



2 AUG 2018

Dear [REDACTED]

On 14 May 2018, you emailed the Ministry requesting, under the Official Information Act 1982, the following information:

- *Full details of any plans to change the Work and Income culture consistent with the Prime Minister's public assurances that a change in culture within Work and Income is needed.*
- *Full details of any and all emails, minutes of meetings, text messages and any other communications or discussions regarding the decision to open the Manurewa Work and income office at 7.30 am on Thursday mornings. This request includes any and all communications with the Minister of Social Development or any staff from her office.*

The Ministry is currently implementing a number of enhancements over the duration of this year to strengthen our service culture. The Ministry intends to:

- create a warm and welcoming atmosphere for clients by improving our service centre environment;
- make it easier for clients to tell us about their experiences;
- make changes to our language in all of our communications, so they are warmer, more engaging and easy to understand;
- make it easier for clients to access information and the support that's right for them and their individual circumstances;
- deliver our services in a kind, respectful and empathic way, and develop a promise so clients know what they can expect from us;
- continue to co-design our services with clients and external stakeholders to make sure what we do is client-centric and will make the biggest difference to our clients;
- employ a leader-led approach to embedding changes and creating an environment where we continually reflect on and learn from our actions and practices. We will support our people and lead them through the change.

Enclosed is a document that provides a summary of plans to change the culture at Work and Income, dated 27 March 2018. The activity plan is made up of 20 initiatives which are either underway or are to be implemented in the future.

As previously mentioned in my response to you dated 4 July 2018, in order to accommodate the extra people presenting at the Manurewa and Clendon Service Centres, the Ministry has extended the opening hours of the offices and extra staff have been available at these locations to meet with clients, in particular on Impact Days.

The Ministry has no record of any emails, minutes of meetings, text messages or other communications regarding the decision to open the Manurewa Work and Income office at 7:30 am on Thursday mornings; including all communications with the Minister of Social Development or any staff from her office. This decision was made via conversations regarding the best way to see the maximum number of clients possible at the Manurewa Service Centre, based on staffing levels, and to reduce the congestion of clients at reception when the office opens at 8:30am. As such, your request for this information is refused under section 18(e) of the Official Information Act as this information does not exist or, despite reasonable efforts to locate it, cannot be found.

The principles and purposes of the Official Information Act 1982 under which you made your request are:

- to create greater openness and transparency about the plans, work and activities of the Government,
- to increase the ability of the public to participate in the making and administration of our laws and policies and
- to lead to greater accountability in the conduct of public affairs.

This Ministry fully supports those principles and purposes. The Ministry therefore intends to make the information contained in this letter and any attached documents available to the wider public shortly. The Ministry will do this by publishing this letter and attachments on the Ministry of Social Development's website. Your personal details will be deleted and the Ministry will not publish any information that would identify you as the person who requested the information.

If you wish to discuss this response with us regarding plans to change Work and Income's culture and the decision to open the Manurewa Work and Income office at 7:30am, please feel free to contact [OIA\\_Requests@msd.govt.nz](mailto:OIA_Requests@msd.govt.nz).

If you are not satisfied with this response, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz) or 0800 802 602.

Yours sincerely



Kay Read  
**Group General Manager, Client Service Delivery**



**We provide all the support we can • In a kind and compassionate way • To increase participation, well-being and resilience**

Areas for discussion - Quick win opportunities (Implementation by June 2018)	Our current service culture change work programme	Longer-term
<p><b>Make it easier for clients to give us feedback about their experience with us</b> Implement a new 'feedback button' on the homepage of our websites.</p> <p><b>Ensure our bathroom facilities are available for clients</b> Where facilities are already located with direct access from client facing areas in a service centre we will change our practice to ensure that they are made available for clients.</p> <p><b>Change our ID requirements for entering a service centre</b> Move away from the current ask everyone approach to a case by case basis approach where an individual assessment is made by the security guard.</p> <p><b>Make it easier for clients to know where to go to access information they need.</b> Introduce new digital signage in our service centres in different languages. The signage would say 'welcome' and detail how people can access our various language lines to get all the support they need.</p> <p><b>Help to ensure clients receive a compassionate service every time</b> Introduce a consistent practice for meeting and greeting and ending client interactions, whether it is on the phone or in a service centre. This could also extend to email greetings and sign-offs.</p> <p><b>Launch the Service Delivery mission statement</b> Introduce our mission statement to provide clarity on our service expectations and ensure we are delivering to there.</p>	<p><b>Through to December 2018</b></p> <ul style="list-style-type: none"> <li>• Better letters - improving client letters to make them easier to understand, warmer in tone and transparent.</li> <li>• Online eligibility guide- a simple to use guide to enable New Zealanders who may need support to see what support they may be eligible for.</li> <li>• Develop and implement a client experience/service charter that will be visible in all our service centres and websites.</li> <li>• Develop and pilot a Front of House operating model - focused on creating a warm and welcoming atmosphere. Commence phased roll out following pilot.</li> <li>• Increase the type of appointment support that can be completed over the phone - reducing the need to clients to have to visit a service centre.</li> <li>• Make improvements to our online application form - remove unnecessary questions and make it clearer.</li> <li>• Improve the content on our website so that information is easier to understand and it is clearer to clients about what they need to do next.</li> <li>• Redesign our client facing workforce to re-describe what roles we need, performance expectations and workforce shape.</li> <li>• Pilot a Net Trust Score to enable us to more accurately measure our client experience.</li> <li>• Continue the roll out of our leadership capability model across our service centres, deliver targeted training and further roll out and embed our leadership behaviours.</li> <li>• Develop managers conversation kits to link coaching conversations to the mission statement.</li> <li>• Start delivering one change a month to remove unnecessary client effort/ and or staff identified process simplification.</li> <li>• Pilot proactive call to actions to clients via text messaging and online clients when they have an action to complete or to make them aware of entitlement services they may not be aware of.</li> <li>• Implement a new quality and training operating model which takes a continuous improvement approach to improve both the experience for clients and our people.</li> <li>• Make improvements to our complaint management and review of decision process.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement a programme of work to remove unnecessary verification and identity compliance on clients</li> <li>• Implement a Net Trust Score across our channels (following the pilot period)</li> <li>• Accepting information electronically - reducing the need to visit a service centre</li> <li>• Implement in new self service solutions in all our service centres</li> <li>• FOH - roll out new service model across all service centres.</li> <li>• Create new digital platforms to guide and support people.</li> </ul> <p>*Over the longer term, other changes flowing from the welfare working group will also be incorporated into the work programme.</p>