



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

Getting our fit right to support our strategic direction

**Proposal for Consultation – [24 September
2020]**

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Introduction

In September 2019, the Chief Executive announced her decision to regroup our National Office Functions, including the establishment of the DCE Māori, Communities and Partnerships (MCP). The regrouping of the national office functions consultation process focussed primarily on the 'lift and shift' of the roles at a DCE level. During that process we received more detailed feedback about how MCP and Service Delivery (SD) should be structured. We've been committed to working through the feedback and getting our fit right. A joint MCP/SD transition team was set up to help with this.

We also took the opportunity to realign some functions within MCP business groups to strengthen our strategic and operational business including the setup of the Office of the DCE. These changes support how we organise ourselves to deliver for our clients. It's about ensuring 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 a million clients; and
- Ensure we meet current and emerging demands as part of the COVID-19 response and recovery.

Your feedback

As you know there was a good number of submissions received and questions asked. During the consultation process there was general support for the regrouping of national office functions. There were 60 submissions received in total, which represented 128 individuals.

The detailed feedback focussed on MCP teams and roles needing to stay closely aligned with SD. In this consultation document we have primarily focussed on the detailed feedback.

In considering all the feedback we have based each proposal on three guiding principles:

- Providing clear alignment to support the delivery of services;
- Enabling business groups to deliver on MSD's priorities

- Being practical and pragmatic

We ask you to consider these proposals. This is a formal consultation so there may be changes which will impact on some positions.

What you told us

There was a range of feedback on teams, roles and structure. This included some queries about which teams were part of MCP and whether some functions are better positioned within existing teams either across MCP or SD.

The appropriateness of a range of areas reporting to MCP were raised including:

- Youth Services
- Ministry of Youth Development
- Principal Health Advisor role
- Principal Disability Advisor role
- Partnerships and Services team
- Family Violence and Sexual Violence
- Contract and Service management

The consideration of moving functions into existing teams were also raised including the following areas:

- Super Gold moving to Office for Seniors
- Employment related functions (LSV, 3K, Prisoner Integration) to Employment team
- Establishing a Youth portfolio in which all Youth programmes and services come together (MYD, Youth Service, LSV, Mana in Mahi, youth policy)
- The opportunity to set up the DCE office to manage Executive support, machinery of government and corporate functions.
- A new leadership approach to support achieving Māori outcomes through the implementation of Te Pae Tata.

Below is a summary of what you told us and what we propose.

Ensuring we have our services fit for purpose

What you told us	What we propose
There was a range of feedback about seeing Youth Services better aligning to Client Service Delivery as its about front-line services to clients.	We agree and propose that Youth Services move to Service Delivery.
You told us the youth population (specifically MYD) is not visible in the proposed changes.	We agree. The reference to MYD was added to the Position Description of the DCE MCP. The GM, MYD will provide the DCE, MCP with further options on how to make MYD more visible.
You told us the Principal Health Advisor and Principal Disability Advisor roles represent Work and Income with Health and Disability Stakeholders.	We agree and propose both roles move to Service Delivery.
There was a small amount of feedback about disestablishing the current Partnerships and Services team and moving functions to existing teams as they more closely align with Service Delivery.	The bulk of the feedback was more about ensuring these functions stayed closely aligned to Service Delivery which makes good sense. We agree and propose this team moves to Service Delivery.
There were some questions raised about why Family Violence and Sexual (FVS) remains part of MCP.	FVS is about the community and the services to improve outcomes for whānau and communities. We see this work fitting better under MCP however, it's important this work stays closely aligned to Service Delivery.
Some of the feedback we received focussed on the point that contract management is applicable to both MCP and SD. The suggestion being that Contracting, and Service management can fit under both MCP and SD.	We agree Contracting and Service management needs to stay closely aligned and connected. A pragmatic approach is for the team to continue reporting to the DCE, MCP with a dotted reporting line to DCE, SD. This will ensure our contract and services are closely connected with our clients, communities and partners. This approach is already happening.

Moving functions into existing teams

What you told us	What we propose
Consider the option of moving similar functions to existing teams within MSD to encourage greater collaboration. Specific reference was made to Super Gold, LSV, 3K and Prisoner Integration.	<p>The bulk of the feedback was more about ensuring functions stayed closely aligned to Service Delivery which makes good sense.</p> <p>We agree and propose these functions moves to Service Delivery but from a pragmatic point of view will be kept together.</p>
Establishing a Youth portfolio approach where all Youth programmes and services come together (MYD, Youth Service, LSV, Mana in Mahi, youth policy)	We appreciate the alternative and considered suggestion for greater alignment of functions. There are synergies between the programmes and Te Pae Tawhiti strategy will continue to guide our organisational shifts needed to achieve our future direction.

Setting up the DCE office to support MCP

What you told us	What we propose
Many submissions noted the need for a strong DCE office to support the newly established MCP. This involves bringing together key functions to support the planning/reporting/ministerial cycles.	We agree. We propose the DCE Office be expanded to manage the increased workload with Ministerial Correspondence and internal request management and co-ordination. This will ensure we continue to provide timely high-quality support to Ministers as well as our colleagues.

Supporting the implementation of Te Pae Tata

What you told us	What we propose
<p>You told us there needs to be a strong focus on ensuring the successful implementation of Te Pae Tata to improve outcomes for Māori.</p>	<p>We agree. We've already started to maximise our resources to support the successful implementation of Te Pae Tata following the 'realignment of MCP functions' consultation in March this year. The General Manager, Māori, Partnerships and Programmes will provide the DCE, MCP with further options on how to strengthen the implementation of Te Pae Tata taking into account the COVID-19 response and recovery phase.</p>

Impact on Individual Roles

The table below identifies the proposed changes to roles following detailed feedback received during consultation on the 'Regrouping on National Office Functions' in September 2019.

Maori, Communities and Partnerships (MCP) and Service Delivery (SD)

Current Position Title	Current Reporting Line	Confirmed Impact/s	New Position Title	New Reporting Line	New Business Group
General Manager, Service and Contract Management	DCE Māori, Communities and Partnerships	Change in reporting line and business group	N/A	Jointly reporting to DCE MCP and DCE SD	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, Partnership 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, Partnership 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, Partnership and Programmes	Change in reporting line and business group	N/A	Group GM Client Experience and Service Design	Service Delivery

Maori, Communities and Partnerships (MCP)

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

What happens now?

This is a proposal and we would like to hear your views on what we're proposing. You are invited to make a written response, or we are happy to meet with you to discuss.

Please submit your feedback and questions to s9(2)(a) by 8 October 2020.

If you have any concerns or need any help, then please talk to your Manager or you may wish to use the confidential services or our Employee Assistance Programme.

Proposed timeline

Activity	Timeframe
Consultation period begins	Thursday, 24 September
Consultation period closes	Thursday, 8 October
Feedback considered by the MCP and SD Leadership Teams	From Friday 9 October
Final decisions confirmed	Monday 19 October
Effective date of change	Monday 2 November (<i>HR system changes will be made on 21 January 2021</i>)

Additional Information

The decision on the *Regrouping of National Office functions* can be found here:

<https://doogle.ssi.govt.nz/community/display/TeKomako/Message%2Bfrom%2BDebbie%2B-%2BDecision%2Bon%2Bregrouping%2Bof%2BNational%2BOffice%2Bfunctions>