



**MINISTRY OF SOCIAL  
DEVELOPMENT**  
TE MANATŪ WHAKAHIATO ORA

# Getting our fit right to support our strategic direction

---

**Proposal for Consultation – 19 October  
2020**

# Contents

---

|  |          |
|--|----------|
| <b>Contents .....</b>                      | <b>2</b> |
| <b>Introduction.....</b>                   | <b>3</b> |
| <b>Summary of the proposed change.....</b> | <b>3</b> |
| <b>Summary of the submissions .....</b>    | <b>3</b> |
| <b>Key decisions .....</b>                 | <b>4</b> |
| <b>Impact on individual roles .....</b>    | <b>6</b> |
| <b>What happens now?.....</b>              | <b>7</b> |
| <b>Employee support .....</b>              | <b>7</b> |

## Introduction

---

On 24 September 2020, we let you know about a proposal to realign some functions within the Māori, Communities and Partnerships (MCP) and Service Delivery (SC) business groups, including the structure of the Deputy Chief Executive (DCE) Office, to ensure we get our fit right to deliver on our [strategic direction](#).

These changes aim to:

- strengthen MCP's ability to deliver on improved outcomes for Māori and focus on partnerships and the community;
- maximise our focus on the successful implementation of Te Pae Tata and Pacific Prosperity and therefore improved outcomes for whānau and communities;
- increase greater alignment of service delivery functions;
- enhance the effectiveness of the delivery of services for more than one million clients; and
- ensure we meet current and emerging demands as part of the COVID-19 response and recovery.

We invited you to provide feedback on the proposal. The consultation process closed on 08 October 2020, during which time we received four submissions in total. We'd like to thank everyone for their participation in the process and acknowledge those who made an individual or group submission.

## Summary of the proposed change

---

In summary, the proposed changes were to:

- better align client service delivery services to Service Delivery functions
- expand the DCE Office to manage increased workload
- maximise resourcing to support the implementation of Te Pae Tata.

## Summary of the submissions

---

The following is a summary of key points from the written submissions.

### **Partnerships and Services team**

There was supportive feedback about the changes and understanding about the pragmatic and rational reason for the move. There were initial questions about the strategic alignment to a service design and client experience area and recognition that moving to Service Delivery would better support Partnerships and Services to grow and expand. There was recognition that the MCP team had

enabled and supported Partnerships and Services to grow individually and collectively.

There was a submission to consider having the Information and Systems team, which currently sits in Partnerships and Services, remain in MCP and report to the Safe, Strong Families and Communities team or the DCE Office.

**DCE Office**

There was supportive feedback about ensuring the appropriate level of resources in the DCE Office.

**General feedback**

There was feedback around why the decisions of the MCP Realignment Final Decision Document released on 03 March 2020 were not included in the 'getting our fit right' document.

## Key decisions

---

Following a consultation period and consideration of the submissions made, it has been decided to implement the structural changes as proposed in the "getting our fit right" consultation document.

The table below summarises the feedback received and what have decided.

**Partnership and Services team**

| What you told us  | What we have decided   |
|---|--|
| There was support for the proposed changes and understanding about the pragmatic and rational reason for the move.  | We agree. The Partnerships and Services team will transition to Service Delivery.  |
| The Information and Systems team, which currently sits in Partnerships and Services, should remain in MCP and report to the Safe, Strong Families and Communities team or the DCE Office. | We believe it is advantageous to keep the Partnerships and Services team together. |

**DCE Office**

| What you told us   | What we have decided  |
|--|---|
| There was support for the proposed level of resources in the DCE Office. | We agree and a part of this will see the Senior Advisor position reporting to the GM, Safe, Strong Families and |

|  |  |
|--|--|
|  | Communities transfer to the DCE Office and report to the Director, DCE Office. |
|--|--|

**General feedback**

| <b>What you told us</b>  | <b>What we have decided</b>   |
|--|---|
| There was a question about why the decisions of the MCP realignment Final decision document released on 03 March 2020 were not included in the 'getting our fit right' document. | The MCP realignment was a separate change process that impacted MCP only. The DCE, MCP has sent a message outlining all the changes within MCP. |

Below are the key decisions made from the proposals outlined in the consultation paper.

- The Youth Service/Ratonga Taiohi team will transition to Service Delivery.
- The Principal Health Advisor and Principal Disability Advisor roles will transition to Service Delivery.
- The Partnerships and Services team will transition to Service Delivery.
- We have decided that the Contracting and Service team will stay in MCP and the GM will have a dotted reporting line to the DCE, Service Delivery.
- The Senior Advisor position reporting to the GM Safe, Strong Families and Communities will transfer to the DCE Office and report to the Director, DCE Office.

## Impact on individual roles

The table below identifies the changes to roles following the final decision.

### ***Māori, Communities and Partnerships (MCP) and Service Delivery (SD)***

| <b>Current Position Title</b>                    | <b>Current Reporting Line</b>           | <b>Confirmed Impact/s</b>                   | <b>New Position Title</b> | <b>New Reporting Line</b>                                       | <b>New Business Group</b> |
|--|---|---|---------------------------|---|---------------------------|
| General Manager, Service and Contract Management | DCE Māori, Communities and Partnerships | Change in reporting line and business group | N/A                       | Reporting to DCE MCP with a dotted line to DCE Service Delivery | MCP Service Delivery      |
| National Manager Youth Services and Team         | GM Youth                                | Change in reporting line and business group | N/A                       | Group GM Client Service Support                                 | Service Delivery          |
| Manager, Partnership and Services and Team       | GM Māori, Partnerships and Programmes   | Change in reporting line and business group | N/A                       | Group GM Client Experience and Service Design                   | Service Delivery          |
| Principal Health Advisor                         | GM Māori, Partnerships and Programmes   | Change in reporting line and business group | N/A                       | Group GM Client Experience and Service Design                   | Service Delivery          |
| Principal Disability Advisor                     | GM Māori, Partnerships and Programmes   | Change in reporting line and business group | N/A                       | Group GM Client Experience and Service Design                   | Service Delivery          |

### ***Māori, Communities and Partnerships (MCP)***

| <b>Current Position Title</b> | <b>Current Reporting Line</b>            | <b>Confirmed Impact/s</b>                   | <b>New Position Title</b> | <b>New Reporting Line</b> | <b>New Business Group</b> |
|-------------------------------|--|---|---------------------------|---------------------------|---------------------------|
| Senior Advisor                | GM Safe, Strong Families and Communities | Change in reporting line and business group | N/A                       | Director, DCE Office      | MCP                       |

## **What happens now?**

---

- Decisions will be confirmed in writing to affected staff by Friday 23 October 2020.
- Implementation of confirmed final changes will be effective Monday 02 November 2020.
- HR system changes will be made on Thursday 21 January 2021.

## **Employee support**

---

- Change can be unsettling. If you'd like support you can use our Employee Assistance Programme (EAP). – Contact an EAP counsellor on 0800 787 2867 at any time – the service is free and confidential.