



**ORANGA
TAMARIKI**
Ministry for Children

New Zealand Government

DECISION DOCUMENT

Organisational Restructure

Part 1: Structure decisions, feedback summary and next steps

June 2024

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Chief Executive Foreword

Change is never easy.

When change is first proposed, people want to know 3 things. What does this change mean for me, why is it happening and what will it look like when the change has been made?

It was no different when I released my proposal document in April. Those are by far the three most asked questions from kaimahi across our organisation.

The foreword of my proposal set out clearly why we need to change. But let's be honest - it didn't share anything new. We know the reason; they sit at the centre of all we do – our tamariki and rangatahi.

And although this process was tough, the call for change outweighed our own fears about what the change would mean for us, as we started to think about what it would mean for the tamariki and rangatahi we serve and how change could deliver better outcomes for them.

The proposal also set out what the change would mean for all kaimahi,

At the beginning I was upfront about the change being at scale with job reductions. But I know that it really didn't set in until kaimahi started to receive letters, and when kaimahi couldn't see their position or their work mates' position in the new proposed structure, and it hit hard.

I acknowledge that people were angry and hurt. I know people and their whānau were and remain stressed about what this might mean for their future. And I recognise that some of you felt that I did not recognise, understand or value the work that you do.

But holding onto status quo was never an option for us. And the submissions I received to the proposal suggested that the status quo was not an option for you either.

I read every submission. Looked through all the comments and took note of each reaction. There is not one thing that kaimahi submitted that I didn't read.

You gave me cause to think, to reconsider, and to change my mind. You reminded me we are at our absolute best when we work together to solve problems and create solutions. This has made me more determined than ever as CE to make sure I deliver the very best structure possible to support each of us to deliver excellence through our mahi. You deserve no less, as do the communities we serve.

My final decision reflects the strength of your commitment to the future of Oranga Tamariki.

Now I am going to be upfront about some things that I saw me which troubled me during the consultation process, because if we are going to change, if we are going to embed a new structure and change our culture then we need to be honest.

The 'What Say you' process also brought to the forefront opinions and ideas, comments that are out of step with future direction of Oranga Tamariki.

I want to be clear, as we move into the future structure, every person in our team must be unified around our core purpose, our vision and our values.

We now move into the process of standing up our new structure. This will in and of itself present its own challenges. I understand clearly that the impact of my decisions will be significant for many of you and that for some of you, your journey in Oranga Tamariki may come to an end earlier than you would have chosen for yourself. My commitment to you all is to ensure fair and transparent decision making and that you are provided the information and support that you need as we navigate through this period of transition.

My final decision today will not magically fix the issues we face as an organisation. It will not automatically grow trust and confidence between our Ministry and New Zealand. It will not be perfect. But change never is.

IN-CONFIDENCE

This decision is the start of a promise. To change for our tamariki and whānau. To commit to a future where we are fit for purpose, where our structure allows us to do things differently so we can continue and build on the good work we do for the whānau, rangatahi and tamariki that rely on us to help them.

In the first restructure document I sent out in 2021, I spoke about the meaning of our name 'Oranga Tamariki' and working hard to earn the gift we received. Believe me I see examples of the efforts you go to daily to achieve this and I know that lives have been changed and, in many cases, saved by your mahi. But if we are completely honest with ourselves there is much more that we need to do.

I believe our future and our new structure will help us all better deliver on the promise our name makes to tamariki and rangatahi – that we will care for and protect them so they can be well.

Thank you for your ongoing commitment to our future.

Poipoia te kakano kia puawai

Nurture the seed and it will blossom.



Chappie Te Kani
Chief Executive
Oranga Tamariki

Section 1. Introduction

We are an organisation full of people who truly care for and are passionate about the work we do. We are bound together by a common purpose – to care for and protect tamariki and rangatahi. Influenced by core social work values, we are anchored by a commitment to social justice, a belief in the potential for change and a determination to serve others to the best of our ability.

We have gone through so many changes over many years, often in the glare of intense scrutiny but that common purpose has remained embedded and built into the fabric of who we are.

That is something that I am so very proud of. That is what we never want to change about Oranga Tamariki.

What I want to give you through this change process is a clear direction, something for us all to drive towards. A vision for our future. A solid and enduring destination that will make sense of all the changes we have been making to our strategy, structure and the way we operate.

This introduction is where I lay down my vision. Where I am honest about our challenges and how this new structure will help us start to overcome them.

The decision document that will proceed this executive summary will be set out in a similar way to the proposal document -its purpose is to show the change in a functional way and make clear to you where and how your feedback has informed my decisions.

In the feedback you provided throughout this process many of you wore your hearts on your sleeves, stepped up and showed me what is possible, what drives you to work in this challenging environment, what sits at the core of who we are as a Ministry.

These introductory comments are my chance to do the same. This is where you will find what sits at the heart of my decisions and my commitment to you and to the good work you do and those that we are committed to serve.

My vision for Oranga Tamariki

My vision is that Oranga Tamariki is a high performing, highly trusted statutory care and protection and youth justice agency.

This vision brings us back to our core responsibilities and will require us to shift who we are and what we do at every level.

I have mentioned previously that I want enabling communities to become business as usual. This is vital to the vision I have set down. We need to devolve resources and decision making out to communities and Māori. The future of this work will not sit with us, it will sit with the people that are in the best position to provide services and support to tamariki and rangatahi who need help.

As I have said many times, social work will continue to be at the centre of the work we do, whilst acknowledging the significance of the many professions and disciplines that make up who we are. Our role will be to support where communities lead, working alongside them and providing the necessary services that we can offer when it is required, delivering these to the highest possible standards which tamariki, rangatahi and communities deserve from us.

This new structure moves us towards this vision. It enables better performance, better practice, better protection and a better focus on youth justice outcomes. It provides the structure we need to be a highly trusted statutory care agency.

This may feel narrow and restrictive – and it should. We cannot continue to be a Ministry that commits to solving problems that are much bigger than any one agency can handle.

Oranga Tamariki alone cannot solve Aotearoa's shameful child abuse record. No single entity can.

This is a problem every agency, every community and every whānau need to work together to address. And we will continue to advocate for this approach and lead out on ensuring that the whole of government works together on meaningful solutions through empowered communities.

Our final structure is built with this vision in mind, and this vision gives us all something to work towards, a clear direction of travel that help us embed the change we know we need to make.

Realising our vision

My vision is clear. But rewriting our strategy, designing our operating model, and changing our structure will only get us so far – we need to, be upfront about some aspects of our culture as a Ministry, they may not be widespread, but they are still a problem we need to address.

You deserve my honest thoughts and rationale behind the decisions I have made.

I also want to be upfront about some of the issues that have come to light as part of this process that need to be addressed because we cannot move forward unless we do.

In setting out my expectations clearly, I am asking us all to look in the mirror, the leadership team and I included, and ask ourselves what we might need to change to play our part in the future of this organisation.

Leadership behaviour and support

I read a lot of feedback about the type of leaders and leadership we have in Oranga Tamariki. I know that many of our leaders exemplify the best of public service, professional and personal ethics and behaviour. They actively demonstrate our values in every decision, every interaction, every relationship. However, I cannot ignore the stark truth that we have leaders in the organisation that are not consistently acting in the way that I expect from them. If we are to change as an organisation, this is the first thing that must change.

Some kaimahi expressed their frustration with the lack of accountability they see demonstrated by their managers, they described a blame culture which they experience when something goes wrong. They feel some leaders would rather pass on responsibility for mistakes instead of owning that responsibility themselves.

I acknowledge that good leadership starts from the top.

As the CE, I know I have a role to play in setting expectations of leaders, and being clear about consequences if people fall short of those expectations or fail to deliver.

We need our leaders to lead, to show grace when people make mistakes, to be accountable and drive to deliver.

We also need to invest in them to be at their best and lead in an environment which is uniquely complex and relentlessly challenging. This is something I acknowledge we have not done enough of. Moving forward I am committed to giving our leaders the right tools and guidance to set an example, so that they can positively lead their teams, creating an environment that is supportive and lifts our performance as a Ministry.

In return, I am asking each leader in the organisation to commit to lifting the bar in the leadership you provide. I am asking you to be accountable for the decisions that you make. Things will go wrong and when they do, I am asking you to own that, to take steps to put things right and to learn and grow. By leading in this way, you will enable those you lead to do the same.

As the CE, I will set the standard through my own actions and through the expectations I place on the Deputy Chief Executives who will become part of Te Riu.

The changes made to our structure allow us to set standards and expectations across the new teams, positions, and leadership positions, and I intend to embed high quality leadership practice at every level of Oranga Tamariki.

Social Work Leadership

Many of our social workers, youth workers and other practitioners have told me that they have become confused about what is expected of them, not just what those expectations are (which include our legislation, professional obligations, care and practice standards, all of which are embedded in our practice framework) but how to give effect to them.

Mixed leadership messages, changing priorities and differing views of the value of the practice offer of Oranga Tamariki means that our practice has become inconsistent, sometimes lacks confidence and at its worst can be unsafe.

This is something through this change process we have the opportunity to own and address together.

Some of you have raised a concern that the new structure weakens the professional voice of the Chief Social Worker and devalues the place of professional practice in this organisation. I want to be very clear. The Chief Social Worker, with my full mandate and the support of the wider leadership team will continue to have a strong place of influence across all aspects of our organisation. It is the Chief Social Worker / DCE Professional Practice who will be responsible for setting practice expectations in this organisation across all of our practice settings including our care, protection, youth justice, adoptions and residential services.

It is my expectation that once in place, the Chief Social Worker / DCE Professional Practice will move quickly to clarify and reset these practice expectations for all practicing kaimahi, including the support they can expect to receive in order to undertake their role safely and professionally. I also expect the Chief Social Worker and the DCEs Tamariki and Whānau Services and Youth Justice Residences to work closely together to ensure all senior service delivery leaders including Regional and National Commissioners, National Youth Justice Managers and Residence Managers know and understand these expectations. Working together, they will develop and drive continuous improvement strategies, aligned with these expectations and which prioritise an uplift in our practice quality and service delivery to tamariki and whānau.

The Chief Social Worker will also be expected to continue to accelerate the work already commenced to build and strengthen a practice system which enables consistently high-quality practice. Here I am talking about fit for purpose supervision, learning and development, frameworks, models and tools, technology and workforce settings. I know that getting these things right across all practice settings is critical to enabling our kaimahi to be at their best when working with tamariki and whānau and will require collective efforts around the leadership team table. Building this system and making sure it works as intended will require the support of every part of our organisation, including and particularly those of you who are part of our enabling functions.

However, like everything, there is a balance to be struck here. An imperfect practice system cannot be viewed as a justification for practice which is demonstrably inconsistent with professional standards, legal obligations and our organisational values. I am committed to supporting each and every practitioner to have what they need to be at their absolute best when doing this complex work. All I ask in return is that you do everything that you can do to continue to uphold the values, ethics and behaviours of the courageous and honourable professions you have chosen to be part of.

Leaking of information

I know there is a lot of anger towards groups inside Oranga Tamariki who chose to leak information publicly throughout this change process.

I have no tolerance for such behaviour. Some have suggested that the act of leaking is an employee's 'democratic right'. It is not. It is a breach of trust that has had serious and ongoing consequences which cannot go unaddressed.

This was a process we all had to undertake. It was not more or less painful for one area of the organisation affected than another. The leaking of information and debating the change proposal publicly did not advantage anyone.

What it did do is put kaimahi and the wider organisation under pressure and disrespected every other member of staff who has showed up to give their best during this process, even when facing an uncertain future themselves. It exposed a poor culture, poor leadership, and a lack of integrity which is not reflective of who we are as an organisation. And most significantly it has made it harder for whānau and communities to believe we will do the right thing when working with their tamariki.

For those of you who engaged in this behaviour what it showed me is that through this process you have chosen to place your own needs and interests above the tamariki and rangatahi we are here to serve. You made this choice rather than accepting the genuine opportunity that was available to you to engage in transparent dialogue with me about how our structure could be strengthened. To say I am deeply disappointed about this behaviour is an understatement.

As we embed our new structure, there can be no confusion about what is and is not acceptable behaviour. There will be consequences for poor performance and bad behaviour. I do not apologise for this.

Our wider culture problem

Like I mentioned in my foreword, I read every comment and every submission that was submitted as part of this consultation process and although most submissions were focused on the proposed future structure, some left me disappointed in some aspects of our organisational culture.

I have acknowledged people have been impacted by my proposal. This in no way excuses the nature and tone of some of the comments I have read. Some comments submitted were racist. Some were nasty and personally attacked people and positions.

There was a strong belief expressed by some that nothing needed to change in their area because they were already performing at their best with little need for improvement. There was a tendency to point to other teams as the cause of our challenges, highlighting their performance, actions and mistakes as being what needed to change.

There were comments that were not aligned to our values. These comments are a dramatic contrast to the constructive, thoughtful, valuable feedback that I received from most of you, but they cannot be tolerated or ignored.

It is important that you understand the message here. Openness and honesty where there is space for new ideas, different perspectives and constructive debate is part of a healthy culture and one which I will continue to promote, as I have done throughout this consultation process.

But we can no longer be a Ministry that walks past poor behaviour, and in particular when behaviour or comments go against our values as an organisation. I know that it can take courage to call out the inappropriate and discriminatory actions of others and that you may fear reprisal or consequences. This can no longer be an excuse for inaction. We need to be clear that consequences follow those who behave inappropriately, not those who take action to do something about it.

Part of my focus on strengthening our leadership is to ensure we do not just know our values, we live them. And that commitment will bring about the culture change we need.

Te Tiriti o Waitangi

I want to address some of the questions and feedback raised concerning the proposed reduction to the number of, in scope Māori specific positions in Oranga Tamariki.

I said from the beginning of this process that the scale of change we were undertaking was large. I was also clear, that the frontline was out of scope, including our Māori specific positions which support our kaimahi with whanau every day – this is practical application of Te Tiriti.

However, I feel very strongly about suggestions that a reduction in the number of the ‘in scope’ positions somehow reflects a move away from our commitment to Te Tiriti.

This is not true. A Ministry’s commitment to Te Tiriti should be measured not by the number of Māori specific positions, but by its values, its commitment to partnership – the way it integrates Te Tiriti throughout its strategy, its operating model and practice.

It is in these places that you will find our commitment to Te Tiriti, not in a single position, not even in a single team. It is ingrained in our foundations, it is part of who we are. No restructure will change that.

What I do accept, is that we, have to continue to work hard to deliver on our core purpose underpinned by our commitment to Te Tiriti. As organisation – this will be evidenced in the way we hold true to our values – Aroha, Mana, Tika, Pono, Whakapapa.

Final comments

In confirming our new structure, we now all have an opportunity to turn a new page, putting behind us those things that risk holding us back whilst holding strongly to those things that reflect the best of who we are.

All the decisions I have made in this document have been in the best interests of the children and young people we serve.

We have a clear strategy and operating model.

We have a fit for purpose structure.

We have a vision.

And a commitment to changing our culture.

We have everything we need to deliver a better Oranga Tamariki that will genuinely care for and protect our tamariki and rangatahi across Aotearoa, alongside the communities they are part of.

LEADERSHIP OVERVIEW

Tumu Whakarae
Chief Executive

DCE
Tamariki and Whānau
Services

Purpose: Provides social work and support services to tamariki and whānau so that they receive the right service, at the right place, at the right time. These services span care and protection, caregiver, adoptions, international casework, disability and specialist high needs and community engagement.

- Functions:**
National and regional operations
- Care and Protection
 - Caregiver Recruitment and Support
 - Regional provider engagement
- Health and Clinical Services**
- Specialist Services
 - High Needs Services
 - High and Complex Needs - Interagency
- Operations Delivery and Enablement**
- National Contact Centre
 - National Support Services
 - Adoptions and International Casework
 - International Child Protection
- Office of the DCE**

DCE
Youth Justice Services
and Residential Care

Purpose: Provides social work and support services to rangatahi and whānau. Ensures that every tamariki and rangatahi who come into our care in residences and homes, leave feeling the experience has positively changed the course of their life. This includes engaging with rangatahi and whānau to prevent offending and reduce re-offending, the quality and standard of the facilities provided for tamariki and rangatahi, as well as the experiences provided to support tamariki and rangatahi transition back to whānau into the community.

- Functions:**
National and regional operations
- Youth Justice services
- Residences and Community Homes**
- Youth Justice Residences
 - Care & Protection Residences
 - Family and Community Homes
 - Operations
- Office of the DCE**

Chief Social Worker and
DCE Professional Practice

Purpose: Provides a single point of leadership for frontline practice and professional development that supports kaimahi to deliver high-quality services. In an ever-changing environment our practice must continue to adapt and improve so that we meet the needs of tamariki, rangatahi and whānau. whilst ensuring we consistently deliver on our core practice standards.

- Functions:**
Deputy Chief Social Worker
- Social work advocacy and perspectives
- Practice**
- Practice Development
 - Regional Practice Quality
 - Practice Enablers (FTSU)
- Quality Practice Improvement**
- Care Practice Standards and Assurance
 - Quality Practice Improvement Methodology and Insights
- Professional Learning and Development**
- Learning design and facilitation for all professional practice frontline kaimahi
- Office of the Chief Social Worker and DCE**

DCE
Enabling Communities
and Investment

Purpose: Leads and connects our investment approach to the needs of tamariki, rangatahi and whānau.

- Functions:**
Māori, Partnerships and Communities
- Transition Support Services
 - Māori, Partnerships and Communities (Whānau Care)
 - Service Design
 - Sector Engagement
 - Te Aorerekura (*Interim to Feb 2025*)
- Voices**
- Disability
 - Pacific
 - Insights and Engagement
- Commissioning and Investment**
- Planning, Funding and Procurement
 - Commissioning
 - Contracts
 - Contract Monitoring and Compliance
- Office of the DCE**

DCE
System Leadership

Purpose: Provides the core functions that enables Oranga Tamariki to lead internally and externally across the children's system. Collects and provides insights for evidence-based decision-making, leads the development of policy advice and changes to legislation, provides legal advice, manages our strategy, performance and governance frameworks, as well as external reviews and responses to information requests.

- Functions:**
System, Policy and Governance
- Policy
 - Governance
 - Children's System
- Strategy, Insights and Performance**
- Data
 - Insights
 - Strategy, Planning and Performance
 - Social Impact and Research
- Legal**
- External Monitoring and Reviews**
- External Monitoring & Reviews
 - Feedback and Complaints
 - Advisory Board Secretariat
- Public Information and Ministerial Services**
- Ministerial Services
 - Customer Information Requests
 - Information Management
- Office of the DCE**

DCE
People, Culture and
Enabling Services

Purpose: Develops our people capability and organisational culture, and delivers high quality enabling services that equip and support Oranga Tamariki to perform at its best.

- Functions:**
- Finance
 - Technology and Digital Channels
 - Cultural Programmes
 - People and High Performance
 - Health, Safety and Security
 - Infrastructure
 - Enterprise Portfolio Management Office
- Office of the DCE**

General Manager
Office of the Chief Executive

Purpose: Supports the Chief Executive in the service of tamariki, rangatahi and whānau. Coordinates the flow of advice and information to and from the Chief Executive, and manages the relationship with the Minister's Office. Provides communications, media, risk and internal assurance, and specialist Māori cultural advice.

- Functions:**
- Tumu Tikanga
 - CE Office advisory services
 - Communications and Media
 - Private Secretaries
 - Risk and Internal Assurance

OUT OF SCOPE

Director Crown
Secretariat

Purpose: Leads and coordinates the Crown's response to the Abuse in Care Royal Commission of Inquiry. Coordinates the supply of information from government agencies and develops frameworks and templates for agency responses on specific issues.

- Functions:**
- Crown Secretariat for Abuse in Care Inquiry team

LEGEND: ● DCE position and member of Executive Leadership Team

Section 2. Group structure decisions

This section is in ten parts and outlines the confirmed structure changes under business group sub-sections.

It should be read in conjunction with:

- Part 2 of the Decision Document: Structure charts and impacts. This Part sets out the new Group structure charts, tables that describe the impacts on positions in the scope of this change, and lists the confirmed new positions
- Information on the Organisational Restructure page of Te Pae which includes final position descriptions, information about the selection processes that will apply for this structure change, and a list of new positions and confirmed job bands.

Each business group sub-section outlines:

- a summary of the structure changes proposed for the Group or Office
- a summary of the decisions made for the Group or Office
- the confirmed structure decision for each function within the Group or Office
- a summary of the feedback received (refer to What Say You for more detail).

2.1 Executive Leadership Team

Through this change my aim has been to bring together functions within Groups that are better aligned, remove duplication or overlap of activities across the organisation, manage span and breadth of accountabilities, and in doing this create clear and single points of accountability. Whatever Executive Leadership Team and structure is in place, it will continue to rely on kaimahi working across teams and Groups to collectively deliver well for tamariki, rangatahi and whānau.

Through this change process I took the opportunity to refine the Executive Leadership Team structure. I have retained six new Deputy Chief Executive positions that, together with my position as Chief Executive, form the Executive Leadership Team. I have, however, as a result of the feedback made changes to how the Groups and Office of the Chief Executive are configured. The specific detail of these changes is outlined in the Group sections.

The proposal summary

I proposed to:

- bring together leadership and integration of three current service lines – care and protection, youth justice, caregiver recruitment within three regions and six districts under a new Group Tamariki & Whānau Services
- establish Residences & Community Homes as a standalone Group on a permanent basis with accountability for family homes alongside Youth Justice residences, Care & Protection residences and Community homes
- merge the Office of the Chief Social Worker with Quality Practice & Experiences and name the new Group Chief Social Worker & Professional Practice
- separate contract management functions from relationship management to strengthen our ability to invest in the right services with the right partners and providers by:
 - shifting responsibility for regionally based relationship management for contracted services into the proposed new Tamariki & Whānau Services Group regional teams
 - refocusing Māori, Partnerships & Communities on national strategy, frameworks, and standards for commissioning with service providers, and for monitoring the outcomes of those investments (and renaming the Group Enabling Communities & Investment)
- bring together core functions that enable Oranga Tamariki to lead internally and externally across the children's system within System Leadership, specifically adding responsibility for data, information and intelligence, governance and legal services.
- narrow the focus of the People, Culture & Enabling Services Group to focus on lifting culture, performance and accountability of the organisation, by shifting data and information and legal services to System Leadership
- slim down and simplify the support provided in the Office of the Chief Executive.

The decision summary

The new Organisation Structure diagram at the end of this section provides a summary of:

- the new Executive Leadership Team structure and direct reports to the Chief Executive
- the purpose of each Group and Office of the Chief Executive
- the functions within each Group and Office of the Chief Executive.

In summary I have decided to:

- bring together leadership and integration of care, protection and caregiver recruitment service lines within eight regions, overseen by eight Regional Commissioner positions reporting to two National Commissioner positions, under the new Tamariki & Whānau Services Group
- establish a new and renamed Youth Justice Services & Residential Care Group with accountability for national and regional youth justice services, Youth Justice residences, Care & Protection residences, Family and Community homes
- merge the Office of the Chief Social Worker and Quality Practice & Experiences and name the new Group Chief Social Worker & Professional Practice
- strengthen our ability to invest in the right services with the right partners and providers by:
 - shifting responsibility for regionally based relationship and performance management for contracted services into the new Tamariki & Whānau Services Group regional teams, and
 - refocusing Māori, Partnerships & Communities on national approaches and frameworks for commissioning service providers, and for monitoring the outcomes of those investments, and to rename the Group Enabling Communities & Investment
- bring together core functions that enable Oranga Tamariki to lead across the children's system within System Leadership, specifically adding responsibility for data, information, legal services, privacy, external monitoring and reviews, public information and ministerial services
- narrow the focus of the People, Culture & Enabling Services Group to focus on lifting culture, performance and accountability of the organisation, by shifting data, information and legal services to System Leadership, and moving the Enterprise Portfolio Management Office into this Group
- slim down and simplify the support provided in the Office of the Chief Executive.

Deputy Chief Executive positions

The decision

TAMARIKI & WHĀNAU SERVICES

I have outlined in the Tamariki & Whānau Services Group section my decision to:

- shift Youth Justice Services from this Group as proposed, to a new and renamed Youth Justice Services & Residential Care Group
- shift responsibility for Family and Community Homes from this Group (as proposed) to a new and renamed Youth Justice Services & Residential Care Group
- establish regional and integrated service lines with two National Commissioner and eight Regional Commissioner positions.

These changes significantly narrow the scope of the current Deputy Chief Executive Service Delivery position. I have therefore decided to disestablish the position of Deputy Chief Executive Service Delivery and establish a new position of Deputy Chief Executive Tamariki & Whānau Services.

YOUTH JUSTICE SERVICES & RESIDENTIAL CARE

I have outlined in the Youth Justice Services & Residential Care Group section my decision to:

- shift Youth Justice Services from Tamariki & Whānau Services (as proposed) to this Group

IN-CONFIDENCE

- shift responsibility for Family and Community Homes from Tamariki & Whānau Services (as proposed) to this Group
- shift responsibility for the Enterprise Portfolio Management Office from the temporary Transformation Group to People, Culture & Enabling Services (and not System Leadership as proposed).

Insights from the Rapid Review in 2023 on residences and community homes led me to take immediate action to address significant operational issues. Following the Rapid Review, I changed the reporting line for residences and homes to the Deputy Chief Executive Transformation. Since making this change, I believe we have made significant improvements in how we manage and operate residences and homes. There is much more we intend to do to strengthen the wellbeing and safety of kaimahi, tamariki and whānau. I consider this change is best led from a stand-alone, and consolidated, Youth Justice Services & Residential Care Group.

These are significant changes for the current Deputy Chief Executive Transformation position. I have therefore decided to disestablish the temporary position of Deputy Chief Executive Transformation and establish a new permanent position of Deputy Chief Executive Youth Justice Services & Residential Care.

CHIEF SOCIAL WORKER & PROFESSIONAL PRACTICE

I have outlined in the Chief Social Worker & Professional Practice Group section my decision to:

- bring together the Chief Social Worker and Professional Practice functions into one Group
- establish a Deputy Chief Social Worker position and supporting team
- retain responsibility for Frontline Technology System Upgrade within this Group, and not shift it to People, Culture & Enabling Services as proposed
- shift responsibility for External Monitoring & Reviews, Advisory Board Secretariat, Customer Information Requests, and Feedback & Complaints to the System Leadership Group (and not retain these functions in this Group as proposed)
- shift responsibility for organisational leadership development and cultural programmes to People, Culture & Enabling Services (and not place these functions in this Group as proposed).

From the many hui I have had with social workers across our regions, before and during consultation, I heard about the tension between having a clear 'head of profession' setting professional practice direction, and ensuring the development and delivery of strategy is well aligned and integrated into day-to-day practice.

Structurally, I thought bringing together the Office of the Chief Social Worker with Professional Practice under one position was a good option to resolve this tension. As you know from reading the feedback submissions, there was mixed feedback about this proposal. It was never the intent to devalue social work, or 'mute' the voice of the social worker at the leadership table by separating the positions.

I have thought hard about the feedback and many conversations, and I have decided to bring the Chief Social Worker and Professional Practice functions together under one Group. I have, however, made some additional structure changes. This is to ensure there is sufficient capacity for the Deputy Chief Executive Professional Practice aspects of the position to focus and deliver on the broad set of functions fundamental to developing and delivering social work practice. I also want to ensure appropriate capacity for the Chief Social Worker to be the professional lead for the frontline, sector, and partners. In addition, I want to ensure the position has the time and capacity to appropriately contribute to Executive Leadership Team decision-making, bringing to the table sufficient consideration for social work and professional practice.

IN-CONFIDENCE

I have reflected on some of the suggestions made in the feedback, and have decided to establish a Deputy Chief Social Worker position, reporting to the Chief Social Worker & Deputy Chief Executive Professional Practice, with a small team of Lead Practice Advisors. This team will set strategic practice direction and support relationships with key external bodies, for example, the Social Workers Registration Board.

Establishing a Deputy Chief Social Worker and team will also mean that there are experienced practitioners whose functions are separate from the more 'hands on' practice role of the remaining teams within the Chief Social Worker & Professional Practice Group. This is important as it will allow the Chief Social Worker & Deputy Chief Executive Professional Practice to have the support needed to provide an authoritative professional voice to the leadership team, our organisation and the wider professional sector that is both independent and informed by best practice.

In addition, I have decided to shift responsibility for the functions of External Monitoring & Review, Feedback & Complaints, Customer Information Requests to the System Leadership Group.

These are significant changes to both the Chief Social Worker and Deputy Chief Executive Quality Practice Experiences current positions. I have therefore decided to disestablish the positions of Chief Social Worker and Deputy Chief Executive Quality Practice Experiences, and establish a single and new position of Chief Social Worker & Deputy Chief Executive Professional Practice.

ENABLING COMMUNITIES & INVESTMENT

I have outlined in the Enabling Communities & Investment Group section my decision to:

- put in place a new operating model that clarifies accountabilities for commissioning and investment for regional teams reporting through to the Tamariki & Whānau Services Group (as proposed), and the teams based in the Enabling Communities Investment Group
- bring in accountability for Transition Support Services to this Group (as proposed).

Our direction as an organisation is to continue to strengthen our approach to nurturing partnerships and working with communities. This is because we recognise that to be successful, we need to shift our decision-making and resources closer to communities. We have been evolving our way of working so that communities are able to lead and determine how best to meet the needs of tamariki, rangatahi and their whānau who interact with care and protection services. We will also continue to strengthen our focus on investment and partnerships with disciplines in place to commission and deliver services safely and well. All the functions within this Group contribute to making this vital shift. I will not, therefore, shift any of the functions from this Group to other Groups, as suggested in the feedback.

I want to respond to the perception that by changing the name of this Group to Enabling Communities & Investment that we are moving away from a focus on iwi, hapū and whānau Māori. This is not the case as evidenced through the activities this Group is involved in, from community prototypes to engaging with communities to draw insights from their experiences. Everything this Group does means working with Māori, and therefore I do not agree it needs to be in the Group name. I have decided to retain Enabling Communities & Investment as the name of the Group as it reflects the core purpose of this Group.

These changes significantly narrow the scope of the current Deputy Chief Executive Māori Partnerships & Communities position. I have therefore decided to disestablish the position of Deputy Chief Executive Māori Partnerships & Communities, and to establish a new position of Deputy Chief Executive Enabling Communities & Investment.

SYSTEM LEADERSHIP

I have outlined in the System Leadership Group section my decision to:

- shift responsibility for legal services and privacy to this Group
- shift responsibility for data and information management functions to this Group

IN-CONFIDENCE

- shift responsibility for External Monitoring & Reviews, Advisory Board Secretariat, Customer Information Requests, and Feedback & Complaints to this Group (and not retain these functions in Chief Social Worker & Professional Practice as proposed)
- shift responsibility for Ministerial Services to this Group (and not the Office of the Chief Executive as proposed)
- shift responsibility for the Enterprise Portfolio Management Office to People, Culture & Enabling Services (and not this Group as proposed)
- retain the governance function permanently in this Group as proposed.

These changes significantly increase the breadth of accountabilities of the current Deputy Chief Executive System Leadership position. I have therefore decided to disestablish the current position of Deputy Chief Executive System Leadership and establish a new position of the same name (Deputy Chief Executive System Leadership).

PEOPLE, CULTURE & ENABLING SERVICES

I have outlined in the People, Culture & Enabling Services Group section my decision to:

- shift legal services and privacy to System Leadership
- shift data and information management to System Leadership
- shift the Enterprise Portfolio Management Office to this Group (and not System Leadership as proposed)
- retain risk and internal assurance in the Office of the Chief Executive permanently (and not shift it permanently to this Group as proposed)
- retain leadership development in this Group (and not shift it to Chief Social Worker & Professional Practice as proposed)
- retain cultural programmes in this Group (and not shift it to Chief Social Worker & Professional Practice as proposed)
- retain Frontline Technology System Upgrade in Chief Social Worker & Professional Practice (and not shift the function to this Group as proposed).

These changes have significantly reduced the scope of the current Deputy Chief Executive People, Culture & Enabling Services position. I have therefore decided to disestablish the current position of Deputy Chief Executive People, Culture & Enabling Services and establish a new position of the same name (Deputy Chief Executive People, Culture & Enabling Services).

OFFICE OF THE CHIEF EXECUTIVE

I have outlined in the Office of the Chief Executive section my decision to:

- retain risk and internal assurance in the Office (and not shift the function from this Office permanently to People, Culture & Enabling Services as proposed)
- shift governance permanently from this Office to System Leadership
- shift Ministerial Services to System Leadership (and not this Office as proposed)

For clarity and in response to the feedback, the General Manager, Office of the Chief Executive position remains a direct report to the Chief Executive, however, the position is not a formal member of the Executive Leadership Team. The title change to General Manager aligns with the new position title taxonomy introduced as part of this change process, and reflects senior leadership positions with similar scopes of accountabilities.

The feedback summary

PROPOSED CHANGES IN SERVICE DELIVERY

I proposed a new and refocused Tamariki & Whānau Services Group and a new Deputy Chief Executive position to lead regional teams with responsibility for care and protection, youth justice, caregiver recruitment, care and clinical services and national operations delivery and enablement functions. This would be in addition to managing local provider contract relationships.

There was no direct feedback on the proposed new Deputy Chief Executive position itself.

PROPOSED CHANGES IN TRANSFORMATION GROUP

I proposed to wind down the transformation workstreams and establish a new Residences & Community Homes Group, which led to the proposal to disestablish the temporary position of Deputy Chief Executive Transformation.

With respect to the proposed new Deputy Chief Executive Residence & Community Homes, at a high-level, the feedback included support for a new permanent Deputy Chief Executive, considering it to be essential to the organisation. Other feedback thought the position was not needed and all the proposed functions should move to Tamariki & Whānau Services Group.

PROPOSED CHANGES IN THE OFFICE OF THE CHIEF SOCIAL WORKER AND QUALITY, PRACTICE & EXPERIENCES

I proposed to disestablish the two positions of Chief Social Worker and Deputy Chief Executive Quality Practice & Experiences given the significance of the proposed changes to those two positions. I proposed a new broader position of Chief Social Worker & Deputy Chief Executive Professional Practice be established.

Feedback on the proposal to bring together the two functions of Chief Social Worker and Professional Practice largely concerned the loss of social worker experience at the leadership table and a risk for the profession and social work focus of the Ministry. A high-level summary of feedback follows:

- concern that the proposed changes to the Chief Social Worker is a 'demotion' or 'halving' or 'muting' of the voice of the social worker at the leadership table, which could result in unsafe decision-making
- the advocate for the social worker function will be lost because the Group would be focused on practice and operational improvements
- the Chief Social Worker needs to have a degree of independence and mandate and merging the two roles would make this impossible
- if the two social work functions are to be merged, there needs to be a small group of staff to support the chief social worker function (e.g. to pursue practice excellence and act as an authority on matters relating to social work), or two Chief Advisor positions
- retain the Chief Social Worker position with a smaller internal business role and bigger external facing role, for example, leading public information campaigns about preventing child harm, working with community groups to lift their capability in this space, leading out on public discussions when we are consulting on policy proposals
- support in the reduction in the number of Deputy Chief Executives (DCE), but concern that the amalgamation of two DCEs is with the only two DCEs who have frontline experience
- the Deputy Chief Executive Quality, Practice and Experiences position exists to improve practice and to disestablish it would introduce a business risk. If we disestablish this position it would mean no-one would be accountable for ensuring the organisation produces competent social workers.

However, there was also support for combining the Office of the Chief Social Worker and the Deputy Chief Executive function because the Office had grown top heavy and was not well differentiated from Quality Practice & Experiences. Feedback considered the new configuration would offer a unified and simpler approach and clarity of direction in social worker practice. Any concerns about the social worker experience at the leadership table would be alleviated if the newly established leadership positions have a strong social work background.

PROPOSED CHANGES IN MĀORI, PARTNERSHIPS & COMMUNITIES

I proposed changes that would narrow the scope of the current Deputy Chief Executive position by shifting the management of local provider contract relationships to Tamariki & Whānau Services. The Group would focus on national functions (e.g. standards for commissioning with service providers), Transition Support Services, Voices, and implementation of the Pacific and Disability strategies. I therefore proposed the Deputy Chief Executive position be disestablished, and a proposed new position of Deputy Chief Executive Enabling Communities & Investment be established.

Feedback suggested that the Deputy Chief Executive team could be made smaller by disestablishing this position and shifting the functions to other Deputy Chief Executive positions, e.g. Transition Support Services could move to Tamariki & Whānau Services, Voices could move to System Leadership, and commissioning and investment could move to People, Culture & Enabling Services. Other feedback, however, considered that Oranga Tamariki is not culturally competent and is struggling to build and maintain relationships with iwi, hapū and whānau Māori. Without this Deputy Chief Executive position, respondents queried who would guide engagement with Māori, and how we could provide a service that values tamariki first.

A general comment was made to retain 'Māori' in the Group name to ensure Māori remain central to decision-making. Some suggested alternatives were 'Investing in Wellbeing of Māori & Communities', and 'Enabling Māori, Partnerships & Communities'.

PROPOSED CHANGES IN SYSTEM LEADERSHIP

I proposed changes to increase the breadth of accountabilities of the current Deputy Chief Executive position by bringing in Legal, Data & Information, and the Enterprise Portfolio Management Office. Governance would remain in System Leadership on a permanent basis. The Treaty Response Unit would be disestablished and shifted or integrated into other areas. I proposed the current Deputy Chief Executive position be disestablished, and a new broader position (with the same position title) of Deputy Chief Executive System Leadership be established in its place.

There was no direct feedback on the proposed new DCE position itself.

PROPOSED CHANGES IN PEOPLE, CULTURE & ENABLING SERVICES

I proposed changes to reduce the scope of the current Deputy Chief Executive position by shifting Legal and Data & Information to System Leadership. I also proposed that the risk and assurance functions remain in People, Culture & Enabling Services on a permanent basis. I proposed the DCE position be disestablished, and a new position (with the same position title) of Deputy Chief Executive People, Culture & Enabling Services be established.

There was no direct feedback on the proposed new Deputy Chief Executive position itself.

OFFICE OF THE CHIEF EXECUTIVE

I proposed changes to the scope of the current Director of the Office of the Chief Executive position, which included shifting Ministerial Support into the Office, reducing the number of advisory positions, and permanently shifting risk and assurance functions to People, Culture & Enabling Services and Governance to System Leadership. I proposed the Director position be disestablished, and a new position of General Manager Office of the Chief Executive be established.

The feedback on this proposal thought that moving this position to a General Manager position would undermine the ability of the position holder to work with tier 2 peers to operate internally. The position is critical to support the Chief Executive and for the relationship between the Chief Executive and the Minister's Office, and should be recognised as a senior leader position. Other feedback considered that the position should retain the 'Director' title given the size and scope of the position.

General

The decision

The new structure will enable us to deliver better on our core purpose and deliver a high performing system, as we continue our change journey. Although I have made changes to the structure from what was proposed, the focus of the Executive Leadership Team and shifts required remain the same as those outlined in the proposal:

- create clear lines of accountability across the organisation, simplifying our structures and enabling faster decision-making
- empower the frontline to work together more effectively across service lines as one organisation, while also making it easier for tamariki, rangatahi, whānau, partners, providers and communities to connect with us and access our services
- strengthen our focus on the safe and secure management of tamariki and rangatahi in our care across all residences and homes, and ensure our kaimahi are safe and the community has confidence that we are doing the job we need to be doing
- retain the mana and authoritative voice of social work required in Oranga Tamariki, while also ensuring it stays well connected with day-to-day practice and makes a meaningful difference in the way we care for tamariki
- continued devolvement of community-led services by strengthening our focus on investment and partnerships with disciplines in place to commission and deliver services safely and well
- strengthen and clarify how our national functions enable the frontline to deliver by setting the direction, parameters, standards and expectations for consistent delivery.

TEAM SIZE, POSITION TITLES AND FOCUS

The new structure shifts functions and accountabilities to the Executive Leadership Team and direct report positions that are quite different from what is currently in place.

I acknowledge that by retaining some of the same position titles – System Leadership and People, Culture & Enabling Services – it appears that there is no change to these positions and the Groups they are responsible for. I can confirm, however, the breadth of accountabilities for all positions has changed significantly. I have deliberately kept the same titles for these positions, as I still think they describe the positions and Groups appropriately.

I think the new Executive Leadership Team (ELT) has the right number of Deputy Chief Executive (DCE) positions, with capacity to lead across the Groups and organisation given the redistributed functions and accountabilities. The ELT is a team of leaders who are all focused on the frontline, not just some of the positions as suggested in the feedback. Although some DCE positions and Groups may be leading frontline services more directly, all are fully committed and aligned with our core purpose to deliver care and protection for our country's most vulnerable children and young people. In support of this, the structure reflects the operating model with nationally enabled, regionally supported and connected, and locally-led and delivered functions. My expectation is also for the collective leadership team to ensure all voices are brought to the table as part of broader discussion and decision-making, including the authoritative voice of the social work profession and other views that are essential to governing a public service agency.

GROUP CONFIGURATION

Throughout the feedback I received many suggestions for alternative structures and positions. I have addressed many of these in the Group sections. Where I received most feedback about the DCE positions was in respect to the proposal to bring together the Chief Social Worker and Quality Practice Experiences functions into one Chief Social Worker & Professional Practice Group, and I have addressed this above.

The feedback summary

This section focuses on the proposed changes to the Executive Leadership Team. Feedback on the proposed changes *within* the Groups is summarised in the sections on each Group.

GENERAL

Feedback on the overall proposals and structure of the Executive Leadership Team supported the smaller and streamlined Executive Leadership Team, roles and responsibilities. A high-level summary of feedback follows:

- agree with the proposed structure because we have too many 'arms.' Duplication, miscommunication, mistrust and misunderstanding is common
- agree with the reduced number of Deputy Chief Executive (DCE) positions and proposed organisational structure
- agree that we need to lead by example because credibility and integrity to change culture in Oranga tamariki starts with DCEs
- proposed positions and responsibilities make sense, however, keeping the same position titles does not signal change
- well planned and good recommendations, and makes sense overall.

Other feedback was sceptical or critical of the proposals. Some examples of this feedback included:

- still too many DCE and senior leader positions with suggestions offered to further reduce the positions
- even though positions have been disestablished, it seems more like a name change as there would still be many DCE positions under the new structure
- the regional structure proposal is reminiscent of the old CYF model; the proposed leadership structure is similar to that prior to Oranga Tamariki coming into effect
- surprise at the scale of the positions to be disestablished across the Executive Leadership Team especially when there was a restructure only two years ago, and that it appears the two 'professional practice' positions are the most affected
- concern that the level of change across the Executive Leadership Team will bring about another period of uncertainty
- concern only three of the six DCE positions have a focus on the frontline
- unsupportive of the lack of Pacific experience at the leadership table especially given specialist Pacific positions are proposed to be disestablished.

2.2 Tamariki & Whānau Services

This section outlines:

- a summary of the structure changes proposed for the Group
- a summary of the decisions made for the Group
- the confirmed structure decision for each function within the Group
- a summary of the feedback received (refer to What Say You for more detail).

The confirmed purpose of the Group and its functions are outlined in the Leadership Overview at the front of this document.

For:

- information about the changes to the Executive Leadership Team refer to section 2.1
- decisions and feedback about the Office of the Deputy Chief Executive, and Executive & Administration Support refer to section 2.09
- information about how these decisions impact on your position refer to Part 2: Structure charts and impacts
- a description of the new positions, read the position descriptions on Te Pae, under the Organisational Restructure page.

The proposal summary

I proposed a new and refocused Group to provide an integrated regional structure to deliver services to tamariki and whānau. I proposed to change the name of the Group from Service Delivery to Tamariki & Whānau Services. I proposed to:

- bring together leadership, and integration, of three current service lines – care and protection, youth justice, caregiver recruitment within three regions and six districts
- bring provider and community contracting currently provided by Māori, Partnerships & Communities directly into the regional structure to enable locally-led contracting of services
- streamline and bring together specialist national services – Specialist Services (including clinical, disability and mental health), Interagency High and Complex Needs, and Residential & High Needs Services
- bring together and make more visible the enabling national services – Adoptions & International Casework, Business Operations and the National Contact Centre
- move accountability for Family Homes to the proposed new Group Residences & Community Homes
- move accountability for transition support services from Service Delivery to the proposed new Group Enabling Communities & Investment
- downsize project, advisory, change and executive support positions and redistributing accountability for these functions centrally (within the Group or from national office).

The decision summary

I have decided to establish a new Tamariki & Whānau Services Group, and to:

- bring together leadership, and integration, of care and protection and caregiver recruitment service lines into this Group

IN-CONFIDENCE

- shift accountability for youth justice services to Youth Justice Services & Residential Care, and not to this Group as proposed
- bring provider and community contracting (currently provided by regional Māori, Partnerships & Communities) directly into the regional structure of this Group, to enable locally-led decision-making about service needs, and relationship and performance management of service providers
- shift accountability for provider and community contracting for Youth Justice Services to enable locally-led decision-making about service needs, and relationship and performance management of service providers, and not to this Group as proposed
- streamline and bring together, under one health and clinical services leader, Specialist Services (including clinical, disability and mental health), High Needs Services, and High and Complex Needs – Interagency
- bring together and make more visible the enabling national services for this Group – International Child Protection, Intercountry & Domestic Adoption Services, National Support Services, and the National Contact Centre
- establish within this Group a shared national business support service for Tamariki & Whānau Services Group and the renamed Youth Justice Services & Residential Care Group
- move accountability for Family Homes to the new Youth Justice Services & Residential Care Group
- move accountability for transition support services from Service Delivery to the new Enabling Communities & Investment Group
- downsize project, advisory, change and executive support positions and redistribute accountability for these functions centrally (within the Group or from national office).

Integrated service lines

The decision

I have made significant changes to what was proposed, based on the feedback.

I have decided to retain Youth Justice as a separate service line, and to shift accountability for these services to the renamed Youth Justice Services & Residential Care Group. Youth Justice will not be integrated within the Tamariki and Whānau Services Group as proposed.

I proposed to set up a regional structure that:

- integrates our multiple service lines
- enables us to deliver services consistently no matter where they are delivered from
- has in place fewer and more empowered leaders with clear lines of accountability and the ability to make decisions at pace.

By making this change to the way we are structured my aim was:

- to ensure frontline kaimahi are in a better position to understand holistically the needs of tamariki, rangatahi and whānau
- for the people we interact with most to reap the benefits of greater integration of services, and a simpler place to navigate and contact.

I proposed to integrate regional Services for Children & Families (SCaF), Youth Justice, Caregiver Recruitment & Support, and Māori Partnerships & Communities. However, having considered the feedback I have thought further about the proposal to bring Youth Justice into the integrated service lines within Tamariki & Whānau Services, and have decided not to proceed with this.

IN-CONFIDENCE

On balance, I agree with the feedback that suggests at this point in time it would be better for the organisation to retain Youth Justice as a separate service line. This is because:

- bringing together the end-to-end youth justice service response under one reporting line will provide a more seamless and beneficial experience for young people, which in turn is likely to enhance the confidence of victims and the public in responses to youth offending
- since the release of the *Proposal for Consultation* the government has prioritised and instructed Public Service Chief Executives to focus on reducing youth crime. Oranga Tamariki has a critical role to play in the children's system and I therefore think this is the best structural intervention to deliver on this priority area
- bringing community youth justice services and youth residences together provides an opportunity for us to develop and deliver a more specialist set of interventions that meet the needs of young people whose offending is presenting the most serious risk to communities.

In making these changes it is imperative that we continue to recognise that young people who engage in offending behaviour are part of families and may also have care and protection needs. As such, whilst support may be provided by two separate service lines, my clear expectation is that the Deputy Chief Executives Tamariki & Whānau Services and Youth Justice Services & Residential Care, with the support of the Chief Social Worker & Deputy Chief Executive Professional Practice and practice teams, will lead the development of ways of working that promote a joined-up whole of whānau approach to the support we provide. Structure should not be a barrier to this, this is about how we practice.

Refer to Youth Justice Services & Residential Care Group section for more details about the structure change and summary of feedback.

Regional Management

The decision

The proposed regions, districts and boundaries created a lot of discussion. I want to be clear that while the structure is configured on geographic boundaries, this acts as a general guide to operate efficiently. As an organisation, we will continue to rely on kaimahi working across teams and Groups to collectively provide quality services for tamariki, rangatahi and whānau, regardless of geography.

There were many suggestions made to reconfigure the boundaries in ways that reflect population size, geographic travel distances, and alignment with iwi rohe. The feedback mostly suggested a greater number of regions and districts, and therefore more leadership positions with a smaller geographic span and number of direct reports.

What I am proposing is a significantly different way of leading in the regions. From the outset of this consultation process I have reinforced the importance of:

- the operating model informing how as an organisation we will be nationally enabled, regionally supported and connected, and locally-led
- greater collaboration with iwi, Māori and community groups for a community-led approach
- being clear about expectations and delivering consistent high quality services
- simplifying the structure so that there are clear lines of accountability in place and through this empowered decision-making.

To support this approach, I want in place a leadership team that thinks and acts strategically and empowers each site to make locally-led decisions. If there are too many regions and districts in place then the lines of accountability become blurred between the leadership positions, and they become more operationally than strategically focused. A flatter structure, as some feedback suggested, would not enable the strategic leadership lift I am looking for, nor would it support a more joined-up national leadership approach. I therefore want to have in place a smaller number of leadership positions.

Having said that, I have thought further about the number of regions and districts proposed and have decided to make some changes. Although I cannot accommodate all the suggested changes in the way the regions are configured, I have made some changes that reflect the suggestions made, for example, an East Coast region, a Te Tai Tokerau region and retaining North Shore with an Auckland region. Primarily I have considered the impact of shifting Youth Justice regional services to the Youth Justice Services & Residential Care Group which decreases the number of direct reports within each region, and importantly how we might better align where we can, with iwi rohe.

NATIONAL COMMISSIONER AND REGIONAL COMMISSIONER LEADERSHIP POSITIONS

I have decided to reinforce the national and strategic nature of the proposed Regional Commissioner and Operations Manager positions by updating the position descriptions and position titles. The proposed Regional Commissioner positions will be renamed National Commissioner. The proposed Operations Manager positions will be renamed Regional Commissioner.

I have also decided to reconfigure the regional leadership team to provide more leadership capacity, especially in relation to regional site leadership. I will establish two (rather than three) National Commissioner positions, and eight (rather than six) Regional Commissioner positions. I remain open to where the position holders are based so that we get the best people for the jobs. My expectation though is the position holder will be based within the area they are leading.

The changes outlined above means we will now have eight regions:

- Te Tai Tokerau
- Auckland North, West, Central
- Auckland South
- East Coast
- Waikato & Bay of Plenty
- Taranaki & Manawatu
- Wellington & Upper South
- Canterbury & Lower South.

Diagram 1 at the end of this section illustrates the new regions.

The positions that were reporting into the proposed Operations Manager positions will be reallocated to the relevant and renamed Regional Commissioner in line with the updated geographical boundaries. A list of the sites and reporting lines is set out in the structure charts in Part 2: Structure charts and impacts.

With the shift of Youth Justice regional services to the Youth Justice Services & Residential Care Group, and an increase in the number of regions and leadership positions, this has alleviated the very high number of direct reports in some regions with a range now of eight to 15 direct reports (and an average of 11), which is down from 13 to 23 (and an average of 18). I acknowledge that in some regions the number of direct reports is still high. However, part of successfully managing a larger number of direct reports requires us to implement different ways of leading, managing and working. It was always the intention with a confirmed purpose, direction and new structure in place, and in the context of working differently with our partners, that we change how we operate internally. Following this current phase of change, the Executive Leadership Team will turn its attention to Phase 3: Site Reimagination. This will also provide opportunities to consider how as an organisation we lead and manage differently.

Other than the changes outlined above I have decided to proceed with the structure changes proposed.

CAREGIVER RECRUITMENT & SUPPORT

The National Care Strategy is under development. As outlined recently this strategy is essential in getting us to a place where all tamariki receive consistent, appropriate, and quality care options. All care settings that currently provide care for tamariki in the custody of Oranga Tamariki are in scope – including youth justice, residences and homes, whānau and non-kin care, staffed care, and care provided through iwi and community organisations. It's also expected to enable the devolution of caregiving services and provide clarity about the enduring role that Oranga Tamariki must have. Until this work has been completed, I am making as few changes as possible that affect this function.

Within this context, I think the Caregiver Recruitment and Support function needs to sit close to the sites. While there are pro-active aspects to this service, it is essentially reactive, and I think better sits alongside the social workers who predominantly use the team's services, within Tamariki & Whānau Services as proposed. Working in an integrated team, rather than a separate service line, provides greater understanding of the pressures and therefore responses required to quickly support whānau and tamariki with placements.

I understand currently there is emphasis placed on support for caregivers, however, equally important is ensuring we have a wide range of caregivers available to provide support for tamariki. The name of the function reflecting both 'recruitment' and 'support' is therefore appropriate.

What I noted most from hui before and during consultation, and the feedback directly on the proposal, is that there is some confusion about responsibilities across the different positions involved in placement. At the core of all decisions is doing our best for tamariki, whānau, as well as caregivers. It needs to be an integrated approach. I thought I would take this opportunity to provide a high-level view of my expectations of the different positions in the new structure, in relation to identifying and making decisions about placement needs. Refer to Diagram 2 at the end of this section. The diagram demonstrates how critical it is to pro-actively and continuously recruit caregivers, at a site level, so that we meet the needs of tamariki and whānau as quickly and efficiently as possible. I agree it is important for the *right* placement to be made, in terms of location, need and fit. My expectation is for the Caregiver Recruitment & Support Services Manager positions to explore and implement new ways of securing a greater number of caregivers without compromising standards.

In line with other changes in the structure, and bringing like-for-like positions together, I have decided:

- the positions of Practice Advisor Caregiver Recruitment & Support change reporting line from the Caregiver Recruitment & Support Manager positions to the Manager Regional Practice Quality positions (within Chief Social Worker & Professional Practice).

While this was not part of the proposal, it was a suggestion I agree with from the feedback. Moving these positions across to the Practice function ensures all practice development and delivery is centralised using a consistent practice approach and responds to a concern about the absence of a caregiver focus within the Chief Social Worker & Professional Practice Group.

Other than the changes noted above I have decided to proceed with the structure changes proposed.

PROVIDER CONTRACT MANAGEMENT AND RELATIONSHIPS

The feedback on the proposal to integrate the current Māori, Partnerships & Communities Service Manager and Advisor positions into Tamariki & Whānau Services regions was mainly in relation to the split of accountabilities across regional Tamariki & Whānau Services, and the Commissioning & Investment function within Enabling Communities & Investment.

There are two key shifts I will make through this structure change:

1. ensuring provider services we contract better address local tamariki and whānau needs, as identified in the regions (Tamariki & Whānau Services)
2. greater consistency, visibility, outcomes focus, and assurance of the significant provider investment from a national perspective (Enabling Communities & Investment).

Both of these shifts are intended to lift the performance of the organisation as it relates to meeting the needs of, and delivering well for, tamariki and whānau. The first, by placing the Service Manager and Advisor positions within the integrated regional Tamariki & Whānau Services teams. The second, by refocusing, resetting and reorganising the Enabling Communities & Investment National Office based teams, in particular, Commissioning & Investment.

Given the scale of investment, I need to ensure robust checks and balances are in place, which means appropriate separation of accountabilities between Tamariki & Whānau Services and Enabling Communities & Investment. In essence:

- accountability for provider performance sits with regional Tamariki & Whānau Services (primarily through the National and Regional Commissioner positions):
 - decision-making about which providers to contract that best meet the needs of tamariki and whānau
 - monitoring providers to ensure they are delivering the services they have been contracted to provide, and addressing performance delivery issues if they arise
 - managing day-to-day provider relationships
- accountability for setting the national parameters and providing assurance sits with Enabling Communities & Investment (primarily through the General Manager Commissioning & Investment position):
 - setting the investment and commissioning framework, approach, standards, and common terms and conditions so that our accredited network of providers have clear performance and outcome expectations
 - managing provider accreditation
 - managing assurance of delivery against the National Care Standards (a regulatory role that needs to sit apart from the delivery role within Tamariki & Whānau Services).

The new key features of this approach are:

- National and Regional Commissioners (Tamariki & Whānau Services) will be allocated a provider budget. They will determine which accredited providers they contract with, and will be accountable for ensuring the providers are delivering what has been contracted

IN-CONFIDENCE

- provider procurement (including contract renewal negotiations) reflects the commissioning framework and is the responsibility of Enabling Communities & Investment National Office. Local negotiations will not be undertaken by regional positions
- a more robust investment approach and commissioning framework to adhere to and guide provider contract development (Commissioning & Investment function)
- annual reconciliation of services against investment (Finance with the Commissioning & Investment function).

In the context of the two key shifts described above, the activities of the Service Manager and Advisor positions remain the same. These positions will continue to be the main points of contact with contracted providers on a day-to-day basis. Diagram 1 at the end of the Enabling Communities & Investment section provides an overview of key activities of the functions involved in managing provider contracts.

I am comfortable the number of Service Manager and Advisor positions as proposed will be sufficient given the number of contracts we have in place, streamlined processes and clearer delineation of accountabilities between Tamariki & Whānau Services and Enabling Communities & Investment. Due to the changes in the regional structure from what was proposed, the Service Manager (and Advisor) positions have been reallocated accordingly.

Other than the changes outlined above I have decided to proceed with the structure changes proposed.

ADVISORY AND SUPPORT POSITIONS

I have reconfigured the number and types of support positions in Tamariki & Whānau Services National Office (refer to the Operations Delivery & Enablement section below) and in the regions. Together these teams will provide appropriate and shared operations support for the Tamariki & Whānau Services and Youth Justice Services & Residential Care Groups.

DELIVERY ADVISOR OPERATIONAL SUPPORT POSITIONS

Through this restructure I want to ensure the business support positions are working 'on' the business for the Tamariki & Whānau Services team rather than 'in' the business, the latter being the responsibility of the sites. I have decided therefore to establish the new positions of Delivery Advisor Operational Support as proposed reporting directly to the National Commissioner positions. Given the changes to the regional structure outlined earlier in this section, I have reallocated the positions to the two National Commissioners (refer to the structure charts).

These positions will support the National Commissioners stay on top of business performance, assist them manage risks, emergencies, business continuity, respond to information requests internally and externally, and trouble-shoot, as described in the proposal. With a new and integrated regional structure in place the position will be strategic, and broadly focused across service lines (e.g. supporting strategic planning). The position will be expected to work as a regional cohort according to strategic priorities, and to work closely and seamlessly with the National Support Services team (under Operations Delivery & Enablement) to ensure clear lines of accountability and visibility for risks and issues across the business. The position description has been updated to clarify these expectations.

Given the job holders will provide business advice in the context of a largely social work organisation, in my view it is preferable for the job holders to be registered social workers as proposed.

SUPPORT POSITIONS

I want to also respond to the feedback about the range of duties undertaken by the current support positions. This signals there is some overlap of responsibilities with other positions at regional and site level (e.g. risk management, placement support), and even across Groups (e.g. practice support and guidance). Part of this structure change is designed to reduce duplication of effort where we can, and clarify the lines of accountability and responsibility for decision-making. I think this will be achieved by the new support structure both regionally and within Tamariki & Whānau Services National Office. It will be enhanced by changes in other business groups to orientate resources to intentionally support regional service delivery, for example through the two Regional Practice Quality teams within the Chief Social Worker & Professional Practice Group.

MANAGER ADMINISTRATION SERVICES AND REGIONAL ADMINISTRATOR POSITIONS

I had proposed to centralise payroll services by shifting the reporting line of Regional Administrator positions from the Manager Administration Services positions to the Payroll Manager position in People, Culture & Enabling Services. I appreciate the feedback pointing out the range of work undertaken by the 21 Regional Administrator positions is not limited to payroll services. I have therefore decided not to proceed with this proposal, at this time.

I will reinstate two of the three Manager Administration Services positions within Tamariki & Whānau Services and change their reporting line to the National Commissioner positions. The Regional Administrator positions will instead be reallocated to these two management positions. There will be a review of the administration services post 1 July 2024 to better understand the payroll and other administration duties undertaken by the team.

Other than the changes outlined above I have decided to proceed with the structure changes proposed.

The feedback summary

Most of the feedback on the proposed regional and district management structure considered that the regions and districts were too large or that the boundaries were not optimal. Many respondents suggested alternative boundaries or more districts and regions.

REGIONS AND DISTRICTS

There was support for the proposal to consolidate service lines within a single boundary and line management, providing sufficient resourcing was allocated.

Most feedback did not support the regional and district areas, because they would be too big to be functional in terms of delivering consolidated services to vulnerable tamariki. A high-level summary of some of the feedback on the geographic boundaries follows:

- including Te Tai Tokerau with North Auckland was not supported because the distances are vast, it may not align with iwi boundaries, the needs and cultures are diverse, the populations are increasing, and Te Tai Tokerau would not receive sufficient resources compared to Auckland
- the North Shore should not be separated from the rest of Auckland because, while there may be mana whenua connections between the North Shore and Te Tai Tokerau, the needs of the populations are distinct, e.g. North Shore is highly urbanised. The Clinical Services Auckland teams (Central Auckland and South Auckland) would be under two different districts with this proposal. Many of the service providers work across Central and North Auckland, and North and West Auckland. This proposal could have an impact on the cohesiveness of service delivery and partnerships who fund services across Auckland
- Te Tairāwhiti should be a separate district due to its unique population and needs
- retain Waikato & Bay of Plenty grouping but move Taumarunui and Mōkai Pātea (Taihape, Ohakune) to the Taranaki, Whanganui & East Coast grouping. Tūrangi would remain in Bay of

Plenty with the rest of Ngāti Tūwharetoa. There have been discussions about which Oranga Tamariki site Taumarunui would best be aligned with; in January 2020 following a two-day hui with Chief Tumu Te Heuheu it was agreed that it would best be aligned with the Taupō site

- including Wellington in the Southern Region would not work because the distances are vast, the demographic and needs are different, and it would result in the 'Wellington perspective' overshadowing the needs of the other districts
- most of the eight Te Tau Ihu iwi located in the Upper South cross over into the Wellington region, therefore in terms of iwi alignment there could be some benefits to the Southern Region including Wellington. There was a suggestion to exclude the West Coast from the proposed district for Wellington & Upper South and to move it to Canterbury & Lower South district
- Canterbury and the lower South Island would be a huge district and the population needs and operations differ.

With respect to the three proposed regions, some of the feedback included:

- the proposed location of the three Regional Commissioners would not accord with the three regions, i.e. two commissioners would be in Wellington (in contrast others saw the benefit of being Wellington-based because it would be convenient for flights)
- wondering whether the three boundaries would align with iwi, Ministry of Health, New Zealand Police, Ministry of Education, Whaikaha or local authority boundaries
- a regional team covering large geographic areas would not support the enabling communities' work and locally led operating model.

REGIONAL COMMISSIONER

In terms of the proposal to break down the current structure to streamline and consolidate service delivery, it was noted that the Regional Commissioners would need to be strong leaders who would be able to challenge bad practice and lead by example. They would need to be surrounded by a like-minded team so that poor management is addressed, and high-quality services provided to whānau, tamariki and rangatahi. The Regional Commissioners would need to be joined-up and take a whole-of-organisation approach, with a strong operational layer and positions in place in the regional teams that bridge national and regionally delivered functions.

Other feedback considered the proposed Regional Commissioner positions were appropriate provided the position-holders did not get into detailed management. It was noted the positions would be very different to the current Regional Manager positions.

SUGGESTED ALTERNATIVE STRUCTURE

Some respondents did not support the proposed Regional Commissioner position. This feedback considered that the position would be reliant on Operations Managers to receive intelligence and insights and would have no direct ability to influence unless they dropped into the detail which would blur the lines of functions between the Regional Commissioner and Operations Manager positions. This feedback suggested a flatter management structure whereby the Operations Manager and Regional Commissioner positions would be merged with the new position being called Area Commissioner.

The Area Commissioner would lead the lift in site leadership, practice and performance while managing key strategic relationships directly with iwi, hapū and communities. This suggested structure would free up FTEs to reallocate to other operational support areas in the Group, for example the number of Area Commissioners and regions could be increased, or interim positions and functions could support the transition to the new structure, and new ways of working, while the Site Reimagination phase of the structure is progressed.

OPERATIONS MANAGER

Feedback considered it unrealistic that the functions intended could be done with six Operations teams. Feedback also considered that the proposed Operations Manager positions would not have sufficient support to function particularly during the transition to the new structure, e.g. placement coordinators are not equally provided for across Operations Managers, and there are not enough support positions (e.g. Regional Operations Specialist, cultural competency, diminished MPC, HR and Finance support).

There was a range of suggestions to alter the proposed six districts and integrated service lines. Feedback generally thought more Operations Manager positions and districts were needed to operate effectively. It was argued that the large districts would impede managers' ability to drill down and give sites the oversight they needed, and that there would be competition for resources. Two Operations Manager positions per district were recommended. Other suggestions included splitting regions or different boundaries creating more regions/districts.

To meet cultural needs, it was suggested that a Māori Outcomes Manager position and team (Kairaranga a Whānau) be established (for Tāmaki Makaurau).

Some respondents noted that there was a mixed span of control across the six Operations Manager positions with some having an unreasonable span of control, e.g. Operations Manager Auckland West, Central & South would have 11 Site Manager positions reporting to it alongside other direct reports, including six Youth Justice Manager positions. It was noted the number of direct reports for these positions ranges from 13 to 23, working across multiple service lines.

CAREGIVER RECRUITMENT & SUPPORT

Feedback stated that there needs to be more caregivers and a plan to recruit and train new caregivers so we can make placements.

Some respondents requested that the word 'recruitment' be removed from the title of this service so that it would be called 'Caregiver Support' to reflect the focus on support services.

Some feedback was unsupportive of the proposal to consolidate Caregiver Recruitment & Support with other service lines, believing that it would result in caregivers not receiving the support they need. Some noted that having a separate service line – with some services provided nationally (Caregiver Enquiries Team) – was better for caregivers as evidenced by survey results. There was support for shifting Caregiver Recruitment & Support (and the placement function) to the proposed Residences and Community Homes Group or to the Care & Clinical Services area.

Feedback also considered that the caregiver team already works well with sites but should not be integrated operationally. It was argued that currently caregiver support and recruitment is successful because it is well placed to champion the needs of caregivers and source the right placements. There was a fear that having the function amalgamated with sites would put pressure on the function and result in *any* placement being preferred to finding the *right* placement.

Another suggestion was for the two Practice Advisor Caregiver Recruitment & Support positions (proposed to report to two of the Operations Manager positions) to report to two of the Regional Commissioner positions (with dotted line accountabilities to the third Regional Commissioner), which would be consistent with the proposed reporting line for the Senior Advisor Youth Justice position. It was considered that this shift would enable a continued regional and national focus on continuous improvement and adherence to the national care standards.

SUGGESTED ALTERNATIVE STRUCTURE

Feedback suggested a separate Care Group be established that would encompass the whole range of 'care' options for tamariki and rangatahi, including caregivers, specialist caregivers, small group care with caregivers and/or staff (Oranga Tamariki and Provider led), and secure residential care (both Youth Justice and Care and Protection). Having all the care options together would allow the Tamariki and Whānau Services Group to focus on the preventative services (connection to whānau and iwi, health, education, child protection social work, youth justice social work) whilst the Care Group (proposed residences and homes group) focuses on providing safe and nurturing day to day care for tamariki who cannot live with whānau.

It was considered that having all care options overseen by one group could mean care options are accessed more efficiently. The organisation would have a single line of sight across the system of care (rather than it being in fragments).

SERVICE MANAGER AND ADVISOR PARTNERING FOR OUTCOMES

There was support for shifting Service Managers and Advisors into Operations teams (from Enabling Communities and Investment) because it would provide a local voice in decisions about local contracts and providers. However, some feedback was concerned with the proposed move of contract management from the regions to Enabling Communities & Investment because the regional view would be minimised in decision making on contracts.

Others noted that the workload for Service Managers (proposed to be reduced from 14 to eight positions) and Advisors (proposed to be reduced from 59 to 36 positions) would be unsustainable given the proposed reduced capacity, especially since there is an expectation of an increase in investment with partners and community providers. With this would come an increase in work for Advisors. Feedback also pointed out the complexities in some of the regions including the volume of providers and service lines, high numbers of iwi and Māori providers, isolated rural communities and large geographic areas to connect with, which can involve being co-located with the sites. It was suggested that the workload for each region should be assessed to determine the requisite number of advisors. Eight to nine Advisors per district was also suggested.

There was a general theme that the split in contract functions across Groups was confusing and difficult to implement. Refer Enabling Communities & Investment for a summary of this feedback.

ADVISORY AND SUPPORT POSITIONS

Feedback queried the functions of the proposed Delivery Advisor Operational Support positions reporting to the Regional Commissioners. The position title itself was not supported, and the position description was considered too broad to be meaningful. Respondents wondered how this position would work in practice (given the proposed reporting line is to a Regional Commissioner and not an Operations Manager) and asked what other functions they would do. Respondents queried whether consideration had been given to the cumulative impact of removing other support functions in National Office (Business Operations) and regionally (Regional Operations Specialist positions).

Without the current Regional Operations Specialist position, the proposed Operations Manager and the Delivery Advisor Operational Support positions would not have the capacity to do the work or provide strategic support to the Regional Commissioner because the workload would be huge.

It was stated that the current Executive Manager position is an integral part of the organisation and, along with Regional Operations Specialist positions, their work has been undervalued and overlooked. These positions provide significant oversight and support for Regional Managers and sites, including risk management, complaint support, practice support and guidance, high needs oversight, placement support, advocacy and escalation of concerns/issues. They also support Ministerial responses, Ombudsman requests, Commissioner for Children work, death reviews, media queries. Without these positions, the work will fall to Site Managers and eventually the supervisors/social workers, which would be a big workload increase. It was further noted that the Regional Operations Specialist positions have provided safety and support and mitigated risk given the current gaps in practice. It was argued that a Regional Team with local knowledge and a focus on practice, risk mitigation and strengthening practice needs to remain.

Other feedback wondered what the difference was between the current Executive Manager position and proposed Delivery Advisor Operational Support position apart from the reporting line change. In addition, feedback considered that the position did not necessarily need to be filled by a registered social worker, because that would exclude current kaimahi with other knowledge and experience, e.g. youth justice workers.

MANAGER ADMINISTRATION SERVICES AND REGIONAL ADMINISTRATOR POSITIONS

Feedback understood the rationale for centralising positions that do payroll. However, it was noted that with the shift of all the 21 Regional Administrator positions to PCES, it does not factor in the other work these positions do, or that the organisation may not need 21 FTEs to do payroll. It was suggested that these positions remain in the Tamariki & Whānau Services, reporting to an Operations Manager position or Regional Commissioner position. A small hub would remain dedicated to payroll with a dotted line to the Payroll Manager position in People, Culture and High Performance division. Alternatively, the cohort could be split with some reporting into Payroll and other remaining in Tamariki & Whānau Services. With this suggestion the Regional Administrator positions stay in the same sites working with the same kaimahi completing other work with and for them. This includes work relating to student placements, CRYAS changes, liaising with IRD for child support payments, and health and safety. This suggestion would result in a smaller span of control for the proposed Director Workforce Management position and could give rise to efficiencies in proposed management positions.

Health & Clinical Services

The decision

There were two schools of thought – support for centralising and consolidating health and clinical services into one functional area, or integrating within the regions (formerly districts under the proposal).

I see this working best as a consolidated function, as proposed. I agree that by bringing health and clinical services functions together this will enable, through stronger leadership, help break down silos and enable better alignment of services and advice for some of our most vulnerable clients in residences and sites. I think it is appropriately placed in Tamariki & Whānau Services rather than other Groups as suggested in the feedback, given most of the referrals will come from this Group. I am also changing the name of the function from 'Care & Clinical Services' to 'Health & Clinical Services'.

The General Manager has an important leadership role. First, my expectation is for this function to be an integrated and national function, working alongside the regions on specialist needs, so that we provide a more joined-up clinical health care approach as proposed. Second, as an organisation I want to have in place robust health governance. This means there are the appropriate checks and balances in place for consistent and ethical health decision-making, for services that are delivered by in-house health professionals as well as by contracted providers.

Related to this, the General Manager and leadership team will be tasked with ensuring an appropriate professional practice governance framework is in place for all clinical health professionals, working anywhere within Oranga Tamariki. This is to provide assurances about consistent practice and also to ensure the clinical professionals operating across two Groups are well connected and supported.

I have considered:

- suggestions made to broaden the scope of Health & Clinical Services by including additional positions and functions, however, I have been clear in other parts of the document why the functions identified are best placed where proposed
- the alternative function names and position title options suggested, however, I have decided to retain what was proposed as they all broadly capture the range of services for the function and positions.

The feedback summary

The name 'Care & Clinical Services' drew some comment with some saying that using 'Care' in the title was confusing. Other feedback suggested 'Specialist Services' as a better reflection of the workforce and work, or 'Specialist & Clinical Services.'

It was also considered that the proposal appears to be a re-organisation of the current structure and that this change should be an interim arrangement. Once work is completed on care options, youth justice and the regional delivery model, there should be further consideration of what specialist services are needed. Feedback also wondered where and how services would be delivered in a culturally safe and responsive way. The current cultural advisors (Kairaranga) are valued for this input.

In general, there was support for bringing together clinical and care specialist services with feedback noting the services must be available nationally, that it would break down silos and enable better alignment of services and advice for some of our most vulnerable clients in residences and sites. Feedback supported Clinical Services and Regional Disability Advisors continuing to operate as a centralised, combined team, with workers based in regions supporting practice. It was noted centralised support ensures consistency of advice and a collaborative approach. There was also support for including the High Needs Care & Support Services team to help with consolidating respective advisory and support functions alongside the High & Complex Needs (Interagency) team.

That said, there was also some concern that with the proposed shift in reporting line, social workers would not be able to access the knowledge of the High & Complex Needs team. It was suggested that frontline kaimahi need more support with practice expertise in these disciplines. Feedback noted that the High Needs Services team establishes care contracts for high needs tamariki and it was suggested that it would make more sense for this team to shift to the Enabling Communities & Investment Group alongside other partner contracting functions. It was also considered that the Specialist Services team and High and Complex Needs (Interagency) team would better dock into the proposed district structure so that they are closer connected to frontline rather than a national group. Another suggestion was for the High and Complex Needs (Interagency) team to move to the Ministry of Education because of the educational needs of the tamariki and it would support OTAP delivery.

Feedback considered there needs to be more resources in this area as the current regional clinical services teams are overloaded with work. There were also suggestions to bring further functions into this area, for example:

- Senior Advisors Health and Education because they often work with the same whānau
- Caregiver Recruitment and Support so this function can continue with its national support approach

- Transition Support Services because it is part of a specialised response supporting many of our rangatahi with complex multi layered support needs to transition to adulthood.

To support the proposals and clarify roles, feedback suggested some changes to the names of the manager and the General Manager positions, for example:

- rename National Manager Specialist Services to a title that aligns more specifically to the support this team provides, e.g. National Manager Disability & Clinical Services
- maintain current name of National Manager High Needs Care & Support. Returning the position's title to National Manager High Needs is a backwards step, because it is naming the child not the response as 'High Needs'
- rename General Manager Care & Clinical Services to General Manager Specialist Support. The proposed position title and associated job description medicalises an approach towards tamariki and whānau, and renaming this position would better reflect the holistic nature of the supportive functions in this area and is more aligned with an enabling approach.

It was suggested that Care & Clinical Services be moved into the Residences & Community Homes Group to provide specialist expertise and services that are critically required by tamariki and rangatahi in residential settings. Although these services are also required across our wider service offering, it was argued that the relationships and ways of working are already established in Service Delivery and would continue regardless of where Care & Clinical Services is positioned. Other feedback queried how tamariki and rangatahi in Residences & Community Homes would access these specialist services, and how the two Groups would work together.

Operations Delivery & Enablement

The decision

NATIONAL CONTACT CENTRE

As part of this change process, I am taking the opportunity to bring consistency to position title naming conventions across the organisation. I have taken on board your feedback and revisited the position title and have decided to rename it National Manager Contact Centre.

NATIONAL SUPPORT SERVICES TEAM

There will be a shared service across the Tamariki & Whānau Services and Youth Justice Services & Residential Care Groups. It is an important support function for the Groups, and particularly the respective leadership teams.

I have been deliberate in establishing a small, integrated and focused team so that there is clearer visibility of the most critical business issues. Its overarching purpose is to:

- understand the information requirements of the leadership team in relation to determining what the Groups are doing to manage risk and improve the performance of the organisation
- analyse and synthesise relevant business information and monitor key performance measures
- share and present information for leadership team decision-making.

I have noted the variety of work performed by the current Business Operations team outlined in the feedback, and much of this will continue through the shared national support services team. For example, being that critical link between the regions, residences and National Office to ensure risks are managed and followed up, implementation of continuous improvement initiatives, responses to information requests, and managing interagency requirements.

IN-CONFIDENCE

The Manager and General Manager will be tasked with resetting the scope and ways of working of this function so that it meets the core needs of the Groups' leadership teams. This may result in some work being managed at site or regional level, or in different Groups if that is where accountability and decision-making better lies.

To support this shared approach and to address some concerns about capacity, I have decided to:

- change the title of the new position of Manager Business Operations to Manager National Support Services
- reinstate the positions of Advisor Operational Issues (three) which were proposed to be disestablished, and rename them Advisor Business Operations
- change the reporting line of the Senior Advisor Youth Justice (three) positions to the Manager National Support Services
- establish a new position of Principal Advisor Operations Support reporting to the Manager National Support Services.

Other than the changes outlined above I have decided to proceed with the structure changes proposed.

ADOPTIONS & INTERNATIONAL CASEWORK

I agree with the feedback that adoptions and international casework are specialised functions, and appreciate the alternative suggestions made to reconfigure the team. I have thought further about the feedback and reflected on the likely broader system-wide ramifications of bringing the three teams together as proposed, especially in relation to international child protection.

International child protection is a core function, and in line with one of the feedback suggestions I have decided to:

- reinstate the Manager International Child Protection position (which was proposed to be disestablished)
- change the reporting lines of the Lead Advisor International Child Protection and Senior Advisor International Child Protection to Manager International Child Protection
- reinstate (with a title change) the position of Manager Intercountry & Domestic Adoption Services (with corresponding team reporting line changes accordingly).

I noted in the feedback a suggestion that the Practice Advisor Adoptions Service could be better placed in the Regional Practice Quality team (Chief Social Worker & Professional Practice Group). An important part of the restructure is having clear lines of accountability. To support this, it makes sense for all practice development and delivery to be centralised, using a consistent practice approach. I have therefore decided to:

- change the reporting line of the Practice Advisor Adoptions Service from Manager Adoptions & International Casework as proposed, to the Manager Regional Practice Quality in the Chief Social Worker & Professional Practice Group.

Other than the changes noted above, I have decided to proceed with the changes proposed.

The feedback summary

Feedback suggested that Operations Delivery & Enablement and the General Manager position could be called 'National Services' to better reflect the disparate functions proposed to sit within it, which are national service delivery focused rather than enabling services. Another suggested name was 'Delivery & Support'. Other general feedback thought it strange that the three areas were proposed to be included under a single General Manager given there are limited connections between them.

Feedback suggested the establishment of a National Manager Family Group Conferences to lead complex cases and the process, acknowledging that there is an intention to transition this function to iwi and other providers.

NATIONAL CONTACT CENTRE

Respondents disagreed with the proposal that running the National Contact Centre is an Operations Manager position. At the very least it was suggested the position should be called Head of Contact Centre to go some way to recognise the complexity and broad areas of accountability. The proposal diminishes the role and mana of the whole Centre and underestimates the impact of the work for Oranga Tamariki.

Refer to other sections for feedback on positions that support the National Contact Centre, for example a request to retain a separate Portfolio Manager for National Contact Centre and SharePoint systems, and concern about the proposed disestablishment of the Senior Spatial Intelligence Analyst position (People, Culture & Enabling Services and System Leadership).

BUSINESS OPERATIONS

Feedback considered that the proposed reduction in capacity in the Business Operations team does not reflect the reality of the significance, volume and variety of work done in this team to support sites, residences and National Office, much of it relating to issue and risk management, projects and responding to requests. The team holds institutional knowledge and experience and it would be a huge loss and risk to cut back this team. Examples of the current work and projects included supporting ministerial services, coronial and Ombudsman enquiries, risk and issues management, workforce contingency, partnered access to CYRAS, joint work with the PSA on specified matters, and review of the Child Protection Protocol.

Some feedback suggested moving functions to other groups including the Office of the Chief Executive, System Leadership or Chief Social Worker and Professional Practice, or noted that the Operations teams would need to do the work. Other feedback noted that some of the work would have to stop with only key functions remaining (e.g. risks and issues, coronial, reporting and performance). Other matters would need to move to other parts of the organisation such as the Residences & Community Homes Group (e.g. youth justice residence court reporting), and the regions (e.g. missing person reporting). It was noted that if other parts of Oranga Tamariki need to pick up these functions, they would need to be adequately resourced. It was considered that without the Regional Operations Specialist positions, the Delivery Advisor Operational Support positions and Operations teams would not have the capacity to manage issues.

It was suggested the Business Operations team could sit in the Office of the Deputy Chief Executive (DCE) to better reflect its work supporting the Group and DCE.

ADOPTIONS & INTERNATIONAL CASEWORK

Feedback noted that the success of the adoptions and international casework function is largely due to the current leadership and the significant role that they play advising, training, and addressing international child protection issues. There was concern that important work would not be able to continue under the proposals, for example international child exploitation and overseas child protection services. Some feedback recognised similarities across the two areas – adoptions, international casework – whilst others argued it was a disservice to put the two together because of their distinctiveness.

Feedback suggested changes to the proposed structure for the Adoptions & International Casework team, including, for example, establishing a Team Leader for the Lead Advisor and two Senior Advisor International Child Protection positions to report to because it would match the structure of the three Regional Adoption Service Manager positions. The Practice Advisor position could move to the Regional Practice Quality team.

Other suggestions for change were made to address what was seen as a risk that one of the two functions would be prioritised over the other, or that the Manager Adoptions & International Casework may not have specialised knowledge to manage both areas. The suggested solution was to have two managers, one for adoptions and the other manager for international casework, with both reporting to the General Manager Operations Delivery & Enablement.

There was some support for the proposals. It was argued that having fewer management layers would be more equitable compared to other functions across the organisation, it would reduce duplication, assist timely decision-making and empower the teams to take on greater responsibility.

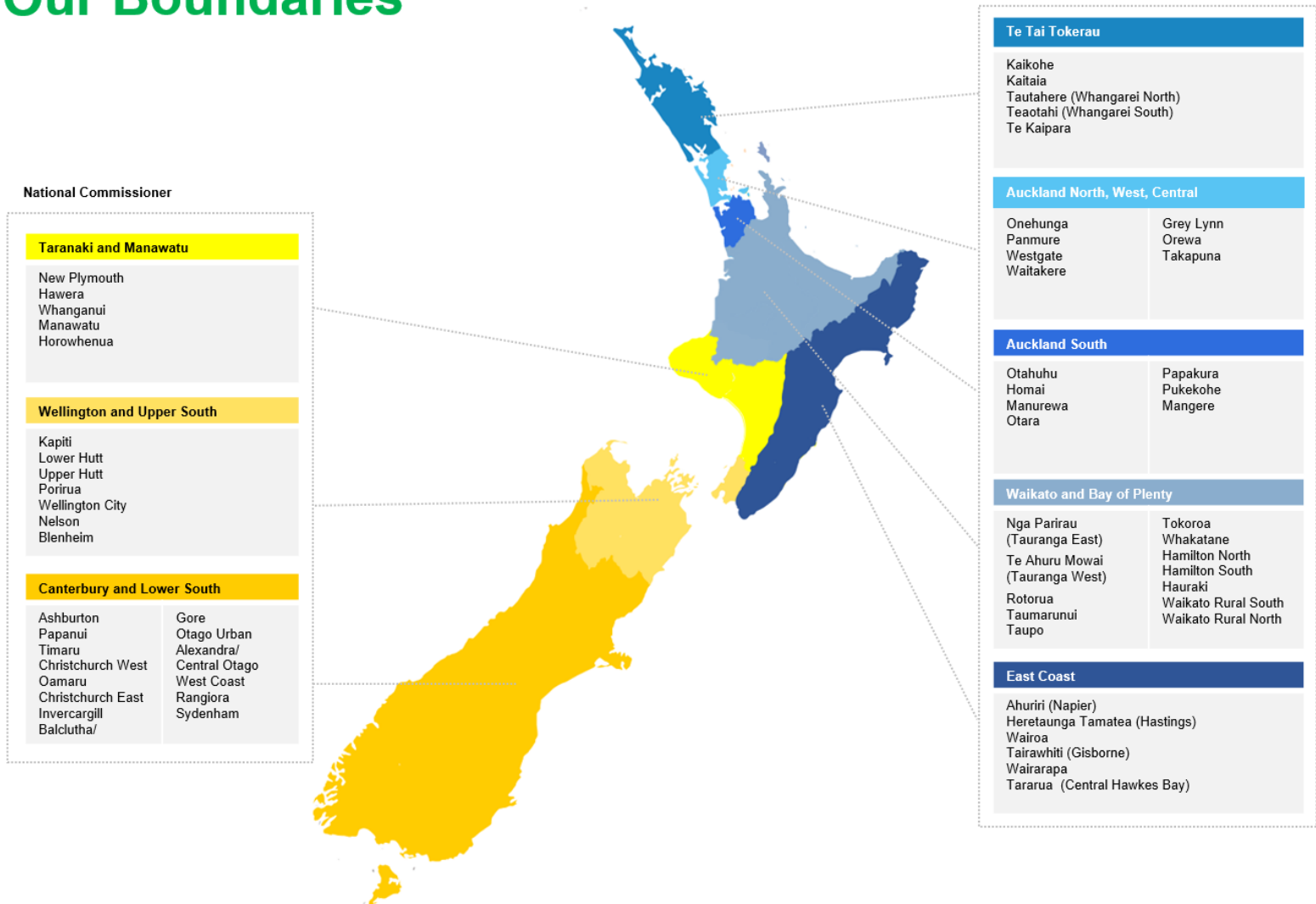
Some respondents asked whether international case work is core business for Oranga Tamariki and whether another government department would be better suited to lead this providing they included the voice of children and involved Oranga Tamariki for operational issues.

Office of the Deputy Chief Executive

Refer to Executive & Administration Support section for details of the decision and feedback summary.

Diagram 1: Tamariki & Whānau Services Regional Map

Our Boundaries



National Commissioner

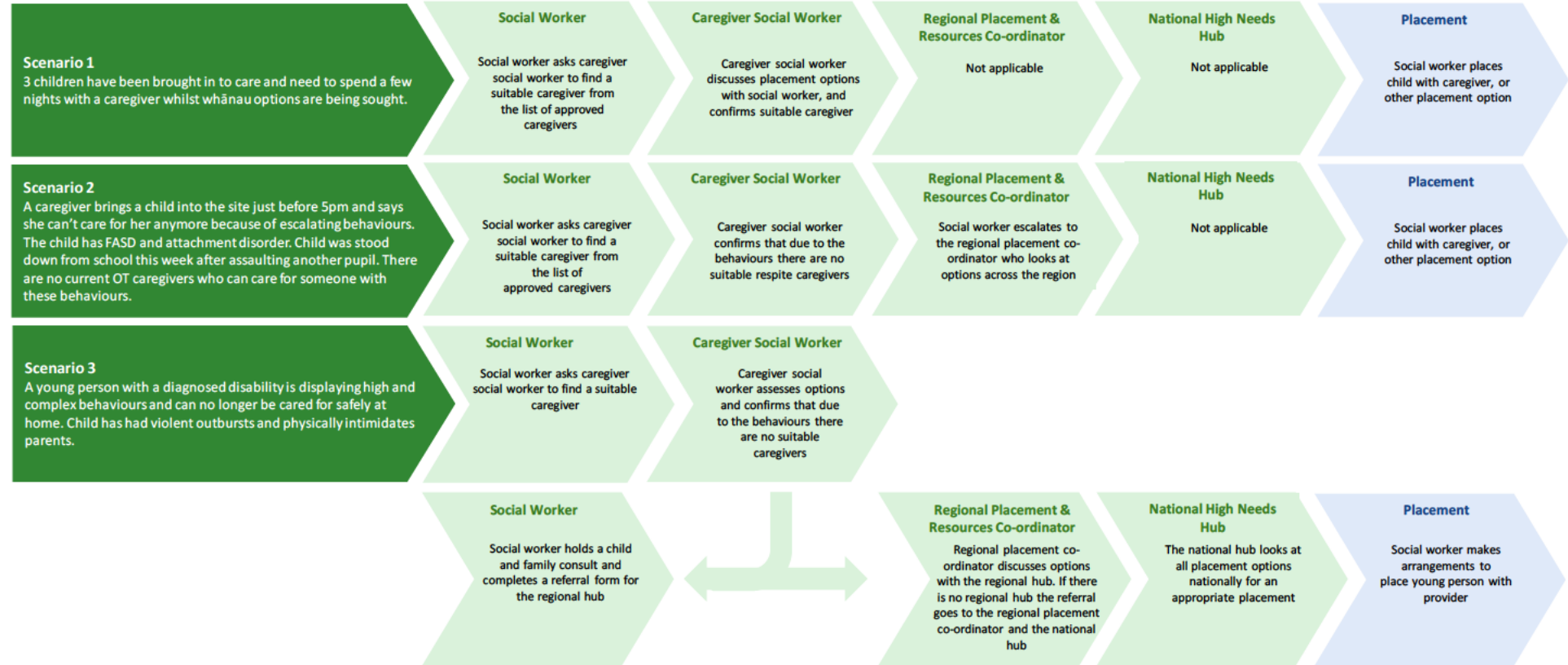
Taranaki and Manawatu	
New Plymouth Hawera Whanganui Manawatu Horowhenua	
Wellington and Upper South	
Kapiti Lower Hutt Upper Hutt Porirua Wellington City Nelson Blenheim	
Canterbury and Lower South	
Ashburton Papanui Timaru Christchurch West Oamaru Christchurch East Invercargill Balclutha/	Gore Otago Urban Alexandra/ Central Otago West Coast Rangiora Sydenham

National Commissioner

Te Tai Tokerau	
Kaikohe Kaitiaki Tautahere (Whangarei North) Teatohi (Whangarei South) Te Kaipara	
Auckland North, West, Central	
Onehunga Panmure Westgate Waitakere	Grey Lynn Orewa Takapuna
Auckland South	
Otahuhu Homai Manurewa Otara	Papakura Pukekohe Mangere
Waikato and Bay of Plenty	
Nga Parirau (Tauranga East) Te Ahuru Mowai (Tauranga West) Rotorua Taumarunui Taupo	Tokoroa Whakatane Hamilton North Hamilton South Hauraki Waikato Rural South Waikato Rural North
East Coast	
Ahuriri (Napier) Heretaunga Tamatea (Hastings) Wairoa Tairāwhiti (Gisborne) Wairarapa Taranui (Central Hawkes Bay)	

Diagram 2: Placement Scenarios

Below are three examples of when placements are required and how these are navigated



2.3 Youth Justice Services & Residential Care

This section outlines:

- a summary of the structure changes proposed for the Group
- a summary of the decisions made for the Group
- the confirmed structure decision for each function within the Group
- a summary of the feedback received (refer to What Say You for more detail).

The confirmed purpose of the Group and its functions are outlined in the Leadership Overview at the front of this document.

For:

- information about the changes to the Executive Leadership Team refer to section 2.1.
- decisions and feedback about the Office of the Deputy Chief Executive, and Executive & Administration Support refer to section 2.09
- information about how these decisions impact on your position refer to Part 2: Structure charts and impacts
- a description of the new positions, read the position descriptions on Te Pae, under the Organisational Restructure page.

The proposal summary

I proposed a new, permanent and standalone Residences & Community Homes Group. I proposed to:

- bring in accountability for family homes (from Service Delivery) alongside Youth Justice residences, Care & Protection residences and Community homes
- flatten the management structure to run Youth Justice residences and Care & Protection residences, and refocus this Group to the core business of running safe, efficient and effective residences and homes
- establish a new national management structure for Family & Community Homes
- centralise and consolidate national leadership and oversight of supporting functions for all residences and homes through the establishment of specialist prevention (e.g. programmes, continuous improvement) and operations (e.g. training, practice, workforce management) teams and conduct
- set up a consistent, shared and smaller structure for executive administration support for the leadership team in this Group.

The decision summary

I have decided to:

- bring in all Youth Justice services into this Group, rather than retain some parts in Tamariki & Whānau Services as proposed, and rename the Group Youth Justice Services & Residential Care
- establish two new National Manager positions to lead the Youth Justice Services function
- flatten the management structure to run Youth Justice residences and Care & Protection residences

- bring in accountability for family homes (from Service Delivery) into this Group and establish a new national management structure for Family & Community homes
- centralise and consolidate national leadership and oversight of specialist support for all residences and homes. The proposed Operations and Prevention teams will now be merged into one team with a narrower focus on assessment, residential operations, training, workforce management, and national programmes
- remove the proposed position of Residential Practice Lead and to shift and centralise accountability for all practice support to the Chief Social Worker & Professional Practice Group
- establish within Tamariki & Whānau Services a shared national business support service for the Tamariki & Whānau Services Group and the renamed Youth Justice Services & Residential Care Group
- set up a consistent, shared and smaller structure for executive and administration support for the leadership team in this Group.

Management structure

The decision

In summary I have decided to:

- bring all Youth Justice services into this Group, rather than retain some parts in the new Tamariki & Whānau Services Group as proposed, and rename the Group Youth Justice Services & Residential Care
- bring accountability for Family homes (from the current Service Delivery Group) into this Group.

FAMILY & COMMUNITY HOMES

There was mixed feedback about consolidating residences and homes in one Group, in particular shifting accountability for homes across from Tamariki & Whānau Services. I want to stress that this change is part of a different way of working. I am looking for a more joined-up and consistent service provided by us, and our providers, across our homes environment that maximises the use of placements these homes can provide.

The current model for managing family homes is dispersed across the regions. It's complex, broad and unsustainable, and I therefore want a single point of accountability to change it.

Responsibility for co-ordinating placements remains with Tamariki & Whānau Services and will require the two Groups to work together to ensure appropriate placements, and continuous improvements to our management of placements, are made.

YOUTH JUSTICE SERVICES

There was considerable feedback about the pros and cons of incorporating Youth Justice services into the regional service lines within Tamariki & Whānau Services as proposed, or alternatively bringing Youth Justice services into this Group.

I have reflected and considered in detail the feedback and decided to bring Youth Justice Services into this Group (now renamed Youth Justice Services & Residential Care Group). On balance I agree with the feedback that suggests it is better to configure the structure this way because:

- bringing together the end-to-end youth justice service response under one reporting line, will provide a more seamless and beneficial experience for young people, which in turn is likely to enhance the confidence of victims and the public in responses to youth offending

IN-CONFIDENCE

- since the release of the *Proposal for Consultation* the government has prioritised and instructed Public Service Chief Executives to focus on reducing youth crime. Oranga Tamariki has a critical role to play in the Children's System and I therefore think this is the best structural intervention to deliver on this priority area
- bringing community youth justice services and youth residences together provides an opportunity for us to develop and deliver a more specialist set of interventions that meet the needs of young people whose offending is presenting the most serious risk to communities.

In making these changes it is imperative that we continue to recognise that young people who engage in offending behaviour are part of families and may also have care and protection needs. As such, whilst support may be provided by two separate service lines, my clear expectation is that the Deputy Chief Executive Tamariki & Whānau Services and the Deputy Chief Executive Youth Justice Services & Residential Care, with the support of the Chief Social Worker & Deputy Chief Executive Professional Practice and practice teams, will lead the development of ways of working that promote a joined-up whole of whānau approach to the support we provide. Structure should not be a barrier to this, this is about how we practice.

To achieve this, I am changing the management structure for this Group by:

- establishing a new National Director position with a broader scope and set of accountabilities than what was proposed, to reflect my decision to bring Youth Justice Services into this Group. The new position will be renamed National Director Youth Justice Services & Residential Care, reporting to the Deputy Chief Executive Youth Justice Services & Residential Care
- changing the reporting line of the new Manager Residential Services Youth Justice and Manager Residential Services Care & Protection to the new National Director Youth Justice Services & Residential Care position (as proposed)
- establishing two new and additional positions of National Manager Youth Justice reporting to the National Director Youth Justice Services & Residential Care position. These positions will lead the Youth Justice Manager positions and function
- changing the reporting line of the current Youth Justice Manager positions (from Tamariki & Whānau Services as proposed) to the new National Manager Youth Justice positions
- changing the reporting line of the Senior Advisor Youth Justice positions (from Tamariki & Whānau Services as proposed), to the new shared National Support Services team in Tamariki & Whānau Services.

There was a strong call for the leadership positions to be placed outside of Wellington. Others noted locating the leadership team together will support a more cohesive and collaborative team. I have decided the positions will be based in Wellington. In our current context I think it is essential for these leaders to be able to work through the challenging issues face-to-face, alongside the Deputy Chief Executive position, which is based in Wellington, and to be close to other core agencies we need to work with. Being Wellington-based does not, as suggested in the feedback, stop us from supporting and developing partnerships with iwi and communities.

Having a narrow and flat leadership structure in place for this Group has been a deliberate decision. It will provide the Deputy Chief Executive the capacity to focus on leading and influencing across the justice sector, establish military-style academies, as well as lead the transformation of residences and community and family homes to deliver improved outcomes for tamariki, rangatahi and whānau. This will require significant external and cross-sector engagement. The National Director will lead the significant operational changes required to realise the transformational change, through the new leadership team, across the full range of services this Group provides.

Although it was suggested caregiver recruitment, support and placements be part of this Group, I am making as few changes as possible that affect this function until the National Care Strategy has been developed. As proposed, I think the Caregiver Recruitment and Support function sits better alongside the social workers who predominantly use the team's services, within Tamariki & Whānau Services.

The feedback summary

Some feedback supported the proposal for residences and homes to be consolidated under one Group because it would ensure homes would be more likely to get resources and would enable consistent management and clear accountability. This feedback considered the proposal would give some support and address concerns facing family home relievers and family home caregivers. It was stated that decisions are often made by sites and regions, out of desperation for placements, with no risk analysis or consideration given to the group dynamic and what is actually feasible for volunteer caregivers and our casual workforce to manage. It would be better for sites and regions to not make placement decisions into these homes because there is currently a conflict of interest when the same party requiring a placement makes the decision about a placement.

Other feedback did not support the inclusion of homes and suggested that residences and preferred community and family homes be managed locally at the proposed Operations Manager level within the Tamariki & Whānau Services Group. This feedback stated family homes and community homes are vital placement resources for the regions and local communities know what they need. It is difficult to contemplate responsibility for family homes sitting with anyone other than Site Managers, Regional Placement Co-ordinators and MPC Advisors together within the region. Feedback feared that the proposed structure would not support local communities and iwi partnerships and what the fate would be for homes that are run by the iwi. Local relationships with iwi providers, access to local information to inform placement decisions, shared accountability and the rhythm currently established cannot be replicated or done any better through a centralised arrangement.

Feedback on the proposal that youth justice be part of the integrated service line in Tamariki & Whānau Services did not support disestablishing the national youth justice team, arguing that integrating care and protection work with youth justice work would result in youth justice work being neglected. It was considered that there are examples of two service lines working well together without needing to be integrated structurally – it usually came down to people in the positions and relationships.

It was considered that we should retain a nationally led specialist team to provide oversight to enable a consistent approach to Youth Justice practice and processes. It was considered that Oranga Tamariki would lose valuable expertise by disestablishing, resizing and moving positions across teams. It would not support the Government's priorities relating to youth justice and reducing crime.

Feedback pointed out that youth justice legislation and the system is complex, as are the needs of rangatahi who come to our attention, and specialist expertise and knowledge needs to be maintained. Feedback also advocated for both a nationally based specialist youth justice function and regional specialist positions, believing that Oranga Tamariki would not be able to deliver on government priorities to reduce reoffending without a specialist national team and regional operational specialists.

Some thought having a Wellington-based management structure would not support partnerships with iwi and communities. Some said that it seemed shortsighted to have a Wellington-based management team because it does not support being regionally supported and connected, and locally led and delivered. It was thought the proposed structure may not support our aspiration to move decision-making closer to iwi. Others, however, noted placing the leadership team together in Wellington would support a more cohesive and collaborative team.

Feedback noted there is practically a 1:1 reporting relationship between the DCE and the rest of the proposed structure and suggested removing "the third-tier layer and consolidate the teams reporting into them so they are similar in size."

SUGGESTED ALTERNATIVE STRUCTURE

There was support for including caregiver recruitment, support and placement coordinators with Residences & Community Homes because it would mean that there is one area that manages all placements for tamariki in care, and it would bring about consistency in how all care spaces are managed. Alternatively, feedback suggested that residences and community homes should be incorporated into Tamariki and Whānau Services, again because it would mean all placements are managed out of one Group and not split across two groups. It was argued that taking a holistic approach to the care continuum, which includes residences and community homes as well as other placements and areas of care, would create better oversight and accountability. This should be considered as part of the Care Strategy currently under development but needs to occur at the same time as this restructure.

Residential Services – Youth Justice and Care & Protection

The decision

I have decided to establish the positions of Manager Residential Services Youth Justice and Manager Residential Services Care & Protection reporting to the position of National Director Youth Justice Services & Residential Care (renamed), as proposed.

As outlined in the proposal I recognise the residential environments are dynamic and high risk, and that is why I am reconfiguring the leadership team to ensure a focus on safely running the residences and ensuring policy adherence and practice excellence. Safety of tamariki and rangatahi in our care is our first priority. Inherent in this is ensuring, as an organisation, we improve the experience, safety and oranga of tamariki, rangatahi and whānau. This featured strongly in the feedback.

The training and development needs of kaimahi working in the residences also featured strongly in the feedback. I agree we can do better in the way we provide learning, development and support. This will be a focus of the Training Lead position in the Operations team. Training will also be supported by the Chief Social Worker & Professional Practice Group for practitioner learning and development, and by People Culture & Enabling Services for leadership development and organisational cultural capability.

For completeness I am also confirming the positions of Senior Psychologist will remain reporting to the Residence Manager positions. I expect, however, the National Clinical Lead position in Tamariki & Whānau Services to provide Oranga Tamariki with suitable oversight and governance of all clinical services we provide. This will include psychologist services provided in this Group.

Other than the changes outlined above I have decided to proceed with the structure changes proposed.

The feedback summary

There was considerable feedback on the workforce of the residences. A high-level summary of the some of the feedback included:

- kaimahi need to enhance their skills so they are positive role models for rangatahi. There should be a residential training function on site that would recognise and cater for a rostered workforce
- youth justice kaimahi should be trained on the youth work code of ethics through Ara Taiohi and should have regular supervision. Youth work is a profession but is unregulated, so training is essential
- we have created a situation where we expect unskilled, well-meaning people to work with very complex and traumatised children who exhibit extreme behaviours. Investing in recruitment, hiring the best, training and providing ongoing support is needed alongside having more community placements.

Feedback also considered that the proposed structure does not focus on improving the experience and safety of tamariki or rangatahi against their ill-treatment by kaimahi, thinking that the “Residence roles are focused on risk management, conduct and protecting the integrity of the Ministry, rather than improving the experience, safety and oranga of tamariki, rangatahi and whānau.”

Family & Community Homes

The decision

To summarise, the main feedback theme coming through strongly for me is how broad and complex this area of our operation is. I accept there is confusion about accountabilities, what constitutes a family or community home, and frustration and concern about availability of placements.

The point I want to stress is that safety of young people in our care, and the kaimahi that work in this area, is paramount. For me, putting in place a centralised point of accountability as we work to bring clarity to this part of our operation is what we must do, rather than incorporating this as part of the National Commissioner responsibilities as some feedback suggested. I want to have full visibility of all our homes, who runs them, and who is in our care – which sounds simple, but I know is complicated given our current dispersed approach. To do this, it is imperative that I have a centralised function with this clear accountability. I acknowledge your feedback that this is a large and complex task and am therefore making some changes to capacity in the structure to better support this.

The changes I am making are:

- the proposed new Family Homes Lead position will now be Manager National Family Homes with broader responsibilities to ensure a focus on consistent service delivery, safe operation of Family homes, and leadership of social services providers
- two of the three Manager Administration Services positions which were proposed to be disestablished will now be reinstated, reporting to the National Commissioners in the Tamariki & Whānau Services Group. This means oversight of resource workers will now not shift to Family Homes Manager positions.

In addition to confirming the new structure I wanted to take this opportunity to address other feedback received about defining the scope of this function, placements and immediate next steps. For me the top three priorities for the National Director and Manager Family & Community Homes are:

- defining the scope of homes – a stocktake of current homes, and being clear what types of homes we should have moving forward
- operationalising the National Care Strategy in relation to placements (the National Care Strategy is due for completion by the end August 2024)
- establishing an operating model for all homes – from how the network of homes will be run, and understanding the process for arranging a placement, through to clear visibility to me as Chief Executive of where every young person is in our care.

Other than the changes outlined above I have decided to proceed with the structure changes proposed.

The feedback summary

Some feedback centred on the capacity of the proposed workforce. A high-level summary of some of the feedback follows:

- there are dozens of family homes across the country and some of the proposed positions in this area are too broad and unsustainable, e.g. how can there be one Manager Family & Community Homes

- having more resources in community homes and managing them from one place is applauded, however, given the effort required to manage residences, there is a risk that community homes would be less supported, making it harder for social workers to find placements following a young person's arrest. The restructure needs to enable quick responses to get young people out of cells.
- the variation in team make-up and span of control in residences compared to community homes seemed anomalous (in that there is a greater number of Community and Family Homes compared to Youth Justice and Care & Protection Residences). The Family Homes Manager positions would need a team to support them or change the way they work

Feedback sought to clarify the definition and scope of a family or community home as this would impact how many homes each Family Homes Manager position would be responsible for. For example, it was asked whether community homes included the rented 'emergency' units in the Waikato, all emergency units and motels, "homes under contract to voluntary Family Home caregivers, Homes leased or owned under ICR contracts, Homes under National contracts, vacant Family Homes property used for emergency care with resource workers, homes not leased or owned by OT but run by providers." A concern was also raised that having residences and homes managed nationally runs a risk of rangatahi being placed in an area where they have no connection. It was considered that iwi would want the young person to be in or close to the boundaries of the rohe of the iwi that they whakapapa to or stay in the rohe where they live.

Operations

The decision

Having reflected on the feedback, I agree setting up the Prevention team would create unintended confusion and duplication of effort. I have therefore decided not to establish the Prevention team as proposed, and instead will reallocate some of the positions to the Operations team. The Operations team will now comprise:

- Assessment Lead (renamed from Assessment Centre Lead to better reflect the activity of co-ordinating and evolving a national assessment model used when tamariki and rangatahi come into care and transition out of residences and homes, rather than inadvertently implying a physical space)
- Training Lead (a deliberate decision to retain the position in this Group rather than within the Professional Learning & Development team in Chief Social Worker & Professional Practice given the considerable focus required on training, from a national perspective, in this Group. My expectation is for this position to have a strong connection with the Professional Learning & Development team)
- Workforce Lead (a deliberate decision to retain the position in this Group due to the specific requirements associated with operating a national workforce roster)
- National Programmes Lead (focused on having in place programmes that support tamariki and rangatahi with life choices as reinforced in the feedback)
- two Senior Residential Operations Advisors (I believe these positions, together with the shared national business support service outlined below, will provide sufficient operations support for this Group).

In respect of the other positions that were reporting to the proposed Prevention Manager position, I have decided to:

- remove the position of Residential Practice Lead and instead establish a National Practice Advisor position reporting to the Manager Residential Care Practice (in Chief Social Worker & Professional Practice)

- remove the Partnerships Lead, Continuous Improvement Lead, and Child Advocacy Lead because I agree with feedback that the responsibilities overlap with those of Enabling Communities & Investment (partnerships and child advocacy), and Chief Social Worker & Professional Practice (child advocacy and continuous improvement).

Feedback commented on risks from reducing the number of Senior Advisor Residences positions. However, this position, together with the shared national business support model for this Group and Tamariki & Whānau Services (reporting to the Manager National Support Services in Tamariki & Whānau Services), will provide sufficient Group support. The Senior Advisor Residences position will now report to the National Director Youth Justice Services & Residential Care position, and will assist with national continuous improvement support and co-ordination of information and advice for ministerial staff, external agencies and key stakeholders.

Other than the changes outlined above I have decided to proceed with the structure changes proposed.

The feedback summary

Feedback noted the importance of the position holders in both teams working collaboratively and being present at sites to make a difference for tamariki and rangatahi inside residences and homes.

PREVENTION

There was considerable feedback asking what 'prevention' means in the context of residences and homes, for example:

- prevention means preventing tamariki from coming into care. It is too late to consider prevention at the point that they are in care. Social workers and community partners do prevention work – it is the nature of the work
- Tamariki & Whānau Services should spearhead alternative interventions for tamariki who are at risk of coming into care. In this understanding of prevention, residences need to keep rangatahi free from harm in care and provide targeted programmes by skilled kaimahi
- there should be continuity between work undertaken in the field and that within residences and homes. If by prevention we mean ensuring interventions and supports are in place for those in our care, we need to call it 'Interventions'
- Prevention team should sit in the Tamariki & Whānau Services Group, or this proposed team should undergo a rethink.

Others noted prevention operates across the children's system. Oranga Tamariki does not respond to or address the underlying causes of an incident that requires our intervention, such as poverty, housing, employment, and mental health. That the same families keep coming to our attention indicates that prevention measures are not working. The prevention function should sit also across all of Oranga Tamariki, including System Leadership (notably the Intelligence function), our interactions with communities, and through to our last interaction with tamariki.

Feedback suggested reconsidering the proposed reduction in Senior Advisor Residences positions (from five to one) because of the increased workload and pressure this would place on the one remaining position, and reduced capacity for continuous improvement. There would also be limited engagement with ministerial staff, external agencies and stakeholders, compromised risk management, loss of specialised knowledge, inadequate support for managers and inconsistent policy adherence.

SPECIFIC FEEDBACK

Feedback noted that the National Programme Lead position would need to focus on programmes that address 'causes of offending' and not on 'activities' that would keep young people occupied. Clinical support would be needed in the development of programmes and the programmes would need to meet legislative requirements on what tamariki and rangatahi can expect while in a residence or home.

Other feedback queried the function of the Assessment Centre. The Centre should use a social work framework to assess tamariki coming into and leaving residences and homes. It should not be a place that we send a young person to be assessed. If the Centre is a physical place, it should be shifted to the Care & Protection Residences team as that would be a more appropriate team to undertake assessments.

Feedback also queried whether the Partnerships Lead position should be attached to the Community & Family Homes function.

OPERATIONS

Feedback on the proposed Operations team focused on functions and positions. A high-level summary of feedback follows:

- the Operations team could pick up the admission/placement function which is needed in this Group. This function would receive referrals and oversee transitions out of residences and homes, also ensure that local teams across the country can see availability of care options in the system of care. Placement and Resource Co-ordinators could report to the Operations Manager
- the Operations team should comprise Operational Advisors (with one FTE being responsible for the Grievance System) in addition to the Training and Workforce Leads
- given the high volume of staff working in residences and homes (approximately 1000), it may not be adequate to have one Practice Lead, one Training Lead and one Workforce Lead
- the Workforce Lead function could be part-time or shifted to People, Culture & Enabling Services Group because this Group would have a broader view of this function
- there are proposed Training Lead and Practice Lead positions in the Operations team, but elsewhere in the *Proposals for Consultation* document training and practice functions would be brought together into one place (i.e. Professional Practice) – these positions could be moved there for consistency
- training designers and trainers need to be in the residences and close to the homes – this is essential for training kaimahi.

Conduct

The decision

I received a lot of feedback seeking to clarify the purpose and scope of the proposed new Conduct Manager position. I see how a position like this could have the unintended consequence of creating confusion rather than clearer accountability. I think it is known that we do have some conduct issues arising in the workplace, which is by nature challenging, dynamic and at times confronting. It requires good judgment and sometimes we do not get it right.

The intent was to put in place a new position to support the management team get in front of emerging employment related issues to prevent escalation and formal processes. However, I understand how creating this position, as some of you have said, creates confusion with the role of the Employment Relations team in People, Culture & Enabling Services. I have a clear expectation that people leaders are accountable for managing the development and performance of kaimahi. I therefore agree with the suggestion that this work is better placed with a single Employment Relations team that provides direct and specialist support to managers. In the proposal this team was expanded to provide this additional support for managers.

I have decided to remove the proposed position of Conduct Manager from the structure.

The feedback summary

There was a range of comments on the proposed Conduct Manager position much of it querying the function and value of the position. Feedback generally considered the proposed Conduct position had good intentions and could see the need in residences but thought the function would be better led out of People, Culture & High Performance. If there are ongoing issues with residences and homes these should be addressed by training managers on how to deal with performance and ensure people are held to account for their actions.

Examples of other feedback noted:

- perhaps this position should be part of a team of ER/HR specialists. It makes sense to have a dedicated ER/HR specialist on site (i.e. not at National Office) to support the Residence Manager positions and continually coach the people leaders in residences
- if the position required them to be on site some of the time, they could experience people doing their work. If information is filtered through management layers or through performance measures, the position would not work. Current barriers and staff protecting their mates instead of promoting ethical practice needs to be addressed
- nationally consistent advice, oversight and monitoring of all kaimahi allegations and employment issues is a critical operational support function – this role could be part of the Operations team
- alarmed that a child protection agency needs such a position. The position holder needs to understand social justice, children advocacy and risk-based decision-making. It could be a role for a registered social worker.

Principal Advisor Operational Support

The decision

There was minimal feedback on the proposal to establish this new position.

To clarify, the Chief Advisor would field questions in relation to legislative obligations and external monitors, and work with the Principal Advisor to advise the leadership team. A senior level position is best placed to undertake this work rather than an advisory level position.

I have also reconsidered the business operations support required for the Youth Justice Services & Residential Care Group. I have decided to establish a national business operations support function within Tamariki & Whānau Services that will be shared across both Groups. It is a deliberately small, integrated and focused team so that there is clearer visibility of the most critical business issues. Its overarching purpose is to:

- understand the information requirements of the leadership team in relation to determining what the Groups are doing to manage risk and improve the performance of the organisation
- analyse and synthesise relevant business information and monitor key performance measures

- share and present information for leadership team decision-making.

The Manager National Support Services and General Manager Operations Delivery & Enablement (in Tamariki & Whānau Services) will be tasked with resetting the scope and ways of working of this function so that it meets the core needs of the respective Groups' leadership teams.

The feedback summary

Feedback suggested it was unclear from the proposals where responsibility would sit for providing the leadership team with assurance that we are complying with legislative obligations and external monitors (e.g. Mana Mokopuna, Optional Protocol to the Convention Against Torture, Independent Children's Monitor, Ombudsman). If this function sits with the two Principal Advisor Operational Support positions, it was suggested that this may not be enough resource.

Other feedback wondered why there were principal advisors doing work that advisors could do.

Office of the Deputy Chief Executive

Refer to Executive & Administration Support section for details of the decision and feedback summary.

2.4 Chief Social Worker & Professional Practice

This section outlines:

- a summary of the structure changes proposed for the Group
- a summary of the decisions made for the Group
- the confirmed structure decision for each function within the Group
- a summary of the feedback received (refer to What Say You for more detail).

The confirmed purpose of the Group and its functions are outlined in the Leadership Overview at the front of this document.

For:

- information about the changes to the Executive Leadership Team refer to section 2.1
- decisions and feedback about the Office of the Deputy Chief Executive, and Executive & Administration Support refer to section 2.09
- information about how these decisions impact on your position refer to Part 2: Structure charts and impacts
- a description of the new positions, read the position descriptions on Te Pae, under the Organisational Restructure page.

The proposal summary

I proposed changes to the Office of the Chief Social Worker and Quality Practice & Experiences to bring the two functions together and refine the scope of activities for a single group. I proposed to:

- merge the Office of the Chief Social Worker with Quality Practice & Experiences and rename it Chief Social Worker & Professional Practice Group
- consolidate and refocus national practice design and operational policy teams with a single team and delivery model
- deliver social work strategy in a different way with a more aligned focus on broader practice disciplines and therefore disestablish the team in the Office of the Chief Social Worker
- strengthen and broaden focus on practice and quality assurance for all frontline kaimahi delivering our statutory roles in all practice settings, whilst maintaining a focus on social work and embedding the delivery of this at a local level
- consolidate professional development, training and development across all Oranga Tamariki kaimahi and practice groups including youth workers for example and all leaders across the organisation
- consolidate the quality improvement functions from across the Office and the Group under one function
- consolidate and refocus the external monitoring and review function
- shift responsibility for Ministerial Support to the Office of the Chief Executive
- set up a nationally consistent, shared and smaller structure for executive administration and support for the leadership team in this Group.

The decision summary

I have decided to:

- merge the Office of the Chief Social Worker with Quality Practice & Experiences and rename it Chief Social Worker & Professional Practice Group
- establish a position of Deputy Chief Social Worker with a team of Lead Practice Advisor positions reporting to it
- consolidate and refocus practice design and operational policy teams with a single team and delivery model
- refocus existing practice advice and support capacity into two regional and one residence and homes team, aligned to our new service delivery structures, to work collaboratively with operational leaders to embed quality practice
- strengthen and broaden focus on practice and quality assurance for all frontline kaimahi delivering our statutory roles in all practice settings, whilst maintaining a focus on social work and embedding the delivery of this at a local level
- consolidate professional learning and development for all frontline practitioners
- shift responsibility for all people leadership learning and development and cultural capability programmes to People, Culture & Enabling Services, and not place it within Professional Practice as proposed
- consolidate the quality improvement functions from across Quality Practice Experiences under one function within the Group
- refocus the External Monitoring & Review function and move it to System Leadership, and not retain it within Professional Practice as proposed
- move Ministerial Advisory Board, Feedback & Complaints, and Customer Information Requests functions to System Leadership, and not retain them within Professional Practice as proposed
- set up a consistent, shared and smaller structure for executive administration support for the leadership team in this Group.

Chief Social Worker & Professional Practice

I have decided to bring the Chief Social Worker and Professional Practice functions together under one Group, with some additional changes to the structure that will reduce the breadth of functions reporting to the Deputy Chief Executive, and ensure the position has the time and capacity to undertake all responsibilities of the position.

The solution I have landed on reflects some of the suggestions made in the feedback, and in doing so strengthens our practice for tamariki and whānau. I have decided to establish a Deputy Chief Social Worker position, reporting to the Chief Social Worker & Deputy Chief Executive Professional Practice position, with a small team of Lead Practice Advisors setting strategic direction.

Deputy Chief Social Worker and Strategy

The decision

I have decided to establish a new position of Deputy Chief Social Worker. This position will be responsible for leading the development of strategic practice direction. This position will also support the Chief Social Worker & Deputy Chief Executive Professional Practice to manage the relationships with key external bodies, for example, the Social Workers Registration Board. These responsibilities will no longer sit with the new position of Chief Advisor Office of the Deputy Chief Executive as proposed. Establishing a Deputy Chief Social Worker and team will also mean that there are experienced practitioners whose functions are separate from the more 'hands on' practice role of the remaining teams within the Chief Social Worker & Professional Practice Group. This is important as it will allow the Chief Social Worker & Deputy Chief Executive Professional Practice to have the support needed to provide a professional voice into the leadership team, our organisation and the wider professional sector that is both independent and informed by best practice.

LEAD PRACTICE ADVISOR POSITIONS – REPORTING LINE, NUMBER, TITLES

The Lead Advisor positions (that were proposed to report to the Manager National Practice Development, Manager Regional Practice Quality and Manager Residences & Community Homes Practice Quality) will now report to the Deputy Chief Social Worker, with a revised position title incorporating the word 'practice', e.g. Lead Advisor Pacific Practice. These positions will ensure there is strategic capability to focus on the range of practice contexts we are required to provide at a national level. The focus of these positions will align with our key areas of practice – Māori, Pacific, Disability, Care & Protection, Youth Justice, and Residential Care.

I think the number and range of practice Leads, as proposed, is the right match for our biggest service lines. The new Lead Advisor Care & Protection Practice will be a point of leadership on care, which includes the way we support our caregivers. The two Caregiver Recruitment & Support Practice Advisors will also assist in providing a focus on our practice with caregivers.

My expectation is that areas of focus will be able to change as and when required and determined by the Chief Social Worker & DCE Professional Practice and the Deputy Chief Social Worker. For these reasons I am not establishing a further position for the Caregiver Recruitment service line.

I am comfortable with the title of the Lead Advisor Disability position and will not change it to Disability & Mental Health as suggested. Mental health is a different area of focus that is better addressed by a clinical group. I do however expect that there will be a close working relationship between these groups so that all our practice is informed by clinically led best mental health evidence and knowledge.

I will however change the position title of Lead Advisor Residences & Community Homes to Lead Advisor Residential Care Practice as suggested, moving away from institutional framing to better reflect care strategy and care aspirations.

The feedback summary

SOCIAL WORK STRATEGY

Removing a dedicated team to support an ongoing Chief Social Worker strategic work programme was not supported. It was noted there are longer-term workforce and practice challenges the Office is working on to mitigate, for example, high levels of demand, high caseloads, underinvestment in professional development, inconsistent delivery of supervision, and difficulty recruiting and retaining social workers. While well underway it was noted the strategic work is not yet completed.

It was suggested that if the current Office of the Chief Social Worker and Quality Practice & Experiences functions are merged, it is critical to retain a small team to support the Chief Social Worker function. This team would pursue practice excellence and act as an authority on all matters relating to social work, without additional responsibility for developing practice programmes, policy, guidance, and professional development.

Other respondents agreed social work practice needs a strategic function but that it needs to be an agile resource and integrated with Practice. It was further suggested the Office of the Chief Social Worker should focus on workforce strategy and caseloads, while Quality Practice & Experiences should focus on the more day-to-day practice support and leadership role.

Some structure options were suggested, including:

- create a Director Practice Strategy & Leadership under the General Manager Practice in place of one of the Manager Regional Practice Quality positions (and reconfigure teams across two Manager Regional Practice Quality positions). This would send a positive signal about the importance of the role and function of social work and professional practice
- create a General Manager Practice Strategy & Leadership or General Manager Māori – Practice Strategy & Leadership reporting to the Chief Social Worker & DCE Professional Practice providing a system level focus and engagement
- retain the position of Chief Social Worker but have it reporting to the Office of the Chief Executive, and with a team of four Principal Advisor and two Senior Advisor positions, all registered social workers
- create a new position Deputy Chief Social Worker/General Manager Strategic Direction with a team of six (as above)
- create a Chief Advisor/Deputy Chief Social Worker position (and team of six as above) to work alongside the second Chief Advisor Professional Practice.

Practice

The decision

Your feedback provided a range of comments and suggestions related to capacity, reporting lines, consistency and team structure configuration. I have made some changes to the structure based on your feedback.

In general feedback supported the view that in order to realise the intent of our practice approach and to achieve the strategic shift to becoming a high performing and highly trusted statutory practice agency, resources within this group needed to be oriented to working more directly and intentionally with operational leaders to support the embedding of quality practice in a consistent way across the country. This would enable greater accountability for practice which is consistent with legislative, organisational and professional standards and obligations and which is responsive to the needs and aspirations of the diverse communities we serve.

The Regional and Residential Care Practice teams will provide direct support and expertise, assisting managers to develop and implement localised continuous improvement practice plans aimed at driving an enhanced service to children, families and communities through the provision of high-quality social work and professional practice. This will include support in identifying and addressing systemic barriers to quality practice and helping to create a learning and development culture within and across teams.

REGIONAL AND RESIDENCE PRACTICE QUALITY

MANAGEMENT STRUCTURE

I have decided to reduce the number of Regional Quality Practice teams from four to three as follows:

- Manager Regional Practice Quality (from three to two)
- Manager Residential Care Practice (renamed from Residences & Community Homes as suggested in the feedback).

This decision about the management structure is linked to my decision to establish a position of Deputy Chief Social Worker (described above) and to move the proposed Lead Advisor positions from the Practice Quality teams to report to the Deputy Chief Social Worker. It will also enable better alignment with the new proposed structure within the Tamariki & Whānau Services and Youth Justice Services & Residential Care Groups, allowing strong working relationships to develop. In doing this I will reallocate the team positions across the three practice quality management positions (this is set out in the final structure charts). I am comfortable retaining the regional team structure because it aligns more directly with our regional support approach, in preference to the alternative configurations suggested in the feedback.

PRACTICE ADVISOR POSITIONS

I agree with the feedback that there is potential duplication of 'practice' positions in the structure proposed. It is important we have consistency in approach and where possible single lines of accountability. I have decided, therefore, to:

- remove the proposed new position of National Practice Advisor Adoptions, and instead change the reporting line of the position of Practice Advisor Adoption Service from the Manager Adoptions & International Casework in Tamariki & Whānau Services, to a Manager Regional Practice Quality
- change the reporting lines of the Practice Advisor Caregiver Recruitment & Support positions from the Caregiver Recruitment & Support Manager positions in Tamariki & Whānau Services as proposed, to a Manager Regional Practice Quality
- remove the Residential Practice Lead position (proposed in Residences & Community Homes) and in its place reinstate a National Practice Advisor position reporting to the Manager Residential Care Practice, to provide advice on operational practice for residences and homes.

Together, the reconfigured regional support structure and consolidation of positions from other areas will enable a more targeted and consistent approach to practice. I will not therefore increase the number of practice advisor positions across the teams.

I acknowledge the feedback seeking practice support for international casework and positions such as psychologists, therapists and counsellors. However, I will not be establishing specific practice support positions for these practitioners.

IN-CONFIDENCE

This is because the focus of our two regional practice quality teams and our residential care practice quality team is to support all our frontline practitioners, no matter what their professional background, to deliver a joined-up quality practice response for tamariki and whānau we work with. Our practice approach and practice framework are for all our practice kaimahi across all our service delivery contexts. Social work will always be our core business. However, I recognise there is much more work we can do to understand how all those who practice (including international caseworkers, psychologists and therapists) can be best supported. The new structure will enable the Chief Social Worker (who is also the Deputy Chief Executive Professional Practice) to work closely with these practitioners to better understand how their professional practice can be supported and strengthened.

I agree our practice advice needs to have a strong focus on Māori and Pacific worldviews. The new team structure provides specifically for continued Māori and Pacific centred practice through the specialist positions of Senior Māori Practice Advisor and Senior Pacific Practice Advisor, across the Practice Quality teams. This will ensure te ao Māori and Pacific worldviews are embedded in our practice support. Similarly, the Lead Advisor Māori Practice and Lead Advisor Pacific Practice positions reporting to the Deputy Chief Social Worker will continue to ensure practices developed are Māori and Pacific centred. For this reason, I will not place further specialist positions into the new structure. I have however heard the concern from feedback that by placing these roles individually across teams, the effectiveness of the collective voice of specialist Māori and Pacific practice advice could be lost. I remain of the view that the benefits of 'communities of practice' will be maintained and supported by these positions working collaboratively across teams, including alongside other specialist Māori and Practice positions (particularly in the Cultural Programmes Directorate and the Voices team in the Enabling Communities & Investment Group).

REGIONAL LEARNING ADVISOR POSITIONS

I am confirming the Regional Learning Advisors will, as set out in the proposal, focus on aligning local professional development plans and activities to the overall direction of practice for the regions. The positions currently work in, and support, the regions, and currently report through to a National Office based position. However, under the new structure, this approach is enhanced by bringing together the range of practice and learning and development positions to work in an intentional and joined-up way to best support our practice teams in regions, residences and homes, thereby further supporting the delivery of our Operating Model. I do expect that Regional Learning Advisors will continue to work closely with their colleagues in the Practice Learning and Development team enabling a strong connection between local and national learning to continue. There will be no change to the proposed reduction in the number of these positions in the new structure.

PRACTICE SUPPORT POSITION

In response to the feedback, I am confirming the activities undertaken by the Senior Advisor Practice Information & Support position will be overseen by the General Manager Practice and the Chief Advisor to the Deputy Chief Executive. I agree this work is important, and I am comfortable it aligns well with, and can be appropriately and effectively managed by those two positions as a leadership accountability. My decision is to disestablish the senior advisor position as proposed.

PRACTICE DEVELOPMENT

I acknowledge the huge progress we have made in developing our practice framework and approach. When I think about what this function needs to deliver, I consider it from the perspective of the kaimahi receiving it and working with it.

My expectation is that this team will develop and deliver practical policy for our frontline kaimahi in a way that is easy to understand and implement. I am looking for this to be a one, rather than two-step process, where the policy and guidelines are written from the get-go in a way that are easily understood and practical to implement. This will mean, as a team, working together to approach the development of policy and guidelines in a different way, with the 'customer' at the centre of the approach. This is in preference to some suggestions made to retain a structure with separate policy and design teams, which I do not believe will make the shift I want to achieve.

For this reason, I will move forward with consolidating policy and practice design to create one homogenous function. The team will be responsible for maintaining practice currency, being responsive to emerging areas of practice, and ensuring what is developed is easy to understand and implement.

Based on feedback I acknowledge there is an ongoing requirement for the Lead Content Designer to support the design, editing and management of content in the Practice Centre. This is the single repository for all practice guidance and policy across the organisation including all service lines and is also heavily drawn upon from outside of our organisation. I understand that while we have made great progress, there is still more to do ensure the Practice Centre is easy for kaimahi and our partners to access and navigate, and that this position is pivotal to achieve this. For this reason, I will reinstate the position of Lead Content Designer (which I had proposed to be disestablished) and change its reporting line to the position of Manager Practice Development.

MANAGEMENT STRUCTURE

As noted above, I have created a Deputy Chief Social Worker position and reporting to this will be a team of Lead Practice Advisors. I am therefore changing the management structure for the National Practice Development function as it was proposed. I will:

- remove the proposed new position of Manager National Practice Development
- reinstate the position of Manager Practice Design & Policy that had been proposed to be disestablished and rename it Manager Practice Development.

FRONTLINE TECHNOLOGY SYSTEM UPGRADE

Through Budget 2024, the Government is investing \$62.5m over four years to upgrade the frontline case management system. It will mean our kaimahi have up to date and fit-for-purpose case management systems which will help them to make safer and better decisions for tamariki, free up time so that social workers can focus on engaging more with children and families, and critically it will put us in a position to collaborate and share information with our strategic and community partners safely and securely, as well as other government partners. This will be vitally important as we continue to shift towards a community-centric model.

I had proposed the Frontline Technology System Upgrade move to Technology & Channels because this is a significant IT build. However, I agree with the feedback that the programme is best led from a practitioner perspective to develop a workable system for the frontline. I have decided to retain the function within Professional Practice, reporting to the General Manager Practice as suggested (as the Senior Responsible Officer). The Enterprise Portfolio Management Office will provide the necessary programme governance oversight and programme and project practice support and guidelines.

I am confident that the current well established and effective ways of working between the practice and technology teams will provide the best vehicle to take this work forward in a way that means that technology truly becomes an enabler of our practice. My expectation is that Technology & Channels will continue to play a vital leadership role in this work alongside the practice group with a particular focus on ensuring appropriate commissioning and vendor management of technical partners, supporting the technology build solutions, and providing expertise in determining adaptable and cost-effective technology solutions.

The feedback summary

REGIONAL AND RESIDENCE PRACTICE QUALITY

MANAGEMENT STRUCTURE

There was support for the new Manager Regional Practice Quality positions. It was noted that having these in place would close off the feedback loop between the quality improvement work and practice responses to those insights.

However, it was also considered that the three-region structure (Regional Practice Quality teams) would perpetuate a siloed approach, and that an alternative structure could be:

- one manager for Lead Advisors as a specialist advisory team
- regional advisory positions reporting to one Manager Regional Practice Quality
- Lead Content Designer (currently in Communications and proposed to be disestablished) sitting within practice development.

PRACTICE ADVISOR POSITIONS

There was some feedback about the perceived duplication of some positions in this Group with other Groups, for example:

- the proposed position of National Practice Advisor Adoptions was not required in addition to the current Practice Leader Adoptions and Practice Advisor Adoption Service in the Adoptions and International Casework team (Tamariki & Whānau Services). It was suggested that having these positions in two areas would create confusion and instead, the current position of Practice Advisor Adoption Service could change reporting lines to the proposed Practice team. There were some suggestions that the position could be refocused to International Casework instead. Other respondents noted the new position has a different focus to the current positions and supported it being set up to review practice and performance. Respondents further noted it would ensure adoption relevant components would be included in the Practice Framework
- there is a proposed Practice Lead position also sitting in Residences & Communities Homes and there were questions about the difference between this position and the Lead Advisor – Residences & Homes proposed in the Regional Practice team within this Group.

There was feedback supportive of more focus on Youth Workers as a specific area of practice, and questions about what practice support would be provided for other positions such as psychologists, therapists and counsellors. It was noted there is no proposed Lead Advisor for Caregiver Recruitment unlike the other service lines.

There were some position title and reporting line changes suggested, including:

- Lead Advisor Disability in the National Practice Development team be renamed Lead Advisor Mental Health & Disability to better reflect that many tamariki have multi-layered disability and mental health needs. It was further noted there needs to be strong collaboration between the Practice function and the proposed Children's System team in System Leadership, so that across the system we all 'sing from the same song sheet'
- Manager Residences & Community Homes Practice Quality be renamed Manager Specialised Care/Custody Practice to move away from institutional framing and better reflect care strategy and care aspirations
- the new Regional Practice Advisor positions, which support the development of local communities of practice in the regions, sit under the Regional Commissioner (Tamariki & Whānau Services)
- all regionally focused positions have accountability to the Regional Commissioner positions.

It was also noted that the proposed regions and districts are big, and that it does not seem possible practice can be supported by so few positions. It was suggested the various practice positions proposed to be disestablished be retained, e.g. Senior Practice Advisor positions.

There was considerable feedback about the importance of specialist Māori positions (e.g. leadership positions, Regional Māori Practice Coach, Senior Advisor Iwi & Engagement in Service Delivery), in shifting the organisation and practice to one that is Māori centred. There was support for retaining and adding to the number of positions like this to embed te ao Māori for practice, and also to provide practice advice in complex and difficult cases. Similar concerns were raised in relation to the changes across the Pacific specialist positions, noting the work of the Director Pacific Practice extends beyond contributing to the fundamental shift in practice, e.g. strategic relationships with tertiary providers. Others noted the Social Worker Registration Board competencies to work effectively with tangata whenua Māori, which is a responsibility for all kaimahi and not a range of specialist positions.

REGIONAL LEARNING ADVISOR POSITIONS

Feedback noted the Regional Learning Advisor positions are enablers of learning design and delivery and thought it would therefore be counterintuitive to move from a National Office reporting line to the proposed regional practice teams. Concern was raised that by aligning the Regional Learning Advisor positions to the regions that they:

- would be pulled away from core mahi to meet the needs of regional management as they define it
- would not be able to be present at each site on a regular basis
- would become a central rather than local/site support role
- would have little ability to design and deliver bespoke learning to address site needs.

PRACTICE SUPPORT POSITION

It was noted the current Senior Advisor Practice Information & Support position is key to supplying information about complaints made to the Ombudsman and respondents were concerned about which position would pick up this work in the new structure as there is no obvious answer. It was suggested this position could report to the Chief Advisor or General Manager Practice.

PRACTICE DEVELOPMENT

Some respondents believed that while the practice framework has been introduced as part of an overall practice approach it is not yet mature or well embedded. Other respondents considered the practice system is more mature now and offers the scaffold and guidance needed for all kaimahi and leaders.

There was overall concern for the proposed reduction in resourcing given the development and maintenance of practice policy and practice design still required. It was thought the proposed homogenous function of policy and practice design does not reflect the different roles that these teams perform in the organisation, and it was suggested the different skillsets should not be conflated.

It was noted that operational policy is a specialist field that needs skilled and experienced individuals to develop, review and amend policy in response to legislation changes and changes required of the organisation. It was thought this would be a particularly important team to have as we work towards the transfer of some functions to the community. It was noted the current Practice Design team plays a part in developing resources to support, reinforce and develop practice in the organisation and developing content for the Practice Centre. The team developed the Practice Framework, the Practice Approach and tools and resources to embed the practice approach. It was thought there remains an ongoing need to support this work and to continue to develop and adapt supporting tools and resources. It was also suggested the Practice Centre be a priority as this is the place kaimahi go to for clear practice guidance and policy, noting that currently it is difficult to navigate.

There were some suggested alternative structures, with disciplines kept separate, and with or without additional resourcing, for example:

- two National Lead Strategic Advisor Practice positions (working alongside Lead Advisors for Disability, Māori and Pacific)
- four Senior Advisor Practice Development positions
- four Senior Advisor Policy & Guidance positions (leading content development for the Practice Centre).

or,

- two National Strategic Advisor Practice – Design, Policy & Guidance positions (working alongside Lead Advisors for Disability, Māori and Pacific)
- two Senior Advisor Practice (Policy & Guidance) Designer positions (leading the design)
- four Senior Advisor Practice Policy & Guidance positions (developing practice policy alongside guidance).

There was some support for bringing the teams together with respondents noting some recent work has complemented the broader thinking about the integration of policy with guidance and other resources.

There were additional alternative structures suggested, which included some of these ideas:

- incorporate Practice Enablers under General Manager Practice (rather than moving it to Technology & Channels)
- reconfigure the Practice leadership team to include three Manager Regional Practice Quality positions and the Manager Practice Enablers
- create a new General Manager Strategic Practice & Leadership function with Specialised Care/Custody Practice Quality, a team of Lead Advisors, and the National Practice Development team
- Regional Practice and Policy & Practice team FTEs remaining the same but with a tangata whenua and tauwiwi approach to the make-up of these teams
- additional resourcing for information sharing and inter-agency agreements.

FRONTLINE TECHNOLOGY SYSTEM UPGRADE (FTSU)

Feedback was unsupportive of the proposal to move the Manager Practice Enablers into Technology & Channels. It was considered the current approach had been successful due to the practice leadership and changes to technology to support frontline kaimahi being understood and led out as an enabler of practice. It was considered that moving this technology build to sit with ICT specialists would erode the trust and confidence of Central Agencies (e.g. Treasury and GCDO) at a critical point in time.

It was noted that the programme needs to be led from a social work/practitioner perspective to develop a workable system for the frontline. With the FTSU programme currently being led out of Quality Practice & Experiences, business experts from various areas of practice have fed into the prototype work. The programme has also connected with a wide range of stakeholders including Youth Advisory Group and tamariki, rangatahi and whānau to gain key insights into the new system. This approach was successful because the leads had the skills to connect with tamariki and whānau as well as being able to engage with IT specialists. It was suggested that the programme remain where it is because it is working.

Feedback suggested that the Manager Practice Enablers has responsibility for the FTSU and the programme sits with the proposed new General Manager Practice (Chief Social Worker & Professional Practice), which would align with the current state. The current approach has been successful due to the practice leadership and changes to technology to support frontline kaimahi being understood and led out as an enabler of practice.

Feedback suggested changes to improve delivery if FTSU were to move to Technology & Channels, including business ownership sitting with Tamariki & Whānau Services supported by other DCEs so that the programme remains 'business led & technology enabled.'

Quality Practice Improvement

The decision

I had originally proposed to bring together the current Quality Systems and Tamariki & Whānau Response functions under one broader Quality Improvement function. Based on the feedback about bringing together the Chief Social Worker and Professional Practice Groups I have revisited what I initially proposed. The reason I am doing this is because I need to ensure I create capacity for the Chief Social Worker & Deputy Chief Executive Professional Practice position to deliver on the accountabilities of the combined position (refer to the front of this section for more detail).

In line with this, and to create that capacity, I have decided to shift the reporting line of the External Monitoring & Reviews, Customer Information Requests and Feedback & Complaints functions to System Leadership.

CARE STANDARDS & ASSURANCE AND QUALITY PRACTICE IMPROVEMENT METHODOLOGY & INSIGHTS

Overall, I am certain the best way forward is to bring together our current Quality Systems and Safety of Children in Care functions, which are responsible for assuring practice activity across all our care settings.

I disagree with the feedback that suggested establishing an integrated and generalist team undermines the visibility of the safety of tamariki in care, and further, that removing 'Safety of Children in Care' from position titles means urgency and focus is lost. I want to be clear that ensuring the safety of children in our care is a core function for Oranga Tamariki, no matter the position title and which team the work is performed from. I expect bringing together the teams that share an overarching common purpose to improve practice quality will be a positive step forward. As feedback suggested, this could have the benefit of strengthening the valuable work of the 'Safety of Children in Care' team. For this reason, I will move forward with the proposal to combine these teams.

However, I have decided to make a change to the configuration of the functions, and to implement an alternative structure submitted through the feedback. I had proposed one team focus on Care Standards & Assurance, and the other focus on Practice Standards & Assurance. In reading the feedback I can see the alternative structure would support a more effective and efficient delivery of practice quality assurance activities, whilst retaining clear accountability for care and practice standards assurance. I have therefore decided to establish two teams, and to reallocate the proposed positions across these two teams (outlined in the structure charts). The teams will report into the position of National Manager, which has been retitled from General Manager because Customer Information Requests and Feedback & Complaints is now shifting to System Leadership.

Care & Practice Standards	Quality Practice Improvement Methodology & Insights
<p>Scope and focus:</p> <p>The fieldwork (e.g. review cases in CYRAS, visiting sites and residences for monitoring purposes) aspect of all national level monitoring activity, including care standards, practice standards, residential care regulations, safety of children in care, and other proactive end-to-end practice quality assurance across the continuum of Oranga Tamariki services and support for tamariki and whānau</p> <p>Benefits:</p> <p>It would provide adequate coverage across the quality assurance work programme, variety of work for the team, and reduce chances of duplication of effort where work intersects across 'Care' and 'Practice'</p>	<p>Scope and focus:</p> <p>The quality assurance and improvement framework, methodological and tools design</p> <p>Benefits:</p> <p>It would strengthen the organisation's ability to ensure rigorous and evidence-based quality assurance, and single points of contact for other parts of the organisation e.g. Strategy, Insights & Performance in System Leadership Group</p>

In terms of the number of reports generated to improve quality of practice I understand and agree this can be overwhelming to digest. My expectation of the leadership in the Chief Social Worker & Professional Practice Group, and in line with our operating model, is to be nationally enabling. This means ensuring rigorous review of quality of practice (which is fundamental for any professional practice both internally and for external monitoring assurance purposes) is balanced with finding simple pathways that ensure improvements to practice. For example, insights loop back to practice development, and guidelines are updated and delivered in a way that is easily understood, demonstrates joined-up thinking, and is prioritised for our frontline kaimahi for ease of implementation. A further example is how the Regional and Residence Practice Quality teams can better use insights generated from quality assurance work to inform regional practice improvement plans and areas of focus for learning and development.

Other than the changes to the structure already outlined in this section, I have decided to proceed with the structure change proposed.

The feedback

A general concern was raised about the reduction in the number of positions and capacity across the teams, with an increasing workload, and therefore the organisation's ability to improve quality practice.

CARE STANDARDS & ASSURANCE AND PRACTICE STANDARDS & ASSURANCE

There was general concern expressed at the increasing volume of reports from monitors (e.g. Independent Children's Monitor, Audit NZ, Ombudsman) and the work this generates. It was also noted the Practice Standards & Assurance team seems under resourced if it is also to focus on Residential Care Regulations. Some comments were made that it would be difficult to manage all the work given the reduction of positions across the organisation, including Policy, Quality Systems, Practice, Business Operations, Safety of Children in Care, and Evidence Centre.

Some respondents were unsupportive of disestablishing the Safety of Children in Care team dedicated to responding to claims of abuse in care, especially as the final report and recommendations from the Royal Commission of Inquiry into Abuse in Care is about to be released. The feedback further said that establishing an integrated and generalist advisory team undermines the visibility of the safety of tamariki in care, and there was concern that through this proposed change specialist knowledge and skill would be lost. It was suggested the current Safety of Children in Care team be retained to continue to support strong practice leadership in the sites.

Other respondents were supportive of the idea of bringing these teams together under one function. This seemed a natural fit, and would provide the benefit of sharing practice, enhancing intelligence and practice development, and strengthening the valuable work of the Safety of Children in Care team. However, concern was expressed about the proposed removal of 'Safety of Child in Care' from the position titles which may mean urgency and focus is lost. Respondents also stressed the importance of knowing which function would have responsibility for ensuring follow up on research findings.

It was noted there are too many reports produced about how well the organisation is, or is not, doing its job. While some reports are useful, there is not enough time for the frontline to digest them all, and this needs to be streamlined. It was suggested that quality functions may sit better in the regions with a few advisors in National Office.

SUGGESTED ALTERNATIVE STRUCTURE

It was suggested that rather than separate Care Standards & Assurance and Practice Standards & Assurance teams as proposed, it would be better to have:

- one team focused on delivery of assurance work. This team would be responsible for the fieldwork (or delivery) aspect of all national-level monitoring activity, including care standards, practice standards, residential care regulations, safety of children in care, and other proactive end-to-end practice quality assurance across the continuum of Oranga Tamariki services and support for tamariki and whānau. It would provide adequate coverage across the quality assurance work programme, variety of work for the team, and reduce chances of duplication of effort where work intersects across 'Care' and 'Practice'
- one team focused on methodologies and analysis. This team would be responsible for quality assurance and improvement framework, methodology and tools design. It would strengthen the organisation's ability to ensure rigorous and evidence informed quality assurance, and single points of contact for other parts of the organisation e.g. the proposed Data, Intelligence & Performance Group.

Professional Learning & Development

The decision

It is very clear to me that the organisation needs to focus equally on professional practice and people leadership. My expectation is that all:

- frontline professional practitioners e.g. Social Workers, Youth Workers, Resource Workers, within Oranga Tamariki, will have appropriate learning and development
- positions other than our frontline practitioners, e.g. solicitors, financial accountants, have identified learning and development from their respective leadership teams
- people leaders will have clear accountabilities for delivery, will drive high performance while maturing our organisation culture, and be recruited and/or developed to achieve this.

I agree with the feedback that considered accountability for professional practice across Oranga Tamariki beyond social worker practices is a significant task, and that placing responsibility for an all-of-organisation learning function within this Group is an even bigger ask. I was initially drawn to the idea of a one-stop-shop for all organisation learning and development and cultural capability (as proposed). However, I need to balance this idea with ensuring this Group has capacity to deliver its core function of Chief Social Worker professional lead, as well as Professional Practice (as noted earlier in this section).

I have therefore decided to shift responsibility for organisation-wide cultural capability and leadership development back to People, Culture & Enabling Services. Refer People, Culture & Enabling Services section for more details.

The Professional Learning & Development function will focus on learning design, development and delivery for all frontline practice positions.

I have replaced 'training' for 'learning' in the name of the function, as I agree with the feedback that this better reflects a more progressive approach to learning.

LEARNING DELIVERY

I am confirming that all learning and development for professional practice at the frontline e.g. Social Workers, Youth Workers, Resource Workers, will be developed within this Group, and delivery facilitated through the relevant Group, leaders and teams.

I acknowledge your feedback that broadening the scope beyond social work practice will be a stretch. Over the last two years we have been fundamentally rebuilding our professional development support to kaimahi and have needed to prioritise social workers through Pūawai, Leaders in Practice and other core learning programmes. My expectation is that as we continue to build our professional practice workforce the suite of learning programmes and support available to our kaimahi will be broadened over time.

While it is my intention to bring together all learning delivery positions into one function, there are a couple of exceptions as noted in the feedback. I am making a deliberate decision to retain the Training Lead position in Youth Justice Services & Residential Care. It will, however, have a strong connection to the Professional Learning and Development team who, under the leadership of the Chief Social Worker & Deputy Chief Executive Professional Practice, will ultimately be responsible for learning and development content and consistency across all practice positions.

The other exceptions are the Regional Learning Advisor positions which are reporting through to the Regional Practice Quality teams. As we move further along in implementing our practice approach we need to do things differently. That means bringing together people with the right mix of skills, knowledge and experience to work as a single joined-up team, working directly with sites and regional teams. This model, in the Regional Practice Quality teams, will help maximise the support we are able to provide as our kaimahi learn and apply new ways of working. The Regional Learning Advisors will retain strong connections with the Professional Learning and Development team, ensuring there is a well-supported community of learning and development practice and an integrated approach to learning programmes.

As I have decided not to bring leadership development and organisational cultural capability development into this Group, my expectation is that the functional leaders in the learning design and delivery spaces will work hand-in-glove with their counterparts in People, Culture & Enabling Services. While accountability for learning and development within the organisation will be shared (as described above) my expectation is that there will be a one-organisation approach to learning design, learning experiences and learning pathways to ensure consistency and efficiency. I expect this to be supported by a governance arrangement led by the Chief Social Worker & Deputy Chief Executive Professional Practice and Deputy Chief Executive People, Culture & Enabling Services positions, through which other Deputy Chief Executives (particularly the DCE Tamariki & Whānau Services and Youth Justice Services & Residential Care) are able to have direct input into the development and delivery of learning to ensure it is meeting the needs of all kaimahi.

In line with feedback about ensuring guidance is provided on tikanga, kawa, kaupapa and te reo that enhances learning solutions, I will change the reporting line of the Poutaki Māori Learning position from the Cultural Capability function as proposed, to the National Manager Professional Learning & Development position. I now think the position would be better placed in the Professional Learning & Development function to ensure te ao Māori is well integrated into the learning programmes.

Other than the changes outlined above and in the People, Culture & Enabling Services section, I have decided to proceed with the structure change proposed.

LEARNING DESIGN

I acknowledge the feedback that suggested improvements could be made to our e-learning system, however, as the system is working effectively compared to other organisations as noted in the feedback, this is not a current priority. As noted above I have made changes to the final structure that mean the cultural capability and leadership development functions will not move across to this Group and therefore will have no greater impact than the status quo on the workload of this team as described in the feedback.

Whilst I recognise that currently the capacity to develop content for our whole of organisation learning system myLearn is limited, I consider that there are likely other ways to address this such as upskilling a wider range of people across the relevant business groups. This is something that I would expect the National Manager Professional Learning and Development to explore.

I will not therefore increase the number of positions in this function and have decided to proceed with the structure change proposed.

PATHWAYS & CURRICULUM

I have decided to proceed with the structure change proposed.

The feedback summary

There was mixed support for a consolidated and single learning and development function for all kaimahi, as proposed.

Concerns were raised about all-of-organisation professional development being led out of the Chief Social Worker & Professional Practice Group given the breadth of responsibilities for this Group, as proposed. It was considered that it signals professional development for everyone who is not a practitioner will be a lower priority. Further it was noted delivering practice learning is already a stretch, and that extending the scope to all-of-organisation learning would reduce priority on practice learning.

Generally, whether supportive of the proposal to consolidate all learning and development or not, the feedback raised concerns about the overall levels of resourcing across the proposed new function, and most suggested additional resourcing was required, for example:

- so that social workers are stretched and challenged by learning in new areas and supported to act as autonomous professional experts

- because considerable work is required to identify learning kaupapa as it varies across the different learning spaces.

Suggestions were made to improve team titles by replacing 'Training' with 'Learning', as training is seen as outdated whereas ako/learning is more progressive and better speaks to our learning approach (He Huarahi Rautaki Ako Māori).

LEARNING DELIVERY

The changes proposed indicated to respondents the work has broadened beyond social work and would result in an increased workload. It was suggested this function would need more resourcing in both the design and delivery teams.

LEARNING DESIGN

Comments were made about opportunities to introduce Learning Management System-related changes and new features that would improve the learner experience. It was noted that this would require further resourcing, although it was acknowledged that compared to other organisations the current platform is well designed and effectively used.

Suggestions were made to increase the e-learning development team resourcing so that the team can accommodate the increased design and development required for leadership (Organisational Design) work and cultural capability proposed to move into the one Training & Leadership Development team. It was suggested that this change in resourcing would see a decline in external contracts going to instructional developers.

Office of the Deputy Chief Executive

Refer to Executive & Administration Support section for details of the decision and feedback summary.

2.5 Enabling Communities & Investment

This section outlines:

- a summary of the structure changes proposed for the Group
- a summary of the decisions made for the Group
- the confirmed structure decision for each function within the Group
- a summary of the feedback received (refer to What Say You for more detail).

The confirmed purpose of the Group and its functions are outlined in the Leadership Overview at the front of this document.

For:

- information about the changes to the Executive Leadership Team refer to section 2.1
- decisions and feedback about the Office of the Deputy Chief Executive, and Executive & Administration Support refer to section 2.09
- information about how these decisions impact on your position refer to Part 2: Structure charts and impacts
- a description of the new positions, read the position descriptions on Te Pae, under the Organisational Restructure page.

The proposal summary

I proposed to narrow the scope of this Group to concentrate on providing national strategy, frameworks for investing and commissioning with partners and service providers, and for monitoring the outcomes of investments. I proposed to change the name of the Group from Māori, Partnerships & Communities to Enabling Communities & Investment. I proposed to:

- shift responsibility for regionally based relationship management for contracted services into the proposed new Tamariki & Whānau Services Group regional teams
- be clear on focus, and simplify the structure, for commissioning and investing in services
- bring together under one team within this Group the specific population voices (currently reporting into Māori, Partnerships & Communities and the Office of the Chief Executive)
- bring together related functions of whānau care and transition support services which currently sit across two Groups
- set up a consistent, shared and smaller structure for executive administration support for the leadership team in this Group.

The decision summary

I have decided to:

- shift responsibility for regionally based relationship management for contracted services into the proposed new Tamariki & Whānau Services Group regional teams
- establish the commissioning and investing function, merge the procurement and planning and funding teams, delineate accountability for performance monitoring and regulatory compliance monitoring
- bring together under one team within this Group the specific population voices (currently reporting into Māori, Partnerships & Communities and the Office of the Chief Executive)
- bring together related functions of whānau care, transition support services, Te Aorerekura, and service design which currently sit across different teams and Groups

- set up a nationally consistent, shared and smaller structure for executive administration support for the leadership team in this Group.

Māori Partnerships & Communities

The decision

This team is very much at the forefront of ensuring a cohesive, effective and respectful approach to partnering with Māori and other communities, as you noted in the feedback. As I outlined in the proposal, I have established this function to bring together those functions focused on improving outcomes for Māori tamariki and rangatahi through the co-design of effective services. This is aligned with our strategy to enable more community-led services. I brought together Whānau Care, Transition Support Services and Sector Engagement teams from different parts of the organisation because I could see the synergy they have, or will have, working in the same space to transition services to communities.

WHĀNAU CARE AND ENABLING COMMUNITIES PROTOTYPES

It was good to hear widespread support for the enabling communities prototype work. These initiatives are well underway. The set-up and evaluation of the prototypes remains a central focus for the Whānau Care team who have on the ground relationships with care providers, including some with prototypes. These prototypes support our strategic direction to shift resourcing to, and strengthen, community-led services to meet the needs of tamariki, rangatahi and whānau. However, as we continue with this work we will need to prioritise where and when we set up more. We will do this with information and support from the regions. For this reason, I am not changing the number of positions from what was proposed or in line with suggestions in the feedback. I am however, changing the title of the manager position from Manager Whānau Care to Manager Māori Partnerships & Communities, as suggested in the feedback, which I think better reflects the nature of the position and work of the team.

TRANSITION SUPPORT SERVICES

I acknowledge the feedback about changing the reporting line of the Transition Support Services team from Service Delivery to this Group, and the concern that by moving to a different Group transition planning will no longer be at the forefront of social work planning. While working with social workers is one part of the role, the other is engaging with Tamariki & Whānau Services to identify the right providers that will deliver the transition services required. What I want to see is a greater shift to community-led services. Shifting this team into Enabling Communities & Investment sends a strong and positive signal that this is the direction we are taking. For this reason, I am confirming the reporting line change.

TE AOREREKURA AND SERVICE DESIGN

In line with one of the suggestions made in your feedback, I have decided to also bring into the Māori Partnerships & Communities function Te Aorerekura, and the Service Design team (a name change from Community Design & Implementation that was suggested in the feedback). These community focused teams would be better placed here, for example, some of the Service Design team is currently involved in the enabling communities prototype work. While I note not all team members may be confident co-designing with community groups, this is an area of capability uplift required over time as this is fundamental in supporting service design offerings.

With these additions to the Māori Partnerships & Communities structure I think that, together, the General Manager and management team will be well positioned to provide the focus required on strategic partnerships. I do not think, as suggested, further resourcing is required within Māori Partnerships & Communities to support strategic partnerships.

Other than the changes to the structure already outlined in this section, I have decided to proceed with the structure changes proposed.

The feedback summary

Some respondents endorsed the General Manager position because it acknowledges and recognises the place of iwi/Māori as Te Tiriti partners, and would ensure a cohesive, effective and respectful approach to partnering with Māori and others. Other respondents noted the team size was small and lacked a visible focus on strategic partnerships in the structure below the General Manager position. It was suggested an additional strategic partnering position may be required, especially with the expected repeal of section 7AA, Oranga Tamariki Act 1989, or that this be part of the Senior Advisor Sector Engagement position.

WHĀNAU CARE AND ENABLING COMMUNITIES PROTOTYPES

It was suggested the temporary Programme Manager position changes reporting line from Chief Advisor to the General Manager Māori Partnerships & Communities. The position should be made permanent to reflect the ongoing requirements to have a leadership position manage the specific work of Enabling Communities, and its title changed to Manager Enabling Communities. To support the prototype work it was suggested:

- an additional four positions be retained
- the proposed Community Design & Implementation team change reporting line to the Manager Enabling Communities
- the Whānau Care team becomes part of the suggested Enabling Communities team and that the Manager position be renamed Māori Partnerships Manager to reflect the work currently being done to support Enabling Communities
- being clear about which position within the Group would be the Senior Responsible Officer.

There was support for the ongoing prototype work. It was suggested there be an additional partnering resource placed in the proposed northern region (of Tamariki & Whānau Services) to support the planning work for a prototype. It was also suggested a temporary transitional position be set up specifically to support the establishment of a Pacific prototype in Auckland, recognising the unique social structures across Pacific nations. The feedback suggested this new position – Northern Region Pacific Enabling Communities Manager – should be in place for two years, reporting to the General Manager Māori Partnerships & Communities.

TRANSITION SUPPORT SERVICES

There was considerable feedback unresponsive of the proposed change in reporting line of the Transition Support Services team from Service Delivery to Māori Partnerships & Communities. The feedback suggested alternative reporting lines for the team (and in some instances the Whānau Care team as well) primarily aimed at remaining integrated with Tamariki & Whānau Services. This feedback included for example:

- remaining in Tamariki & Whānau Services given these relationships are embedded in the communities and need to interlock with support for caregivers, placements and our practice to support rangatahi for independence, and also because of the close working relationship with the Advisors Enabling Communities & Investment (Partnering for Outcomes) who would also now report through to Tamariki & Whānau Services
- reporting through Care & Clinical Services or Operations Delivery & Enablement (in Tamariki & Whānau Services)
- both Transition Support Services and Whānau Care reporting through to the Service Managers (in Tamariki & Whānau Services)
- Whānau Care may be better placed within the regional teams to better support regional strategies, and work alongside Caregiver Recruitment & Support (noting that some thought Enabling Communities & Investment was the best reporting line and would provide

opportunities for future growth, providing greater support to community partners and locally-led solutions)

- both Transition Support Services and Whānau Care move to Residences & Community Homes as this is where the support is required and together would be more impactful
- in the longer term amalgamate the Transition Support Services team with MSD which has a long history of delivering transition services for rangatahi.

Other feedback noted the Transition Support Services team was initially part of a Partnerships team and the results were not as good under that arrangement. It was moved to Service Delivery so that sites and youth justice teams were accountable for ensuring tamariki and rangatahi knew about transition services, making referrals, and supporting this process. The concern was that the importance of transition planning at the forefront of social work planning would no longer be seen as a core function, if it shifts reporting line.

The feedback also suggested that there are no opportunities to co-design Transition Support Services and that therefore these positions could be re-purposed to provide administrative and technical support, co-ordination services and monitoring of formal partnerships on behalf of the Chief Executive.

Other feedback suggested the Māori Partnerships & Communities team was not required if the teams reported to other Groups (as noted above).

TE AOREREKURA

Feedback centred on the temporary status of the team (given the 25-year time horizon for the cross-sector national strategy to eliminate family and sexual violence), and that additional positions should be established at a regional level to progress this mahi.

It was noted the Manager positions (and team) could report to the General Manager Māori Partnerships & Communities rather than the Deputy Chief Executive.

SERVICE DESIGN

The primary feedback in this area related to changing its reporting line, including shifting it to:

- the Māori Partnerships & Communities team, as they would be the advocates for stakeholders in design, and face outward to support Māori and communities
- System Leadership, enabling the team to work across the organisation (not just Enabling Communities & Investment), and have closer proximity to policy and strategy initiatives and the EPMO for enterprise-wide programmes of work and therefore more impact. It was further noted Enabling Communities & Investment would still have input through the Whānau Care team.

Other feedback supported the team remaining in the proposed Enabling Communities & Investment Group. Moving it out of the Group would risk it becoming internally and government focused, and would lose the connection and accountability to communities.

It was suggested the team's name remain as Design or Service Design. It was thought that while 'Community Design' is an important part of the work it is just one part of the team's design offering and requires a different methodology and skillset, and further, the team is not equipped to hold responsibilities associated with 'Implementation'. Others noted that some team members are comfortable co-designing with communities and could therefore change reporting line to Māori Partnerships & Communities, with the remaining positions staying in as proposed.

Voices

The decision

A core part of ensuring we shape our services and practices to meet the needs of tamariki and rangatahi, and deliver better outcomes, is to draw on their views and experiences. To do this I am bringing together those teams that engage with and draw insights from specific population groups and communities – Disability, Pacific, and Insights & Engagement. I disagree with suggestions made that this function sits better in other Groups. Voices sits well within the Enabling Communities & Investment Group. Voices will continue to inform our approach to commissioning social services, practice improvements, insights, policy advice and our influence across the children's system. My expectation is for the General Manager position to ensure the insights gained through the work of this function are translated into the work delivered by this Group and the wider organisation.

I have noted the general concerns about our ability to implement the disability and Pacific strategy with the resourcing levels proposed within Voices. However, implementing the strategy is a shared responsibility for this team and the rest of the organisation. This team is accountable for working with and across the business to find pragmatic ways to deliver better outcomes for Pacific and whaikaha communities through implementation of the strategy.

There was similar concern about the ability of the Insights & Engagement team to deliver on current work programmes with the resourcing proposed. However, as I noted in the proposal, this team has been operating with fewer positions for some time and I therefore believe the team is the right size. Having said that, I expect the Manager to ensure work is firstly aligned with our core purpose and strategy, and secondly prioritised accordingly with key stakeholders.

As noted above, I have now decided to change the reporting line of the Service Design team to the Māori Partnerships & Communities function.

Other than the changes noted above, I will proceed with the changes outlined in the proposal.

TĀKAI AND PĀ HARAKEKE FAMILY & COMMUNITY

I want to acknowledge the work delivered by these teams and the suggestions made to reconfigure the structure so that some positions could remain to continue this work. I have also noted the broader work undertaken by these teams.

Through this change process we are adopting a different approach to identifying, procuring and ultimately delivering many services. Tamariki & Whānau Services regions will be the decision-makers about which services to invest in that best meet the local needs of tamariki and whānau. The National Office role, and role of Enabling Communities & Investment, is being refocused to set the overarching parameters for, and assurance of, this significant community investment.

At this stage ongoing funding has not been prioritised for the programmes supported by these teams. I will therefore move forward with the changes proposed.

The feedback summary

GENERAL

General comments noted the work of the Disability and Pacific teams was not clear under the wider Voices team name. It was suggested the strategy implementation work would be more visible if the team's name was changed to Voices & Strategy Implementation. It was also suggested the team be called Tamariki & Rangatahi Voices to better reflect the expertise and responsibilities of the team.

Feedback suggested that with the proposed removal of the Chief Advisor advocacy positions (Disability and Pacific) from the Office of the Chief Executive, that other mechanisms be put in place so concerns of these communities can be escalated and responded to, for example, this responsibility could be assigned to Deputy Chief Executives.

Concern was raised about there being no dedicated Māori positions in the Voices team and that therefore the organisation runs the risk that the Māori voice would not have the same dedicated focus as other population groups such as disabilities, Pasifika, and rainbow.

Suggestions were made for different reporting line arrangements for the Voices team. These included:

- System Leadership to enable these voices to inform strategy, policy, and drive and influence cross-agency work. More specifically it was suggested that the collection of qualitative data should be considered alongside numbers and research (within System Leadership) to inform our policies, practices and resource allocation
- Feedback & Complaints (especially Insights & Engagement) given the nature of both teams' mahi is similar, and a general comment that there needs to be more thinking about how insights teams are configured
- Professional Practice – an opportunity to influence practice
- based in the regions with Tamariki & Whānau Services where work can be influenced at a local level.

DISABILITY

Generally, the feedback thought the proposed structure was inadequate to implement the Disability Strategy. The feedback said the organisation would not meet the expectation to deliver well for tamariki whaikaha if it is not adequately resourced.

It was commented that the positions currently spread across different teams are not duplicate sets of positions, and that they each have specific expertise and tasks. It was further noted that some positions are temporary which poses risk to the ongoing implementation of the strategy. It was recommended disability education and advocacy be prioritised as we should be experts on how to plan and care for tamariki and set the example. To do this it was suggested the number of positions across advisory and other levels be increased to meet these needs.

PACIFIC

Some feedback did not support the changes to the Pacific leadership positions as it was thought this would lose the Pacific voice and advocacy for Pasifika employees who have key relationships with communities.

Some feedback endorsed the purpose of the Voices function, and it was suggested that specific responsibilities for refreshing the strategy, gathering voices of Pacific communities, and co-ordination and support of six Pacific Regional Collectives be added to some of the team's position descriptions. It was suggested that an informal reporting line to Manager Insights & Engagement be set up so that the teams work together to integrate what has been heard.

In terms of structure and reporting line arrangements, suggestions were made to increase the number of Principal and Senior Advisor positions.

INSIGHTS & ENGAGEMENT

There was a general concern the proposed number and types of positions remaining in the Voices team would not have the specialised skillset to implement insights collected, or deliver the breadth of channels developed with tamariki, rangatahi and communities. The feedback said this would compromise our relationship with VOYCE – Whakarongo Mai and not enable the regions and local sites to move us closer towards a community-led future. In particular, the impact of reduced capacity on specific programmes was noted:

- the team has been working with the community on the Integrated Voices work programme which is now in its implementation stage. With reduced capacity and expertise in the team it was considered this would mean not delivering, and short-term contracts for 1-2 years were suggested to cover the delivery period
- to deliver the Making Ourselves Visible work programme a 6-12 month contract could be put in place with a rainbow community provider to set up the programme and kick start delivery.

The second main point of the feedback was the concern that the proposed changes would turn the Voices team into 'voice gathering' with no capacity for 'voice integration' or ability to embed the findings. Some structure change suggestions were made, and these included:

- retaining the Principal Advisor and Senior Advisor positions to provide the capacity and capability to advocate for voices of communities, support organisational functions to integrate voices into their ways of working, and ensure voices would be at the centre of our service response
- a broader change with the Voices team comprising: Manager Disability Strategy, Manager Pacific Strategy, Manager Tamariki and Whānau Voices, and Manager Voices Integration.

TĀKAI AND PĀ HARAKEKE FAMILY & COMMUNITY

Feedback was unsupportive of the proposal to close Tākai because it fits with our role in prevention and early support. It was noted the proposal to disestablish the team did not recognise the other functions and initiatives within the team, including sector advocacy, information and education, development of parenting resources and whānau worker practice tools. An evaluation citing success was noted. It was suggested removing this team would negatively affect consistency of practice and delivery for Family Start and partnered Early Response services, and relationships developed with communities.

Alternative structures were proposed:

- slimming down the current Voices of Whānau & Community and Pā Harakeke Family & Community teams and establishing a Prevention & Early Response team of four positions reporting to the General Manager Māori Partnerships & Communities (comprising a Team Leader, two Senior Advisor and one Advisor positions)
- joining with Te Aorerekura to retain the best of Tākai, and strengthen Te Aorerekura, through its established and trusted relationships in communities
- transferring some positions to the National Providers team to support decommissioning of programmes.

Commissioning & Investment

The decision

GENERAL

The main point I want to address in response to the feedback about commissioning and investment is to be clearer about the segregation of duties and accountabilities of this function, and those of regional positions in Tamariki & Whānau Services. I see a clear and necessary differentiation of roles and accountabilities between the two Groups.

There are two key shifts I will make through this structure change:

- ensuring provider services we contract, better address local tamariki and whānau needs, as identified in the regions (Tamariki & Whānau Services)
- greater consistency, visibility, outcomes focus, and assurance of the significant provider investment from a national perspective (Enabling Communities & Investment).

IN-CONFIDENCE

Both of these shifts are intended to lift the performance of the organisation as it relates to meeting the needs of, and delivering well for, tamariki and whānau. The first, by placing the Service Manager and Advisor positions within the integrated regional Tamariki & Whānau Services teams. The second, by refocusing, resetting and reorganising the Enabling Communities & Investment National Office based teams, in particular, Commissioning & Investment.

Given the scale of investment, I need to ensure robust checks and balances are in place, which means appropriate separation of accountabilities between Tamariki & Whānau Services and Enabling Communities & Investment. In essence:

- accountability for provider performance sits with regional Tamariki & Whānau Services (primarily through the National and Regional Commissioner positions):
 - decision-making about which providers to contract that best meet the needs of tamariki and whānau
 - monitoring providers to ensure they are delivering the services they have been contracted to provide, and addressing performance delivery issues if they arise
 - managing day-to-day provider relationships
- accountability for setting the national parameters and providing assurance sits with Enabling Communities & Investment (primarily through the General Manager Commissioning & Investment position):
 - setting the investment and commissioning framework, approach, standards, and common terms and conditions so that our accredited network of providers have clear performance and outcome expectations
 - managing provider accreditation
 - managing assurance of delivery against the National Care Standards (a regulatory role that needs to sit apart from the delivery role within Tamariki & Whānau Services).

The new key features of this approach are:

- National and Regional Commissioners (Tamariki & Whānau Services) will be allocated a provider budget. They will determine which accredited providers they contract with, and will be accountable for ensuring the providers are delivering what has been contracted
- provider procurement (including contract renewal negotiations) reflects the commissioning framework and is the responsibility of Enabling Communities & Investment National Office. Local negotiations will not be undertaken by regional positions
- a more robust investment approach and commissioning framework to adhere to and guide provider contract development (Commissioning & Investment function)
- annual reconciliation of services against investment (Finance with the Commissioning & Investment function).

Diagram 1 at the end of this section provides an overview of key activities of the functions involved in managing provider contracts.

In the context of the two key shifts described above, the activities of the Service Manager and Advisor positions remain the same. These positions will continue to be the main points of contact with contracted providers on a day-to-day basis.

The same commissioning and investment approach applies to Youth Justice service providers. The Youth Justice Manager positions will be expected to work directly with the Commissioning & Investment function to follow this approach.

PLANNING, FUNDING & PROCUREMENT

This function forms an important part of the shift in the way we will invest in provider services. This team is responsible for:

- setting the investment framework of investment priority areas, informed by our organisation strategy
- allocating the provider investment budget to the National Commissioners in Tamariki & Whānau Services to determine what services best meet the needs of tamariki and whānau in their regions
- procuring services as identified by the National and Regional Commissioners in Tamariki & Whānau Services.

I had proposed separate reporting lines for the procurement, and investment planning and funding functions. However, I have taken on board the suggestions made in the feedback to:

- consolidate these teams under one management position renamed Manager Planning, Funding & Procurement (replacing 'investment' in the title with 'procurement', to align with the rest of the team and ensure we attract social procurement capability)
- disestablish the vacant position of Manager Investment Allocation
- change the reporting line of Lead Procurement Specialist, Lead Service Specifications Specialist, Senior Procurement Specialist and Procurement Graduate to Manager Planning, Funding & Procurement
- reinstate the position of Senior Procurement Specialist I had proposed be disestablished, and therefore retain the full team to manage and run robust procurement processes.

Although I want to ensure related functions across the organisation are grouped together, I see social investment procurement as quite different to other forms of procurement that form part of the People, Culture & Enabling Services Group. Having said that there will be a close working relationship between this team and Finance. Finance will undertake the annual reconciliation of budget spent against contract investment, for all service providers.

COMMISSIONING

I will establish the new position of Principal Advisor Commissioning as proposed.

The key responsibility of this position is to ensure we have in place a robust commissioning approach appropriate for social services investment. This means:

- working with the procurement team to ensure all provider contracts clearly define the outcomes expected from purchasing their services
- developing appropriate measures so that we can better report on performance of providers in relation to the outcomes we are seeking
- a nationally consistent commissioning approach.

CONTRACTS

As an organisation we have approximately 500 provider contracts in place, including national providers. The key accountabilities for this team are:

- ensuring standard contracts and terms and conditions for consistency across providers
- negotiating all contracts including national provider contracts
- holding all contracts in a central repository
- single view of the contract renewal timetable.

IN-CONFIDENCE

In line with the feedback, I have decided to retain the position title of Manager Contracts (rather than changing this to Manager Contract Development as proposed) to better reflect the scope of the team's work, which includes National Providers. I continue to think the National Providers team is best placed within this function, rather than Tamariki & Whānau Services as suggested, to ensure national consistency in contract terms and conditions agreed with providers. Under the revised operating model, we will continue to have regional presence through the regionally based Service Manager and Advisor positions. These position holders will manage the day-to-day relationships with providers, including contract administration. My expectation is for the regional team and teams within Enabling Communities & Investment to work closely together as required. For this reason, I do not see a need for a specific dotted reporting line arrangement to the Manager Contracts, or to establish a new Team Leader position.

As noted above, the commissioning and investment operating model is changing significantly. I have noted suggestions in the feedback that we will need to address capability development across this, and the other functions, to implement the changes. My expectation is for the management team to work through workflow and capability development across the teams as appropriate.

CONTRACT MONITORING & COMPLIANCE

As I noted in the proposal, a critical component of ensuring our investment is being used efficiently and effectively is having appropriate compliance and performance monitoring against the contracts that have been put in place. On a day-to-day basis the Service Managers and Advisors within the regional Tamariki & Whānau Services teams will monitor contractor performance. As an organisation we need to strengthen our focus on regulatory monitoring against National Care Standards in the service provider space. This compliance activity needs to sit separate from Tamariki & Whānau Services positions and needs to be managed centrally from Enabling Communities & Investment.

As part of the operating model shift, the Contract Monitoring & Compliance function will be accountable for:

- accrediting current and new service providers so that Oranga Tamariki only contracts with an approved list of accredited providers. This means accreditation is centralised and consistent
- providing regulatory assurance that service providers are compliant with National Care Standards.

I agree with the feedback that suggested this function proactively monitor compliance and take timely action to intervene where concerns first emerge. My expectation is that this will be managed through sampling, as is the current practice. Also, there will need to be a close working relationship between the regionally based Tamariki & Whānau Services teams and this team, to identify and act on emerging issues.

To further strengthen this function, I have decided to:

- reinstate the three Regional Quality Lead positions I had proposed be disestablished (currently based in the Māori Partnerships & Communities regional teams)
- change the reporting line of these positions to the Manager Contract Monitoring & Compliance.

After considering the feedback I see how these positions can assist in strengthening our compliance monitoring role. These positions will support providers to understand what their compliance requirements are, and through this enable a supported shift to more community-led service delivery. I therefore think these positions would be a useful regionally based extension to the Contract Monitoring & Compliance function.

The feedback summary

GENERAL

There was some commentary suggesting a different reporting line for this function, in particular into Tamariki & Whānau Services. This suggestion was in response to concerns raised that the function becomes more like a contracting and procurement team if positioned at arms-length from the reality of operations. It was thought that by aligning the General Manager Commissioning more closely with Regional Commissioners, the function could then leverage data analytics, needs assessments, financial controls, and collaboration with operational experts in the region to effectively commission services.

Most of the feedback in the contracting space sought to clarify how the split between contract management and contract relationships would work. Some feedback did not support the proposed split. This feedback was based on experience of previous incarnations of this function in predecessor organisations. The feedback suggested that the client relationship is managed only through hands on contract management and monitoring. It was noted this provides insights into service delivery and effectiveness, client groups, client outcomes, and client needs. It was thought splitting contract management from contract relationships:

- would create confusion for providers and lead to inconsistencies in delivery of services
- may work well for large national providers or iwi service providers but would not work so well for smaller regional service providers.

Respondents sought clarity about the respective functions in both Groups and how they would work together to achieve better accountability, insights and effectiveness of service delivery. Some thought the proposal did not recognise the contribution made by Service Manager positions. This was in relation to:

- having strategic oversight to ensure we have services that meet service delivery needs
- supporting provider capability while maintaining a high level of quality and risk assurance with internal and external stakeholders
- the role played in the commissioning process by ensuring services are tailored, and leverage off relationships built
- mobilising communities.

Others thought there would be duplication of effort, more silos, and miscommunication given the split of functions.

Other feedback was clearer about, and supportive of, the proposed split. Separating monitoring and relationship management responsibilities would lead to good working relationships, without the power imbalance brought about when determining whether the contract continues. It was further noted that once the functions are clearly defined and team resourced, centralising contract management would enable Advisors and Service Managers to focus on building relationships across government agencies and building community capacity. Advisors would be the conduit between sites and communities.

Other respondents thought centralising contract management functions would help ensure consistent approaches and contract terms and alleviate this work from regional relationship management work. It was also noted that MSD has a centralised contracting model, and based on that experience, it was suggested careful consideration be given to ensuring we fully understand all the functions the regional teams undertake now, especially the time spent on monitoring providers.

Refer to Tamariki & Whānau Services section for more feedback about contract management and relationships.

PLANNING, FUNDING & PROCUREMENT

There were comments about the team and manager position title. Concern was raised that the term investment allocation sounded purely financial and may not attract the right applicants to the vacant position. It was suggested it be changed to better reflect the rest of the team with procurement in their position titles so that we attract candidates with social procurement experience.

It was also noted the previous manager did a lot of the 'doing', however the position has been vacant for some time and the team has coped with the workload. The feedback suggested a different team structure configuration where the:

- vacant manager position is removed
- two (rather than one) Senior Procurement Specialist positions are retained to bolster capacity especially to support a change in contracting approach
- team reports directly to the General Manager Commissioning & Investment or Manager Investment Planning & Funding
- Lead Procurement Specialist and Lead Specifications Specialist positions have more responsibility to mentor, lead and delegate procurement activities as well as do the work.

It was also suggested the procurement activities could be centralised under one organisation-wide procurement function. Further comment was made that the team of procurement specialists may not have the specialist skills required to effectively manage investment allocations, for either the partnered spend or the organisation spend. It was therefore suggested the team and function may sit better with System Leadership because of proximity to insight tools and strategic and performance capability. Feedback also noted the importance of ensuring the team has subject matter expertise to ensure we are investing in the capability of communities and iwi to care for disabled tamariki and rangatahi.

The feedback also commented that more procurement specialists would be required in the future if the function needs to identify other providers and not just renew contracts. It was further noted that reducing the range of services, as noted in the proposal, does not correlate to a reduced need for specialists in the team. The feedback said downsizing the current team would make it difficult for the remaining team members to run robust procurement processes, and noted that procurement needs to be across any funding over \$100k.

It was suggested the team could be called Tamariki & Whānau Investment Procurement.

CONTRACTS

Some feedback suggested the current position title of Manager Contracts be retained in preference to the proposed title of Manager Contract Development. It was thought the proposed title would narrow the scope which is broader than contract development, e.g. the work of the National Providers team informs and complements the contract development function. It was further noted the proposal to centralise contract management should sit primarily with the Manager Contracts position and that the team structure could be reconfigured to ensure appropriate resourcing:

- lift the vacant Senior Advisor Contracting Services & Support position from Team Leader National Providers, change its reporting line to Manager Contracts, and broaden the scope of the position to encompass contract management functions. This broader scope would include designing management processes with other positions in the Group to capture the innovation required to devolve services and functions to the community
- ensure the position descriptions of the Contract Developer, and Advisor and Senior Advisor positions in the National Providers team, are broad enough to enable them to undertake some contract administration duties

- retain some regionally-based Advisor positions focused on contract relationship to support a closer-to-the-ground understanding of partners and providers, with a dotted reporting line to the Manager Contracts (or through a new position of Team Leader in place of the vacant Senior Advisor position in the National Providers team).

Other feedback noted the current capability in the Contract Development team should be focused on being commercially based. While supportive of the focus on understanding demand, it was suggested we need to make better use of contracted services funding with a commercial focus on contracted arrangements with providers. Feedback suggested that supporting the shift proposed would require a reset of current contract settings, and an uplift of commercial capability for contract development, negotiation and provider performance monitoring.

It was also suggested that the National Providers team would have a dual function of relationships and contract management and that it does not make sense, therefore, to shift the team across to Contract Development. It was noted that this team currently provides the 'lead' for strategic engagement across all regions and it would make better sense to include them as part of the operational teams in Tamariki & Whānau Services.

CONTRACT MONITORING & COMPLIANCE

There was support in principle for the integrated approach proposed for contract performance management and robust monitoring and compliance.

Feedback noted the importance of getting this element of our future state right, so that contracted programmes are regulated and the tamariki and rangatahi in our care are safe. It was suggested the purpose of the team could be extended to not only monitor performance against agreed standards (including National Care Standards) but also:

- monitor all contracted services (not just those associated with National Care Standards)
- proactively monitor compliance
- take timely action to intervene where concerns first emerge
- ensure monitoring approaches include the voice of tamariki and whānau.

It was also suggested monitoring and assurance support be increased by centralising the current positions of Regional Quality Lead into this team. The feedback did not support disestablishing the Regional Quality Lead positions. Feedback noted the positions are more than a management support, as described in the proposal, and that they are fundamental to the care and protection of our most vulnerable. The feedback focused on describing how the current positions work closely with, and as an extension to, the national quality team, ensuring hands-on support to our care partners around their ongoing development, managing risk and ensuring they are meeting National Care Standards. It was noted that this was set up as part of our statutory function of providing assurance that our Care Partners are fulfilling their responsibilities. It was also noted there is a lot of work to do in this space to ensure care partners are supported to understand and manage Ministry expectations of them, and that we need to retain the current capacity to deliver this, and change the reporting line to the Manager Contract Monitoring & Compliance.

Regional Activities

The decision

As part of the broader structure change, I proposed to integrate a number of current service lines under the Tamariki & Whānau Services Group, with a reconfigured regional management structure. What was proposed meant that the regional structures within the current Māori, Partnerships & Communities Group were impacted, and I proposed to disestablish a number of regional management and support positions.

I have considered the feedback in relation to the other regional positions. In my view the work of the Senior Advisor Transitions positions, as described in the feedback, is work that will be undertaken by the Transition Support Services team and by Tamariki & Whānau Services regionally based teams. The work carried out by the Senior Advisor Operations positions to support the Service Managers will now be undertaken by the Tamariki & Whānau Services business support teams in the regions and from National Office. Similarly, in the new approach to partner investment, investment analysis responsibility will sit with the National and Regional Commissioners within Tamariki & Whānau Services. The positions of Senior Advisor Transition and Senior Advisor Operations will be disestablished as proposed.

Other than the changes noted above, I will therefore proceed with the structure changes as proposed.

The feedback summary

Some feedback was unsupportive of the proposal to disestablish the Senior Advisor Transitions positions and rejected the premise they have not been used in line with the position's original purpose. While it was noted a vacant position had not been filled and work had been distributed to other positions, others noted in their regions the positions were vital. For example, these positions are instrumental in establishing Transition homes with iwi and partners, accessing other agencies' funding to invest in supported accommodation, referral co-ordination, and developing relationships with sites and across agencies. It was suggested there needs to be a 'middle' person – the connection between the frontline and over the phone support from National Office – providing oversight and guidance to ensure rangatahi are leaving care with everything we are obligated to support them with, and working through issues with sites and partners.

It was noted the Senior Advisor Operations positions support the Service Managers to manage, for example, information requests from National Office, risk management, and business planning. It was noted removing these positions would have an adverse impact on regional capability.

It was suggested the Advisor Investment Approach position should not be disestablished and would be better titled Investment Analyst, as part of the Contract Monitoring & Compliance team. It was noted the position provides data for many services and projects to guide investment decisions, operational data on the volume of tamariki, rangatahi and whānau coming through our system which in turn informs the services needed.

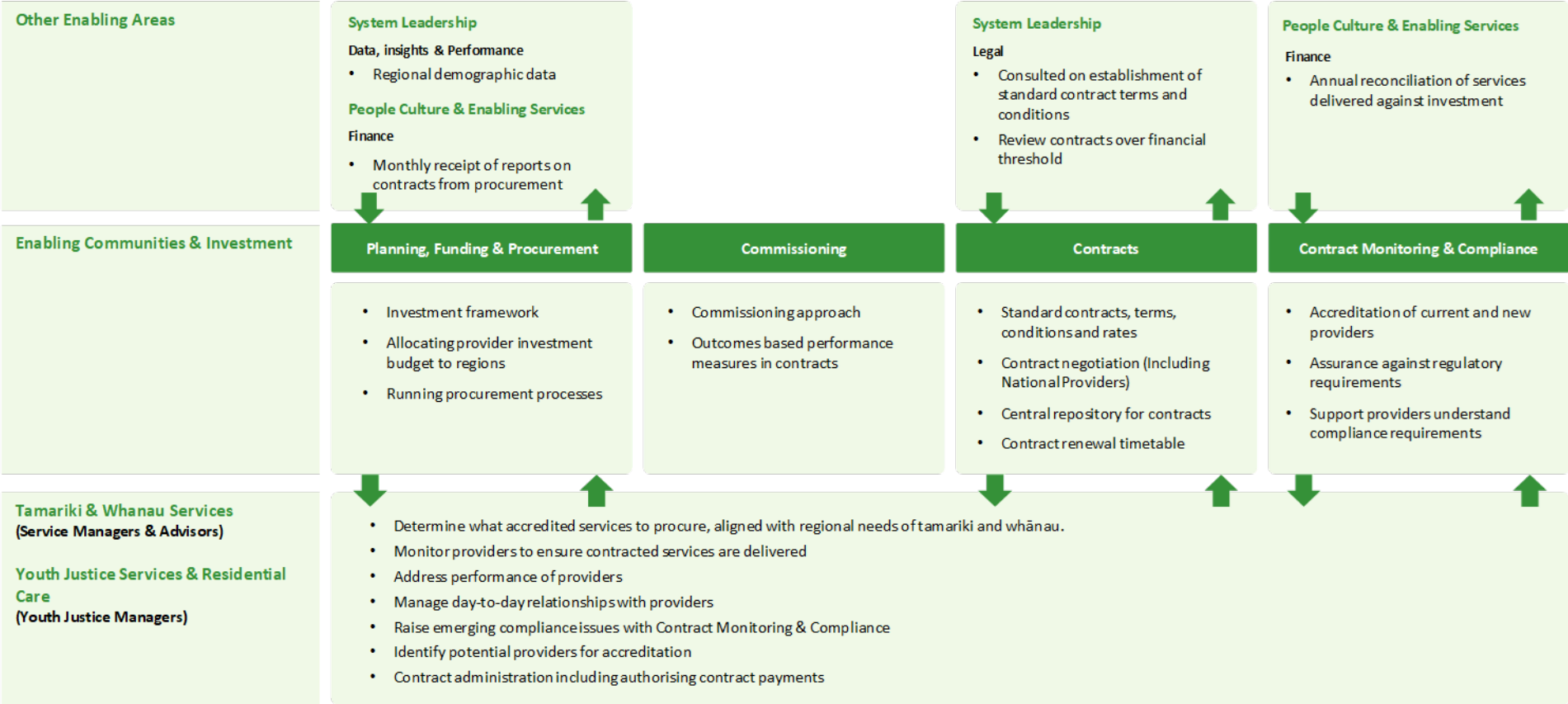
Office of the Deputy Chief Executive

Refer to Executive & Administration Support section for details of the decision and feedback summary.

Diagram 1: Overview

Enabling Communities & Investment

Commissioning & Investment: Activities and Accountabilities Overview



2.6 System Leadership

This section outlines:

- a summary of the structure changes proposed for the Group
- a summary of the decisions made for the Group
- the confirmed structure decision for each function within the Group
- a summary of the feedback received (refer to What Say You for more detail).

The confirmed purpose of the Group and its functions are outlined in the Leadership Overview at the front of this document.

For:

- information about the changes to the Executive Leadership Team refer to section 2.1.
- decisions and feedback about the Office of the Deputy Chief Executive, and Executive & Administration Support refer to section 2.09
- information about how these decisions impact on your position refer to Part 2: Structure charts and impacts
- a description of the new positions, read the position descriptions on Te Pae, under the Organisational Restructure page.

The proposal summary

I proposed changes to System Leadership to broaden its focus and centralise leadership of the children's system. I proposed to:

- revise the approach to children's system work across agencies, providing an integrated approach to Housing, Education, Health & Disability and Justice, on behalf of Oranga Tamariki from a national and regional perspective
- reprioritise the policy work programme and down-size the policy function
- bring the governance function permanently into System Leadership
- shift accountability for data and information from People, Culture & Enabling Services to System Leadership and create one consolidated function incorporating data, intelligence, strategy and performance
- bring the Enterprise Portfolio Management Office into System Leadership, rescoping and reprioritising work and down-sizing the team
- bring Legal into System Leadership, sharpen the focus of responsibilities and down-size the team
- disestablish the Treaty Response Unit and shift and integrate some current responsibilities to other areas
- set up a consistent, shared and smaller structure for executive administration support for the leadership team in this Group.

The decision summary

I have decided to:

- revise the approach to children's system work across agencies, providing an integrated approach to Housing, Education, Health & Disability and Justice, on behalf of Oranga Tamariki from a national and regional perspective

IN-CONFIDENCE

- reprioritise the policy work programme and down-size the policy function
- bring the governance function permanently into System Leadership
- shift accountability for data and information from People, Culture & Enabling Services to System Leadership and create one consolidated function incorporating strategy, insights and performance
- change the reporting line of the Enterprise Portfolio Management Office from System Leadership as proposed, to People, Culture & Enabling Services
- bring Legal into System Leadership, down-size the function but with fewer reductions in positions than proposed
- bring in responsibility for External Monitoring & Reviews, Feedback & Complaints, and the temporary Advisory Board Secretariat, as one function, into System Leadership, and remove these functions from Chief Social Worker & Professional Practice
- reinstate a smaller Information Management team, and move this from People, Culture & Enabling Services into System Leadership
- shift responsibility for Customer Information Requests (proposed to be part of the Chief Social Worker & Professional Practice Group) and Ministerial Support (proposed to be part of the Office of the Chief Executive) currently reporting to Quality Practice & Experiences, and bring these functions together with Information Management as a single broader function within System Leadership
- disestablish the Treaty Response Unit and shift responsibilities into External Monitoring & Reviews
- set up a consistent, shared and smaller structure for executive administration support for the leadership team in this Group.

System, Policy & Governance

The decision

SYSTEM

The work in the children's system is a good example of how our new operating model needs to work. The new structure demonstrates how we can enable nationally, and lead locally, for maximum impact in the children's system. I agree with the feedback supporting the change in reporting line for the regionally based positions into National Office. The intention is that these changes will enable more direct feedback of regional insights into System Leadership. The insights from the Children's System team, combined with that gathered by the Insights team (in Strategy, Performance & Insights), means there will be better escalation of issues within our organisation and with other agencies, to advance the four key workstreams of Housing, Education, Health & Disability, and Justice as reflected in the Oranga Tamariki Action Plan (OTAP). In saying this, I am not suggesting that this is the only avenue within Oranga Tamariki for working across agencies and escalating issues to advance OTAP. The tangible shifts needed to achieve the aspirations of OTAP will need to be led across the organisation, particularly in the regions as we enhance the many strong relationships with other agencies. Teams will need to take the initiative to co-ordinate and inform each other of developments.

IN-CONFIDENCE

I have changed the position title of the Children's System Lead as proposed, to Manager Children's System. This better reflects the seniority of the position when leading the Ministry's collaboration with sector agencies in Wellington to develop initiatives that improve the wellbeing and health of tamariki and rangatahi. The focus of the Manager position is to draw on the information and insights gained from the Senior Advisor and Principal Advisor positions, who work alongside counterparts in other regionally based agencies. Together, this team will provide an integrated view of Housing, Education, Health & Disability, and Justice. These insights will be used by the Manager, General Manager and Deputy Chief Executive to influence strategic and system level discussions across the network of relevant agencies in Wellington. They will also be able to ensure these insights, where applicable, are reflected in policy development. Given this context, the team should report through to System Leadership as proposed, and not into Tamariki & Whānau Services as suggested in the feedback.

Other than the changes outlined above I have decided to proceed with the structure changes proposed.

POLICY

I acknowledge the feedback about the changes to this function, which focused primarily on the reduced number of policy teams and kaimahi, and the impact on policy advice and our stewardship role.

I want to be clear the policy work programme will be scaled back to reflect the new team size. As noted in the proposal, the work programme will be prioritised and sequenced to enable Oranga Tamariki to provide free and frank advice to the Government on its priorities.

Similarly, I am confident we will continue to meet our stewardship responsibilities. With a leaner team, stewardship thinking will be incorporated into the work programme as part of delivering on priorities. The public service has a duty to look ahead and provide advice on future challenges and opportunities. I expect that policy advice provided by Oranga Tamariki will be responsive to the government of the day and be informed by a strategic view on what's important in the longer term. Further, stewardship thinking does not sit with the Policy function alone. System Leadership collectively owns and contributes to stewardship thinking, for example insights, strategy and legal advice all contribute to our understanding of issues that might become challenges in the medium to long term. This Group's relationships across the organisation, with other agencies and stakeholders, and the views of tamariki also support our understanding of the system and inform our advice.

The day-to-day work of managers and more senior advisory positions naturally involves coaching and developing advisors. This is an expectation I have of all people leaders. Through leadership development I anticipate that the Policy teams will grow coaching and performance management skills.

I am comfortable bringing together policy, children's system and governance functions, and establishing a General Manager position to lead these functions, rather than having separate functional leads as some suggested. Bringing these functions together provides the General Manager with the opportunity to lead and enhance organisational performance – enabling at a national level and leading and delivering at a local level. The children's system work will inform policy advice as it is developed. The link with Governance will help with the implementation of policy work. I see these as complementary functions that will overall improve leadership in the system.

I have decided to proceed with the structure changes proposed.

GOVERNANCE

There are two reasons I proposed the Governance function report through System Leadership. First, the time is right to reconfigure and put in place a leaner Office of the Chief Executive. Second, System Leadership has a role to support the Executive Leadership Team ensure delivery of our strategic direction. Both reasons still hold true.

There are many functions that support the Chief Executive and these operate successfully without being in the Office of the Chief Executive. I have decided the Office needs to be smaller and to concentrate its effort on the relationship between the organisation and Minister's Office.

The benefit of permanently changing the reporting line of the governance function to the System Leadership Group is that there will be the broader connection with strategy, planning and performance which is integral to appropriate governance. It also has the advantage of providing a degree of separation between the governance function and accountability for operational delivery within business groups. Management of the grievance panels will continue to sit within the governance function, again for a degree of separation, and also because there is alignment between this work and the broader function of External Reviews & Monitoring which is now part of System Leadership.

The governance function provides the supporting structure, and framework of processes and assurance, for the Executive Leadership Team to ensure what we say we will deliver, is delivered. Governance is a vital mechanism to hard-wire the strategy and operating model into organisational delivery and decision-making.

As a team of subject matter experts, my expectation is for the function include in its scope sharing governance frameworks with, and providing advice to, the Enterprise Portfolio Management Office. This supports my drive for consistency in approach, and should be viewed as an opportunity to share information and practices across the business, rather than be viewed as additional work. My expectation is also for the manager to ensure workload is managed appropriately so that governance groups are well supported.

I have decided to proceed with the structure changes proposed.

The feedback summary

SYSTEM

Some feedback supported the proposed children's system team and saw merit in shifting the Senior Advisor Education & Health positions to System Leadership because it would better support regional and local delivery outcomes for OTAP. It was considered that "this change in reporting line will enable more direct feedback from regional activity into senior System Leadership and allow for the prompt escalation of issues up through Oranga Tamariki and across other Ministries where required."

Other feedback considered that the team would not work because it only focuses on operationalising OTAP in the regions, rather than the strategic and delivery elements at the national level. Capabilities to deliver OTAP are not evident in the proposals.

Feedback considered that Oranga Tamariki would not be able to lead OTAP early intervention work in the regions. It was suggested that the Senior Advisor Education and Health positions should remain in Tamariki & Whānau Services because it better reflects the frontline support work that they do and is essential for delivering OTAP. It was considered that shifting this resource to a central team would undermine the work that they do in the regions, for example in the East Coast. Other feedback thought it unrealistic to expect these positions to operate at the system and regional/local levels.

It was suggested that the positions within the team did not have enough connection for them to be in one team operating out of National Office. The two Principal Advisor positions could be renamed Principal Advisor Youth Justice so that both have the same broad scope of work relating to youth. Respondents wondered how these two positions relate to, or differ from, the Senior Advisor Youth Justice positions in Tamariki & Whānau Services Group.

A variety of suggestions for the principal advisors were made to support a more regional and locally led focus, including for example replacing the two Principal Advisors with five Senior Advisor positions. Other feedback on the Lead noted there is no need for the position, or that it would be complex managing staff in the regions whilst also providing national strategic leadership.

POLICY

Feedback on the proposed changes to the Policy function largely concerned the reduction in numbers and the risk this posed to the delivery of the Government's policy work programme, the ability to provide input into other agencies' policy that affect children, and staff wellbeing (e.g. burnout and high staff turnover). It was considered that the proposed cuts do not provide sufficient capacity to coach and develop staff, for there to be subject matter expertise, or for any support to be provided to other parts of the organisation (e.g. preparing reports or Cabinet papers). Reducing the size of the policy function disregards the importance of a durable policy function that advises on the performance of the system. The Ministry would be weaker and less able to participate in government forums where broader policies and investment decisions are made that impact children.

In addition, feedback was concerned about the Ministry's ability to meet its stewardship functions. In the Public Service Act 2020, the principle of stewardship encompasses the public service's long-term capability, its people, institutional knowledge, information and legislation. Looking at this in the context of organisational change, it underscores the need for a properly resourced policy group (and other critical areas in National Office). For Oranga Tamariki the consequences of poor stewardship are high because of the impact on children and young people if the system does not work well.

It was suggested that the proposed reduction in kaimahi across the Policy teams was disproportionate to other areas undergoing the restructure. To rebalance the team and deliver the Government's policy and legislation programme an alternative structure was suggested where there would be 37 FTE instead of the proposed 22 FTE. This alternative structure would have four policy teams with more advisors in each team than that proposed, e.g. four Policy Manager positions, six Principal Advisor positions, 12 Senior Advisor positions, two Graduate Advisor positions. The Senior Advisor Business Support would also be retained. Another suggestion was to shift the children's policy function to another agency or agencies, e.g. the Ministries of Social Development, Health, Education and Justice.

Feedback noted that the General Manager should be policy focused, rather than have other functions. Feedback suggested another way to organise the Group – the Policy function report to a Policy General Manager. Two other General Managers would cover:

- Governance, Strategy, Performance, External Reviews and Monitoring
- Evidence, Data and Insights.

GOVERNANCE

Some feedback supported bringing governance into System Leadership. However, in general feedback considered the Governance function should be in the Office of the Chief Executive (OCE). The responsibilities of the Chief Executive, and the OCE, include functions set out in the Public Service Act (s52(1)) notably the operation of Oranga Tamariki and efficient delivery of services. It was argued that the role of governance to support the Chief Executive and Executive Leadership Team to execute these functions means that Governance should sit as part of the OCE. It was considered that since the move to System Leadership, Governance had lost its connection to the Chief Executive, and this has affected its ability to support the organisation to discharge statutory and governance responsibilities.

Other feedback commented on specific positions. For example, it was suggested that the Senior Advisor position that manages the grievance panel process should move into the Residences & Community Homes. Others disagreed with this idea, noting that it should be separate from the residences and homes leadership and teams. It was argued that this function should sit in OCE as part of the Governance team.

Feedback also suggested that Governance should not pick up the proposed additional functions, such as supporting the Resourcing Approval Board (RAB), Change Governance Group and advising EPMO on governance. This feedback noted that there is a difference between organisational governance and project governance, that these functions are not specified in position descriptions and that there is no capacity to pick up these additional functions in addition to the grievance panel process.

Strategy, Insights & Performance

The decision

What came through to me in the feedback was general support for consolidating data teams into one function, making the function more effective, and clear recognition of the importance of good evidence, research and data for optimising delivery and implementing a social investment approach. There was, however, concern about the composition of the teams, reduced number of positions, and position titles.

GENERAL

In line with feedback received about the use of the word 'intelligence', I have decided to change the name of this function from 'Data, Intelligence & Performance' to 'Strategy, Insights & Performance'. I think this better reflects the focus of the System Leadership Group on the strategy, operating model and organisational performance, and reinforces the importance of drawing insights from data analysis.

I noted the comments that suggested the Quality Practice Improvement team (Chief Social Worker & Professional Practice) could be merged into one National Office team. Although we have teams working with the same data, the Quality Practice Improvement team performs a specific function in designing and developing quality assurance tools and reports. For this reason, the teams will remain in the structure as proposed, however there is still an ongoing expectation for close working relationships.

I also recognise the important role that data and insights must play in supporting both social workers and other frontline decision-makers. Therefore, having a joined-up function within System Leadership (Delivery Excellence team) working alongside the regional structure will allow for an integrated flow of information to support social work decision-making. It will also support our future business decisions and how we work in a more integrated way across agencies.

DATA

DELIVERY EXCELLENCE

I have made one change to the Delivery Excellence Team. I had proposed to establish four Business Integration Lead positions, one each for the three Regional Commissioner positions in Tamariki & Whānau Services, and one for the Deputy Chief Executive positions of Residences & Community Homes and Enabling Communities & Investment. I am now reducing this to three positions to reflect the revised regional structure, supporting two National Commissioners (Tamariki & Whānau Services), and the third to support the National Director Youth Justice Services & Residential Care and Deputy Chief Executive Enabling Communities & Investment. These positions will be instrumental in understanding reporting requirements from a business perspective, and supporting the business determine what data and insights means for their respective areas of responsibility to enhance evidence-based decision-making.

Other than the changes outlined above I have decided to proceed with the structure changes proposed.

DATA SOLUTIONS

The Data Governance & Quality Standards function is responsible for overseeing the architecture for how our data is held and organised. The Data Solutions function is responsible for improving tools and systems around how data is used, ensuring products and tools are aligned with data architecture. As you noted in the feedback, 'Architecture' should therefore be removed from the position title of Data Solutions & Architecture Team Lead, given they are not responsible for developing the architecture. I have therefore decided to rename the new position Data Solutions Team Lead.

I have decided not to make any changes to the reporting line of the Product Owner, Data Product Training Advisor and Data Change Lead positions as suggested. I am comfortable there is no conflict of interest with the reporting line proposed. Further, while I acknowledge the team is larger than the other two, these positions need to be close to the Developers in the same functional team. This is a contemporary way of managing data projects that ensures the Data function develops what the business needs. The developers develop the product, the Product Owner ensures the product meets the business needs as advised by the Business Integration Leads, and the Data Change Lead and Data Product Training Advisor positions assist to explain and train the business on how to use data and data tools.

I have decided this team sits well together, and other than the change outlined above will proceed with the structure changes proposed.

DATA GOVERNANCE & QUALITY STANDARDS

This function will focus on leading the strategy and governance approach for all our data and information, overseeing the architecture for how data is held and organised, and providing links through to other agencies for data exchange.

The role of the Information Strategy Lead position will include responsibility for developing and maintaining the strategic approach for working with data, and the scope will include the implementation of the Enterprise Data Analytics Platform (EDAP). This position will work closely with Technology & Channels to ensure the appropriate capability and capacity is in place for implementation to business-as-usual. Technology & Channels will maintain the data warehouse, so that various sources of data are available for data teams to work with that support the planning for delivery of our services.

Spatial data needs will be supported by Technology & Channels on a day-to-day basis. As noted in the proposal if the organisation requires any further modifications or mapping services this will be sourced as required.

I have decided to proceed with the structure changes proposed.

INSIGHTS

I agree with the feedback that suggested 'Insights' would be a more appropriate name for the function than 'Intelligence'. It better reflects a broader focus, is more relatable for our stakeholders, and does not detract from drawing on intelligence frameworks, as you said in the feedback. I have therefore decided to rename the function from 'Intelligence' to 'Insights', and to update the position titles of the positions in this team in line with this. I have also updated the Agency Intelligence Lead to Inter-Agency Insights Lead to clarify the cross agency focus.

IN-CONFIDENCE

I have thought about the number of insights positions created. I am comfortable there is enough delineation between the three types of positions, and that this structure sets Oranga Tamariki up well to work directly with business groups, other agencies, and across the children's system with the number as proposed. There is significant benefit in having a team of this size and experience (and therefore a flat structure) so that we can provide integrated insights supporting the way the organisation delivers services, and better meet the changing needs of tamariki, rangatahi, whānau and communities.

I can confirm the National Command and Co-ordination Centre (NCCC) Liaison position will continue with current activities unchanged. This position will support an integrated approach to ensuring the new Insights function is able to support the business groups and day-to-day decision-making between the NCCC and Oranga Tamariki.

Other than the changes outlined above I have decided to proceed with the structure changes proposed.

SOCIAL IMPACT & RESEARCH

I proposed a significant shift in focus from what is currently provided by the Evidence Centre so that we strengthen our focus on understanding the impact of the services we deliver to tamariki, rangatahi & whānau. I have reduced the size of the function, and will reduce the volume of evaluation and research by only doing work that supports our top priorities, and is clearly aligned with operational needs.

I have, however, thought further about the configuration of the Social Impact & Research function to ensure we are best placed to analyse complex data and evaluate system level outcomes. I note that this function will also draw on information made available through the new Insights function.

Responding to the feedback I have created a new and additional position, from what was proposed, of Social Impact & Evaluation Team Lead. I have decided to set up this position to specifically provide leadership to manage the Integrated Data Infrastructure (IDI) function and ensure a strong focus on social impact. The revised team configuration of Senior Analyst and Analyst positions will ensure we have a mix of skills for:

- IDI data analysis, CYRAS and case notes analysis
- qualitative and quantitative evaluations.

There was a suggestion for the survey programme managed within the Voices team (Enabling Communities & Investment) to come across to this function. However, my preference is for this work to be retained within Voices. The Social Impact & Research team will provide guidance and advice.

My expectation is for the Social Impact & Research Manager to champion the information and research produced, and to ensure it is more accessible. The manager will work with the Data function to ensure Business Integration Lead positions are looped into the various products published. Working across the team in this way ensures the business has knowledge of relevant information and can make best use of it.

Other than the changes outlined above I will proceed with the structure changes proposed.

STRATEGY, PLANNING & PERFORMANCE

Both strategy and business planning remain important functions for the organisation. In light of the feedback I have decided this needs to be given more prominence in position titles so that all kaimahi know where this capability and leadership sits. I have therefore decided to:

- rename the General Manager Data, Intelligence & Performance position to General Manager Strategy, Insights & Performance
- rename the Strategy & Performance Manager position to Strategy, Planning & Performance Manager.

It was suggested the function could sit within the Enterprise Portfolio Management Office (EPMO). Although the EPMO will support changes that are aligned with the strategy and the operating model, the function of strategy and planning is an enduring capability and not a finite project. Further, the EPMO is now shifting to the People, Culture & Enabling Services Group. In my view the Strategy, Planning & Performance function sits best within System Leadership alongside other system-wide functions where we need to ensure strategy is aligned and reinforced.

I am also comfortable with the configuration of the team structure and positions within it. As we have launched the Oranga Tamariki *Our Strategy*, I am now shifting focus away from strategy development to strategy delivery. As outlined in the proposal the team is set up to analyse metrics and evidence, and prepare reports to inform how well we are achieving the strategy. I do not, therefore, see a reason to change the current Principal Advisor to a Chief Advisor position.

Other than the changes outlined above I will proceed with the structure changes as proposed.

The feedback

GENERAL

Feedback said it made sense to bring data functions together under one area, and if well executed could bring about much needed improvements and a 'single source of truth.'

It was suggested the General Manager Data, Intelligence and Performance position be renamed to "General Manager Strategy, Insights and Performance, Chief Data Officer." The rationale given was that it would apply a functional component in addition to the management line component.

Feedback pointed out an overlap between Data, Intelligence & Performance and the proposed new Quality Practice Improvement team (Chief Social Worker & Professional Practice). It was noted that both teams would likely gather insights from CYRAS data and information and report their findings. It was suggested that this function could be merged into one National Office team.

The expected benefits from this suggested alternative included efficiency, strong inter-disciplinary collaboration such as research methodology, report writing, data validity, and more impactful data outcomes.

DATA

DELIVERY EXCELLENCE

The elevation of the Delivery Excellence function was supported.

DATA SOLUTIONS & ARCHITECTURE

Feedback queried why the sole System Data Architecture Lead is proposed to report to Data Governance & Quality Standards not Data Solutions & Architecture. If this is the intention, this team could be more appropriately called 'Data Solutions' as it will not contain the architecture function.

Feedback also suggested that the Product Owner should report to the Data Manager and not the Data Solutions & Architecture Lead, as this creates a conflict and should therefore be the same level as the developer. It was further suggested that the Data Product Training Advisor and Data Change Lead could report to the Product Owner. Alternatively, the Product Owner position could shift reporting line to the Delivery Excellence Team Lead, again with the Training Advisor and Change Lead in that team. It was suggested that either of these suggestions would reduce the large span of the proposed Data Solutions and Architecture Team Lead.

DATA GOVERNANCE & QUALITY STANDARDS

Feedback stated that externally sourced data needs to be ingested into a data warehouse through a secure mechanism i.e. Secure File Transfer Protocol or 8 Wire data transfer, after which the data will be available for analysis in a useable format. Data engineers are required to perform this work. This data engineer function cannot be left to one person as proposed for the Information Strategy Lead position because they would not have capacity.

Feedback did not support the proposal to disestablish the Senior Spatial Intelligence Analyst, arguing that it showed a lack of understanding of the value that geospatial information provides. Mapping services, partners, residences and homes, and children in care is needed for determining if our services are in the right place and meeting the needs of the communities we serve. If there is a natural disaster, maps are created of the disaster area and its overlap with the above, which would be critical for our organisational response.

INTELLIGENCE

There was commentary about whether the word 'intelligence' is appropriate for Oranga Tamariki because it created connotations about the role of collecting and holding highly personal and sensitive information about often vulnerable children, which could erode the trust of those we serve and the wider public. It was argued that 'intelligence' does not correctly capture the work of these teams. It was noted in feedback "Changing this function to 'Insights' would more clearly demonstrate that this function is focused on both hindsight and foresight, quantitative and qualitative analysis, and that it isn't locked into intelligence analysis methodologies that would be confusing to many stakeholders (including frontline social workers and other kaimahi). It could still draw upon 'intelligence' frameworks but remain much more flexible as an 'Insights' function." Other feedback considered that it was a matter of educating people about what we mean by using the term 'intelligence' and its usefulness to inform decision-making.

Feedback wondered what the Intelligence Leads positions would be leading – there are seven proposed positions with no staff reporting to them. It was suggested that tiered positions might work, e.g. one Intelligence Lead with an Analyst or Senior Analyst reporting to them. While supporting the proposed intelligence function, some feedback suggested that the team may be too big. It was also argued that the structure and positions within this proposed team need a rethink because there is potential for overlap in roles and lack of role clarity.

Feedback corrected the position title of the National Command and Co-ordination Centre Liaison, noting it would fit into this proposed team, or any other national operational support team. It was noted that the current position also performs operational tasks like attending daily operational meetings with Police to review and plan responses for young people in Police custody. It was asked whether this position would continue to do those operational tasks or whether that work would move to another team.

SOCIAL IMPACT & RESEARCH

Feedback expressed concern at the proposed changes to the Evidence Centre. It was argued that the future structure should not only focus on top priorities and operational needs, it should also be able to evaluate system level outcomes, complete evaluations as part of the Budget process, and gather evidence to inform future thinking. There was concern that the proposed structure could limit the organisation's ability to fully understand the impacts of our services, and that with very complex data we are reducing numbers far below what is needed to support services.

Feedback suggested an alternative that would distribute IDI and internal-data specialists across the proposed teams. It was suggested that the proposed structure and functions are missing the ability to use IDI and the Microsimulation Model. It was suggested that a Social Impact team of specialist analysts, econometricians and modellers is added to the proposed Social Impact and Research team. It was further suggested that in line with the objectives of putting like functions and data and research functions together, Te Toho o te Ora/Children's Experiences in the Voices team could move into the proposed Social Impact & Research team and merge them into the survey programme.

It was suggested that there needs to be a librarian function to organise and champion information we have produced. This function would make sure we use what we already have – an inherent cost saving. This function would sit within Social Impact & Research.

STRATEGY & PERFORMANCE

Feedback highlighted that strategy and business planning functions appear muted in the proposals and business planning would be diminished at a time that it needs more resource and attention. One suggestion was to move business planning from this team to EPMO, where it can lead a focus on enterprise level investment around change relative to business-as-usual. The function would work closely with Governance and Finance.

It was suggested the Principal Advisor Organisational Strategy and Performance position be changed to a Chief Advisor Strategy position reporting to the proposed General Manager. This would reflect the need for strategic thinking to support ongoing strategy development at the System Leadership and organisation level.

Legal

The decision

I have made significant changes to the structure, from what was proposed, in light of feedback received.

Concerns were raised about the organisation's ability to appropriately support social workers with Family Court processes and preventative work, should the team sizes be reduced to the level proposed. I want to be clear that social workers will always have legal representation in Family Court.

Our core purpose is to deliver care and protection for our country's most vulnerable children and young people. I proposed changes to the structure to support us as an organisation to deliver on this, our strategy and operating model. I stand by the premise on which the whole of organisation structure proposal is based, which is to:

- ensure clear lines of accountability, and clarify roles to achieve this
- ensure greater leadership accountability for decision-making
- lift organisational performance, which includes lifting capability.

The feedback was clear to me that there are a range of legal support practices being used across the regions and sites, and that this support in part reflects differing levels of capability and confidence with legal related activities.

My expectation is for consistent practices to be in place across the organisation, and, over time, for social workers to be less reliant on solicitors except where cases are complex. I appreciate as an organisation we need to prioritise investment in development and support for social workers to undertake the full range of activities with confidence, including aspects of work currently performed by solicitors.

As an organisation we have created a dependency on solicitors as a safety net where they are involved in routine matters, because we have underinvested in training in the statutory social worker function (such as understanding, interpreting and applying the law, and preparing for Court). There is a lack of confidence in Court, and in some cases genuine fear and concern from withdrawing the safety net at the scale proposed, without having first lifted the capability of social workers and their supervisors. We are only one year into delivering the Induction Programme which brings back for the first time in five years, two full days of training in the law (compared to the four weeks which used to be in place 5-10 years ago). Our youth justice workforce will also need support from solicitors in understanding, interpreting, and applying the legislation in Court and given the Government's focus on reducing youth offending, we must get this right.

IN-CONFIDENCE

I have been advised by the Acting Chief Social Worker that we want Legal to focus on advising on legal pathways, verifying whether the evidence social workers have meets the legal tests and thresholds, being involved with highly litigious matters (typically when people are self-represented), being involved with consults with multiple complex legal pathways to resolve (not in all consults as a default position), and to maintain their responsibilities as Agents of the Court.

In line with this expectation, I have decided a more in-depth look at current and future practice would be prudent so that we have consistent practice and clear accountabilities for, and delineation of, core social work and core legal services activities.

I will commence an operating model review of legal services post 1 July 2024, which will include clarifying role and accountability lines, learning and development needs (e.g. for social workers engaging with court processes), and systems and processes for escalation. The shift in ways of working in line with my expectations will take more time to implement as a result. I have decided to reinstate 21 positions that were proposed to be disestablished, remove one proposed new position, and remove five vacant positions. This is a net increase of 15 positions in the Legal function's structure from what was proposed.

In summary I have decided to:

- reinstate a Legal Manager National Office position which means no reduction in the number of these positions
- disestablish the long-term vacant Manager Privacy position and change the reporting line of the privacy team of three to the Legal Manager National Office position
- reinstate one Senior Solicitor position in National Office which means no reduction in the number of these positions
- make no changes to the number of Intermediate Solicitor positions in National Office (no changes had been proposed)
- make no changes to the proposal to reduce the number of Solicitor positions in National Office from two to one
- reinstate the position of Head of Regional Legal Operations to manage the number of Regional Legal Manager positions (because four of these positions have been reinstated), and rename the position to Director Regional legal Services to be consistent with the new organisation position title taxonomy
- reinstate four Regional Legal Manager positions, which means reducing from seven to six rather than seven to two as proposed
- remove the proposed new position of Regional Lead Legal
- reinstate two Litigation Support Officer positions for a total of 22 positions, and reallocate the positions across the Regional Legal Manager teams
- reinstate six Senior Solicitor Litigation positions which means reducing from 21 to 15 rather than 21 to nine as proposed
- reinstate five Intermediate Solicitor positions which means no reduction in the number of these positions
- disestablish four vacant Solicitor positions, leaving 15 positions in the structure with no impact on position holders.

I have decided to shift the legal services function to System Leadership as proposed, and I do not consider making this move would undermine support for our frontline social workers.

Other than the changes outlined above, I have decided to proceed with the structure changes proposed.

The feedback

Feedback on the proposed changes to Legal Services was unsupportive, particularly the proposed reduction in the number of solicitors in the regions and the impact this would have on tamariki wellbeing, social workers' workload, Family Court processes and preventative work.

Feedback suggested that solicitors' work in the regions is 'frontline' (and that they were treated as being on the frontline during the pandemic) in that it is critical public-facing work (dealing with Courts, other lawyers, families) that is essential to the operation of the organisation which can, if done poorly or too slowly, pose risks to the safety of tamariki and the public reputation of Oranga Tamariki.

It was noted that although the average caseload for solicitors has reduced, case complexity has increased. It was suggested the proposal demonstrated a lack of understanding of the Senior Solicitor position and the wide range, complexity and importance of the work they do, and specialist knowledge in niche technical areas such as national and intercountry adoptions and Criminal Disclosure Act applications in the High Court. A high-level summary of feedback on this theme of reduced capacity included:

- Family Court appearances would be disrupted due to the lack of time for solicitors to prepare or review court documents, e.g. affidavits
- leaving this work to social workers would add to, and even overwhelm, the workload and stress of frontline social workers because they would have a reduced level of support from solicitors. This would contribute to late or incorrectly prepared court documents, delays in obtaining Orders, increased likelihood of costs being awarded against Oranga Tamariki where legal work is conducted poorly or positions taken that are criticised by the courts, and risk of harm to tamariki. If social workers participate in court processes without legal support, it means they will act outside of their scope, and leaves them vulnerable and is not in the best interests of tamariki
- social worker and solicitor wellbeing would be affected and turnover would increase with the reduced level of support
- there would be an increase in complaints and claims
- the preventative approach to working with whānau to avoid formal Orders being made would be undermined and there may be more Orders made under the Oranga Tamariki Act and more instances where the Family Court requires Oranga Tamariki to become involved in Care of Children Act and Youth Court proceedings. Solicitors contribute to this effort and explain the informal/preventative approach to the Court
- more children coming into Oranga Tamariki custody given that senior solicitors do lots of preventative work
- an increase in the number of complex cases given that remaining solicitors would not have the capacity to adequately manage their workloads and address complex/high risk matters
- difficulty in ensuring intermediate and junior solicitors are monitored and overseen appropriately, noting that there are mandatory professional development hours that must be obtained each year.

Feedback highlighted variation in practice across regions. Some feedback mentioned that social workers are aware of their responsibilities to the Family Court and prepare their own court documents and affidavits. The solicitor's role in these cases is to review documentation especially for more complex cases. Solicitors also participate in case consults to ensure there is a case for court consideration. Other feedback noted that solicitors prepare affidavits and file everything in Court for the social workers. Social workers are not legally trained and do not have the capability to undertake work in the Family Court. It would require a rapid uplift in knowledge for social workers, which seems unlikely given staff shortages and the requirement to pick up more tasks due to the restructure.

There was also feedback on the impacts of reducing the number of solicitors across the wider organisation and the impact this would have on vulnerable tamariki and the reputation of Oranga Tamariki, for example having less solicitors would or could:

- result in harm to tamariki because necessary legal advice was not able to inform decision-making
- mean the team would stop providing support to secondary legal functions, including support for employment law (this will need to be picked up by the ER function in People, Culture and High Performance), and some commercial work (which will need to be briefed externally)
- increase legal risk to the organisation in fulfilment of its statutory obligations and Treaty of Waitangi obligations. It was suggested that Oranga Tamariki should only reduce the number of solicitors when there had been a demonstrated improvement in practice supported by clear empirical evidence, e.g. by there being less cases brought against the Ministry
- generate negative media attention and damage the reputation of Oranga Tamariki because decisions are made that do not comply with our legal obligations or manage legal risk
- make it difficult to get a response from legal to issues, which will mean decisions would be taken without legal input
- increase the likelihood and cost of having to outsource legal advice, noting that there are also particular practical challenges and constraints around briefing out family law instructions
- make it unlikely to meet our stewardship responsibilities with a reduction in both Policy and Legal resources.

Feedback also queried the extent of the proposed reductions in the number of Senior Solicitor Litigation positions in comparison to other positions in the Legal team and sought to understand the reasons for this and how the proposed structure would work in practice.

The feedback generally supported shifting the Legal team to System Leadership, however it was also considered that moving Legal closer to Policy may undermine the work they do in the regions.

Shifting the privacy function to Legal was supported given that Legal already provides legal advice. Other feedback suggested that the privacy function could shift to the internal assurance area.

SUGGESTED ALTERNATIVE STRUCTURE

A common theme of feedback was to not reduce regional solicitors in any capacity (notably senior solicitors), and certainly not until capability is in place. It was argued that the proposal is premature and relies on a view that changes to the way Oranga tamariki operates – which have not yet been implemented or tested – will reduce the amount of legal work.

It was suggested that the Legal operational services could be organised along district lines. For example, rather than having the proposed three management/lead positions there could be six management positions (and retain the Head of Regional Legal Operations position) to align with the districts which would provide for a better span of control for those managers.

Because the Manager Privacy position is vacant it was suggested that this could be disestablished, instead of the Legal Manager National Office position. The Legal Manager that would pick up the privacy function (and team) would hold the role of Chief Privacy Officer.

Public Information & Ministerial Services

The decision

I had proposed:

- Ministerial Support change reporting line to the Office of the Chief Executive
- Customer Information Requests form part of the Quality Practice Improvement team in Chief Social Worker & Professional Practice
- to disestablish the information management team.

I have revisited these proposals and decided instead to bring together the following functions into System Leadership:

- Ministerial Services (renamed from Ministerial Support)
- Customer Information Requests
- a reinstated and smaller Information Management team.

This newly configured function will be led by a General Manager Public Information & Ministerial Services, reporting to the Deputy Chief Executive System Leadership.

MINISTERIAL SERVICES

There was mixed support for changing the reporting line of Ministerial Support to the Office of the Chief Executive. I have noted the concerns raised in the feedback about the efficient flow of information and the different roles involved in managing ministerial correspondence. On reflection, I think there would be organisational benefit for Ministerial Services to work within the System Leadership Group, and to work alongside an expanded function responsible for managing Customer Information Requests (CIR), and Information Management that manages the information and records we are required to hold securely in the organisation in line with the Public Records Act 2005.

I have also noted concern in the feedback that the Ministerial team may face challenges obtaining information from subject matter experts as a result of other changes in the structure. Once the new structure is in place there will be effort required of everyone to adapt our ways of working. The Chief Advisors will be in a position to assist and oversee timely delivery of responses as well. I agree with the feedback that suggested Chief Advisor positions in the Offices of the Deputy Chief Executives have a role to play in ensuring quality responses to ministerial queries. Accountability for information prepared for the Minister or other external audiences sits with the responsible Group because this is where the knowledge and expertise reside. It is incumbent on Groups to meet quality standards. This is an approach I expect the Manager Ministerial Services to leverage so that we have clear accountabilities, avoid double handling and double sign out as noted in the feedback.

I have updated the function and position titles to reflect Ministerial Services rather than Ministerial Support.

Other than the changes outlined above I have decided to proceed with the structure changes proposed.

CUSTOMER INFORMATION REQUESTS

I have decided to change the reporting line of this function from Chief Social Worker & Professional Practice Group as proposed, to System Leadership, for two reasons. First, I need to create capacity for the Chief Social Worker & Deputy Chief Executive Professional Practice position to deliver on the accountabilities of the combined position (refer to Chief Social Worker & Deputy Chief Executive Professional Practice section), and I am therefore shifting some functions to other Groups. Second, there is a synergy between this function and Ministerial Support which would also form part of this newly configured function.

As an organisation we receive a high volume of privacy and Official Information Act requests through the Customer Information Requests function. By working closely alongside the Ministerial Services team, I see an opportunity to streamline and improve processes for responding to requests that benefits both functions and lifts overall organisational performance in this area.

While there was no proposal to change the team structure, I appreciate suggestions provided about how it could be reconfigured. At this point I need the current management and coaching structure in place to concentrate effort on streamlining and tightening our processes for handling requests. My expectation is that by working alongside Ministerial Services there will be an opportunity to improve processes, turnaround time and distribution of work. I am therefore not adding additional Assessor positions. I am also proceeding with the decision to disestablish the position of Business Analyst. I noted the description of other responsibilities undertaken by this position but am clear that these are responsibilities of the management team.

Other than the changes noted above I have decided to proceed with the structure changes proposed.

INFORMATION MANAGEMENT

I had proposed to disestablish the Information Management function in favour of a more integrated approach within the Data function. On reflection, I realise I need to retain a separate, rather than integrated, information management function responsible for the management of records.

I agree we have a responsibility to ensure access, protection and preservation of information and data held by Oranga Tamariki. We need a team able to locate and retrieve records, and equally we must ensure we improve how we keep records. For this reason, I am shifting the reporting line to the Public Information & Ministerial Services function, where there are synergies in focus with the other teams on finding new and improved ways to handle information processes generally.

I have decided to reinstate some, but not all, positions that had been proposed to be disestablished. In particular, I have decided to:

- reinstate the current position of Manager Information Management
- establish one new position of Lead Advisor Information Management, with no direct report people leader responsibilities (the Lead Advisor Information Management – Operations/or Strategy positions with people leader responsibilities will be disestablished as proposed)
- reinstate one Senior Advisor Information Management (the second position will be disestablished)
- reinstate one Advisor Information Management (the second position will be disestablished).

Other than the changes outlined above I have decided to proceed with the structure changes proposed.

The feedback summary

MINISTERIAL SUPPORT

There was general support for moving Ministerial Support to the Office of the Chief Executive (OCE). It was thought this would assist to resolve the double handling and double sign out that happens between the General Manager and the Office of the Chief Executive. There was some concern about the ability of Ministerial Support to obtain responses to queries because there will be fewer subject matter experts from across the organisation with which to engage. In relation to this point, it was further noted there could be an expectation placed on Chief Advisor positions in the Offices of the Deputy Chief Executive to pick up this work and ensure quality responses to ministerial queries in their respective Groups.

Other feedback did not support the proposed shift of Ministerial Support. This feedback was critical of the way Ministerial Support operates and how it impacts the policy function. It was pointed out that currently relationships with the Minister and Office are gatekept by the OCE, Ministerial Support, and Deputy Chief Executive Chief Advisors. This, it was argued, creates massive inefficiency and the risk that information is incorrectly relayed and acted upon. The new structure does not give any confidence that this would improve. The new structure needs to be able to empower those who provide policy and advice to communicate effectively to the Chief Executive and Minister. This is not just a question of efficiency but an overall issue of trust and confidence within the organisation and its ability to back its people to give free and frank, quality advice.

CUSTOMER INFORMATION REQUESTS

Feedback focused on potential future reductions in Team Leader and Capability Coach positions that could be considered, for example, a greater number of Assessor positions reporting to fewer Team Leader positions. Other respondents noted a need for additional Assessor positions due to the high number of information requests and turnaround time of 20 working days.

There was feedback on the proposal to disestablish the (vacant) position of Business Analyst. It was noted this position is not limited to co-ordinating workflow, and has broader responsibilities required to support the Manager position, such as creating reports, risk management, managing aspects of the Customer Information Request application.

RECORDS MANAGEMENT

Feedback queried where the information and records management function would sit within System Leadership. Sharing information and data should not be confused with the management of records and information. It was considered that not enough thought had been given to access, protection and preservation of information and data held by Oranga Tamariki. Feedback noted that the current Information Management team is critical in locating and retrieving records, Desktop Imaging and Archives, and that Oranga Tamariki has a legal (e.g. Public Records Act) and moral obligation to take care of data and information in our control.

External Monitoring & Reviews

The decision

I had proposed:

- External Monitoring & Reviews report to the Chief Social Worker & Professional Practice Group
- Feedback & Complaints report to the Quality Practice Improvement function within the Chief Social Worker & Professional Practice Group
- Ministerial Advisory Board Secretariat (a temporary function) report to the Chief Social Worker & Professional Practice Group.

I have revisited these proposals and decided instead to bring together these functions into System Leadership.

This newly configured function will be led by a General Manager External Monitoring & Reviews, reporting to the Deputy Chief Executive System Leadership. This was originally proposed as a National Manager position, however, with the additional functions this will now be a General Manager position.

EXTERNAL MONITORING & REVIEWS

I had proposed that the External Monitoring & Reviews function form part of the Chief Social Worker & Professional Practice Group. However, as part of ensuring I create capacity for the Chief Social Worker & Deputy Chief Executive Professional Practice position to deliver on the accountabilities of the combined position (refer to Chief Social Worker & Professional Practice section), I have decided to change the reporting line to System Leadership.

As feedback suggested there is an affinity with System Leadership given the reviews are system-wide and not solely focused on practice. I agree there is a key system element to this work and it would be advantageous to work closely, in particular, with the Children's System and Policy functions which are in the same Group.

I acknowledge the feedback about the volume of work. Plans will be put in place to manage work required following the release of the final report of the Royal Commission of Inquiry into abuse in care. I have also established a shared and reconfigured national business support team (for Tamariki & Whānau Services and Youth Justice Services & Residential Care Groups) which will provide ongoing business support.

I have also noted the changes proposed to the management structure that could have the unintended consequence of slowing down the pace of work. I appreciate the thought given to proposing an alternate structure that will better support signing out daily work, team development, and capacity for the Manager to undertake leadership and relationships responsibilities. For these reasons I have decided to change the structure in line with some of that feedback by:

- removing the three proposed new Lead Advisor positions
- establishing a new Manager External Monitoring & Reviews position
- establishing an additional two new Senior Advisor Monitoring & Reviews positions (five of these positions in total).

Consequently, the Principal Advisor positions would report to the General Manager External Monitoring & Reviews.

While I like the idea suggested to change the position titles so that they are more consistent and enable greater sharing of work, these are detailed aspects of how the team works that can be addressed by the management team and position holders over time.

The core role of the Treaty Response Unit has been largely focused on publishing the annual report which comments on the Chief Executive's legislative commitments under section 7AA of the Oranga Tamariki Act 1989, and responding to Waitangi Tribunal claims. As noted in the proposal, in the near future we will incorporate section 7AA reporting requirements into a broader section on our response to Māori in the Oranga Tamariki Annual Report. The Waitangi Tribunal claims work sits well in this broader inquiry-like function. I will, therefore, proceed to change the reporting line of one Senior Advisor from the Treaty Response Unit to this function.

Other than the changes outlined above I have decided to proceed with the structure changes proposed.

ADVISORY BOARD SECRETARIAT

This is a temporary function that currently reports to the Deputy Chief Executive Quality Practice & Experiences. I am shifting responsibility for this function to the General Manager External Monitoring & Reviews position (which will now form part of the System Leadership Group). This change in reporting line is part of ensuring I create capacity for the Chief Social Worker & Deputy Chief Executive Professional Practice position to deliver on the accountabilities of the combined position (refer to Chief Social Worker & Deputy Chief Executive section).

There are some obvious synergies working in a function that consolidates inquiry-like functions.

Other than the changes outlined above I have decided to proceed with the structure changes proposed.

FEEDBACK & COMPLAINTS

I have decided to change the reporting line of this function from Chief Social Worker & Professional Practice to System Leadership. Primarily this is to create capacity for the Chief Social Worker & Deputy Chief Executive Professional Practice to deliver on the accountabilities of the combined position (refer to Chief Social Worker & Professional Practice section). I am therefore shifting some functions to other Groups.

However, I also see benefits in bringing together functions that collectively ensure we have line of sight of, and access to, all forms of feedback that can inform overall organisational performance which means it sits well within System Leadership.

I have decided to bring together the current Site Support and Claims teams as proposed. I think by combining these teams the organisation will be in a better position to provide an integrated service to, and therefore better outcomes for, our customers. For me, this is about providing the right advice and support the first time, whether directly from our sites or National Office, so that we resolve complaints early and our customers have a better experience with the organisation through this process. If we get this right, the number of claims will reduce.

I will retain the team name Early Resolutions & Claims because it better reflects supporting sites resolve complaints early, and the integration of the team activities. I appreciate the feedback on suggested alternative team name changes for the Intake & Assurance team, however I have decided to leave it unchanged from the proposal. I am comfortable the title better reflects the nature of complaints, triage and quality assurance activities of the team. The function name will remain unchanged as Feedback & Complaints. While I acknowledge claims management is an activity, I prefer a shorter name that reflects the focus on feedback and resolving complaints.

I appreciate the team changes will involve some cross-skill development and recognise there will be a transition to the new ways of working for all functions within Feedback & Complaints.

Other than the changes noted above I have decided to proceed with the structure changes proposed.

The feedback summary

Generally, the feedback was unsupportive of the proposed reduction in the size of the team and changes to its configuration. Alternative structures were suggested.

EXTERNAL MONITORING & REVIEWS

REPORTING LINE

Some respondents thought the team would fit better in Quality Practice Improvement (Chief Social Worker & Professional Practice), and others thought it could be better placed in other Groups, for example:

- System Leadership given the reviews are system wide and not solely focused on practice, and could sit with Governance, Strategy & Performance

- Office of the Chief Executive given the significant and important relationships with the monitoring agencies, and it aligns well with other proposed functions in the Office such as Communications and Ministerial Support. However, it was also noted there is benefit in being separate from the Office of the Chief Executive because the work draws largely on practice knowledge and would be contrary to having a smaller Office of the Chief Executive.

CAPACITY

The feedback expressed general concern about how the External Monitoring & Reviews team could operate with fewer positions. This is because the work requires a deep dive into case work for all inquiries and investigations. There is also likely to be additional demands on the team following the Royal Commission of Inquiry's final report into abuse in care and our participation in the Crown's response. Further, there are claims that have been made to the Waitangi Tribunal, and increased volumes of requests from the Office of the Ombudsman and Independent Children's Commissioner. Currently, there is temporary resourcing supporting the workload.

Respondents were concerned about the proposed loss of Senior Advisor Business Operations positions in Service Delivery and the impact this would have on the work of the External Monitoring & Reviews team. These Service Delivery positions provide information to progress responses to Ombudsman complaints, and under the proposed structure there would be limited or no capacity for the team to undertake the required CYRAS searches. Similar concerns were expressed for the proposals in the business information and Safety of Children in Care teams, and the impact on reporting.

MANAGEMENT AND TEAM STRUCTURE

Generally, the feedback was unsupportive of the changes in the management structure given the pace required for signing out daily work, and relationship management required with external monitors. It was noted that the proposal is like a previous flat structure with a single overseeing manager. That flatter structure impacted the time kaimahi had with the manager and therefore their development and ability to perform the position.

Alternative management structures were suggested:

- retain a second manager position in place of one of the new Lead Advisor positions
- put in place a tier 4 manager that can manage the day-to-day operations.

It was further suggested the new National Manager position be renamed Director, as it is not a national service as the title implies.

Most of the feedback focused on the need for a more balanced structure with a better mix of positions at advisory level and fewer Principal and Lead Advisor positions, adding that this could be a more cost-effective solution. Various combinations were proposed, for example:

- two Leads (rather than three), four Seniors (rather than three), and two Advisors
- keeping it as is with two managers, one Lead (rather than three), three Seniors and two Advisors
- replacing Leads with Principal Advisor positions.

It was further suggested there be consistent and generic position titles rather than a mix of 'monitoring relationships', 'monitoring and reviews', and 'reviews', so that the work could be more easily spread across the team.

Some feedback supported bringing the two teams (monitoring and reviews) together to ensure a steady flow of work across the team and variety of work. The feedback also suggested the Lead Advisor positions would be sufficient to mitigate the risks and concerns raised about the breadth of the single management position, and free up the National Manager to focus on team culture and strategic internal and external relationships.

TREATY RESPONSE

Feedback was generally unsupportive of the proposal to disestablish the Treaty Response Unit. It was considered that Oranga Tamariki needs to actively work on implementation of section 7AA of the Oranga Tamariki Act 1989 and that with this proposed change we would continue to fail tamariki Māori. It was argued that the influence of this unit needs to be broader to anchor and uphold our commitment as the Crown under Te Tiriti. Disestablishing this unit would be a huge loss given its knowledge and expertise in, but not limited to, Te Tiriti, intergenerational trauma experienced by mokopuna Māori and their whānau, te ao and tikanga Māori. It was noted that the unit does more than produce a report and respond to claims, and provides support to, for example, Minister's papers, kaimahi Māori strategy, OTAP, and responding to external monitors and reviews. It is a physical reminder of our commitments to Te Tiriti.

FEEDBACK & COMPLAINTS

EARLY RESOLUTION & CLAIMS

Some feedback suggested the work of the current 'Site' and 'Claims' teams is distinctly different – the former focused on supporting sites respond to complaints and the latter focused on supporting individuals seek redress for abuse in care. It was suggested that there is no clear reason to combine these teams and positions, and that if it does need to be combined with another team it would be better placed with the Team Leader Complaint Management and team (Chief Social Worker & Professional Practice). It was also suggested the proposed disestablishment of the two vacant Senior Advisor positions in the current Complaint Management and Intake & Enabling teams be re-instated and shifted to the proposed Early Resolution & Claims team so that there is a better response to claims.

It was suggested Feedback & Complaints be renamed to Feedback, Complaints & Claims as this is a major part of the team's work.

INTAKE & ASSURANCE

It was noted the current 'Intake' work focuses mainly on direct engagement with the public, whereas 'Enabling' engages mainly with internal stakeholders e.g. ministerial and internal monitoring teams. The feedback questioned whether each of the teams would receive the appropriate training to take on each other's functions as the skill sets are quite different.

It was suggested the current Team Leader Intake & Enabling position title could be changed to Team Leader Engagement & Assurance (rather than the proposed Team Leader Intake & Assurance) which would better reflect the reporting work, engagement and correspondence with internal and external stakeholders. There was also feedback on and suggested name changes to the Advisor and Senior Advisor positions.

Office of the Deputy Chief Executive

Refer to Executive & Administration Support section for details of the decision and feedback summary.

2.7 People, Culture & Enabling Services

This section outlines:

- a summary of the structure changes proposed for the Group
- a summary of the decisions made for this Group
- the confirmed structure decision for each function within the Group
- a summary of the feedback received (refer to What Say You for more detail).

The confirmed purpose of the Group and its functions are outlined in the Leadership Overview at the front of this document.

For:

- information about the changes to the Executive Leadership Team refer to section 2.1
- decisions and feedback about the Office of the Deputy Chief Executive, and Executive & Administration Support refer to section 2.09
- information about how these decisions impact on your position refer to Part 2: Structure charts and impacts
- a description of the new positions, read the position descriptions on Te Pae, under the Organisational Restructure page.

The proposal summary

I proposed changes to the Group to support it to perform its fundamental role to lift the culture and performance of the organisation to ensure we deliver positive and substantive change. I proposed to:

- refocus the size and scope of the Group to lift culture, organisational performance, and accountability through delivering high quality critical corporate functions
- consolidate functions and simplify the structures across human resources (HR) and finance, creating clear and single points of contact for these enabling functions across the organisation
- consolidate the commercial and technology procurement function into Technology & Channels
- move the Chief Information Security Officer (and associated resource) into Technology & Channels, with a dotted reporting line to the Deputy Chief Executive People, Culture & Enabling Services (PCES)
- move the legal, privacy, data and information functions to System Leadership
- move Te Hāpai Ō into the Chief Social Worker & Professional Practice Group
- permanently move the internal risk and assurance functions into PCES and consolidate the functions under a single Director to provide aligned and integrated risk assurance
- establish a consistent, shared, and smaller structure for executive administration support for the leadership team in the Group.

The decision summary

I have decided to:

- refocus the size and scope of the Group to lift culture, organisational performance, and accountability through delivering high quality critical corporate functions
- consolidate functions and simplify the structures across human resources (HR) and finance, creating clear and single points of contact for these enabling functions across the organisation
- bring Enterprise Portfolio Management Office (EPMO) into this Group (and not System Leadership as proposed), reconfigure and increase the team size from what was proposed
- consolidate commercial and digital procurement with the EPMO function (and not with Technology & Channels as proposed)
- move the Chief Information Security Officer (and associated resource) into the Health, Safety & Security function (and not Technology & Channels as proposed)
- move the legal, privacy, and data & information functions into System Leadership
- keep responsibility for all people leadership learning and development and Te Hāpai Ō (cultural capability programmes) with the People, Culture & Enabling Services Group, and not place it within the Chief Social Worker & Professional Practice Group as proposed
- permanently move the risk and internal assurance into the Office of the Chief Executive (and not move it to this Group as proposed), and consolidate the functions under a single Director
- establish a nationally consistent, shared, and smaller structure for executive administration support for the leadership team in the Group.

Finance

The decision

I agree with the feedback that suggested the name of the team is changed from Funding & Performance to Finance, because the performance component was shifted to System Leadership over two years ago. Changing the name to Finance provides a clear and unambiguous title for the function of this team.

I have read the feedback and concerns raised about reducing the number of Management Accountant positions (from 13 to eight) and Finance Business Partner positions (from five to four). This will be addressed by different ways of working, clear accountabilities, and with transitional support, and I am therefore comfortable with the number of positions in the teams.

Under the new structure and ways of working, budget holders will have greater accountability for managing their budget, and the Finance team will need to work differently with budget holders to reinforce this accountability. The team will also provide an important oversight role ensuring services are delivered in a financially responsible way, so that we make best use of our funding to meet the needs of tamariki and whānau. An example of this is the role Finance will have with Enabling Communities & Investment in reconciling services delivered against investment.

The Chief Financial Officer and leadership team will produce and make accessible information, systems and processes that support budget holders to be fully accountable for their financial decisions. My expectation is that managers and budget holders understand their financial delegations and, through Finance oversight, will be held to account for their decisions.

To support the shift I am looking for, I have asked the Deputy Chief Executive People, Culture & Enabling Services to set up an interim team of two positions to ensure a transition to this more mature operating model for Finance and the wider organisation. Over the next 12 months, Finance will move to an operating model that brings in greater oversight, checks and balances of expenditure and budget management across groups. As part of transitioning to the new way of working, Finance will also look at the 'shadow' finance staff mentioned in the feedback to ensure Groups are getting necessary support from Finance, there is no duplication of effort, and we have a consolidated and connected finance function working to the same controls.

I have decided to make two changes to the team reporting to the Manager Strategic Finance:

- change the proposed new Systems Analyst FMIS to a Senior Systems Analyst FMIS so there is a more senior position assisting the organisational capability uplift required to use FMIS and a smooth transition to business-as-usual
- change the proposed new Senior Investment Advisor to a Principal Advisor Investment and through this bring in an experienced person to provide specialist investment advice, guidance and expertise to the organisation and be key in assisting Oranga Tamariki reach its financial objectives. This will include working with the Manager Finance Business Partners to develop and implement an annual reconciliation of services delivered against social investment contracts.

I have decided that the Project Accountant position will report to the Chief Financial Officer as proposed because this position will work across functions. It will provide the Enterprise Portfolio Management Office with support it needs to ensure financial integrity when projects are set up (especially capital projects) and for reporting and delivery. It will also work across Finance to support cost-of-care analysis, budget bids and ministerial support.

Other than the changes outlined above I have decided to proceed with the structure changes proposed.

The feedback summary

There was general concern about the proposal to reduce the number of Management Accountant and Finance Business Partner positions, because of the work that is required to manage and monitor budgets across Groups. With the expected budget change and move away from fee-for-service, some feedback thought more support would be needed, not less. Because Finance would be required to prioritise statutory functions, it would have reduced capacity to advise and coach budget managers and frontline kaimahi. This would increase the risk of inappropriate spending, including financial delegation breaches. With too few staff in Finance, business groups are likely to hire their own finance staff to plug the gaps – some of these positions exist already.

It was considered that the proposal does not consider the levels of support the regional model would require. At a minimum, each Regional Commissioner would need a Finance Business Partner, and each District would need a Regional Management Accountant. This leaves one Business Partner and two Management Accountants for all other Deputy Chief Executive portfolios outside of Tamariki & Whānau Services. It was considered that Residences and the Care (High Needs) portfolios each require dedicated Finance support, given both the dollars and the workload across these two portfolios, rather than being combined with the Tamariki & Whānau Services regional support.

Feedback suggested a change to the name of the team from Funding and Performance to Finance, because the performance component was moved to System Leadership over two years ago.

SUGGESTED ALTERNATIVE STRUCTURE

Feedback suggested returning 'shadow' finance staff from other parts of the organisation to Finance to create a strong, independent financial backbone. These 'shadow' staff are currently located in Māori, Partnerships & Communities, Technology & Channels, and Infrastructure, and number about 18 kaimahi. The suggestion also included establishing a reconciliations team to manage social and commercial contract reconciliations and recoveries, and a Buyers' Desk to manage purchase for complex expenditure to improve monitoring, control, and accuracy of information for decision makers.

There was a suggestion made to change the reporting line of the Project Accountant to the Financial Controller or the Manager Strategic Finance, rather than the Chief Financial Officer.

Technology & Digital Channels

The decision

I have considered feedback about the proposed changes to Technology & Channels including the reduced number of Senior Technical Delivery Manager positions, Systems Lead positions, and Service Portfolio Manager positions. I am aware of the importance of the Technology & Channels work programme and acknowledge there will be new systems for the team to support – Enterprise, Data & Analysis Platform (EDAP), web systems currently managed by Communications moving into Technology & Channels, and residences technology remediation that are relatively new capabilities previously outsourced. Some of these changes, however, have already been signalled and factored into the work plan. I am comfortable, therefore, that with the consolidation of some systems, migration of legacy systems nearing completion, and prioritisation of work, the resourcing as proposed is sufficient.

ENTERPRISE DATA & ANALYSIS PLATFORM (EDAP) With the transfer of the EDAP platform to Technology & Channels, my expectation is that System Leadership and People, Culture & Enabling Services will discuss any outstanding requirements for the operation of the data warehouse, e.g. data engineering capability.

FRONTLINE SYSTEM TECHNOLOGY UPGRADE (FTSU)

Feedback overwhelmingly considered that the FTSU programme should not be moved to Technology & Channels. I agree with this feedback and have decided that the programme will form part of the Chief Social Worker & Professional Practice Group (see Chief Social Worker & Professional Practice Group for more details). However, my expectation is for Technology & Channels to provide the necessary specialist ICT input.

Other than the changes outlined above I have decided to proceed with the structure changes proposed.

The feedback summary

General feedback on proposals for Technology & Channels concerned the reduced capacity in some positions. For example, feedback suggested retaining the three Senior Technical Delivery Manager positions and not reducing these positions to two. This would mean the organisation would retain institutional knowledge and relationships established by current position holders. Moving to two positions would introduce higher costs and more risk in terms of quality of work and execution of projects.

A similar comment was made about the proposals to reduce the Systems Lead positions from 13 to 10, and the Service Portfolio Managers from five to three. These highly skilled and experienced people understand technology and the business of Oranga Tamariki and reducing capacity would put the business at risk. It was noted that while systems like myHR and myFinance may be complete, the statement in the *Proposal for Consultation* that 'we have fewer applications and legacy systems to support' underestimates the size of the remaining work. With respect to the Systems Lead positions it was suggested they be reduced to 11 (not 10 as proposed) to enable the team to support the following systems: EDAP platform, web systems proposed to be moved into Technology & Channels, and residences technology remediation that are new capabilities previously outsourced.

ENTERPRISE DATA & ANALYSIS PLATFORM (EDAP)

Feedback in support of shifting EDAP to Technology & Channels noted that the Chief Technology Officer is currently the Senior Supplier to the programme and would continue managing the staged implementation of the programme. Feedback considered that the organisational restructure is timely for setting up a business-as-usual model for EDAP.

Respondents also considered that EDAP would need data engineering capability to support it, whether insourced or outsourced. It was noted that the timing and readiness of transfer to Technology & Channels needs to be considered and the right capabilities need to be in place for it to run successfully.

Cultural Programmes

The decision

I had proposed to shift Cultural Capability Programmes to the Chief Social Worker & Professional Practice Group. On reflection I think the function should remain in People, Culture & Enabling Services (PCES). I agree with the feedback that suggested we need a dedicated organisation-wide approach to build strong Māori cultural capability that integrates with other organisational development programmes and builds our wider organisational culture.

Retaining cultural programmes in PCES will ensure these programmes continue to be delivered for all kaimahi and keep the work close and aligned with the People & High Performance function. My preference is for Tū Māia to continue to be led out of the Cultural Programmes team and delivered by Te Tauihu o Ngā Wānanga to the accredited standard. This ensures that it provides the best consistent learning approach for the organisation, compared to insourcing delivery by using the current positions of Poutiaki Māori Learning as suggested.

I have therefore decided to:

- not establish the new position of Manager Cultural Capability Programmes as proposed and retain the position of Director Cultural Programmes reporting to the Deputy Chief Executive PCES
- reinstate the reporting line of the team to the Director Cultural Programmes position.

I was interested in the feedback that stated culture at Oranga Tamariki can be transformative when it integrates organisational culture, cultural capability and cultural relationships. I agree with the statement that our values underpin our culture, however, I do not agree with the suggestion to establish a new business Group and Deputy Chief Executive position to drive change across the organisation. What I expect to see is a close working relationship between the Cultural Programmes and People & High Performance teams so our approach to developing organisational culture and leadership is aligned and underpinned by our values and te ao Māori approach.

In response to feedback, I want to reinforce that it is everybody's responsibility to work and engage with Māori in ways that are authentic, respectful, and skilled. It is also everybody's responsibility to learn about and understand the standards and rules within which we work every day so that we meet the high standards expected of a public sector agency whose core purpose is to protect vulnerable children. Finally, I expect the Executive Leadership Team to support and champion the cultural capability uplift needed so all staff are empowered to do their jobs to the best of their ability and in the interests of child protection.

Other than the changes to the structure already outlined above, and in the Chief Social Worker & Professional Practice Group section, I have decided to proceed with the structure changes proposed.

The feedback summary

Feedback centred on the maturity of the organisation's cultural capability. It was acknowledged that progress has been made on developing cultural capability but that it is still variable, and maintaining impetus through kaimahi, positions and programmes is required. Comments ranged from support for continued cultural capability building as we are not yet ready to remove it, and other respondents, while valuing learning about Māori culture, also supported an individual responsibility approach for learning about culture.

There was feedback suggesting the Poutiaki positions are retained as they provide guidance on tikanga, kawa, kaupapa and te reo that enhances learning solutions, learning design and the work of delivery teams. It was suggested Tū Maia could be delivered internally within the Chief Social Worker & Professional Practice Group (and be accredited) and that cost savings made from using external facilitators (Wānanga) be used to retain the Poutiaki positions. Feedback suggested possible team configurations as follows:

- one Poutiaki position report to Manager Learning Design and one to Manager Learning Delivery
- the Poutaki position change reporting line from Manager Cultural Capability Programmes to National Manager Training & Leadership Development
- rename the Poutiaki positions Senior Advisor Learning Design & Delivery.

There was a belief that locating the cultural capability programme in the Chief Social Worker & Professional Practice Group may exclude those in 'back office' positions. It was also suggested a pan organisational approach for building strong Māori cultural capability was better placed in PCES, as a move to Chief Social Worker & Professional Practice would draw the focus away from the critical focus on organisational culture.

SUGGESTED ALTERNATIVE STRUCTURE

An alternative structure was suggested that was based on the belief that:

- Oranga Tamariki values should underpin our culture which shapes our identity, influences behaviour and strengthens the relationships of our people and organisation
- culture at Oranga Tamariki can be transformative when it integrates organisational culture, cultural capability and cultural relationships.

This feedback put forward two suggestions:

- prioritise tamariki, rangatahi and whānau by establishing a new Business Group for Culture that focuses and centralises cultural levers within a single group, creating the strategic leverage to drive change across all of Oranga Tamariki, or
- prioritise our people by relocating Training and Leadership from Chief Social Worker and Professional Practice to People, Culture and Enabling Services to align training curriculum for all staff and grow professional development.

People & High Performance

The decision

GENERAL

I proposed a shift in direction and approach to providing people and leadership services to the organisation. I explained in the *Proposal for Consultation* that I want to strengthen and prioritise our focus on organisational culture, accountability for performance, and being a high performing organisation. Core and critical to this is a shift in accountability from the current People & Leadership function to our people leaders. In my view, our people leaders need to role model the high performing organisation we want to be, and to set and manage performance expectations for all kaimahi. As part of this shift, this new focus will mean we strengthen the support provided to people leaders, managers and supervisors to ensure they have the confidence and the right tools to lead and manage kaimahi in line with *Our Strategy* and the new operating model.

I have decided to change the name of the function from People, Culture & High Performance as proposed, to People & High Performance. When I refer to lifting capability under People & High Performance, I am referring to setting new leadership standards and expectations, developing leadership capability, raising performance for individuals and teams, and maturing our corporate culture. This includes upholding the code of conduct, understanding and following recruitment controls, and managing performance. I want to retain the term 'High Performance' because we are not there yet. We should strive and aspire to be a high performing agency that supports our kaimahi to work to the best of their ability and provides the tools we need to deliver the best services to tamariki and whānau.

I do not agree with the feedback that considers the People & High Performance function to be management heavy. To affect transformational change, this leadership team needs to be the best of the best to partner with leaders across the organisation.

Other than the changes outlined above I have decided to proceed with the structure changes proposed for the management structure.

PEOPLE & HIGH PERFORMANCE

I proposed changes to the current Strategic Partnering team and Organisational Development team, so we are best placed structurally to build an inclusive organisation that promotes a culture of high performance and accountability. Bringing strategic partnering and organisational development functions together under a new Director People & High Performance will help drive strategic change by investing in developing, coaching and equipping leaders and people managers to understand their management responsibilities and lift our overall capability.

I have decided to remove reference to 'culture' from the team's name and position titles in this team because all kaimahi are responsible for developing and lifting our culture, not one team.

I have read the feedback on my proposals and have considered the risks you raised with the proposed reduction in number of positions. Over the next 12 months, the People & High Performance team will lean in to support people leaders build their confidence and capability to lead teams without as much 'hands-on' direction. The feedback highlighted to me that the shift in approach required will need a transition period to set up and embed our new ways of working. To this end, I have asked the Deputy Chief Executive People, Culture & Enabling Services to set up an interim team of three positions to support the change needed for the People & High Performance team and our people leaders.

Critical to success is the need to have access to tools and collateral specifically aimed at assisting people leaders perform their leadership activities to a high standard. My expectation is that this toolkit will enable managers to undertake essential people leader activities every day that enhance employee experiences.

IN-CONFIDENCE

People & High Performance will be the one point of contact for all people leaders. Each Deputy Chief Executive will have a dedicated Manager People & High Performance contact and a small team of Partners to connect with for workforce planning, leadership development, performance and talent management and capability uplifts. This team will triage issues with leaders and managers and commission work from other People & High Performance teams to ensure leaders' needs are met. This new triaging approach is intended to provide more efficient and effective enabling services for managers. It will avoid duplication and unnecessary escalation because people leaders will know where and how to access the right services. I am comfortable with the position title changes as I particularly want to reinforce the focus on performance.

LEADERSHIP DEVELOPMENT & ENGAGEMENT

The role of leaders at all levels has become more complex and crucial, and the future of leadership development lies in embracing these changes and fostering a culture of continuous learning and development. I agree that there is a strong connection between leadership development, organisation engagement and other employee experiences including, as noted in the feedback, recruitment, talent management, performance recognition and rewards. People & High Performance has the expertise, tools and frameworks to effectively support these activities and bring about changes to ways of working in line with the strategic direction and new operating model. I have decided that accountability for developing an approach to leadership development and organisation-wide cultural capability, will stay with People, Culture & Enabling Services. I am, therefore, not proceeding with the proposal to move the Learning & Development Advisor position to the Learning Delivery team (Chief Social Worker & Professional Practice Group) and will instead retain this position in the Leadership Development & Engagement team.

Refer to the diagram at the end of this section for an overview of Learning & Development accountabilities between the People Culture & Enabling Services Group and the Chief Social Worker & Professional Practice Group.

In response to feedback, I can confirm my intention is for the Pacific Leadership Programme to be managed from the Leadership Development & Engagement function within People, Culture & Enabling Services. Similarly, I also agree with suggestions made that the competence about disability needs to form part of our leadership capability development, given the disabled tamariki, rangatahi and parents and caregivers we work with.

Other than the changes to the structure outlined above I have decided to proceed with the structure change proposed.

WORKFORCE MANAGEMENT

I proposed to establish a Workforce Management team headed by a Director Workforce Management position. The Workforce Management functions – Human Resources (HR) Services, HR Reporting & Analytics, Human Resource Information System (HRIS) & Applications Support and Payroll – are interdependent and sit well together. The change in the way of working for managers, and capability uplift described in the section on People & High Performance, will ensure our people leaders are equipped with the skills and have the support they need, to lead in an environment where greater accountability and high performance are expected. The shift in the way we work and HRIS improvements will mean the resource levels are sufficient. The Senior Co-ordinator and HR Co-ordinator positions will be a point of contact to support managers that ask for help. Depending on the nature of the support requested, it may be forwarded to the People & High Performance team for triage and/or response.

I disagree with the feedback suggesting the Senior Human Resources Co-ordinator position should be renamed Team Leader HR, as these positions will not have staff reporting to them. Therefore, the position title will remain unchanged.

IN-CONFIDENCE

I had proposed to centralise payroll services by shifting the reporting of Regional Administrator positions from the Manager Administrator Services positions (in Tamariki & Whānau Services) to Payroll in this Group. I am not proceeding with this proposal at this time and will therefore not establish a new position of Team Leader Regional Administrator reporting to the Payroll Manger position as proposed.

Other than the changes to the structure outlined above I have decided to proceed with the structure changes proposed.

EMPLOYMENT RELATIONS & REMUNERATION

I proposed to consolidate employment relations, industrial relations, and remuneration under a proposed new position of Director Employment Relations & Remuneration, and to decouple employment relations from industrial relations in the blended and generic positions to create clearer lines of accountability. The increased number of positions in the employment relations space directly relates to the new approach for triaging and managing complex employment relations cases in one central team. This will give greater visibility of organisational employment relations issues and activities, improved reporting and analytics, and a centre of excellence to manage them consistently.

I agree with the feedback that pointed out that complex cases will require legal advice. My preference is for legal advice for employment relations to be insourced in the first instance. In the System Leadership section, I explain some changes in resourcing from what was proposed within the Legal Services team. For that reason, the National Office Legal team will have capability and capacity to support complex cases. I want to be clear that the Legal team is providing advice directly to the Employment Relations Manager position and Employment Relations team, and not directly to people leaders. Under the new structure, the Employment Relations Manager will be the organisation's lead for all employment issues.

Feedback considered there may be a risk of more employment disputes with a reduction in HR Advisor and National and Regional HR Operations Manager positions. My expectation is for the People & High Performance function to place greater focus on lifting managers' capability to support their teams, coach and develop staff, and manage performance. Over time, I believe this will mitigate risk. The focus of the transition team (outlined above) on developing tools and ways of working that will support people leaders carry out their people leadership responsibilities, will also assist.

In relation to the reporting line of the Remuneration Manager, I consider placement within this function to be the most appropriate. There is a strong alignment with the industrial relations team, and remuneration often forms part of a broader employment and industrial relations focused team in other organisations.

I have decided to proceed with the structure changes proposed.

TALENT ACQUISITION

I proposed placing greater emphasis on talent acquisition activities, such as seeking to become an employer of choice, employer branding, and to actively manage our talent pipeline from the point of attraction to the point of exit. In keeping with this shift to manage broader talent management activities, I have decided to rename the function Talent Acquisition as proposed. I will also retain the position title for the Director Talent Acquisition. The title is in keeping with the market and the positions sitting at a similar level in the People & High Performance team.

I have decided to proceed with the structure change proposed.

The feedback summary

GENERAL FEEDBACK

Feedback was generally unsupportive of the proposed reductions in staffing levels because it would create risks that could significantly impact the effectiveness and success of Oranga Tamariki.

Feedback highlighted the following risks with the proposed staff reductions:

IN-CONFIDENCE

- diminished support for frontline staff – could lead to inadequate support impacting kaimahi ability to provide quality care and support to vulnerable children and youth
- culture reset would be challenged – with fewer staff there would be delays and/or inconsistencies in reshaping the organisational culture
- inconsistent performance management – reductions in staffing levels would impede the implementation and maintenance of performance management systems, leading to inconsistencies in performance evaluation and accountability mechanisms
- limited training and development opportunities – lifting management and people capability relies on targeted investment in training initiatives. Staff reductions would curtail the availability of training opportunities, hindering professional growth and skill development, particularly in culturally responsive practices
- increased workload and stress – consolidating functions and redistributing responsibilities would escalate workload and stress for remaining staff.

There were mixed views on the title of the General Manager position and team with some feedback suggesting the removal of 'high' because although we may aspire to be a high performing organisation we need to get the basics right first. Other feedback noted that responsibility for being a high performing organisation sits with all employees especially the Executive Leadership Team, not solely with this team. There was a request to keep 'leadership' in the title of this division and 'People, Culture & Leadership' was suggested as an alternative name.

Other general feedback concerned the ratio of manager to direct reports, noting that some of the teams were small and that the function overall was management heavy. This seemed at odds with an overall reduction in kaimahi in this area. It was noted that other Groups had functions consolidated and wider spans of control. Other feedback considered that a top-heavy structure would exacerbate a siloed way of working and confuse internal stakeholders about where to go for support. For some respondents, the large management/director team made this area of the organisation appear bigger, not leaner, and lacked a clear career path for kaimahi working in this area.

Finally, some respondents queried whether capacity would be needed to transition to the new structure and future state. This was suggested for two reasons – the first reason was because the proposed new structure would be difficult to navigate and would take time to bed in, and the second reason was because of the expectation that people leaders would be more self-sufficient across Oranga Tamariki. Training would be needed to enable this uplift and increased self-sufficiency. Without training there is a risk of an increase in grievances and employment relations issues.

SUGGESTED ALTERNATIVE STRUCTURE

Some of the feedback on the proposals recommended structure changes. These suggestions included reinstating positions proposed to be disestablished or establishing new positions, changing reporting lines, and reducing the number of proposed manager positions to streamline the management structure. A high-level summary of some of these suggestions follows:

- reconfigure the Employment Relations, Industrial Relations, Remuneration, People, Culture and High-Performance teams, which would require an additional six FTE
- reconfigure teams to align with the proposed Regional Commissioners (Tamariki & Whānau Services) and other Groups. Consolidate HR Operations, Organisational Development and the Strategic Partners under three managers, which would require between two to 12 additional FTEs
- include Senior Solicitors in the proposed Employment Relations & Remuneration team.

PEOPLE, CULTURE & HIGH PERFORMANCE

There was concern with the reduction in capacity, especially Senior HR Advisor and HR Advisors, because of the ongoing support needed to lift the leadership capabilities of frontline managers. It was noted that managers are already accountable for fulfilling their functions but are not held to account. Removing the HR Operations position would mean there would be less oversight of what managers are doing.

Wellbeing support was also highlighted as a support function that would be needed as we transition to a new structure.

Feedback considered that there would not be enough People & Performance Partner positions to complete the work that would be expected of them, and that we do not have the tools and systems to make up for this. Respondents were concerned that with a reduction in HR Advisor positions (People & Performance Partner), there would not be sufficient support for Operations Manager positions in Tamariki & Whānau Services but also other positions. It was considered that from a regional perspective, the HR Advisor positions (People & Performance Partners) are important for the support they give people leaders to respond to issues, which are often complex and time consuming. Often, managers require urgent input from an HR Advisor. This feedback also noted that these positions are being reduced but more management layers are proposed.

Some feedback queried the title of the position People & Performance Partner. Feedback suggested retaining the position titles of Strategic Partner and Business Partner, so it remains in line with the employment market terminology and is clear for internal people leaders. Other feedback asked for clarity about the difference between the positions of Senior People Partner, and People and Performance Partner. It was noted that a name change achieves little and what is needed is a different way of working if that is what is expected through the restructure. It was further noted that the position descriptions have had minimal change.

CULTURE & ENGAGEMENT

There was mixed support for a consolidated and single learning approach to learning and development for all kaimahi.

Feedback did not support shifting leadership development to the Chief Social Worker & Professional Practice Group because it would not have the resources, experience, and set-up to deliver. To change our culture and improve performance and accountability we need to develop our leaders. The proposed shift of this mahi to another part of the business makes no sense in terms of where knowledge rests to develop people leaders.

Leadership development is more than a training programme. A training programme on its own would not enable leaders to make this shift. People leaders require wrap-around support to be successful. Leadership development cannot be isolated from the other aspects of the employee experience including attraction, recruitment, onboarding, engagement, development, performance, talent management, succession, recognition and rewards, and exit. Leadership development must stay with People, Culture and High Performance because this team has the tools, frameworks and levers to effectively support our leaders to deliver in an environment of change.

Respondents acknowledged that just as social work is a profession supported by best practice, so too is leadership. The current Organisational Development team is the subject matter expert to develop and deliver leadership specific content and the team's work has a strong connection to culture, not purely leadership skills. With only one position proposed to shift to the Chief Social Worker & Professional Practice Group, feedback queried how this single position would be able to deliver leadership programmes. It was suggested that at least one new position of Senior Designer be established to work on the organisational leadership suite, or one of the current Senior Advisor Organisational Development positions also focuses on this work.

It was also suggested a dedicated leadership development team be established, with enhanced resourcing, and treated as a priority area. Other feedback disagreed with this idea, suggesting instead that consideration be given to having sufficient resources in the current Organisational Development team, which is highly capable and delivers results by focusing on priority areas throughout the year.

Some feedback said that wherever the training and leadership development function sits, it needs to include the development of disability capability given the numbers of disabled tamariki, rangatahi and parents and caregivers we work with. It was also suggested the Pacific Leadership Programme be transferred to the Cultural Capability Programmes team.

WORKFORCE MANAGEMENT

Feedback suggested keeping a baseline of nine HR Co-ordinator positions and not reducing it to eight because one less FTE would slow down the work and services to the organisation (e.g. onboarding). This pressure would be compounded by the disestablishment of Senior HR Advisor and HR Advisor positions.

Other feedback requested that a rostering system is developed given the large volume of rostered staff we have in the organisation. Currently the system does not recognise rostered staff and this raises issues with paying staff accurately and on time.

PAYROLL AND REGIONAL ADMINISTRATOR POSITIONS

Feedback sought a structural solution to the need for payroll and finance teams to be integrated. It was argued that payroll drives over a third of Oranga Tamariki overall cost, and with the current disconnect there are issues with overpayments, difficulties recovering overpayments, and data being out of date for forecasting and budgeting purposes.

HR SERVICES MANAGER

Feedback suggested that the Senior HR Co-ordinators should be called Team Leader HR so that it would be in line with the Payroll team. It was considered that the two types of positions have similar responsibilities.

EMPLOYMENT RELATIONS & REMUNERATION

Feedback in support of a consolidated employment relations function considered it would provide oversight of organisational risk, efficient and consistent processes and best practice responses for kaimahi. Feedback requested clarity about whether the management of employment relations issues would shift (immediately or over the short to medium term) from HR Operations to a consolidated employment relations function. If it is an immediate shift, the proposed new team would need to access legal advice, either by outsourcing advice or receiving it from the internal Legal team. The current employment relations team receives legal advice for complex cases, and this support would still be needed under the proposal. Feedback on the proposed changes to the Legal Services team also noted that it would not have the capacity to support this function. It was noted that other ER-heavy government departments and entities have their own specialist employment lawyers or employment law teams.

There was also concern that with the reduction in HR Operations positions, there may be an increase in employment disputes. Other feedback noted that with a heightened focus on performance and accountability in the new structure it is likely to lead to a greater call on employment relations specialists. It was suggested that we should put additional resource into positions that would develop managers so that we don't have employment disputes, rather than establishing new positions in the employment relations area.

Other feedback considered that the Remuneration Manager position should report elsewhere. Options included reporting to:

- General Manager People, Culture & High Performance because the position is important and should report to the most senior position in this area
- Director Talent Acquisition team to ensure a more strategic approach to retention and recruitment.

TALENT ACQUISITION

Feedback queried why the position changed from Recruitment Manager to Director Talent Acquisition without any significant change to structure, size, or team.

Health, Safety & Security

The decision

I have decided to proceed with the structure change proposed for the Health, Safety & Security (HS&S) team, and am confident that it will deliver on the organisation's commitment to prioritise safety, security, and wellbeing.

The two Lead Health Safety & Security positions (one new) reporting into the HS&S team will provide co-ordinated and consistent support for the Tamariki & Whānau Services Group and the Youth Justice Services & Residential Care Group. This change was well supported in the feedback.

The Senior Business Analyst HS&S is a new position that will work with the Health, Safety & Security leadership team to drive continuous improvement by identifying and maximising opportunities to use evidence, data and technology solutions to improve health, safety and security processes and reporting. This position will also be responsible for contributing to the development of the Business Plan, business performance and regular reporting across the HS&S portfolio to the Executive Leadership Team (who are Officers under the Health and Safety at Work Act 2015).

To be clear, it is not intended the new position of Senior Business Analyst HS&S do the job of the three current specialist positions – Senior Business Analyst H&S Strategic Programmes, Senior Business Analyst Security and Senior Business Analyst Wellbeing. This is a new position set up to consolidate reporting, ensuring an integrated view of health, safety and security. It will require a new way of working with the broader Health, Safety & Security function, and across Groups, to ensure advice is pro-active and evidence-based. Together, the team will build relationships with leadership teams and gather evidence from regions, residences and homes about health, safety and security gaps that need to be prioritised so that kaimahi, and the tamariki and rangatahi in our care, are in safe and healthy environments.

I am confident the teams reporting into the Head of Health, Safety & Security have sufficient capacity to do work that ensures managers and kaimahi know what is expected of them under legislation, and can access information, systems, and processes to respond to incidents. The expectations and responsibility for our health and safety culture sit with the Executive Leadership Team as Officers under the Health and Safety at Work Act. The Emergency Management team and Security teams both have sufficient capacity and capability to continue to deliver business continuity, emergency management and security functions to the expected quality standard. This is not about increasing resourcing at the centre. It is critical that these functions continue to enhance the model for delivering these functions with, and through, people leaders. Over time, my expectation is that the leadership teams across all Groups increasingly undertake preventative work to help kaimahi identify and eliminate workplace hazards and risks.

I am still of the view that the Wellbeing & Strategic Programmes have reached a sufficient level of maturity to be folded into the Manager Wellbeing position. The Wellbeing team has the capacity to deliver the wellbeing programmes and services to the organisation. My expectation is for this team to have a close working relationship with the People & High Performance team to ensure leaders are able to deliver a people-centred approach to supporting kaimahi wellbeing.

I have decided to proceed with the structure changes proposed.

INFORMATION SECURITY

I had proposed the information security function shift reporting line from Data & Information to Technology & Channels. While this was supported by some feedback, on reflection I think that information security should sit with HS&S with a dotted line to the Deputy Chief Executive People, Culture & Enabling Services. I agree with the feedback suggesting that changing the reporting line to the Chief Information Security Officer (CISO) position gives independence from the Chief Technology Officer, and therefore avoids any perceived or real conflict of interest.

Information Security better aligns with health and safety because it brings together the three domains of the Government's framework for Protective Security Requirements i.e. personal, physical and information security. It will safeguard the independence of the function (with its responsibility for assuring ICT changes unabated) and ensure that the primary focus on Information Security continues to be the safety and wellbeing of our people and the tamariki we serve (not just compliance). I have decided that the CISO position and its team of two Senior Information Security Advisor positions will move to the HS&S team. The CISO will report to the Head of Health, Safety & Security position.

Other than the change outlined above I have decided to proceed with the structure changes proposed.

The feedback summary

Feedback on the proposals relating to the HS&S functions generally disagreed with the positions proposed to be disestablished. Most of the comments focused on the wellbeing function. Feedback said that the proposal fails to uphold the organisational commitment to prioritise safety, security, and wellbeing. In terms of value-add for the frontline, feedback noted that adequate capacity and capability is needed in this team for frontline kaimahi to make legally compliant decisions regarding health and safety and to access necessary support. A lack of sufficient resources would reduce the technical capability and expertise available to support frontline kaimahi. It was also noted that without adequate capacity and capability, the organisation is at risk of not complying with the Health and Safety at Work Act 2015, an increase in personal grievances and other employment disputes.

It was argued that the proposal to replace the specialist Senior Business Analyst positions (i.e. H&S Strategic Programmes, Security, and Wellbeing) with a generalist position would not work. The HS&S team comprises specialists and these functions cannot be replaced by a single position because there is not the capacity for one position to pick up this work, nor is there the expertise in one person to undertake the range of specialist functions. The Manager Wellbeing position would also not have the capacity to absorb the work of the Senior Business Analyst Wellbeing alongside the current work programme. It was suggested that the Senior Business Analyst Wellbeing position be changed to a Wellbeing Specialist position to recognise the expertise and contribution of this position.

Feedback also considered that Oranga Tamariki has not reached a level of maturity for the team to be reduced in size. Even though the Wellbeing Programme is completed, it was suggested that the Delivery Lead Wellbeing & Strategic Programmes position is changed to be a Delivery Lead Health, Safety and Security Programmes and the breadth of position is expanded to include these additional functions.

Feedback suggested that the Emergency Management team should have more resources. Emergencies pose significant risks to our operations, personnel, and stakeholders. Emergencies are evolving and now include cyberattacks, pandemics and climate change-induced disasters. Having a robust and well-equipped Emergency Management team is paramount for effective response, mitigation, and recovery. It was considered that our existing resources may not be sufficient to adequately address the diverse and dynamic nature of these threats.

Support for the proposals in the HS&S team included the proposal to have two (one new) Lead Health Safety & Security positions supporting the Residences & Community Homes Group.

INFORMATION SECURITY

Support for the proposal to move responsibility for the Information Security function to Technology & Channels stated that it would enable the alignment of activities around information risk management. Any risk around conflict of interest would be managed via a dotted line into the Deputy Chief Executive. Other feedback noted that the Chief Information Security Officer (CISO) already had a strong presence in Technology & Channels.

Some respondents did not support the move. Examples of feedback included:

- that it may be problematic in the long term because the issues that need to be addressed may take a back seat, e.g. addressing cyber and other security risks
- the CISO should be at the same level as the CTO to ensure independence and avoid a conflict of interest
- the CISO could move into the Health, Safety and Security team to give independence from the CTO.

Infrastructure

The decision

I appreciate the ongoing challenges facing the Infrastructure team to provide quality enabling services that support the organisation develop and manage its fleet and property infrastructure. As explained in the *Proposal for Consultation*, it is too early to make significant changes to the structure of this team until such time as the Government has made decisions about changing its office accommodation portfolio and possibly centralises some functions. My expectation is that the Infrastructure leadership continues to work with the Deputy Chief Executive People, Culture & Enabling Services to prepare for the Government's decision (expected mid 2024). The feedback provided through this process, alongside work already completed, will be useful for when the Government has made its decision.

I proposed to establish a Fleet Analyst Lead position reporting to the National Director Infrastructure Operations. I have decided to establish this position and agree with the feedback that the title for the position should be changed to Fleet Lead.

Other than the changes outlined above I have decided to proceed with the structure changes proposed.

The feedback summary

All of the feedback on the Infrastructure team noted that it is currently operating under capacity. Suggestions were made to address this problem, which are summarised below. Some respondents were disappointed that work done recently to restructure the team had not been included in the proposed restructure.

Feedback noted that the Infrastructure team is 'running on empty' and has passed critical minimum levels of resource. Unfilled positions have not been filled because of the freeze on recruitment and the intent (noted in 2023) is to realign the team to a better structure with the right capability, capacity and resource in the right location. It was considered that the Infrastructure team needs to include capability to plan for the future with respect to Strategic Asset Management and reporting, more than one fleet resource, a Capital Works Capability, a national leadership of the Facilities Management Officer (FMO) team and operational teams that are aligned with the proposed three regions.

It was suggested that the Fleet Analyst Lead position change its title to either Fleet Lead, Fleet Services Lead, or Fleet Operations Lead. It was also suggested that this position report directly to the Head of Infrastructure.

Feedback suggested that the proposed disestablishment of the vacant positions not proceed. The positions and rationale for keeping them follow:

- Infrastructure Strategy & Engagement Manager – this position would focus on the future Property Portfolio Planning and Reporting. This is essential if we want to have a planning function and not be stuck in reactive mode. The Asset Specialist position would report into this position
- Programme Director Property – it is essential that the organisation has a Capital Works function to delivery complex projects. This function currently relies on costly external consultants. This position, a Manager and a Delivery Manager (at a minimum) are essential for a functioning Infrastructure Group
- Facilities Team Lead – Facilities Management Officer and Facilities Coordinator positions would report to this position (rather than to the National Director Infrastructure Operations which currently has 16 direct reports). The Lead would guide and manage workflows, manage kaimahi on a daily basis and to help the business deliver its outcomes
- Property and Facilities Manager – this position looks after the national office suppliers (e.g. mail, supplies, vehicles, alarms, MSD liaison) as well as supporting property in the Wellington Region. Without this position, no one will do these functions.

Respondents suggested there could be Property and Facilities Managers (PFMs) and Senior PFMs. PFMs could incorporate project work relating to Homes and Senior PFMs could do Work Environment project work. Larger projects operating over a longer period could be outsourced to experienced external providers. Other feedback suggested establishing Project Delivery Managers to lead larger projects.

Enterprise Programme Management Office (EPMO)

The decision

I have decided to shift the EPMO to the People, Culture & Enabling Services Group (PCES), rather than System Leadership as proposed. EPMO delivers priority programmes and projects, employing strict disciplines and good governance to realise change and benefits for the organisation. Having EPMO in PCES aligns well with the Finance function, especially given my decision to shift the commercial procurement function into EPMO. The EPMO will work closely with Finance and provide an enterprise view of investment and help to drive, monitor, and assure the efficiency and effectiveness of our spend.

My expectation is that the EPMO will co-ordinate with the governance and business planning functions in System Leadership to stay aligned with the implementation of our strategic direction and delivery against our core purpose. I have decided the governance function will remain in System Leadership as proposed rather than forming part of the EPMO as suggested. My expectation is for the team of governance subject matter experts to share governance frameworks with, and provide advice to, the EPMO.

I have also decided to put in place a different structure to what was proposed, based on your feedback. I agree that the suggested structure better meets my intention to set up a team that understands the operating model and is deeply embedded in supporting change. The EPMO will apply a charge-back model and employ fixed term delivery positions (e.g. Project Manager and Business Analyst positions) that are sourced for each project's specific needs. This will mean there will be no lost productivity through underutilised kaimahi. This model will be used, for example, for delivery of the Frontline Technology System Upgrade programme and military-style academies.

I have decided on the following structure for the EPMO:

- Retain the following positions:

IN-CONFIDENCE

- Head of EPMO
- Manager Project Capability – to retain the community of practice model and support retention of delivery kaimahi (through fixed term contracts) who develop an understanding of the business which can be applied across multiple projects. This is an industry recognised model applied widely across both public and private sectors. The position will report to Head of EPMO and have reporting to it:
 - Project Management Practice Lead – with a team of two Project Managers and four Senior Project Managers reporting into this position
 - Co-ordination Practice Lead – with a team of six Project Co-ordinators and one Programme Co-ordinator reporting into this position
 - Business Analysis Practice Lead
- Manager Benefits, Change & Reporting – this is a position title change from Manager Enterprise Change & Benefits. The position will ensure that investment in change is strategically sound, realises a return on investment and is delivered in a way to maximise the adoption of change and, therefore, the maximum return on investment. The position will report to Head of EPMO and have reporting to it:
 - Principal Analyst Planning & Reporting (with a name change from Principal Analyst Portfolio Planning & Reporting)
 - Change Management Practice Lead – with a Senior Change Manager reporting into this position. This is a change in reporting line for the Lead from the current structure because it aligns better with the functions of this position
- Establish the following new positions:
 - Manager Programme Delivery – to provide technically sound leadership and coaching support to Programme Managers to deliver effectively. Senior Responsible Owners/Executive Sponsors require expert advice and guidance on strategies to deliver programmes and navigate governance. This position will report to Head of EPMO
 - Senior Analyst Benefits, Change & Reporting – will report to Manager Benefits, Change & Reporting.

PROCUREMENT

Currently commercial procurement functions sit across the Finance and Technology & Channels teams. I proposed to consolidate the procurement capability into one function and under one management position in Technology & Channels so PCES has a single high performing and well aligned commercial procurement team. There was good support for consolidating these procurement functions. I have decided procurement sits best with a corporate function and have therefore decided to consolidate it within PCES.

It was noted, however, that because commercial procurement includes ICT as a speciality discipline, including it in Technology & Channels could create a conflict of interest between the monitoring function of procurement and the purchasing needs of Technology & Channels. I agree with the feedback that our procurement function must be transparent and free from any conflicts of interest, both perceived and real. I have decided, therefore, to consolidate the procurement function under EPMO because this team should oversee material investments. I agree with the feedback that the procurement function is designed to ensure value for money, market fairness and open and transparent purchasing arrangements, and that these principles sit well in the EPMO. By shifting the procurement function to EPMO, we will enhance transparency, ensure we are joined-up and have our procurement team domiciled within a function that can best provide an enterprise view of our investments and our fiscal sustainability.

In making this change I have:

- established a new position of Manager Commercial & Digital Procurement reporting to the Head of EPMO
- disestablished the two positions of Procurement Manager and Manager Digital Commercial Partnering
- changed the reporting lines of the positions that report to the current management positions to the new position of Manager Commercial & Digital Procurement.

The feedback summary

Respondents generally supported the shift of the EPMO to System Leadership. It was considered that aligning the EPMO with System Leadership would allow the EPMO, Business Planning and Governance functions to work closely together as there is an alignment between the three functions.

Resourcing the EPMO with permanent FTEs was supported but not at the levels proposed. There was some acknowledgement that the current team was too big, however feedback was unresponsive of the proposed downsizing. It was considered that the proposed structure “would set Oranga Tamariki up for failure and condemn the organisation to outsourcing its change to the ‘big 4’ at triple the cost of an internally built capability.”

It was considered that only two to four programmes could be supported by the proposed structure, and it would not support the anticipated change and pipeline of work. Other feedback believed the team should not be called an EPMO or that it is disestablished because it could not function as proposed.

It was considered that the programme manager positions were too broad (managing nine direct reports and a programme is a heavy workload), unrealistic and misunderstood (these positions are not benefit and value specialists). It would be difficult to attract people to these positions.

There was a request to reconsider the proposal to disestablish the Business Analyst positions (Business Analysis Practice Lead, Business Analyst and Senior Business Analyst). It was noted that business analysts are critical for delivery of projects and the function cannot be picked up by teams across organisation or project managers within EPMO. A Business Analyst knows the organisation and its systems, bridges the gap between IT and the business using data analytics, process modelling and other techniques, and is a change expert. With a proposed leaner organisation, respondents did not think there would be the capacity for this function to be picked up elsewhere, even if training were made available.

It was further noted that the EPMO was recently reviewed, and adopting the recommendations from that review led to the set-up of communities of technical practice, support for Programme Managers, and a focus on benefit realisation to drive quality of delivery and drive down the cost of delivering change.

SUGGESTED ALTERNATIVE STRUCTURE

Some feedback suggested a smaller team than the status quo but one that retained some of the capability proposed to be disestablished. A high-level summary of some of the suggested changes included:

- resetting the Manager EPMO position to a General Manager or “Head of” position
- bringing Governance into the EPMO given the alignment between the two. The manager Governance would report to a General Manager EPMO
- reducing the number of Project Co-ordinator positions and replacing them with Business Analyst or Change Manager positions

IN-CONFIDENCE

- a smaller structure comprising a Head of EPMO, critical EPMO specialist leads and analytical capability, with permanent and fixed term project and change capability funded by programmes of work (not an EPMO cost). This could look like the following positions and teams reporting to the Head of EPMO:
 - Project Capability Manager position with a team of three Practice Lead positions (Business Analyst, Project Manager, Project Co-ordination)
 - Manager Benefits, Change & Reporting position with a team of three SMEs
 - Manager Programme Delivery position with a team of temporary Programme Manager positions
 - Team co-ordinator
- shifting positions from other parts of the organisation into the EPMO that have transferable skills, e.g. change and project positions in the Infrastructure team (People, Culture & Enabling Services).

PROCUREMENT

There was support for bringing procurement functions together. Support for shifting the function into Technology & Channels stated it would support PCES to have a single high performing commercial procurement function with a well aligned commercial and digital procurement team. It would also reduce confusion, conflicting advice and provide one centre of expertise and excellence for the business to engage with.

Other feedback suggested shifting the procurement function to:

- Commissioning & Investment in the Enabling & Community Investment Group because of the similarity in processes and rules
- EPMO because this team should oversee material investments. The procurement function is designed to ensure value for money, market fairness and open and transparent purchasing arrangements. These principles sit well in the EPMO.

It was argued that because commercial procurement includes ICT as a speciality discipline, including it in Technology & Channels creates a conflict of interest between the monitoring function of procurement and the purchasing needs of tech and channels.

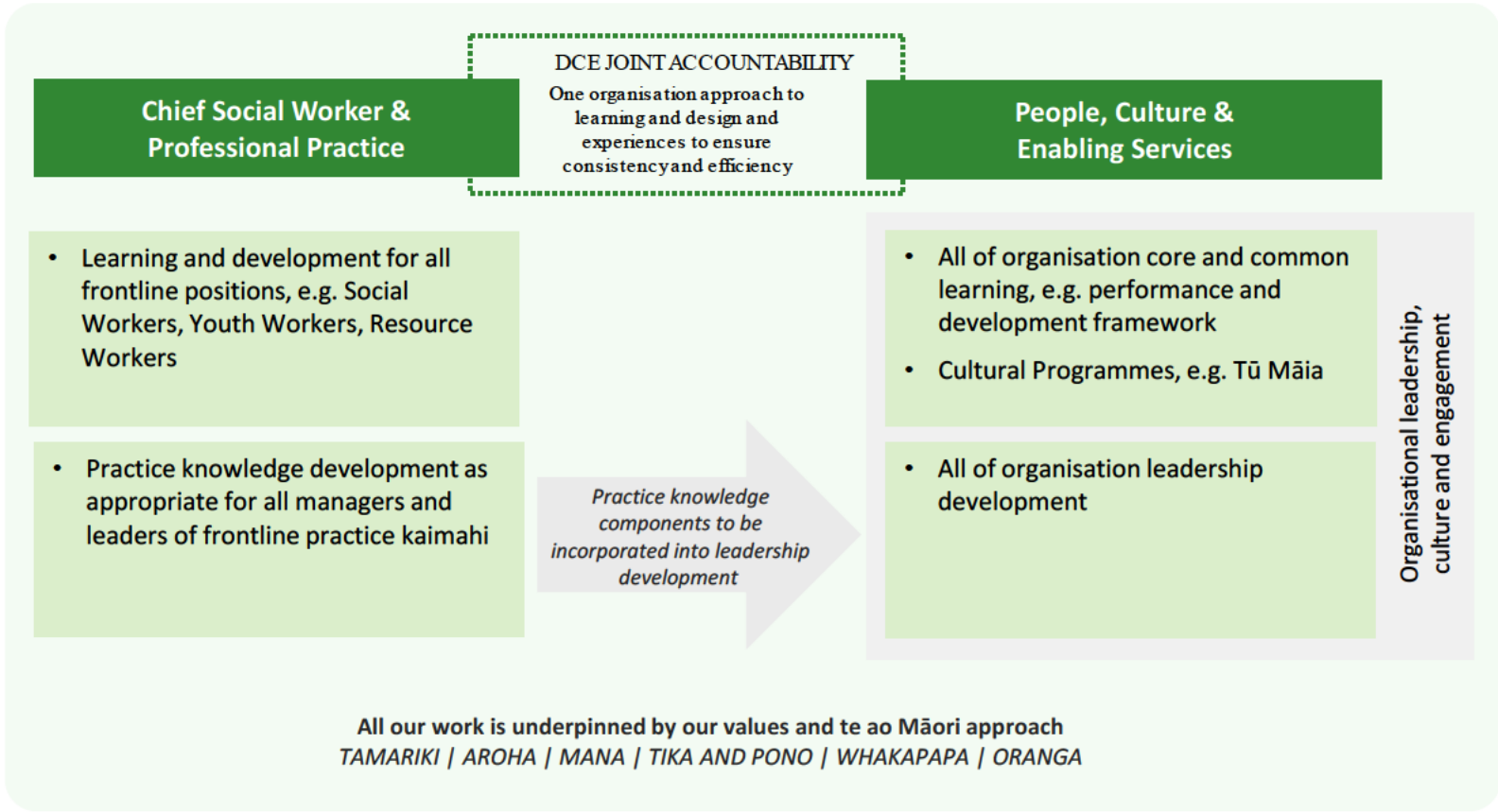
Office of the Deputy Chief Executive

Refer to Executive & Administration Support section for details of the decision and feedback summary.

Diagram 1: Learning & Development: Accountabilities Overview

Chief Social Worker & Professional Practice and People, Culture & Enabling Services

Learning and development: Accountabilities Overview



2.8 Office of the Chief Executive

This section outlines:

- a summary of the structure changes proposed for the Office
- a summary of the decisions made for this Office
- the confirmed structure decision for each function within the Office
- a summary of the feedback received (refer to What Say You for more detail).

The confirmed purpose of the Office and its functions are outlined in the Leadership Overview at the front of this document.

For:

- information about the changes to the Executive Leadership Team refer to section 2.1.
- information about how these decisions impact on your position refer to Part 2: Structure charts and impacts
- a description of the new positions, read the position descriptions on Te Pae, under the Organisational Restructure page.

The proposal summary

I proposed changes to help enable a strong and focused backbone to the organisation. I proposed to:

- down-size advisory and management support for the Chief Executive
- realign and consolidate specialist advice for Pacific and Disability within the Voices team in Enabling Communities & Investment
- have a smaller and specialised communications team
- bring Ministerial Support into the Office of the Chief Executive with responsibility for managing ministerial correspondence as well as managing Oranga Tamariki employer responsibilities for the Private Secretaries in the Minister's Office
- permanently shift the governance function from this Office to System Leadership
- consolidate and permanently shift the risk and assurance functions from this Office to People, Culture & Enabling Services
- set up a consistent, shared and smaller structure for executive administration support for the leadership team in the Office.

The decision summary

I have decided to:

- down-size advisory and management support for the Chief Executive
- realign and consolidate specialist advice for Pacific and Disability within the Voices team in Enabling Communities & Investment, with a focus on implementation of strategy
- reconfigure the smaller and specialised communications team from what was proposed
- shift accountability for Ministerial Support to System Leadership and not to this Office as proposed
- permanently shift the governance function from this Office to System Leadership

- retain a reconfigured risk and assurance function within the Office, and not move it to People, Culture & Enabling Services as proposed
- set up a nationally consistent, shared and smaller structure for executive administration support for the leadership team in the Office.

Chief Executive Advisory Team

The decision

I acknowledge the feedback that suggested the number of advisory positions was either too few for a Chief Executive's Office or too many compared with the Offices of the Deputy Chief Executives.

The Office of the Chief Executive holds a greater range of relationships, broader functional responsibilities and supports the Chief Executive on cross-organisational matters. The new and more senior Principal Chief Executive Advisor positions together with the Principal Advisor position will be able to move at pace across the full range of activities. The reconfiguration provides the opportunity to implement different and more efficient ways of working to address the administration activities. For this reason, I believe the structure proposed has the right number and level of advisory positions compared with other parts of the organisation structure.

I have decided to proceed with the structure change proposed for the Chief Executive Advisory team.

The feedback summary

Some feedback suggested that the Office of the Chief Executive should have less advisory support, or the same as proposed for the Offices of Deputy Chief Executive, which would mean having a single Chief Advisor and not the proposed Principal Chief Executive Advisor (2) and Principal Advisor positions.

There was also feedback suggesting that the Principal Chief Executive Advisor positions may need to be supported by an advisor or senior advisor position which would report to the proposed General Manager Office of the Chief Executive. This position would support workflow such as logging correspondence and other documents, process overnight advice, and generally alleviate the administrative aspect of the work. It could be a permanent position for the Office or filled by a secondment.

Tumu Tikanga and Chief Advisors to the Chief Executive

The decision

There was some discussion in the feedback about the purpose of the Tumu Tikanga position and its role as part of the Executive Leadership Team. I can confirm this position holds the mantle of tikanga for the whole organisation. National cultural leadership for the organisation is important, and not being a formal member of the Executive Leadership Team does not detract from this intent.

I want to acknowledge, as noted in the feedback, the contributions the Chief Advisor Pacific and Chief Advisor Disability have made in raising the visibility of Pacific and disabled communities. The Chief Pacific and Disability Advisors have now fulfilled their original responsibilities for establishing relevant strategies for Oranga Tamariki. As outlined in the proposal this important work will continue into an implementation phase. The importance of focusing on Pacific and disabled/high needs tamariki will continue alongside the work of the broader Voices team in Enabling Communities & Investment which has an implementation and reporting focus.

I appreciate the suggestions made to reassign responsibilities for the Regional Pacific Collectives to the Voices team, and for the Makahiki Leadership programme to be incorporated into the work of the People, Culture & Enabling Services Group that will have responsibility for the delivery of leadership programmes. I will pass this on to the relevant Deputy Chief Executives.

I have decided to proceed with the structure changes proposed for the Tumu Tikanga and the Chief Advisor positions.

The feedback summary

Most of the feedback on the Tumu Tikanga position noted its importance to support and advise the Chief Executive and Executive Leadership Team on cultural issues and practice, and to lift cultural competency at National Office. Removing the position from the Executive Leadership Team was considered a demotion. Others disagreed with the position, noting that cultural competency is an expectation of all kaimahi and the Chief Executive and Leadership Team do not require additional support. Some considered that there is a greater need for cultural competency in the regions (e.g. with overseas' trained social workers being recruited) compared to National Office, whilst others saw an equal need across the regions and National Office.

Some feedback supported the proposals relating to the Chief Advisor Pacific and the Chief Advisor Disability positions. Their contribution to raising the visibility of Pacific and disabled communities was acknowledged and applauded. It was noted these positions have progressed work on how the needs of these populations are met.

Other feedback expressed concern at disestablishing the two chief advisor positions, particularly at this time. Feedback on this theme included for example:

- Oranga Tamariki has not reached a sufficient level of maturity to disestablish the Chief Advisor Pacific and Chief Advisor Disability positions, and more needs to be done to integrate and prioritise Pacific and disabled communities as well as other marginalised communities, notably Māori and rainbow
- reducing the number of chief advisor positions would undermine the ability of Oranga Tamariki to foster accountability across the children's system
- retaining the two Chief Advisor positions in the Office of the Chief Executive, even for a transitional period of up to 12 months, to ensure they are part of embedding change into the new structure
- the Chief Advisor Pacific position has created visibility for Pacific kaimahi and provided strategic advice to the Chief Executive and Leadership Team on issues relating to the needs of Pacific children and communities. This senior position also takes a leadership role with the Pacific Panel. If the Chief Advisor Pacific position is to be disestablished, it was suggested that the Regional Pacific Collectives coordination support sit with the Voices Pacific position, and the Makahiki Leadership programme be run out of the proposed Chief Social Worker and Deputy Chief Executive Professional Practice Group.

Communications – General

The decision

I have reconsidered the configuration of the Communications team structure, mostly in response to a detailed submission from the Communications team. The main change is to accommodate more resource for content and channels activities. The changes include position titles, reporting lines, and rebalancing the number of current and proposed new positions.

This team, led by the Director Communications & Media (renamed from the proposal in response to feedback) will now comprise the following teams:

- Media
- Organisational Communications
- Content and Channels.

I endorse the team's suggested approach to developing a prioritisation framework for all communications work requests to ensure requests align to the Ministry's strategy. This approach will be owned by the Communications & Media management team and will ensure the team's workload and workflow remains focused and sustainable. Adjusting to our new context and adopting different ways of working aligns with my expectations of the way forward.

The feedback summary

There was general support for Communications to sit in the Office of the Chief Executive.

SUGGESTED ALTERNATIVE STRUCTURE

Feedback suggested a revised Communications team structure that would realign teams and positions to deliver core functions and services. This feedback acknowledged the need for a generalist approach across all functions but pointed out the need for skilled experts especially with design, production and web functions. The suggested changes to the number and functions of positions in all teams was to better meet the demands on the teams. Nevertheless, it was noted that with fewer staff overall the teams would need to reprioritise work and change the way they support DCEs and their teams.

This feedback also suggested strengthening the Māori cultural capability in the position of the Director Communications to ensure accountability and delivery for communication and media strategies that target Māori communities. This would include preparing a Communication Strategy and Māori Media Strategy. The Director Communications & Media would lead the development and implementation of programmes to develop and demonstrate the confidence and capability in te reo, tikanga and te Tiriti of the Communications team and would build organisational knowledge of why and how te ao Māori needs to be at the centre of our work.

The alternative proposal included changes to the three team names, composition, and position titles. The Director position would be called Director Communications and Media. The alternative proposal involved the following three teams:

- Media
- Organisational Communications
- Content and Channels.

The feedback considered that the change in reporting lines would better align positions to functions and would organise positions in a way that enables more cohesion and collaboration in and across all Communications. The rationale for the suggested change to position titles was to better reflect the suggested functions of the teams.

Feedback also noted that the General Manager Communications is supported currently by two Advisor positions and one Executive Assistant position. Feedback suggested the establishment of a Principal Advisor or Chief Advisor position to support the proposed new Director Communications and work directly with the Office of the Chief Executive and offer a progression pathway for senior kaimahi in the team.

Communications – Organisation Communications, Content & Channels, Media and Strategic Communications

The decision

Rather than establishing the Organisation Communications & Services team and External Communications team as proposed, I have decided to set up an Organisational Communications team and a Content & Channels team. Your feedback suggested this shift will better align positions to functions, and I agree.

ORGANISATIONAL COMMUNICATIONS

The Organisational Communications team will concentrate on internal and external communications. I agree with the feedback that bringing the communications advisor positions together will better enable them to support each other's work, whether the communication is internally or externally focused.

This means the positions of Senior Communications Advisor, Senior Māori Communications Advisor, Senior Internal Communications Advisor and the Communications Advisor will report to the Manager Organisational Communications. I had proposed to establish a new position of Graduate Communications Advisor, but to rebalance the resource requirements of the Communications team as a whole, and in line with feedback, I have decided not to proceed with this proposal or to turn the role into a Co-ordinator position.

CONTENT & CHANNELS

The Content & Channels team will concentrate on web content, design and engagement activities. The Technology & Channels team (People, Culture & Enabling Services) will take responsibility for maintenance and upgrades, especially given they are already involved in this work now as noted in the feedback.

I acknowledge the services of the Content & Channels team are in high demand. I have responded to the broader work activities undertaken by the team as outlined in the feedback and the capacity concerns raised about web support through different and additional resourcing. However, the work programme will also need to be prioritised accordingly, as suggested in the feedback. I will:

- remove the proposed new position of Events Co-ordinator which you thought the events workload did not warrant, in favour of reinstating the current position of Designer which was proposed to be disestablished (with a change in position title to Advisor Design)
- change the reporting lines of the Senior Events & Engagement Advisor and Video Content Producer positions to the Manager Content & Channels
- change the position title of Senior Designer to Senior Advisor Design and change the reporting line to the Manager Content & Channels.

I will also:

- change the proposed new Web Advisor to a Senior Web Advisor position
- reconfigure the proposed new position of Social Media Advisor to a Social Media & Web Advisor position.

Making these changes to the structure will provide greater support and capacity for web content, including support for web upgrades and testing work as noted in the feedback. My expectation is for the Manager Content & Channels to provide the appropriate overview and prioritisation to enable a manageable workload. Social media monitoring will be outsourced to free up capacity for the social media aspect of the combined social media and web advisory work. The Senior Web Advisor and Social Media & Web Advisor positions will report to the Manager Contents & Channels.

In light of the feedback received, I have also decided to reinstate the position of Lead Content Designer which was proposed to be disestablished. The reporting line of the position will change from the Communications team to the Manager Practice Development in the Chief Social Worker & Professional Practice Group (refer to Chief Social Worker & Professional Practice section for more detail).

Other than the changes outlined above I have decided to proceed with the structure changes proposed.

MEDIA

I have decided to establish two new Media Advisor positions, rather than one new additional Senior Media Advisor position and one new Māori Media Advisor position as proposed. On balance you thought bringing in Advisor level positions would provide more opportunities for progression, and I agree.

Across the organisation I am reducing the number of Māori specialist positions in favour of a more integrated and collective responsibility approach to ensuring appropriate cultural capability. I have decided to apply this approach to the management of all media engagement and therefore all media positions. For this reason, I am removing the new Māori Media Advisor position I had proposed. In addition, I am updating the position description of the Director Communications & Media to ensure the holder of this position has experience engaging and developing relevant strategies across the communication and media functions in ways that strengthen Māori cultural capability. Through this change we will, as you suggest in your feedback, more effectively focus on, and reach Māori communities.

STRATEGIC COMMUNICATIONS

You suggested the Director Communications & Media be supported by a Principal or Chief Advisor position. I do not believe the Director position warrants an additional senior advisory position. It is my expectation that the Director will work closely with the General Manager of the Office of the Chief Executive (including the small team of senior advisory positions that support the General Manager), and between them manage strategic and day-to-day communications.

I have decided to proceed with the structure change proposed.

The feedback summary

ORGANISATION COMMUNICATIONS & SERVICES

Feedback commented on the capacity of the Organisation Communications & Services team to fulfil functions with the proposed reduction of positions, noting a risk that some work may need to be outsourced, with higher cost and lower quality.

Respondents considered it unrealistic to propose a single Senior Designer and Video Content Producer to oversee all design responsibilities, including digital design, animation and video production. Without additional capacity the team will struggle to produce quality content. It was also noted that there is a high demand for design services including from senior leaders and others who request reports or presentations to be formatted, or an A3 to be produced.

EXTERNAL COMMUNICATIONS

Feedback on the External Communications team focused on the reduction in resources and commented on specific positions. A high-level summary of some of the feedback on proposed positions follows:

- the proposed new Senior Media Advisor position, aimed at raising social media presence, seems to overlook the critical designer role dependencies and poses a risk to brand consistency and communication effectiveness
- Events and Engagement is an important function because it can drive engagement and culture change. In other organisations the position is in an Organisational Development team and as such, it could be moved to People, Culture and Enabling Services. Other feedback however saw a close alignment between the Communications team and events
- the Senior Māori Communications Advisor position does not need to be fluent in te reo Māori for Oranga Tamariki to better engage with Māori media. Other feedback suggested that rather than have this dedicated position, cultural capability should be an expectation of all media staff and inclusion of Māori media should be part of a media strategy.

CHANNELS & MARKETING

Feedback considered that there would be insufficient capability and capacity to maintain seven websites and an intranet, as well as respond to the high volume of feedback and requests. It was argued that the team should take a strategic approach to publishing content on our websites rather than the current reactive approach. It was suggested there be three web specialists – one focused on the Practice Centre and two for all other websites, Te Pae, analytics and other support functions.

With respect to the proposal that responsibility for the web system maintenance and upgrades sit with the Chief Technology Officer, feedback suggested that it shows a lack of understanding of what the Channels & Marketing team does. Feedback included the following examples:

- all larger Ministries have a dedicated web/channels function
- web maintenance and upgrades are two of the many tasks of the team and comprise 5-10% of the current team's time, therefore not much work would be freed up by moving this function
- Technology & Channels team is already involved in many of the upgrades and wider projects in terms of security, project methodology and oversight
- Technology & Channels would still need Communications input because it is the business owner of the websites. It would still be the Communications team's job to make sure any updates and changes are tested and fit for purpose from a user perspective, with problems and bugs identified.

MEDIA

Feedback on the proposed changes to the media function is captured in the alternative suggestion above and under the External Communications team.

STRATEGIC COMMUNICATIONS

Feedback on the proposed changes to strategic communications is captured in the alternative suggestion above.

Private Secretaries

The decision

I had proposed the Private Secretary positions report to the Manager Ministerial Support. However, I have now decided to change the reporting line of Ministerial Support to System Leadership.

The two Private Secretary positions will therefore remain in the Office of the Chief Executive, and change reporting line to the General Manager, Office of the Chief Executive. I believe two Private Secretary positions are appropriate to support the Minister. If it is later identified that more capacity is required in the Minister's Office it will be addressed at that time.

The feedback summary

It was suggested the Private Secretary positions could report to the General Manager or a Principal Chief Executive Advisor position given the significance of their relationship management role between the Minister's Office and Oranga Tamariki. Another view was that there could be a conflict for the Private Secretary position to report to the Manager Ministerial Support and commission work from the Minister to Ministerial Support. However, other feedback supported the proposed reporting line to the Manager Ministerial Support. There was also a view that there needs to be three private secretaries to better manage the workload.

Risk & Internal Assurance and Chief Advisor Risk Assurance

The decision

I have decided to retain the Risk & Internal Assurance function in the Office of the Chief Executive rather than to permanently change its reporting line to the People, Culture & Enabling Services Group (PCES) as proposed. I agree with the feedback that there needs to be independence between the audit function and all Groups, and in particular PCES due to the many assurance reviews carried out within PCES. On reflection, a dotted reporting line to the Chief Executive would not provide a sufficient level of independence. A more pragmatic approach is for it to form part of the Office of the Chief Executive. I am therefore changing the reporting line of the Director Internal Risk & Assurance to the General Manager, Office of the Chief Executive.

I received mixed feedback about the proposal to consolidate the functions of risk and internal assurance, and as you say in the feedback there is no one right answer for how these functions should be structured. On balance I am comfortable consolidating the teams as proposed, however, as described in the feedback, the roles, responsibilities and boundaries of each position in the team needs to be clear, and the duties segregated to prevent conflicts of interest. My expectation is for the Director to ensure this way of operating is in place. In line with the feedback, I have changed the name of the function from Internal Risk & Assurance to Risk & Internal Assurance.

I have noted the comments about capacity and levels of positions within the structure. As outlined in the proposal, my intention is for this team to have a narrower scope of work with a risk programme focused on the highest organisational risks requiring attention. That way workload will align with resourcing. Similarly, I recognise that leaders across all Groups need to continue to upskill and evolve levels of maturity around identifying and managing risk, and that prioritising leader capability will improve risk management maturity over time. For these reasons I think the number and levels of positions in the function as proposed are right.

Other than the changes outlined above, I have decided to proceed with the structure changes proposed.

The feedback summary

FUNCTIONAL REPORTING LINE

Feedback was generally unsupportive of the proposal to permanently shift the internal risk and assurance functions into PCES. It was noted that many assurance reviews are carried out in PCES and there should be independence between the audit function and PCES. The lack of independence would make the audit job difficult and could influence the strength and value of audit findings. The dotted line to the Chief Executive would not sufficiently address this problem.

Respondents suggested the two teams shift back to the Office of the Chief Executive, even if it is on a temporary basis until such time as organisational maturity in our control environment is lifted. The second (best) option would be to move the teams to System Leadership, because this would still ensure independence from the operating parts of the organisation.

Some feedback was supportive of the proposal and thought retaining a dotted reporting line to the Chief Executive would ensure appropriate oversight whilst maintaining a level of independence.

CONSOLIDATION OF RISK & INTERNAL ASSURANCE FUNCTION

Feedback was generally unsupportive of the proposal to consolidate the two functions under a single Director. This feedback argued that best practice would see Oranga Tamariki maintaining independence between risk and audit functions. The Risk team has spent time building trust with the organisation which could be undermined if joined up with internal assurance.

Other feedback supported the consolidation, in particular the disestablishment of the Chief Advisor Risk Assurance position because it was considered a duplication and created confusion. This feedback also considered that with the increased cohesion between the risk and assurance teams, enhanced traction could be made towards lifting corporate maturity. It was also noted that both models exist and that there is no one right answer to whether the functions should be separated or reside in a single team. If the teams are consolidated it was suggested that roles, responsibilities, and boundaries of the team members are clear, and that there is segregation of duties to prevent conflicts of interest.

It was further suggested that the name of the consolidated team be changed to align better with the functions. Options included: 'Risk and Internal Assurance,' 'Internal Audit, Assurance & Risk,' or 'Internal Audit, Risk & Integrity.' This final suggested title was to be explicit about fraud and integrity being part of internal assurance.

REDUCED CAPACITY

Feedback was unsupportive of the reduction in capacity in the risk and internal audit functions. It was suggested that two Senior Risk Advisor positions be retained. The Head of Risk should also remain, and the position title could change to Risk Manager. The team is young (established in August 2023) and has achieved much. It was considered risk-maturity would not lift under the proposals, and Oranga Tamariki risks failing to meet external standards and addressing governance issues effectively.

For the audit function, it was noted that a large organisation would typically have between three to nine FTE dedicated to the internal audit function. The expectations of the workload would need to align with resourcing.

Executive Administration & Support

Refer to the separate section on Executive & Administration Support for my decision and a summary of feedback.

2.9 Executive & Administration Support

This section outlines:

- a summary of the structure changes proposed for the Offices of the Deputy Chief Executive and administration support
- a summary of the decisions made for the Offices of the Deputy Chief Executive and administration support
- the confirmed structure decision
- a summary of the feedback received (refer to What Say You for more detail).

For:

- information about the changes to the Executive Leadership Team refer to section 2.1
- information about how these decisions impact on your position refer to Part 2: Structure charts and impacts
- a description of the new positions, read the position descriptions on Te Pae, under the Organisational Restructure page.

The proposal summary

I proposed to:

- have in place for each Deputy Chief Executive position a Chief Advisor (six in total)
- change the reporting line of the Senior Executive Assistant (to the Deputy Chief Executive) positions to the Chief Advisor
- reduce the number of National Office Executive Assistant positions from 15 to seven, and change the reporting line to the Chief Advisor position (and General Manager for the Office of the Chief Executive)
- reduce the number of regional Executive Assistant positions from 19 to six, and change the reporting line of the six positions to the Regional Commissioner positions in Tamariki & Whānau Services
- disestablish National Director Office of the DCE, PfO Business Manager, and Senior Advisor positions in the Office of the Deputy Chief Executive (Māori Partnerships & Communities) and Principal Advisor position reporting to the Deputy Chief Executive (Quality Practice & Experiences)
- disestablish Team Administrator positions in National Office and in the regions.

Decision summary

I have decided to:

- put in place a Chief Advisor for each Deputy Chief Executive position (6 positions in total)
- change the reporting line of the Senior Executive Assistant (to the Deputy Chief Executive) positions to the Chief Advisor as proposed
- establish two new Senior Executive Assistant positions reporting to the two National Commissioner positions in Tamariki & Whānau Services
- reinstate one Executive Assistant position in National Office and therefore reduce the number of National Office Executive Assistant positions from 15 to eight, and change the reporting line to the Chief Advisor position (and General Manager for the Office of the Chief Executive)

- disestablish one additional regional Executive Assistant position and therefore reduce the number of these positions from 19 to five, and change the reporting line of the five positions to the Senior Executive Assistant positions in Tamariki & Whānau Services
- disestablish National Director Office of the DCE, PFO Business Manager, and Senior Advisor positions in the Office of the Deputy Chief Executive (Māori Partnerships & Communities) and Principal Advisor position reporting to the Deputy Chief Executive (Quality Practice & Experiences)
- disestablish Team Administrator positions in National Office and in the regions.

Chief Advisor

The decision

While I acknowledge Chief Advisors do not usually have positions reporting to them, in the Office of the Deputy Chief Executive (DCE) there is an obvious connection between the work of the Chief Advisor and Executive Assistant. My expectation is for the Chief Advisor and Executive Assistant to work as a tight team supporting the DCE. Both positions need to understand strategic and business-as-usual priorities and I think the change in reporting line can only enhance that. Having said that, the Senior Executive Assistant and Executive Assistant positions will continue to have a direct working relationship with the Deputy Chief Executive (or General Manager, Office of the Chief Executive), especially on sensitive issues that do not require the input of the Chief Advisor position.

I do not think a Senior Advisor position would be a useful addition to the Office. The role of the Chief Advisor is to lead work on behalf of the DCE, which means working across the business with subject matter experts on specified projects and day-to-day issues. This is my preference rather than building a bigger team reporting to the Chief Advisor.

I acknowledge the changes across the organisation will mean working in different ways to manage official correspondence. My expectation is for the Chief Advisor position to quality assure responses to ministerial and public information requests, and on behalf of the DCE ensure the right people are involved in preparing responses.

Also, I see a real benefit in the Chief Advisor positions working together across the organisation, as noted in the feedback. This cohort should information share, discuss key business issues, and coach each other to support leadership teams work differently with a new operating model and structure in place. There was a suggestion to create a single and shared Office of the Deputy Chief Executive for the Tamariki & Whānau Services and Youth Justice Services & Residential Care Groups. My preference is to retain an Office for each DCE. I have, however, in response to the feedback decided to establish a shared national business support service for the Tamariki & Whānau Services Group and the renamed Youth Justice Services & Residential Care Group.

The feedback summary

It was noted that Chief Advisors do not normally have people reporting to them, and in this instance, they do not know, or need to know, the role of the Executive Assistant (EA) and the work they do directly with the Deputy Chief Executive (DCE). There was concern that if the EA position reported to the Chief Advisor position it would undermine the unique working relationship between EAs and their DCE or General Manager. With a change in reporting line, the trusted relationship with the DCE or General Manager would be eroded. It would also mean that sensitive information would be compromised because the Chief Advisor would need to know what the EA is doing. It was considered that it would also make the working relationship cumbersome and slow down decision-making and delivery.

Other feedback considered that the Chief Advisor position may require a Senior Advisor to support them given the expectations of their role. The Senior Advisor position would draft content and coordinate work, and if necessary, could replace the EA. It was also suggested the scope of the position be revisited around the expectation to lead specific projects that require a cross-agency or cross-sector lens because this does not appear feasible given the size of the position. There could be duplication in this expectation with some General Manager or Tier 3 positions.

There was concern that, with other positions being disestablished, the Chief Advisor would need to spend a lot of time managing OIAs, correspondence, WPQs, Ombudsman responses and this would significantly impact their ability to provide the strategic advice and support; it would be challenging to be in the day-to-day reactive work and keep a strategic focus.

Respondents considered that with the proposed introduction of the DCE Chief Advisor positions, this cohort should operate to ensure risk and issues management, planning and performance are consistently cascaded and reported on in the organisation. With a reduction in risk positions, the Chief Advisor cohort could have responsibility for integrated reporting from the risk and assurance teams (and others) towards the achievement of strategic goals.

SUGGESTED ALTERNATIVE STRUCTURE

Some respondents suggested a way to improve collaboration between the two main operational Groups – Tamariki & Whānau Services Group and Residences & Community Homes Group – was to have a single office for these two DCEs. This feedback noted that if the two offices are combined, it would help manage the risk of the two Groups operating in silos.

Executive Assistance and Administration Support

The decision

I have noted the feedback about the broad range of duties the Executive Assistant and Administrator positions provide. The change in structure is not to diminish the importance of these positions or be a reflection on the contribution these positions make and the value they provide. This change is about the organisation focusing on our core purpose and operating model and prioritising our work across the board. This applies to Executive Assistant and Administrator positions as much as it does for other positions. In addition, with technology and system improvements, Executive Leaders can and should be more self-sufficient.

This allows for considered reconfiguration of the number and types of support positions.

I have added and reallocated Senior Executive and Executive positions from what was proposed. There will now be:

- an additional two Senior Executive Assistants in Tamariki & Whānau Services, each reporting to a National Commissioner position to provide additional support to the Tamariki & Whānau Services leadership team positions
- a total of five (not six) Executive Assistant positions supporting regional Tamariki & Whānau Services, given the additional Senior Executive Assistant positions established to support the National Commissioners. The intention is to create an administrative hub in the regions, reporting to the Senior Executive Assistant that will collectively support the Regional Commissioners
- a total of eight (not seven) Executive Assistant positions across National Office. This will ensure support is available for the Tamariki & Whānau Services General Manager positions based in National Office.

I have also reinstated two of the Manager Administration Services positions (Tamariki & Whānau Services) that were proposed to be disestablished. As well, the Regional Administrator positions will remain in Tamariki & Whānau Services and not change reporting line to payroll (in People, Culture & Enabling Services) as proposed. From the feedback I understand these positions undertake a broader range of administration support activities as well as payroll, and I therefore need to reconsider the changes proposed. There will be a review of these administration services positions post 1 July 2024 to better understand the full range of activities, and how they should be delivered within the new structure.

The feedback summary

Feedback on the proposal to reduce the Executive Assistant (EA) and support positions was that it did not fully appreciate the full scope of these positions or value their contribution. It was seen as undervaluing the indispensable role these professionals play in ensuring the smooth operation and effectiveness of business functions.

It was noted that many of these positions book meetings, assist procurement, proof-read written material, coordinate projects, triage several mailboxes, respond to correspondence, manage invoices, make travel arrangements, record and file documents, compile expense reports, prepare for audits, offer technical assistance, communicate vital internal information, and plan events.

Other feedback reported a similar volume and breadth of work, some of it specific to frontline work (e.g. regional fleet management) and with a general theme that it would be detrimental for staff to have to do these functions without support. It would impact on the performance of the positions that would have to pick up these functions.

Feedback requested a reconsideration of the removal of all administrative support for teams that work with the frontline. There was a concern that administration support at site level would end up picking up this mahi and they are already at capacity in many cases. It was suggested that instead of complete disestablishment of the positions this is revisited with a view to having a smaller number of administrators or increase workplace administrator capacity at site level to accommodate the restructure.

Some feedback noted that just because a Deputy Chief Executive (DCE) can action administrative tasks does not mean they should. Tasks should be done at the 'lowest' level possible. Administrative support allows a DCE to focus on the things only they can do. Similarly other managerial and technical leaders should be supported to do administration and support tasks. Maintaining adequate levels of administrative support will maintain efficiency and ensure the lowest cost for activities.

2.10 Position Descriptions and Selection

Position descriptions

The decision

All feedback on the position descriptions for new positions has been reviewed by the Organisational Restructure team, and relevant subject matter expert. Where specific feedback was received position descriptions have been updated where appropriate, and final copies are now available on the Organisational Restructure pages on Te Pae. Indicative job sizing for all new positions was outlined in the *Proposal for Consultation*. Job sizing has now been confirmed and is also available on Te Pae.

The feedback

There was a variety of feedback on proposed position titles and position descriptions. This feedback suggested alternative position titles to better reflect the function, avoid confusion with similarly titled positions or to align like positions by giving them the same title. Feedback on the position descriptions generally sought more detail and clarity about functions, with some suggesting specific functions be included. Some respondents commented on whether certain positions should or should not be required to be filled by a registered social worker.

Selection process and criteria

The decision

The feedback on the selection process and criteria has been reviewed and considered. Some information has been shared during the consultation process and the period leading up to the announcement of final structure decisions, in response to feedback and questions.

There was feedback that queried why some of the new positions were proposed to be externally advertised and suggested removing positions from, or alternatively adding more positions to, this list. Having reflected on this, I still believe these positions should be open to everyone, including external candidates. They are senior, business-critical, have a very different focus and scope to existing positions in the current structure, and have not been identified as suitable alternative positions for reassignment purposes. I have also decided to add three further positions to this list, General Manager Māori Partnerships & Communities, National Director Youth Justice Services & Residential Care and the new position of Deputy Chief Social Worker, for the same reason. Affected kaimahi are welcome and encouraged to apply and be considered for these positions, alongside any external candidates.

The process and criteria have been updated, and all information about how to participate in the change process is now available on the Organisational Restructure pages on Te Pae.

The feedback

The proposed selection process and criteria were included in the *Proposal for Consultation: Organisational Restructure April 2024*. Feedback on this part of the proposal largely sought clarification and further information about the following:

- selection process, timing and Expression of Interest questions
- eligibility to apply for positions
- external advertising of some positions
- reassignment criteria
- process for kaimahi on long term secondment
- selection panel members
- kaimahi in disestablished positions who do not wish to engage in the redeployment process

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- resignation and redundancy provisions
- Voluntary Redundancy as an option.

EXTERNAL ADVERTISING

The following positions will be advertised both internally and externally:

Group	Position
Tamariki & Whānau Services	General Manager Health & Clinical Services National Commissioner (North) National Commissioner (South) Regional Commissioner (8)
Youth Justice Services & Residential Care	Manager Family & Community Homes Manager Residential Services Care & Protection Manager Residential Services Youth Justice National Director Youth Justice Services & Residential Care Operations Manager
Chief Social Worker & Professional Practice	Deputy Chief Social Worker
Enabling Communities & Investment	General Manager Commissioning & Investment General Manager Māori, Partnerships & Communities
System Leadership	Data Manager General Manager Strategy, Insights & Performance General Manager System, Policy & Governance Insights Manager Social Impact & Research Manager Strategy, Planning & Performance Manager
People, Culture & Enabling Services	Director Employment Relations & Remuneration Director People & High Performance Director Talent Acquisition Director Workforce Management
Office of the Chief Executive	Director Communications & Media

Section 3. Support and what happens next

3.1 Support

If you require further information or clarification on the process, you should raise this with your manager, with People & Leadership, or with your union delegate. Please also access more information about the next stages of implementation available on the Organisational Restructure pages on Te Pae.

You are welcome and encouraged to talk to your whānau and other support people and seek independent advice. You are also welcome to involve a support person or representative at any time in the process.

Ongoing support is also available through the Oranga Tamariki Employee Assistance Programme. This service provides access to confidential counselling. You can access the Employee Assistance Programme pages through our Oranga Tamariki intranet.

3.2 Indicative timeline

I will start to stand-up the new structure from July 2024 onwards. I expect the new structure to be in place by the beginning of October 2024. 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	Wednesday 26 June 2024
Closed reconfirmation, and reassignment and redeployment processes commence	from 10 July 2024
Externally advertise positions	from 2 July 2024
Stand-up new structure	By 1 October 2024

3.3 Reconfirmation, reassignment and recruitment

All kaimahi who are affected by the decisions about the new structure will receive a letter outlining the impact of the decision on their position. Affected kaimahi will have the opportunity to participate in closed reconfirmation, reassignment, redeployment and/or recruitment processes, depending on the nature of the impact. More information about these processes, timeframes, and the support available to you can be found on the Organisational Restructure pages on Te Pae.

DECISION DOCUMENT

Organisational Restructure

Part 2: Structure charts, impact tables and new position list

June 2024

Purpose of Part 2

This part contains the final structure charts for the organisational restructure and sets out the impacts on positions in the scope of this structure change.

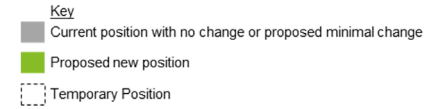
Future State Structures

June 2024

Structure charts

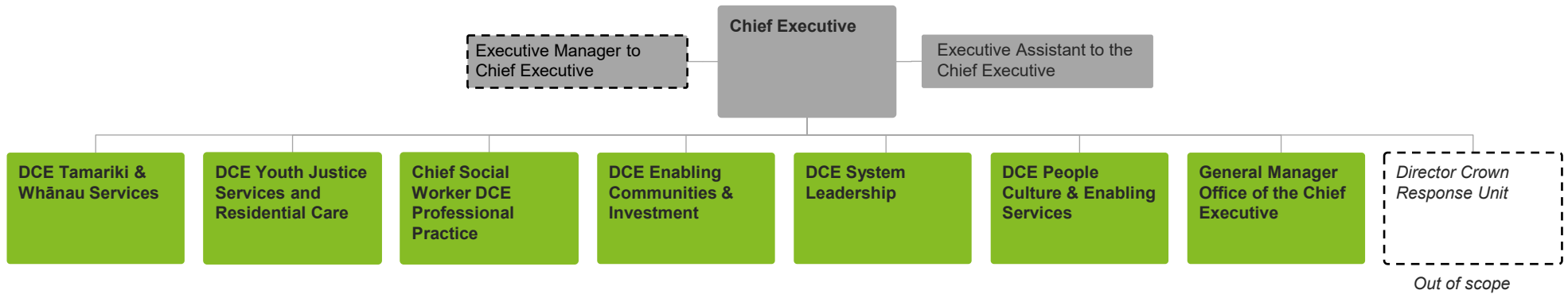
The new structure charts are set out over the next few slides and should be read in conjunction with Part 1 of the Decision Document.

The numbers shown are the number of positions including full-time and part-time positions (i.e. a part-time position is counted as one position regardless of part-time hours). The numbers reflect the future structure as at 1 July 2024.



Leadership Team

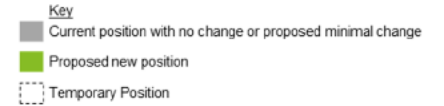
Confirmed New Structure: Leadership team (T1 to T2)



Tamariki & Whānau Services

Confirmed Future Structure

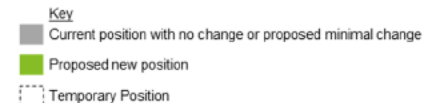
Tamariki & Whānau Services



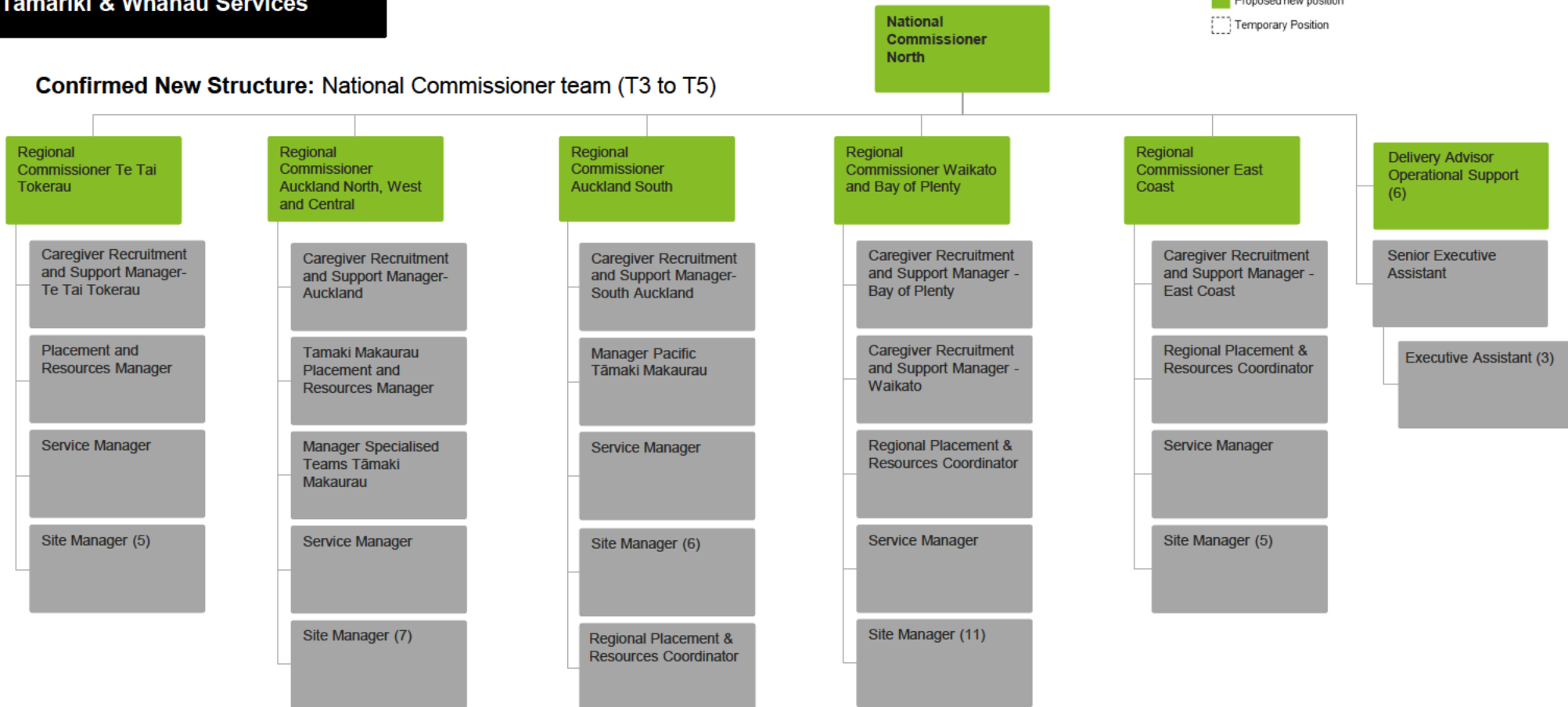
Confirmed New Structure: Leadership team (T2 to T4)



Tamariki & Whānau Services



Confirmed New Structure: National Commissioner team (T3 to T5)



Site Locations

- Kaikohe
- Kaitaia
- Tautahere - Whangarei North
- Teaotahi - Whangarei South
- Te Kaipara

Site Locations

- Otahuhu
- Onehunga
- Panmure
- Westgate
- Waitakere
- Grey Lynn
- Orewa
- Takapuna

Site Locations

- Homai
- Manurewa
- Otara
- Papakura
- Pukekohe
- Mangere

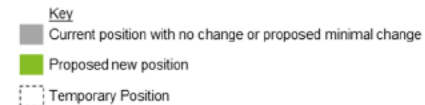
Site Locations

- Nga Parirau - Tauranga East
- Te Ahuru Mowai - Tauranga West
- Rotorua
- Taumarunui
- Taupo
- Tokoroa
- Whakatane
- Hamilton North
- Hamilton South
- Hauraki
- Waikato Rural South
- Waikato Rural North

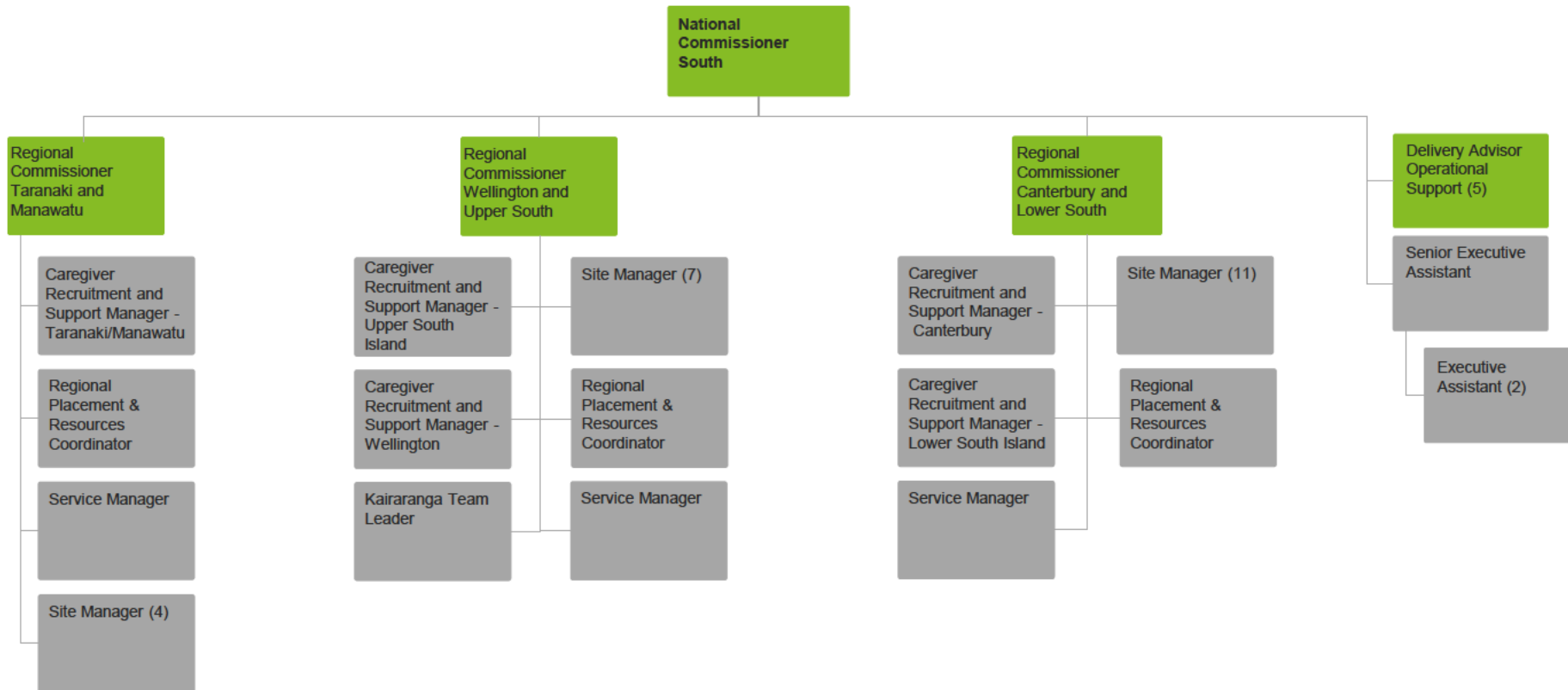
Site Locations

- Ahuriri - Napier
- Heretaunga Tamatea - Hastings
- Wairoa
- Tairāwhiti - Gisborne
- Wairarapa
- Tararua – Central Hawkes Bay





Confirmed New Structure: National Commissioner team (T3 to T5)



Site Locations

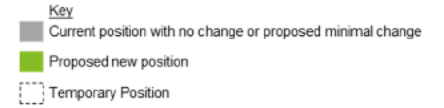
- New Plymouth
- Hawera
- Whanganui
- Manawatu
- Horowhenua

Site Locations

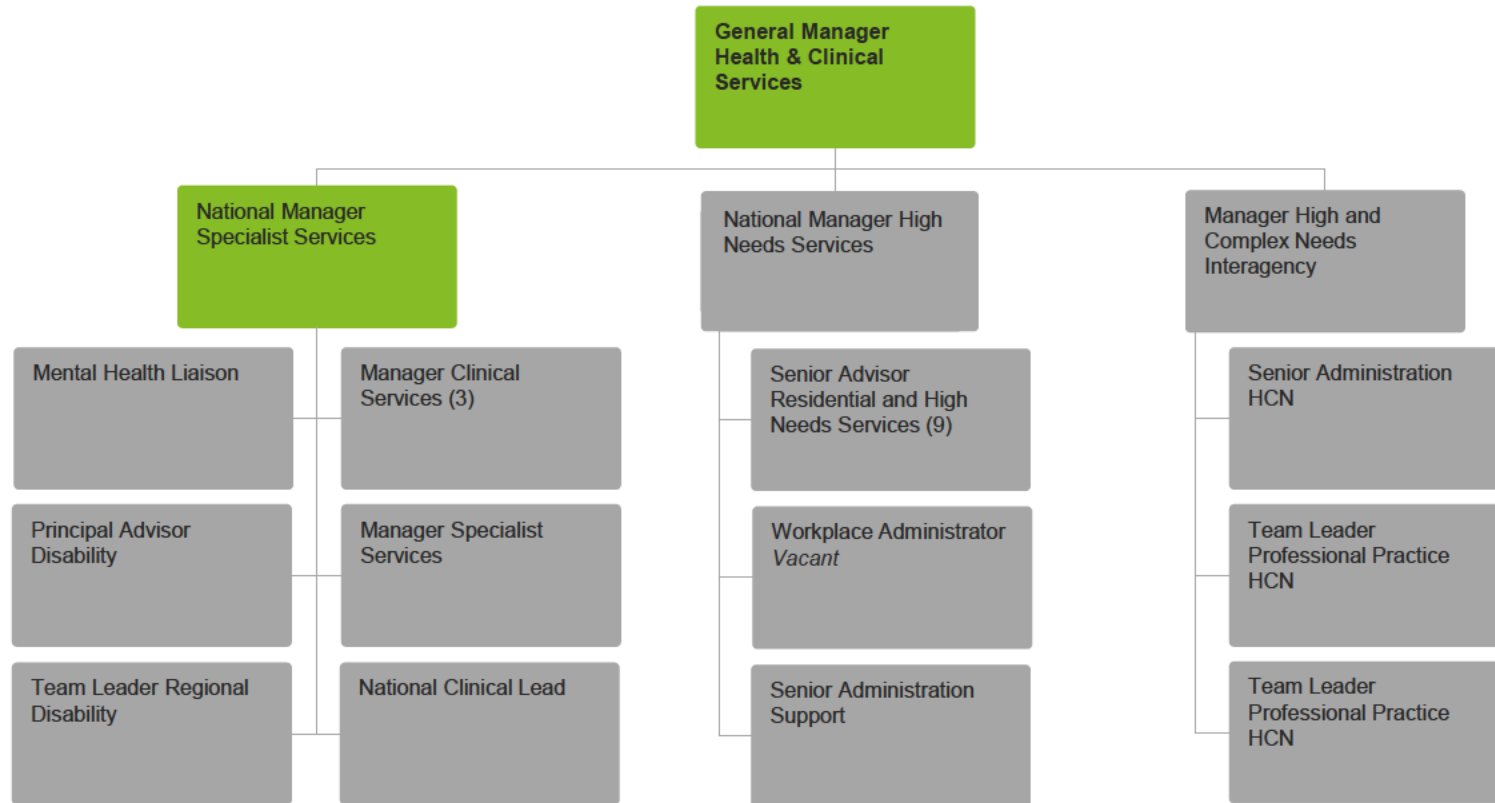
- Kapiti
- Lower Hutt
- Upper Hutt
- Porirua
- Wellington City
- Nelson
- Blenheim

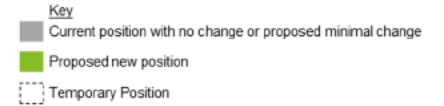
Site Locations

- Ashburton
- Papanui
- Timaru
- Christchurch West
- Oamaru
- Christchurch East
- Invercargill
- Balclutha/Gore
- Otago Urban
- Alexandra/Central Otago
- West Coast
- Rangiora
- Sydenham

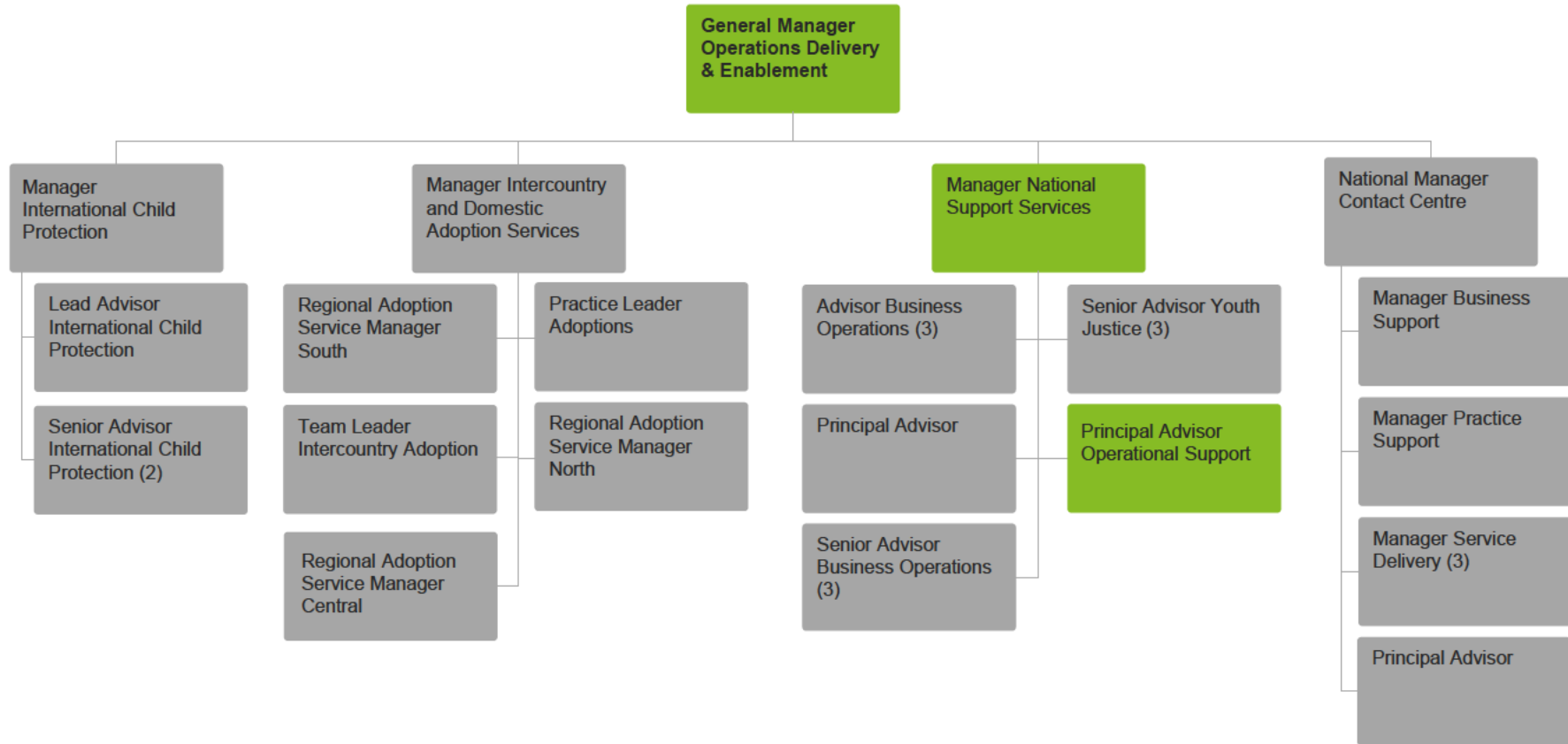


Confirmed New Structure: Health & Clinical Services team (T3 to T5)





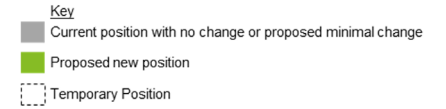
Confirmed New Structure: Operations Delivery & Enablement team (T3 to T5)



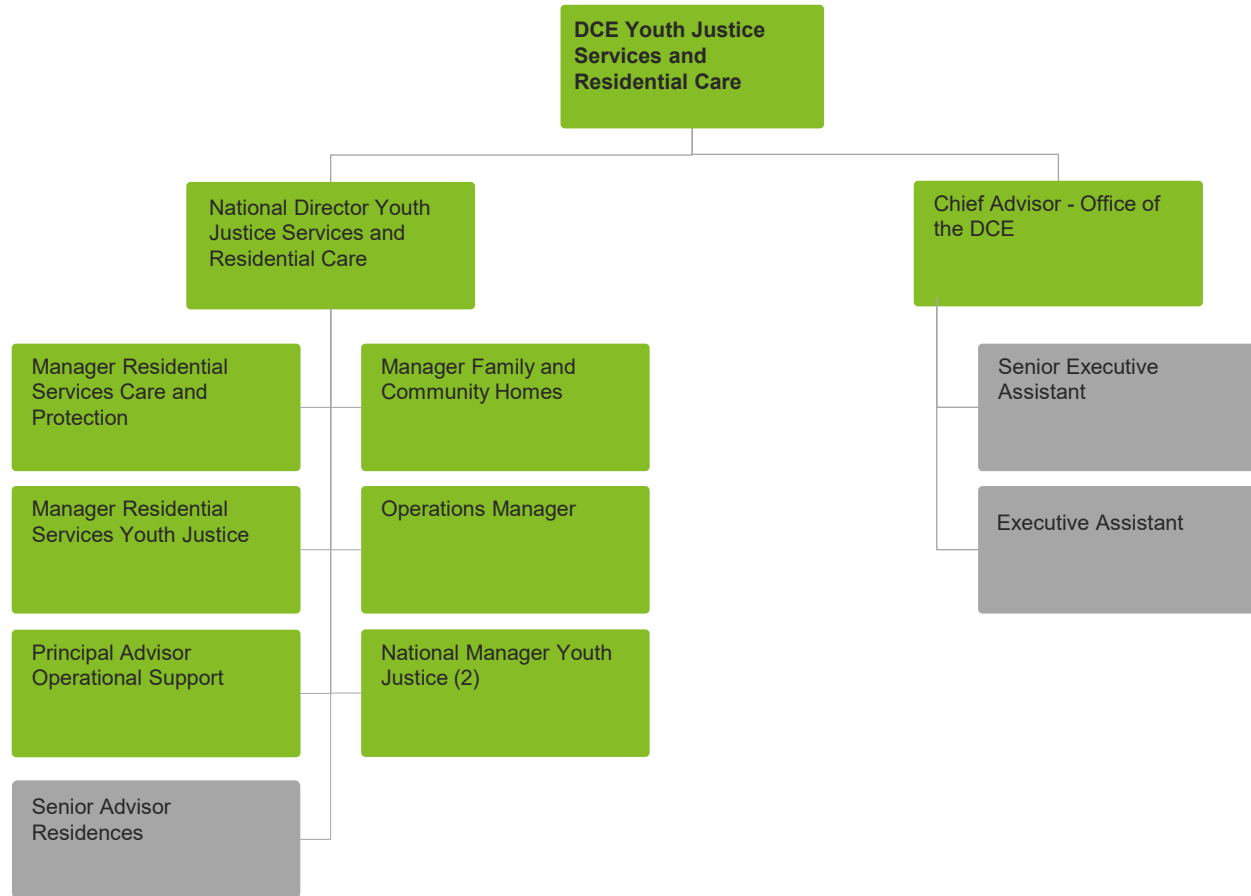
Youth Justice Services & Residential Care

Confirmed Future Structure

Youth Justice Services & Residential Care



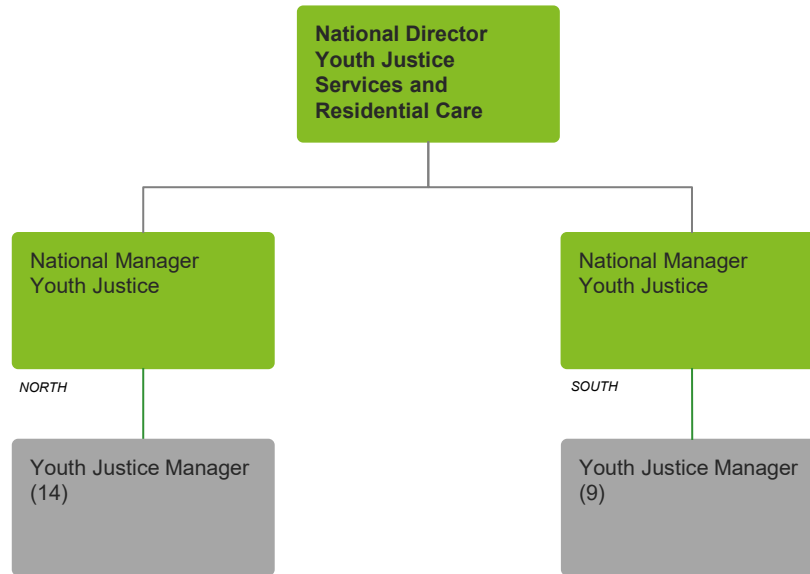
Confirmed New Structure: Leadership team (T2 to T4)



Key

- Current position with no change or proposed minimal change
- Proposed new position
- Temporary Position

Confirmed New Structure: Youth Justice Services team (T3 to T5)



Site Locations

- Manurewa
- Otahuhu
- Otara
- Papakura
- Auckland City
- Waikakere City
- North Harbour
- Te Tai Tokerau
- Rotorua
- Tauranga
- Waikato West
- Hawkes Bay
- Tairāwhiti
- Waikato East

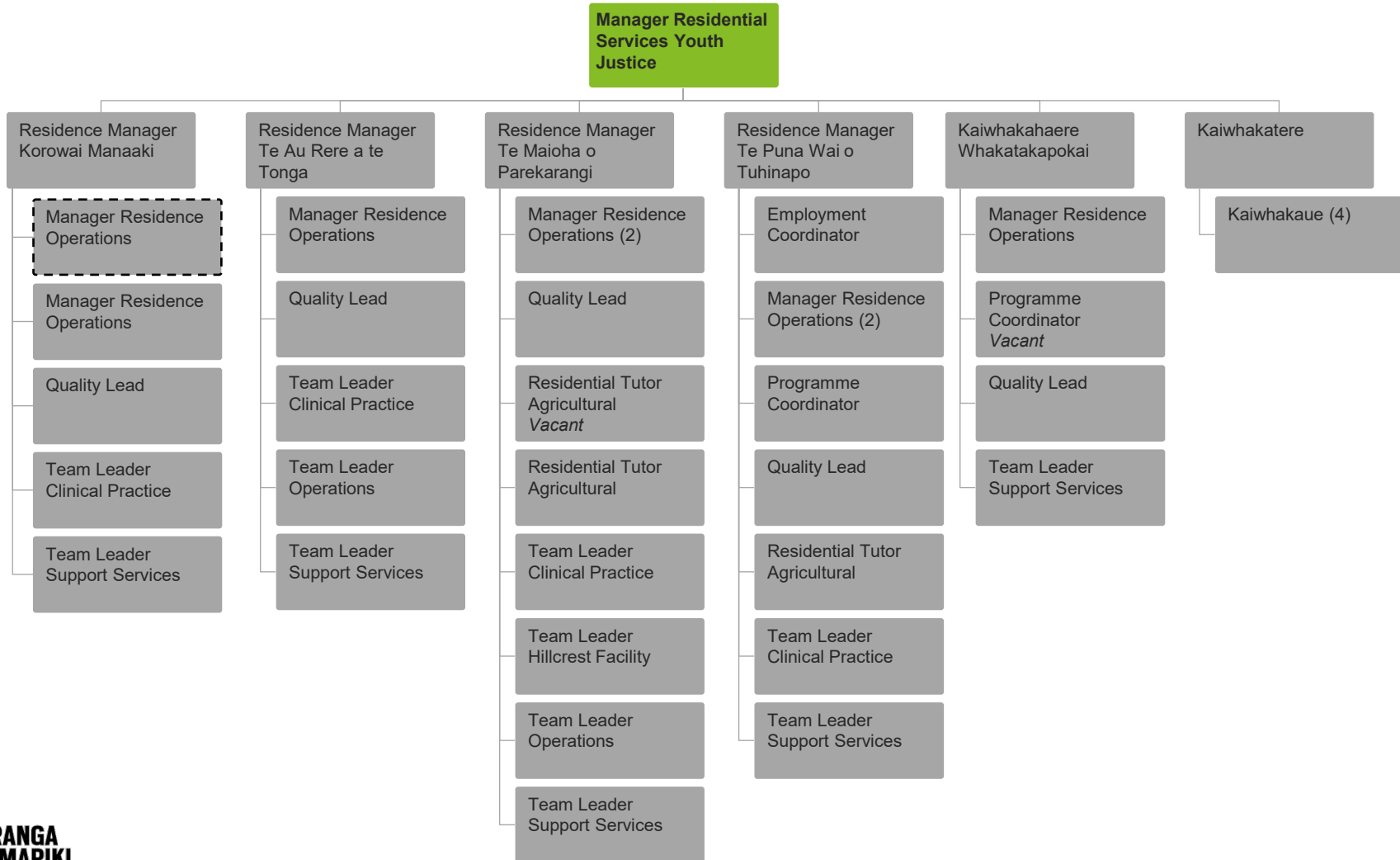
Site Locations

- Christchurch East
- Christchurch West
- Southland
- South Canterbury Otago
- Upper South Island
- Wellington
- Palmerston North
- Taranaki
- Whanganui

Key

- Current position with no change or proposed minimal change
- Proposed new position
- Temporary Position

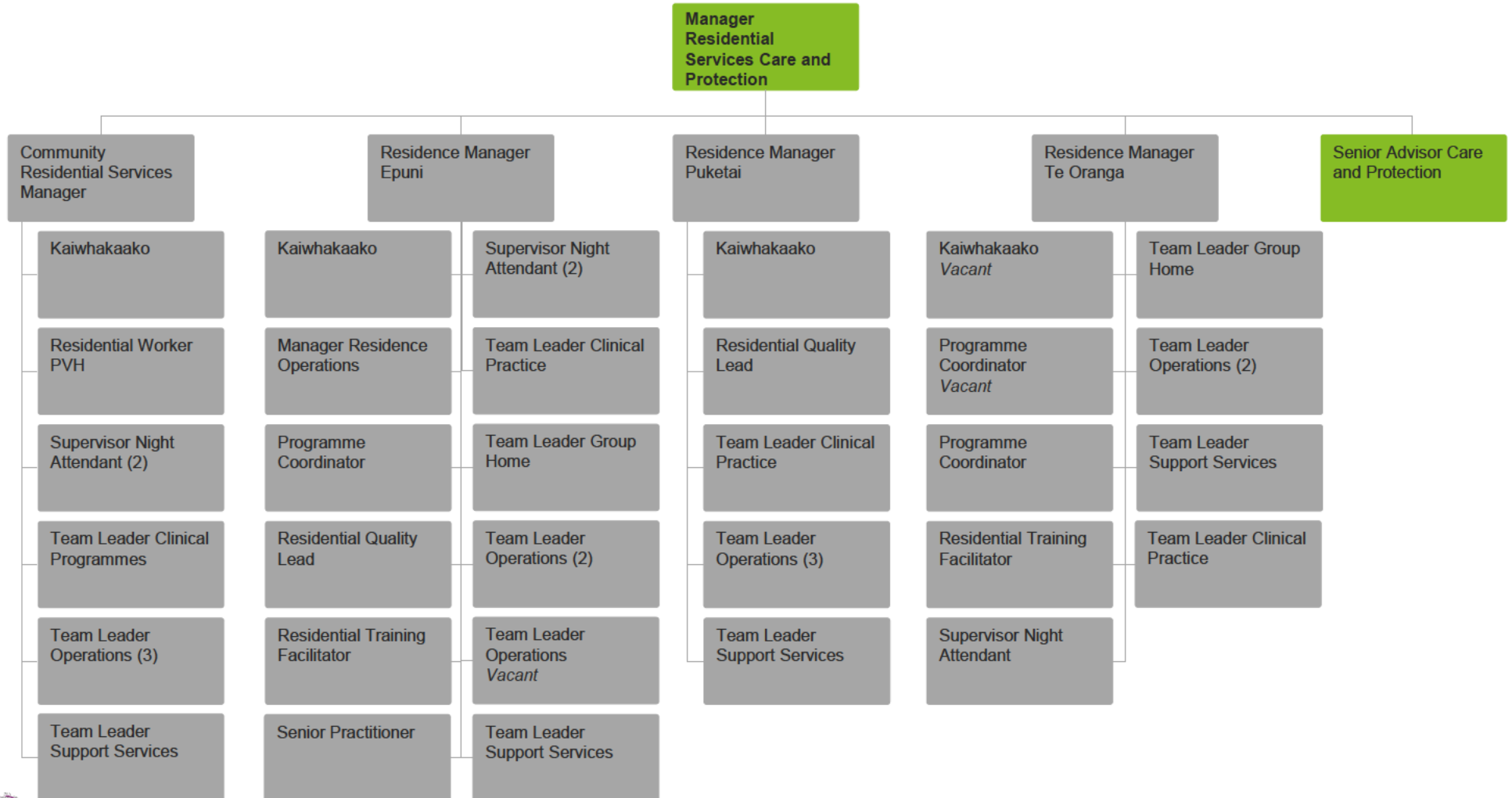
Confirmed New Structure: Residential Services Youth Justice team (T4 to T6)



Youth Justice Services & Residential Care

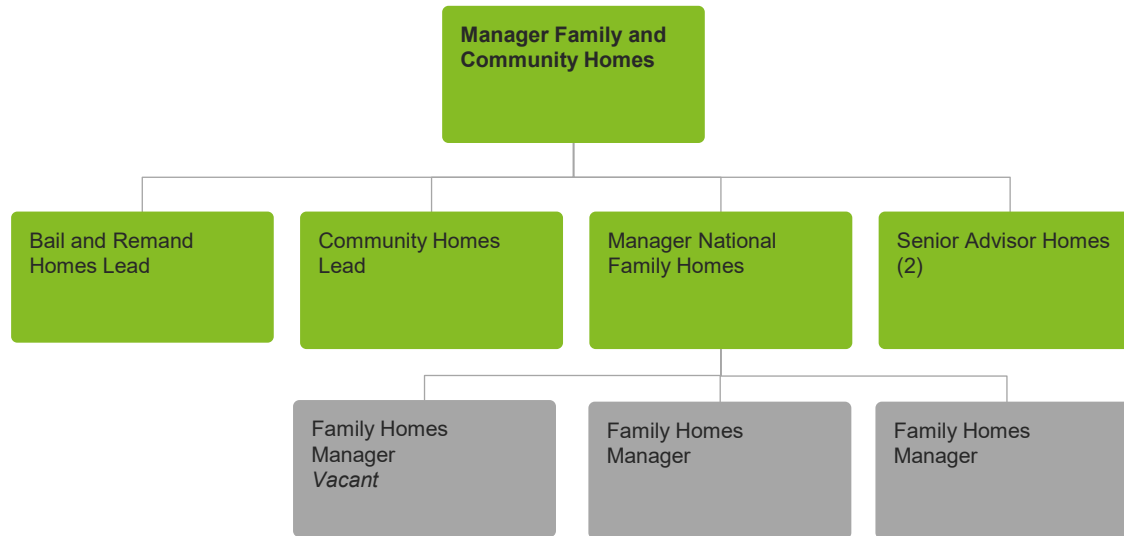
Key
 ■ Current position with no change or proposed minimal change
 ■ Proposed new position
 □ Temporary Position

Confirmed New Structure: Residential Services Care and Protection team (T4 to T6)



Key
■ Current position with no change or proposed minimal change
■ Proposed new position
□ Temporary Position

Confirmed New Structure: Family & Community Homes team (T4 to T6)



Key

- Current position with no change or proposed minimal change
- Proposed new position
- Temporary Position

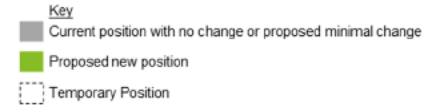
Confirmed New Structure: Operations team (T4 to T5)



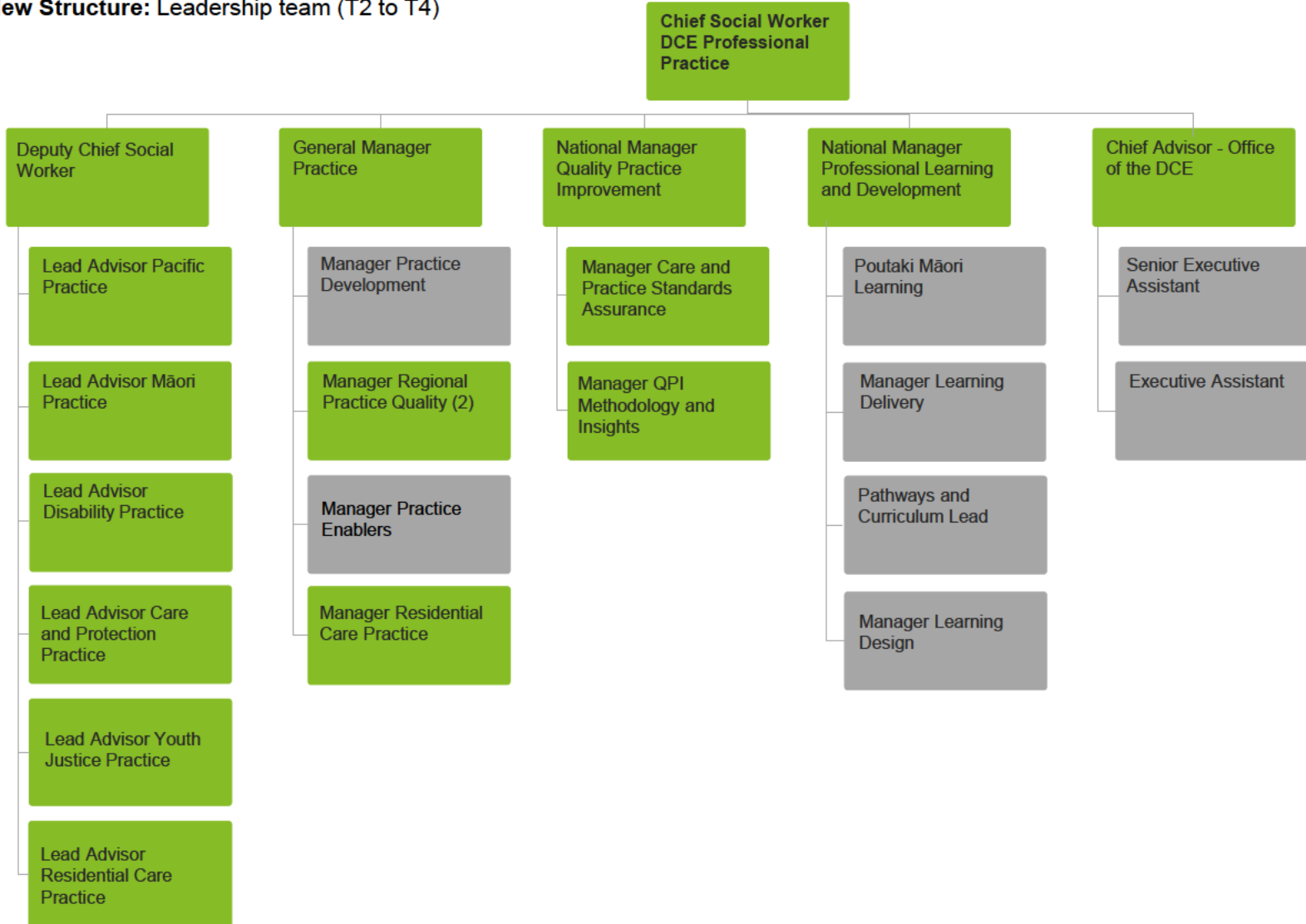
Chief Social Worker & Professional Practice

Confirmed Future Structure

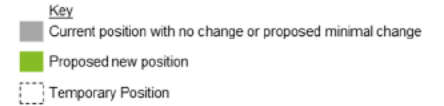
Chief Social Worker & Professional Practice



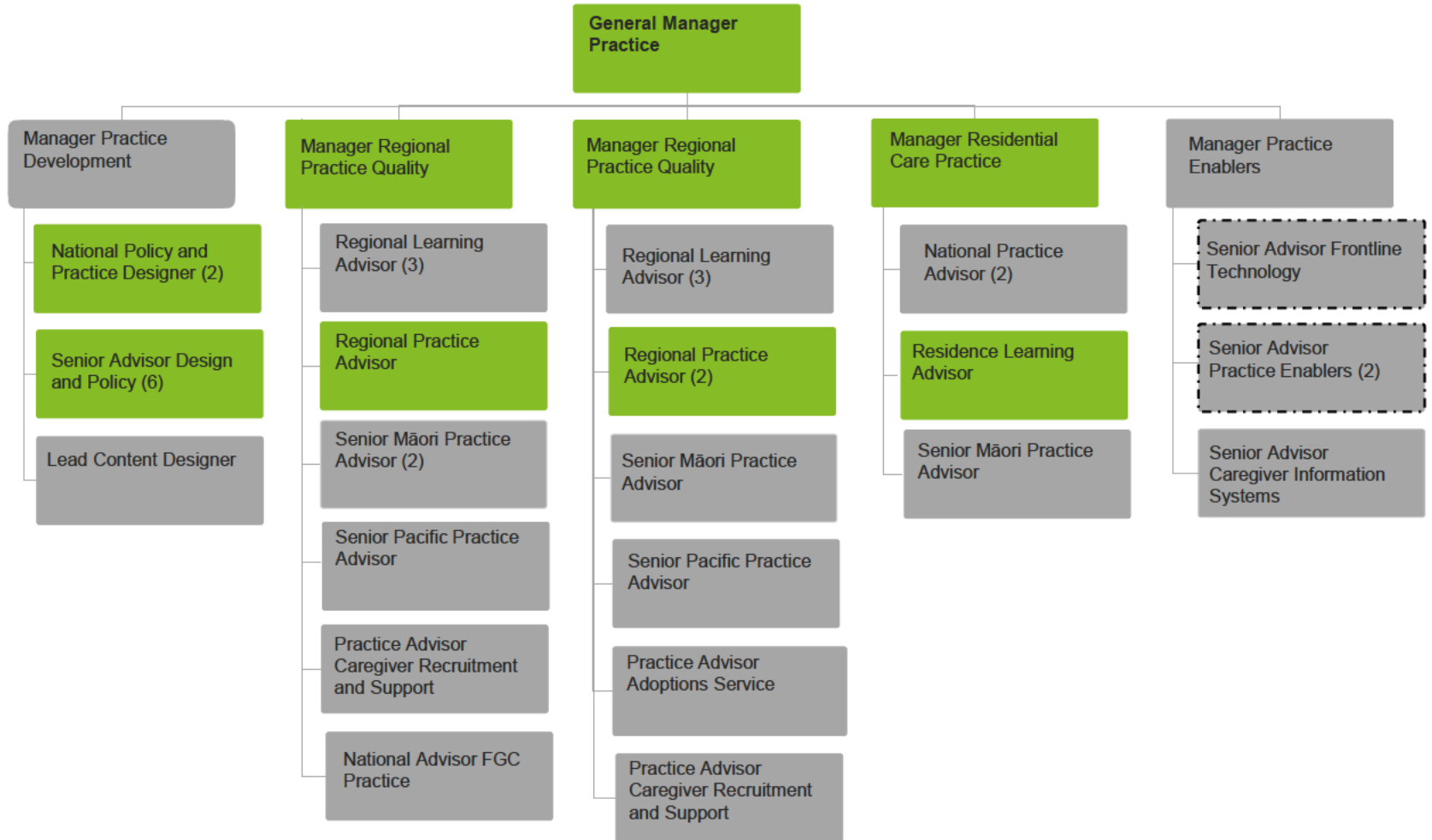
Confirmed New Structure: Leadership team (T2 to T4)

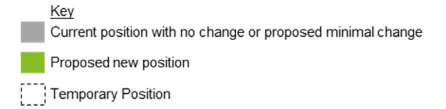


Chief Social Worker & Professional Practice

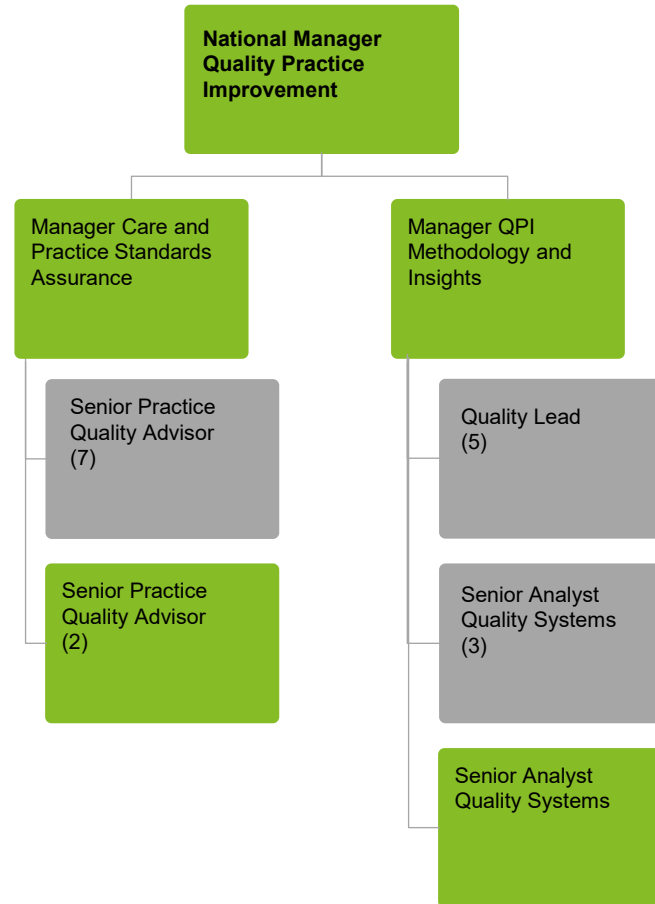


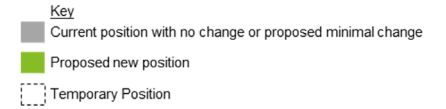
Confirmed New Structure: Practice team (T3 to T5)



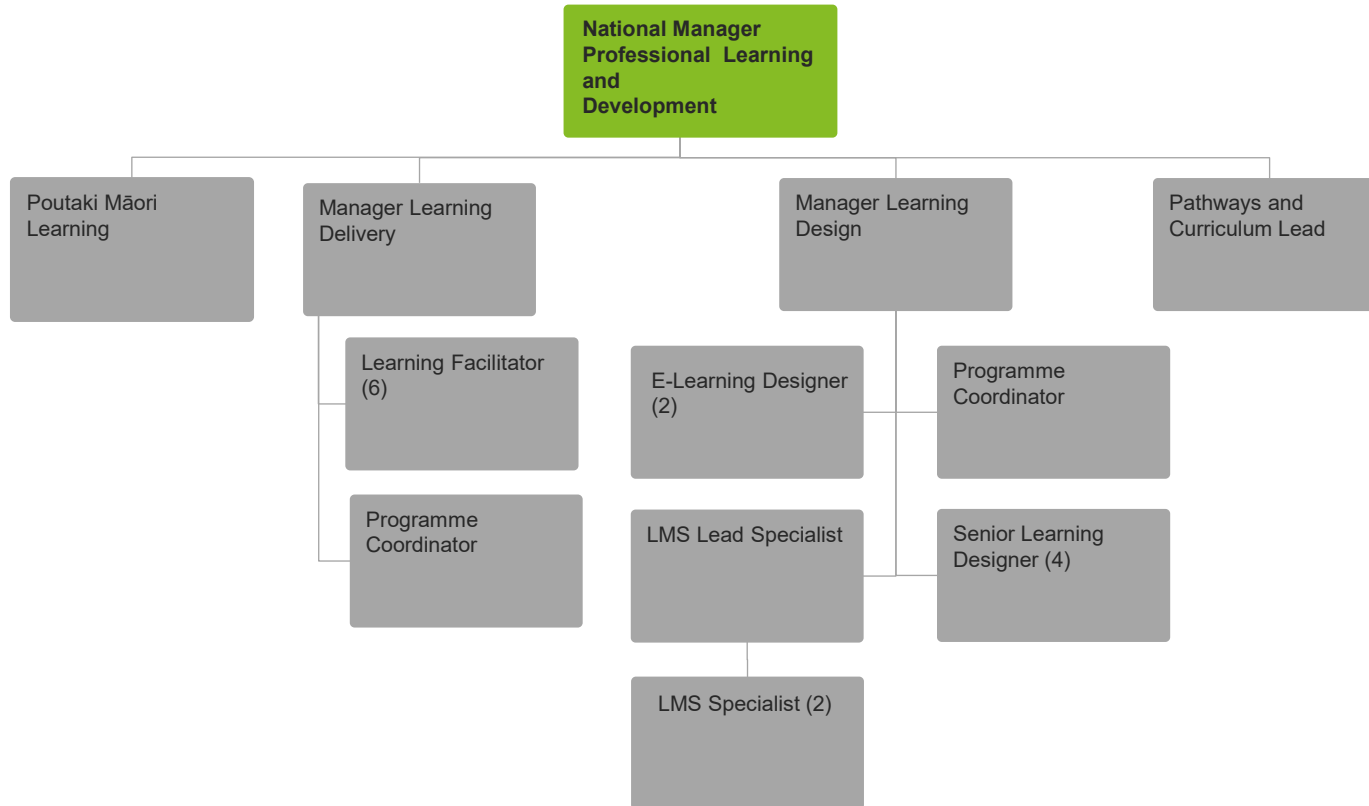


Confirmed New Structure: Quality Practice Improvement team (T3 to T5)



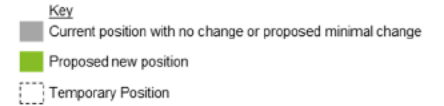


Confirmed New Structure: Professional Learning and Development team (T3 to T5)

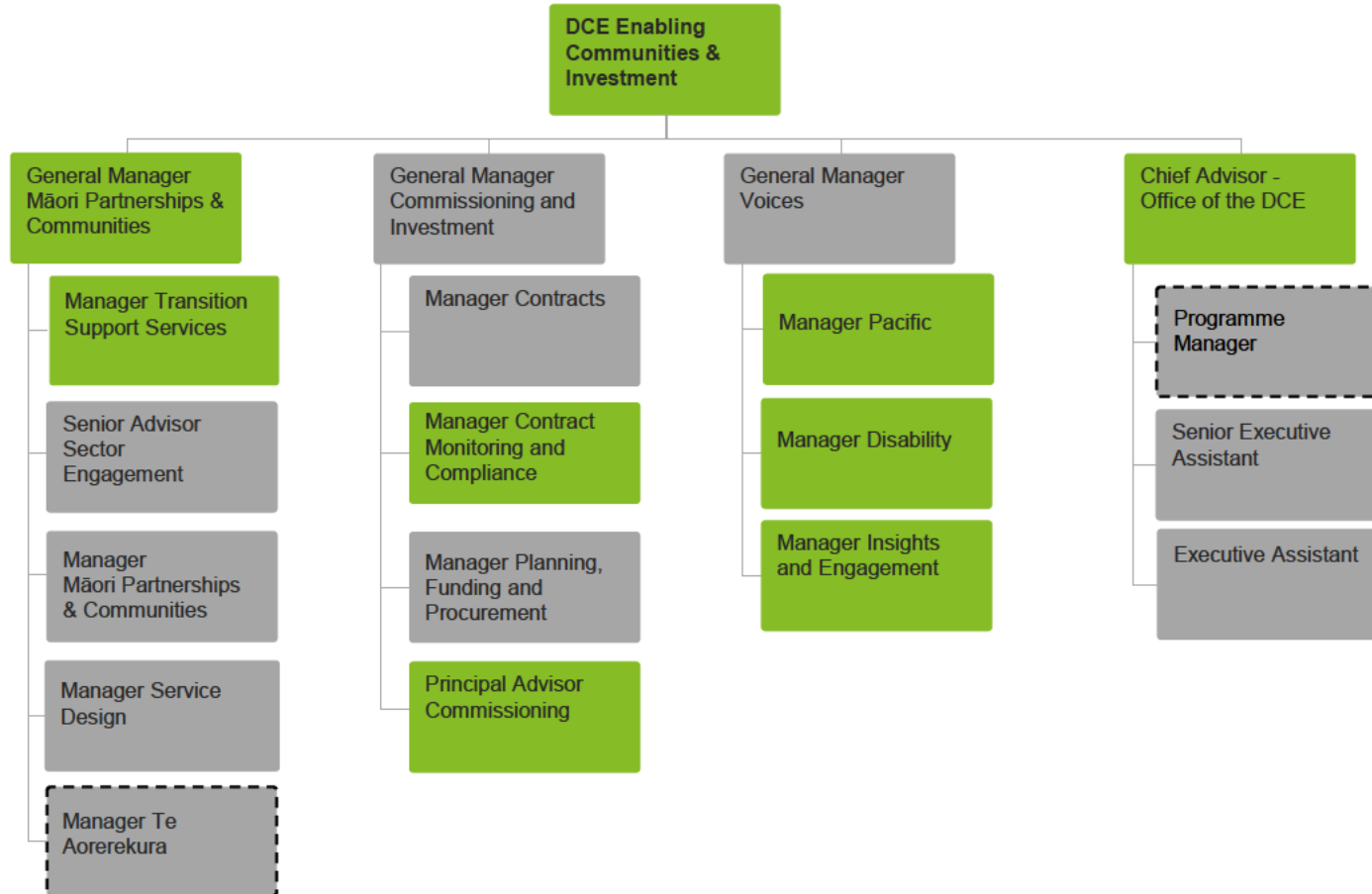


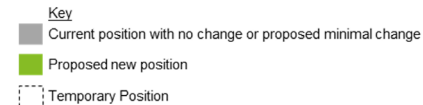
Enabling Communities & Investment

Confirmed Future Structure

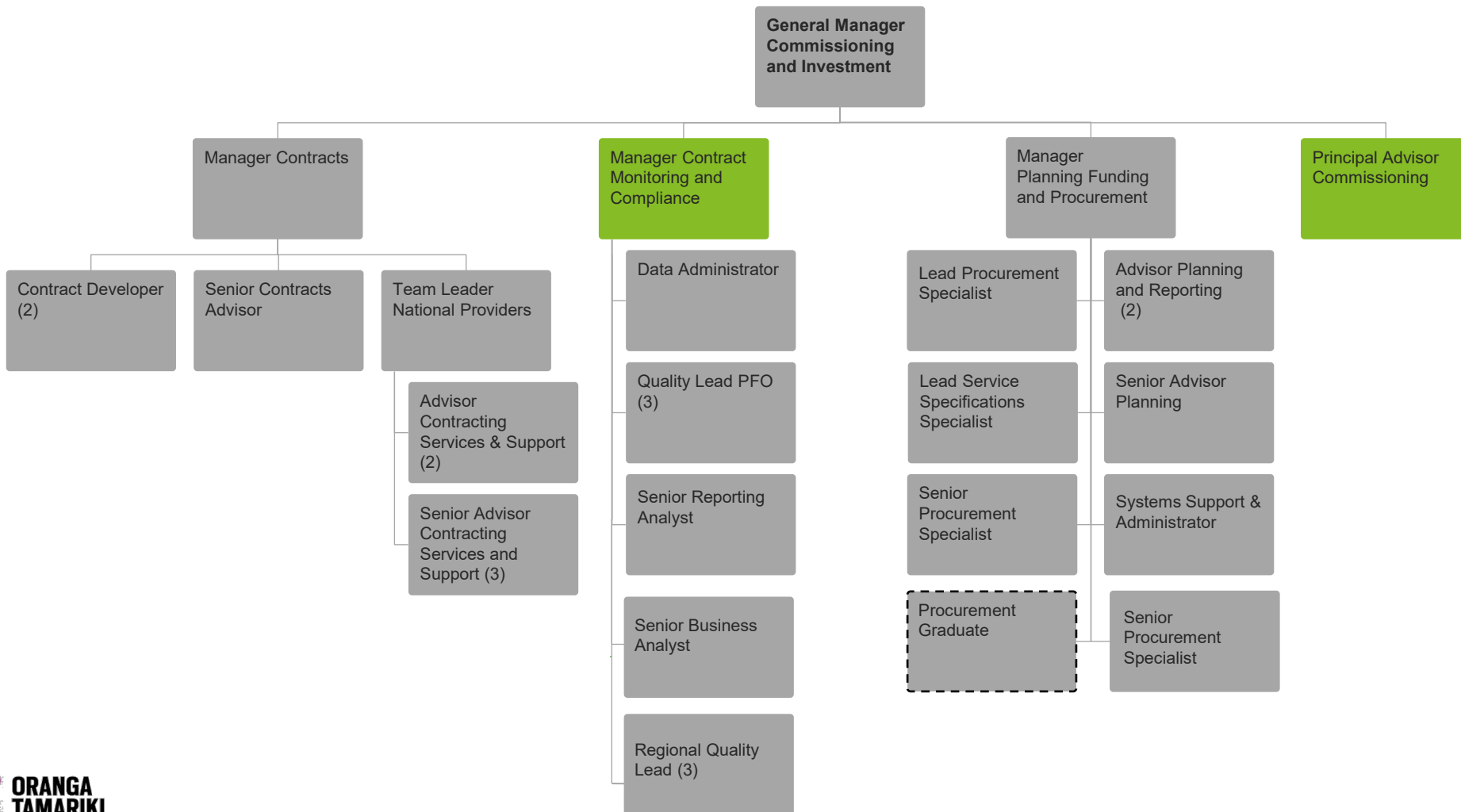


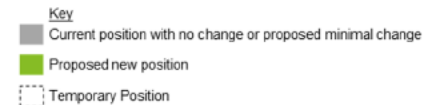
Confirmed New Structure: Leadership team (T2 to T4)



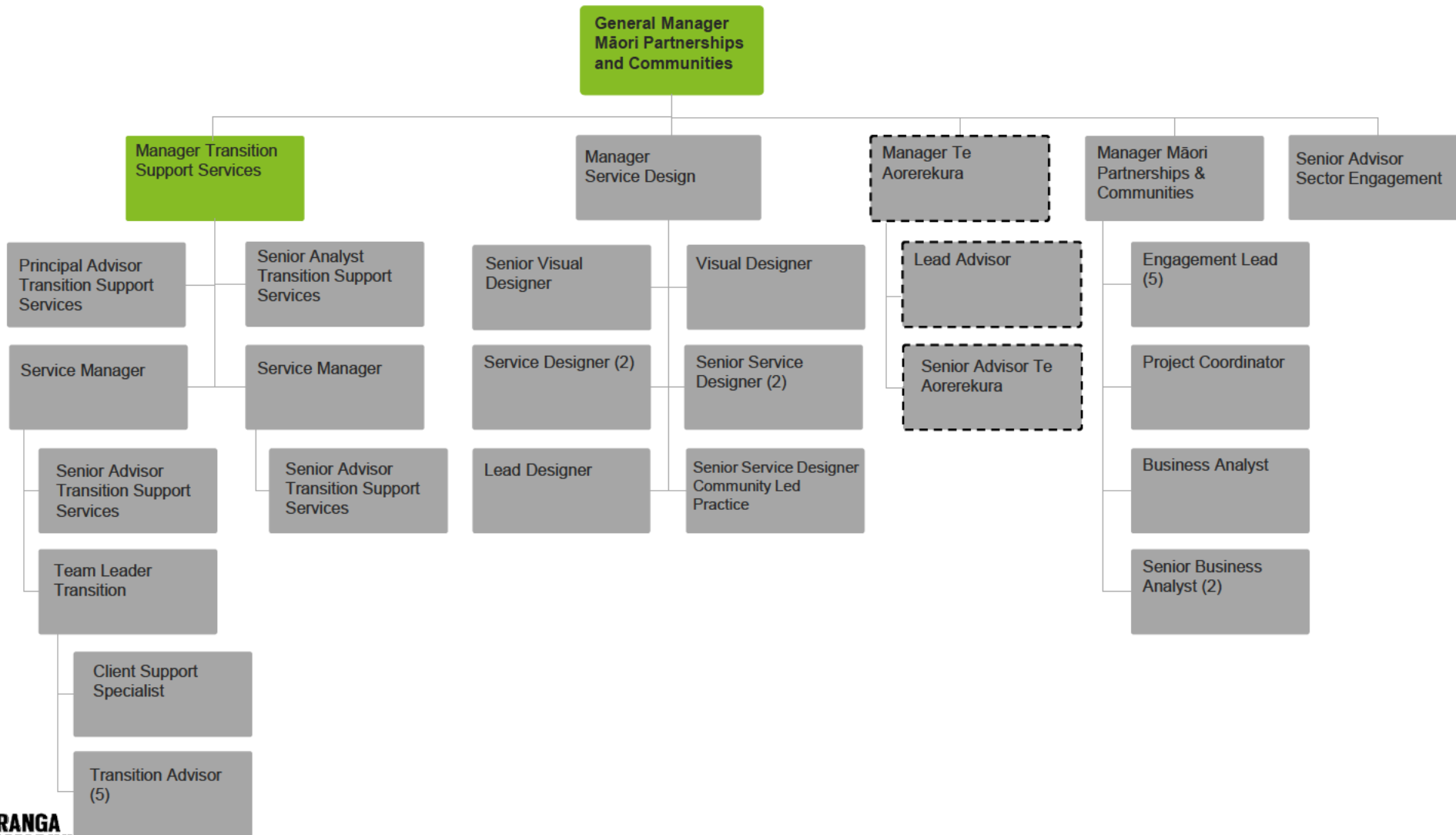


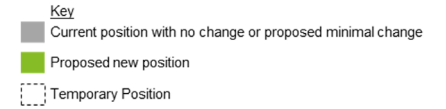
Confirmed New Structure: Commissioning & Investment team (T3 to T6)



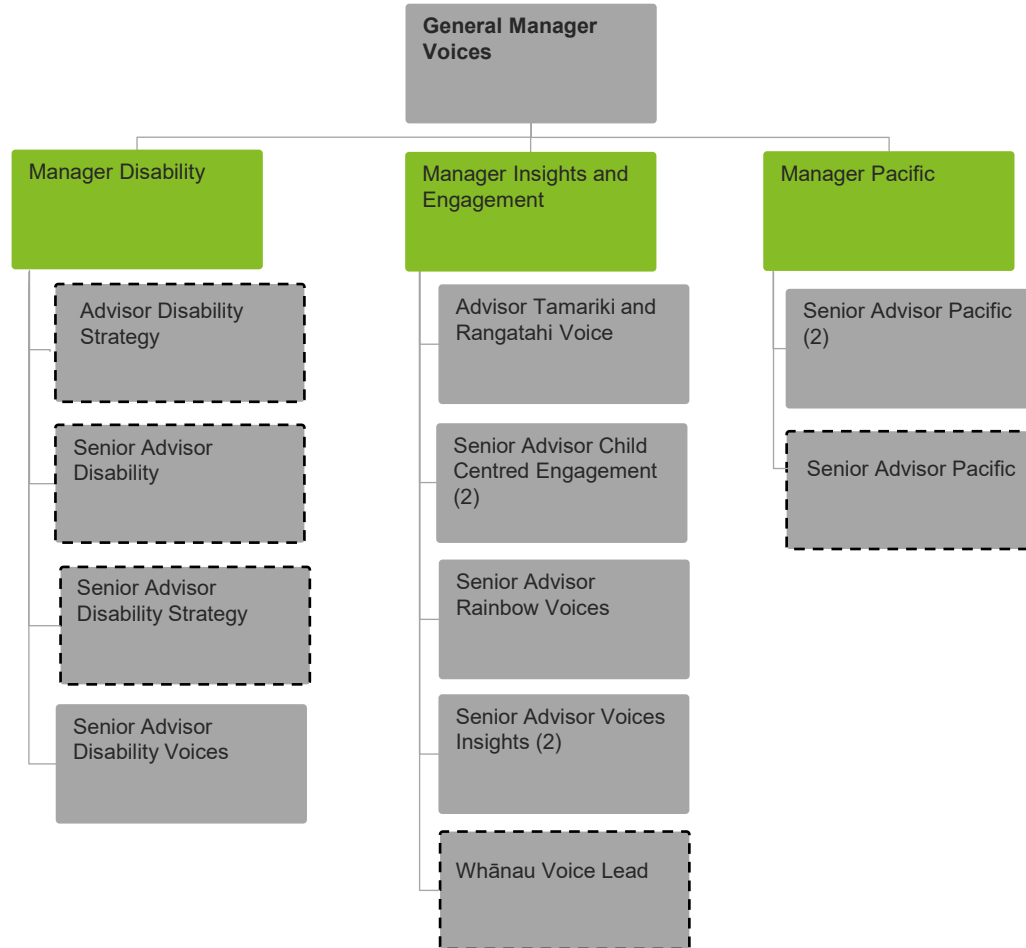


Confirmed New Structure: Māori, Partnerships and Communities team (T3 to T7)





Confirmed New Structure: Voices team (T3 to T5)



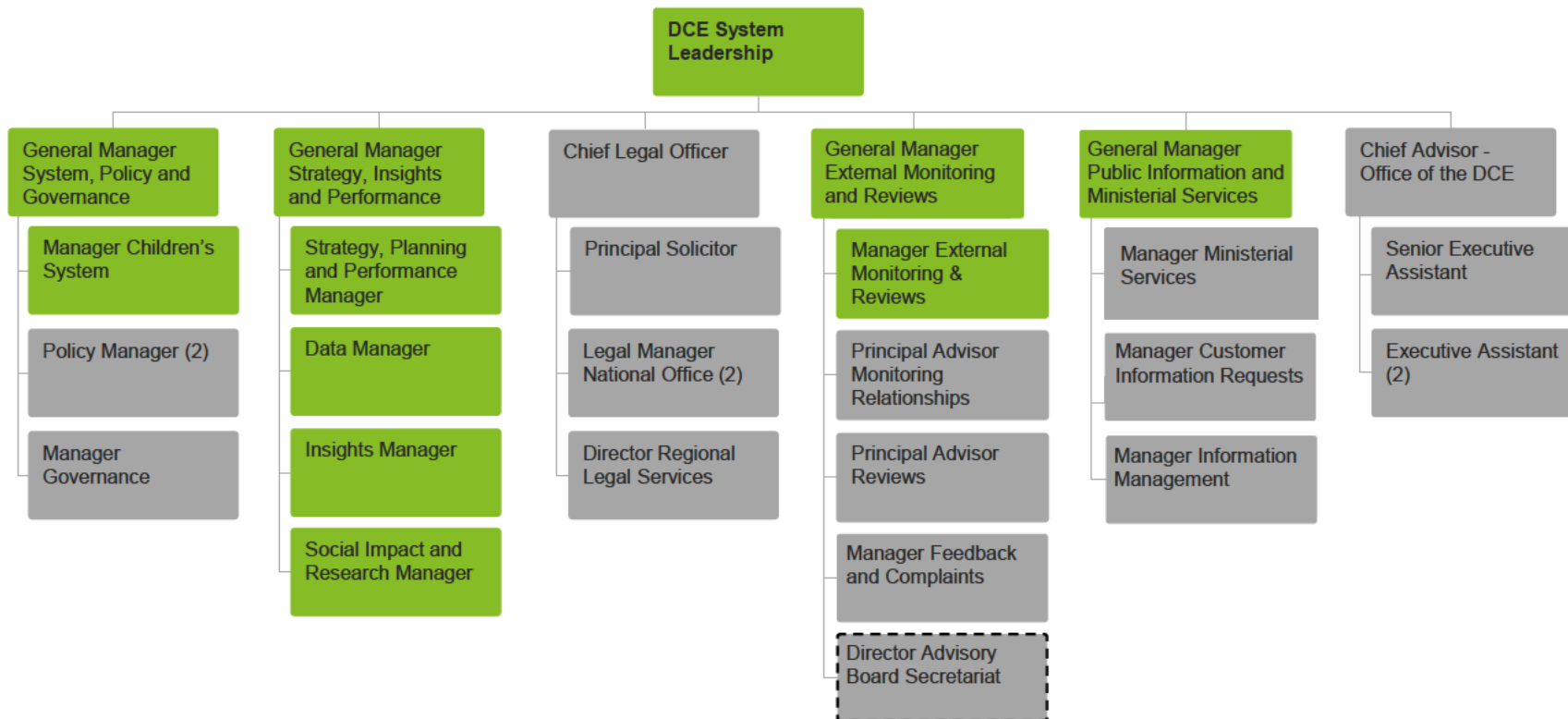
System Leadership

Confirmed Future Structure

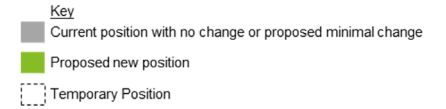
Key
 ■ Current position with no change or proposed minimal change
 ■ Proposed new position
 □ Temporary Position

System Leadership

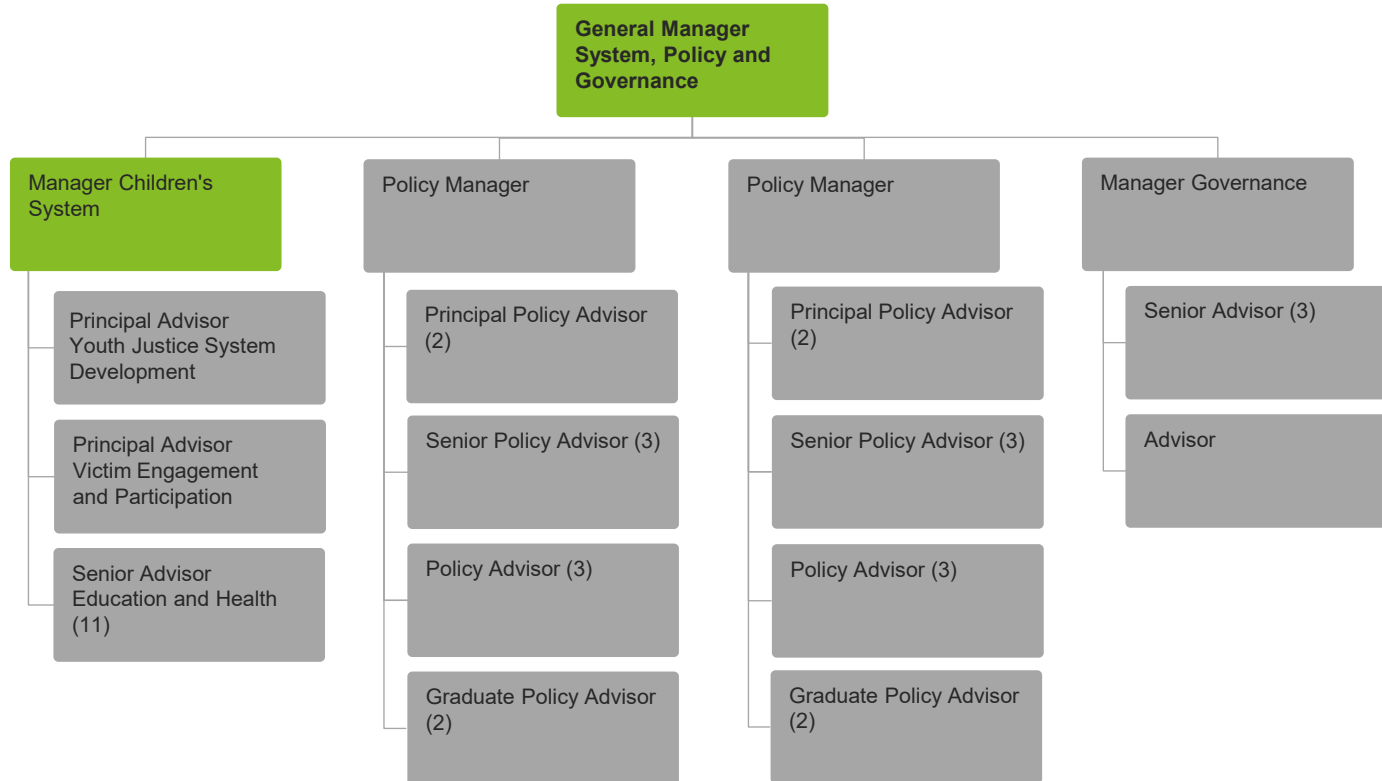
Confirmed New Structure: Leadership team (T2 to T4)



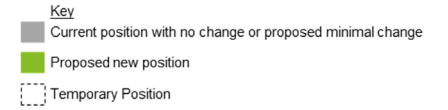
System Leadership



Confirmed New Structure: System, Policy and Governance team (T3 to T5)



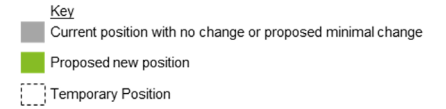
System Leadership



Confirmed New Structure: Strategy, Insights and Performance team (T3 to T4)



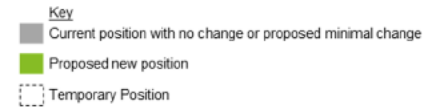
System Leadership



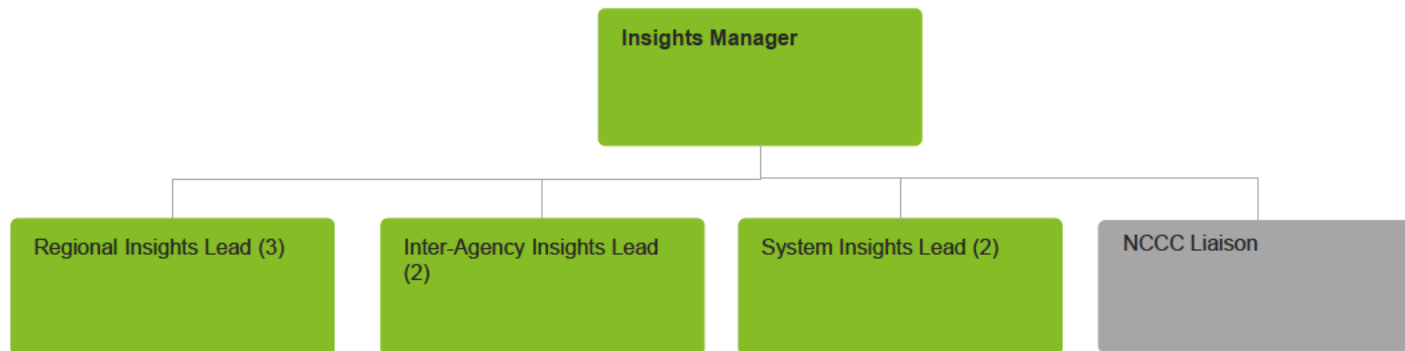
Confirmed New Structure: Data team (T4 to T6)



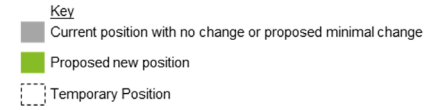
System Leadership



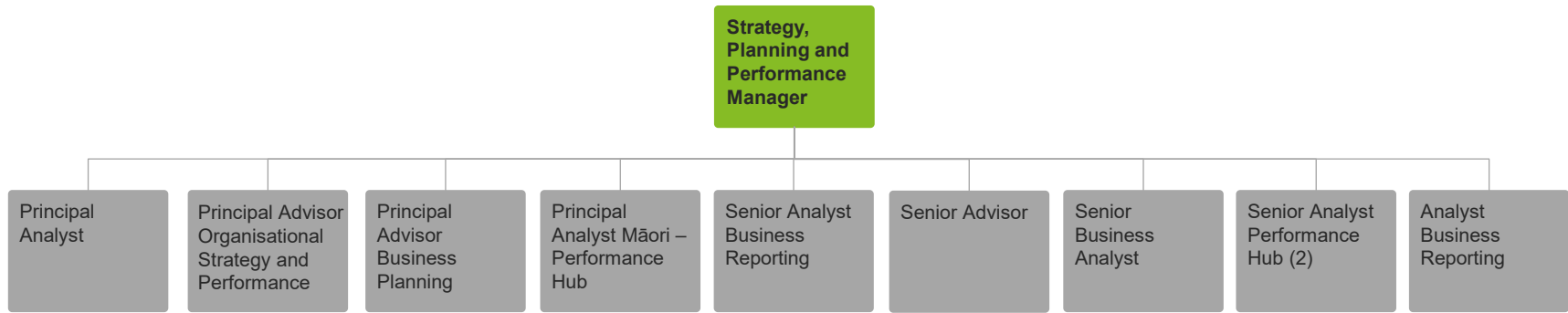
Confirmed New Structure: Insights team (T4 to T5)



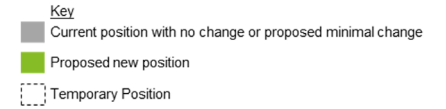
System Leadership



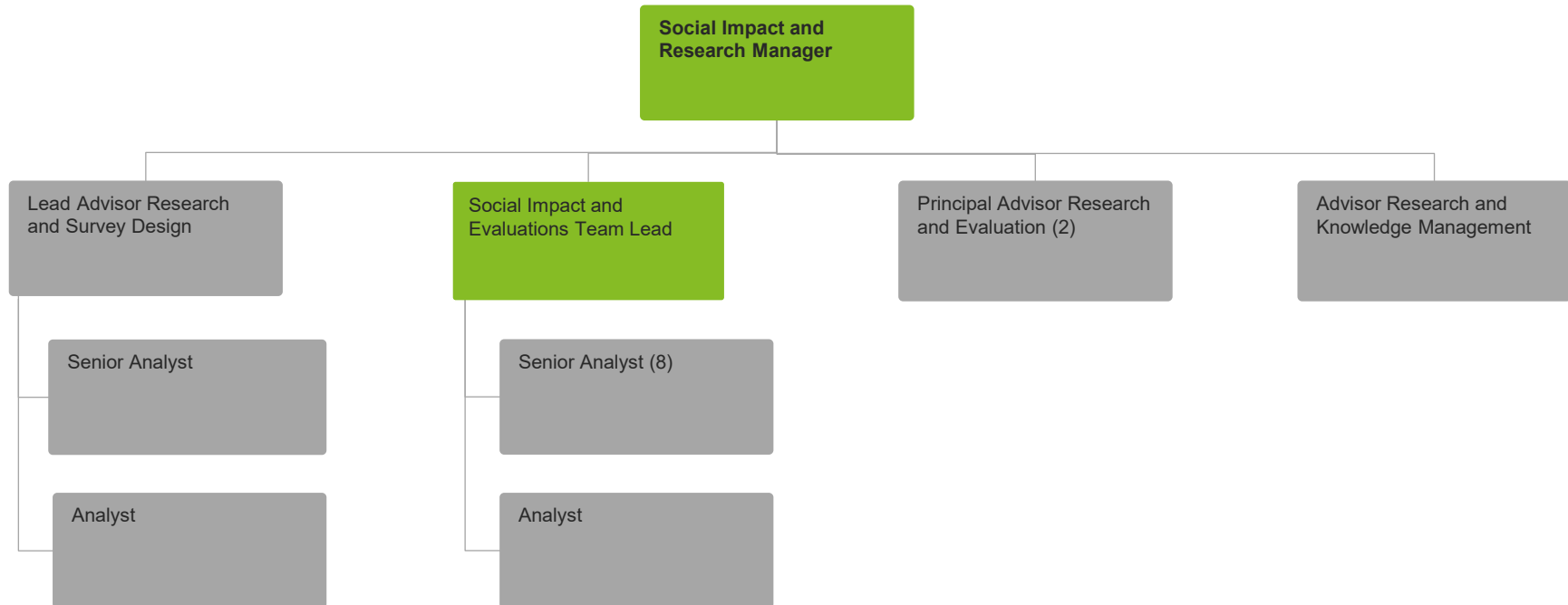
Confirmed New Structure: Strategy, Planning and Performance team (T4 to T5)



System Leadership



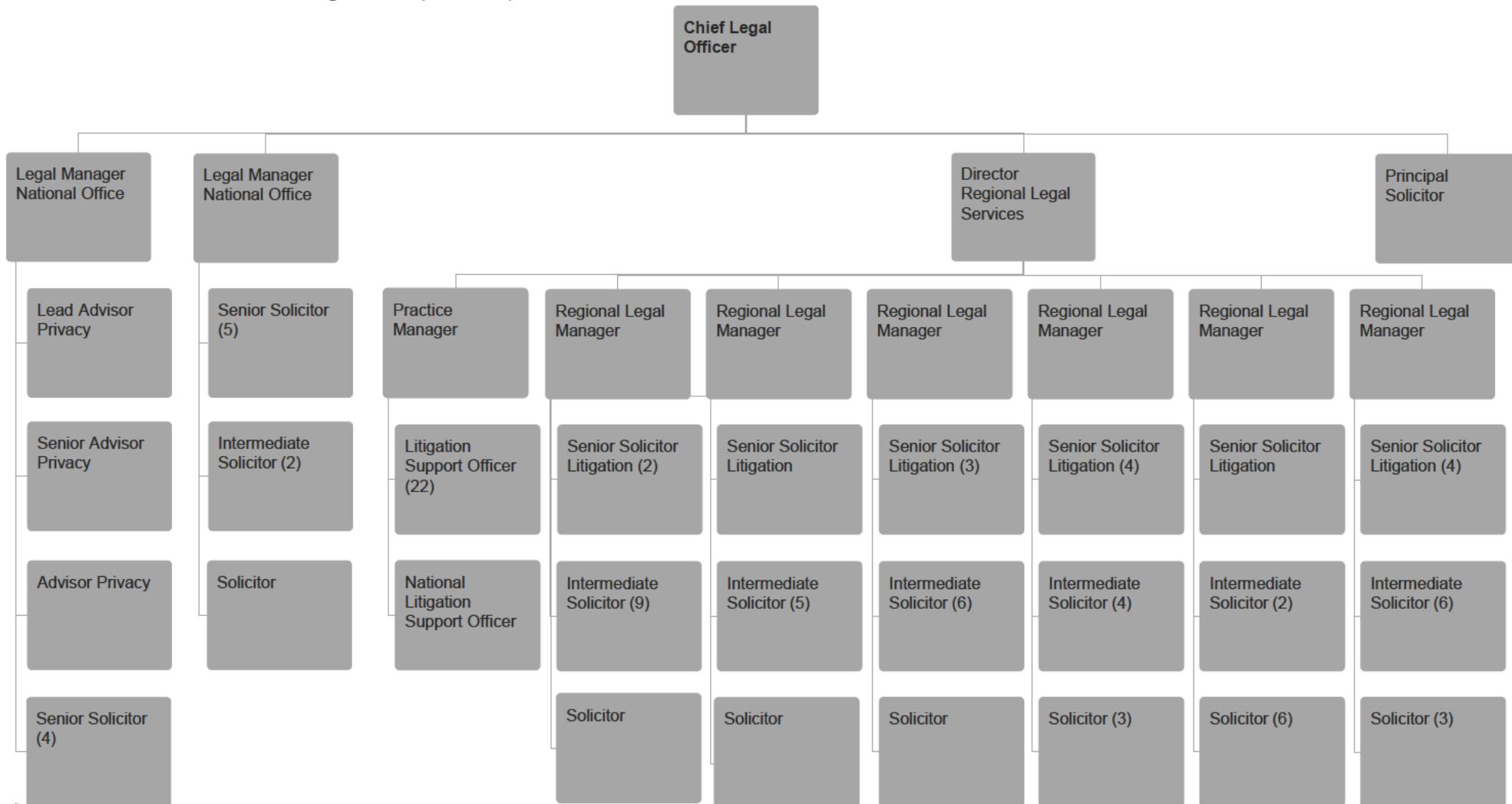
Confirmed New Structure: Social Impact and Research team (T4 to T6)



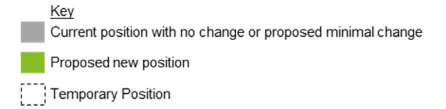
System Leadership

Key
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 ■ Proposed new position
 □ Temporary Position

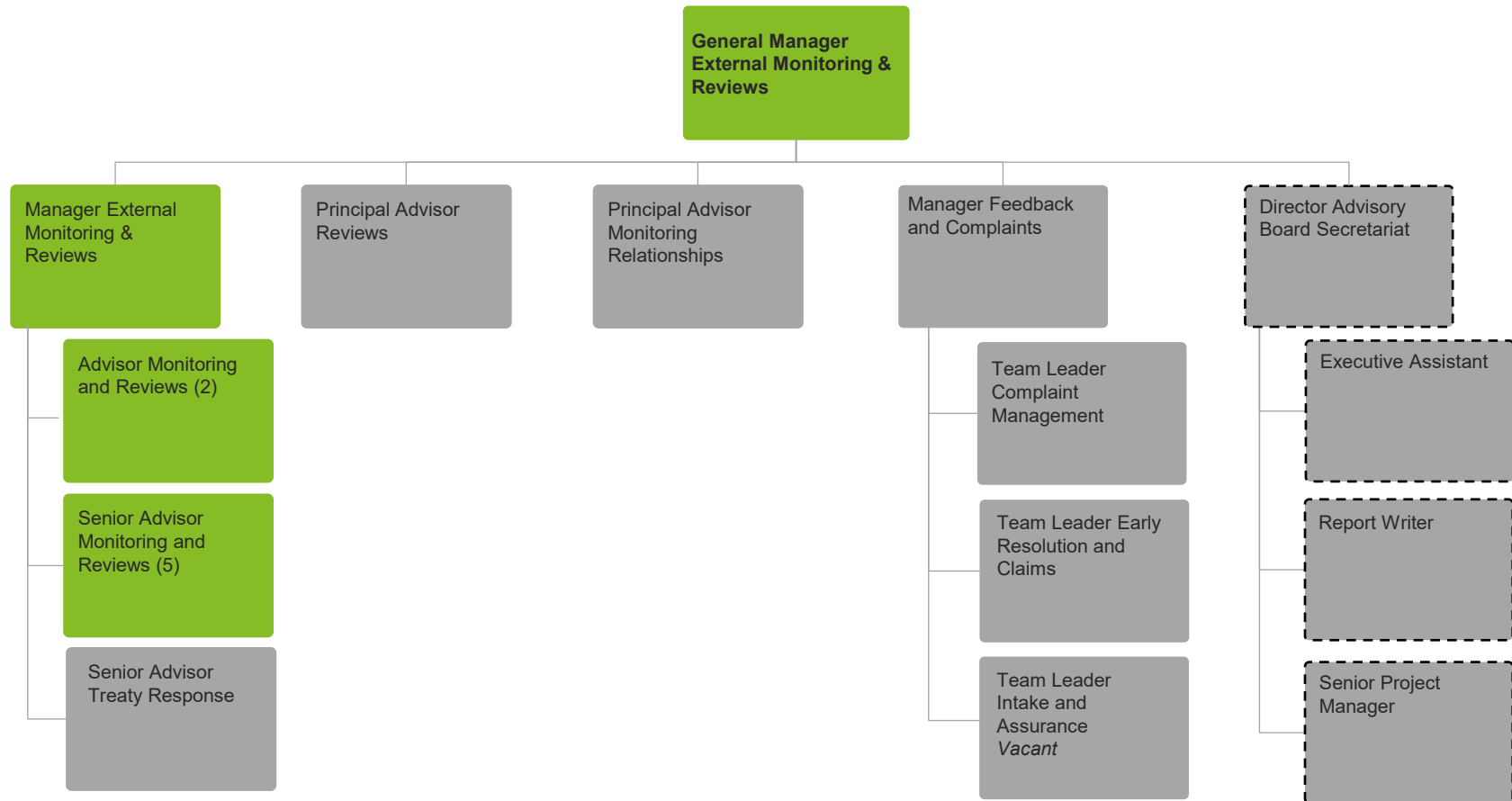
Confirmed New Structure: Legal team (T3 to T6)



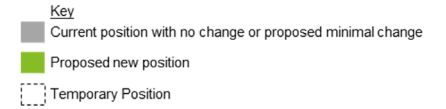
System Leadership



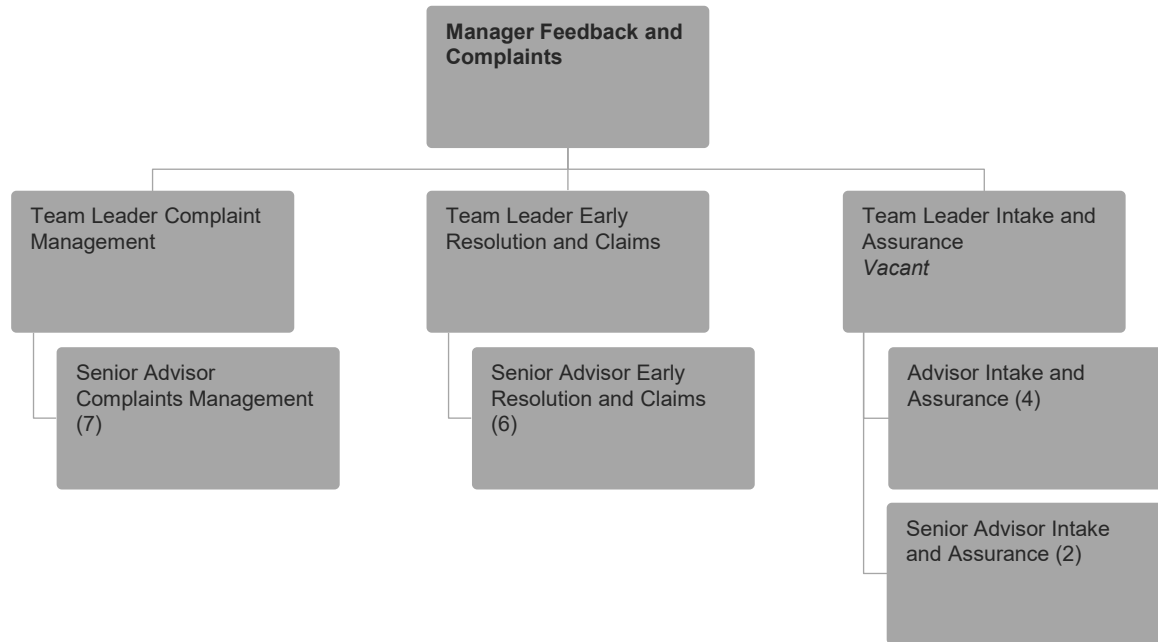
Confirmed New Structure: External Monitoring and Reviews team (T3 to T5)



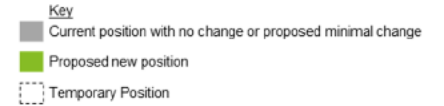
System Leadership



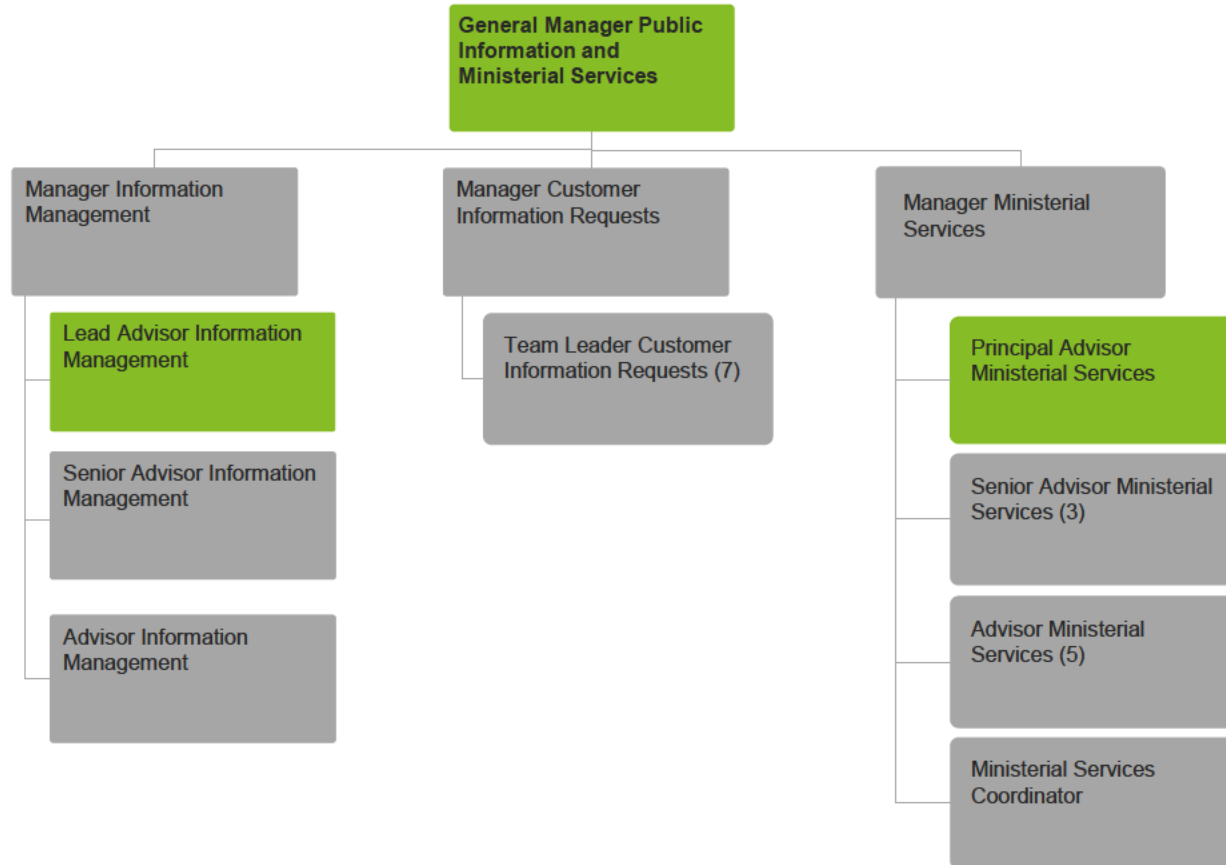
Confirmed New Structure: Feedback and Complaints team (T4 to T6)



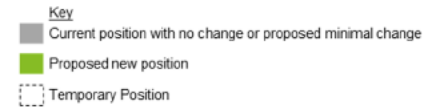
System Leadership



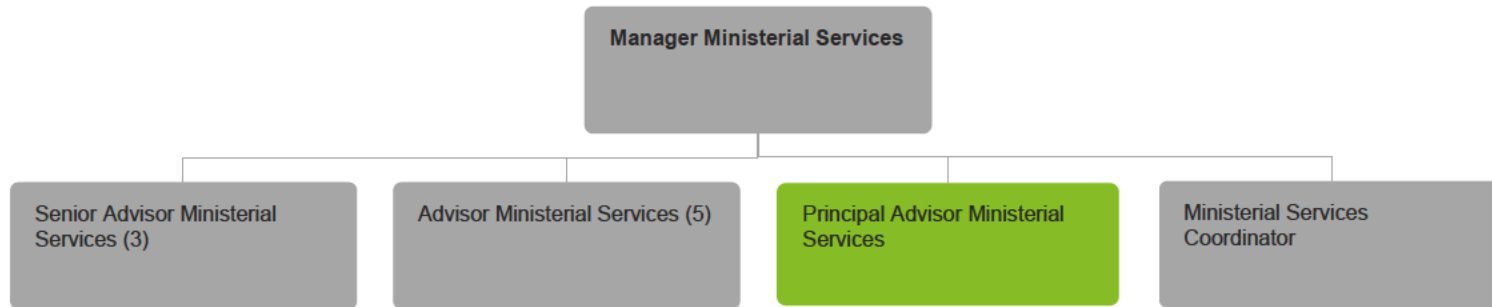
Confirmed New Structure: Public Information and Ministerial Services team (T3 to T4)



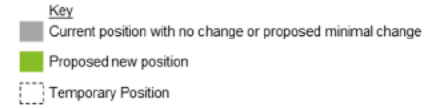
System Leadership



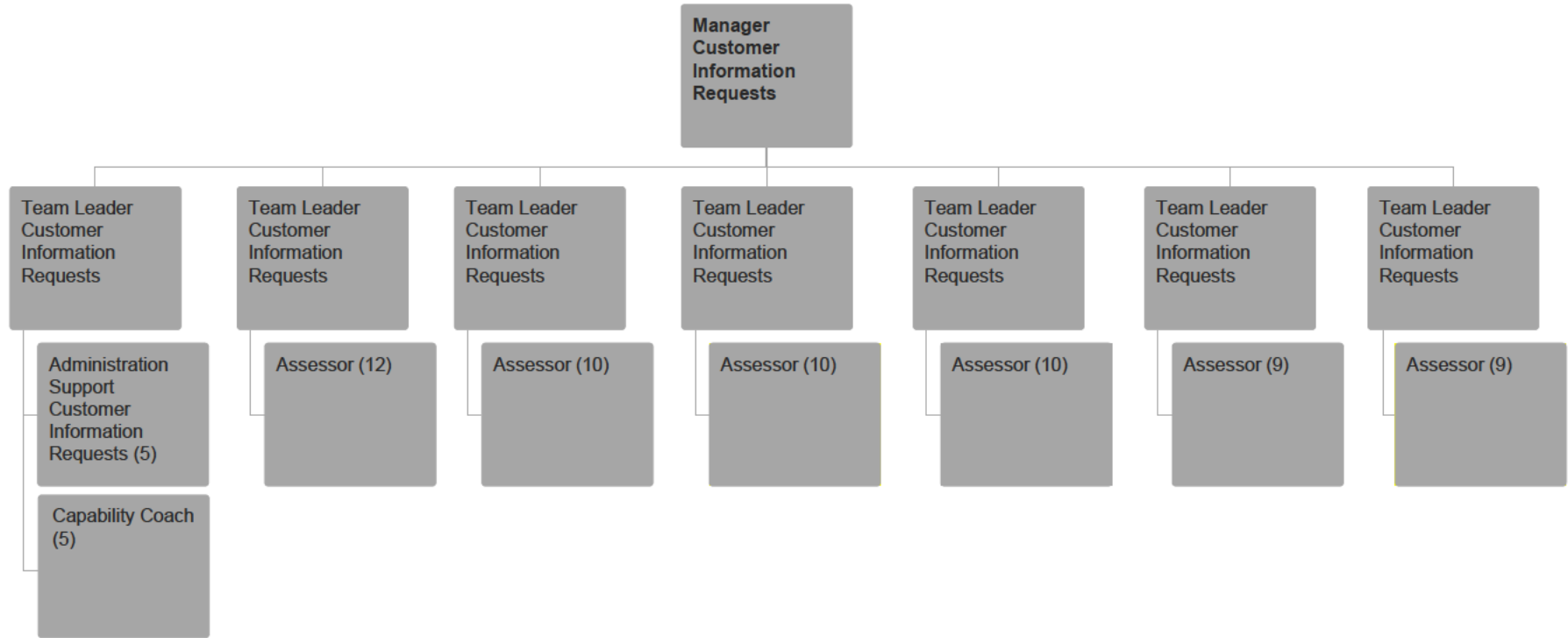
Confirmed New Structure: Ministerial Support team (T4 to T5)



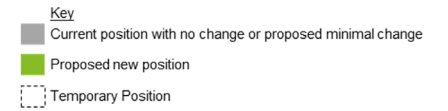
System Leadership



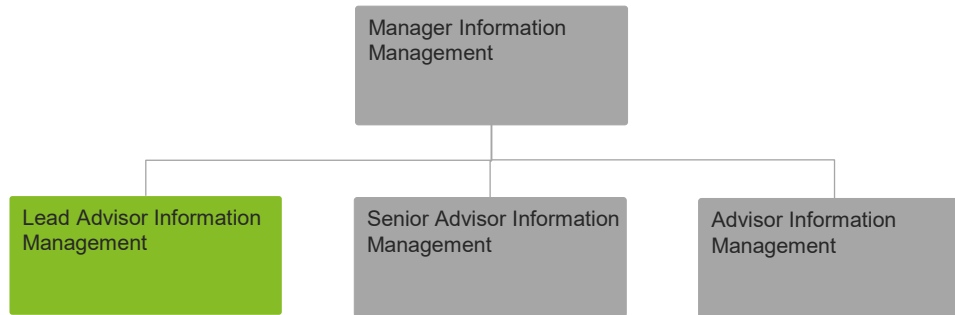
Confirmed New Structure: Customer Information Requests team (T4 to T6)



System Leadership

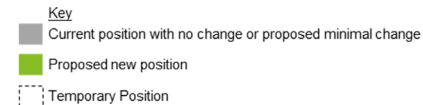


Confirmed New Structure: Information Management team (T4 to T5)



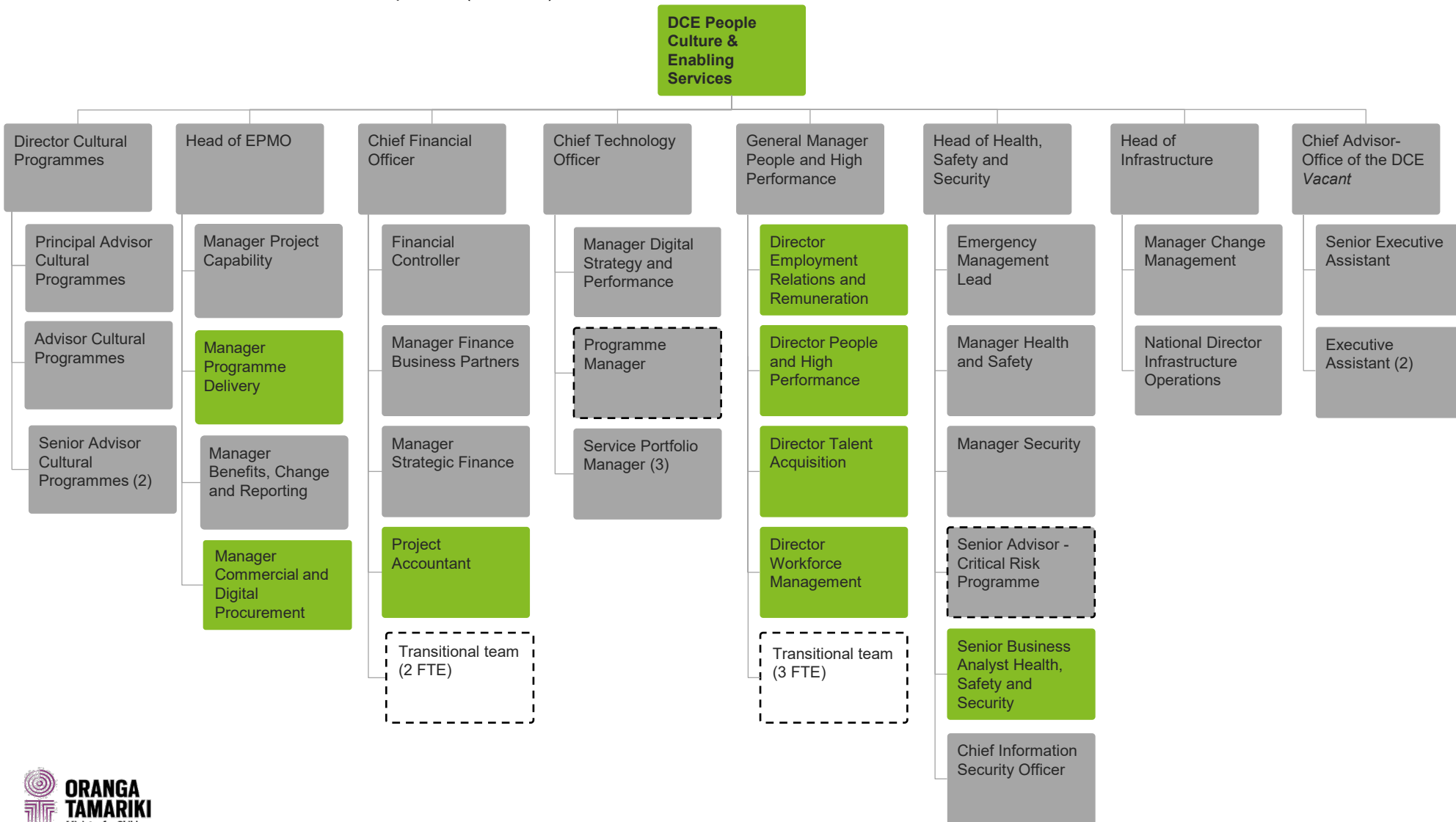
People Culture and Enabling Services

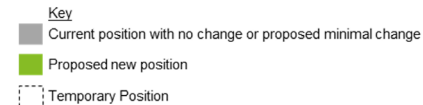
Confirmed Future Structure



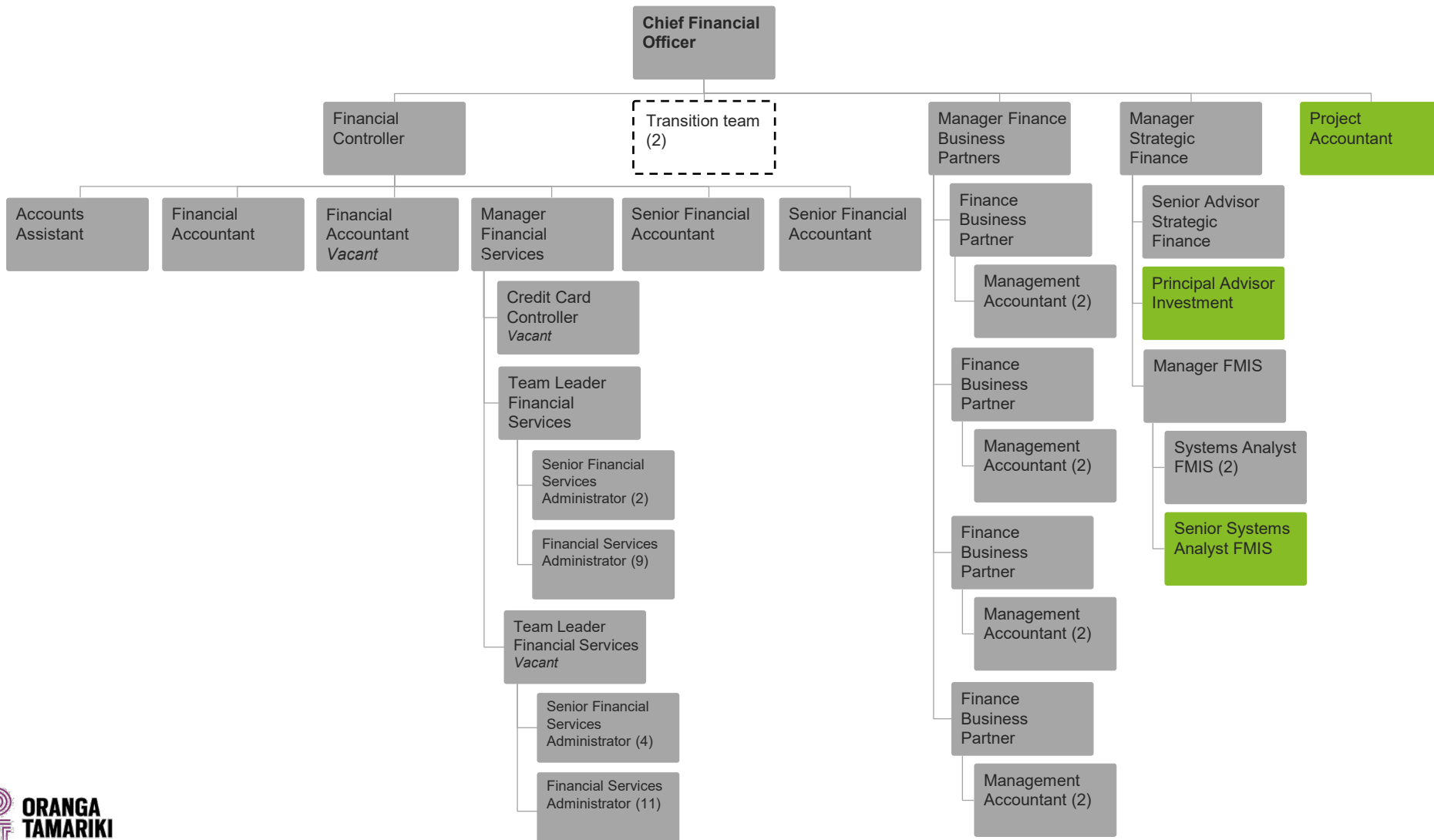
People Culture & Enabling Services

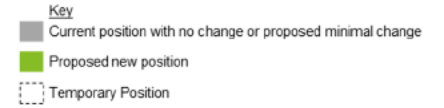
Confirmed New Structure: Leadership team (T2 to T4)



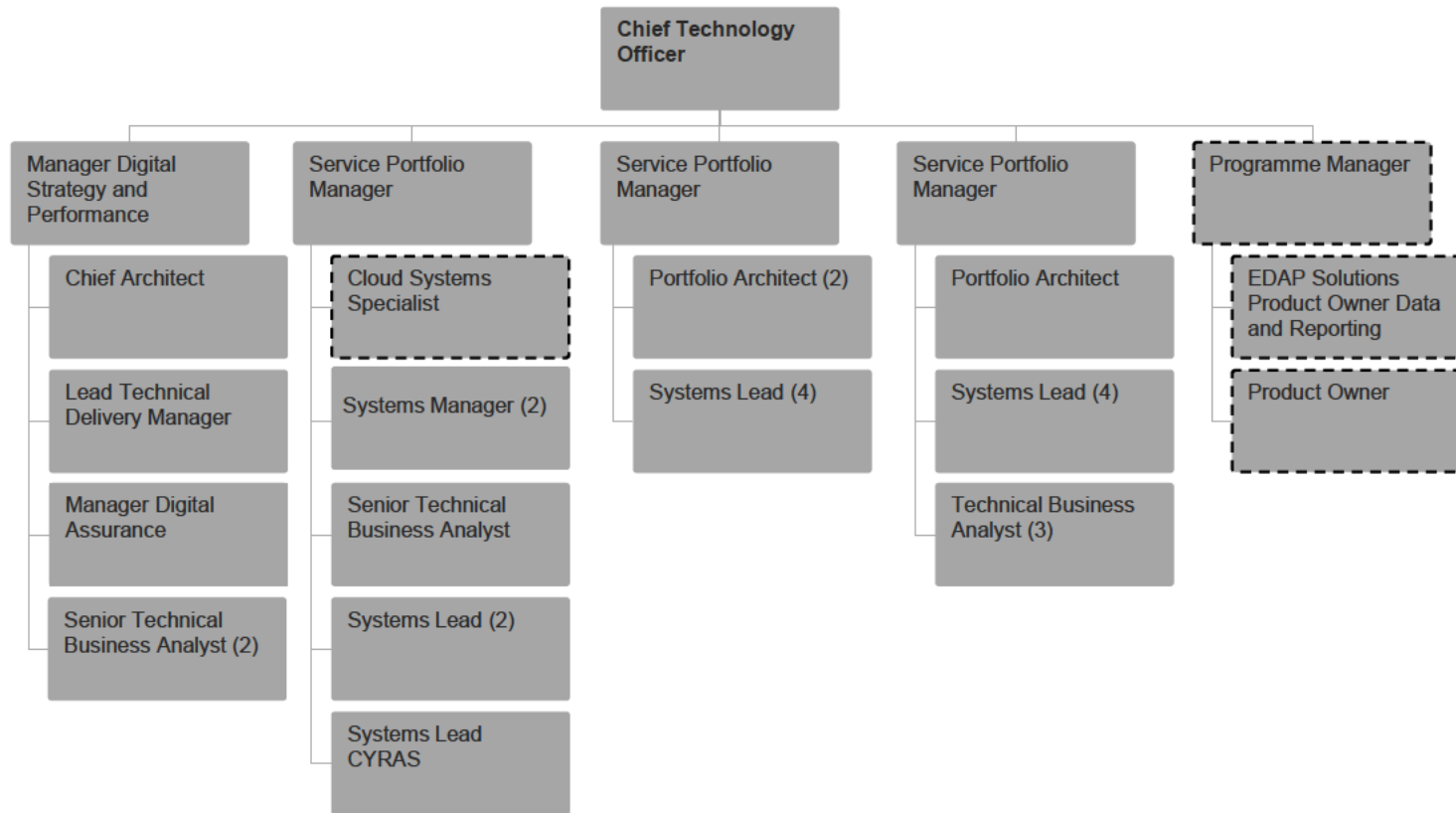


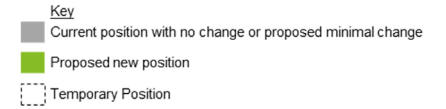
Confirmed New Structure: Finance team (T3 to T6)



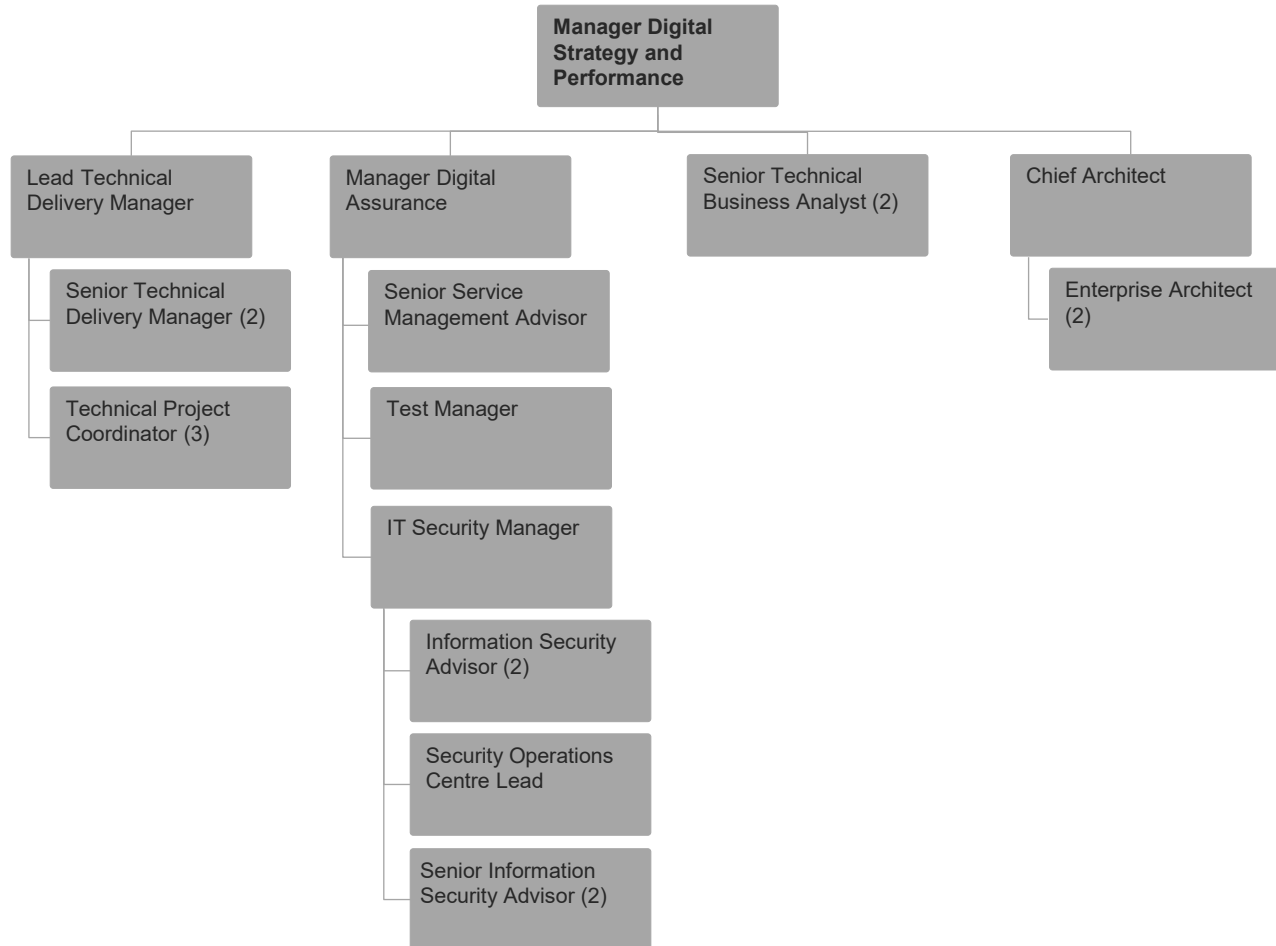


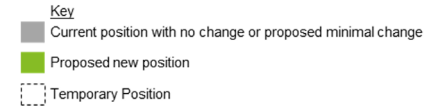
Confirmed New Structure: Technology and Channels team (T3 to T6)



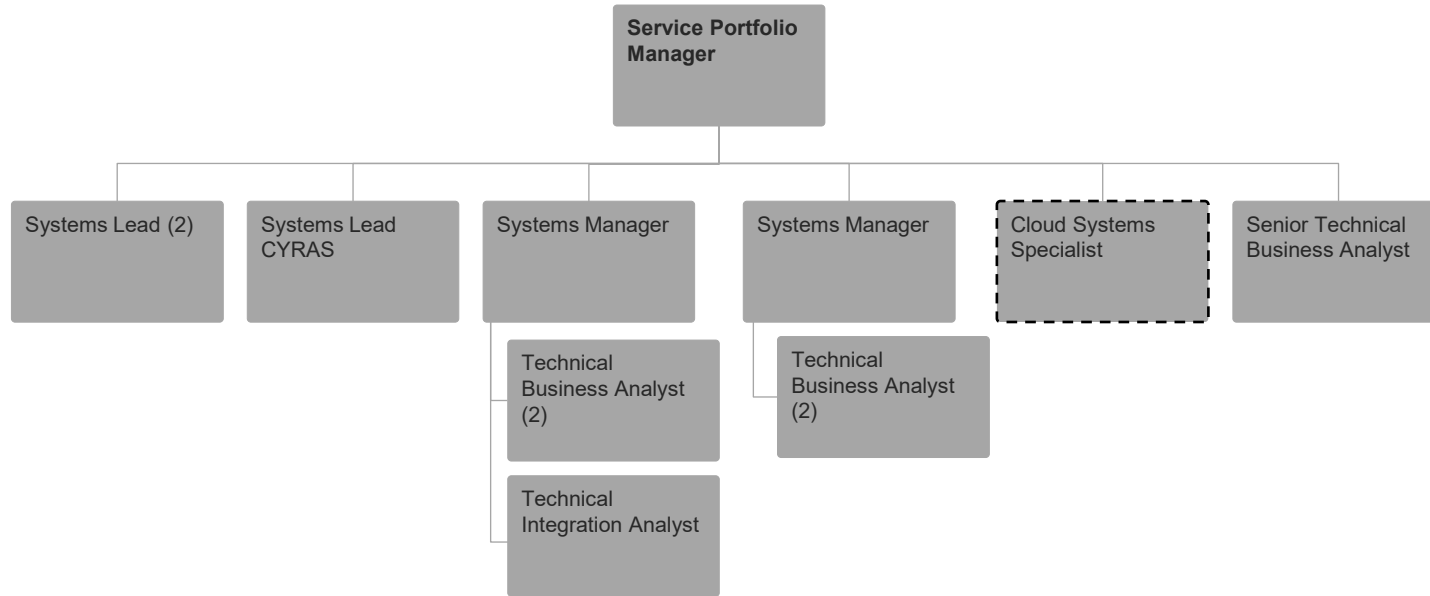


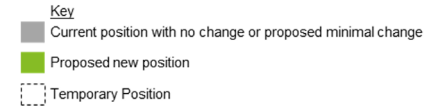
Confirmed New Structure: Digital Strategy and Performance team (T4 to T7)



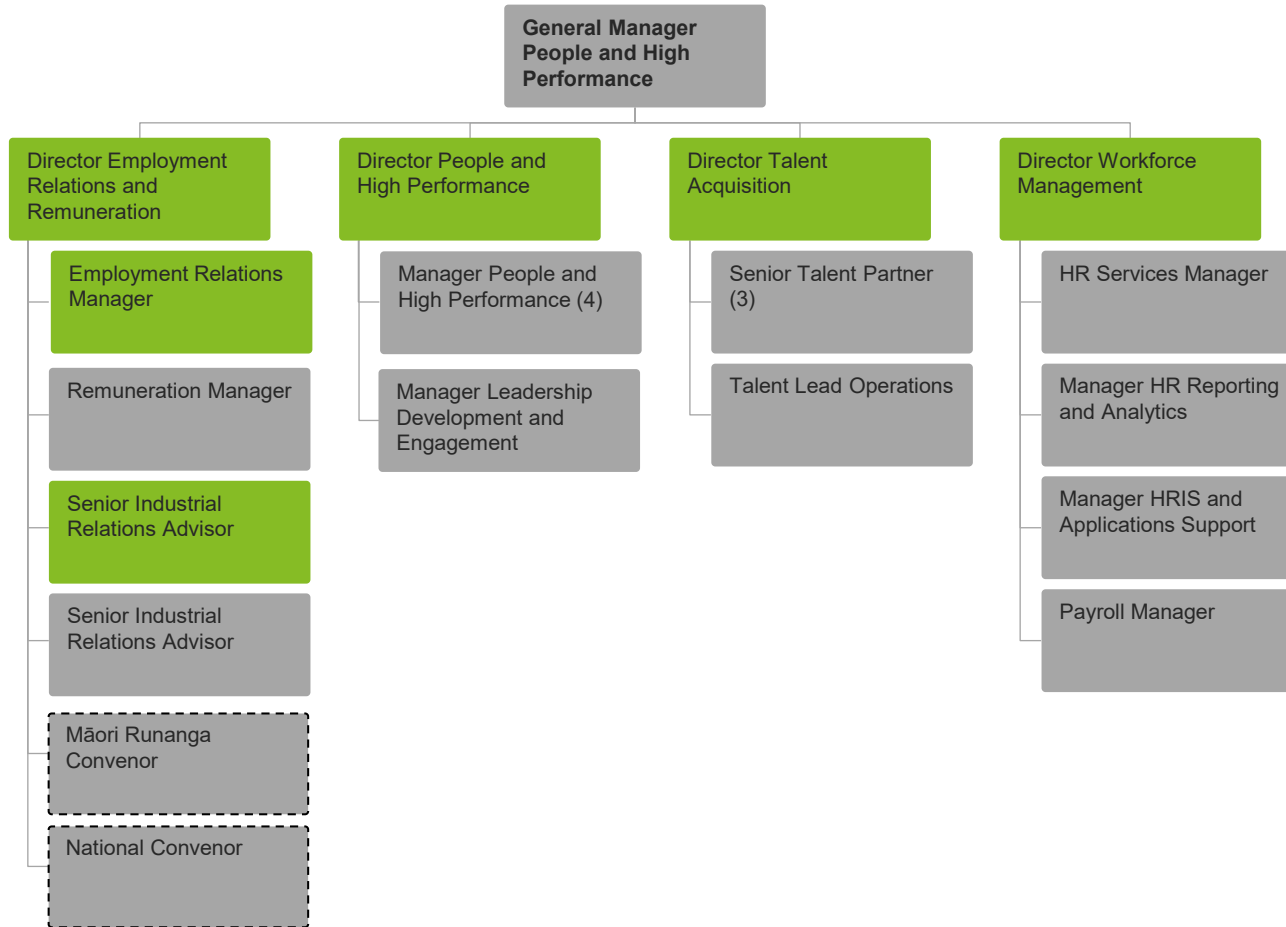


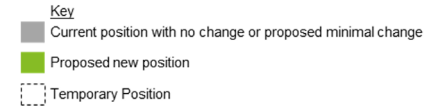
Confirmed New Structure: Service Portfolio Manager



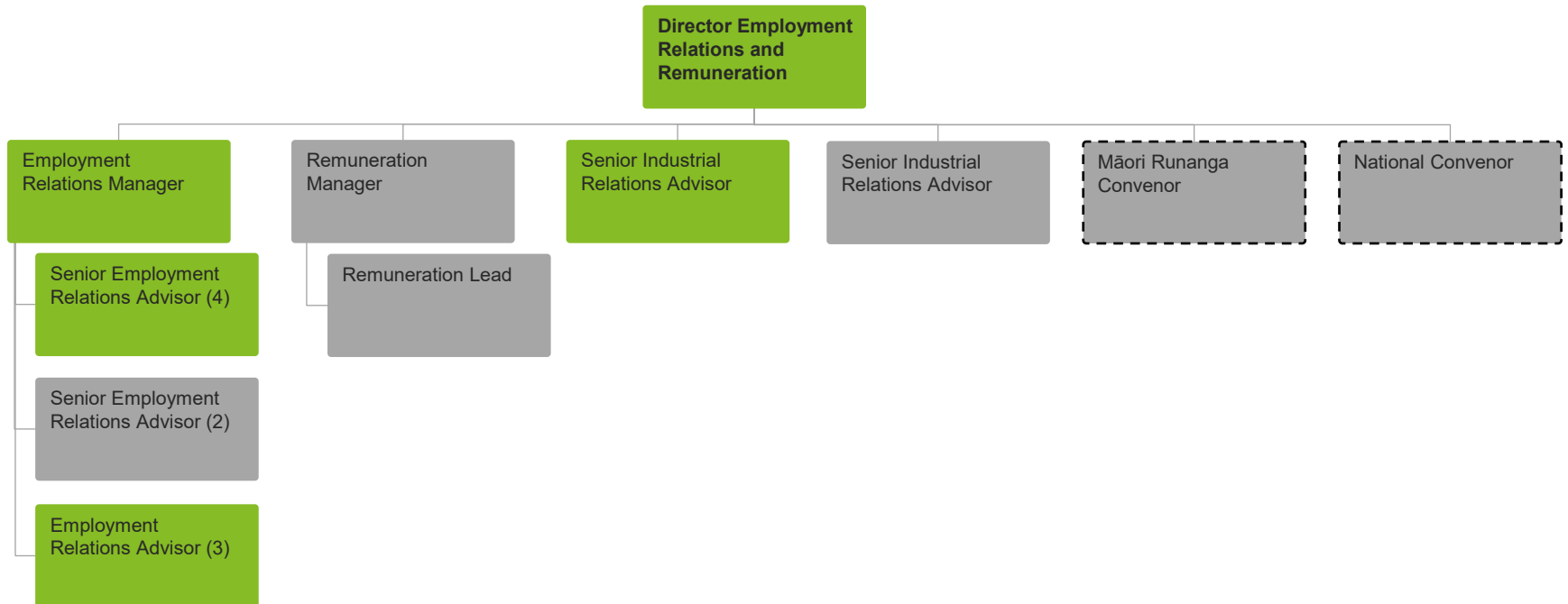


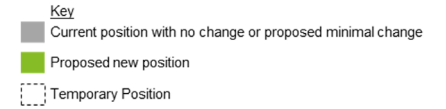
Confirmed New Structure: People and High Performance team (T3 to T5)



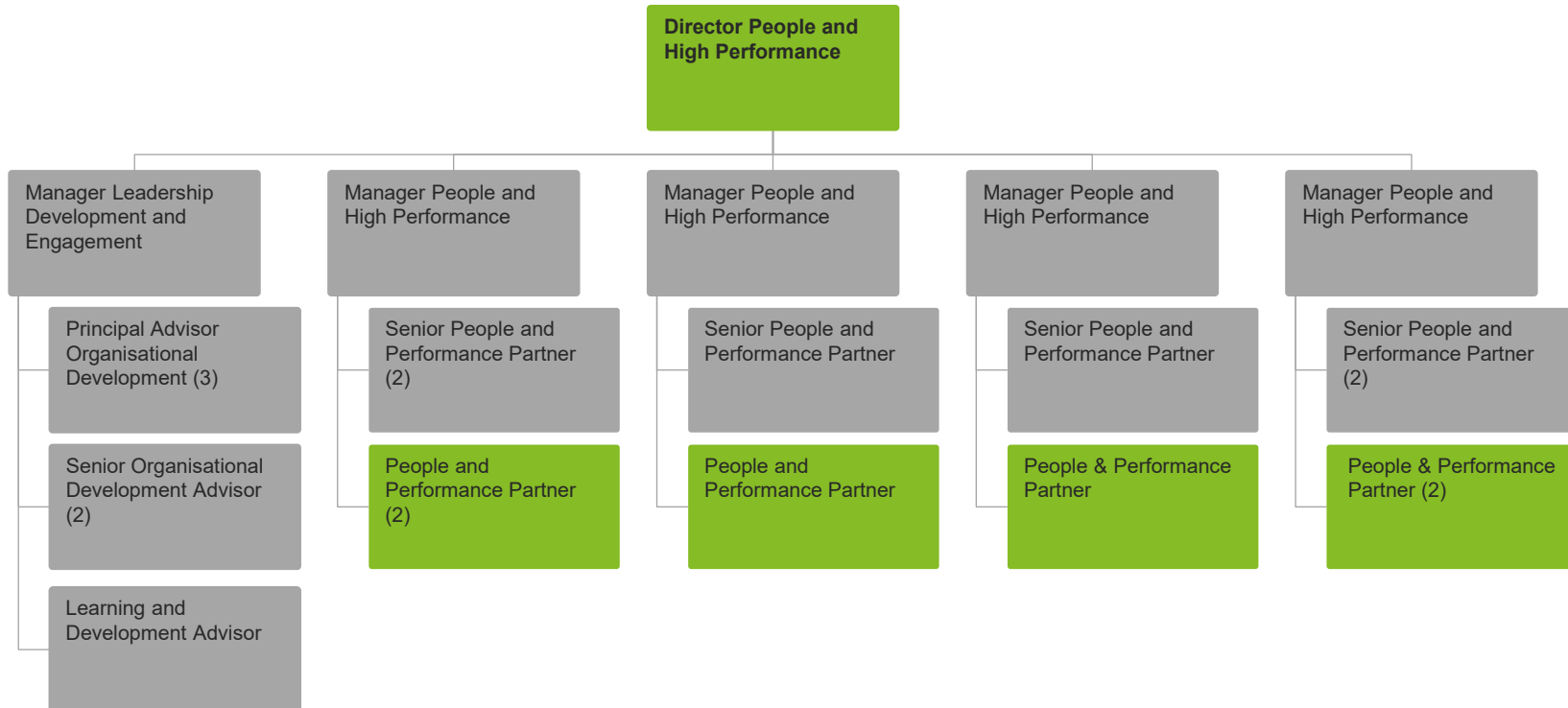


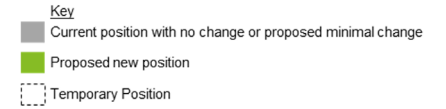
Confirmed New Structure: Employment Relations and Remuneration team (T3 to T5)



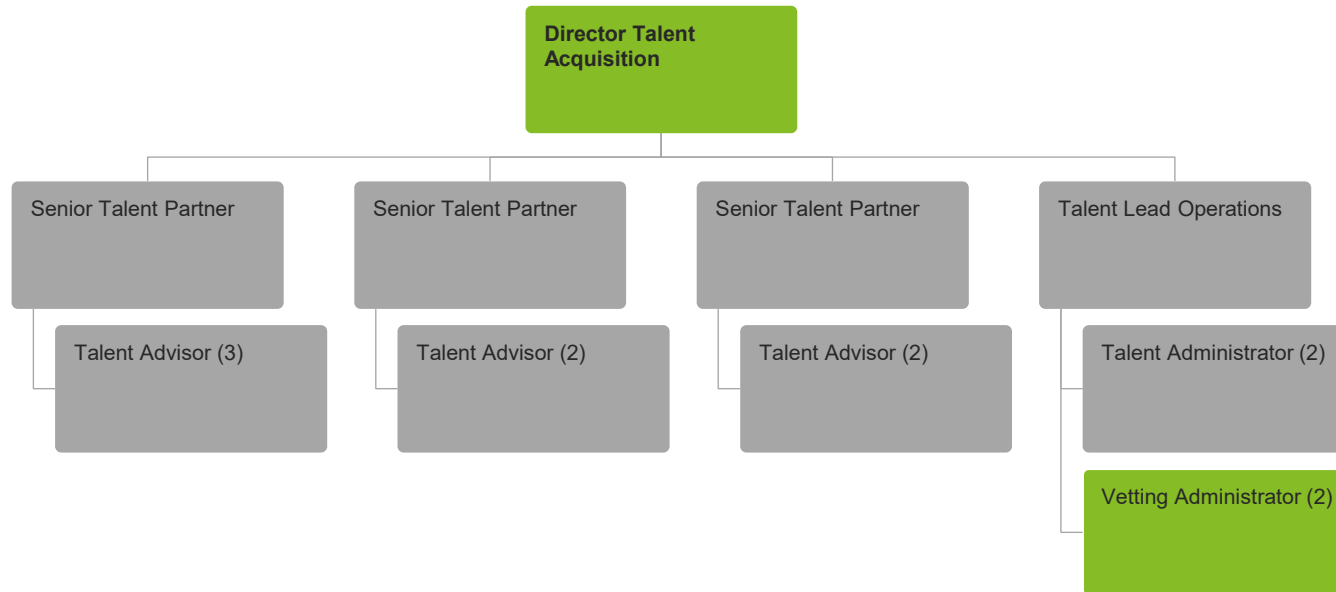


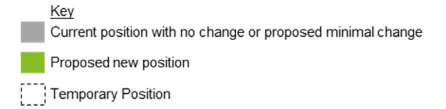
Confirmed New Structure: People and High Performance team (T3 to T5)



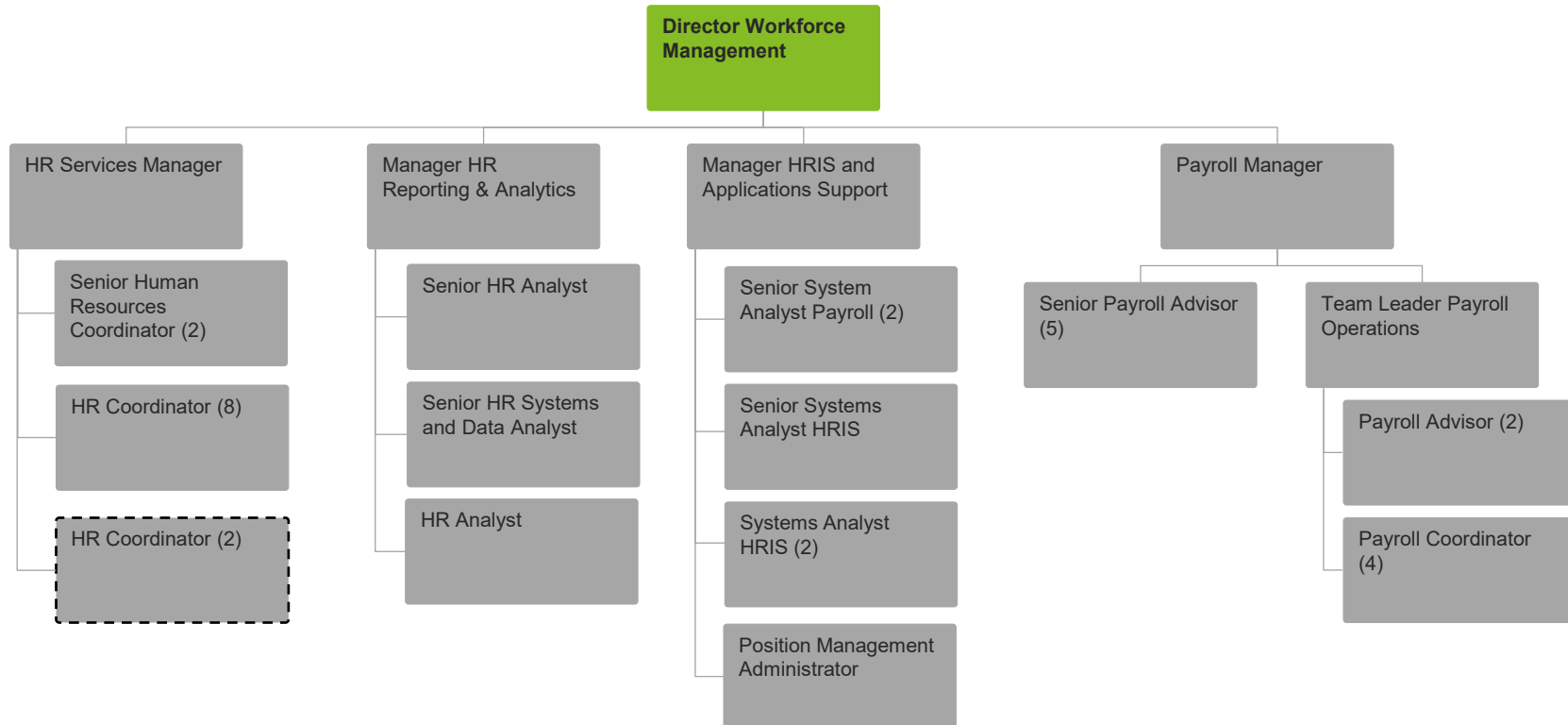


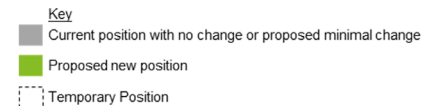
Confirmed New Structure: Talent Acquisition team (T3 to T5)



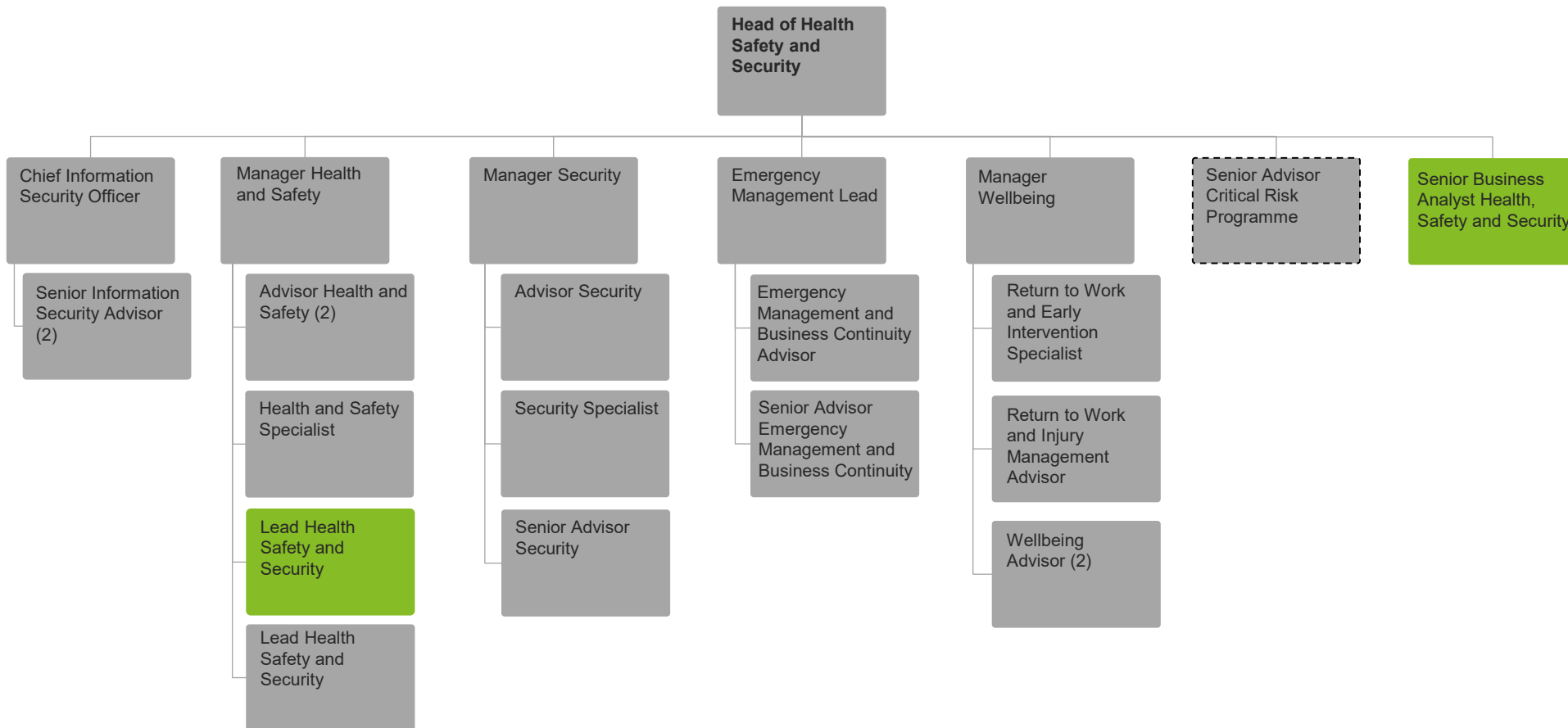


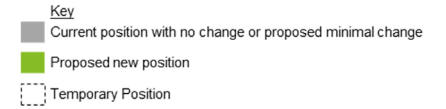
Confirmed New Structure: Workforce Management team (T3 to T6)



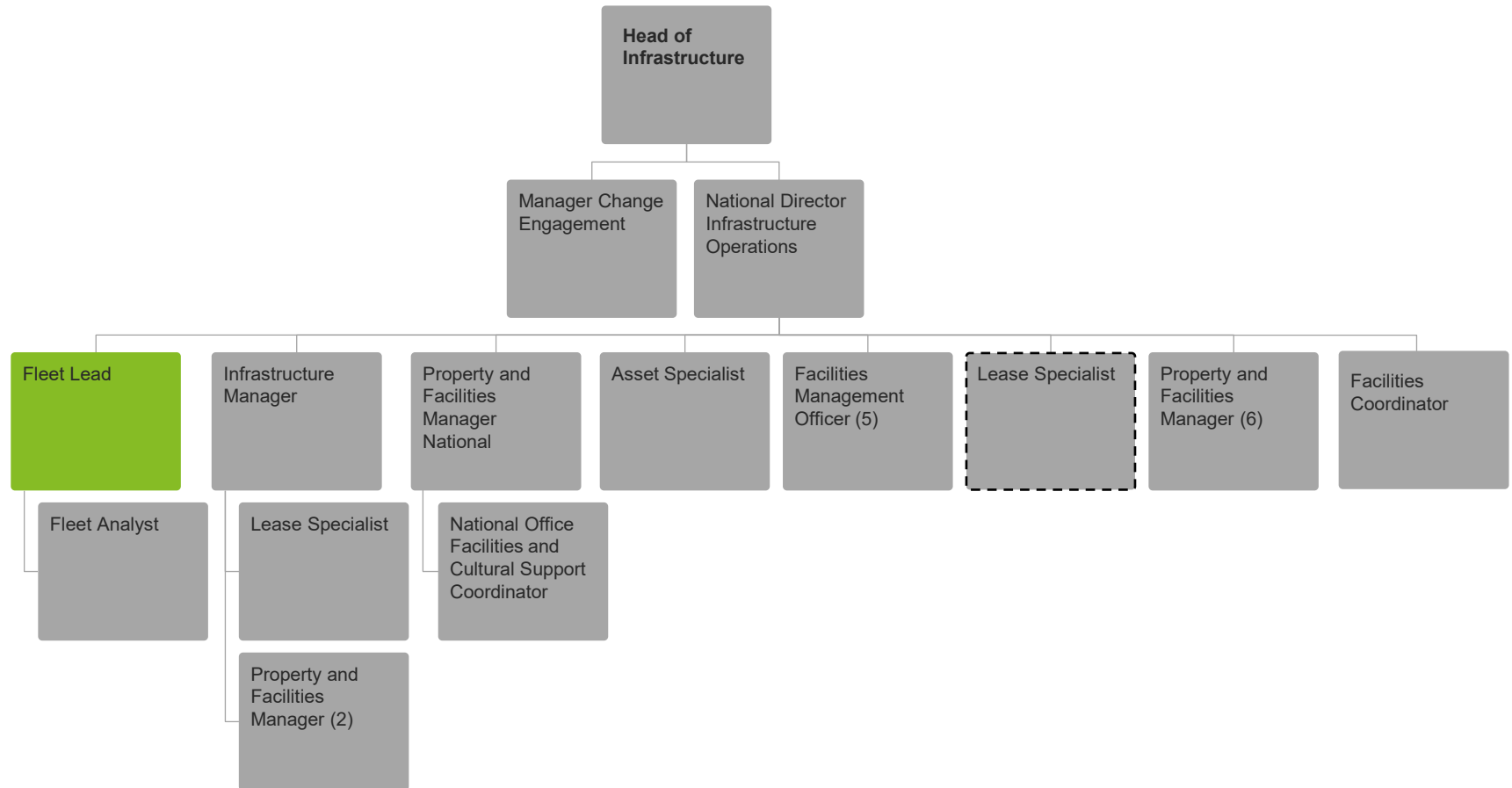


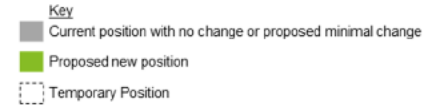
Confirmed New Structure: Health, Safety and Security team (T3 to T5)



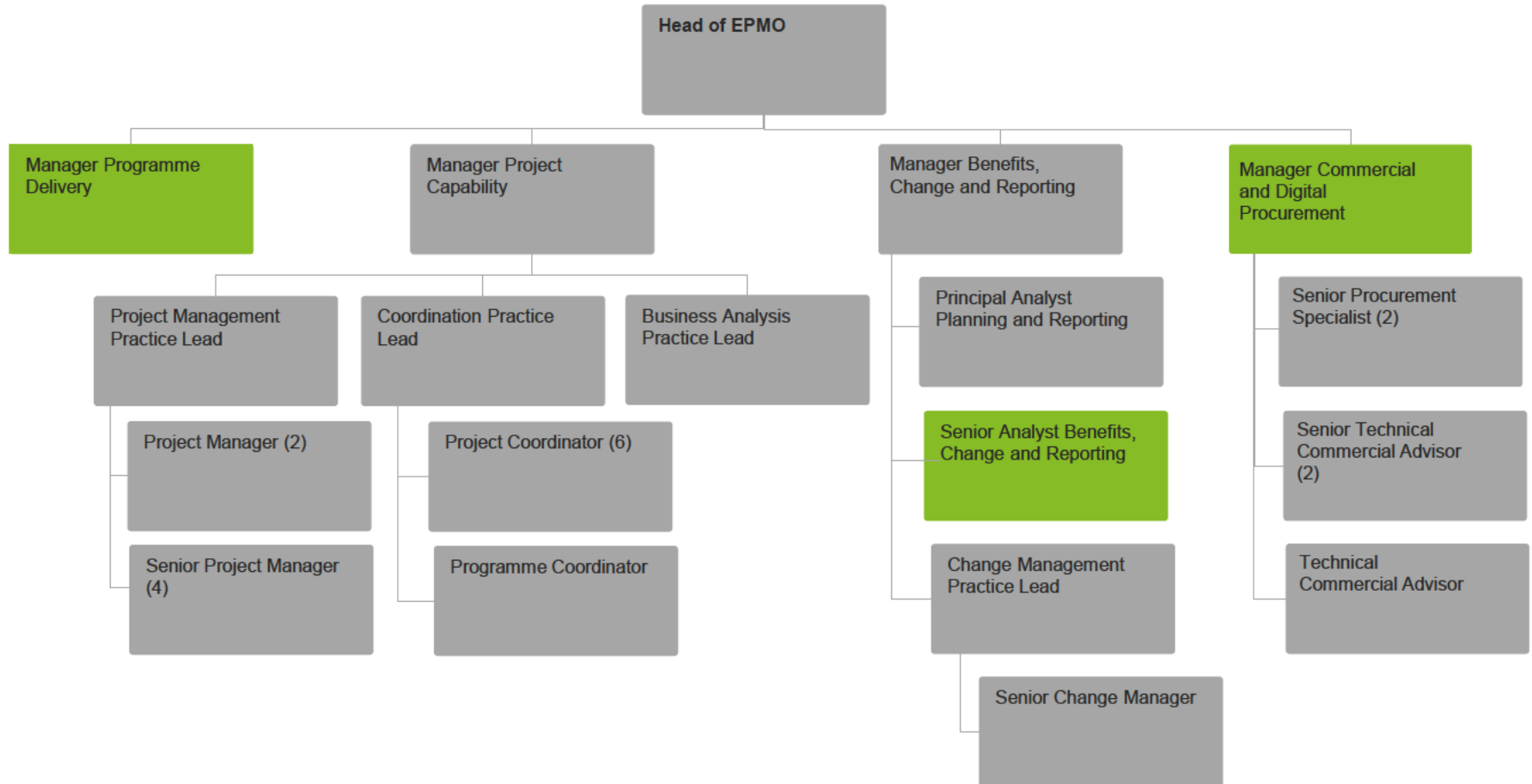


Confirmed New Structure: Infrastructure team (T3 to T6)





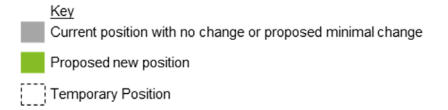
Confirmed New Structure: Enterprise Portfolio Management Office team (T3 to T6)



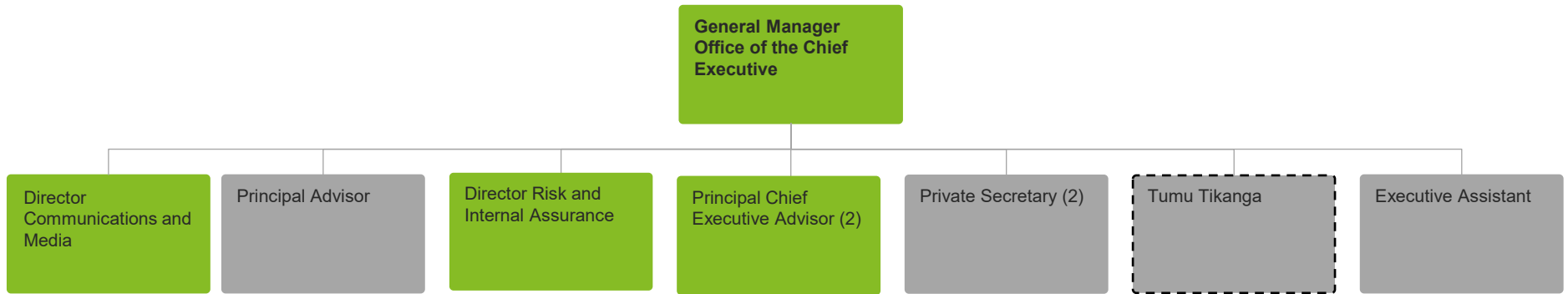
Office of the Chief Executive

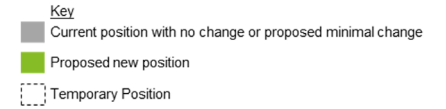
Confirmed Future Structure

Office of the Chief Executive

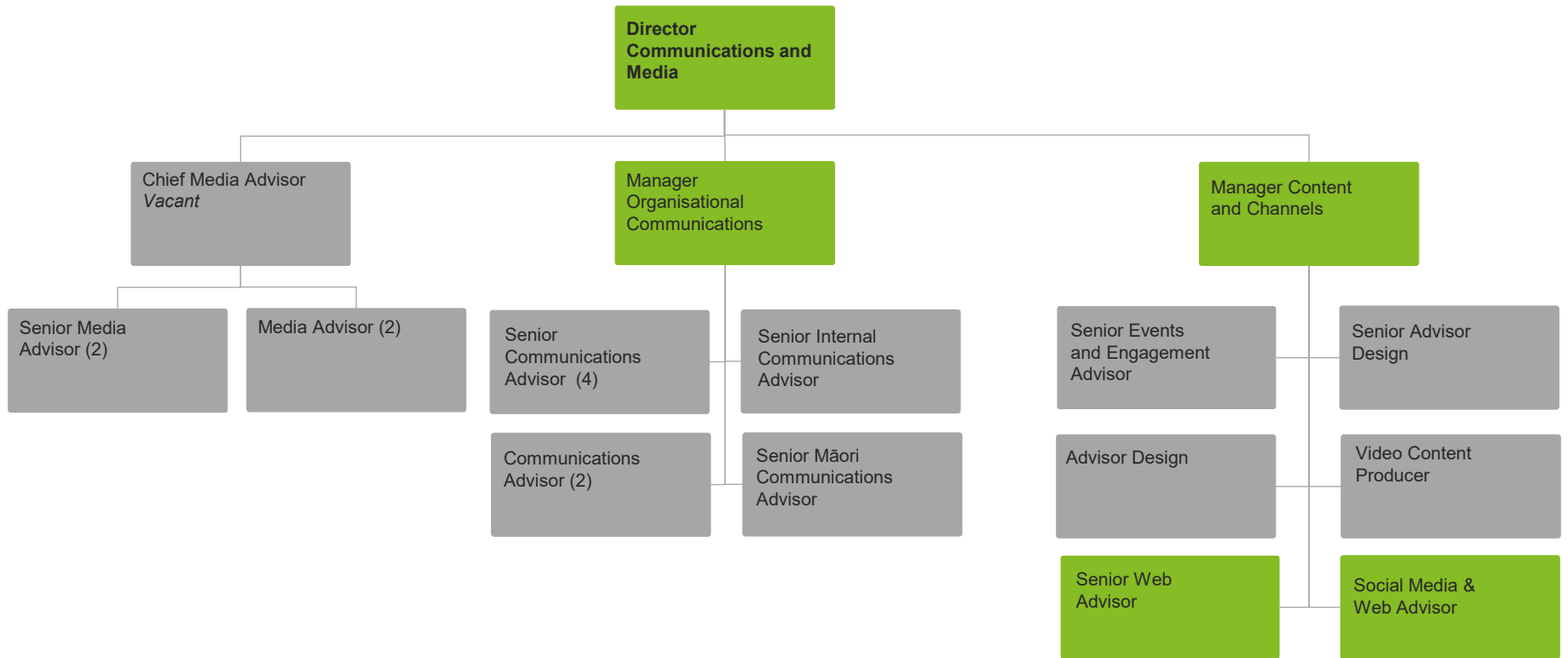


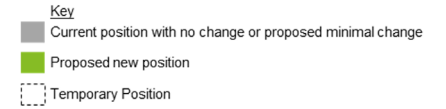
Confirmed New Structure: Leadership team (T2 to T3)





Confirmed New Structure: Communications and Media team (T3 to T5)





Confirmed New Structure: Risk and Internal Assurance team (T3 to T4)



Impact Tables

June 2024

Impact tables

The impact tables identify all current positions in the scope of this change that have been impacted in some way by the confirmed structure change. Please also refer to the organisation structure charts.

All casual employees and contractors are out of scope of the change, and the employment of people in fixed term positions will run to the expiry of their employment agreements unless otherwise stated.

People seconded to positions or in Acting positions will continue in these roles unless those positions are disestablished or reduced in number, or unless advised otherwise. People in these positions should read the decision document in relation to their substantive position.

For each position in the scope of the change the impact on the position is noted as significant or not significant. People in these positions will receive a letter confirming the structure change decision, the impact, the next steps and further support available.

The table below explains:

Impact	Description
not significant/reconfirmed	If the impact on the position is not significant this means there will be no change to the position or the change is minor e.g. a change in job title, change in reporting line, business group or a small change in the position. The incumbent will be reconfirmed into the position.
significant/closed reconfirmation	If the impact on the position is significant/closed reconfirmation, this means reducing the number of substantially similar positions in the new structure. These positions will be made available only to people holding those substantially similar positions and people will be selected for the reduced number of positions through a contestable closed reconfirmation process.
significant/disestablished	If the impact on the position is significant/disestablished this means the position will be disestablished. This means that either there is significant change to the position or the position does not exist in the new structure. Affected people may be considered for reassignment to suitable alternative positions and, if not reassigned, may apply and be considered for redeployment to other vacancies.

There are more details about the contestable reconfirmation, reassignment and recruitment processes outlined on the Organisational Restructure pages of Te Pae.

Executive Leadership

Current State: Confirmed Impacts

Confirmed impacts – Executive Leadership (Pg. 1 of 1)

The following Confirmed impacts would occur to those affected by the change:

Division: Te Riu

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Chief Social Worker	1	Position will be disestablished.	Significant/disestablished
DCE Māori Partnerships & Communities	1	Position will be disestablished.	Significant/disestablished
DCE People Culture & Enabling Services	1	Position will be disestablished.	Significant/disestablished
DCE Quality Practice & Experiences	1	Position will be disestablished.	Significant/disestablished
DCE Service Delivery	1	Position will be disestablished.	Significant/disestablished
DCE System Leadership	1	Position will be disestablished.	Significant/disestablished
DCE Transformation	1	Temporary position will be disestablished.	Significant/disestablished
Director Office of the Chief Executive	1	Position will be disestablished.	Significant/disestablished

Service Delivery

Current State: Confirmed Impacts

Confirmed impacts – Service Delivery (Pg. 1 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Care Support

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Executive Assistant to General Manager*	1	Reduction of Executive Assistant positions across National Office from 15 to 8. Reporting lines to be determined through implementation.	Significant/closed reconfirmation
General Manager International Casework and Adoption	1	Position will be disestablished.	Significant/disestablished
Manager High and Complex Needs	1	Change of position title to National Manager High and Complex Needs Interagency. Change of reporting line from Director Care Services to General Manager Health and Clinical Services.	Not significant/reconfirmed
Manager International Child Protection	1	Change of reporting line from General Manager International Casework and Adoption to General Manager Operations Delivery and Enablement.	Not significant/reconfirmed
National Manager Intercountry and Domestic Adoption Services	1	Change of position title from National Manager Intercountry and Domestic Adoption Services to Manager Intercountry and Domestic Adoption Services. Change of reporting line from General Manager International Casework and Adoption to General Manager Operations Delivery & Enablement.	Not significant/reconfirmed
Practice Advisor Adoption Service	1	Change of reporting line from National Manager Intercountry and Domestic Adoption Services to Manager Regional Practice Quality.	Not significant/reconfirmed
Team Administrator	1	Position will be disestablished.	Significant/disestablished

*Please see other Groups for remaining Executive Assistant positions.

Confirmed impacts – Service Delivery (Pg. 2 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Caregiver Recruitment and Support

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Caregiver Experience and Learning Manager	1	Vacant position will be disestablished.	Significant/disestablished
Caregiver Recruitment and Support Manager - Auckland	1	Change of reporting line from Caregiver Recruitment and Support Operations Manager - North to Regional Commissioner Auckland North, West and Central.	Not significant/reconfirmed
Caregiver Recruitment and Support Manager - Bay of Plenty	1	Change of reporting line from Caregiver Recruitment and Support Operations Manager - North to Regional Commissioner Waikato and Bay of Plenty.	Not significant/reconfirmed
Caregiver Recruitment and Support Manager - Canterbury	1	Change of reporting line from Caregiver Recruitment and Support Operations Manager - South to Regional Commissioner Canterbury and Lower South.	Not significant/reconfirmed
Caregiver Recruitment and Support Manager - East Coast	1	Change of reporting line from Caregiver Recruitment and Support Operations Manager - South to Regional Commissioner East Coast.	Not significant/reconfirmed
Caregiver Recruitment and Support Manager - Lower South Island	1	Change of reporting line from Caregiver Recruitment and Support Operations Manager - South to Regional Commissioner Canterbury and Lower South.	Not significant/reconfirmed
Caregiver Recruitment and Support Manager - South Auckland	1	Change of reporting line from Caregiver Recruitment and Support Operations Manager - North to Regional Commissioner Auckland South.	Not significant/reconfirmed
Caregiver Recruitment and Support Manager - Taranaki/Manawatu	1	Change of reporting line from Caregiver Recruitment and Support Operations Manager - South to Regional Commissioner Taranaki and Manawatu.	Not significant/reconfirmed
Caregiver Recruitment and Support Manager - Te Tai Tokerau	1	Change of reporting line from Caregiver Recruitment and Support Operations Manager - North to Regional Commissioner Te Tai Tokerau.	Not significant/reconfirmed

Confirmed impacts – Service Delivery (Pg. 3 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Caregiver Recruitment and Support

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Caregiver Recruitment and Support Manager - Upper South Island	1	Change of reporting line from Caregiver Recruitment and Support Operations Manager - South to Regional Commissioner Wellington and Upper South.	Not significant/reconfirmed
Caregiver Recruitment and Support Manager - Waikato	1	Change of reporting line from Caregiver Recruitment and Support Operations Manager - North to Regional Commissioner Waikato and Bay of Plenty.	Not significant/reconfirmed
Caregiver Recruitment and Support Manager - Wellington	1	Change of reporting line from Caregiver Recruitment and Support Operations Manager - South to Regional Commissioner Wellington and Upper South.	Not significant/reconfirmed
Caregiver Recruitment and Support Operations Manager - North	1	Position will be disestablished.	Significant/disestablished
Caregiver Recruitment and Support Operations Manager - South	1	Position will be disestablished.	Significant/disestablished
Executive Assistant to General Manager*	1	Reduction of Executive Assistant positions across Regions from 19 to 6. Reporting lines and location to be determined through implementation.	Significant/closed reconfirmation
General Manager Caregiver Recruitment and Support	1	Position will be disestablished.	Significant/disestablished
Practice Advisor Caregiver Recruitment and Support (Reporting to Caregiver Recruitment and Support Operations Manager - North)	1	Change of reporting line from Caregiver Recruitment and Support Operations Manager - North to Manager Regional Practice Quality.	Not significant/reconfirmed

*Please see other Groups for remaining Executive Assistant positions.

Confirmed impacts – Service Delivery (Pg. 4 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Caregiver Recruitment and Support

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Practice Advisor Caregiver Recruitment and Support (Reporting to Caregiver Recruitment and Support Operations Manager - South)	1	Change of reporting line from Caregiver Recruitment and Support Operations Manager - South to Manager Regional Practice Quality.	Not significant/reconfirmed
Practice Leader	1	Change of reporting line from Caregiver Recruitment and Support Operations Manager North to Caregiver Recruitment and Support Manager Wellington.	Not significant/reconfirmed
Senior Advisor Learning Design	1	Position will be disestablished.	Significant/disestablished
Workstream Lead	1	Position will be disestablished.	Significant/disestablished

Confirmed impacts – Service Delivery (Pg. 5 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Clinical Services

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Manager Clinical Services	1	Change of position title from Manager Clinical Services to National Clinical Lead. Change of reporting line from Director Care Services to National Manager Specialist Services.	Not significant/reconfirmed

Confirmed impacts – Service Delivery (Pg. 6 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: High Needs Services

Position in Scope	No. of Positions	Description of Decision	Impact on Position
National Manager High Needs Care and Support Services	1	Change of position title from National Manager High Needs Care and Support Services to National Manager High Needs Services. Change in reporting line from Director Care Services to General Manager Health & Clinical Services.	Not significant/reconfirmed
Senior Business Analyst	1	Position will be disestablished.	Significant/disestablished

Confirmed impacts – Service Delivery (Pg. 7 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Office of DCE Service Delivery

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Principal Advisor	1	Position will be disestablished.	Significant/disestablished
Senior Executive Assistant	1	Reporting lines to be determined through implementation.	Not significant/reconfirmed

Confirmed impacts – Service Delivery (Pg. 8 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Services for Children and Families Auckland Central

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Executive Assistant*	1	Reduction of Executive Assistant positions across Regions from 19 to 6. Reporting lines and location to be determined through implementation.	Significant/closed reconfirmation
Executive Manager	1	Position will be disestablished.	Significant/disestablished
Manager Administration Services** (Reporting to Regional Manager South Auckland)	1	Reduction of Manager Administration Services positions from 3 to 2. Change of reporting line from Regional Manager to 1 of 2 National Commissioners.	Significant/closed reconfirmation
Manager Specialised Teams Tamaki Makaurau	1	Change of reporting line from Regional Manager Central Auckland to Regional Commissioner Auckland North, West and Central.	Not significant/reconfirmed
Regional Administrator	8	Change of reporting line to 1 of 2 remaining Manager Administration Services positions.	Not significant/reconfirmed
Regional Change Lead	1	Position will be disestablished.	Significant/disestablished
Regional Manager Central Auckland	1	Position will be disestablished.	Significant/disestablished
Regional Māori Practice Coach	1	Position will be disestablished.	Significant/disestablished
Regional Operations Specialist	1	Position will be disestablished.	Significant/disestablished
Senior Advisor Education and Health	1	Change of reporting line from Regional Manager Central Auckland to Children Systems Lead. Change of business unit from Service Delivery to System Leadership.	Not significant/reconfirmed

*Please see other Groups for remaining Executive Assistant positions.

**Please see other Services for Children and Families regions for remaining Manager Administration Services positions.

Confirmed impacts – Service Delivery (Pg. 9 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Services for Children and Families Auckland Central

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Senior Advisor Iwi and Māori Engagement	1	Position will be disestablished.	Significant/disestablished
Site Manager (Reporting to Regional Manager Central Auckland)	3	Change of reporting line from Regional Manager Central Auckland to Regional Commissioner Auckland North, West and Central.	Not significant/reconfirmed
Site Manager (Reporting to Regional Manager South Auckland)	2	Change of reporting line from Regional Manager South Auckland to Regional Commissioner Auckland North, West and Central.	Not significant/reconfirmed
Tamaki Makaurau Placement and Resources Manager	1	Change of reporting line from Regional Manager Central Auckland to Regional Commissioner Auckland North, West and Central.	Not significant/reconfirmed

Confirmed impacts – Service Delivery (Pg. 10 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Services for Children and Families Auckland North and West

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Executive Manager	1	Position will be disestablished.	Significant/disestablished
Regional Change Lead	1	Position will be disestablished.	Significant/disestablished
Regional Manager North and West Auckland	1	Position will be disestablished.	Significant/disestablished
Regional Operations Specialist	2	Position will be disestablished.	Significant/disestablished
Senior Advisor Education and Health	1	Change of reporting line from Regional Manager North and West Auckland to Manager Children's System.	Not significant/reconfirmed
Site Manager	3	Change of reporting line from Regional Manager Auckland North and West to Regional Commissioner Auckland North, West and Central.	Not significant/reconfirmed
Supervisor (Reporting to Regional Manager Central Auckland)	1	Change of reporting line from Regional Manager Central Auckland to Site Manager in Auckland Grey Lynn.	Not significant/reconfirmed

Confirmed impacts – Service Delivery (Pg. 11 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Services for Children and Families Auckland South

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Advisor Complaints	1	Position will be disestablished.	Significant/disestablished
Disability Services Liaison Tamaki Makaurau	1	Temporary position will be disestablished.	Significant/disestablished
Executive Assistant*	1	Reduction of Executive Assistant positions across Regions from 19 to 6. Reporting lines and location to be determined through implementation.	Significant/closed reconfirmation
Executive Manager	1	Position will be disestablished.	Significant/disestablished
Practice Leader (Reporting to Regional Manager South Auckland)	1	Change of reporting line from Regional Manager South Auckland to Site Manager in Panmure.	Significant/disestablished
Regional Change Lead	1	Position will be disestablished.	Significant/disestablished
Regional Manager South Auckland	1	Position will be disestablished.	Significant/disestablished
Regional Operations Specialist	1	Position will be disestablished.	Significant/disestablished
Senior Advisor Education and Health	2	Change of reporting line from Regional Manager South Auckland to Manager Children's System.	Not significant/reconfirmed
Site Manager	4	Change of reporting line from Regional Manager South Auckland to Regional Commissioner Auckland South.	Not significant/reconfirmed

*Please see other Groups for remaining Executive Assistant positions.

Confirmed impacts – Service Delivery (Pg. 12 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Services for Children and Families Auckland South

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Site Manager Clendon	1	Change of position title from Site Manager Clendon to Site Manager. Change of reporting line from Regional Manager South Auckland to Regional Commissioner Auckland South.	Not significant/reconfirmed
Site Manager Manurewa	1	Change of position title from Site Manager Manuwera to Site Manager. Change of reporting line from Regional Manager South Auckland to Regional Commissioner Auckland South.	Not significant/reconfirmed
Team Leader Family Group Conferences	1	Change of reporting line from Regional Manager to Site Manager in Pukekohe.	Not significant/reconfirmed

Confirmed impacts – Service Delivery (Pg. 13 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Services for Children and Families Bay of Plenty

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Executive Assistant*	1	Reduction of Executive Assistant positions across Regions from 19 to 6. Reporting lines and location to be determined through implementation.	Significant/closed reconfirmation
Executive Manager	1	Position will be disestablished.	Significant/disestablished
Family Homes Manager	1	Change of reporting line from Regional Manager Bay of Plenty to Manager National Family Homes. Change of business unit from Service Delivery to Youth Justice Services and Residential Care.	Not significant/reconfirmed
Regional Change Lead	1	Vacant position will be disestablished.	Significant/disestablished
Regional Manager Bay of Plenty	1	Position will be disestablished.	Significant/disestablished
Regional Māori Practice Coach	1	Position will be disestablished.	Significant/disestablished
Regional Operations Specialist	1	Position will be disestablished.	Significant/disestablished
Regional Placement & Resources Coordinator	1	Change of reporting line from Regional Manager to Regional Commissioner Waikato and Bay of Plenty.	Not significant/reconfirmed
Senior Advisor Education and Health	1	Change of reporting line from Regional Manager Bay of Plenty to Manager Children's System.	Not significant/reconfirmed
Site Manager	5	Change of reporting line from Regional Manager Bay of Plenty to Regional Commissioner Waikato and Bay of Plenty.	Not significant/reconfirmed

*Please see other Groups for remaining Executive Assistant positions.

Confirmed impacts – Service Delivery (Pg. 14 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Services for Children and Families Bay of Plenty

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Site Manager Tauranga	1	Change of position title from Site Manager Tauranga to Site Manager. Change of reporting line from Regional Manager Bay of Plenty to Regional Commissioner Waikato and Bay of Plenty.	Not significant/reconfirmed
Workplace Administrator (Reporting to Practice Leader)	1	Vacant position will be disestablished.	Significant/disestablished

Confirmed impacts – Service Delivery (Pg. 15 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: National Contact Centre

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Executive Assistant*	1	Reduction of Executive Assistant positions across Regions from 19 to 6. Reporting lines and location to be determined through implementation.	Significant/closed reconfirmation
General Manager National Contact Centre	1	Change of position title from General Manager National Contact Centre to National Manager Contact Centre. Change of reporting line from Transitional Associate DCE Services for Children & Families to General Manager Operations Delivery and Enablement.	Not significant/reconfirmed

**Please see other Groups for remaining Executive Assistant positions.*

Confirmed impacts – Service Delivery (Pg. 16 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Services for Children and Families Specialist Services

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Executive Assistant*	1	Reduction of Executive Assistant positions across Regions from 19 to 6. Reporting lines and location to be determined through implementation.	Significant/closed reconfirmation
General Manager Specialist Services	1	Position will be disestablished.	Significant/disestablished
Manager Clinical Services	3	Change of reporting line from General Manager Specialist Services to National Manager Specialist Services.	Not significant/reconfirmed
Manager Specialist Services	1	Change of reporting line from General Manager Specialist Services to Manager Specialist Services.	Not significant/reconfirmed
Mental Health Liaison	1	Change of reporting line from General Manager Specialist Services to National Manager Specialist Services.	Not significant/reconfirmed
Principal Advisor Disability	1	Change of reporting line from General Manager Specialist Services to National Manager Specialist Services.	Not significant/reconfirmed
Specialist Child Interviewer (Reporting to General Manager Specialist Services)	2	Change of reporting line from General Manager Specialist Services to Manager Clinical Services.	Not significant/reconfirmed
Team Leader Psychologist (Reporting to General Manager Specialist Services)	1	Change of reporting line from General Manager Specialist Services to Manager Clinical Services.	Not significant/reconfirmed

*Please see other Groups for remaining Executive Assistant positions.

Confirmed impacts – Service Delivery (Pg. 17 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Services for Children and Families Specialist Services

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Team Leader Regional Disability	1	Change of reporting line from General Manager Specialist Services to National Manager Specialist Services.	Not significant/reconfirmed
Workplace Administrator (Reporting to Specialist Child Interviewer)	1	Change of reporting line from Specialist Child Interviewer to Site Manager in Whangarei.	Not significant/reconfirmed

Confirmed impacts – Service Delivery (Pg. 18 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Services for Children and Families Te Tai Tokerau

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Executive Assistant*	1	Reduction of Executive Assistant positions across Regions from 19 to 6. Reporting lines and location to be determined through implementation.	Significant/closed reconfirmation
Executive Manager	1	Position will be disestablished.	Significant/disestablished
Hospital Liaison	1	Change of reporting line from Regional Manager Te Tai Tokerau to Site Manager in Teatohi - Whangarei South.	Not significant/reconfirmed
Placement and Resources Manager	1	Change of reporting line from Regional Manager Te Tai Tokerau to Regional Commissioner Te Tai Tokerau.	Not significant/reconfirmed
Practice Leader (Reporting to Regional Manager Te Tai Tokerau)	1	Change of reporting line from Regional Manager Te Tai Tokerau to Site Manager in Teatohi - Whangarei South.	Significant/disestablished
Regional Manager Te Tai Tokerau	1	Vacant position will be disestablished.	Significant/disestablished
Regional Operations Specialist	2	Position will be disestablished.	Significant/disestablished
Senior Advisor Education and Health	1	Change of reporting line from Regional Manager Te Tai Tokerau to Manager Children's System.	Not significant/reconfirmed
Senior Project Manager	1	Position will be disestablished.	Significant/disestablished

*Please see other Groups for remaining Executive Assistant positions.

Confirmed impacts – Service Delivery (Pg. 19 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Services for Children and Families Te Tai Tokerau

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Site Manager	5	Change of reporting line from Regional Manager Te Tai Tokerau to Regional Commissioner Te Tai Tokerau.	Not significant/reconfirmed
Supervisor (Reporting to Regional Manager Te Tai Tokerau)	2	Change of reporting line from Regional Manager Te Tai Tokerau to Site Manager in Teatohi - Whangarei South.	Not significant/reconfirmed
Workplace Administrator (Reporting to Regional Manager Te Tai Tokerau)	1	Change of reporting line from Regional Manager Te Tai Tokerau to Site Manager in Teatohi - Whangarei South.	Not significant/reconfirmed

Confirmed impacts – Service Delivery (Pg. 20 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Services for Children and Families Waikato

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Executive Assistant*	1	Reduction of Executive Assistant positions across Regions from 19 to 6. Reporting lines and location to be determined through implementation.	Significant/closed reconfirmation
Executive Manager	1	Position will be disestablished.	Significant/disestablished
Family Homes Manager	1	Change of reporting line from Regional Manager Waikato to Manager National Family Homes. Change of business unit from Service Delivery to Youth Justice Services and Residential Care.	Not significant/reconfirmed
Manager Administration Services	1	Vacant position will be disestablished.	Significant/disestablished
Practice Leader (Reporting to from Regional Manager Waikato)	1	Change of reporting line from Regional Manager Waikato to Site Manager in Hamilton.	Significant/disestablished
Regional Administrator	4	Change of reporting line to 1 of 2 remaining Manager Administration Services positions.	Not significant/reconfirmed
Regional Manager Waikato	1	Position will be disestablished.	Significant/disestablished
Regional Māori Practice Coach	1	Position will be disestablished.	Significant/disestablished
Regional Operations Specialist	1	Position will be disestablished.	Significant/disestablished
Senior Advisor Education and Health	1	Change of reporting line from Regional Manager Waikato to Manager Children's System.	Not significant/reconfirmed

*Please see other Groups for remaining Executive Assistant positions.

Confirmed impacts – Service Delivery (Pg. 21 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Services for Children and Families Waikato

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Senior Practitioner (Reporting to Regional Manager Waikato)	2	Change of reporting line from Regional Manager Waikato to Supervisor Social Worker Hamilton Collingwood.	Not significant/reconfirmed
Site Manager	5	Change of reporting line from Regional Manager Waikato to Regional Commissioner Waikato and Bay of Plenty.	Not significant/reconfirmed
Supervisor Social Worker (Reporting to Executive Manager)	1	Change of reporting line from Executive Manager to Site Manager in Waikato.	Not significant/reconfirmed
Workplace Administrator (Reporting to Manager Administration Services)	1	Change of reporting line to 1 of 2 remaining Manager Administration Services positions.	Not significant/reconfirmed

Confirmed impacts – Service Delivery (Pg. 22 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Services for Children and Families Canterbury

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Allied Support Worker (Reporting to Regional Manager Canterbury)	1	Change of reporting line from Regional Manager Canterbury to Site Manager in Christchurch West.	Not significant/reconfirmed
Allied Support Worker (Reporting to Regional Manager Canterbury)	4	Change of reporting line from Regional Manager Canterbury to Site Manager in Papanui.	Not significant/reconfirmed
Escort PVH	1	Change of reporting line to 1 of 2 remaining Manager Administration Services positions.	Not significant/reconfirmed
Executive Assistant*	1	Reduction of Executive Assistant positions across Regions from 19 to 6. Reporting lines and location to be determined through implementation.	Significant/closed reconfirmation
Executive Manager	1	Position will be disestablished.	Significant/disestablished
Manager Administration Services**	1	Reduction of Manager Administration Services positions from 3 to 2. Change of reporting line from Regional Manager to 1 of 2 National Commissioners.	Significant/closed reconfirmation
Project Coordinator - Intensive Response	1	Position will be disestablished.	Significant/disestablished
Regional Administrator	5	Change of reporting line to 1 of 2 remaining Manager Administration Services positions.	Not significant/reconfirmed
Regional Manager Canterbury	1	Position will be disestablished.	Significant/disestablished
Regional Māori Practice Coach	1	Position will be disestablished.	Significant/disestablished

*Please see other Groups for remaining Executive Assistant positions.

**Please see Services for Children and Families Wellington region for remaining Manager Administration Services position.

Confirmed impacts – Service Delivery (Pg. 23 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Services for Children and Families Canterbury

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Regional Operations Specialist	2	Position will be disestablished.	Significant/disestablished
Regional Placement & Resources Coordinator	1	Change of reporting line from Regional Manager to Regional Commissioner Canterbury and Lower South.	Not significant/reconfirmed
Regional Placement & Resources Coordinator	1	Change of reporting line from Regional Manager to Regional Commissioner Auckland South.	Not significant/reconfirmed
Senior Advisor Education and Health	1	Change of reporting line from Regional Manager Canterbury to Manager Children's System.	Not significant/reconfirmed
Senior Practitioner	2	Change of reporting line from Regional Operations Specialist to Site Manager in Sydenham.	Not significant/reconfirmed
Site Manager	6	Change of reporting line from Regional Manager Canterbury to Regional Commissioner Canterbury and Lower South.	Not significant/reconfirmed
Supervisor (Reporting to Regional Manager Canterbury)	1	Change of reporting line from Regional Manager Canterbury to Site Manager in Papanui.	Not significant/reconfirmed
Team Leader Family Group Conferences	1	Change of reporting line from Regional Manager Canterbury to Site Manager in Papanui.	Not significant/reconfirmed

Confirmed impacts – Service Delivery (Pg. 24 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Services for Children and Families East Coast

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Executive Assistant*	1	Reduction of Executive Assistant positions across Regions from 19 to 6. Reporting lines and location to be determined through implementation.	Significant/closed reconfirmation
Executive Manager	1	Position will be disestablished.	Significant/disestablished
Kairahi Regional Cultural Advisor	1	Vacant position will be disestablished.	Significant/disestablished
Practice Leader (Reporting to Regional Manager East Coast)	1	Change of reporting line from Regional Manager East Coast to Site Manager in Napier.	Significant/disestablished
Regional Manager East Coast	1	Position will be disestablished.	Significant/disestablished
Regional Māori Practice Coach	1	Position will be disestablished.	Significant/disestablished
Regional Operations Specialist	1	Position will be disestablished.	Significant/disestablished
Regional Placement & Resources Coordinator	1	Change of reporting line from Regional Manager to Regional Commissioner East Coast.	Not significant/reconfirmed
Senior Advisor Education and Health	1	Change of reporting line from Regional Manager East Coast to Manager Children's System.	Not significant/reconfirmed
Senior Advisor Regional Support Services & Performance	1	Position will be disestablished.	Significant/disestablished

*Please see other Groups for remaining Executive Assistant positions.

Confirmed impacts – Service Delivery (Pg. 25 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Services for Children and Families East Coast

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Site Manager	4	Change of reporting line from Regional Manager East Coast to Regional Commissioner East Coast.	Not significant/reconfirmed
Site Manager Wairarapa	1	Change of position title from Site Manager Wairarapa to Site Manager. Change of reporting line from Regional Manager East Coast to Regional Commissioner East Coast.	Not significant/reconfirmed
Supervisor (Reporting to Executive Manager)	1	Change of reporting line from Executive Manager to Site Manager in Hastings.	Not significant/reconfirmed
Team Leader Family Group Conferences	1	Change of reporting line from Executive Manager to Site Manager in Hastings.	Not significant/reconfirmed

Confirmed impacts – Service Delivery (Pg. 26 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Services for Children and Families Lower South Island

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Executive Assistant*	1	Reduction of Executive Assistant positions across Regions from 19 to 6. Reporting lines and location to be determined through implementation.	Significant/closed reconfirmation
Executive Manager	1	Position will be disestablished.	Significant/disestablished
Regional Manager Lower South Island	1	Position will be disestablished.	Significant/disestablished
Regional Operations Specialist	1	Position will be disestablished.	Significant/disestablished
Regional Placement & Resources Coordinator	1	Vacant position will be disestablished.	Significant/disestablished
Senior Advisor Education and Health	1	Change of reporting line from Regional Manager Lower South to Manager Children's System.	Not significant/reconfirmed
Site Manager	3	Change of reporting line from Regional Manager Lower South to Regional Commissioner Canterbury and Lower South.	Not significant/reconfirmed
Site Manager Otago Urban	1	Change of position title from Site Manager Otago Urban to Site Manager. Change of reporting line from Regional Manager Lower South to Regional Commissioner Canterbury and Lower South.	Not significant/reconfirmed

*Please see other Groups for remaining Executive Assistant positions.

Confirmed impacts – Service Delivery (Pg. 27 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Services for Children and Families Taranaki Manawatu

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Executive Assistant*	1	Reduction of Executive Assistant positions across Regions from 19 to 6. Reporting lines and location to be determined through implementation.	Significant/closed reconfirmation
Executive Manager	1	Position will be disestablished.	Significant/disestablished
Practice Leader (Reporting to Regional Manager Taranaki Manawatu)	1	Change of reporting line from Regional Manager Taranaki Manawatu to Site Manager in Whanganui.	Significant/disestablished
Regional Manager Taranaki Manawatu	1	Position will be disestablished.	Significant/disestablished
Regional Māori Practice Coach	1	Position will be disestablished.	Significant/disestablished
Regional Operations Specialist	1	Position will be disestablished.	Significant/disestablished
Senior Advisor Iwi and Māori Engagement	1	Position will be disestablished.	Significant/disestablished
Site Manager	3	Change of reporting line from Regional Manager Taranaki/Manawatu to Regional Commissioner Taranaki and Manawatu.	Not significant/reconfirmed
Site Manager Whanganui	1	Change of position title from Site Manager Whanganui to Site Manager. Change of reporting line from Regional Manager Taranaki/Manawatu to Regional Commissioner Taranaki and Manawatu.	Not significant/reconfirmed

*Please see other Groups for remaining Executive Assistant positions.

Confirmed impacts – Service Delivery (Pg. 28 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Services for Children and Families Upper South Island

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Executive Assistant*	1	Reduction of Executive Assistant positions across Regions from 19 to 6. Reporting lines and location to be determined through implementation.	Significant/closed reconfirmation
Executive Manager	1	Position will be disestablished.	Significant/disestablished
Family Homes Manager	1	Change of reporting line from Regional Manager Upper South Island to Manager National Family Homes. Change of business unit from Service Delivery to Youth Justice Services and Residential Care.	Not significant/reconfirmed
Kaiarahi	1	Change of reporting line from Regional Manager Upper South to Site Manager in Blenheim.	Not significant/reconfirmed
Kairaranga Team Leader	1	Change of reporting line from Regional Manager Upper South to Regional Commissioner Wellington and Upper South.	Not significant/reconfirmed
Regional Manager Upper South Island	1	Position will be disestablished.	Significant/disestablished
Regional Operations Specialist	1	Position will be disestablished.	Significant/disestablished
Regional Placement & Resources Coordinator	1	Change of reporting line from Regional Manager Wellington to Regional Commissioner Wellington and Upper South.	Not significant/reconfirmed
Senior Advisor Education and Health	1	Change of reporting line from Regional Manager Upper South to Children Systems Lead.	Not significant/reconfirmed

*Please see other Groups for remaining Executive Assistant positions.

Confirmed impacts – Service Delivery (Pg. 29 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Services for Children and Families Upper South Island

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Site Manager	1	Change of reporting line from Regional Manager Upper South to Regional Commissioner Canterbury and Lower South.	Not significant/reconfirmed
Site Manager	1	Change of reporting line from Regional Manager Upper South to Regional Commissioner Wellington & Upper South.	Not significant/reconfirmed
Site Manager Blenheim	1	Change of position title from Site Manager Blenheim to Site Manager. Change of reporting line from Regional Manager Upper South to Regional Commissioner Wellington & Upper South.	Not significant/reconfirmed
Social Worker (Reporting to Regional Manager Upper South Island)	1	Change of reporting line from Regional Manager Upper South Island to Site Manager in Blenheim.	Not significant/reconfirmed
Team Leader Family Group Conferences	1	Change of reporting line from Regional Manager to Site Manager in Blenheim.	Not significant/reconfirmed
Workplace Administrator (Reporting to Executive Manager)	1	Change of reporting line from Executive Manager to Site Manager in Blenheim.	Not significant/reconfirmed

Confirmed impacts – Service Delivery (Pg. 30 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Services for Children and Families Wellington Region

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Executive Assistant*	1	Reduction of Executive Assistant positions across Regions from 19 to 6. Reporting lines and location to be determined through implementation.	Significant/closed reconfirmation
Executive Manager	1	Position will be disestablished.	Significant/disestablished
Manager Administration Services**	1	Reduction of Manager Administration Services positions from 3 to 2. Change of reporting line from Regional Manager to 1 of 2 National Commissioners.	Significant/closed reconfirmation
Regional Administrator	4	Change of reporting line to 1 of 2 remaining Manager Administration Services positions.	Not significant/reconfirmed
Regional Manager Wellington	1	Position will be disestablished.	Significant/disestablished
Regional Placement & Resources Coordinator	1	Change of reporting line from Regional Manager Wellington to Regional Commissioner Taranaki and Manawatu.	Not significant/reconfirmed
Site Manager	7	Change of reporting line from Regional Manager Wellington to Regional Commissioner Wellington & Upper South.	Not significant/reconfirmed
Supervisor (Reporting to Regional Manager Wellington)	1	Change of reporting line from Regional Manager Wellington to Site Manager in Wellington Willis Street.	Not significant/reconfirmed
Team Leader Family Group Conferences	1	Change of reporting line from Regional Manager Wellington to Site Manager in Porirua.	Not significant/reconfirmed

*Please see other Groups for remaining Executive Assistant positions.

**Please see Services for Children and Families Canterbury region for remaining Manager Administration Services position.

Confirmed impacts – Service Delivery (Pg. 31 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Services for Children and Families

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Director Site Practice	1	Position will be disestablished.	Significant/disestablished
Principal Advisor (Reporting to Transitional Associate DCE Services for Children & Families)	1	Position will be disestablished.	Significant/disestablished
Programme Manager (Reporting to Transitional Associate DCE Services for Children & Families)	1	Position will be disestablished.	Significant/disestablished

Confirmed impacts – Service Delivery (Pg. 32 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Systems and Contingency Management

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Advisor Business Operations (Reporting to Manager Operational Performance)	1	Change of reporting line from Manager Operational Performance to Manager National Support Services.	Not significant/reconfirmed
Advisor Business Operations (Reporting to Manager Operational Issues)	1	Change of reporting line from Manager Operational Issues to Manager National Support Services.	Not significant/reconfirmed
Advisor Operational Issues	1	Change of position title from Advisor Operational Issues to Advisor Business Operations. Change of reporting line from Manager Operational Issues to Manager National Support Services.	Not significant/reconfirmed
Business Operations Administrator	1	Position will be disestablished.	Significant/disestablished
Director of Youth Justice System Development	1	Position will be disestablished.	Significant/disestablished
Director Systems and Contingency Management	1	Position will be disestablished.	Significant/disestablished
Executive Assistant* (Reporting to Director Systems and Contingency Management)	1	Reduction of Executive Assistant positions across National Office from 15 to 8. Reporting lines to be determined through implementation.	Significant/closed reconfirmation
Executive Assistant* (Reporting to General Manager Business Operations)	1	Reduction of Executive Assistant positions across National Office from 15 to 8. Reporting lines to be determined through implementation.	Significant/closed reconfirmation
General Manager Business Operations	1	Position will be disestablished.	Significant/disestablished

*Please see other Groups for remaining Executive Assistant positions.

Confirmed impacts – Service Delivery (Pg. 33 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Systems and Contingency Management

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Lead Advisor Operational Issues	1	Position will be disestablished.	Significant/disestablished
Manager Business Implementation and Support	1	Position will be disestablished.	Significant/disestablished
Manager Operational Issues	1	Position will be disestablished.	Significant/disestablished
Manager Operational Performance	1	Position will be disestablished.	Significant/disestablished
Manager Youth Justice Services Support	1	Position will be disestablished.	Significant/disestablished
NCCC Liaison	1	Change of reporting line from Manager Youth Justice Services Support to Insights Manager.	Not significant/reconfirmed
Principal Advisor (Reporting to General Manager Business Operations)	3	Reduction of Principal Advisor positions from 3 to 1. Change of reporting line from General Manager Business Operations to Manager National Support Services.	Significant/closed reconfirmation
Principal Advisor Victim Engagement and Participation	1	Change of reporting line from Director Systems and Contingency Management to Manager Children's System.	Not significant/reconfirmed

Confirmed impacts – Service Delivery (Pg. 34 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Systems and Contingency Management

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Principal Advisor Youth Justice System Development	1	Change of reporting line from Director of Youth Justice System Development to Manager Children's System.	Not significant/reconfirmed
Programme Manager Service Delivery	1	Position will be disestablished.	Significant/disestablished
Senior Advisor	1	Position will be disestablished.	Significant/disestablished
Senior Advisor Business Operations (Reporting to Manager Operational Issues)	5	Reduction of Senior Advisor Business Operations positions from 9 to 3. Change of reporting line from Manager Operational Issues to Manager National Support Services.	Significant/closed reconfirmation
Senior Advisor Business Operations (Reporting to Manager Operational Performance)	4	Reduction of Senior Advisor Business Operations positions from 9 to 3. Change of reporting line from Manager Operational Performance to Manager National Support Services.	Significant/closed reconfirmation
Senior Advisor Intelligence	1	Position will be disestablished.	Significant/disestablished
Senior Advisor Youth Justice	5	Reduction of Senior Advisor Youth Justice positions from 5 to 3. Change of reporting line from Manager Youth Justice Services Support to Manager National Support Services.	Significant/closed reconfirmation
Senior Business Analyst	1	Position will be disestablished.	Significant/disestablished
Senior Project Manager	1	Position will be disestablished.	Significant/disestablished

Confirmed impacts – Service Delivery (Pg. 35 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Youth Justice Whānau Care

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Director YJ Transformation Whānau Care	1	Position will be disestablished.	Significant/disestablished
Executive Assistant*	1	Reduction of Executive Assistant positions across National Office from 15 to 8. Reporting lines to be determined through implementation.	Significant/closed reconfirmation

**Please see other Groups for remaining Executive Assistant positions.*

Confirmed impacts – Service Delivery (Pg. 36 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Youth Justice South Island

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Executive Assistant*	1	Reduction of Executive Assistant positions across Regions from 19 to 6. Reporting lines and location to be determined through implementation.	Significant/closed reconfirmation
Practice Leader	3	Change of reporting line from Regional Manager Youth Justice South Island to Youth Justice Manager in Christchurch East.	Not significant/reconfirmed
Regional Manager Youth Justice South Island	1	Position will be disestablished.	Significant/disestablished
Regional Operations Specialist	1	Position will be disestablished.	Significant/disestablished
Senior Advisor Iwi and Māori Engagement	1	Position will be disestablished.	Significant/disestablished
Supervisor Social Worker Youth Justice (Reporting to Regional Manager Youth Justice South Island)	1	Change of reporting line from Regional Manager Youth Justice South Island to Youth Justice Manager in Christchurch East.	Not significant/reconfirmed
Youth Justice Manager	6	Change of reporting line from Regional Manager Youth Justice South Island to National Manager Youth Justice.	Not significant/reconfirmed

*Please see other Groups for remaining Executive Assistant positions.

Confirmed impacts – Service Delivery (Pg. 37 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division : Youth Justice Te Tai Tokerau & Auckland

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Executive Assistant*	1	Reduction of Executive Assistant positions across Regions from 19 to 6. Reporting lines and location to be determined through implementation.	Significant/closed reconfirmation
Manager Pacific Tamaki Makaurau	1	Change of reporting line from Regional Manager Y J Te Tai Tokerau and Auckland to Regional Commissioner Auckland South.	Not significant/reconfirmed
Practice Leader (Reporting to Regional Manager Y J Te Tai Tokerau)	1	Change of reporting line from Regional Manager Y J Te Tai Tokerau and Auckland to Youth Justice Manager in Manurewa.	Not significant/reconfirmed
Practice Leader (Reporting to Regional Manager Y J Te Tai Tokerau)	1	Change of reporting line from Regional Manager Y J Te Tai Tokerau and Auckland to Youth Justice Manager in Waitakere Henderson.	Not significant/reconfirmed
Regional Manager Y J Te Tai Tokerau and Auckland	1	Position will be disestablished.	Significant/disestablished
Regional Operations Specialist	1	Position will be disestablished.	Significant/disestablished
Youth Justice Manager	8	Change of reporting line from Regional Manager Y J Te Tai Tokerau and Auckland to National Manager Youth Justice.	Not significant/reconfirmed

*Please see other Groups for remaining Executive Assistant positions.

Confirmed impacts – Service Delivery (Pg. 38 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division : Youth Justice Waikato & Bay of Plenty

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Executive Assistant*	1	Reduction of Executive Assistant positions across Regions from 19 to 6. Reporting lines and location to be determined through implementation.	Significant/closed reconfirmation
Practice Leader	2	Change of reporting line from Regional Manager Youth Justice Waikato and Bay of Plenty to Youth Justice Manager in Hamilton.	Not significant/reconfirmed
Practice Leader	1	Change of reporting line from Regional Manager West Youth Justice Waikato and Bay of Plenty to Youth Justice Manager in Whanganui.	Not significant/reconfirmed
Regional Manager Youth Justice Waikato and Bay of Plenty	1	Position will be disestablished.	Significant/disestablished
Regional Operations Specialist	1	Position will be disestablished.	Significant/disestablished
Youth Justice Manager	9	Change of reporting line from Regional Manager Youth Justice Waikato and Bay of Plenty to National Manager Youth Justice.	Not significant/reconfirmed

*Please see other Groups for remaining Executive Assistant positions.

Confirmed impacts – Service Delivery (Pg. 39 of 39)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division : Youth Justice and Care Services

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Executive Assistant*	1	Reduction of Executive Assistant positions across Regions from 19 to 6. Reporting lines and location to be determined through implementation.	Significant/closed reconfirmation
General Manager Transition Support Services	1	Position will be disestablished.	Significant/disestablished
Principal Advisor (Reporting to Director Care Services)	1	Position will be disestablished.	Significant/disestablished
Principal Advisor (Reporting to Director Systems and Contingency Management)	1	Position will be disestablished.	Significant/disestablished
Principal Advisor Transition Support Services	1	Change of reporting line from General Manager Transition Support Services to Manager Transition Support Services. Change of business unit from Service Delivery to Enabling Communities and Investment.	Not significant/reconfirmed
Senior Analyst Transition Support Services	1	Change of reporting line from General Manager Transition Support Services to Manager Transition Support Services.	Not significant/reconfirmed
Service Manager	2	Change of reporting line from General Manager Transition Support Services to Manager Transition Support Services.	Not significant/reconfirmed

*Please see other Groups for remaining Executive Assistant positions.

Residences and Homes

Current State: Confirmed Impacts

Confirmed impacts – Residences and Homes (Pg. 1 of 5)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Office of DCE Residences and Community Homes

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Chief Advisor	1	Temporary position will be disestablished.	Significant/disestablished
National Director Youth Justice and Care and Protection Residences	1	Temporary position will be disestablished.	Significant/disestablished

Confirmed impacts – Residences and Homes (Pg. 2 of 5)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Care Residential Services

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Community Residential Services Manager	1	Change of reporting line from National Residential Services Manager Care and Protection to Manager Residential Services Care and Protection.	Not significant/reconfirmed
Lead Advisor Residential Services	1	Position will be disestablished.	Significant/disestablished
National Quality Lead	1	Position will be disestablished.	Significant/disestablished
National Residential Services Manager-Care and Protection	1	Position will be disestablished.	Significant/disestablished
National Training Lead	1	Position will be disestablished.	Significant/disestablished
Residence Manager	3	Change of reporting line from National Residential Services Manager Care and Protection to Manager Residential Services Care and Protection.	Not significant/reconfirmed
Senior Advisor Residences* (Reporting to National Residential Services Manager – Care and Protection)	3	Reduction of Senior Advisor Residences positions from 5 to 1. Change of reporting line from National Residential Services Manager - Care and Protection to National Director Youth Justice Services and Residential Care.	Significant/closed reconfirmation

*Please see Youth Residences division for remaining Senior Advisor Residences positions.

Confirmed impacts – Residences and Homes (Pg. 3 of 5)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Care Residential and High Needs Services

Position in Scope	No. of Positions	Description of Decision	Impact on Position
General Manager Residential and High Needs Services	1	Position will be disestablished.	Significant/disestablished

Confirmed impacts – Residences and Homes (Pg. 4 of 5)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Youth Residences

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Executive Assistant*	1	Reduction of Executive Assistant positions across Regions from 19 to 6. Reporting lines and location to be determined through implementation.	Significant/closed reconfirmation
General Manager Youth Justice Community Homes	1	Vacant position will be disestablished.	Significant/disestablished
General Manager Youth Justice Residences	1	Position will be disestablished.	Significant/disestablished
Kaiwhakahaere Whakatakopokai	1	Change of reporting line from National Operations Manager to Manager Residential Services Youth Justice.	Not significant/reconfirmed
Kaiwhakatere	1	Change of reporting line from National Operations Manager to Manager Residential Services Youth Justice.	Not significant/reconfirmed
Lead Health Safety and Security	1	Change of reporting line from General Manager Youth Justice Residences to Manager Health and Safety.	Not significant/reconfirmed
National Operations Manager	1	Position will be disestablished.	Significant/disestablished
Principal Advisor	3	Position will be disestablished.	Significant/disestablished
Regional Planning and Development Lead	1	Position will be disestablished.	Significant/disestablished
Residence Manager	3	Change of reporting line from National Operations Manager to Manager Residential Services Youth Justice.	Not significant/reconfirmed

*Please see other Groups for remaining Executive Assistant positions.

Confirmed impacts – Residences and Homes (Pg. 5 of 5)

The following Confirmed impacts would occur to those affected by the change:

For kaimahi in Service Delivery and Residences and Homes who are not impacted, their roles will not be listed in the impact tables.

Division: Youth Residences

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Residence Manager Korowai Manaaki	1	Change of reporting line from National Operations Manager to Manager Residential Services Manager Youth Justice.	Not significant/reconfirmed
Senior Advisor Residences* (Reporting to National Operations Manager)	2	Reduction of Senior Advisor Residences positions from 5 to 1. Change of reporting line from National Operations Manager to National Director Youth Justice Services and Residential Care.	Significant/closed reconfirmation
Senior Advisor Professional Development	1	Position will be disestablished.	Significant/disestablished
Senior Advisor YJ Community Placements	2	Vacant position will be disestablished.	Significant/disestablished
Team Administrator	1	Position will be disestablished.	Significant/disestablished

**Please see Care Residential Services division for remaining Senior Advisor Residences positions.*

Transformation

Current State: Confirmed Impacts

Confirmed impacts – Transformation (Pg. 1 of 4)

The following Confirmed impacts would occur to those affected by the change:

Division: Enterprise Portfolio Management Office (EPMO)

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Business Analysis Practice Lead	1	No change to position.	Not significant/reconfirmed
Business Analyst	1	Position will be disestablished.	Significant/disestablished
Business Analyst	1	Temporary position will be disestablished.	Significant/disestablished
Change Management Practice Lead	1	Change of reporting line from Manager Project Capability to Manager Benefits, Change and Reporting.	Not significant/reconfirmed
Change Programme Manager	2	Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed
Coordination Practice Lead	1	No change to position.	Not significant/reconfirmed
Enterprise Change Lead	1	Vacant position will be disestablished.	Significant/disestablished
Frameworks & Assurance Lead	1	Position will be disestablished.	Significant/disestablished
Head of Enterprise Portfolio Management Office	1	Change of reporting line from DCE Transformation to DCE People, Culture & Enabling Services.	Not significant/reconfirmed
Manager Enterprise Change and Benefits	1	Change of position title from position title from Manager Enterprise Change and Benefits to Manager Benefits, Change and Reporting.	Not significant/reconfirmed
Manager Portfolio Governance	1	Position will be disestablished.	Significant/disestablished
Manager Programme Delivery	1	Temporary position will be disestablished.	Significant/disestablished

Confirmed impacts – Transformation (Pg. 2 of 4)

The following Confirmed impacts would occur to those affected by the change:

Division: Enterprise Portfolio Management Office (EPMO)

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Manager Project Capability	1	No change to position.	Not significant/reconfirmed
Portfolio Coordinator	1	Position will be disestablished.	Significant/disestablished
Principal Analyst Portfolio Planning & Reporting	1	Change of position title from Principal Analyst Portfolio Planning and Reporting to Principal Analyst Planning and Reporting. Change of reporting line from Manager Portfolio Governance to Manager Benefits, Change and Reporting.	Not significant/reconfirmed
Programme Coordinator	1	No change to position.	Not significant/reconfirmed
Programme Coordinator	1	Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed
Programme Manager	6	Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed
Programme Manager	1	Vacant position will be disestablished.	Significant/disestablished
Project Capability Coordinator	1	Position will be disestablished.	Significant/disestablished
Project Coordinator	7	Reduction of Project Coordinator positions from 7 to 6.	Significant/closed reconfirmation
Project Coordinator	4	Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed
Project Management Practice Lead	1	No change to position.	Not significant/reconfirmed
Project Manager	3	No change to position.	Not significant/reconfirmed
Project Manager	2	Temporary position will be disestablished.	Significant/disestablished

Confirmed impacts – Transformation (Pg. 3 of 4)

The following Confirmed impacts would occur to those affected by the change:

Division: Enterprise Portfolio Management Office (EPMO)

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Senior Business Analyst	2	Position will be disestablished.	Significant/disestablished
Senior Business Analyst	2	Temporary position will be disestablished.	Significant/disestablished
Senior Change Manager	2	No change to position.	Not significant/reconfirmed
Senior Project Manager	4	No change to position.	Not significant/reconfirmed
Senior Project Manager	2	Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed
Senior Project Manager	3	Temporary position will be disestablished	Significant/disestablished

Confirmed impacts – Transformation (Pg. 4 of 4)

The following Confirmed impacts would occur to those affected by the change:

Division: Transformation Unit

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Chief Advisor	1	Temporary position will be disestablished.	Significant/disestablished
Deputy Chief Executive Transformation	1	Temporary position will be disestablished.	Significant/disestablished
Principal Advisor	1	Temporary position will be disestablished.	Significant/disestablished
Principal Advisor Transformation Programme	2	Position will be disestablished.	Significant/disestablished
Programme Manager	1	Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed
Senior Advisor Future Direction Plan	1	No change to position.	Not significant/reconfirmed
Senior Executive Assistant	1	Reporting lines to be determined through implementation.	Not significant/reconfirmed
Senior Executive Manager	1	Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed
Senior Project Manager	1	No change to position.	Not significant/reconfirmed
Senior Responsible Owner	1	Temporary position will be disestablished.	Significant/disestablished

Chief Social Worker

Current State: Confirmed Impacts

Confirmed impacts – Chief Social Worker (Pg. 1 of 1)

The following Confirmed impacts would occur to those affected by the change:

Division: Office of the Chief Social Worker

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Chief Social Worker	1	Position will be disestablished.	Significant/disestablished
Director Engagement	1	Temporary position will be disestablished.	Significant/disestablished
Director Social Work Strategy	1	Position will be disestablished.	Significant/disestablished
Principal Advisor (Reporting to Director Social Work Strategy)	5	Position will be disestablished.	Significant/disestablished
Principal Advisor (Reporting to Chief Social Worker)	2	Position will be disestablished.	Significant/disestablished
Principal Advisor (Reporting to Director Social Work Strategy)	1	Temporary position will be disestablished.	Significant/disestablished
Programme Manager	1	Position will be disestablished.	Significant/disestablished
Senior Advisor	1	Position will be disestablished.	Significant/disestablished
Senior Executive Assistant	1	Reporting lines to be determined through implementation.	Not significant/reconfirmed

Quality Practice and Experiences

Current State: Confirmed Impacts

Confirmed impacts – Quality Practice and Experiences (Pg. 1 of 16)

The following Confirmed impacts would occur to those affected by the change:

Division: Monitoring and External Relationships

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Advisor Ministerial Services	5	No change to position.	Not significant/reconfirmed
Advisor Oversight & Monitoring	1	Position will be disestablished.	Significant/disestablished
Advisor Review Management Programme	1	Position will be disestablished.	Significant/disestablished
General Manager Monitoring & External Relationships	1	Position will be disestablished.	Significant/disestablished
Manager Ministerial Support	1	Change of position title from Manager Ministerial Support to Manager Ministerial Services. Change of reporting line from General Manager Monitoring and External Relationships to General Manager Public Information and Ministerial Services.	Not significant/reconfirmed
Manager Oversight & Monitoring	1	Position will be disestablished.	Significant/disestablished
Manager Reviews and Recommendations	1	Position will be disestablished.	Significant/disestablished
Ministerial Support Coordinator	1	Change of position title from Ministerial Support Coordinator to Ministerial Services Coordinator.	Not significant/reconfirmed
Principal Advisor	1	Position will be disestablished.	Significant/disestablished
Principal Advisor Independent Monitors	2	Reduction of Principal Advisor Independent Monitors from 2 to 1. Change of position title from Principal Advisor Independent Monitors to Principal Advisor Monitoring Relationships. Change of reporting line from General Manager Monitoring & External Relationships to General Manager External Monitoring and Reviews.	Significant/closed reconfirmation

Confirmed impacts – Quality Practice and Experiences (Pg. 2 of 16)

The following Confirmed impacts would occur to those affected by the change:

Division: Monitoring and External Relationships

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Principal Advisor Reviews and Recommendations	1	Change of position title from Principal Advisor Reviews and Recommendations to Principal Advisor Reviews. Change of reporting line from General Manager Monitoring & External Relationships to General Manager External Monitoring & Reviews.	Not significant/reconfirmed
Senior Advisor Ministerial Services	3	No change to position.	Not significant/reconfirmed
Senior Advisor Oversight & Monitoring	2	Position will be disestablished.	Significant/disestablished
Senior Advisor Reviews and Recommendations	1	Position will be disestablished.	Significant/disestablished

Confirmed impacts – Quality Practice and Experiences (Pg. 3 of 16)

The following Confirmed impacts would occur to those affected by the change:

Division: Office of the DCE Quality Practice and Experiences

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Director Advisory Board Secretariat	1	Change of reporting line from DCE Quality Practice and Experience to General Manager External Monitoring and Reviews. Temporary position to continue to end of fixed term contract.	Not significant/reconfirmed
Executive Assistant	1	Temporary position to continue to end of fixed term contract.	Not significant/reconfirmed
Principal Advisor	1	Position will be disestablished.	Significant/disestablished
Report Writer	1	Temporary position to continue to end of fixed term contract.	Not significant/reconfirmed
Senior Executive Assistant	1	Reporting lines to be determined through implementation.	Not significant/reconfirmed
Senior Project Manager	1	Temporary position to continue to end of fixed term contract.	Not significant/reconfirmed

Confirmed impacts – Quality Practice and Experiences (Pg. 4 of 16)

The following Confirmed impacts would occur to those affected by the change:

Division: Professional Development

Position in Scope	No. of Positions	Description of Decision	Impact on Position
E-Learning Designer	2	Change of reporting line from Team Leader Design and Planning to Manager Learning Design.	Not significant/reconfirmed
General Manager Professional Development	1	Position will be disestablished.	Significant/disestablished
Instructional Designer	1	Change of position title from Instructional Designer to Senior Learning Designer.	Not significant/reconfirmed
Learning Facilitator	6	No change to position.	Not significant/reconfirmed
LMS Lead Specialist	1	No change to position.	Not significant/reconfirmed
LMS Specialist	2	No change to position.	Not significant/reconfirmed
Manager Learning Planning Design and Technology	1	Change of position title from Manager Learning Planning Design and Technology to Manager Learning Design. Change of reporting line from General Manager Professional Development to National Manager Professional Learning and Development.	Not significant/reconfirmed
Manager Learning Programme Delivery	1	Change of position title from Manager Learning Programme Delivery to Manager Learning Delivery. Change of reporting line from General Manager Professional Development to National Manager Professional Learning and Development.	Not significant/reconfirmed
Manager Learning Regional Partnerships	1	Position will be disestablished.	Significant/disestablished

Confirmed impacts – Quality Practice and Experiences (Pg. 5 of 16)

The following Confirmed impacts would occur to those affected by the change:

Division: Professional Development

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Poutaki Māori Learning	1	Change of reporting line from General Manager Professional Development to National Manager Professional Learning and Development.	Not significant/reconfirmed
Poutiaki Māori (Reporting to Manager Learning Planning Design and Technology)	1	Position will be disestablished.	Significant/disestablished
Poutiaki Māori (Reporting to Manager Learning Regional Partnerships)	1	Position will be disestablished.	Significant/disestablished
Principal Advisor Pathways and Curriculum	1	Change of position title from Principal Advisor Pathways and Curriculum to Pathways and Curriculum Lead with minor change in duties. Change of reporting line from General Manager Professional Development to National Manager Professional Learning and Development.	Not significant/reconfirmed
Programme Coordinator (Reporting to Manager Learning Planning Design and Technology)	1	No change to position.	Not significant/reconfirmed
Programme Coordinator (Reporting to Manager Learning Programme Delivery)	1	No change to position.	Not significant/reconfirmed
Regional Learning Advisor	9	Reduction of Regional Learning Advisor positions from 9 to 6. Regional Learning Advisors to be allocated to 1 of the 2 Manager Regional Practice Quality roles.	Significant/closed reconfirmation

Confirmed impacts – Quality Practice and Experiences (Pg. 6 of 16)

The following Confirmed impacts would occur to those affected by the change:

Division: Professional Development

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Senior Advisor Professional Development	3	Change of position title from Senior Advisor Professional Development to Senior Learning Designer. Change of reporting line from Team Leader Design and Planning to Manager Learning Design.	Not significant/reconfirmed
Team Leader Design and Planning	1	Vacant position will be disestablished.	Significant/disestablished
Team Leader Design and Planning	1	Position will be disestablished.	Significant/disestablished

Confirmed impacts – Quality Practice and Experiences (Pg. 7 of 16)

The following Confirmed impacts would occur to those affected by the change:

Division: Quality Systems

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Data Analyst	1	Position will be disestablished.	Significant/disestablished
Executive Assistant*	1	Reduction of Executive Assistant positions across National Office from 15 to 8. Reporting lines to be determined through implementation.	Significant/closed reconfirmation
General Manager Quality Systems	1	Position will be disestablished.	Significant/disestablished
Manager Quality	1	Position will be disestablished.	Significant/disestablished
Manager Quality Systems and Analysis	1	Position will be disestablished.	Significant/disestablished
Quality Lead (Reporting to Manager Quality)	4	Change of reporting line from Manager Quality to Manager QPI Methodology and Insights.	Not significant/reconfirmed
Quality Lead (Reporting to Manager Quality Systems and Analysis)	1	Change of reporting line from Manager Quality Systems and Analysis to Manager QPI Methodology and Insights.	Not significant/reconfirmed
Senior Analyst Quality Systems	2	Change of reporting line from Manager Quality Systems and Analysis to Manager QPI Methodology and Insights.	Not significant/reconfirmed
Senior Business Analyst	1	Change of position title from Senior Business Analyst to Senior Analyst Quality Systems. Change of reporting line from Manager Quality Systems and Analysis to Manager QPI Methodology and Insights.	Not significant/reconfirmed

*Please see other Groups for remaining Executive Assistant positions.

Confirmed impacts – Quality Practice and Experiences (Pg. 8 of 16)

The following Confirmed impacts would occur to those affected by the change:

Division: Quality Systems

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Senior Practice Quality Advisor	7	Change of reporting line from Manager Quality to Manager Care and Practice Standards Assurance.	Not significant/reconfirmed
Team Administrator	1	Position will be disestablished.	Significant/disestablished

Confirmed impacts – Quality Practice and Experiences (Pg. 9 of 16)

The following Confirmed impacts would occur to those affected by the change:

Division: Quality Practice and Experiences Māori Practice

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Advisor Practice Policy	1	Position will be disestablished.	Significant/disestablished
General Manager Māori Practice	1	Position will be disestablished.	Significant/disestablished
Manager Māori Practice Advice	1	Vacant position will be disestablished.	Significant/disestablished
Manager Practice Design & Policy	1	Change in position title from Manager Practice Design and Policy to Manager Practice Development.	Not significant/reconfirmed
National Advisor FGC Practice	1	Change of reporting line from Manager Māori Practice Advice to Manager Regional Practice Quality.	Not significant/reconfirmed
National Māori Practice Advisor	1	Position will be disestablished.	Significant/disestablished
National Māori Practice Advisor	1	Vacant position will be disestablished.	Significant/disestablished
National Practice Design Advisor	3	Position will be disestablished.	Significant/disestablished
Principal Analyst	1	Position will be disestablished.	Significant/disestablished
Senior Advisor Practice Policy	6	Position will be disestablished.	Significant/disestablished
Senior Māori Practice Advisor	4	Senior Māori Practice Advisors to be allocated across the Manager Regional Practice Quality roles or the Manager Residential Care Practice.	Not significant/reconfirmed

Confirmed impacts – Quality Practice and Experiences (Pg. 10 of 16)

The following Confirmed impacts would occur to those affected by the change:

Division: Quality Practice and Experiences Māori Practice

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Senior Practice Design Advisor	4	Position will be disestablished.	Significant/disestablished
Team Leader Practice Design	1	Position will be disestablished.	Significant/disestablished
Team Leader Practice Policy	1	Position will be disestablished.	Significant/disestablished

Confirmed impacts – Quality Practice and Experiences (Pg. 11 of 16)

The following Confirmed impacts would occur to those affected by the change:

Division: Quality Practice and Experiences Pacific Practice

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Director Pacific Practice	1	Position will be disestablished.	Significant/disestablished
National Pacific Practice Advisor	1	Position will be disestablished.	Significant/disestablished
Senior Pacific Practice Advisor	2	Change of reporting line from Director Pacific Practice to Manager Regional Practice Quality.	Not significant/reconfirmed
Senior Pacific Practice Advisor	2	Temporary position will be disestablished.	Significant/disestablished

Confirmed impacts – Quality Practice and Experiences (Pg. 12 of 16)

The following Confirmed impacts would occur to those affected by the change:

Division: Quality Practice and Experiences Practice

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Executive Assistant*	1	Reduction of Executive Assistant positions across National Office from 15 to 8. Reporting lines to be determined through implementation.	Significant/closed reconfirmation
General Manager Practice	1	Position will be disestablished.	Significant/disestablished
Manager Practice Advice	1	Position will be disestablished.	Significant/disestablished
Manager Practice Enablers	1	No change to position.	Not significant/reconfirmed
National Practice Advisor	5	Reduction of National Practice Advisor positions from 5 to 2. Change of reporting line from Manager Practice Advice to Manager Residential Care Practice.	Significant/closed reconfirmation
Principal Advisor Health & Disability	1	Position will be disestablished.	Significant/disestablished
Senior Advisor Caregiver Information Systems	1	No change to position.	Not significant/reconfirmed
Senior Advisor Frontline Technology Systems	1	Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed
Senior Advisor Practice Enablers	2	Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed
Senior Advisor Practice Enablers	1	Temporary position will be disestablished.	Significant/disestablished

*Please see other Groups for remaining Executive Assistant positions.

Confirmed impacts – Quality Practice and Experiences (Pg. 13 of 16)

The following Confirmed impacts would occur to those affected by the change:

Division: Quality Practice and Experiences Practice

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Senior Advisor Practice Information and Support	1	Position will be disestablished.	Significant/disestablished
Senior Practice Advisor	2	Position will be disestablished.	Significant/disestablished
Senior Advisor Practice Enablers	1	Temporary position will be disestablished.	Significant/disestablished

Confirmed impacts – Quality Practice and Experiences (Pg. 14 of 16)

The following Confirmed impacts would occur to those affected by the change:

Division: Tamariki & Whānau Response

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Administration Support Customer Information Requests	5	No change to position.	Not significant/reconfirmed
Advisor Enabling	1	Change of position title from Advisor Enabling to Advisor Intake and Assurance.	Not significant/reconfirmed
Advisor Feedback Intake	3	Change of position title from Advisor Feedback Intake to Advisor Intake and Assurance.	Not significant/reconfirmed
Assessor	60	No change to position.	Not significant/reconfirmed
Assessor	7	Temporary position will be disestablished.	Significant/disestablished
Business Analyst	1	Position will be disestablished.	Significant/disestablished
Capability Coach	5	No change to position.	Not significant/reconfirmed
Capability Coach	1	Temporary position will be disestablished.	Significant/disestablished
Executive Assistant*	1	Reduction of Executive Assistant positions across National Office from 15 to 8. Reporting lines to be determined through implementation.	Significant/closed reconfirmation
General Manager Tamariki & Whānau Response	1	Position will be disestablished.	Significant/disestablished
Lead Advisor Claims Team	1	Temporary position will be disestablished.	Significant/disestablished

*Please see other Groups for remaining Executive Assistant positions.

Confirmed impacts – Quality Practice and Experiences (Pg. 15 of 16)

The following Confirmed impacts would occur to those affected by the change:

Division: Tamariki & Whānau Response

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Lead Advisor Safety of Children in Care	1	Position will be disestablished.	Significant/disestablished
Manager Customer Information Requests	1	Change of reporting line from General Manager Tamariki and Whānau Response to General Manager Public Information and Ministerial Services.	Not significant/reconfirmed
Manager Feedback and Complaints	1	Change of reporting line from General Manager Tamariki and Whānau Response to General Manager External Monitoring & Reviews.	Not significant/reconfirmed
Manager Safety of Children in Care	1	Position will be disestablished.	Significant/disestablished
Senior Advisor Complaints	7	Change of position title from Senior Advisor Complaints to Senior Advisor Complaints Management.	Not significant/reconfirmed
Senior Advisor Complaints	1	Vacant position will be disestablished.	Significant/disestablished
Senior Advisor Enabling	1	Vacant position will be disestablished.	Significant/disestablished
Senior Advisor Enabling	1	Change of position title from Senior Advisor Enabling to Senior Advisor Intake and Assurance.	Not significant/reconfirmed
Senior Advisor Intake & Enabling	1	Change of position title from Senior Advisor Intake and Enabling to Senior Advisor Intake and Assurance.	Not significant/reconfirmed
Senior Advisor Safety of Children in Care	2	Position will be disestablished.	Significant/disestablished

Confirmed impacts – Quality Practice and Experiences (Pg. 16 of 16)

The following Confirmed impacts would occur to those affected by the change:

Division: Tamariki & Whānau Response

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Senior Advisor Site Support	6	Change of position title from Senior Advisor Site Support to Senior Advisor Early Resolution and Claims.	Not significant/reconfirmed
Senior Advisor Site Support	1	Vacant position will be disestablished.	Significant/disestablished
Senior Analyst SOCIC	1	Position will be disestablished.	Significant/disestablished
Team Administrator	1	Position will be disestablished.	Significant/disestablished
Team Leader Complaint Management	1	No change to position.	Not significant/reconfirmed
Team Leader Customer Information Requests	7	No change to position.	Not significant/reconfirmed
Team Leader Intake and Enabling	1	Change of position title from Team Leader Intake and Enabling to Team Leader Intake and Assurance.	Not significant/reconfirmed
Team Leader Site Support	1	Change of position title from Team Leader Site Support to Team Leader Early Resolution and Claims.	Not significant/reconfirmed

Māori, Partnerships and Communities

Current State: Confirmed Impacts

Confirmed impacts – Māori, Partnerships and Communities (Pg. 1 of 14)

The following Confirmed impacts would occur to those affected by the change:

Division: Design

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Design Manager	1	Change of position title from Design Manager to Manager Service Design. Change of reporting line from General Manager Voices of Children and Young People to General Manager Māori, Partnerships and Communities.	Not significant/reconfirmed
Lead Designer	1	No change to position.	Not significant/reconfirmed
Lead Visual Designer	1	Temporary position will be disestablished.	Significant/disestablished
Senior Service Designer	2	No change to position.	Not significant/reconfirmed
Senior Service Designer - Community Led Practice	1	No change to position.	Not significant/reconfirmed
Senior Visual Designer	1	No change to position.	Not significant/reconfirmed
Service Designer	2	No change to position.	Not significant/reconfirmed
Team Administrator	1	Position will be disestablished.	Significant/disestablished
Visual Designer	1	No change to position.	Not significant/reconfirmed

Confirmed impacts – Māori, Partnerships and Communities (Pg. 2 of 14)

The following Confirmed impacts would occur to those affected by the change:

Division: GM Pacific

Position in Scope	No. of Positions	Description of Decision	Impact on Position
General Manager Pacific	1	Vacant position will be disestablished.	Significant/disestablished
Principal Advisor Pacific	2	Vacant position will be disestablished.	Significant/disestablished
Senior Advisor Pacific	2	Change of reporting line from General Manager Pacific to Manager Pacific.	Not significant/reconfirmed

Confirmed impacts – Māori, Partnerships and Communities (Pg. 3 of 14)

The following Confirmed impacts would occur to those affected by the change:

Division: National Operations

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Advisor Planning and Reporting	2	No change to position.	Not significant/reconfirmed
Contract Developer	2	No change to position.	Not significant/reconfirmed
Data Administrator	1	Change of reporting line from Reporting Manager to Manager Contract Monitoring and Compliance.	Not significant/reconfirmed
General Manager National Operations	1	Change of position title from General Manager National Operations to General Manager Commissioning and Investment.	Not significant/reconfirmed
Lead Procurement Specialist	1	Change of reporting line from Manager Procurement to Manager Planning Funding and Procurement.	Not significant/reconfirmed
Lead Service Specifications Specialist	1	Change of reporting line from Manager Procurement to Manager Planning Funding and Procurement.	Not significant/reconfirmed
Manager Contracts	1	No change to position.	Not significant/reconfirmed
Manager Procurement	1	Vacant position will be disestablished.	Significant/disestablished
Planning and Funding Manager	1	Change of position title from Planning and Funding Manager to Manager Planning Funding and Procurement.	Not significant/reconfirmed
Procurement Graduate	1	Change of reporting line from Manager Procurement to Manager Planning Funding and Procurement. Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed

Confirmed impacts – Māori, Partnerships and Communities (Pg. 4 of 14)

The following Confirmed impacts would occur to those affected by the change:

Division: National Operations

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Reporting Manager	1	Vacant position will be disestablished.	Significant/disestablished
Senior Advisor Planning	1	No change to position.	Not significant/reconfirmed
Senior Business Analyst	1	Change of reporting line from General Manager National Operations to Manager Contract Monitoring and Compliance.	Not significant/reconfirmed
Senior Contracts Advisor	1	No change to position.	Not significant/reconfirmed
Senior Procurement Specialist	2	Change of reporting line from Manager Procurement to Manager Planning Funding and Procurement.	Not significant/reconfirmed
Senior Reporting Analyst	1	Change of reporting line from Reporting Manager to Manager Contract Monitoring and Compliance.	Not significant/reconfirmed
Systems Support & Administrator	1	No change to position.	Not significant/reconfirmed

Confirmed impacts – Māori, Partnerships and Communities (Pg. 5 of 14)

The following Confirmed impacts would occur to those affected by the change:

Division: Regional

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Advisor Investment Approach	1	Position will be disestablished.	Significant/disestablished
Advisor Partnering for Outcomes	59	Reduction of Advisor Partnering for Outcomes positions from 59 to 36. To be allocated across the 8 remaining Service Manager roles. Change of position title from Advisor Partnering for Outcomes to Advisor Enabling Communities and Investment.	Significant/closed reconfirmation
Advisor Partnering for Outcomes	4	Vacant position will be disestablished.	Significant/disestablished
Commissioning Manager	1	Position will be disestablished.	Significant/disestablished
Quality Lead PFO	3	Change of reporting line from Manager Quality to Manager Contract Monitoring and Compliance.	Not significant/reconfirmed
Regional Manager	3	Position will be disestablished.	Significant/disestablished
Regional Manager	1	Vacant position will be disestablished.	Significant/disestablished
Regional Manager Te Tai Tokerau	1	Position will be disestablished.	Significant/disestablished
Regional Quality Lead	3	Change of reporting line from Regional Manager to Manager Contract Monitoring and Compliance.	Not significant/reconfirmed

Confirmed impacts – Māori, Partnerships and Communities (Pg. 6 of 14)

The following Confirmed impacts would occur to those affected by the change:

Division: Regional

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Senior Advisor Iwi and Māori Engagement	1	Position will be disestablished.	Significant/disestablished
Senior Advisor Operations	2	Position will be disestablished.	Significant/disestablished
Senior Advisor Operations	1	Vacant position will be disestablished.	Significant/disestablished
Senior Advisor Pā Harakeke Family and Community	2	Position will be disestablished.	Significant/disestablished
Senior Advisor Transitions	2	Position will be disestablished.	Significant/disestablished
Senior Advisor Transitions	1	Vacant position will be disestablished.	Significant/disestablished
Service Manager MPC (Reporting to Regional Manager Te Tai Tokerau)	2	Reduction of Service Managers from 14 to 8. Change of position title from Service Manager MPC to Service Manager. Change of reporting line from Regional Manager to 1 of 8 Regional Commissioners.	Significant/closed reconfirmation
Service Manager MPC (Reporting to Regional Manager)	12	Reduction of Service Managers from 14 to 8. Change of position title from Service Manager MPC to Service Manager. Change of reporting line from Regional Manager to 1 of 8 Regional Commissioners.	Significant/closed reconfirmation
Service Manager MPC	1	Vacant position will be disestablished.	Significant/disestablished

Confirmed impacts – Māori, Partnerships and Communities (Pg. 7 of 14)

The following Confirmed impacts would occur to those affected by the change:

Division: Regional

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Strengthening Family Coordinator	1	Position will be disestablished.	Significant/disestablished
Team Administrator (Reporting to Regional Manager Te Tai Tokerau)	1	Position will be disestablished.	Significant/disestablished
Team Administrator (Reporting to Service Manager MPC)	2	Position will be disestablished.	Significant/disestablished
Team Administrator (Reporting to Regional Manager)	3	Position will be disestablished.	Significant/disestablished
Team Administrator (Reporting to Regional Manager)	1	Vacant position will be disestablished.	Significant/disestablished
Team Leader Pā Harakeke Family and Community	1	Position will be disestablished.	Significant/disestablished

Confirmed impacts – Māori, Partnerships and Communities (Pg. 8 of 14)

The following Confirmed impacts would occur to those affected by the change:

Division: Office of DCE Māori Partnerships and Communities

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Chief Advisor	1	Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed
Executive Assistant*	1	Reduction of Executive Assistant positions across National Office from 15 to 8. Reporting lines to be determined through implementation.	Significant/closed reconfirmation
Lead Advisor	1	Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed
Manager Te Aorerekura	1	Change of reporting line from DCE Enabling Communities & Investment to General Manager Māori, Partnerships & Communities. Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed
National Director Office of the DCE Māori Partnerships and Communities	1	Position will be disestablished.	Significant/disestablished
PFO Business Manager	1	Position will be disestablished.	Significant/disestablished
Programme Manager	1	Change of reporting line from National Director Office of the DCE Māori Partnerships and Communities to Chief Advisor Office of the DCE. Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed
Senior Advisor (Reporting to National Director Office of the DCE Māori Partnerships and Communities)	1	Position will be disestablished.	Significant/disestablished

*Please see other Groups for remaining Executive Assistant positions.

Confirmed impacts – Māori, Partnerships and Communities (Pg. 9 of 14)

The following Confirmed impacts would occur to those affected by the change:

Division: Office of DCE Māori Partnerships and Communities

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Senior Advisor (Reporting to PFO Business Manager)	1	Position will be disestablished.	Significant/disestablished
Senior Advisor Te Aorerekura	1	Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed
Senior Executive Assistant	1	Reporting lines to be determined through implementation.	Not significant/reconfirmed

Confirmed impacts – Māori, Partnerships and Communities (Pg. 10 of 14)

The following Confirmed impacts would occur to those affected by the change:

Division: Partnerships

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Advisor Contracting Services & Support	2	No change to position.	Not significant/reconfirmed
General Manager Partnerships	1	Vacant position will be disestablished.	Significant/disestablished
Manager Sector Engagement	1	Vacant position will be disestablished.	Significant/disestablished
Senior Advisor Contracting Services and Support	3	No change to position.	Not significant/reconfirmed
Senior Advisor Sector Engagement	1	Change of reporting line from Manager Sector Engagement to General Manager Māori Partnerships & Communities.	Not significant/reconfirmed
Team Leader National Providers	1	Change of reporting line from General Manager National Operations to Manager Contracts.	Not significant/reconfirmed

Confirmed impacts – Māori, Partnerships and Communities (Pg. 11 of 14)

The following Confirmed impacts would occur to those affected by the change:

Division: Commission and Market Building

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Commissioning Manager	3	Position will be disestablished.	Significant/disestablished
General Manager Commissioning and Market Building	1	Vacant position will be disestablished.	Significant/disestablished
Lead Advisor Commissioning and Market Building	1	Position will be disestablished.	Significant/disestablished
Team Administrator	1	Position will be disestablished.	Significant/disestablished

Confirmed impacts – Māori, Partnerships and Communities (Pg. 12 of 14)

The following Confirmed impacts would occur to those affected by the change:

Division: Voices of Children and Young People

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Advisor Community Development	1	Position will be disestablished.	Significant/disestablished
Advisor Disability Strategy	1	Change of reporting line from Manager Disability Strategy to Manager Disability. Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed
Advisor Tamariki and Rangatahi Voice	1	Change of reporting line from Manager Child Centred Engagement to Manager Insights and Engagement.	Not significant/reconfirmed
General Manager Voices of Children and Young People	1	Change of position title from General Manager Voices of Children and Young People to General Manager Voices.	Not significant/reconfirmed
Lead Advisor Voices of Whānau and Community	1	Position will be disestablished.	Significant/disestablished
Manager Child Centred Engagement	1	Position will be disestablished.	Significant/disestablished
Manager Disability Strategy	1	Temporary position will be disestablished.	Significant/disestablished
Manager Voices Insights	1	Position will be disestablished.	Significant/disestablished
Manager Voices of Whānau and Community	1	Position will be disestablished.	Significant/disestablished
Principal Advisor	1	Position will be disestablished.	Significant/disestablished

Confirmed impacts – Māori, Partnerships and Communities (Pg. 13 of 14)

The following Confirmed impacts would occur to those affected by the change:

Division: Voices of Children and Young People

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Senior Advisor Child Centred Engagement	3	Reduction of Senior Advisor Child Centred Engagement positions from 3 to 2. Change of reporting line from Manager Child Centred Engagement to Manager Insights and Engagement.	Significant/closed reconfirmation
Senior Advisor Content and Engagement	1	Position will be disestablished.	Significant/disestablished
Senior Advisor Disability Strategy	1	Change of reporting line from Manager Disability Strategy to Manager Disability. Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed
Senior Advisor Disability Voices	1	Change of reporting line from Manager Child Centred Engagement to Manager Disability.	Not significant/reconfirmed
Senior Advisor Rainbow Voices	1	Change of reporting line from Manager Child Centred Engagement to Manager Insights and Engagement.	Not significant/reconfirmed
Senior Advisor Voices Insights	2	Change of reporting line from Manager Voices Insights to Manager Insights and Engagement.	Not significant/reconfirmed
Senior Advisor Voices of Children and Young People	1	Position will be disestablished.	Significant/disestablished
Senior Advisor Voices of Whānau and Community	1	Position will be disestablished.	Significant/disestablished
Team Administrator	1	Position will be disestablished.	Significant/disestablished
Whānau Voice Lead	1	Change of reporting line from General Manager Voices of Children to Manager Insights and Engagement. Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed

Confirmed impacts – Māori, Partnerships and Communities (Pg. 14 of 14)

The following Confirmed impacts would occur to those affected by the change:

Division: Whānau Care

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Business Analyst	1	No change to position.	Not significant/reconfirmed
Engagement Lead	5	No change to position.	Not significant/reconfirmed
Project Coordinator	1	No change to position.	Not significant/reconfirmed
Senior Business Analyst	2	No change to position.	Not significant/reconfirmed
Whānau Care Manager	1	Change of reporting line from DCE Māori Partnerships & Communities to General Manager Māori, Partnerships & Communities. Change of title from Whānau Care Manager to Manager Māori, Partnerships & Communities.	Not significant/reconfirmed

System Leadership

Current State: Confirmed Impacts

Confirmed impacts – System Leadership (Pg. 1 of 10)

The following Confirmed impacts would occur to those affected by the change:

Division: Evidence Centre

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Advisor Research and Knowledge Management	1	Change of reporting line from General Manager Evidence Centre to Social Impact and Research Manager.	Not significant/reconfirmed
Analyst (Reporting to Manager Evaluation and Insights)	1	Change of reporting line from Manager Evaluation and Insights to Social Impact and Evaluations Team Lead.	Not significant/reconfirmed
Analyst (Reporting to Lead Advisor Research and Survey Design)	1	No change to position.	Not significant/reconfirmed
Analyst Analytics & Insights	1	Position will be disestablished.	Significant/disestablished
Analyst Life Course and Systems Analytics	1	Position will be disestablished.	Significant/disestablished
Executive Assistant*	1	Reduction of Executive Assistant positions across National Office from 15 to 8. Reporting lines to be determined through implementation.	Significant/closed reconfirmation
General Manager Evidence Centre	1	Position will be disestablished.	Significant/disestablished
Gov Tech Talent Graduate	1	Temporary position will be disestablished.	Significant/disestablished
Lead Advisor Research and Survey Design	1	Change of reporting line from Manager Analytics and Insights to Social Impact and Research Manager.	Not significant/reconfirmed
Manager Analytics & Insights	1	Position will be disestablished.	Significant/disestablished
Manager Evaluation and Insights	1	Position will be disestablished.	Significant/disestablished

*Please see other Groups for remaining Executive Assistant positions.

Confirmed impacts – System Leadership (Pg. 2 of 10)

The following Confirmed impacts would occur to those affected by the change:

Division: Evidence Centre

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Manager Life Course and Systems Analytics	1	Position will be disestablished.	Significant/disestablished
Manager Social Research and Analysis	1	Position will be disestablished.	Significant/disestablished
Principal Advisor Research & Evaluation (Reporting to General Manager Evidence Centre)	2	Reduction of Principal Advisor Research and Evaluation positions from 4 to 2. Change of reporting line from General Manager Evidence Centre to Social Impact and Research Manager.	Significant/closed reconfirmation
Principal Advisor Research & Evaluation (Reporting to Manager Analytics & Insights)	1	Reduction of Principal Advisor Research and Evaluation positions from 4 to 2. Change of reporting line from Manager Analytics & Insights to Social Impact and Research Manager.	Significant/closed reconfirmation
Principal Advisor Research & Evaluation (Reporting to Manager Evaluation and Insights)	1	Reduction of Principal Advisor Research and Evaluation positions from 4 to 2. Change of reporting line from Manager Evaluation and Insights to Social Impact and Research Manager.	Significant/closed reconfirmation
Senior Analyst (Reporting to Lead Advisor Research and Survey Design, excluded from reduction)	1	No change to position.	Not significant/reconfirmed
Senior Analyst (Reporting to Manager Evaluation and Insights)	7	Reduction of Senior Analyst positions across the Evidence Centre from 28 to 8. Change of reporting line from Manager Evaluation and Insights to Social Impact and Evaluations Team Lead.	Significant/closed reconfirmation
Senior Analyst (Reporting to Manager Social Research and Analysis)	10	Reduction of Senior Analyst positions across the Evidence Centre from 28 to 8. Change of reporting line from Manager Social Research and Analysis to Social Impact and Evaluations Team Lead.	Significant/closed reconfirmation

Confirmed impacts – System Leadership (Pg. 3 of 10)

The following Confirmed impacts would occur to those affected by the change:

Division: Evidence Centre

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Senior Analyst - Analytics & Insights	5	Reduction of Senior Analyst positions across the Evidence Centre from 28 to 8. Change of reporting line from Manager Analytics & Insights to Social Impact and Evaluations Team Lead.	Significant/closed reconfirmation
Senior Analyst Family and Sexual Violence	1	Reduction of Senior Analyst positions across the Evidence Centre from 28 to 8. Change of reporting line from Manager Life Course and Systems Analytics to Social Impact and Evaluations Team Lead.	Significant/closed reconfirmation
Senior Analyst Insights and Measurement Quality	2	Reduction of Senior Analyst positions across the Evidence Centre from 28 to 8. Change of reporting line from Manager Life Course and Systems Analytics to Social Impact and Evaluations Team Lead.	Significant/closed reconfirmation
Senior Analyst Life Course and Systems Analytics	3	Reduction of Senior Analyst positions across the Evidence Centre from 28 to 8. Change of reporting line from Manager Life Course and Systems Analytics to Social Impact and Evaluations Team Lead.	Significant/closed reconfirmation

Confirmed impacts – System Leadership (Pg. 4 of 10)

The following Confirmed impacts would occur to those affected by the change:

Division: Office of DCE System Leadership

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Advisor	1	No change to position.	Not significant/reconfirmed
Chief Advisor System Leadership	1	Change of title to Chief Advisor - Office of the DCE. Minimal change to scope of role, to include direct reports.	Not significant/reconfirmed
Director Special Projects	1	Position will be disestablished	Significant/disestablished
EDAP Solutions Product Owner Data and Reporting	1	Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed
Engagement and Implementation Strategy Manager	1	Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed
Manager Governance	1	Reporting line change from Director Office of the Chief Executive to General Manager System and Policy Governance.	Not significant/reconfirmed
Principal Advisor	1	Temporary position will be disestablished.	Significant/disestablished
Principal Advisor OTAP	1	Temporary position will be disestablished.	Significant/disestablished
Product Owner	1	Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed

Confirmed impacts – System Leadership (Pg. 5 of 10)

The following Confirmed impacts would occur to those affected by the change:

Division: Office of DCE System Leadership

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Programme Manager	1	Change of reporting line from DCE System Leadership to Chief Technology Officer. Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed
Senior Advisor (Reporting to Manager Governance)	3	No change to position.	Not significant/reconfirmed
Senior Executive Assistant	1	Reporting lines to be determined through implementation.	Not significant/reconfirmed

Confirmed impacts – System Leadership (Pg. 6 of 10)

The following Confirmed impacts would occur to those affected by the change:

Division: Policy

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Executive Assistant*	1	Reduction of Executive Assistant positions across National Office from 15 to 8. Reporting lines to be determined through implementation.	Significant/closed reconfirmation
General Manager Policy	1	Position will be disestablished.	Significant/disestablished
Graduate Policy Analyst	4	Change of Position title to Graduate Policy Advisor. Change of reporting line to one of two remaining Policy Manager positions. Confirmed reporting lines to be determined through implementation.	Not significant/reconfirmed
Policy Analyst	16	Reduction of Policy Analysts from 16 to 6. Change of Position Title from Policy Analyst to Policy Advisor. Change of reporting line to one of two remaining Policy Manager positions. Confirmed reporting lines to be determined through implementation.	Significant/closed reconfirmation
Policy Manager	4	Reduction of Policy Managers from 4 to 2. Change of reporting line from General Manager Policy to General Manager System and Policy Governance.	Significant/closed reconfirmation
Policy Manager	1	Temporary position will be disestablished.	Significant/disestablished
Principal Analyst	9	Reduction of Principal Analysts from 9 to 4. Change of position title from Principal Analyst to Principal Policy Advisor. Change of reporting line to one of two remaining Policy Manager positions. Confirmed reporting lines to be determined through implementation.	Significant/closed reconfirmation
Principal Analyst	1	Temporary position will be disestablished.	Significant/disestablished

*Please see other Groups for remaining Executive Assistant positions.

Confirmed impacts – System Leadership (Pg. 7 of 10)

The following Confirmed impacts would occur to those affected by the change:

Division: Policy

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Senior Advisor Business Support	1	Position will be disestablished.	Significant/disestablished
Senior Policy Analyst	15	Reduction of Senior Policy Analysts from 15 to 6. Change of position title from Senior Policy Analyst to Senior Policy Advisor. Change of reporting line to one of two remaining Policy Manager positions. Confirmed reporting lines to be determined through implementation.	Significant/closed reconfirmation

Confirmed impacts – System Leadership (Pg. 8 of 10)

The following Confirmed impacts would occur to those affected by the change:

Division: Strategy and Performance

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Business Support Analyst	1	Temporary position will be disestablished.	Significant/disestablished
Data Product Developer	4	Change of reporting line from Manager Performance Applications and Innovations to Data Solutions Team Lead.	Not significant/reconfirmed
Head of Strategy & Performance	1	Position will be disestablished.	Significant/disestablished
Lead Developer	2	Change of reporting line from Manager Performance Applications and Innovations to Data Solutions Team Lead.	Not significant/reconfirmed
Manager Organisational Strategy and Performance	1	Position will be disestablished.	Significant/disestablished
Manager Performance Applications and Innovation	1	Position will be disestablished.	Significant/disestablished
Manager Performance Hub	1	Position will be disestablished.	Significant/disestablished
Principal Advisor	1	Temporary position will be disestablished.	Significant/disestablished
Principal Advisor Business Planning	1	Change of reporting line from Manager Organisational Strategy and Performance to Strategy and Performance Manager.	Not significant/reconfirmed
Principal Advisor Organisational Strategy and Performance	1	Change of reporting line from Manager Organisational Strategy and Performance to Strategy and Performance Manager.	Not significant/reconfirmed
Principal Analyst	1	Change of reporting line from Manager Performance Hub to Strategy and Performance Manager.	Not significant/reconfirmed

Confirmed impacts – System Leadership (Pg. 9 of 10)

The following Confirmed impacts would occur to those affected by the change:

Division: Strategy and Performance

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Principal Analyst	1	Temporary position will be disestablished.	Significant/disestablished
Principal Analyst Māori – Performance Hub	1	Change of reporting line from Manager Performance Hub to Strategy and Performance Manager.	Not significant/reconfirmed
Senior Advisor	1	Change of reporting line from Manager Organisational Strategy and Performance to Strategy and Performance Manager.	Not significant/reconfirmed
Senior Analyst Performance Hub	3	Reduction of Senior Analyst Performance Hub positions from 3 to 2. Change of reporting line from Manager Performance Hub to Strategy and Performance Manager.	Significant/closed reconfirmation
Senior Business Analyst	1	Change of reporting line from Manager Organisational Strategy and Performance to Strategy and Performance Manager.	Not significant/reconfirmed
Senior Data Product Developer	3	Change of reporting line from Manager Performance Applications and Innovation to Data Solutions Team Lead.	Not significant/reconfirmed

Confirmed impacts – System Leadership (Pg. 10 of 10)

The following Confirmed impacts would occur to those affected by the change:

Division: Office Treaty Response

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Advisor Treaty Response Unit	1	Position will be disestablished.	Significant/disestablished
Director Treaty Response	1	Position will be disestablished.	Significant/disestablished
Principal Advisor Treaty Response Unit	1	Position will be disestablished.	Significant/disestablished
Senior Advisor Treaty Response	2	Reduction of Senior Advisor Treaty Response positions from 2 to 1. Change of reporting line from Director Treaty Response to National Manager External Monitoring and Reviews .	Significant/closed reconfirmation

People, Culture and Enabling Services

Current State: Confirmed Impacts

Confirmed impacts – People, Culture and Enabling Services (Pg. 1 of 24)

The following Confirmed impacts would occur to those affected by the change:

Division: Assurance

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Forensic Data Investigator	1	Change of reporting line from Head of Internal Assurance to Director Risk and Internal Assurance.	Not significant/reconfirmed
Head of Internal Assurance	1	Position will be disestablished.	Significant/disestablished
Principal Advisor Assurance	1	Change of reporting line from Head of Internal Assurance Director Risk and Internal Assurance.	Not significant/reconfirmed
Principal Advisor Fraud and Integrity	1	Change of reporting line from Head of Internal Assurance to Director Risk and Internal Assurance.	Not significant/reconfirmed
Risk and Assurance Coordinator	1	Change of reporting line from Head of Internal Assurance to Director Risk and Internal Assurance.	Not significant/reconfirmed
Senior Advisor Assurance	1	Change of reporting line from Head of Internal Assurance to Director Risk and Internal Assurance.	Not significant/reconfirmed
Senior Advisor Fraud and Integrity	1	Change of reporting line from Head of Internal Assurance to Director Risk and Internal Assurance.	Not significant/reconfirmed

Confirmed impacts – People, Culture and Enabling Services (Pg. 2 of 24)

The following Confirmed impacts would occur to those affected by the change:

Division: Cultural Programmes

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Advisor	2	Reduction of Advisor positions from 2 to 1. Change of position title from Advisor to Advisor Cultural Programmes.	Significant/closed reconfirmation
Director Cultural Programmes	1	No change to position.	Not significant/reconfirmed
Principal Advisor	1	Change of position title from Principal Advisor to Principal Advisor Cultural Programmes.	Not significant/reconfirmed
Senior Advisor	2	Change of position title from Senior Advisor to Senior Advisor Cultural Programmes.	Not significant/reconfirmed

Confirmed impacts – People, Culture and Enabling Services (Pg. 3 of 24)

The following Confirmed impacts would occur to those affected by the change:

Division: Data and Information

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Advisor Information Management-Operations	2	Reduction of Advisor Information Management- Operations from 2 to 1. Change of position title from Advisor Information Management - Operations to Advisor Information Management.	Significant/closed reconfirmation
Advisor Privacy	1	Change of reporting line from Chief Information Security Officer to Legal Manager National Office.	Not significant/reconfirmed
Analyst Business Reporting	2	Reduction of Analyst Business Reporting from 2 to 1. Change of reporting line from Manager Business Information to Strategy and Performance Manager.	Significant/closed reconfirmation
Chief Information Security Officer	1	Change of reporting line from Head of Data and Information to Head of Health, Safety and Security.	Not significant/reconfirmed
Head of Data and Information	1	Position will be disestablished.	Significant/disestablished
Lead Advisor - Privacy	1	Change of reporting line from Chief Information Security Officer to Legal Manager National Office.	Not significant/reconfirmed
Lead Advisor Business Information	2	Position will be disestablished.	Significant/disestablished
Lead Advisor Data Governance	1	Change of position title from Lead Advisor Data Governance to Data Governance Lead. Change of reporting line from Manager Data Management to Data Governance and Quality Standards Team Lead.	Not significant/reconfirmed
Lead Advisor Information Management - Operations	1	Position will be disestablished.	Significant/disestablished

Confirmed impacts – People, Culture and Enabling Services (Pg. 4 of 24)

The following Confirmed impacts would occur to those affected by the change:

Division: Data and Information

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Lead Advisor Information Management - Strategy	1	Vacant position will be disestablished.	Significant/disestablished
Lead Data Architect	1	Position will be disestablished.	Significant/disestablished
Lead Data Engineer	1	Temporary position will be disestablished.	Significant/disestablished
Manager Business Information	1	Position will be disestablished.	Significant/disestablished
Manager Data Management	1	Position will be disestablished.	Significant/disestablished
Manager Information Management	1	Change of reporting line from Head of Data and Information to General Manager General Manager Public Information and Ministerial Services.	Not significant/reconfirmed
Manager Privacy	1	Vacant position will be disestablished.	Significant/disestablished
Principal Advisor Data and Information	1	Vacant position will be disestablished.	Significant/disestablished
Senior Advisor Data Quality	1	Change of reporting line from Manager Data Management to Data Governance and Data Governance and Quality Standards Team Lead.	Not significant/reconfirmed
Senior Advisor Data Sourcing	1	Position will be disestablished.	Significant/disestablished
Senior Advisor Information Management	1	Temporary position will be disestablished.	Significant/disestablished
Senior Advisor Information Management- Operations	1	Reduction of Senior Advisor Information Management- Operations/Strategy from 2 to 1. Change of position title to Senior Advisor Information Management.	Significant/closed reconfirmation

Confirmed impacts – People, Culture and Enabling Services (Pg. 5 of 24)

The following Confirmed impacts would occur to those affected by the change:

Division: Data and Information

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Senior Advisor Information Management Strategy	1	Reduction of Senior Advisor Information Management- Operations/Strategy from 2 to 1. Change of position title to Senior Advisor Information Management.	Significant/closed reconfirmation
Senior Advisor Privacy	1	Change of reporting line from Chief Information Security Officer to Legal Manager National Office.	Not significant/reconfirmed
Senior Analyst Business Information	2	Position will be disestablished.	Significant/disestablished
Senior Analyst Business Reporting	1	Change of reporting line from Manager Business Information to Strategy and Performance Manager.	Not significant/reconfirmed
Senior Information Security Advisor	2	No change to position.	Not significant/reconfirmed
Senior Spatial Intelligence Analyst	1	Position will be disestablished.	Significant/disestablished
Team Leader Business Reporting	1	Position will be disestablished.	Significant/disestablished

Confirmed impacts – People, Culture and Enabling Services (Pg. 6 of 24)

The following Confirmed impacts would occur to those affected by the change:

Division: Funding and performance

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Accounts Assistant	1	No change to position.	Not significant/reconfirmed
Chief Financial Officer	1	No change to position.	Not significant/reconfirmed
Credit Card Controller	1	No change to position.	Not significant/reconfirmed
Executive Assistant*	1	Reduction of Executive Assistant positions across National Office from 15 to 8. Reporting lines to be determined through implementation.	Significant/closed reconfirmation
Finance Business Partner	5	Reduction of Finance Business Partner positions from 5 to 4.	Significant/closed reconfirmation
Financial Accountant	2	No change to position.	Not significant/reconfirmed
Financial Controller	1	No change to position.	Not significant/reconfirmed
Financial Services Administrator	20	No change to position.	Not significant/reconfirmed
Management Accountant	13	Reduction of Management Accountant positions from 13 to 8. Change of reporting line to one of four remaining Finance Business Partners. Confirmed reporting lines to be determined through implementation.	Significant/closed reconfirmation
Manager Finance Business Partners	1	No change to position.	Not significant/reconfirmed
Manager Financial Services	1	No change to position.	Not significant/reconfirmed
Manager FMIS	1	No change to position.	Not significant/reconfirmed
Manager Strategic Finance	1	No change to position.	Not significant/reconfirmed

*Please see other Groups for remaining Executive Assistant positions.

Confirmed impacts – People, Culture and Enabling Services (Pg. 7 of 24)

The following Confirmed impacts would occur to those affected by the change:

Division: Funding and performance

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Procurement Manager	1	Position will be disestablished.	Significant/disestablished
Senior Advisor Strategic Finance	1	No change to position.	Not significant/reconfirmed
Senior Financial Accountant	2	No change to position.	Not significant/reconfirmed
Senior Financial Services Administrator	6	No change to position.	Not significant/reconfirmed
Senior Procurement Specialist	2	Change of reporting line from Procurement Manager to Manager Commercial and Digital Procurement.	Not significant/reconfirmed
Systems Analyst FMIS	2	No change to position.	Not significant/reconfirmed
Team Leader Financial Services	2	No change to position.	Not significant/reconfirmed

Confirmed impacts – People, Culture and Enabling Services (Pg. 8 of 24)

The following Confirmed impacts would occur to those affected by the change:

Division: Health Safety and Security

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Advisor Health and Safety	2	No change to position.	Not significant/reconfirmed
Advisor Security	1	No change to position.	Not significant/reconfirmed
Delivery Lead Wellbeing and Strategic Programmes	1	Position will be disestablished.	Significant/disestablished
Emergency Management and Business Continuity Advisor	1	No change to position.	Not significant/reconfirmed
Emergency Management Lead	1	No change to position.	Not significant/reconfirmed
Head of Health Safety and Security	1	No change to position.	Not significant/reconfirmed
Health and Safety Specialist	1	No change to position.	Not significant/reconfirmed
Manager Health and Safety	1	No change to position.	Not significant/reconfirmed
Manager Security	1	No change to position.	Not significant/reconfirmed
Manager Wellbeing	1	No change to position.	Not significant/reconfirmed
Return to Work and Early Intervention Specialist	1	No change to position.	Not significant/reconfirmed
Return to Work and Injury Management Advisor	1	No change to position.	Not significant/reconfirmed
Security Specialist	1	No change to position.	Not significant/reconfirmed

Confirmed impacts – People, Culture and Enabling Services (Pg. 9 of 24)

The following Confirmed impacts would occur to those affected by the change:

Division: Health Safety and Security

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Senior Advisor - Critical Risk Programme	1	Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed
Senior Advisor Emergency Management and Business Continuity	1	No change to position.	Not significant/reconfirmed
Senior Advisor Security	1	No change to position.	Not significant/reconfirmed
Senior Business Analyst	1	Position will be disestablished.	Significant/disestablished
Senior Business Analyst H&S Strategic Programs	1	Position will be disestablished.	Significant/disestablished
Senior Business Analyst Wellbeing	1	Position will be disestablished.	Significant/disestablished
Team Administrator	1	Position will be disestablished.	Significant/disestablished
Wellbeing Advisor	2	No change to position.	Not significant/reconfirmed

Confirmed impacts – People, Culture and Enabling Services (Pg. 10 of 24)

The following Confirmed impacts would occur to those affected by the change:

Division: Infrastructure

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Asset Specialist	1	No change to position.	Not significant/reconfirmed
Data Administrator	1	Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed
Executive Assistant*	1	Reduction of Executive Assistant positions across National Office from 15 to 8. Reporting lines to be determined through implementation.	Significant/closed reconfirmation
Facilities Coordinator	1	Change of reporting line from Facilities Team Manager to National Director Infrastructure Operations.	Not significant/reconfirmed
Facilities Management Officer	5	Change of reporting line from Facilities Team Manager to National Director Infrastructure Operations.	Not significant/reconfirmed
Facilities Team Manager	1	Vacant position will be disestablished.	Significant/disestablished
Fleet Analyst	1	Change of reporting line from Fleet Manager to Fleet Lead.	Not significant/reconfirmed
Fleet Manager	1	Vacant position will be disestablished.	Significant/disestablished
Head of Infrastructure	1	No change to position.	Not significant/reconfirmed
Infrastructure Manager	1	No change to position.	Not significant/reconfirmed
Infrastructure Strategy and Engagement Manager	1	Vacant position will be disestablished.	Significant/disestablished
Lease Specialist	1	No change to position.	Not significant/reconfirmed
Lease Specialist	1	Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed

*Please see other Groups for remaining Executive Assistant positions.

Confirmed impacts – People, Culture and Enabling Services (Pg. 11 of 24)

The following Confirmed impacts would occur to those affected by the change:

Division: Infrastructure

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Manager Change Engagement	1	No change to position.	Not significant/reconfirmed
National Director Infrastructure Operations	1	No change to position.	Not significant/reconfirmed
National Office Facilities and Cultural Support Coordinator	1	Vacant position will be disestablished.	Significant/disestablished
National Office Facilities and Cultural Support Coordinator	1	No change to position.	Not significant/reconfirmed
Programme Director Property	1	Vacant position will be disestablished.	Significant/disestablished
Project Delivery Manager	1	Temporary position will be disestablished.	Significant/disestablished
Property and Facilities Manager (Reporting to Infrastructure Manager)	2	No change to position.	Not significant/reconfirmed
Property and Facilities Manager (Reporting to National Director Infrastructure Operations)	5	No change to position.	Not significant/reconfirmed
Property and Facilities Manager	1	Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed
Property and Facilities Manager - National	1	No change to position.	Not significant/reconfirmed
Senior Fleet Analyst	1	Temporary position will be disestablished.	Significant/disestablished

Confirmed impacts – People, Culture and Enabling Services (Pg. 12 of 24)

The following Confirmed impacts would occur to those affected by the change:

Division: Legal

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Chief Legal Officer	1	Change of reporting line from DCE People Culture & Enabling Services to DCE System Leadership.	Not significant/reconfirmed
Executive Assistant*	1	Reduction of Executive Assistant positions across National Office from 15 to 8. Reporting lines to be determined through implementation.	Significant/closed reconfirmation
Head of Regional Legal Operations	1	Change of position title from Head of Regional Legal Operations to Director Regional Legal Services.	Not significant/reconfirmed
Intermediate Solicitor (Reporting to Regional Litigation Manager)	32	Change of Reporting line to one of the six remaining Regional Legal Managers. Confirmed reporting lines to be determined through implementation.	Not significant/reconfirmed
Intermediate Solicitor (Reporting to Legal Manager National Office)	2	No change to position	Not significant/reconfirmed
Legal Manager National Office	2	No change to position.	Not significant/reconfirmed
Litigation Support Officer	22	No change to position.	Not significant/reconfirmed
Litigation Support Officer	1	Vacant position will be disestablished.	Significant/disestablished
National Litigation Support Officer	1	No change to position.	Not significant/reconfirmed
Practice Manager	1	No change to position.	Not significant/reconfirmed
Principal Solicitor	1	No change to position.	Not significant/reconfirmed
Regional Litigation Manager	7	Reduction of Regional Litigation Manager positions from 7 to 6. Change of position title from Regional Litigation Manager to Regional Legal Manager.	Significant/closed reconfirmation

*Please see other Groups for remaining Executive Assistant positions.

Confirmed impacts – People, Culture and Enabling Services (Pg. 13 of 24)

The following Confirmed impacts would occur to those affected by the change:

Division: Legal

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Senior Solicitor	9	No change to position.	Not significant/reconfirmed
Senior Solicitor Litigation	21	Reduction of Senior Solicitor Litigation (regional) positions from 21 to 15. Change of Reporting line to one of the six Regional Legal Managers. Confirmed reporting lines to be determined through implementation.	Significant/closed reconfirmation
Solicitor (Reporting to Legal Manager National Office)	2	Reduction of Solicitor (National Office) positions from 2 to 1.	Significant/closed reconfirmation
Solicitor (Reporting to Regional Litigation Manager)	19	Reduction of Solicitor (regional) positions from 19 to 15. Change of Reporting line to one of the six Regional Legal Managers. Confirmed reporting lines to be determined through implementation.	Significant/closed reconfirmation
Team Administrator	1	Vacant position will be disestablished.	Significant/disestablished

Confirmed impacts – People, Culture and Enabling Services (Pg. 14 of 24)

The following Confirmed impacts would occur to those affected by the change:

Division: Office of DCE People Culture and Enabling Services Office

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Chief Advisor	1	Change of title to Chief Advisor - Office of the DCE. Minimal change to scope of role, to include direct reports.	Not significant/reconfirmed
Director Special Projects	1	Temporary position will be disestablished	Significant/disestablished
Senior Executive Assistant	1	Reporting lines to be determined through implementation.	Not significant/reconfirmed

Confirmed impacts – People, Culture and Enabling Services (Pg. 15 of 24)

The following Confirmed impacts would occur to those affected by the change:

Division: People and Leadership

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Chief Advisor	1	Vacant position will be disestablished.	Significant/disestablished
Employment and Industrial Relations Specialist	1	Position will be disestablished.	Significant/disestablished
Executive Assistant to General Manager*	1	Reduction of Executive Assistant positions across National Office from 15 to 8. Reporting lines to be determined through implementation.	Significant/closed reconfirmation
General Manager People and Leadership	1	Change of position title from General Manager People and Leadership to General Manager People and High Performance.	Not significant/reconfirmed
HR Advisor (Reporting to Regional HR Operations Manager (North))	2	Position will be disestablished.	Significant/disestablished
HR Advisor (Reporting to Regional HR Operations Manager (South))	2	Position will be disestablished.	Significant/disestablished
HR Advisor Employment and Industrial Relations	1	Position will be disestablished.	Significant/disestablished
HR Analyst	2	Reduction of HR Analyst positions from 2 to 1.	Significant/closed reconfirmation

*Please see other Groups for remaining Executive Assistant positions.

Confirmed impacts – People, Culture and Enabling Services (Pg. 16 of 24)

The following Confirmed impacts would occur to those affected by the change:

Division: People and Leadership

Position in Scope	No. of Positions	Description of Decision	Impact on Position
HR Business Partner (Reporting to Manager Strategic Partnering)	3	Change of reporting line from Manager Strategic Partnering to Manager People and High Performance. Change of position title from HR Business Partner to Senior People & Performance Partner.	Not significant/reconfirmed
HR Business Partner (Reporting to Strategic Partner)	3	Change of reporting line from Strategic Partner to Manager People and High Performance. Change of position title from HR Business Partner to Senior People & Performance Partner.	Not significant/reconfirmed
HR Business Partner (Reporting to Strategic Partner)	1	Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed
HR Coordinator	9	Reduction of HR Coordinator positions from 9 to 8.	Significant/closed reconfirmation
HR Services Manager	1	Change of reporting line from National Manager HR Operations to Director Workforce Management.	Not significant/reconfirmed
Learning and Development Advisor	1	No change to position.	Not significant/reconfirmed
Manager Employment and Industrial Relations	1	Vacant position will be disestablished.	Significant/disestablished
Manager HR Reporting & Analytics	1	Change of reporting line from General Manager People and Leadership to Director Workforce Management.	Not significant/reconfirmed
Manager HRIS and Applications Support	1	Change of reporting line from National Manager HR Operations to Director Workforce Management.	Not significant/reconfirmed

Confirmed impacts – People, Culture and Enabling Services (Pg. 17 of 24)

The following Confirmed impacts would occur to those affected by the change:

Division: People and Leadership

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Manager Organisational Development	1	Change of position title from Manager Organisational Development to Manager Leadership Development and Engagement. Change of reporting line from General Manager People and Leadership to Director People and High Performance.	Not significant/reconfirmed
Manager Strategic Partnering	1	Vacant position will be disestablished.	Significant/disestablished
Māori Runanga Convenor	1	Change of reporting line from Manager Employment and Industrial Relations to Director Remuneration and Employment Industrial Relations.	Not significant/reconfirmed
National Convenor	1	Change of reporting line from Manager Employment and Industrial Relations to Director Remuneration and Employment Industrial Relations.	Not significant/reconfirmed
National Manager HR Operations	1	Position will be disestablished.	Significant/disestablished
Payroll Advisor	2	No change to position.	Not significant/reconfirmed
Payroll Coordinator	4	No change to position	Not significant/reconfirmed
Payroll Manager	1	Change of reporting line from National Manager HR Operations to Director Workforce Management.	Not significant/reconfirmed
Position Management Administrator	1	No change to position.	Not significant/reconfirmed
Principal Advisor Organisational Development	3	No change to position.	Not significant/reconfirmed

Confirmed impacts – People, Culture and Enabling Services (Pg. 18 of 24)

The following Confirmed impacts would occur to those affected by the change:

Division: People and Leadership

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Principal Advisor Special Projects	1	Position will be disestablished.	Significant/disestablished
Recruitment Administrator	2	Change of position title from Recruitment Administrator to Talent Administrator.	Not significant/reconfirmed
Recruitment Administrator	1	Temporary position will be disestablished.	Significant/disestablished
Recruitment Advisor	7	Change of position title from Recruitment Advisor to Talent Advisor.	Not significant/reconfirmed
Recruitment Manager	1	Vacant position will be disestablished.	Significant/disestablished
Regional HR Operations Manager (North)	1	Position will be disestablished.	Significant/disestablished
Regional HR Operations Manager (South)	1	Position will be disestablished.	Significant/disestablished
Remuneration Lead	1	No change to position.	Not significant/reconfirmed
Remuneration Manager	1	Change of reporting line from General Manager People and Leadership to Director Remuneration and Employment Industrial Relations.	Not significant/reconfirmed
Senior Employment Relations Advisor	2	Change of reporting line from Manager Employment and Industrial Relations to Employment Relations Manager.	Not significant/reconfirmed
Senior HR Advisor (Reporting to Regional HR Operations Manager (North))	7	Position will be disestablished.	Significant/disestablished
Senior HR Advisor (Reporting to Regional HR Operations Manager (South))	6	Position will be disestablished.	Significant/disestablished

Confirmed impacts – People, Culture and Enabling Services (Pg. 19 of 24)

The following Confirmed impacts would occur to those affected by the change:

Division: People and Leadership

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Senior HR Advisor (Reporting to Strategic Partner)	1	Position will be disestablished.	Significant/disestablished
Senior HR Advisor (Reporting to Regional HR Operations Manager (North))	1	Temporary position will be disestablished.	Significant/disestablished
Senior HR Advisor (Reporting to Regional HR Operations Manager (South))	2	Temporary position will be disestablished.	Significant/disestablished
Senior HR Analyst	1	No change to position.	Not significant/reconfirmed
Senior HR Systems and Data Analyst	1	No change to position.	Not significant/reconfirmed
Senior Human Resources Coordinator	1	Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed
Senior Human Resources Coordinator	2	No change to position.	Not significant/reconfirmed
Senior Industrial Relations Advisor	1	Change of reporting line from Manager Employment and Industrial Relations to Director Employment Relations and Remuneration.	Not significant/reconfirmed
Senior Organisational Development Advisor	2	No change to position.	Not significant/reconfirmed
Senior Payroll Advisor	5	No change to position.	Not significant/reconfirmed
Senior Recruitment Advisor	1	Temporary position will be disestablished.	Significant/disestablished

Confirmed impacts – People, Culture and Enabling Services (Pg. 20 of 24)

The following Confirmed impacts would occur to those affected by the change:

Division: People and Leadership

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Senior System Analyst Payroll	2	No change to position.	Not significant/reconfirmed
Senior Systems Analyst HRIS	1	No change to position.	Not significant/reconfirmed
Senior Talent Partner	3	Change of reporting line from Recruitment Manager to Director Talent Acquisition.	Not significant/reconfirmed
Strategic Partner	4	Change of position title from Strategic Partner to Manager People and High Performance. Change of reporting line from Manager Strategic Partnering to Director People and High Performance.	Not significant/reconfirmed
Systems Analyst HRIS	2	No change to position.	Not significant/reconfirmed
Talent Lead - Operations	1	Change of reporting line from Recruitment Manager to Director Talent Acquisition.	Not significant/reconfirmed
Team Leader Payroll Operations	1	No change to position.	Not significant/reconfirmed
Vetting Administrator	2	Temporary position will be disestablished.	Significant/disestablished

Confirmed impacts – People, Culture and Enabling Services (Pg. 21 of 24)

The following Confirmed impacts would occur to those affected by the change:

Division: Risk

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Head of Risk	1	Position will be disestablished.	Significant/disestablished
Principal Advisor Risk	1	Change of reporting line from Head of Risk to Director Risk and Internal Assurance.	Not significant/reconfirmed
Senior Advisor Risk	2	Reduction of Senior Advisor Risk from 2 to 1. Change of reporting line from Head of Risk to Director Internal Assurance and Risk.	Significant/closed reconfirmation

Confirmed impacts – People, Culture and Enabling Services (Pg. 22 of 24)

The following Confirmed impacts would occur to those affected by the change:

Division: Technology and Channels

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Chief Architect	1	No change to position.	Not significant/reconfirmed
Chief Technology Officer	1	No change to position.	Not significant/reconfirmed
Cloud Systems Specialist	1	Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed
Enterprise Architect	2	No change to position.	Not significant/reconfirmed
Information Security Advisor	2	No change to position.	Not significant/reconfirmed
IT Security Manager	1	No change to position.	Not significant/reconfirmed
Lead Technical Delivery Manager	1	No change to position.	Not significant/reconfirmed
Manager Digital Assurance	1	No change to position.	Not significant/reconfirmed
Manager Digital Commercial Partnering	1	Position will be disestablished.	Significant/disestablished
Manager Digital Strategy and Performance	1	No change to position.	Not significant/reconfirmed
Portfolio Architect	3	Change of reporting line one of three remaining Service Portfolio Managers positions. Confirmed reporting lines to be determined through implementation.	Not significant/reconfirmed
Portfolio Architect	1	Vacant position will be disestablished.	Significant/disestablished

Confirmed impacts – People, Culture and Enabling Services (Pg. 23 of 24)

The following Confirmed impacts would occur to those affected by the change:

Division: Technology and Channels

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Security Operations Centre Lead	1	No change to position.	Not significant/reconfirmed
Senior Information Security Advisor	2	No change to position.	Not significant/reconfirmed
Senior Service Management Advisor	1	No change to position.	Not significant/reconfirmed
Senior Technical Business Analyst (Reporting to Service Portfolio Manager)	1	Change of reporting line to one of three remaining Service Portfolio Managers positions. Confirmed reporting lines to be determined through implementation.	Not significant/reconfirmed
Senior Technical Business Analyst (Reporting to Manager Digital Strategy and Performance)	2	No change to position.	Not significant/reconfirmed
Senior Technical Commercial Advisor	2	Change of reporting line from Manager Digital Commercial Partnering to Manager Commercial and Digital Procurement.	Not significant/reconfirmed
Senior Technical Delivery Manager	3	Reduction of Senior Technical Delivery Manager positions from 3 to 2.	Significant/closed reconfirmation
Service Portfolio Manager	4	Reduction of Service Portfolio Manager positions from 4 to 3.	Significant/closed reconfirmation
Service Portfolio Manager	1	Vacant position will be disestablished.	Significant/disestablished
Systems Lead	13	Reduction of Systems Lead positions from 13 to 10. Change of reporting line one of three remaining Service Portfolio Managers positions. Confirmed reporting lines to be determined through implementation.	Significant/closed reconfirmation
Systems Lead	1	Vacant position will be disestablished.	Significant/disestablished

Confirmed impacts – People, Culture and Enabling Services (Pg. 24 of 24)

The following Confirmed impacts would occur to those affected by the change:

Division: Technology and Channels

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Systems Lead CYRAS	1	Change of reporting line to one of three remaining Service Portfolio Managers positions. Confirmed reporting lines to be determined through implementation.	Not significant/reconfirmed
Systems Manager	2	Change of reporting line to one of three remaining Service Portfolio Managers positions. Confirmed reporting lines to be determined through implementation.	Not significant/reconfirmed
Technical Business Analyst (Reporting to Service Portfolio Manager)	3	Change of reporting line to one of three remaining Service Portfolio Managers positions. Confirmed reporting lines to be determined through implementation.	Not significant/reconfirmed
Technical Business Analyst (Reporting to Systems Manager)	4	No change to position.	Not significant/reconfirmed
Technical Commercial Advisor	1	Change of reporting line from Manager Digital Commercial Partnering to Manager Commercial and Digital Procurement.	Not significant/reconfirmed
Technical Integration Analyst	1	No change to position.	Not significant/reconfirmed
Technical Project Coordinator	3	No change to position.	Not significant/reconfirmed
Test Manager	1	No change to position.	Not significant/reconfirmed

Office of the Chief Executive

Current State: Confirmed Impacts

Confirmed impacts – Office of the Chief Executive (Pg. 1 of 5)

The following Confirmed impacts would occur to those affected by the change:

Division: Office Chief Executive

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Advisor	1	Position will be disestablished.	Significant/disestablished
Chief Advisor Disability	1	Position will be disestablished.	Significant/disestablished
Chief Advisor Pacific	1	Position will be disestablished.	Significant/disestablished
Chief Advisor Risk Assurance	1	Position will be disestablished.	Significant/disestablished
Chief Executive	1	No change to position.	Not significant/reconfirmed
Chief Executive Advisor	2	Position will be disestablished.	Significant/disestablished
Deputy Director Office of the CE	1	Position will be disestablished.	Significant/disestablished
Director Office of the Chief Executive	1	Position will be disestablished.	Significant/disestablished
Director Youth Engagement	1	Temporary position will be disestablished.	Significant/disestablished
Executive Assistant to the Chief Executive	1	No change to position.	Not significant/reconfirmed
Executive Manager to Chief Executive	1	Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed
Lead Advisor	1	Position will be disestablished.	Significant/disestablished
Principal Advisor	1	Change of reporting line from Director Office of the Chief Executive to General Manager Office of the Chief Executive.	Not significant/reconfirmed

Confirmed impacts – Office of the Chief Executive (Pg. 2 of 5)

The following Confirmed impacts would occur to those affected by the change:

Division: Office Chief Executive

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Private Secretary	2	Change of reporting line from Deputy Director Office of the Chief Executive to General Manager Office of the Chief Executive.	Not significant/reconfirmed
Senior Advisor Disability	1	Change of reporting line from Chief Advisor Disability to Manager Disability. Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed
Senior Advisor Pacific	1	Change of reporting line from Chief Advisor Pacific to Manager Pacific. Temporary position will continue to end of fixed term contract.	Not significant/reconfirmed
Tumu Tikanga	1	Change of reporting line from Director Office of the Chief Executive to General Manager Office of the Chief Executive.	Not significant/reconfirmed

Confirmed impacts – Office of the Chief Executive (Pg. 3 of 5)

The following Confirmed impacts would occur to those affected by the change:

Division: Communications

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Channels Advisor	1	Vacant position will be disestablished.	Significant/disestablished
Channels and Marketing Manager	1	Position will be disestablished.	Significant/disestablished
Chief Media Advisor	1	Change of reporting line from General Manager Communications to Director Communications and Media.	Not significant/reconfirmed
Communications Advisor (Reporting to Internal Communications Manager)	2	Reduction of Communication Advisor positions from 3 to 2. Change of reporting line from Internal Communications Manager to Manager Organisational Communications.	Significant/closed reconfirmation
Communications Advisor (Reporting to Portfolio Communications Manager)	1	Reduction of Communication Advisor positions from 3 to 2. Change of reporting line from Portfolio Communications Manager to Manager Organisational Communications.	Significant/closed reconfirmation
Designer	1	Change of position title from Designer to Advisor Designer. Change of reporting line from Team Leader Production to Manager Content and Channels.	Not significant/reconfirmed
Designer Motion	1	Position will be disestablished.	Significant/disestablished
Executive Assistant*	1	Reduction of Executive Assistant positions across National Office from 15 to 8. Reporting lines to be determined through implementation.	Significant/closed reconfirmation
General Manager Communications	1	Vacant position will be disestablished.	Significant/disestablished

*Please see other Groups for remaining Executive Assistant positions.

Confirmed impacts – Office of the Chief Executive (Pg. 4 of 5)

The following Confirmed impacts would occur to those affected by the change:

Division: Communications

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Internal Communications Manager	1	Position will be disestablished.	Significant/disestablished
Lead Content Designer	1	Change of reporting line from Team Leader Channels to Manager Practice Development.	Not significant/reconfirmed
Marketing Advisor	1	Position will be disestablished.	Significant/disestablished
Media Advisor	3	Reduction of Media Advisors from 3 to 2.	Significant/closed reconfirmation
Portfolio Communications Manager	1	Position will be disestablished.	Significant/disestablished
Principal Advisor Communications (Māori)	1	Position will be disestablished.	Significant/disestablished
Senior Advisor Channels	1	Vacant position will be disestablished.	Significant/disestablished
Senior Communications Advisor	6	Reduction of Senior Communication Advisor positions from 6 to 4. Change of reporting line from Portfolio Communications Manager to the Manager Organisational Communications.	Significant/closed reconfirmation
Senior Designer	1	Change of position title from Senior Designer to Senior Advisor Design. Reporting line from Channels and Marketing Manager to Manager Content and Channels.	Not significant/reconfirmed
Senior Events and Engagement Advisor	1	Change of reporting line from Internal Communications Manager to Manager Content and Channels.	Not significant/reconfirmed

Confirmed impacts – Office of the Chief Executive (Pg. 5 of 5)

The following Confirmed impacts would occur to those affected by the change:

Division: Communications

Position in Scope	No. of Positions	Description of Decision	Impact on Position
Senior Internal Communications Advisor	1	Change of reporting line from Internal Communications Manager to Manager Organisational Communications.	Not significant/reconfirmed
Senior Māori Communications Advisor	1	Change of reporting line from Portfolio Communications Manager to Manager Organisational Communications.	Not significant/reconfirmed
Senior Marketing Advisor	1	Position will be disestablished.	Significant/disestablished
Senior Media Advisor	2	No change to position.	Not significant/reconfirmed
Strategic Communications Partner	1	Position will be disestablished.	Significant/disestablished
Team Leader Channels	1	Position will be disestablished.	Significant/disestablished
Team Leader Marketing	1	Position will be disestablished.	Significant/disestablished
Team Leader Production	1	Position will be disestablished.	Significant/disestablished
Video Content Producer	1	Change of reporting line from Channels and Marketing Manager to Manager Content and Channels.	Not significant/reconfirmed

New Position List – Decision Document

Confirmed Future Structure

New Positions

Business Unit: Tamariki and Whānau Services

Position Title	No. of Positions	Reporting Manager	Band
Chief Advisor - Office of the DCE	1	DCE Tamariki and Whānau Services	Band 20
Delivery Advisor Operational Support	6	National Commissioner North	Band 18
Delivery Advisor Operational Support	5	National Commissioner South	Band 18
General Manager Health and Clinical Services	1	DCE Tamariki and Whānau Services	Band 22
General Manager Operations Delivery and Enablement	1	DCE Tamariki and Whānau Services	Band 22
Manager National Support Services	1	General Manager Operations Delivery and Enablement	Band 20
National Commissioner North	1	DCE Tamariki and Whānau Services	Band 22
National Commissioner South	1	DCE Tamariki and Whānau Services	Band 22
National Manager Specialist Services	1	General Manager Health and Clinical Services	Band 21

New Positions

Business Unit: Tamariki and Whānau Services

Position Title	No. of Positions	Reporting Manger	Band
Principal Advisor Operational Support	1	Manager National Support Services	Band 18
Regional Commissioner Auckland North, West and Central	1	National Commissioner North	Band 21
Regional Commissioner Auckland South	1	National Commissioner North	Band 21
Regional Commissioner Canterbury and Lower South	1	National Commissioner South	Band 21
Regional Commissioner East Coast	1	National Commissioner North	Band 21
Regional Commissioner Taranaki and Manawatu	1	National Commissioner South	Band 21
Regional Commissioner Te Tai Tokerau	1	National Commissioner North	Band 21
Regional Commissioner Waikato and Bay of Plenty	1	National Commissioner North	Band 21
Regional Commissioner Wellington and Upper South	1	National Commissioner South	Band 21

New Positions

Business Unit: Youth Justice Services and Residential Care

Position Title	No. of Positions	Reporting Manager	Band
Assessment Lead	1	Operations Manager	Band 18
Bail and Remand Homes Lead	1	Manager Family and Community Homes	Band 18
Chief Advisor - Office of the DCE	1	DCE Youth Justice Services and Residential Care	Band 20
Community Homes Lead	1	Manager Family and Community Homes	Band 18
Manager Family and Community Homes	1	National Director Youth Justice Services and Residential Care	Band 20
Manager National Family Homes	1	Manager Family and Community Homes	Band 19
National Director Youth Justice Services and Residential Care	1	DCE Youth Justice Services and Residential Care	Band 22
National Manager Youth Justice	2	National Director Youth Justice Services and Residential Care	Band 20
National Programmes Lead	1	Operations Manager	Band 18
Operations Manager	1	National Director Youth Justice Services and Residential Care	Band 20

New Positions

Business Unit: Youth Justice Services and Residential Care

Position Title	No. of Positions	Reporting Manager	Band
Principal Advisor Operational Support	1	National Director Youth Justice Services and Residential Care	Band 18
Manager Residential Services Care and Protection	1	National Director Youth Justice Services and Residential Care	Band 20
Manager Residential Services Youth Justice	1	National Director Youth Justice Services and Residential Care	Band 20
Senior Advisor Care and Protection	1	Manager Residential Services Care and Protection	Band 17
Senior Advisor Homes	2	Manager Family and Community Homes	Band 17
Senior Residential Operations Advisor	2	Operations Manager	Band 17
Training Lead	1	Operations Manager	Band 18
Workforce Lead	1	Operations Manager	Band 18

New Positions

Business Unit: Chief Social Worker and Professional Practice

Position Title	No. of Positions	Reporting Manager	Band
Chief Advisor - Office of the DCE	1	Chief Social Worker DCE Professional Practice	Band 20
Deputy Chief Social Worker	1	Chief Social Worker DCE Professional Practice	Band 22
General Manager Practice	1	Chief Social Worker DCE Professional Practice	Band 22
Lead Advisor Care and Protection Practice	1	Deputy Chief Social Worker	Band 18
Lead Advisor Disability Practice	1	Deputy Chief Social Worker	Band 18
Lead Advisor Māori Practice	1	Deputy Chief Social Worker	Band 18
Lead Advisor Pacific Practice	1	Deputy Chief Social Worker	Band 18
Lead Advisor Residential Care Practice	1	Deputy Chief Social Worker	Band 18
Lead Advisor Youth Justice Practice	1	Deputy Chief Social Worker	Band 18
Manager Care and Practice Standards Assurance	1	National Manager Quality Practice Improvement	Band 20

New Positions

Business Unit: Chief Social Worker and Professional Practice

Position Title	No. of Positions	Reporting Manager	Band
Manager QPI Methodology and Insights	1	National Manager Quality Practice Improvement	Band 20
Manager Regional Practice Quality	2	General Manager Practice	Band 20
Manager Residential Care Practice	1	General Manager Practice	Band 20
National Manager Professional Learning and Development	1	Chief Social Worker DCE Professional Practice	Band 21
National Manager Quality Practice Improvement	1	Chief Social Worker DCE Professional Practice	Band 21
National Policy and Practice Designer	2	Manager Practice Development	Band 18
Regional Practice Advisor	3	Manager Regional Practice Quality	Band 18
Residence Learning Advisor	1	Manager Residential Care Practice	Band 17
Senior Advisor Design and Policy	6	Manager Practice Development	Band 17

New Positions

Business Unit: Enabling Communities and Investment

Position Title	No. of Positions	Reporting Manager	Band
Chief Advisor - Office of the DCE	1	DCE Enabling Communities and Investment	Band 20
General Manager Māori Partnerships and Communities	1	DCE Enabling Communities and Investment	Band 22
Manager Contract Monitoring and Compliance	1	General Manager Commissioning and Investment	Band 20
Manager Disability	1	General Manager Voices	Band 20
Manager Insights and Engagement	1	General Manager Voices	Band 20
Manager Pacific	1	General Manager Voices	Band 20
Manager Transition Support Services	1	General Manager Māori Partnerships and Communities	Band 20
Principal Advisor Commissioning	1	General Manager Commissioning and Investment	Band 18

New Positions

Business Unit: System Leadership

Position Title	No. of Positions	Reporting Manager	Band
Advisor Monitoring and Reviews	2	Manager External Monitoring and Reviews	Band 15
Business Integration Lead	3	Delivery Excellence Team Lead	Band 18
Data Change Lead	1	Data Solutions Team Lead	Band 18
Data Governance and Quality Standards Team Lead	1	Data Manager	Band 19
Data Manager	1	General Manager Strategy, Insights and Performance	Band 20
Data Product Training Advisor	1	Data Solutions Team Lead	Band 18
Data Solutions Team Lead	1	Data Manager	Band 19
Delivery Excellence Team Lead	1	Data Manager	Band 19
General Manager External Monitoring and Reviews	1	DCE System Leadership	Band 22
General Manager Public Information and Ministerial Services	1	DCE System Leadership	Band 22

New Positions

Business Unit: System Leadership

Position Title	No. of Positions	Reporting Manager	Band
General Manager Strategy, Insights and Performance	1	DCE System Leadership	Band 22
General Manager System, Policy and Governance	1	DCE System Leadership	Band 22
Information Strategy Lead	1	Data Governance and Quality Standards Team Lead	Band 18
Insights Manager	1	General Manager Strategy, Insights and Performance	Band 20
Inter-Agency Insights Lead	2	Insights Manager	Band 18
Lead Advisor Information Management	1	Manager Information Management	Band 18
Manager Children's System	1	General Manager System, Policy and Governance	Band 19
Manager External Monitoring and Reviews	1	General Manager External Monitoring and Reviews	Band 20
Performance Lead	1	Delivery Excellence Team Lead	Band 18

New Positions

Business Unit: System Leadership

Position Title	No. of Positions	Reporting Manager	Band
Product Owner	1	Data Solutions Team Lead	Band 18
Regional Insights Lead	3	Insights Manager	Band 18
Senior Advisor Monitoring and Reviews	5	Manager External Monitoring and Reviews	Band 17
Social Impact and Research Manager	1	General Manager Strategy, Insights and Performance	Band 20
Social Impact and Evaluations Team Lead	1	Social Impact and Research Manager	Band 19
Strategy, Planning and Performance Manager	1	General Manager Strategy, Insights and Performance	Band 20
System Data Architecture Lead	1	Data Governance and Quality Standards Team Lead	Band 18
System Data Information Lead	1	Data Governance and Quality Standards Team Lead	Band 18
System Insights Lead	2	Insights Manager	Band 18
System Relationship Lead	1	Delivery Excellence Team Lead	Band 18

New Positions

Business Unit: People Culture and Enabling Services

Position Title	No. of Positions	Reporting Manager	Band
Director Employment Relations and Remuneration	1	General Manager People and High Performance	Band 21
Director People and High Performance	1	General Manager People and High Performance	Band 21
Director Talent Acquisition	1	General Manager People and High Performance	Band 21
Director Workforce Management	1	General Manager People and High Performance	Band 20
Employment Relations Advisor	3	Employment Relations Manager	Band 15
Employment Relations Manager	1	Director Employment Relations and Remuneration	Band 20
Fleet Lead	1	National Director Infrastructure Operations	Band 18
Manager Commercial and Digital Procurement	1	Head of Enterprise Project Management Office	Band 21

New Positions

Business Unit: People Culture and Enabling Services

Position Title	No. of Positions	Reporting Manager	Band
People and Performance Partner	6	Manager People and High Performance	Band 17
Project Accountant	1	Chief Financial Officer	Band 18
Senior Analyst Benefits, Change and Reporting	1	Manager Benefits, Change and Reporting	Band 17
Senior Business Analyst Health, Safety and Security	1	Head of Health Safety and Security	Band 18
Principal Advisor Investment	1	Manager Strategic Finance	Band 19
Senior Systems Analyst FMIS	1	Manager FMIS	Band 17

New Positions

Business Unit: Office of the Chief Executive

Position Title	No. of Positions	Reporting Manager	Band
Director Communications and Media	1	General Manager Office of the Chief Executive	Band 21
Director Risk and Internal Assurance	1	General Manager Office of the Chief Executive	Band 21
General Manager Office of the Chief Executive	1	Chief Executive	Band 22
Manager Content and Channels	1	General Manager Office of the Chief Executive	Band 20
Manager Organisational Communications	1	General Manager Office of the Chief Executive	Band 20
Principal Chief Executive Advisor	2	General Manager Office of the Chief Executive	Band 20
Senior Web Advisor	1	Manager Content and Channels	Band 17
Social Media and Web Advisor	1	Manager Content and Channels	Band 15