



Te Puni Kōkiri
REALISING MĀORI POTENTIAL

Strengthening Policy

Te Kāwanatanga o Aotearoa

Decision Document

22 Mahuru 2016

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Foreword

Ehara taku toa i te toa takitahi engari he toa takitini.

It is not my strength alone, but the strength of many that contributes to my success.

Tēnā koutou kātoa

Thank you to those of you who made submissions on the *Strengthening Policy* proposal document. They have been most helpful to inform our thinking, although not all aspects could be included in our final decisions. A summary of the submissions can be found at Appendix 1 of this document.

As you all know, *Strengthening Policy* was initiated by Lil Anderson before she went on secondment. She saw the opportunities for us to be better organised around policies that affect the wellbeing of whānau alongside the challenges of our growing workload in this area. Her focus, as is ours, is on how this might be accommodated within the Policy Partnerships Te Puni.

In making our decisions, we have reflected on Te Puni Kōkiri's vision – *Iwi, hapū and whānau succeeding as Māori*. The success of whānau is pivotal to this vision. We consider that strong leadership on issues affecting whānau is needed and that it is essential to have a base within the Policy Partnerships Te Puni that has whānau wellbeing at its core. In doing so, we must also have and build the capability and capacity to actively lead, advise and influence in this sector.

We broadly agree with the *Strengthening Policy* proposal, that is, to establish a new Whānau Wellbeing policy team and to reposition the State Sector Effectiveness function in the Strategy and Organisational Performance Te Puni. We are pleased to confirm that there are more roles in the new team than initially proposed, meaning fewer staff will be affected by these changes.

We have also identified opportunities for strengthening capability and capacity across the Te Puni. This includes the establishment of two further Principal Analyst positions to provide additional leadership and mentoring across the Te Puni and the setup of a Quality Assurance Panel to support continuous improvement of our policy advice. You will also have the opportunity to contribute to work beyond your own teams, particularly on key priorities and other proactive work.

We're aware from your submissions and ongoing conversations that a number of you have concerns about the timing of the change process and connections to other changes underway. We have moved at pace in order to minimise disruption and maximise opportunities for staff.

Now that all the changes from the Strengthening programme have been announced, the staff transfer process will get underway. Te Puni Kōkiri is committed to maximising the number of current employees appointed to new roles in the new structure or other roles within the organisation. In the Policy Partnerships Te Puni we want to minimise the impact on people and priority work programmes so we are pleased that the core of the new Whānau Wellbeing Team will be current staff. It is neither possible, under our agreed process, nor desirable to have a completely open application process for all roles in the new teams, as suggested in some submissions. However, once the reassignment process is completed, all staff will have the opportunity to apply for any vacancies in the new teams or elsewhere in Te Puni Kōkiri.

We look forward to working with you to keep strengthening our ability to make a difference for whānau across all policy areas.



Kelly Dunn
Assistant Deputy Chief Executive
Policy Partnerships



Cath Nesus
Assistant Deputy Chief Executive
Policy Partnerships

1 Introduction

This year the Te Puni Kōkiri Executive Team has been considering how best to strengthen the organisation to collectively meet new challenges and changes in our external environment.

The independent assessment conducted by MartinJenkins earlier this year included consideration of how to:

- strengthen our capacity and capability to provide stewardship of Whānau Ora
- create a specific focus on whānau wellbeing policy advice and support Te Puni Kōkiri to work proactively with others across the State sector to achieve results for Māori.

The Executive Team has discussed the challenges and opportunities in the social policy space as part of broader discussions on strengthening Te Puni Kōkiri.

In Hōngongoi two workshops were held with policy staff involved in social policy including whānau ora and skills, learning and education policy. The Acting Deputy Chief Executive Policy Partnerships Lil Anderson also had a number of discussions with staff.

In Here-turi-kōkā the Acting Deputy Chief Executive Policy Partnerships, with the agreement of the Deputy Chief Executive Strategy and Organisational Policy, put forward proposals for feedback and consultation – these were to establish a new Whānau Wellbeing policy team and reposition our State Sector Effectiveness work in the Strategy and Organisational Performance Te Puni.

Purpose

This document outlines decisions made by the Assistant Deputy Chief Executives who are sharing the role of Deputy Chief Executive Policy Partnerships Te Puni, and the Deputy Chief Executive Strategy and Organisational Performance. We have taken into account feedback from the consultation document, conversations with staff and discussions with the Executive Team.

These decisions align with the Executive Team's three areas of focus for Strengthening Te Puni Kōkiri:

- continuing to strengthen the way we work together across Te Puni and how we engage with whānau, hapū, iwi and Māori organisations in a values-based, whānau-centred manner
- strengthening our stewardship of Whānau Ora across Te Puni Kōkiri and with whānau, hapū, iwi and other Māori organisations, to achieve longer term success and share the lessons across the State sector
- ensuring Te Puni Kōkiri is organised and equipped to nimbly respond to an evolving environment.

Overview of decisions

This document sets out decisions to:

- establish a Whānau Wellbeing policy team with 16 roles (two more than proposed)
- have Principal Policy Analysts actively provide leadership support to the Manager Whānau Wellbeing

- put a greater focus on the leadership and mentoring aspects of the Principal Policy Analyst role across the Te Puni
- disestablish the State Sector Effectiveness (SSE) and Skills, Learning and Education (SLE) policy teams
- establish a State Sector Effectiveness team in the Strategy and Organisational Performance Te Puni with three roles – Manager, Senior Advisor and Advisor
- establish a Principal Policy Analyst and Analyst role in the Office of the Deputy Chief Executive to work across the Te Puni
- establish an additional Principal Policy Analyst role in the Cultural Wealth team
- establish an additional Senior Analyst role in the Economic Wealth team
- have the Māori Land Service Director report directly to the Assistant Deputy Chief Executive
- have policy staff and administration support staff work across the Te Puni and be deployed to priority projects as required.

More detail is set out in **Section 3**.

Transition

The decisions set out in this document take effect from 25 Whiringa-ā-nuku, the same date as the recently announced decisions on Regions and Investments.

In the interim, current work programmes will continue within the SSE and SLE teams.

The process for transferring affected staff to the new structure is the same as for staff affected by the Regions and Investment decisions.

More information on the staff transfer process is set out in **Section 5**.

Outline of this document

This document is divided into different sections to help you find the parts that are most relevant to you.

Section 2 gives a summary of the feedback received on the proposal.

Section 3 sets out the detail behind our decisions.

Section 4 provides detail on the new positions created and the impact on existing roles.

Section 5 outlines next steps including the staff transfer process.

2 Summary of feedback

Overview

The consultation document set out proposals for structural change within the Policy Partnerships Te Puni. The proposals were shaped using input from two workshops with policy staff and information from an independent assessment conducted by MartinJenkins earlier this year.

A total of 18 submissions were received. Of these, 12 were individual submissions and 6 were from teams or groups.

This section summarises the key themes. A more detailed summary of points made in feedback is set out as **Appendix 1** on page 20.

Support for Whānau Wellbeing policy team but concern about workload and size of team

The majority of submissions supported the creation of the Whānau Wellbeing team, which is seen as placing greater emphasis on whānau wellbeing policy and serving whānau interests than the current structure.

A number of submissions expressed ambitions for the new team to have a strong reputation, provide thought leadership, lead and innovate.

Most submissions expressed concern that the proposed scope and workload of the Whānau Wellbeing team far exceeded the proposed capacity of the team.

There was support for the development of a framework to enable better work prioritisation.

Support for Strategy and Organisational Performance Te Puni taking on State Sector Effectiveness kaupapa

While only a small number of submitters commented specifically on the proposal to establish a new State Sector Effectiveness team in the Strategy and Organisational Performance Te Puni, there was more support for than opposition to this proposal. Submitters commented on the importance of this new team building strong relationships with existing policy teams, and understanding and drawing on existing experience and knowledge in this area.

Two submitters identified an alternative to establishing a new team as follows:

- allocate to the existing Organisational Knowledge team
- retain the current SSE team and return their focus to that set out in 2014, alongside a new Whānau Wellbeing team.

Concern at disestablishing the Skills, Learning and Education team

A number of submitters provided feedback that the proposal document did not clearly outline the rationale for disestablishment of the Skills, Learning and Education (SLE) policy team.

Interest in strengthening capacity, capability and prioritisation across the whole of the Policy Partnerships Te Puni

Some submissions aspired to strengthen the influence and advice of Te Puni Kōkiri, not just in whānau wellbeing but across all policy areas. There was comment on the importance of the strategic direction and prioritisation across the Policy Te Puni as well as in the whānau wellbeing area, with suggestions that the whole Te Puni was under-resourced. Resourcing suggestions included establishing a Ministerial Servicing Unit, reallocating a position in the Cultural Wealth team, and providing across-the-board support.

Questions about process

Several submissions expressed concern about the timing of the release of the proposals and the timeframe for responses. Two submissions suggested that positions in the new Whānau Wellbeing team should be open to all staff, not just those potentially impacted by the proposals.

3 Our decisions

This section sets out the decisions we have made on the proposals set out in the *Strengthening Policy Proposal for Feedback* and subsequent consideration of submissions.

This section includes:

- decisions on the proposed changes in the *Strengthening Policy Proposal for Feedback*
- decisions on broader issues and opportunities identified through feedback and reprioritisation of existing funding by the Executive Team.

Decisions on proposals in the *Strengthening Policy Proposal for Feedback*

Whānau Wellbeing

Our overall intent

The success of whānau is central to the vision of Te Puni Kōkiri. We must provide strong leadership around issues affecting whānau and to set the agenda. We want to provide a home for important cross-agency work programmes that relate to key policy issues, recognising that wellbeing is much broader than social policy. To assist us to achieve this, we need to have and build the capacity and capability within the Policy Partnerships Te Puni to actively lead, advise and influence key policy issues across the sectors.

Key themes from feedback

There is support for the concept of a Whānau Wellbeing team but concern about workload and resourcing. A number of submissions questioned the large span of control for the Manager and the challenges of providing leadership across a large number of topics and subjects.

Decisions

We have decided to:

- establish a Whānau Wellbeing policy team
- increase the size of the Whānau Wellbeing policy team to 16 roles (two more than proposed)
- disestablish the State Sector Effectiveness (SSE) and Skills, Learning and Education (SLE) policy teams.

Explanation of decisions

Establish a Whānau Wellbeing team

The increasing demand for Te Puni Kōkiri to participate in cross-agency sector initiatives particularly in the social sector is an opportunity we cannot afford to miss. The establishment of a Whānau Wellbeing

team will ensure we are able to actively and sustainably contribute to important cross-agency initiatives now and in the future. The team will be visible externally, and will provide a clear and consistent contact point. Internally it will provide thought leadership and enable cohesive responses on key whānau wellbeing policy kaupapa including whānau ora.

To provide resources for this team, we confirm we are disestablishing the State Sector Effectiveness and Skills, Learning and Education policy teams.

Ensure sufficient capability within the Whānau Wellbeing team

We considered the feedback on workload, prioritisation and span of control. We believe there are a number of aspects to ensuring our work programme is well prioritised and sustainable. This includes:

- **Strengthening the capacity** of the Whānau Wellbeing team – the capacity has been increased by two roles in response to submissions. The team structure will now include:
 - an additional Senior Analyst (bringing the total number of Senior Analysts to six)
 - an additional Analyst (bringing the total number of Analysts to five).
- Ensuring the composition of the team is weighted towards **experienced, senior staff** who can lead and support important, high profile work. In particular:
 - the team will be characterised by its seniority, with three Principal Policy Analysts
 - it is expected the three Principal Policy Analysts will provide leadership for particular whānau wellbeing policy areas or work streams, provide quality assurance over work, and support staff development.
- **Sharpening the focus** of Principal Policy Analysts across the Policy Te Puni on project and programme leadership, coaching and mentoring. This is discussed further on page 12.
- Further work to finalise and agree on a **policy framework for whānau-centred social policy** as a basis for prioritisation.
- Policy Managers and Principal Policy Analysts across the Policy Te Puni using a formal process to agree a cross-Te Puni view of work priorities and allocating resources in a more agile, networked way. See the discussion on leadership and mentoring on page 12.

With this support, it is considered that the size of the team is manageable. However, across Te Puni Kōkiri, the Executive Team is aware of many large and growing teams and recognises that it may be necessary to reconsider the span of control issue in future.

Whānau Wellbeing work programme will focus on agreed priority areas

We need to think about whānau wellbeing initiatives holistically, identifying ways to building capability and potential of whānau through improved outcomes related to health, housing, education, skills and employment.

We confirm that the initial focus of the team will be to:

- develop and drive a framework for whānau-centred policy as a base for the work of Te Puni Kōkiri
- provide housing policy advice and engage with other agencies to ensure a more co-ordinated approach to improving housing outcomes for whānau Māori

- provide policy advice and support cross-agency work programmes to support key whānau wellbeing policy initiatives including Investing in Children
- provide advice to the Minister for Whānau Ora – this includes providing:
 - advice on policy-related matters raised by the Whānau Ora Partnership Group (working closely with the Investment Lead in the Investment Te Puni)
 - advice on aligning other social policy work with Whānau Ora
- provide policy advice to the Chief Executive in her role on the Vulnerable Children’s Board and the Social Sector Chief Executives forum, as well as Deputy Chief Executives on senior officials fora and the Minister’s participation in SOC committee and social sector Ministers’ groups
- build strong relationships with partner agencies and represent Te Puni Kōkiri on social sector cross-agency working groups.

Working across kaupapa in the Policy Partnerships Te Puni

To deliver on this work programme we need to work flexibly, allocating resources to the areas of highest priority, recognising that priorities will change over time. This applies not only to the whānau wellbeing policy work programme but more broadly across our policy kaupapa on cross-cutting priorities such as the role of education in Maihi Karauna and improved employment skills as a means to support economic wealth.

This means we need skilled staff who are able and willing to share insights and knowledge, and apply their expertise to a range of topics reflecting organisational and Ministerial priorities. All staff will need a core foundation of good policy skills and the agility to work on a range of topics, while growing specialist knowledge where necessary. We expect that although staff will have a home team, from time to time they may be assigned to other projects across the Policy Partnerships Te Puni. We see this approach working across Policy, with all our staff including Principal Policy Analysts and Administrators.

For staff we believe this will increase the opportunity for professional development and career development through exposure to a wider range of policy areas.

The new structure of the Policy Partnerships Te Puni is shown in Figure 1 on page 14.

Whānau Ora programme transition

As part of the transition of work from contractors to in-house resource across Te Puni Kōkiri, the policy work currently undertaken by the Whānau Ora Partnership Group Secretariat will transfer to the Whānau Wellbeing team.

As an interim measure the Whānau Ora Partnership Group Secretariat will report to the Assistant Deputy Chief Executive Policy Partnerships, until the end of 2016 when current fixed-term contracts expire. The future of the administrative support for the secretariat (and other secretariat support) will be reconsidered by the Executive Team before the end of this year.

State Sector Effectiveness in the Strategy and Organisational Performance Te Puni

Our overall intent

Te Puni Kōkiri has a vital role to play in ensuring the services provided to whānau Māori by State agencies are effective. For iwi, hapū and whānau to succeed as Māori, we have to work with State sector colleagues to ensure the interests of Māori are a priority across the State sector, and that agencies are focused on quality design, delivery and evidence to inform their actions. We want to positively and proactively facilitate agencies to do this, rather than occupy a monitoring role with a focus on compliance.

Key themes from feedback

A small number of submissions provided feedback on this proposal, with support for the intent of this work, and some alternative suggestions around resourcing and location. It was suggested the work could be part of the Organisational Knowledge team, or remain with the current team in Policy.

Decisions

We have decided to:

- establish a State Sector Effectiveness team in the Strategy and Organisational Performance Te Puni with three roles – Manager, Senior Advisor and Advisor.

Explanation of decisions

State Sector Effectiveness team in the Strategy and Organisational Performance Te Puni

Having a focused and visible team signals the importance of this role and provides a clear point of contact for external agencies. There was general support for this team to be located in the Strategy and Organisational Performance Te Puni in recognition that its role is wider than policy.

An alternative proposal was to include the State sector effectiveness mahi in the Organisational Knowledge team with a Team Leader to oversee the work. While we expect the State Sector Effectiveness team to make good use of the Organisational Knowledge team's data and insights, the new team has a wider role. On balance, we decided that this option could reduce the visibility of the team and therefore be counter-productive to the engagement and influencing role we want this team to have.

The team will be established as proposed, with a Manager, Senior Advisor and Advisor. This provides adequate capacity and capability to set the strategy and drive a work programme to align the State sector's achievement of results for Māori.

The new team will be expected to work closely with other teams and individuals to learn what has gone before and leverage existing knowledge and expertise. This area of work continues to be a whole-of-organisation responsibility.

The new structure of the Strategy and Organisational Performance Te Puni is shown in Figure 2 on page 15.

Decisions on broader issues and opportunities

Our overall intent

Te Puni Kōkiri is an agency that gives strategic policy advice and invests in results for whānau, hapū and iwi. It is through quality thought leadership and robust, evidence-based advice that we will influence government decisions in the interests of whānau Māori.

As we have jointly stepped into the leadership of the Policy Partnerships Te Puni we have identified opportunities for strengthening capacity and capability across the Te Puni.

Reflecting on our experience and the feedback we have received formally and informally, we have decided to clarify our expectations of how we will work across policy with the intention of strengthening our capability to deliver quality policy advice that results in better outcomes for whānau. This is not dependent on structural changes but the proposed new structure will support the more agile, networked approach we are looking for. We want to see:

- more flexible use of capability and capacity, applying a project-based approach
- clear triage and prioritisation process for work allocation to ensure a focus on the right things
- effective project management disciplines
- a deliberate focus on capability development, coaching and mentoring to develop our staff
- a deliberate focus on quality assurance.

Key themes from feedback

While most submissions focused on the specific proposals put forward on the Whānau Wellbeing, Skills Learning and Education and State Sector Effectiveness teams, there was also general comment about the importance of prioritisation and working together across the whole of the Policy Partnerships Te Puni. Several submissions questioned why only two teams in Policy were seen as the focus for 'strengthening' and why the wider Policy Partnerships Te Puni was not being considered, given the interconnectedness of the work and the likelihood that any changes will also impact other teams.

Some submitters commented on their aspirations to provide thought leadership and address the big questions rather than getting lost in short-term reactive work.

Decisions

Drawing on your feedback, discussions with the Executive Team, and the reprioritisation of some funding across Te Puni Kōkiri, we have decided to:

- put a greater focus on the leadership and mentoring aspects of the Principal Policy Analyst role across the Te Puni
- establish a Principal Policy Analyst and Analyst role in the Office of the Deputy Chief Executive to work across the Te Puni
- establish an additional Principal Policy Analyst role in the Cultural Wealth team
- change the reporting line of the Senior Analyst role in the Office of the Deputy Chief Executive to the Economic Wealth team
- have the Māori Land Service Director report directly to the Assistant Deputy Chief Executive.

Explanation of decisions

Principal Policy Analyst leadership and mentoring

The craft of developing policy advice can only be learnt over time, by carrying out the role, being exposed to a variety of issues, and through mentoring by more experienced policy practitioners.

The job description for Principal Policy Analysts sets clear expectations:

- provision of intellectual vision and leadership
- contribution to a range of activities across the Ministry and Government by having a thorough understanding of the strategic context
- provision of technical and analytical leadership on complex issues
- provision of coaching and mentoring to staff and management
- leadership of analysts across various teams on significant projects.

We are already establishing a Quality Assurance panel of Principal Policy Analysts led by a Chief Advisor from the Office of the Chief Executive, to support the continued development of staff and continued improvement of written advice by reviewing and discussing draft papers. This is an opportunity to build collective leadership among our top tier analysts and to encourage a community of best practice.

We expect all policy staff to reflect on the Department of Prime Minister and Cabinet's Policy Capability Framework, with Policy Managers and Principal Policy Analysts providing guidance to others as required on how to apply this to our mahi.

We also intend to set up a formal process together with the Policy Managers to plan, prioritise, allocate and monitor work across the Te Puni.

This will enable cross-Te Puni planning for strategic priorities and other proactive work (eg longer term policy analysis and development).

The management team would be responsible for deploying staff from the Policy teams on to projects, in consultation with individuals, to ensure the best match to each project (and to contribute to their development).

The management team would monitor the Policy work programme as part of their regular meetings. We will explore options to shift resources across Policy projects or deprioritise work where new pressures or priorities cannot be managed within the team.

Where issues cannot be resolved at the management team level, the Deputy Chief Executive would make the final decision.

Principal Policy Analyst and Analyst roles in the Office of the Deputy Chief Executive to work across the Te Puni

A new Principal Policy Analyst role will be established in the Office of the Deputy Chief Executive with a specific focus on 'triaging' new work requests; that is, identifying any connections to existing work programmes, advising on the priority they should be given and where they should be assigned. It is also expected that this Principal Policy Analyst will do some initial commissioning work to clarify the scope and priority of new incoming work. This is intended to support prioritisation and work allocation by the management team referred to above.

This role will also lead specific Policy projects from time to time.

A new Policy Analyst in the Office of the Deputy Chief Executive will focus primarily on supporting the Principal Policy Analyst and Ministerial servicing across the Te Puni including, where appropriate, support for the quality assurance review process. This role will provide support such as, for example, coordinating responses that require input or action from more than one policy team, or where there is not a clear 'owner'. All Policy teams will still be expected to prepare Ministerial correspondence given their level of knowledge of the subject matter.

A Principal Policy Analyst role will be established in the Cultural Wealth team

The creation of a second Principal Policy Analyst in the Cultural Wealth team reflects the lead role that Te Puni Kōkiri has in progressing the extensive work programme relating to the Te Reo kaupapa. This role will strengthen the capacity and capability of the team to implement Te Ture mō te Reo Māori especially the development of the Maihi Karauna and work to support Te Rūnanga Reo and Te Papa Kōrero, the new partnership model between the Crown and Te Mātāwai.

To resource this role, the currently vacant role of Senior Advisor – Land Management will be disestablished. The residual land management work no longer requires a role and can continue to be managed on a casual basis.

This means there will be no overall change in numbers in the Cultural Wealth team.

A Senior Policy Analyst role will be added to the Economic Wealth team

There is currently a role of Senior Policy Analyst in the Office of the Deputy Chief Executive focused on supporting the establishment of the Māori Land Service. In light of the focus of the work and other resourcing decisions for the Office of the Deputy Chief Executive, this role will be transferred to the Economic Wealth team. This role will help to provide policy advice and support to ensure Te Puni Kōkiri delivers on this key kaupapa and ensure a consistent approach towards our policy advice on Te Ture Whenua reforms.

Overall the number of FTEs in the Economic Wealth team will increase from 12 to 13.

The locations of new and transferred roles are shown in Figure 1: Policy Partnerships Te Puni structure on page 14. Impacts on current staff and the staff transfer process are set out in Section 4.

Māori Land Service – clarifying reporting lines

The Māori Land Service Director currently reports directly to the Assistant Deputy Chief Executive. This change aligns with the intent of this position and work programme. The current Māori Land Service Programme is fixed term. Resourcing will continue to change and adapt depending on the outcomes of Te Ture Whenua Reforms and Māori Land Service Programme Business Case.

Figure 1: Policy Partnerships Te Puni structure

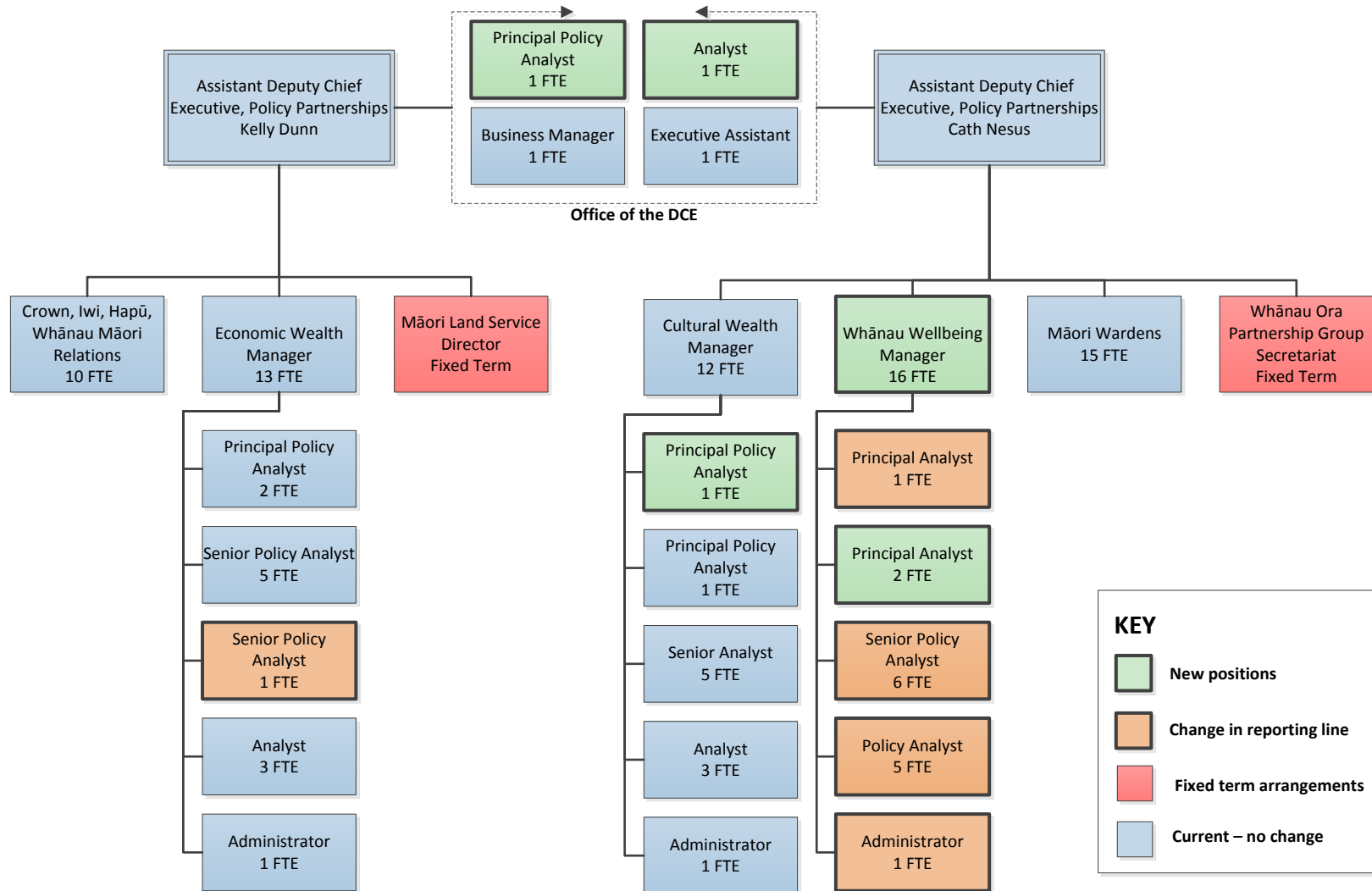
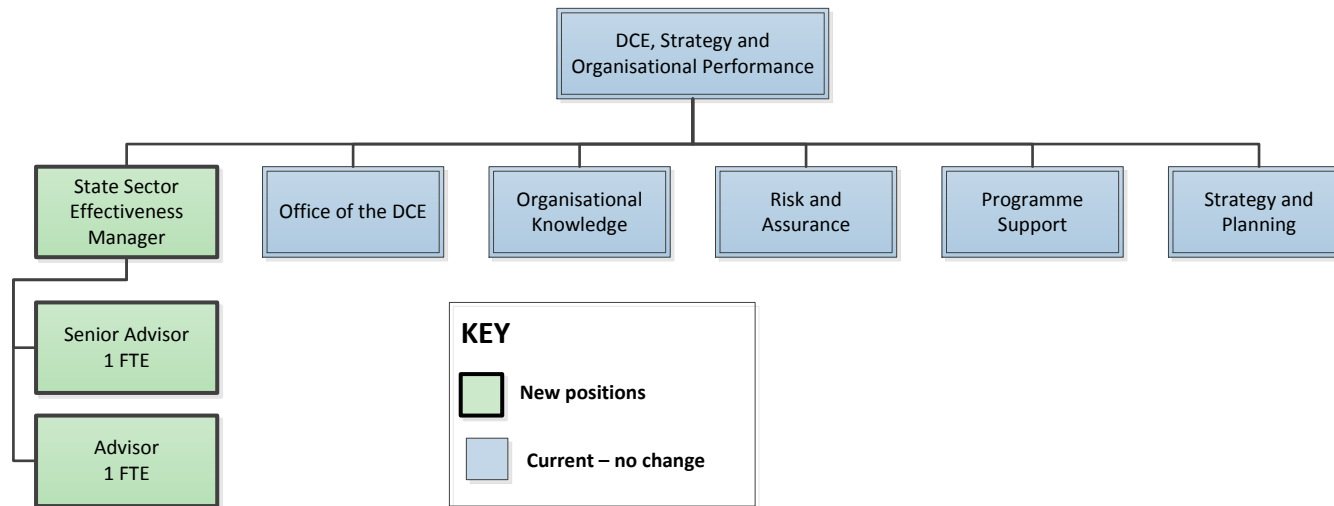


Figure 2: Strategy and Organisational Performance Te Puni structure



4 New roles and impact on current roles

New roles

Below is a list of all the new roles and their reporting relationships.

Table 1: Policy Partnerships Te Puni new roles

Role	Reports to	Number of FTE
Whānau Wellbeing policy team		
Manager, Whānau Wellbeing	Deputy Chief Executive, Policy Partnerships	1
Principal Policy Analyst	Manager, Whānau Wellbeing	2
Office of the Deputy Chief Executive		
Principal Policy Analyst	Deputy Chief Executive, Policy Partnerships	1
Analyst	Deputy Chief Executive, Policy Partnerships	1
Cultural Wealth policy team		
Principal Policy Analyst	Manager, Cultural Wealth	1

Table 2: Strategy and Organisational Performance Te Puni new roles

Role	Reports to	Number of FTE
Manager, State Sector Effectiveness	Strategy and Organisational Performance, Deputy Chief Executive	1
Senior Advisor	Manager, State Sector Effectiveness	1
Advisor	Manager, State Sector Effectiveness	1

Impact on current roles

Staff who are affected have been informed about the impact on their position and the next steps.

The process for transferring affected staff to the new structure is the same as for staff affected by the Regions and Investment decisions.

This means all affected staff will be able to see and express interest in the full range of new positions and current vacancies across Te Puni Kōkiri, including the new positions outlined in the 8 Mahuru *Regions, including Māori Business Facilitation Service, and Investment Decision Document*.

See the Next Steps section from page 18 for more information about the staff transfer process.

Disestablished: Roles are disestablished where there is no direct equivalent in the new structure or where there are fewer roles in the new structure than the current structure. Staff in disestablished roles are affected and will be considered for reassignment to new roles or existing vacant roles in Te Puni Kōkiri. The assessment of whether there is a directly equivalent role or not is based on current and new job descriptions.

Changed: Where a role remains essentially the same but there is a change in title or reporting line, the staff member in the role will be reconfirmed.

Table 3: Policy Te Puni impact on current roles

Current role	FTE	Impact
Skills, Learning and Education policy team		
Manager, Skills, Learning and Education	1	Disestablished
Principal Policy Analyst	1	Change in reporting line to Manager, Whānau Wellbeing
Senior Policy Analyst	3	Change in reporting line to Manager, Whānau Wellbeing
Senior Policy Analyst (vacant)	2	Disestablished
Policy Analyst	3	Change in reporting line to Manager, Whānau Wellbeing.
Administrator	1	Change in reporting line to Manager, Whānau Wellbeing.
State Sector Effectiveness policy team		
Manager, State Sector Effectiveness	1	Disestablished
Senior Policy Analyst	3	Change in reporting line to Manager, Whānau Wellbeing
Senior Policy Analyst (vacant)	1	Disestablished
Policy Analyst	2	Change in reporting line to Manager, Whānau Wellbeing.
Policy Analyst (vacant)	1	Disestablished
Cultural Wealth policy team		
Senior Advisor Land Management (vacant)	1	Disestablished
Office of the Deputy Chief Executive		
Senior Policy Analyst	1	Change in reporting line to Manager, Economic Wealth

5 Next steps

Staff transfer process

This section sets out the process for affected staff as we transition from the current structure to the new structure. This is the same process as applies to staff affected by decisions on Regions, including Māori Business Facilitation Service, and Investment, announced on 8 Mahuru 2016.

All staff who are impacted will receive a letter detailing whether they are:

- reconfirmed into their role, or
- affected and will go through the reassignment process.

The reassignment process applies to staff roles and does not include placement into any Level 3 roles.

Affected staff

Staff will be **affected** if their permanent role:

- no longer exists in the new structure; or
- is considered as substantially different in the new structure; or
- where there are fewer roles in the new structure than the current structure (eg where there are currently four Advisors in a team / location and the new structure includes three).

Staff who are affected by change will remain affected unless and until they have been:

- reassigned to a suitable position; or
- given written notice of redundancy.

Staff will **not be affected** if:

- the only change to their terms of employment is a change of reporting line and/or position title; or
- they are reconfirmed (where the role is the same or nearly the same); or
- they are a fixed-term employee.

Reconfirmation

Staff will be **reconfirmed** in their role, where the role has not been substantially changed (a change in reporting line and/or job title is not a substantial change) and there are enough roles for all people who hold that role.

Reassignment

Affected staff will be considered for reassignment as outlined in the *Regions, including Māori Business Facilitation Service, and Investment Decision Document* dated 8 Mahuru 2016.

Our aim is to maximise the number of current employees appointed to new roles in the proposed new structure or other roles within Te Puni Kōkiri

We are combining the reassignment process for Strategy & Organisational Performance and Policy roles with the process for roles in Regional Partnerships, Investment and Organisational Support.

Redeployment

Affected staff who are not placed following reassignment will have an initial discussion with the DCE, or nominee, to explore the options available to them. These include redundancy as set out in their employment agreement.

Timeline

The timeline is as follows:

Decision document released	Rāpare 22 Mahuru
Staff transfer process begins	
Call for Expressions of Interest in roles from affected staff	Rāpare 29 Mahuru
Reassignment decisions complete	Mid-late Whiringa-ā-nuku
Roles not filled through reassignment process advertised	Late Whiringa-ā-nuku
'Go live' – new structure and teams start operating	Rātū 25 Whiringa-ā-nuku

APPENDIX 1: SUMMARY OF FEEDBACK

Overview

The consultation document set out proposals for structural change within the Policy Partnerships Te Puni. The proposals were shaped using input from two workshops with policy staff and information from an independent assessment conducted by MartinJenkins earlier this year.

A total of 18 submissions were received. Of these, 12 were individual submissions and 6 were from teams or groups.

Table 4: Submissions received

From	Number of team or group submissions	Number of individual submissions
Policy Partnerships Te Puni	4	10
Strategy and Organisational Performance Te Puni		2
Regional Partnerships Te Puni	1	
PSA	1	

The submissions provided valuable input on the proposals, and other useful suggestions, that helped inform decision-making.

The following tables summarise the submissions:

Table 5 summarises feedback on the proposals outlined in the *Strengthening Policy Proposal for Feedback*.

Table 6 summarises feedback on broader issues outside those addressed in the proposals.

Table 5: Summary of feedback on proposals

Proposal	Feedback summary
Establish a Whānau Wellbeing policy team	<p>The majority of submissions supported the creation of the Whānau Wellbeing team, which is seen as placing greater emphasis on social policy and serving whānau interests better than the current structure.</p> <p>A number of submissions expressed ambitions for the new team to have a strong reputation, provide thought leadership, lead and innovate across Te Puni Kōkiri and across the state sector; and ask the big questions and test solutions rather than getting lost in short-term reactive work.</p> <p>One submission disagreed with the name “Whānau Wellbeing”, citing that all Te Puni Kōkiri work impacts and influences the wellbeing of whānau, and instead proposed a name more focused on the most vulnerable/at-risk whānau.</p> <p>An alternative suggested in one submission was to organise differently across the wider Policy Partnerships Te Puni; dividing work by workstream as in the Policy Te Puni plan (whakapapa, oranga, whanaungatanga, whairawa), with a lead who brings together functional teams of policy staff, with managers who look after staff wellbeing, leave etc. state sector</p>

Proposal	Feedback summary
<p>Work programme – the Whānau Wellbeing team would have responsibility for whānau policy including social policy portfolios that are vital to improving the livelihoods and the wellbeing experienced by whānau Māori in their immediate environment. This includes health, vulnerable whānau, housing, education, skills and employment.</p>	<p>Most submissions expressed concern that the proposed scope and workload of the Whānau Wellbeing team far exceeded the allotted FTEs. Some also questioned whether it was possible to decide on the number of FTEs before the full extent of the workload was known.</p> <p>Respondents noted that the proposed work programme appears to encompass both existing and new mahi, and will place considerable pressure on personnel. Alternative suggestions for managing the work included</p> <ul style="list-style-type: none"> • Creating two Whānau Wellbeing teams • Establishing a team leader position • Establishing 'lead' roles for larger kaupapa (eg housing and Whānau Ora) with one or two specialists and a pool of generalists under a team leader. <p>There was support for the development of a framework to enable better work prioritisation.</p> <p>There was support for the new team to lead the development of the draft whānau-centred approach to social policy into an agreed Te Puni Kōkiri position. Alternatively, one submission felt that work should shift to the Strategy team.</p> <p>One submission suggested the Economic Wealth team could take on more work related to whānau wellbeing such as employment, child poverty and income.</p> <p>One submission noted the overlapping issues involved in tamariki care and protection and the importance of involving experienced permanent staff with expertise in addressing violence within whānau in this mahi.</p>
<p>Whānau Ora – the Whānau Wellbeing team would be responsible for stewardship of whānau ora as an approach across Te Puni Kōkiri and across Government and for policy advice relating to Whānau Ora programmes and investments.</p>	<p>There was a balance of support and opposition to this proposal.</p> <p>One submission noted that Whānau Ora is the flagship initiative for Te Puni Kōkiri and agreed that the Whānau Wellbeing team should lead the future policy direction and assist Ministers and other agencies to understand Whānau Ora and its relationships with other social sector activities.</p> <p>However one submission proposed that this responsibility should instead shift to Strategy and Organisational Performance.</p> <p>It was seen as the responsibility of all policy teams to apply and advocate for a whānau-centred approach, which involves promoting Whānau Ora results and the latest literature on whānau development.</p>
<p>Establish a State Sector Effectiveness team in the Strategy and Organisational Performance Te Puni.</p>	<p>Three submissions endorsed placing this team and mahi in the Strategy and Organisational Performance Te Puni. It was envisaged that this team will influence the way other agencies work at a higher level than normal policy analysis and development processes.</p> <p>Two submissions disagreed with the proposal to establish a new State Sector Effectiveness team.</p> <p>One submission suggested the work be allocated to the existing Organisational Knowledge team, with a Team Leader and Senior Advisor added to that team.</p> <p>One submission suggested retaining the current SSE team and returning their focus to that set out in 2014, alongside a new Whānau Wellbeing team.</p> <p>One submission agreed with the need to build State sector effectiveness but questioned whether a separate team was the best approach, given resourcing pressures across Te Puni Kōkiri. This submission suggested considering whether this goal could be better achieved through policy and investment leadership.</p> <p>Three submissions proposed adding one or more Principal Advisors to the team.</p>

Proposal	Feedback summary
Work programme – the State Sector Effectiveness team would be responsible for setting the strategy and driving a work programme aimed at aligning the State Sector’s service design and delivery, including resources and evidence, to achieve results for Māori.	<p>Responses regarding the scope of work were mixed. Some respondents agreed with the proposed work programme, while others were unclear as to the scope and function of the new SSE team.</p> <p>Two submissions identified the importance of clarifying the relationship the SSE team is expected to have with policy teams, especially the Crown - Iwi, Hapū, Whānau Māori Relations team given existing relationships with other Crown agencies.</p> <p>One submission spoke to the importance of the new team drawing on previous work and institutional knowledge, to be able to build and implement a fresh approach.</p> <p>It was noted that there is external interest in this mahi and the team will need a focused and visible approach and strong backing from senior management.</p> <p>One submission proposed providing scope to increase FTE numbers when the work programme is confirmed.</p>
Disestablish the Skills, Learning and Education and State Sector Effectiveness policy teams	<p>The rationale for disestablishing the State Sector Effectiveness (SSE) policy team was accepted but many submissions said the proposal document did not clearly outline the rationale for disestablishment of the Skills, Learning and Education (SLE) policy team. There were questions about how the current work programme of this team would be managed and how resources would be allocated to high priority issues on the horizon including the Education Act review.</p> <p>Alternative suggestions were to:</p> <ul style="list-style-type: none"> • Transform the current SSE Team into a Whānau Wellbeing team, retain current staff and increase FTE when work programme is confirmed • Retain the SLE team in its current form and sharing the employment workstream with the Economic Wealth team, or reconfiguring the current group to be an SSE team with a stronger focus on whānau wellbeing.

Table 6: Summary of feedback on broader issues

Issues raised	Feedback summary
Strengthening the Policy Partnerships Te Puni as a whole	<p>Several submissions questioned why only two teams in Policy were seen as the focus for ‘strengthening’ and why the wider policy Te Puni was not being considered, given the interconnectedness of the work and the likelihood that any changes will also impact other teams.</p> <p>There was support for a more cross-Te Puni approach, with some noting this was happening already in some areas.</p> <p>The view that Te Puni Kōkiri should be ambitious in its influence and advice was not limited to the whānau wellbeing area.</p> <p>There was comment on the importance of strategic direction and prioritisation across the Policy Te Puni as well as in the whānau wellbeing area, with suggestions that the whole Te Puni was under-resourced. It was suggested to use government-wide targets and upcoming legislation to prioritise.</p> <p>There was a call for additional support resource across Policy (including data analytics, research capability, IT support and ministerial servicing).</p> <p>There was a proposal to actively search out relevant skills and experience and connect with other organisations such as research institutes, iwi organisations, and the private sector.</p> <p>One submission suggested basing policy staff in each Regional office.</p>

Strengthening the Cultural Wealth team	It was suggested that a focus on whānau wellbeing could impact on the mahi of the Cultural Wealth team given the importance of whānau in the revitalisation of the language and culture. This submission proposed creating an additional Principal Analyst position in the Cultural Wealth team with a focus on te reo me ngā tikanga Māori.
Ministerial servicing	Two submissions suggested establishing a Ministerial servicing unit in Policy to take care of day to day requirements that do not require in-depth policy knowledge, consulting analysts as required.
Process	<p>There was support expressed for the staff who were potentially impacted by the proposals and a reminder to Te Puni Kōkiri to show regard for the wellbeing of its own whānau (its staff).</p> <p>Several submissions expressed concern about the timing of the release of the proposals and the timeframe for responses. There were suggestions to commit to further consultation with the affected areas, and open a dialogue with the wider Te Puni.</p> <p>There was also a request to minimise the period of uncertainty by implementing change as soon as decisions were finalised.</p> <p>Two submissions suggested that positions in the new Whānau Wellbeing team should be open to all staff, not just those potentially impacted by the proposals.</p>