



**MINISTRY OF SOCIAL  
DEVELOPMENT**

TE MANATŪ WHAKAHIATO ORA

27 MAY 2021

Dear

On 23 April 2021, you emailed the Ministry of Social Development (the Ministry) requesting, under the Official Information Act 1982 (the Act), the following information:

- *I would like to request a copy of the DPO Coalition Review Report that was undertaken by Grant Cleland.*

Please find the following two documents in scope of your request enclosed:

- Feedback Analysis paper: *Disabled Persons Organisation Coalition (DPOC) 2020 Self Review Project*, dated August 2020
- PDF slideshow: *DPO Coalition Self Review Project: Review of Key Themes from Phase One*, dated 2 September 2020

Please note that your request was received by the email inbox of a Ministry staff member while he was out of office. The autoresponder advised you of an alternative contact address during his absence ending on 5 May 2021. As the Ministry did not receive a copy of your request through the alternative address provided, the Ministry was unable to process your request before 5 May 2021.

The principles and purposes of the Act 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
- 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. 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, please feel free to contact [OIA\\_Requests@msd.govt.nz](mailto:OIA_Requests@msd.govt.nz).

If you are not satisfied with this response regarding two papers from DPOC, 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

A handwritten signature in black ink, appearing to be 'Julia Bergman', with a long horizontal flourish extending to the right.

Julia Bergman  
**General Manager**  
**Disability, Seniors and International Policy**

**Disabled Persons Organisation Coalition (DPOC) 2020 Self Review Project**

**Analysis of Feedback from Phase One Interviews**

**Summary of Key Themes**

**1. Introduction**

The analysis of phase one interviews responses has been completed.

This has involved three stages:

- a. Completing the interview transcripts and editing these based on the feedback from the people interviewed.
- b. Identifying key feedback related to agreed question, across the 7 interviews.
- c. Reducing the feedback related to each question into key themes.

The key themes in this brief summary, are based on the actual feedback received in the interviews. For more detail you can read the DPO Self Review Interview Analysis Report.

**2. Common Themes:**

- a. The DPOC has done well at making the new Disability Action Plan more strategic. It puts responsibility for implementing programmes at the feet of the ministries and departments.
  - Government and most key ministries now have a commitment to wanting to work with the DPOC and DPOs. However making ministries accountable would be much easier if there was better resourcing for the DPOC and DPOs to be able to do this.
  - Overall Ministries having to front up to the DPOC to talk about their ideas for the Disability Action Plan has been a really good process.
  - Overall most people felt that the coalition does well providing advice to government and government departments on their projects.
  - Government or Ministry consultation through the DPOs can be expensive and is not always covered by the Government or Ministries, so DPOs often have to bear this cost.
  - Funding from ministries for this consultation work is extremely variable. There is often a real desire for officials to work with people on the ground on issues and to hear DPO views and opinions, but not necessarily the budget within the government agencies.
  - Some would like to see a more direct relationship with the executive of government - DPMC, the State Services Commission, the wider Ministerial and CE Groups.
  - Some felt the DPOC could better prepare for meetings with ministers/senior officials.
- b. There is a real desire to have a wider range of voices involved in the work of the coalition.

The coalition needs to act in a governance way so that disabled people from the outer edges can be involved and the DPOC and Ministries gets real diversity of feedback.



- c. Agenda, minutes and background papers at least two weeks before a DPOC meeting:
- Current arrangements are having a significant and negative impact on providing reasonable accommodations, preparation for meetings, participation in meetings, consensus decision making, positive relationships within the DPOC and makes it hard to give an organizational viewpoint on issues at DPOC meetings.
- d. Not everyone is aware of or adheres to DPOC policy and procedures:
- Update the foundation documents and make sure everyone, including new members receive and understand them and there are consequences when these are not followed.
  - The DPOC needs an orientation process, training and induction pack for new members which includes governance policy, processes and foundation documents and a process for mentoring new DPOC members supported by the Secretariat and DPO managers.
- e. The Secretariat position will give the DPOC more support and is well supported:
- This would take pressure off.
  - The secretariat role needs to be defined – a FTE appointment, clear role with a clear job description, KPIs, targets and expectations that the DPOC expects from this person.
  - There was a difference of opinion where the Secretariat should be housed and who it should report to – Managers or the Chair of the DPOC?
- The range of ideas include: Jointly with DPA/People First, within MSD but not within ODI (CE or DCE office), Department of the Prime Minister and Cabinet (DPMC) or the Office of the Ombudsman.
- There needs to be more consensus on what the Secretariat does:
- Key tasks suggested - minutes and key messages out within a week of the end of the meeting, getting the agenda out at least two weeks before a DPOC meeting, planning out the work programme priorities looking ahead, updating policy and procedure, writing letters and preparing information for the DPOC e.g. Press Releases, complete work directed by the Chair and a Subcommittee or Governance Group.
- Have a subcommittee to manage the secretariat who also set the agenda, signs off minutes and key messages. This should include the Chairperson and a mixture of Governance and Management Reps.
  - Should the Secretariat have a policy role?
- f. The Governance/Management roles and responsibilities are not clear and confused:
- Review the DPOC Governance-Management split. This is very unclear and confused at present with the managers driving the DPOC and Governance reps confused about their role. This is creating a number of significant issues that are causing conflict and mistrust within the DPOC.
- g. All DPOC members have no idea about the DPOC budget – it would be good to have reporting to the coalition about how well the budget is tracking.

The attendance fee for DPOC meetings is not covering the actual cost of DPOC work.

This is a major issue that needs to be resolved urgently.

Otherwise the DPOC will not be able to effectively perform its monitoring role with the Disability Action Plan and the UNCRPD.



### **3. Other Feedback:**

- a. The DPOC needs to work together in a high trust way.

This is being eroded by the delays with agenda, minutes, other papers and decisions; lack of collective responsibility, powering sharing and consensus decision making; policy and procedures not being clear to all members, significant governance – management confusion and philosophical differences.

- b. Clearer purpose - as a collective what is our kaupapa?

- c. The DPOC needs to be more visible and transparent:

- The website should include who we are, what we do, and be updated regularly.
- Go into DPO networks and conference and promote the work and role of the DPOC.
- Develop Special Interest Groups – education, employment, access, transport, etc chaired by DPOC members.
- Hosting forums on transport, young people, employment, education, with families, etc.
- Review the processes to nominate people to the IMM, working and advisory groups.
- Develop a communication strategy and outlets such as the website, speaking at conferences, DPOC issue based forums, etc.
- Have short surveys to get a wide range of opinions on issues.
- People who represent the DPOC on working groups have mechanisms to enable these people to regularly reports back to the coalition.

- d. There is a difference of opinion over the status of the DPOC Chair:

- Should this be just for meetings or speaking on behalf of the DPOC?
- Chairs can feel ill prepared because they are not part of DPOC agenda setting.

- e. Some would like the DPOC to have more policy capability.

- f. Agreeing on and utilising consensus decision making policy and processes is essential.

- g. Reduce the amount of DPO invoicing for DPOC work – as well as the meeting attendance fees continuing, DPOs each receiving an annual amount for DPOC work between meetings, and for consultation with the disability community.

According some feedback, General Comment 7 states that there should be independent, direct funding to disabled people's organizations as core funding for their functions.

Should there be funding for developing DPOs funded by government and separate funding to interact with government?

Should ministries/departments contribute to an across government fund from their budgets to establish one pool to support the coalition with disability community consultation.

Set up a DPO Coalition Holdings Trust to manage the finances of the DPOC and/or finance subcommittee committee.

- h. There is wide expertise around the table but there is also the need to resolve the gaps and to develop formal mechanisms for consulting with the wider disability community.

#### **4. Areas for Discussion at the DPOC Workshop:**

- a. Funding required to cover the cost of work that DPOC members do outside of the DPOC meetings, including consultation required for Government and Ministry requests.
- b. Development of formalised mechanisms to allow the disability community to connect with the work of the coalition, ask questions, tell the DPOC what they need and provide feedback.
- c. Building more trust between DPOC members is essential – some are finding the DPOC Meetings unsafe. Suggested solutions:
  - More transparency.
  - Earlier agenda, minutes and key messages.
  - Agreeing on and adhering to consensus decision making processes.
  - Ground rules for meetings that are adhered to.
  - Sticking to collective decisions.
  - Co-facilitators or independent facilitation of DPOC Meetings.
  - Updated agreed DPOC policy and procedures that everyone is aware of and adheres to.
  - Developing strategies to assist the DPOC to flourish and to capitalise on the gains that have been made.
- d. What is the structure that the DPOC needs going forward to effectively monitor the 27 work programmes associated with the Disability Action Plan and consult with the disability community.
- e. How to overcome the confusion between the Governance/Management relationship:
  - Who should be setting the agenda?
  - Should Governance Reps just chair meetings?
  - More support for new people or struggling to facilitate the meetings e.g. Co-chair or independent facilitator, proceeding chair working with next chair for the first 3 months.
  - Processes for managers to report to the Governance Reps - risks, budget, priorities, what's on the agenda, which external stakeholders should the DPOC meet and when?
  - A Governance Board that the Secretariat and Managers' report to and subcommittees.
  - The role of the Secretariat? Achieving sharing of responsibility between the managers?
  - Annual planning and using a consent agenda so discussion remains more strategic.
  - Is the two day block meeting the best use of the DPOCs time?
  - An independent entity, any groups can be an associate member or there is a council.
  - Having topic based Special Interest Groups chaired by DPOC members.
  - Should the chair have the mandate between meetings to make decisions or respond?
  - Funding and changes required to be an effective and equal partner with the IMM?

**Grant Cleland  
Creative Solutions**

# DPO Coalition Self Review Project: Review of Key Themes from Phase One

RESOURCES UNDER THE  
OFFICIAL INFORMATION ACT

Grant Cleland  
Creative Solutions Disability Consultancy

2 September 2020





# Overview

- Analysis of phase one interviews responses has been completed.
- Involved three stages:
  - a. Interview transcripts and editing based on the feedback.
  - b. Identifying key feedback related to agreed questions.
  - c. Reducing feedback into key themes.
- Key themes based on the actual feedback received in the interviews.
- Summary of Key Themes - more detail in the report.



# Ground Rules for this Workshop

1. Stick to the issues - no personal attacks.
2. Say if you don't understand.
3. Respect diverse opinion.
4. There is no such thing as a dumb question or answer.
5. No talking over people.
6. Make sure everyone has a chance to speak.
7. Try to be concise.
8. Make the most of this opportunity.



# Key Themes - Disability Action Plan

1. DPOC has done well at making the new Disability Action Plan more strategic.
2. Ministries having to front up to the DPOC has been a great process.
3. Puts responsibility for programmes at the feet of the ministries and departments.
4. Government and most key ministries now committed to working with the DPOC.
5. Making ministries accountable would be much easier if better resourcing for the DPOC.
6. Coalition does well providing advice to government and government departments.
7. Cost of consultation through DPOs not always covered by the Government or Ministries, so DPOs often have to bear this cost - not budgeted within the government agencies.
8. Some want a direct relationship with the executive of government - DPMC, the State Services Commission, the wider Ministerial and CE Groups.
9. Some felt the DPOC could better prepare for meetings with ministers/senior officials.





# Key Themes – Lack of DPO Coalition Funding

1. The attendance fee for DPOC meetings is not covering the actual cost of DPOC work outside of meetings for the DPOs.
2. Cost of consultation through DPOs not always covered by the Government or Ministries, so DPOs often have to bear this cost - not budgeted within the government agencies.
3. This is a major issue that needs to be resolved urgently.
4. If unresolved, this will impact on the ability of the DPOC to effectively monitor the 27 Work Programmes associated with the Disability Action Plan and the UNCRPD.
5. General Comment 7 states that there should be independent and direct funding to disabled people's organizations as core funding for their functions.

## Suggested Ideas to Resolve Issues

- Funding to cover the cost of work DPOC members do outside of the DPOC meetings, including consultation required for Government and Ministry requests.
- As well as the meeting attendance fees continuing, DPOs each receiving an annual amount for DPOC work between meetings, and for consultation with the disability community.
- Across agency funding pool.



# Key Themes – DPOC Agenda and Meeting Papers

1. A major concern raised by all DPO representatives interviewed was the delays getting the agenda, minutes and key messages out - *'we get these a few days before DPOC meeting'*.
2. This is having a significant and negative impact on:
  - a. Providing reasonable accommodations.
  - b. Being prepared for and participating in DPOC meetings.
  - c. Consensus decision making.
  - d. Creating positive relationships within the DPOC.
  - e. Makes it hard to give an organizational viewpoint on issues at DPOC meetings.

## Suggested Ideas to Resolve Issues

- Minutes and key messages out within a week of the end of the meeting.
- Getting the agenda out at least two weeks before a DPOC meeting.
- Subcommittee to manage the secretariat, set the agenda, signs off the minutes and key messages; including Chairperson and Governance/Management Reps.
- Involving the Chairperson in the setting of the agenda so they feel better prepared.






# Key Themes – Building Trust Between DPOC Members

1. The DPOC needs to work together in more of a high trust way.
2. This is being eroded by:
  - a. The delays with agenda, minutes, other papers and decisions.
  - b. Lack of collective responsibility, powering sharing and consensus decision making.
  - c. Policy and procedures not being followed or being clear to all members.
  - d. Significant governance – management confusion and philosophical differences.
  - e. Some feeling cut out of decisions and this impacting on group trust.
3. DPOC isn't working as a collective, needs to overcome mistrust and power share more.
4. Some find DPOC meetings unsafe – described as *'anger in the room, toxic, disrespectful, not considerate of different values or viewpoints, power and control'*.

## Suggested Ideas to Resolve Issues

- Acknowledge that there is mistrust and some feel unsafe in meetings.
  - Building more openness, respect and transparency with decision making.
  - Agreeing on and adhering to consensus decision making processes.
  - Agreed ground rules for meetings that are adhered to.
  - Sharing more responsibility between the managers.
  - Earlier agenda, minutes and key messages.
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# Key Themes – Governance/Management Confusion

1. The Governance/Management roles and responsibilities are not clear and confused.
2. Some felt managers are driving the DPOC & Governance reps confused about their role.
3. This causing conflict and mistrust within the DPOC.

## Suggested Ideas to Resolve Issues

1. Clearer purpose - as a collective what is our kaupapa?
2. More processes for managers to report to the Governance Reps – monthly reports, risks, budget, priorities, agenda items, external stakeholders to meet, etc.
3. A Governance Board that the Secretariat and Managers' report to and subcommittees.
4. Resolve the difference of opinion over the status of the DPOC Chair:
  - Should this be just for meetings or speaking on behalf of the DPOC?
  - The Chair more involved with agenda setting.
  - Should the Chair have the mandate between meetings to make decisions?
5. Annual planning/work plan, using a consent agenda so discussion remains more strategic.
6. A subcommittee to manage the affairs of the DPOC.



# Key Themes – The Secretariat

1. The Secretariat position is well supported.
2. The secretariat role needs to be defined – a FTE appointment, clear role with a clear job description, KPIs, targets and expectations.
3. Difference of opinion where the Secretariat should be housed and who it should report to: Managers or the Chair of the DPOC? Inside or Outside Government?
4. There needs to be more consensus on what the Secretariat does.
5. Some would like the DPOC to have more policy capability – Secretariat?

## Suggested Ideas to Resolve Issues

- Suggested key tasks for the Secretariat:  
DPOC Meeting Papers, planning/prioritizing work programme, updating policy and procedure, general DPOC administration (e.g. Arranging disability community consultation, writing letters, website updating, press releases, etc), completing work directed by the Chair, Managers, Governance Group or Subcommittees, liaison with officials, etc.
- Have a subcommittee to manage the secretariat who also set the agenda, signs off minutes, etc. This includes Chairperson and a mixture of Governance/Management Reps.





# Key Themes – Disability Community Consultation

1. Overall, real desire to have a wider range of voices involved in the work of the coalition.
2. The coalition needs to act in a governance way so that disabled people from the outer edges can be involved and the DPOC and Ministries gets real diversity of feedback.
3. Wide expertise around the table, but need to resolve the gaps and develop formal mechanisms for consulting with the wider disability community.

## Suggested Ideas to Resolve Issues

- Mechanisms to connect with DPOC, ask questions, tell what need, provide feedback.
- Develop Special Interest Groups chaired by DPOC members.
- Communication strategy and outlets such as the website, speaking at conferences, DPOC issue based forums, etc.
- Website includes who we are, what we do, and is updated regularly.
- Hosting forums on transport, young people, employment, education, with families, etc.
- Short surveys to get a wide range of opinions on issues.
- More transparent processes to nominate people to the IMM, working and advisory groups.
- Mechanisms for DPOC reps to regularly reports back to the coalition.
- Overall DPOC more visible and transparent.





# Key Themes – The Budget

1. All DPOC members said:
  - a. They have no idea about the DPOC budget.
  - b. It would be good to have reporting on how well the budget is tracking.
  - c. The attendance fee for DPOC meetings is not covering the actual cost of DPOC work.
  - d. This is a major issue that needs to be resolved urgently.

## Suggested Ideas to Resolve Issues

- Reduce the amount of DPO invoicing for DPOC work.
- As well as the meeting attendance fees continuing, DPOs each receiving an annual amount for DPOC work between meetings, and for consultation with the disability community.
- Ministries/departments contribute to an across government fund from their budgets to support coalition work, outside of DPOC meetings.
- A DPOC Holdings Trust to manage DPOC finances – All DPOs have a rep.
- Or a finance subcommittee committee.



# Key Themes – DPOC policy and procedures

1. Not everyone is aware of or adheres to DPOC policy and procedures.
2. Need updated and agreed DPOC policy and procedures all aware of and adhere to.

## Suggested Ideas to Resolve Issues

- Update the foundation documents and make sure everyone, including new members receive and understand them and there are consequences when these are not followed.
- The DPOC needs an orientation process, training and induction pack for all new members.
- This includes governance policy, processes and foundation documents and a process for mentoring new DPOC members supported by the Secretariat and DPO managers.



# Key Themes – Other Ideas

1. Better communication and collective decision making between IMM Governance and Working Group.
2. More funding to be an effective and equal IMM partner.
3. More support for those struggling to facilitate DPOC meetings e.g. Co-chair or independent facilitator, proceeding chair working with next chair for at least the first 3 months.
4. Any groups can be an associate member or there is a council.
5. Is the two day block meeting the best use of the DPOCs time?





# What the ideal DPO Coalition would look like?

1. Earlier meeting papers to allow for more meeting preparation and consultation.
2. More trust, openness, respect and transparency with decision making.
3. More funding to acknowledge the preparation time and resourcing required for coalition work outside of DPOC meetings.
4. More collective responsibility, power sharing and consensus decision making.
5. Designated secretariat and more sharing of responsibility between the managers.
6. Resolving the Governance – Management Confusion: For example, a governance board with a management structure (e.g. the secretariat and managers), central budget to co-opt expertise, accountability, reporting mechanisms through the governance board and subcommittees, special interest groups, associate membership, etc.
7. More formal connection to the Disability Community with across government funding.
8. Funding and resources so the DPOC can be equal partners with the IMM.
9. Clear annual work plan and sticking to the strategic issues.
10. Dedicated website/other communication strategies.



## Today we need to consider ...

Will the current structure of the DPO Coalition allow you to:

- Effectively monitor the 27 Work Programmes associated with the Disability Action Plan, and
- Build capacity and ensure effective consultation with the disability community?

If not, what actions need to be taken?

This should take into account the Governance/Management relationship, resources, funding, support, other processes, etc.

