

# DECISION DOCUMENT

## Organisation Reset

### Part 3: Proposal and Feedback Summary

December 2021

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## Proposal and feedback summary

This is Part 3 of the Decision Document and should be read in conjunction with Part 1 and 2.

### 1.1 Navigating the Decision Document

The Decision Document comprises three parts:

- the structure decisions and next steps (Part 1)
- structure charts and impacts (Part 2)
- proposal and feedback summary (Part 3)

### 1.2 Purpose of Part 3

This part outlines the structure changes proposed and what you said about the proposal. While all feedback has been reviewed and considered, just the high-level themes from the feedback have been summarised in this document. A response to key feedback is covered in Part 1 of the Decision Document.

### 1.3 Overview of feedback process

On 6 October all Oranga Tamariki staff were invited to provide feedback using the What Say You website on a proposed new Leadership Team structure outlined in the document Proposal for Consultation – Organisation Reset.

Key points about the feedback process:

- Consultation ran for a period of two weeks
- Two drop-in sessions were hosted by the Acting Chief Executive for people in roles in the scope of the proposed change to ask questions and seek clarification on the proposal
- 1,114 individual and 20 group submissions were received
- The PSA provided a written submission on behalf of their members and presented this ‘in person’ to the Transformation Programme team
- The NUPE provided feedback ‘in person’ to the Transformation Programme team.

### 1.4 Oranga Tamariki Leadership Team

#### What was proposed

I proposed to:

- disestablish the Chief of Staff and all 10 current Deputy Chief Executive (DCE) positions
- establish seven new permanent DCE positions
- establish one temporary DCE position to lead and support the Leadership Team through the transformation.

#### What you said

There was significant feedback on the overall structure of the proposed Leadership Team. The feedback focused on the size, location and capability of the team.

### Size of team

While some people thought the proposed structure was sound, others did not. Those who thought it was sound said it would support better connections across services and functions and would enable the shift to a collective way of working. They were unsurprised by the size of the leadership team given the complexity of the organisation.

There was significant commentary about the 'top-heaviness' of the proposed Leadership Team. You considered this presented a risk of ongoing silos and needed to be smaller if it is to operate as a cohesive and coherent team, and if not a smaller team then it will be harder to implement the Ministerial Advisory Board Report – *Hipokingia ki te Kahu Aroha Hipokingia ki te katoa (Te Kahu Aroha)* and Future Direction Action Plan and enable regional/frontline autonomy.

Some said the proposal presented no real change because positions disestablished were replaced with new permanent and transitional positions, and was a shuffling of the deck chairs. Questions were raised about the purpose of the transitional roles and there was concern they would morph into permanent roles. Further, disappointment was expressed that there was no mention of further cutbacks at National Office or an increase in frontline staffing as recommended by the Ministerial Advisory Board.

Some thought the balance of operational and support roles was tipped in favour of 'support'. You provided ideas for reducing the size of the Leadership Team by combining some of the business groups, for example:

- Insights, Policy & Strategy with Quality Practice & Experiences
- Transformation with Strategy and move both to the Office of the Chief Executive
- Tamariki & Whānau/Partnerships & Communities as a natural fit with People, Culture & Enabling Services
- People, Culture & Enabling Services with Service Delivery
- Collapsing the proposed business groups across four Deputy Chief Executive positions and establishing seven new Group Manager positions reporting to them.

### Location

In relation to the location of the new Deputy Chief Executive positions there was some support for the roles being based in Wellington. Those in support thought being Wellington-based would ensure coherent strategic direction, enable the position holders to influence across the system at a national level to ensure the needs of tamariki and whānau are met, and to work with Ministers. Further, it was suggested that being based in Wellington does not stop the position holders from working closely with the regions, and that they would be supported by other leadership positions which would be regionally based.

There was a lot of feedback with a contrary view, in favour of a spread of these positions across the regions. Some said this would: assist the organisation to attract the best people to these positions; bring diversity of thinking; provide a better connection to the regions and communities and strengthen relationships between the regions and National Office; and enable the frontline to engage with their Deputy Chief Executive and for the Deputy Chief Executive to see the mahi, stresses and strains on the frontline and how they have to come up with creative solutions.

### Capability

There was a broad discussion about the capability requirements of the Deputy Chief Executives. Some suggested a social work background or at least a deep understanding of what social workers do is required either for all or many of the positions including Service Delivery, Quality Practice & Experiences, Chief Social Worker, Tamariki & Whānau Advocate/Partnerships & Communities and People, Culture & Enabling Services. Others thought appointing some people to the positions with varied backgrounds and experiences from outside the social work field would be beneficial.

There was acknowledgement that a transformational leadership skillset will be required to respond well to the Ministerial Advisory Board report, and the ability to individually and collectively influence the wider system to bring about change.

There was a call for half or more of the leadership team to be Māori with all leadership team members demonstrating core professional and cultural leadership competencies. Some expressed a need for all positions to practice from a Māori cultural lens because it influences the decision-making processes, and to introduce performance measures that include demonstration of S7AA Treaty obligations through their business line.

There was a call for a Deputy Chief Executive Māori to be established. Those that suggested this thought a position was required in the Leadership Team to influence and navigate the organisation to achieve the required outcomes with Māori, provide a credible source of Mātauranga Māori, and to provide a clear line of sight and accessibility for Māori leadership positions. For example, it was suggested the Treaty Response Unit, Pou Tikanga and Māori Practice leadership roles could report to this position. You commented Māori positions should not be isolated but rather be positioned as a team. Some went further to suggest the establishment of a Co-Chief Executive positioned and anchored in the Te Ao Māori principles of Māreikura and Whatukura.

### 1.5 Service Delivery

#### What was proposed

I proposed to bring together our service delivery business groups under one position with a single line of accountability to deliver services to tamariki and whānau. I proposed to:

- set up a business group encompassing Services for Children & Families, Youth Justice, Care Services (except Care Services support teams) and Transition Support Services and change reporting lines accordingly
- establish a new position of Chief Operating Officer/Deputy Chief Executive (DCE) Service Delivery to lead the business group
- establish three Transitional Associate DCE positions, for a temporary period of 12 months, to help manage the large number of direct reports, run the day-to-day operations and assist with the next stages of change and transformation
- establish three temporary positions of Chief Advisor, Business Manager and Principal Advisor to assist the Chief Operating Officer/Deputy Chief Executive (DCE) Service Delivery with the development of the regional way of working, understand how this might be centrally supported, and assist in managing the business through a further period of change next year.

#### What you said

The majority of feedback on this business group provided commentary on the pros and cons of bringing together all service lines, the size of the group and proposed leadership position, and transitional roles.

#### Bringing service lines together

Generally, but not entirely, the proposal to bring together core service delivery functions including Transition Support Services under a single line of accountability was positively received.

The benefits identified in moving to this model included: greater potential for equitable resourcing; removal of the currently strong silos; and a holistic, whole of organisation view of tamariki and whānau needs. While some could see in theory it would bring better executive oversight it was also noted that tangible shifts in the way work is done and resulting experiences will only be rectified once a regional model or accountability has been formed.

Some of you suggested the scope of Service Delivery should be expanded to include Partnering for Outcomes regional teams (as outlined in the Tamariki & Whanau Advocate/Partnerships & Communities section 1.8) and the establishment of a specialist workforce stream across Service Delivery supporting social workers comprising, for example, psychologists, therapists, disability advisors, and health and education advisors.

A number of you said that moving away from three distinct service lines takes Oranga Tamariki back to a previous era – one that separated service lines for good reasons. The most commonly raised concern was that all the good progress made to date as Oranga Tamariki, especially in Youth Justice and Care Services, will be lost and most focus will be directed to the larger Services for Children and Families function. Some said rangatahi get a better service when it is more dedicated to their needs and that it requires a different way of working and engaging with youth. Some suggested a way of addressing this is to bring Youth Justice and/or Transitional Support Services as separate service line(s) under Service Delivery.

### Size of the business group and role of Chief Operating Officer

Feedback was provided about the size of the Chief Operating Officer role. It was noted that it was a large role with responsibility for 80 percent of the organisation. Some expressed concern about there being only one operations voice at the Leadership Table and that the structure required under this position may create more decision-making layers. It was noted that to make this role work it will require the right person in the job and a culture change that has greater trust in regional staff to deliver services, support roles to be geared up to improve systems and processes, and key people sitting in the regions rather than National Office. It was also suggested the role be filled with a qualified social worker to bring a strong focus on professional and quality practice in sites and regions, and to drop the title of Chief Operating Officer in favour of Deputy Chief Executive Service Delivery.

### Transitional Associate Deputy Chief Executive roles

There were mixed views about the Transitional Associate Deputy Chief Executive positions. These included: no requirement for the positions, letting the Chief Operating Officer drive the change; questions on whether 12 months would be long enough for these roles to support the transition; noted it would be difficult to recruit good leaders for 12 months; and questions about whether these positions would become permanent at the 12 month mark. It was suggested we move to regional leadership roles across services instead, and it was also suggested there may be more oversight of high needs and residential care required in the interim.

## 1.6 Office of the Chief Social Worker

### What was proposed

I proposed to decouple responsibility for the design and delivery of practice programmes from the role of Chief Social Worker. I proposed to:

- establish a new position of Chief Social Worker/Deputy Chief Executive (DCE) Office of the Chief Social Worker heading up an Office of the Chief Social Worker to lead the business group
- broaden the accountabilities of the Chief Social Worker to provide strategic practice vision and priorities, amplify the voice of the Social Worker, lead and influence across the care and protection sector and provide independent advice and support to the Chief Executive and Leadership Team
- initially establish three permanent Principal Advisor positions to support the work of the Office of the Chief Social Worker.

### What you said

Generally there was positive support for the creation of a role to amplify the voice of social workers, given the majority of staff are social workers, and alignment with *Te Kahu Aroha* to bring visibility to social work. However, there were many different viewpoints about the scope and configuration of the functions within the Office.

### The Office purpose, scope and size

Generally respondents could see the intent behind the Office of the Chief Social Worker and thought establishing it created better visibility of social work, which would lead to improved social work practice and therefore improved services. The independence the Office would bring to speak out, and the autonomy to pursue practice excellence without being burdened with responsibility for developing practice programmes, was well received. The outward facing nature of the function was appreciated on a couple of levels: because it will require NGOs, iwi and cultural social services to be on the same Kaupapa to improve care and protection outcomes for tamariki and rangatahi; and would create an opportunity for the role to be a credible voice in the media.

Some of you agreed the Office should be a small and dedicated team to focus on influencing, advising and providing a strong voice for social workers. However, others cautioned the role and small Office could become isolated and therefore not influential, as has happened historically. Some of you saw the benefits of the current model where the Chief Social Worker remains strongly connected to the day-to-day mahi and realities of practice.

Some suggested the Office be elevated or enlarged to strengthen focus, and some options included: elevating the Office of the Chief Social Worker above the other Deputy Chief Executive roles; partnering with the Chief Executive to ensure social work practice is the focus; merging with Quality Practice & Experiences so that the social work voice is represented in practice design or co-leading with Quality Practice & Experiences with one role holding strategic sector/organisational thought leadership and the other with internal practice programme quality/design responsibilities; combine with Quality Practice & Experiences and Service Delivery to establish one large group and prevent the silo effect; place Professional Development in the Office; and taking on the role of Tamariki and Whānau Advocate. You also suggested a Chief Social Worker Māori be established to work alongside the Chief Social Worker.

### Principal Advisor positions

In terms of the Principal Advisor roles proposed there was general comment that just three positions was not enough to be effective at the Leadership Team, to provide advice across the organisation, or to be connected to the frontline work. Some said it was a token gesture.

Some suggested the Principal Advisors could be assigned to regions to support a more regional and community led approach. It was also suggested social workers from sites and regions could rotate to these positions and Office to see what National Office does, and to provide fresh and diverse perspectives on the needs of social workers and how their work interacts and is used in the wider system. Some commented that at least one or all appointees be registered social workers with frontline experience so the voice of the social worker is front and centre. It was suggested there be a role within the Office that focuses on Treaty partnerships and bicultural practice to ensure a Te Ao Māori lens is maintained across social work practice. Some went further to suggest that the three roles be allocated to Māori, Pacific and Tauwi, and that additional Senior Advisor positions be established.



### Operation of the Office

There was a call for more clarity about how the Office will work in practice and especially with Quality Practice & Experiences. For example, you had questions about: how the Chief Social Worker advice would be implemented; the split of accountabilities for quality practice settings and advice; how different priorities or views would be worked through; the mechanisms the Chief Social Worker would use to hear the voices of social workers; if the Office would provide for a broader group of practice-based roles such as Youth Justice workers, Family Group Conference Co-ordinators, clinical specialists; and the range of accountabilities and whether it encompasses some or all of advocacy, quality assurance, and policy and legal settings.

### Capability

In terms of the capability required for this role there was confirmation that it must be a registered social worker and ideally Māori. The importance of the appointee being able to maintain positive relationships with other Deputy Chief Executives and the ability to remain independent especially where the voice of the social worker is at odds with the organisational priorities was emphasised. Some called for the democratic election to this position by social workers.

## 1.7 Quality Practice & Experiences

### What was proposed

I proposed to bring together a number of functions from across different business groups to drive service design, practice, quality and improvements, drawing on insights to change the way we deliver our services on the frontline. It was positioned as a critical connector between Insights, Policy & Strategy and Service Delivery.

I proposed to:

- bring together the current professional practice teams, service design, professional development, safety of children in care, review management, customer information requests and feedback and complaints, and change reporting lines accordingly
- establish a new position of Deputy Chief Executive (DCE) Quality Practice & Experiences to lead the business group
- establish one Transitional Associate DCE position, for a temporary period of 12 months, to help manage the large number of direct reports, run the day-to-day operations and assist with the next stages of change and transformation
- disestablish the position of General Manager Public Ministerial and Executive Services
- establish a new position of General Manager Feedback & Requests.

### What you said

There was significant feedback about the purpose and make-up of this business group. There were a number of comments that simply stated the respondents did not understand what this business group was about.

The feedback ranged from supporting the way it has been proposed so that insights and feedback received would be routinely used to review and improve how we do things, to distributing some or all of the functions across the other business groups. A number of the comments made in this section were similar to some made in the Office of the Chief Social Worker section particularly in relation to the placement of the practice teams, and the Tamariki & Whānau Advocate/Partnerships & Communities section in relation to the placement of the Voices teams.

### Reporting lines

There was significant feedback which suggested a wide range of alternate reporting lines for the functions proposed within this business group. In terms of moving all functions elsewhere across the structure, examples of the types of suggestions made were: the 'experiences' part of the group (e.g. Feedback & Complaints and Safety of Children in Care), could sit with Insights, Policy & Strategy so that Policy can be guided by practice perspectives; and 'practice' teams to the Office of the Chief Social Worker where all practice and professional development should be driven from and/or all remaining functions moved to People, Culture & Enabling Services.

The majority of feedback focused on specific functions being placed elsewhere within the structure. There was significant feedback about the placement of Professional Development. Some thought it was a poor fit with Corporate Services currently because it is focused on social work experience and education which is better aligned with Quality Practice & Experiences. Others thought it is better placed in People, Culture & Enabling Services with a broader professional development focus beyond social work experience, for example stakeholder engagement and support for analysts and advisors. Other respondents suggested it be part of Service Delivery because it is central to quality social work practice.

As noted in the Office of the Chief Social Worker section there was a lot of feedback suggesting practice teams should report into the Office of the Chief Social Worker to provide expert and independent practice advice. Others thought it should sit with Service Delivery for a direct and responsive approach, although it was acknowledged Service Delivery is already a large business group. There was also feedback provided suggesting a Māori practice leadership role be established with the Tira Hāpai Māori team reporting to that position.

### Scope

In terms of practice scope, some suggested quality practice could be widened beyond pure social work to include psychologist and therapeutic support research specialisms because quality practice needs to be more holistic. There was further and more general commentary related to practice. These comments included suggestions to: increase resourcing within the practice teams; ensure our practices reflect different ways of engaging with communities; and provide broader support through training, induction and tools to support social workers look at cases through a different lens.

### Feedback and complaints and customer information request team

There were mixed views about the placement of Feedback & Complaints and Customer Information Request teams.

In relation to Feedback & Complaints, some agreed the team should sit in this business group. Others suggested different reporting lines, including: close to other ministerial functions; sitting closer to the Voices teams with the Tamariki & Whanau Advocate because it is about listening and responding to those outside the organisation; and sitting independently of the practice function. Alternatively, you suggested other information teams be placed in this business group to inform practice, including Voices teams which should not be at arm's length from the practice function.

It was noted that the Customer Information Request function is largely transactional and therefore incongruent with this business group and would be better placed with the enabling business group or Service Delivery. Some also queried whether the proposed new General Manager Feedback & Requests needed to be located in Wellington, given other General Manager positions do not.

### Potentially independent functions

There was feedback suggesting some of the functions be kept independent of this business group. It was suggested Quality Systems, Review Management and Safety of Children in Care be kept independent of practice advice to provide assurance of good practice. Further, some said that the Review Management team manages the relationship with Monitors and this function should be independent of the practice area and instead be close to the Chief Executive and as part of the Office of the Chief Executive or Insights, Policy & Strategy.

### Service Design

There was feedback on the placement of Service Design. It was suggested that this is a better fit with Partnerships & Communities where they could work hand in hand with partners and teams and/or build capability of communities to co-design services. Further it was suggested this was more than a minor change in business group and would probably require a reset of roles, responsibilities and methodologies.

### Transitional Associate Deputy Chief Executive role and Deputy Chief Executive capability

There was commentary about the proposed Transitional Associate Deputy Chief Executive role. Respondents were unclear on the rationale for the assignment of functions reporting to this role and those reporting to the Deputy Chief Executive. Some suggested the Transitional role was not required.

There was confirmation that the Deputy Chief Executive needs to be a registered social worker, and some suggested this should also be a requirement of the Transitional position.

## 1.8 Tamariki & Whānau Advocate/Partnerships & Communities

### What was proposed

I proposed to establish a business group with the primary responsibility for shaping the right kind of engagement with partners and communities, and working effectively with them through our frontline staff to keep our tamariki safe. Further I proposed this business group would hold responsibility for being the Tamariki & Whānau Advocate to ensure the voices of tamariki, rangatahi and whānau are used to influence strategy, policy, practice, and operations across the organisation, so that their needs and aspirations are met. I proposed to:

- bring together Partnering for Outcomes, Care Services Support and Voices teams and change reporting lines accordingly
- establish a new position of Tamariki & Whānau Advocate/Deputy Chief Executive (DCE) Partnerships & Communities to lead this business group.

### What you said

The feedback on this business group focused on the reporting line of functions and how the role will operate in practice.

A number of respondents supported the proposed business group as presented. They said the managerial roles will complement each other, and that having tamariki, whānau and partners voices in one place at the decision-making table makes sense and will make a huge difference to the development of relationships between social workers, community service providers and whānau, hapū and iwi.

## IN-CONFIDENCE

Some respondents did not think this business group was required, recommending instead that partnerships be locally led within the Service Delivery function and that the Voices team be part of Quality Practice & Experiences. It was noted in the feedback that the reports into Oranga Tamariki were not seeking a strengthened partnerships approach with our communities using their voices, but rather it was about improving policies, practices and processes.

Most feedback centred around three key aspects of the proposal: the Partnering for Outcomes (PfO) regional teams; the Voices teams; and role of the Advocate.

### Partnering for Outcomes (PfO)

There was a strong call to place the PfO regional roles alongside the regionally based teams under Service Delivery. There were several reasons presented to support this view and they centred on a couple of key themes. Firstly, if all investment and decision-making is going to shift to a regionally led model then the PfO functions would better sit inside the region to support service delivery. Secondly, engagement and contracting with iwi and local providers needs to sit in the regions, with support from National Office, otherwise this creates a 'too many cars up the driveway' scenario and confusion for whānau. Some said there needs to be at least a dotted reporting line between PfO regional roles and the regional leads in Service Delivery. Others said it did not matter whether relationships were held centrally, regionally, or locally, because it was about working together to get the best results for our whānau. Some called for a more effective way of ensuring the service lines work better together with partnering.

### Voices

There was significant and varied feedback about where the Voices teams were best placed. There was some feedback supporting the proposal be part of this business group, keeping them centred and used to inform social investment first and foremost and better partnership with Māori. Others thought the function would be better placed with other 'insight' functions within Insights, Policy & Strategy because they would be closer to the Policy and strategy levers. Some respondents thought it would be more meaningfully positioned alongside professional practice rather than with a business group which is more externally focused. The reasons for suggesting Voices sit in Quality Practice & Experiences centred around the ability for Voices to directly influence and underpin service improvement and drive system change, and noted that working across business groups has not worked in the past.

### Tamariki & Whānau Advocate

The third significant area of feedback focused on the role of the Tamariki & Whānau Advocate – how it would work, where it sits in the structure, its title and capacity to lead multiple functions.

Some of you asked to understand more on how this role would work. For example, you wanted to make sure the role did not disempower the role of the social worker from their engagement and blur the lines of communication which for whānau are already confused. You wanted to know how people would know about the role and feedback to it.

In terms of placement in the structure, a number of different views were expressed. Some thought the role should be independent of those providing the services, and that having it aligned with the partnering function makes it less objective and independent because the role will become conflicted with internal accountabilities. Suggestions were made for the role to be set up similarly to the Chief Social Worker with a level of independence reporting to the Chief Executive, or for the Chief Social Worker to also be the Tamariki & Whānau Advocate. Others thought the placement of the role with the Voices teams made sense. Other respondents thought the role may have more weight if external groups were funded to provide this service and be invited to sit at the Leadership Table for relevant conversations.

There was comment about the title of the role and suggestions were made to shorten the title to Whānau Advocate as tamariki and rangatahi are part of whānau. Some thought the term Advocate gave the impression Oranga Tamariki is their lawyer or spokesperson.

A number of you were concerned about the capacity for this role to: receive and manage feedback from tamariki and whānau; ensure the role is not de-prioritised while managing the other functional areas; and prioritise more engagement with system peers and government partners. You suggested another position may be required to manage the number of direct reports.

### 1.9 Insights, Policy & Strategy

#### What was proposed

I proposed to slim down the current Policy & Organisational Strategy business group and refocus accountabilities. I proposed to:

- bring together Evidence Centre, policy, Treaty Response Unit, strategy and performance and the Performance Hub and change reporting lines accordingly
- establish a new position of Deputy Chief Executive (DCE) Insights, Policy & Strategy to lead this business group
- disestablish the position of General Manager Change
- establish a new position of Head of Strategy & Performance.

#### What you said

Broadly speaking the feedback reflected a general understanding of, and some affirmation for, grouping together the functions into one business group. There was in particular, significant feedback on the evidence, data and information group of functions specific to the proposed structure change, as well as more generally in relation to it being a critical body of work for the organisation.

#### Reporting line

There was significant feedback on the individual functions that were proposed to move into this business group. Some thought Insights, Policy & Strategy did not warrant being a separate business group and instead thought it could be collapsed under Office of the Chief Social Worker, Service Delivery or Quality Practice & Experiences where it would be closer to the frontline.

#### Treaty Response Unit

Some feedback suggested individual functions could report elsewhere within the structure. Most feedback of this nature was focused on the Treaty Response Unit. A number of respondents either agreed with the proposed positioning or understood the rationale for the proposed change. However, given the range of responsibilities held by the team including monitoring, assurance, reporting and Treaty response capability building, some suggested the move would be problematic. The main concern expressed was the loss of its ability to independently monitor and quality assure policy. In addition, others also noted it would be difficult for the team to focus on practice and not just policy. It was suggested that instead this team should report to the Office of the Chief Executive to maintain its independence, provide the Chief Executive with direct and unbiased assurance, and be enabled to provide advice across the organisation.

### Crown Secretariat

For similar reasons, there was feedback suggesting the Crown Secretariat (as a cross-agency unit) retain its reporting line to Office of the Chief Executive or move to People, Culture & Enabling Services. It was noted that this would ensure it remained functionally and visibly independent of an operational unit and would assist ensure a direct line of communication to the other Sponsoring Group Chief Executives.

### Strategy and performance

Further suggestions to change functional reporting lines to the Office of the Chief Executive (OCE) also included strategy and performance teams. The rationale was for these teams to sit alongside governance, risk and assurance and support clearer messaging, strengthen the OCE's role in direction setting, ensure enduring decisions on organisational strategy, and avoid confusion with policy. There was feedback in response that suggested this reporting line need not change because the direction from the Chief Executive needed to be clear to everyone rather than relying on direct control from the top.

### Expanding scope of functions

There were suggestions made to expand the functions reporting to the business group. This included adding: operational policy so that it works hand-in-hand with big 'P' policy; Pacific Voices & Strategy team so they are influential in the development of organisational policy and decision-making; and Voices of Children and Young People, Pacific Voices & Strategy, and insight/voices component of Voices of Whānau & Community. The rationale for the latter suggestion was twofold. Firstly, so that these functions would be closer to the policy and strategy levers. Secondly, bringing together data and information and Voices teams would mean quantitative and qualitative data to build a narrative around the insights.

The majority of feedback provided was in relation to insights, evidence and data and information. Other feedback on data and information is included in the People, Culture & Enabling Services section.

There was a strong call to bring together all data and information teams into this business group so they would be better organised to input into decision-making and provide a one-stop shop for data, analysis, research, evaluation and modelling functions. There was an acknowledgement there is currently duplication of effort and contradictory findings. Getting our data and performance systems to be fit for purpose currently and for the future was noted as a significant challenge for Oranga Tamariki over the next two years. Moreover, it was noted this would support the direction of *Te Kahu Aroha*. On the other hand, some feedback that suggested the multiple teams from across the organisation do not need to report under the same business group. However, it was acknowledged that the teams needed to work collectively, and that this could be enabled through an intentionally designed matrix model with the Performance Hub playing a vital role.

Respondents also suggested the group could benefit from ensuring a Māori centred and Kaupapa Māori evaluation approach was adopted so important insights from the perspective of whānau and tamariki Māori were reported. Similar views were expressed for reflecting Pacific cultural values and beliefs in research and evaluation findings.

There were questions raised about how the 'Insights' and data teams would work across business groups, inform the work of, and be informed by, the Quality Practice & Experiences business group, what sort of governance would be set up, and the role of Whiti in organisational reporting.

Other questions about ways of working focused on the Policy function. These included how the feedback loop would work between social workers and the Policy function to ensure practice informed by policy was practical, how the voice of the social worker will be considered when developing interventions and investments for positive outcomes, and how we would ensure policies will be developed in line with Te Ao Māori practices that do not hinder placement of tamariki with their parents and whānau.



## 1.10 People, Culture & Enabling Services

### What was proposed

I proposed to establish a business group where organisation-wide specialist enabling services are consolidated to support and enable service delivery for the whole organisation. Further, the business group would play a pivotal role in fundamentally shifting the culture of the organisation and people capability to ensure we deliver positive and transformational change. I proposed to:

- bring together People & Leadership, Funding & Performance, Technology & Channels, Data & Information, Infrastructure, Health, Safety & Security, Legal Services and Change Programme Management Office and change reporting lines accordingly
- establish a new position of Deputy Chief Executive (DCE) People, Culture & Enabling Services to lead this business group.

### What you said

Most of the commentary about this proposed business group centred around the mix of functions that would report to it, with a particular emphasis on those functions which were proposed to be shifted out of Corporate Services or move in from other parts of the organisation.

The respondents who commented on the business group as a whole generally confirmed the make-up of the functions made sense and that the group was required for the successful functioning of the organisation. It was acknowledged this business group will play a key role in shifting culture as well as lifting capability, leadership development, succession planning and career pathways. There was an alternate view made that the business group was not required and that instead many of the functions could be placed in other business groups so as not to create silos e.g. Service Delivery and Quality Practice & Experiences.

### Te Ao Māori

In terms of the way this business group would work some said the evolution and shifting of power and resources to Māori needs to be a visible part of this structure, and organisation culture needs to be purposefully working towards this. Further, it was noted that this group needed the capability to apply a Māori lens across the way money, time and resourcing was considered, and to adopt ways of working that enable unions and working groups to feed directly into the changes made by this group.

### Regional context

There was some discussion about the importance of this group reflecting the regional context – in particular Legal Services, People & Leadership and Finance functions – and that this should be addressed as part of the regional operating model development. There was a concern expressed that this structure continued to be centralised without any links to communities/regions and the support functions needed. It was noted that critical to success would be the shift to locating actual roles regionally with a dotted line to regional management, and also how it partnered with other key parts of the organisation.

### Functional reporting lines

There were many and varied views expressed about the functions that should report to the business group. For the most part the feedback focused on Legal, Change PMO, Data and Information, Finance. The feedback about Professional Development is outlined under the Quality Practice & Experiences section and Communications & Engagement under the Office of the Chief Executive section. Other comments about data and information are also captured under the Insights, Policy & Strategy section.

## Legal Services

There were mixed views about the placement of Legal Services. Some thought that the Legal team should remain a single function so that it supported regional and national consistency, created an important feedback loop for the organisation from frontline to National Office, and by being separate from Service Delivery it created an escalation pathway. Respondents thought it could report either within this business group or with other risk functions in the Office of the Chief Executive. Others thought the Legal team could be differentiated between corporate and frontline legal support. The former reporting to this business group as an enabling service, and frontline legal support sitting closer to practice in Quality Practice & Experiences or because of the strong regional connection it could sit in Service Delivery.

## Change PMO

There was significant discussion about the placement of the Change PMO in relation to the Transformation business group. That feedback is outlined in the Transformation section. In addition, the feedback mentioned in this section also suggested the Change PMO would fit better with Transformation, or at least for 18 months and then return to this business group, and that it could take on the role of Enterprise PMO. It was noted the Change PMO should retain a strong connection with policy and strategy to share insights from change processes.

## Data and information

There was a lot of feedback about data and information. The predominant view was for all data and information teams to come together under one team – including business reporting, Whiti and analytic teams – to share expertise, share resources, and reduce silos and unnecessary layers of complication. The feedback noted that data is only useful if it gives the organisation actionable insight and therefore it should sit close to the Evidence Centre under Insights, Policy & Strategy. An alternate view expressed in response to this feedback was to retain data functions embedded within teams across the organisation to avoid disconnection from the frontline, and at the same time acknowledged the need to work together across teams and ensure consistency in practice. There was also some commentary about the relationship between the Head of Data & Information and the Chief Advisor Data & Information positions and differentiation of roles. There were some comments made about our focus on technology and data and the shift in our approach required to focus on Māori data sovereignty, devolved data ownership and open collaboration with partners.

## Finance

In the finance space the feedback included bringing together all procurement functions, including national Partnering for Outcomes (PfO) procurement under the Chief Financial Officer (CFO) to ensure appropriate controls were in place. There was also some discussion about aligning strategic finance with policy, strategy and funding, because it is more of a strategic than enabling function.

## Deputy Chief Executive role and business group title

There was some feedback on the nature of the Deputy Chief Executive (DCE) position. It was questioned whether this new position was different to the current DCE Corporate Services position. It was also suggested a Māori leader be appointed to the position. There was some commentary on the title of the business group. It was suggested People and Culture be removed in favour of simply calling it Enabling Services, reflecting that all business groups and DCEs have responsibility for people and culture, or Regional Enabling and bring in all procurement including regional PfO.

## Reporting lines

There was some thought given to the reporting lines of the CFO and GM People & Leadership. Some thought these roles should report directly to the Chief Executive, or by way of dotted reporting line, given the challenges the organisation will face over the next two years. However, others commented this would then make the Leadership Team bigger and tip balance away from the frontline.



## 1.11 Office of the Chief Executive

### What was proposed

I proposed to refocus and extend the purview of the Office of the Chief Executive to assist the Chief Executive and Leadership Team manage and monitor significant organisational risk, and restore public trust and confidence in Oranga Tamariki. I proposed to:

- bring together positions and functions that provide: advisory support to the Chief Executive; expert advice on Māori, Pacific, disability and data and information; governance, risk and assurance; internal audit; communications and engagement; private secretaries; and ministerial support; and change the reporting lines accordingly
- establish a new position of Deputy Chief Executive (DCE) Office of the Chief Executive to lead this business group
- establish a new position of Chief Internal Auditor.

### What you said

There was general support for maintaining an Office of the Chief Executive. Respondents noted the benefit of such an Office with a broad overview of what is happening at any one time, supporting the Chief Executive and Leadership Team collectively deliver the Future Direction Action Plan, and a suitable reporting line for functions that require a level of independence.

### Size of Office

Most of the commentary focused on the size and range of functions reporting to the Office of the Chief Executive. Many respondents questioned the need for a large office. They said: it should be closely linked to the whole organisation rather than running its own functions in isolation; more resources should be placed in the frontline to reduce risk; and having a Deputy Chief Executive for the Office of the Chief Executive as well as the Chief Executive on the Leadership Team created an imbalance.

### Scope of functions

Some suggestions were made about placement of functions elsewhere in the organisation to reduce the size of the office and large number of direct reports to the proposed Deputy Chief Executive. For example, suggestions included: placing the advisors in other parts of the business; the Chief Advisors to other Deputy Chief Executives or into Insights, Policy & Strategy; and some functions such as Communications & Engagement (including Engaging All New Zealanders) into People, Culture & Enabling Services to support the culture change work.

### Level of position

A number of respondents thought the Office required a Director or Chief of Staff level position rather than a Deputy Chief Executive, saying it was not comparable to the other Deputy Chief Executive positions.

Comment was also made that the Office of the Chief Social Worker should have a similar level and number of advisors and by not doing so, suggests the social work voice is not as important. There was general agreement that risk and assurance was appropriately placed in the Office of the Chief Executive as this move supported its independent role and function.

### Chief Internal Auditor and relationship with governance, risk and assurance

There was significant commentary about the proposed new position of Chief Internal Auditor. There was broad support for the role, although most feedback related to how the proposed new position would work with the existing risk and assurance team. Concern was expressed on the overlap in purpose and functions with the current Manager Risk & Assurance and Principal Advisor Risk & Assurance including risk management and compliance functions and the relationship with Audit NZ. It was also noted the range of responsibilities would be too much for a single position and that it would require a team, particularly given the current environment with poor control and low maturity for this type of work. There was a danger that it could turn into an 'after the event' type role when it also needed to be pro-active.

A strong call was made for decoupling governance from the risk and assurance teams as their respective purposes do not align. It was suggested that governance could be led by a Manager Governance and that the Risk & Assurance team report to the Chief Internal Auditor.

A number of suggestions were made to reshape the position description of the Chief Internal Auditor including: expanding the scope of functions to include risk, compliance, business continuity, incident management, assurance and integrity services; and updating the person specification to move away from a focus on financial management experience and chartered accountant qualifications to experience leading a similar public sector risk, assurance and compliance function and advocacy experience in building and strengthening risk, assurance and compliance frameworks.

### Communications & Engagement

There were a range of views on where the Communications & Engagement function should sit. Some said it might be better aligned with People, Culture & Enabling Services especially to support drive culture change, rather than a risk focused Office of the Chief Executive. Others thought a centralised team in the Office was too removed from the regions and that it should be co-located in the regions. Others noted it could provide support irrespective of where it reported. There were some questions whether Engaging All New Zealanders was included in Communications & Engagement function. It was suggested that it could be better placed with Tamariki and Whānau Advocate/Partnerships & Communities as their capabilities and functions were well aligned and the team needed to be part of a group focused on the aspirations of communities.

### Chief Advisor roles

There was significant discussion specifically on the Chief Advisor roles. The feedback focused on the permanency of the roles and reporting lines.

There was a call for the Pou Tikanga, Chief Advisor Pacific and Chief Advisor Disability positions to be permanent in recognition of the contribution these roles have in the implementation and embedding of the new direction and building capacity and capability in our workforce particularly around areas of cultural competence. Others thought the roles should remain fixed term.

The second focus of feedback was on the reporting lines of the Pou Tikanga and Chief Advisor Pacific. There was comment that these roles should report directly to the Chief Executive or at least have a dotted reporting line. It was suggested these roles would help to ensure alignment across all business streams for all things Māori and Pacific, but most importantly would hold Deputy Chief Executives accountable on their commitment and outcomes to reduce inequity for tamariki Māori and tamaiti/fanau Pasifika.

Further, there was feedback suggesting specialist Māori and Pacific roles across the organisation should report through to these Chief Advisor positions to ensure consistency in practice, provide a supporting network and ensure the right information flowed through.

## 1.12 Transformation

### What was proposed

I proposed to set up a team that would guide and support the Chief Executive and Leadership Team through the next critical stage of organisational transformation. I proposed to:

- establish a new 18 month temporary position of Deputy Chief Executive (DCE) Transformation to lead this business group
- determine resourcing for the Transformation Programme at a later date.

### What you said

Overall there were a wide range of views on the purpose and scope of this business group, and positioning and tenure of the Deputy Chief Executive position.

Some people could see a clear need for this business group to ensure the transformation work that has begun was continued and would not stagnate, while others questioned the need for the business group to be established at all. For example, feedback suggested there was no requirement for this business group because transformation was the responsibility of everyone, it could take place organically, and because it needed to be owned by the whole Leadership Team and not one position.

### Scope

There were several questions on the scope of the work of the business group. You asked if the scope would be focused on the next stage of the organisation structure change or would be more broadly scoped to include organisational transformation including oversight and implementation of the Future Direction Action Plan in response to *Te Kahu Aroha*. There was support for the scope to include planning and advice for the Chief Executive and Leadership Team on the total system transformation and to provide much better oversight of all changes happening across the organisation. You also suggested there be detail about the accountabilities, responsibilities and measures of success for this business group. You noted that transformation needed to address the shift of power and resources to Māori and communities to respond to their needs.

### Level of position

Some respondents agreed this needed to be a significant role operating at Deputy Chief Executive level.

Others, however, held a different view and thought: the position should be a smaller role compared to other Deputy Chief Executive positions; that it be a tier 3 role; or that it be set up as a work programme. You also commented that the position holder should: have a balance of knowledge of the organisation so they know what to change; understand how things are done on the ground and have exposure to frontline staff managing challenging situations; have experience outside Oranga Tamariki so they can see alternate ways of working; and have a good understanding of Te Ao Māori should we move to a Māori practice framework.

### Functions and reporting line

In terms of the make-up of the business group there were a number of suggestions. The most common suggestion made was for the Change PMO to be part of the business group or be involved to some extent through shared resourcing and secondments, if this was about delivering organisational change and broader than a restructure. You suggested this as the team has the professional capability needed to drive transformation and operates using a national and regional lens.

There were other suggestions including: sitting within People, Culture & Enabling Services because this significantly impacted people and culture; partnering with Evidence to conduct organisation-wide development and process evaluations; with the Service Design team to support setting out the Government's *Future Direction Action Plan*; and being part of a wider group and sitting alongside strategy, partnering and culture to ensure its focus influenced all areas of Oranga Tamariki and help them work more effectively as an integrated whole.

### Tenure of position

Depending on the scope of the work, there were mixed views on the tenure of the position. There was significant concern that 18 months was not long enough. Generally it was suggested that if the scope of the business group was focused on organisational structure change, then 18 months seemed sufficient. Most however, thought a 3-5 year term was more realistic based on expectations that the scope of the transformation would be broader and therefore would take longer to be fully implemented, embedded and sustained.

## 1.13 Executive Assistant Support

### What was proposed

I proposed that critical support for the Leadership Team and transitional positions would be provided by Executive Assistants. I proposed to change the reporting lines of current Executive Assistant positions to the proposed new Leadership Team.

### What you said

Feedback on Executive Assistants tended to focus specifically on the justification for these roles and the location and reporting lines of these positions in relation to the location of the Deputy Chief Executives positions.

Some people questioned the requirement for, and role of an Executive Assistant and in particular the connection this role has with frontline staff. Others confirmed Executive Assistant positions are required to operate effectively as a government organisation and that both Executive Assistants and administration support roles were required for effective administration.

There were specific questions about whether Executive Assistants supporting Deputy Chief Executive positions currently outside of Wellington could support them if the new positions were based in Wellington. You also raised a concern that the Executive Assistants reporting to the Transitional Associate Deputy Chief Executive could also be 12 months and would also be transitional, which could lead to a loss of knowledge.

Some suggested the Executive Assistant positions could report to an Administrative Services Manager who could drive effectiveness and ensure coverage in a way that may not require one to one mapping, and also provide them with a specialist manager to reduce the load on Deputy Chief Executives.

Other feedback focused on broader topics including job sizing, remuneration, tiered Executive Assistant levels to recognise different levels of responsibilities, workload balance and career paths.

## 1.14 Position descriptions

There were a wide range of comments from the broad and generic through to specific comments on individual elements within specific job descriptions.

There was a view that the person specification requirements were targeted at those with public service backgrounds and might not attract a wider audience. Some thought a number of the roles needed social work experience or qualifications.

There was some comment that the 'Key Relationships' section needed expanding to include whānau, hapū, iwi along with community. There were a range of suggestions on naming conventions and job titles which have been covered under the relevant sections of this decisions document.

Some thought there needed to be greater emphasis on the collective accountabilities of the Deputy Chief Executives to manage the overall risks to Oranga Tamariki.

Feedback was also received on specific job descriptions. The job description for the Chief Internal Auditor received by far the most feedback. The common theme being it was too narrowly focused, and the expertise required needed to be broader than just traditional financial qualifications and experience. The role should focus on broader organisational risk and assurance.

### 1.15 Context and process change

There was feedback provided through this consultation on topics related to but not specifically addressing this proposed change. All of this information has been captured and will be provided for the next phase of transformation. A high-level summary of some of the feedback is outlined below:

- need for an organisation strategy
- all of government approach required to provide effective support to tamariki and whānau
- further structure changes would be required and some suggestions on what to focus on
- some ideas on how we could improve the way we work now – processes, information flow, induction, training, caseloads
- induction for new leaders – spending time with the frontline on arrival and regularly during their tenure
- call for greater clarity on timeframes
- caution of change fatigue.