to support. That is why another critical piece of work is looking at regional model options. This work is well underway involving a group of regional and National Office tier 3 managers. They have been tasked with developing a specific set of regional model design principles, identifying key shifts and success measures and exploring core aspects of a suitable regional service delivery model.

At the same time, the Transformation Programme has been running a project to develop some options on regional boundaries as well as high-level elements of a regional model. The Programme has been well supported by a small working group with representation from regional management, frontline PSA members, and staff from the strategy and policy areas.

My expectation of these pieces of work has been clear. I am looking for a way forward that will ensure Oranga Tamariki moves from the centre of the system, to being the enablers of communities, hapū and iwi as leaders and decision-makers in their communities to prevent harm to children. We do not need to invent something new – this is about learning from the good models that are already in place in Oranga Tamariki as well as other organisations across the country.

These two pieces of work will come together at the end of the year as a set of recommendations for the new Leadership Team to consider next year.

Section 2. Business group structure decisions

What these changes will deliver:

- **bringing our service lines under one line of accountability to better deliver to whānau and tamariki**
- **a focus on re-establishing the mana of the social work profession within Oranga Tamariki and across the social sector**
- **Quality Practices and Experiences to be led by a registered Social Worker**
- **Deputy Chief Executives taking the lead on bringing the voices of tamariki and whānau to the Leadership table**
- **a focus on working across Oranga Tamariki and bringing the system together**
- **strengthen our focus on fundamentally shifting the culture of the organisation and deliver on significant people initiatives**
- **a focus on transformation**

2.1 Service Delivery: a new way of working

A business group encompassing Services for Children & Families, Youth Justice, Care Services (except Care Services support teams) and Transition Support Services will be established as proposed, led by Tumu Tuarua – Te Tuku Ratonga | Deputy Chief Executive Service Delivery. I have decided to remove the additional title of Chief Operating Officer to both shorten it and avoid confusion with more corporate-like functions, as suggested in the feedback.

There was a lot of feedback about the size of this business group and therefore the size of this role. I acknowledge there have been service delivery gains made by having separate services lines. I want to hang on to and build on those gains, understand what made delivery work so well and take these insights through to the new regional model. It is more compelling for me to bring our service lines under one line of accountability and to build a collective and cohesive organisational approach to the way we provide services to tamariki, rangatahi and whānau. I acknowledge that by bringing the services lines under one position makes for a big role. However, there are other gains to be had as noted, and other big service delivery jobs like this elsewhere in the public service.

I will not change the reporting lines of the PfO Regional Managers into Service Delivery as suggested through the feedback. I understand we do not want to cause confusion for whānau and communities with ‘too many cars up the driveway’ scenario. I delved into this issue further during the consultation period and have come to the conclusion it is not a structural solution that is required, but a way of working at this point in time. This is not to say that it could not change in the future.

The focus of Service Delivery for the 12 months following the establishment of this new structure will be to determine regional ways of working, including structure, model and boundaries. Two, rather than three, Transitional Associate Deputy Chief Executive positions are being established. On reflection I have decided transitional responsibility for Youth Justice and Care Services can be combined. I will therefore establish one for Services for Children & Families and the other for Youth Justice and Care Services. These roles have been established to support this large area and maintain high levels of service delivery quality during this period of change. These positions will not be in the structure beyond 12 months, and do not form part of the Oranga Tamariki Leadership Team.

A small office of three temporary positions – Business Manager, Chief Advisor and Principal Advisor – will be put in place to support the Deputy Chief Executive for 12 months.

2.2 Chief Social Worker

The focus of the Chief Social Worker is to re-establish the mana of the social work profession within Oranga Tamariki and across the social sector. This position will be set up to:

- act as our authority on all matters relating to social work
- be the spokesperson for Oranga Tamariki
- set the vision for social work
- set the priority social work areas of focus for Oranga Tamariki and across the system
- be influential in shaping the future of social work through tertiary curriculum and professional qualifications.

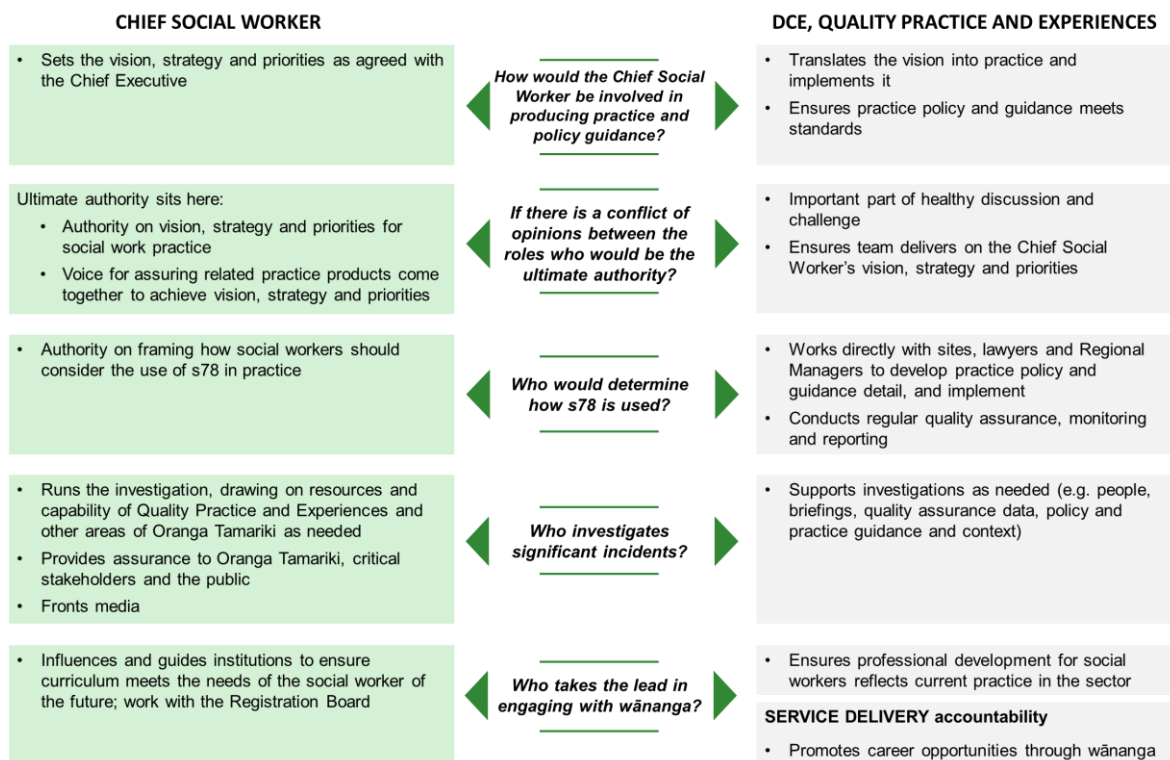
I will establish the position of Tumu Tauwhiro | Chief Social Worker with a small office of Principal Advisor roles as proposed.

While I envisage a small office, the final configuration will be determined by the Chief Social Worker following their appointment. This means there will be an opportunity to revise the position descriptions to specifically reflect requirements of the role, which may mean specific cultural or specialist roles as raised in the feedback.

As some of you identified, there is an opportunity for this role to share latest thinking in practice and bring social workers together as a forum. In time, this focus could broaden to other frontline roles.

It is not possible to deliver on the scope of this role as well as develop practice programmes, which was a core concern identified through the feedback. This will remain the responsibility of the Quality Practice & Experiences business group as proposed. However, there is a clear expectation that the Chief Social Worker will work very closely with the Deputy Chief Executive Quality Practice & Experiences. The Chief Social Worker will also complement and influence the work of all business groups and will therefore work closely with all Deputy Chief Executives.

I want to take this opportunity to provide a few examples of how the accountabilities of the Chief Social Worker (CSW) and Deputy Chief Executive Quality Practice & Experiences (QPE) differ but align.



2.3 Quality Practice & Experiences

I will establish the business group Quality Practice & Experiences which will be led by Tumu Tuarua – Te Kounga o te Mahi me ngā Wheako | Deputy Chief Executive Quality Practice & Experiences. This role will be set up for a fixed term period of 24 months, rather than a permanent position as proposed.

I picked up from the feedback there was confusion about the purpose of this business group and especially how it would work alongside the Chief Social Worker. I have set out how I see the two roles working together on critical issues for social workers and social work practice. I do see that there is a case for the practice related functions reporting to Service Delivery and the remaining functions closer to Policy. However, for the next two years, bringing together our service lines will be a big enough responsibility, as will our role of developing Oranga Tamariki as strong system leaders in the Policy business group. Quality Practice & Experiences will be an important connector between these two business groups. For these reasons I am keeping the position in place for a period of two years at which time progress will be reviewed. All positions that sit under this business group retain their current employment status and are not made temporary because of the fixed term nature of the Deputy Chief Executive role.

I proposed a preference for this role to be filled by a registered social worker. I agree with feedback that said it should be a requirement, given this role will lead the development of practice programmes and professional development. Also, having two social workers at the leadership table will provide a healthy strategic perspective and balance. I have updated the position description accordingly.

I have carefully considered feedback in relation to the number of Transitional Associate Deputy Chief Executive roles I proposed to establish. Initially I had thought an additional position would be required to manage the number of direct reports. However, on balance I now consider there is a manageable span of control without it.

There was some discussion about keeping a number of the proposed functions such as Quality Systems, Review Management and Safety of Children in Care, independent of practice advice and placed in other business groups. These functions will provide us with the capability to understand what we need to improve on and do differently so they should remain in this business group as proposed.

I confirm Professional Development will remain in this business group as well. I appreciate this function has bounced around the organisation and there are advantages and disadvantages in placing it in one business group or another as reflected in your feedback. On balance though, I have settled on this business group due to the proximity to practice programme development work.

I am making two changes from what was proposed. I received feedback from the Service Design team that would be a better fit with Partnerships & Communities otherwise a reset of roles, responsibilities and methodologies would be required. Following further discussion with the Service Design team I have decided Service Design will report to the Māori, Partnerships & Communities business group.

On reflection I also think it would be better to keep the Ministerial, Feedback & Complaints and Customer Information Requests teams together as they are now – Public Ministerial & Executive Services. The advantage of moving the Ministerial team to the Office of the Chief Executive is to keep ministerial correspondence close to the Chief Executive especially in our current context. However, Feedback & Complaints provides a similarly important stream of information and on balance it would be better to keep them closer together under one manager. For this reason, I am retaining the position of General Manager Public Ministerial & Executive Services, and the role will be required to be located in Wellington to provide the required level of oversight.

2.4 Māori, Partnerships & Communities

I will establish the business group Māori, Partnerships & Communities. I originally proposed this as the Tamariki & Whānau Advocate/Partnerships & Communities business group, however, based on feedback, I have changed it to Māori, Partnerships & Communities. The new name signals the focus of the Leadership Team in working as a genuine Treaty partner, and that from the outside looking in there is an obvious path for tamariki and whānau to interact with Oranga Tamariki. This group will be led by Tumu Tuarua – Ngāi Māori, Te Kōtuinga, me ngā Hapori | Deputy Chief Executive Māori, Partnerships & Communities.

While the Deputy Chief Executive will take the lead on bringing the voices of tamariki and whānau to the Leadership table, I have decided it does not need to be reflected in the position title and have therefore removed reference to 'Advocate'. Considering the voices of tamariki and whānau will be a shared accountability across the Leadership Team, as well as all positions in Oranga Tamariki.

There is no one perfect placement for the Voices teams in the structure, and there were many options suggested. On balance, I have decided it is better to retain the Voices teams as proposed in this business group given the engagement they already have with communities.

2.5 System Leadership

I will establish the business group of System Leadership led by Tumu Tuarua – Te Arataki Pūnaha | Deputy Chief Executive System Leadership. I have changed the business group name (from Insights, Policy & Strategy) to reinforce the critical leadership role Oranga Tamariki must play across the system.

I am making one change to the functions I proposed that would report to this business group. The Crown Secretariat for Abuse In Care Inquiry will now remain a direct report to the Chief Executive. This reflects the high importance of the role across the government care system, and retains the mana it needs to effectively influence across government to coordinate the Crown's Response to the Abuse in Care Royal Commission of Inquiry.

The position of General Manager Change will be disestablished as proposed as the Change PMO will change reporting lines to Transformation. A new position of Head of Strategy & Performance will be established to manage the remaining functions in the Change team.

I considered the feedback about changing the reporting line of the Treaty Response Unit to another business group but agree with those who thought this was the right one. It could conceivably sit elsewhere but right now it will be most useful placed here to influence and assure Policy and our approach to system leadership.

I want to acknowledge the significant feedback I received about bringing data and information teams from across the organisation to be closer with the Evidence Centre. Thank you for your candid views about the status of our quantitative and qualitative data and information and the opportunities some of you see in the future to significantly improve how they are used and shared to improve service delivery. I endorse these views and will task the Deputy Chief Executive System Leadership, alongside the Leadership Team, with considering improvements in this space.

2.6 People, Culture & Enabling Services

I will establish the business group People, Culture & Enabling Services, led by Tumu Tuarua – Te Tangata, te Ahurea, me ngā Ratonga Whakatutuki Mahi | Deputy Chief Executive People, Culture & Enabling Services.

I have made one change to the functions I proposed would report to this business group. I received considerable feedback about the proposed placement of the Change PMO. I had proposed it would report into People, Culture & Enabling Services as an organisation-wide enabling function. However, I now agree with those who suggested it would be better to report into the Transformation business group to assist with delivering organisational change.

All other functions as originally proposed will report to this business group. I appreciate the views expressed about placement of legal services elsewhere, but this is an organisation-wide enabling function and will therefore sit under this business group.

I agree with the feedback that said we need to ensure enabling services is developed in a way that reflects the regional context. I also agree with the feedback suggesting all data and information teams should come together and appreciated the acknowledgement that we could radically improve the way we manage and use data across the organisation. These are both things I want the Leadership Team to explore further in the next phase of change.

2.7 Transformation

I will establish the temporary position of Director Transformation for a period of 18 months.

I have changed the title of the position from Deputy Chief Executive to Director, as many of you suggested. As noted earlier, while this position will be a direct report to the Chief Executive as proposed, it will not be a member of the Leadership Team.

The purpose of this role and team reporting to it, is to support the Chief Executive and Leadership Team steer the organisation through the transformation from a single point of co-ordination. Accountability for implementation of change work lies squarely with the Leadership Team because the business will own the change.

The core role for this group in supporting the Leadership Team lead collectively through this intensive period of change is to:

- support the Leadership Team to develop the big picture of change so the Team (and the organisation) knows what each other is doing and is accountable for
- hold onto and update the big picture of change – know how the component parts of change need to integrate as the change programme is being built
- be accountable for the process of prioritising and sequencing the change programme of work with the Leadership Team
- hold the Leadership Team to account for the component parts of the change programme that they will be responsible for delivering
- report on the programme.

In addition to overseeing the programme, the group will lead cross-cutting pieces of the change work commissioned by the Chief Executive which have been identified as critical for the delivery of organisation-wide change. This will include:

- working alongside the Chief Executive to build the Leadership Team culture for leading collectively
- providing the approach for people leaders across the organisation to work together in a way that ensures the frontline is well connected to the change
- providing support for the development of the regional model and ensuring its implementation stays on track and true to the model
- sequencing any further structure change
- ensuring that we have right people and the right resources in the right place.

I am confident this will be an 18 month term and at the end of this, accountability for the remaining programme of work will be handed over to the Leadership Team. This buys time for the newly formed Leadership Team to concentrate on building organisational change leadership, culture and the operating rhythm.

A temporary Integration & Planning team was set up recently to oversee the implementation and governance of the Future Direction Action Plan activities. This team's work will be devolved to the Leadership Team once the new structure and governance is in place.

The Change PMO will report to the Transformation business group. I agree with those who suggested in the feedback that it would be better to report into the Transformation business group to assist with delivering organisational change.

2.8 Office of the Chief Executive

I want the Office of the Chief Executive to be a place that is open and welcoming to Oranga Tamariki staff. Leadership needs to be accessible and helpful to everyone in the organisation. I am proposing structural change to how it is organised – but more importantly I am expecting a cultural change.

I received feedback that suggested this Office was not required or should be smaller, and have taken some of this on board. I want to confirm I need to have in place, an Office that will provide strategic leadership of functions that must remain close to the Chief Executive and provide the oversight of contextual risk management and mitigation on behalf of the organisation as we rebuild public trust and confidence. This role and Office also has a key external focus and is critical to facilitating and managing our relationships with our critical stakeholders. The position must represent me at the highest levels and ensure the reputation of Oranga Tamariki is managed astutely and effectively.

All Chief Advisor roles and other supporting advisory roles supporting the Chief Executive's Office currently will remain in the new Office as proposed. The Chief Advisor positions will retain the 'dotted' reporting line to the Chief Executive. I carefully considered the feedback that proposed Communications & Engagement would be better reporting to People, Culture & Enabling Services to support the culture shift. My decision is to retain this function within the Office of the Chief Executive so that I have direct overview of strategic and tactical communication activities as we rebuild public trust and confidence in our services.

However, I have decided to retitle the position Director and, in response to feedback, to make one change in reporting functions from what was first proposed. I have decided the Ministerial function will not move to the Office. This team will instead remain in Public Ministerial & Executive Services, to keep it close to Feedback & Complaints as suggested in the feedback. Both ministerial correspondence and Feedback & Complaints provide important streams of information and on balance it would be better to keep them closer together under one manager. For this reason, I am retaining the position of General Manager Public Ministerial & Executive Services, and the role will be required to be located in Wellington to provide the required level of oversight.

Based on the significant feedback received about the establishment of the Chief Internal Auditor position in relation to the current risk and assurance team responsibilities, I have decided to take a closer look at how this function should be configured. I will work with the General Manager Governance, Risk & Assurance to identify some options and will consult with the Governance, Risk & Assurance team accordingly. For the purposes of this structure change, Governance, Risk & Assurance will report into the Office of the Chief Executive and a new position of Chief Internal Auditor will be established pending the outcome of further review and consultation. This new position will sit alongside the General Manager Governance, Risk & Assurance pending further change work being completed early 2022.

2.9 Executive Assistant Support

Executive Assistants are a critical support role for leadership positions and will continue to report directly to specific leadership positions. As I have reduced the number of Transitional Associate Deputy Chief Executive positions, I have reconsidered the assignment of the Executive Assistant positions. The reporting lines of Executive Assistants are confirmed as follows:

Current position	Detail of confirmed change
Executive Assistant to Chief Executive x 2	No change – will report to Chief Executive
Executive Assistant (Governance & Engagement) (vacant)	Will report to DCE Service Delivery
Executive Assistant (Services for Children & Families North)	Will report to Transitional Associate DCE Services for Children & Families
Executive Assistant (Services for Children & Families South)	Will report to Transitional Associate DCE Services for Children & Families
Executive Assistant (Youth Justice)	Will report to Transitional Associate DCE Youth Justice & Care Services
Executive Assistant (Care Services)	Will report to Transitional Associate DCE Youth Justice & Care Services
Executive Assistant (Professional Practice Group)	Will report to Chief Social Worker
Executive Assistant (Tamariki Advocate/Voices of Children) (vacant)	Will report to DCE Quality Practice & Experiences (temporary for 24 months)
Executive Assistant (Partnering for Outcomes) (vacant)	Will report to DCE Māori, Partnerships & Communities
Executive Assistant (Policy & Organisational Strategy)	Will report to DCE System Leadership
Executive Assistant (Corporate Services)	Will report to DCE People, Culture & Enabling Services
Executive Assistant (Chief of Staff) (temporary)	Will report to Director Office of the Chief Executive (permanent)
Executive Assistant (Safety of Children in Care)	No change – will report to Director Safety of Children in Care
Executive Assistant (Child Wellbeing Unit)	No change – will report to Director Child Wellbeing Unit
Executive Assistant (GM Change)	Will report to Head of Strategy & Performance
Executive Assistant (GM Public Ministerial & Executive Services)	No change – will report to General Manager Public Ministerial & Executive Services

Section 3. What happens next

3.1 Indicative timeline

I expect to stand-up the new structure early April 2022. The timeline for transitioning to the new structure is outlined below. Any change to this timetable will be communicated to you.

Step	Indicative date
Announce the confirmed structure and next steps	9 December 2021
Advertise positions	Friday 10 December
Stand-up new structure	early April 2022

3.2 Recruitment

There are 11 new permanent and 8 new temporary positions confirmed as part of the new structure of which six will be members of the Leadership Team.

All new permanent positions will be advertised internally in the usual way, as well as externally, but recruitment will be staggered. A full list of new positions (permanent and temporary) and indicative advertising timeline is included in this document.

Below is the first tranche of new permanent positions that will be advertised internally and externally in December 2021:

- Tumu Tuarua – Te Tuku Ratonga | Deputy Chief Executive Service Delivery
- Tumu Tauwhiro | Chief Social Worker
- Tumu Tuarua – Ngāi Māori, Te Kōtuinga, me ngā Hapori | Deputy Chief Executive Māori, Partnerships & Communities
- Tumu Tuarua – Te Arataki Pūnaha | Deputy Chief Executive System Leadership
- Tumu Tuarua Te Tangata, te Ahurea, me ngā Ratonga Whakatutuki Mahi | Deputy Chief Executive People, Culture & Enabling Services
- Director Office of the Chief Executive

The fixed term positions listed below will also be advertised in December 2021, but internally only:

- Tumu Tuarua – Te Kounga o te Mahi me ngā Wheako | Deputy Chief Executive Quality Practice & Experiences (24 months)
- Director Transformation (18 months)

The position descriptions for all new positions are on Te Pae.

3.3 New permanent and temporary positions (by business group)

Business Group	Position	Number (FTE)	Status	Location	Advertising date (indicative)
Service Delivery	DCE Service Delivery	1	Permanent	Wellington	December 2021
Service Delivery	Transitional Associate DCE Services for Children & Families	1	Temporary for 12 months	To be determined	To be determined
Service Delivery	Transitional Associate DCE Youth Justice & Care Services	1	Temporary for 12 months	To be determined	To be determined
Service Delivery	Business Manager	1	Temporary for 12 months	To be determined	March 2022
Service Delivery	Chief Advisor	1	Temporary for 12 months	To be determined	March 2022
Service Delivery	Principal Advisor	1	Temporary for 12 months	To be determined	March 2022
Office of the Chief Social Worker	Chief Social Worker	1	Permanent	Wellington	December 2021
Office of the Chief Social Worker	Principal Advisor	3	Permanent	To be determined	Following appointment of Chief Social Worker
Quality Practice & Experiences	DCE Quality Practice & Experiences	1	Temporary for 24 months	Wellington	December 2021
Māori, Partnerships & Communities	DCE Māori, Partnerships & Communities	1	Permanent	Wellington	December 2021
System Leadership	DCE System Leadership	1	Permanent	Wellington	December 2021
System Leadership	Head of Strategy & Performance	1	Permanent	Wellington	Following appointment of DCE System Leadership
People, Culture & Enabling Services	DCE People, Culture & Enabling Services	1	Permanent	Wellington	December 2021
Office of the Chief Executive	Director Office of the Chief Executive	1	Permanent	Wellington	December 2021
Office of the Chief Executive	Chief Internal Auditor	1	Permanent	Wellington	Early 2022
Transformation	Director Transformation	1	Temporary for 18 months	Wellington	December 2021

3.4 Next phase of change

As highlighted in the proposal for consultation, the changes confirmed here are intended to set the platform for a second phase of change next year, to further our transformation. There is a significant amount of work resulting from this phase that needs to happen prior to a further phase of change next year.

The Transformation Team is working on the following:

- with the Chief Executive's Office, understanding and tracking the organisation's key work programmes between now and April to help with induction of the Chief Executive
- bringing together the work underway on the regional model
- developing options for a revised governance framework to reflect our transformation, new ways of working and our responsibilities as a Te Tiriti o Waitangi partner. The revised framework will reinforce collective decision making, drive accountability and provide clarity regarding the role of governance groups and mechanisms for decision making and escalation.
- developing options for how our risk and assurance responsibilities fit with the new Chief Internal Auditor role.

I expect that phase 2 of our transformation will take place in the second half of 2022, once our new Leadership Team has had an opportunity to consider what is needed in each of their business groups, and I will continue to communicate with you about this next year.

I also want to ensure that our new Leadership Team is able to hit the ground running as soon as they are in their positions, and many of you have also given me feedback about this. I have therefore asked the Transformation Team to work on:

- recruiting our new senior roles to be ready to commence from April
- planning the induction of our new senior leaders to enable them to quickly learn about the organisation, particularly regional visits
- enabling the new Leadership Team to quickly develop their collective ways of working through an accelerated team culture development programme
- engaging the wider organisation on the new Leadership Team structure and ways of working.

I will continue to share updates and information about these initiatives over the next few months.

3.5 Final thoughts

I know for many of you this is a big shift in the way we work as an organisation, and I acknowledge that change like this is hard. But when we consider the big picture, the transformation expected of us as an organisation, I hope you, like me, know that to live up to the expectation our name holds, to be in the best position to live and breathe our values and principles and to put tamariki and whānau at the centre of all we do – we must change.