Customer Experience & Practice

National Services

Final Decisions
July 2024

Kāinga Ora
Homes and Communities

Introduction by Natalie Burton

Kia ora tātou,

This document sets out the decisions made on the proposed Customer Experience and Practice change proposal, following careful consideration of the feedback received during the consultation period.

I would like to take this opportunity to thank everyone who made a submission on the proposed change. Overall, we received 44 submissions (38 individual and 6 team submissions) which were thoughtful, valuable, and well-reasoned. Most of the feedback was supportive of the intended outcomes the proposal was seeking to achieve, as well as many of the proposed changes. There were also several alternative suggestions provided.

I have read and given much consideration to the all the questions, comments and feedback put forward throughout this process. Your feedback has informed the final decisions I have made, and you will see some of this feedback reflected in these decisions.

I would also like to take the opportunity to thank you also for your continued professionalism during what many people will find to be a challenging period. While I'm confident these changes will best position the Customer Experience and Practice team to drive operational excellence across customer-facing teams, I understand the timing is challenging, and is coming when we are surrounded by uncertainty and change across the business.

I continue to encourage you to access the support available to you as we move through the implementation of the decisions set out in this document.

Ngā mihi

Natalie Burton
Director – Practice and Customer Contact

Contents

Introduction by Natalie Burton 1

Context 4

Our Operating Environment 4

Our role 4

Why the need for a change process? 4

Key outcomes sought 6

Consultation 7

Feedback consideration 7

Feedback themes 8

CEP Operating Model 11

Feedback themes and responses 11

Confirmed CEP Operating Model 13

Confirmed structural changes 17

Current structure – Customer Experience & Practice 19

Confirmed structure – Customer Experience & Practice 20

Confirmed changes: CEP Leadership Team 21

Confirmed changes: Practice Design 23

Confirmed changes: Implementation 25

Confirmed changes: Practice Support 29

Confirmed changes: Assurance and Insights 32

Confirmed changes: Practice Improvement 36

Next Steps and Indicative Timeline 38

Indicative timeline 38

Redeployment and Selection 38

Expressions of interest process 39

Voluntary Redundancy 40

People Support 41

Transition Plan 43

Appendix 1: Detailed confirmed changes 44

Appendix 2: EOI positions 48

Context

Our Operating Environment

Kāinga Ora is New Zealand's largest social housing provider, managing warm, dry and safe homes for over 180,000 customers in over 75,000 homes. One of our core functions as an organisation is Tenancy Management which is delivered through a place-based model, with support from a centre of excellence to drive national consistency and evidence based best practice. The centre of excellence is provided through centralised team who must:

- Have a sound understanding of our external and internal operating environment (which is both complex and continually changing).
- Undertake liaison across internal and external stakeholders when setting national direction and practice, to in turn enable customer facing teams to focus on delivery within their local contexts.
- Champion evidence-based best practice and drive a focus on customer across the business.

Our role

The Customer Experience and Practice (CEP) team is the centre of excellence responsible for developing, implementing and embedding nationally consistent practice across our customer facing teams in line with Government and organisation expectations. CEP is primarily focussed on customer and tenancy related practice, and drives operational excellence by:

- Designing, developing and implementing guidance, tools, training and systems changes for customer-facing front line roles.
- Providing in-depth case management expertise, guidance and support for complex cases and national issues management.
- Monitoring and reporting to give visibility about great practice, and opportunities for improvement.

Why the need for a change process?

Firstly, our current resourcing is mismatched to meet demand. CEP emerged through Shaping Kāinga Ora when the Customer Programme was being implemented. The team was therefore designed with the needs of that programme in mind. The Customer Programme has now closed and the capacity and capability to drive persistent operational excellence across the customer facing teams has shifted. CEP held several FTE vacancies with a view to respond to this shift, which in the interim has further exacerbated capacity and capability pressures within the current operating model. A realignment of resources across CEP is needed to ensure we can deliver business-critical functions and maximise operational excellence moving forward.

Secondly, we identified some complementary functions across Kāinga Ora that if better aligned, could support organisation-wide efficiency and effectiveness:

- One example of this was some of the Business Improvement and Change Management functions within People, Governance and Capability (PGC). These functions are also working with place-based staff to drive operational excellence. This team offers a complementary function that if aligned and integrated with CEP, could strengthen our ability to embed nationally consistent practice at a local level in line with organisational direction.
- Another example was to reconsider how we work with Internal Audit, and how assurance and audits are undertaken across the area of tenancy management.

It is timely and appropriate to consider if alignment of these functions would maximise outcomes.

Thirdly, reflections on current challenges with our operating model led to five foundational work programmes in 2023 to refine ***how*** we deliver our function. Feedback and experience from our teams and stakeholders in undertaking these work programmes have provided useful insights in considering how we might re-shape our operating model moving forward. For example:

- Standardised ***'one-pagers'*** that summarise key messages, processes, changes and quick links are now in place to make delivery of practice changes easily understood.
- Work to develop local ***operating rhythms*** have shown the need to help customer facing teams with not only 'the what' when it comes to leading best practice, but the need to also focus on 'the how' and the valuable role that people leaders and regional experts play.
- Competency and skill mapping reflects an important movement from ***training*** on the use of processes/system/tools, towards ensuring our teams have the necessary levels of ***competency and skill*** to undertake their roles. Implementing practice change will always require an element of training but sustaining that change in process/practice requires ongoing reinforcement that cannot be delivered efficiently through a centralised team. Driving operational excellence requires a learning culture and a partnership model that empowers people leaders and SME to continually strengthen local capability.
- The ***Performance Indicator Framework*** will be a vital tool for individuals, team leaders, regions, and CEP in the future, giving granular visibility of practice in priority areas like Disruptive Behaviour and Debt Management to help identify areas of strength, and where additional focus on practice changes may be required. Customer facing teams are accountable for their own team's performance, but they need tools such as this to enable focus on the right areas.

- Finally, the recent ***stakeholder review*** gave interesting insights from a regional perspective around their experience of practice change being implemented from centralised functions, including what works and what hasn't worked. Insights like regions wanting an active role in the design and delivery of practice change, greater planning, and coordination for all changes across the business including Tenancy, Asset and Maintenance and (coordinated programme-level planning and visibility) and well as the importance of practice changes being implemented within a robust change management framework are useful to understand when designing an updated operating model.

Finally, we are operating within a constrained fiscal environment across the public sector. We have an obligation to ensure we organise ourselves as efficiently and effectively as possible, while making sure we have adequate capacity in the right places to meet current and future demands. This might mean we need to do stop doing some things or consider doing some things differently moving forward.

Key outcomes sought

The following key outcomes have remained front of mind when considering feedback and making the final decisions. We need an operating model and supporting structure that:

- Maximises ***operational excellence*** across customer facing teams, whilst staying within our approved resourcing envelope.
- Enables a ***simplified experience*** for customer-facing teams by centralising into CEP:
  - support functions that collectively improve operational excellence
  - training and practice change planning and coordination across tenancy, asset and maintenance.
- ***Builds on the capability and insights*** provided through our five foundational work programmes.
- Ensures there is ***adequate capacity*** for business-critical functions.
- Strengthens the ***capability*** of the team to maximise operational excellence by increasing analytical, change and continuous improvement expertise.

Consultation

On 1 May 2024, we commenced consultation with you to seek your views on the proposed changes for the Customer Experience and Practice team. Feedback on this proposal was sought over a three-week period. We also ran two drop-in FAQ sessions for people to ask questions and seek clarification on the proposal.

We received 44 submissions of feedback (comprised of 38 individual submissions and six team submissions) and answered over 100 questions.

Feedback consideration

In reviewing the feedback and making final decisions, clarification and input was also sought from Paul Matson, Manager Customer Experience and Practice. There has also been follow up conversations with team members and stakeholders where further explanation on feedback was sought.

There was a range of feedback including general comments on the proposed structure, operating model, and resourcing as well as more specific feedback relating to each of the proposed teams which are covered in more detail in the following sections.

As you read through the change decision document, you will see where we have considered feedback and made changes to the proposal as a result. We have also provided additional clarity to respond to questions raised through the consultation period.

The change decision document outlines the confirmed structure changes and decisions, feedback themes and responses, a summary of what you said about the proposal and the organisation structure charts and positions impacts.

Feedback themes

The table below summarises general themes received through the feedback. Further feedback relating to the operating model, specific teams and next steps are outlined within their relevant sections in the body of this document.

Feedback themes: Intended outcomes

Feedback	Response
There was strong support for the intended outcomes overall.	Noted.
There was strong support for enabling a streamlined experience for customer-facing teams through the mandated centralised function to plan/coordinate all upcoming change (across tenancy, asset, and maintenance) for customer-facing teams.	Noted and confirmed, with further clarity of the role of the Principal Advisor and Practice Implementation in enabling this.
There was strong support for strengthening team capability by aligning the current Business Improvement and Change Management Functions within CEP to both maximise the success of embedding practice change.	Noted and confirmed.
There was a request to better understand the flow of work across teams and with the CD model.	Noted. A worked example using DB to demonstrate this will be included in both the CEP and CD change decision documents to illustrate the roles and responsibilities as well as how the teams will work together moving forward.
Clarity was sought on whether the stakeholder review was a key driver for the change	The stakeholder review was one example of our foundational work programmes to better understand and improve how we delivery our services to customer-facing teams. It was a useful perspective of what does and doesn't work for customer facing teams.

Feedback themes: Overall structure

Feedback	Response
There was strong support for additional capacity coming into the team to achieve business critical functions.	Noted with some changes for individual teams based on feedback.

Feedback	Response
The proposed structure was leadership heavy and additional capacity was needed across teams to meet intended outcomes.	Noted. The structure has been amended with several of the proposed people leader roles repurposed to address other pressure points highlighted throughout consultation.
There was concern the proposed structure reduced career progression opportunities with a higher proportion of senior positions.	Noted and the structure has been amended to ensure a broader skill mix and capability across the team as well as provide more opportunities at an Advisor/Analyst level within CEP teams where appropriate.
There was a suggestion to re-balance the location of roles across teams to meet anticipated demand.	Noted. Some positions across Implementation and Improvement teams have been re-balanced to ensure geographical spread.
There was feedback received around the role titles creating confusion	Noted – we have changed some of the role titles to create less confusion and better reflect the respective team/area of responsibility for each role
There were concerns raised about the banding of some of the proposed roles and the inconsistency this may create with existing roles	Once final decisions have been made and a structure has been confirmed, we will need to consider whether the confirmed positions have potentially created any relativity issues with existing positions within the function and work through resolving these as needed.
Consider portfolios or allocation of roles to priority topics. Retain 'teams' working on key pieces such as M2HD and Complaints.	We have not opted to allocate portfolios because the roles within the operating model need flexibility to work across priorities as priorities change.
Consideration should be given to the centralised monitoring of complaints system being split out across the Operations team and Assurance and Insights team and that a support and oversight function is established	An explanation of how this 'might' work within the proposed operating model was provided during consultation, however this should not pre-empt the detailed design work currently being carried out.

Feedback themes: Additional or alternative suggestions

Feedback	Response
Evaluation and Research offers a complementary function/area of expertise around survey design and data collection.	Agreed. Research and Evaluation will undertake survey design and data collection as well as a quarterly environmental scan of other sector and international evidence of best practice enabling Assurance and Insights to focus on translating insights to action.

Feedback	Response
Application of continuous/business improvement across the CEP team as well as local service delivery	Agreed, and further information on this dual focus is outlined in the Improvement section.
Consideration of other customer facing teams in the Operating Model (i.e. Supported Housing and Channels)	Agreed. The scope of CEP should be across customer facing teams (including Supported Housing and Channels where appropriate).

Feedback themes: Transition and next steps

Feedback	Response
There were questions raised about how we will measure the success of the new operating model	Operational excellence and shifts towards national consistency of practice across customer-facing teams are key metrics. There will also be key success measures for each team as outlined in the proposal, which can be further refined in the Transition plan.
It was highlighted that how we communicate with our stakeholders will be critical to our success	Agreed – a communications strategy and plan will be developed as part of a Transition Plan.
Further information on the EOI was requested	Additional information on the EOI process is provided as part of this decision document.
Consider what can be stopped once the new model is operational to remove risk of duplication, e.g. Kaitohutohu, Review Group and the National Issues Register	Agreed, and further information on this is included in the Next Steps section.
The feedback suggested that the filling of roles should be sequenced with the Team Leader roles being filled first so they can be involved in the subsequent filling of roles in their respective areas	Agreed. We will look to sequence the filling of roles in the confirmed structure.
The proposed Tribunal activity review should be completed sooner than early 2025	Agreed – this will be factored in as part of the Transition Plan
Decisions around voluntary redundancy should be made at the same time as final decisions	Noted. Where possible, we may make decisions on voluntary redundancies before the closing date for voluntary redundancy applications.

CEP Operating Model

We consulted on a new operating model for CEP. The proposed operating model has two key purposes:

- A coordinated and prioritised work programme of new or updated guidance, processes, tools (including training products) and systems for customer facing roles. This would include regional involvement in each stage of design and delivery ensuring the outputs are fit for purpose and regional expertise is developed concurrently to enable enduring local leadership as practice change is embedded.
- Support for regions to implement and embed practice improvement through:
    - SME led implementation supported by practice implementation (change) expertise
    - Practice support for complex cases
    - Monitoring mechanisms for visibility of performance/ competency
    - Practice improvement expertise to walk alongside regions to address local priorities

While CEP is responsible for producing guidance, processes, tools and systems, customer facing teams remain accountable for their performance. CEP's role is to collaboratively design the tools within agreed policy parameters to enable operational excellence and to support the regions to use them effectively.

The table below summarises the feedback relating to the operating model.

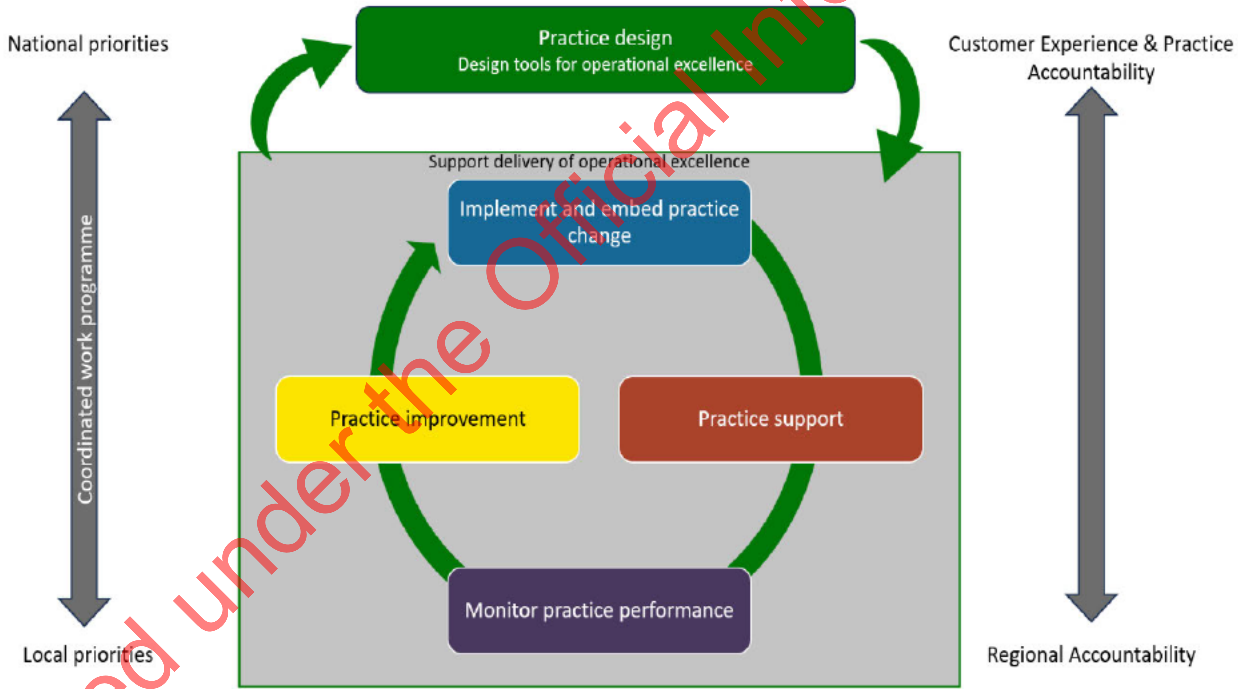
Feedback themes and responses

Theme	Feedback	Response
Roles and responsibilities across functions	Clarify where the role of CEP intersects with the PCC Chief Advisors	PCC Chief Advisors provide a strategic and holistic view of work programmes across CEP, HOP, Channels groups to ensure alignment with organisational direction as well as our service delivery model. They will collaborate and provide oversight over priority issues to support risk mitigation and escalation as required. They are the primary liaison across centralised teams and advocate for customer best practice across the organisation. They lead work to support governance and management discussions as required. Their specific role on key workstreams will be determined on a case-by-case basis.

Theme	Feedback	Response
	Clarify how will the model work alongside the new Continuous Delivery approach in PGC	CEP has core responsibility for implementing practice change across customer facing teams. CEP is therefore the key liaison between those teams and with CD where system changes are required to support practice changes. Change management to implement practice change (process, tools, systems etc) will sit within CEP. A worked example is provided on the following pages from both a CEP and CD view.
	Including within the model clarity on how we ensure we are scanning our environment to understand practice across sectors, with partners and internationally. Consider strengthening the collaboration with Evaluation and Research in the finalised operating model where skillsets (such as survey design and data collection) exist across teams.	Agreed, there is greater opportunity to work collaboratively with Evaluation and Research. Moving forward, Evaluation and Research will collaborate with Assurance and Insights. They will provide the team with a quarterly environmental scan of other sector and international models to inform insights and prioritisation discussions. There will also be a collaborative approach to survey design and detailed further in the Assurance and Insights section of this document.
Monitoring function	Concern Assurance and Insights was described as primarily a reporting function which is a missed opportunity. Consider how we will determine and demonstrate our service delivery model offers value for money.	The Assurance and Insights function is the backbone of CEP. This team will have responsibility for both qualitative and quantitative performance analysis at national/regional/local levels to gain insights and to translate those insights into action. Insights will be combined from Voice of Customer, Voice of our People, Performance and Competency/skills metrics, Mini service quality 'deep dives', horizon scanning and workforce planning.
Subject Matter Experts (SME)	How will the SME work and how will this enhance operational excellence?	The SME approach has a dual benefit for customer-facing teams. Firstly, in understanding the local context and our people, their expertise ensures the guidance/tools/training developed are fit for purpose and meet the needs of team members on the ground.

Theme	Feedback	Response
		Secondly, the model fosters local leadership and builds local experts to support teams on the ground as changes are embedded. We would anticipate at least one SME per topic per region, but it's important to note that this can be decided collaboratively with the regions, and not all topics have changes at the same time. Further explanation on the model is described below.

Confirmed CEP Operating Model



The fundamental purpose of the Customer Experience and Practice team is to support customer facing teams to achieve operational excellence by:

- Designing, developing and implementing guidance, tools, training and systems changes for customer-facing front line roles.
- Providing in-depth case management expertise, guidance and support for complex cases and national issues management.
- Monitoring and reporting to give visibility about great practice, and opportunities for improvement.

These functions are delivered through an operating model based on cycles of improvement that ensure those with subject matter knowledge and expertise at the local level are supported to implement and drive practice change in their offices and that systems are in place to ensure good practice is embedded. The operating model is grounded in ensuring these teams have the right tools (e.g., process, guidance, and systems) and are supported in understanding current practice, provided with insights on where and how change is needed to drive or enhance operational excellence.

This model works to ensure the right balance of knowledge and expertise exists locally to enable consistent decision making in line with our service delivery model. There will be instances where local teams require guidance and support with complex individual cases to ensure customers are receiving the right service or that decision making on individual circumstances is consistent with our legislative framework and policies. CEP provide a central point to provide practice support and guidance on complex cases when they arise.

The model also enables priorities to be driven by understanding current performance and customer experience. CEP provides the tools to enable local teams to understand current performance but also provides monitoring and in-depth quantitative and qualitative analysis of current performance and feedback from customers. This includes "deep-dives" to get a deeper understanding of the drivers of service performance or customer experience. The insights from this analysis will drive priorities for local improvements as well as systemic level change.

There will be instances where the cycle of local continuous improvement needs to be "disrupted" by system level practice design change. This driver for practice change could come internally, where through the continuous improvement cycle, it is identified operational excellence requires change to practice. Practice change may also be externally driven for example, legislative change, new or updated operational policy.

Worked example: Implementation of an updated Disruptive Behaviour policy

Government directive to strengthen our approach to Disruptive Behaviour

Disruptive Behaviour Policy is updated

- Brings policy and practice together
- PCC CA give visibility of priority area to Director PCC and write any governance papers, risk/issues management, escalation as required
- CEP PA places on coordinated work programme and gives all CEP teams visibility and progress updates

PCC CA and CEP PA engagement throughout policy development

Practice Design

- Changes scoped and defined
- SME group (regions and business) established
- Processes, guidance, tools and systems changes (with SME input) developed
- Implementation plan developed
- Performance metrics developed in collaboration with Assurance and Insights

Input to Continuous Delivery team where system changes are required to support change in practice

Practice Implementation

- Train the Trainer collateral developed and delivered to regional SME
- Related competencies designed/updated to support people leaders in the regions
- Regional SME and people leaders supported by Practice implementation to plan, implement, reinforce practice within change management framework
- L&D records monitor attendance of training across team

Practice Support

- Ops Support available for challenging DB cases
- Tribunal support where required
- Feeds in learnings to Assurance and Insights and Practice Design

Assurance and Insights

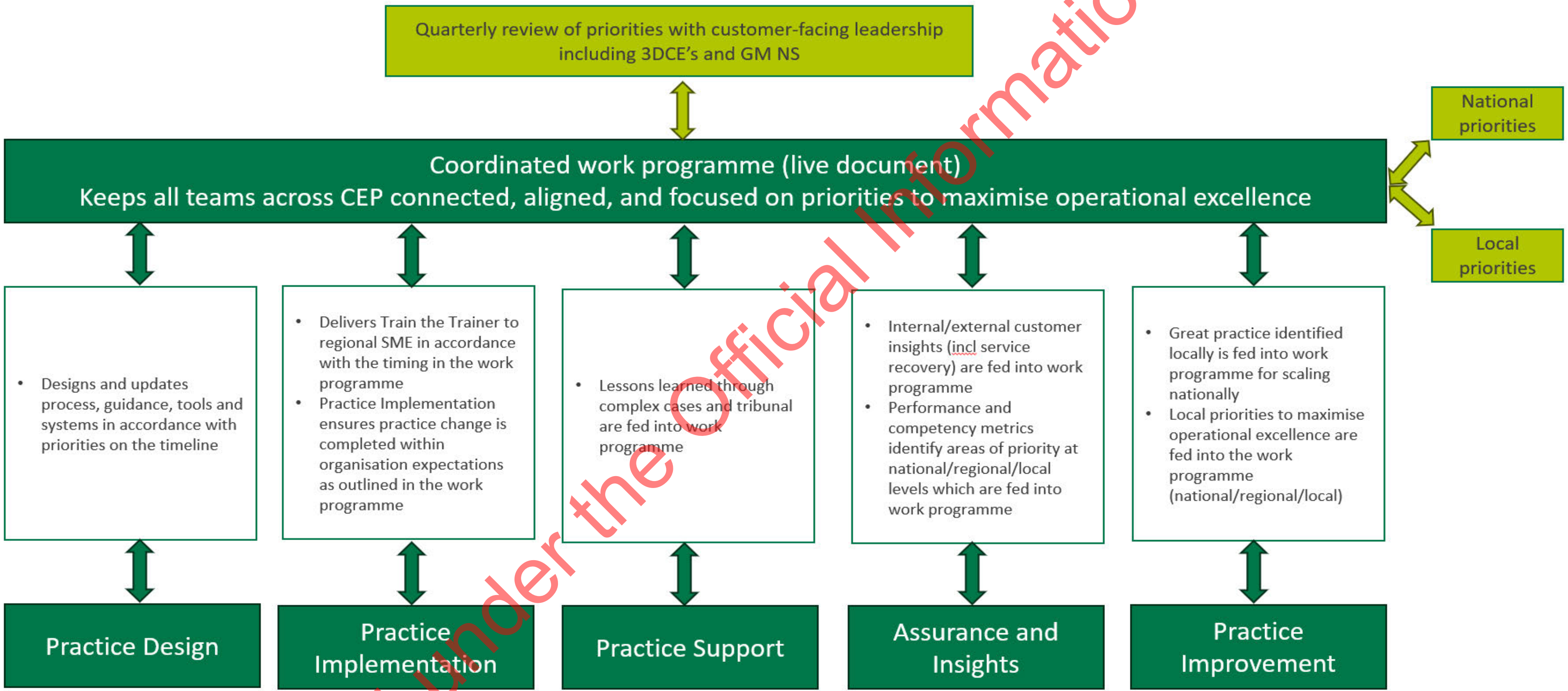
- DB performance indicators developed/updated and reporting dashboard created to support Practice Design
- Regular reporting at national/regional/local levels produced
- Mini Service Quality Deep Dive where needed
- Insights around Disruptive Behaviour from Voice of Customer, Voice of People, Performance Metrics and Competency data translated into key insights required to lift practice
- Findings are shared across team, policy and Research and Evaluation for future evaluation of policy

Practice Improvement

- Practice Improvement helps regions to unpack DB performance data and understand their performance in relation to DB
- Strengths/weaknesses in practice are shared with practice design and practice implementation for either further refining or scaling nationally
- Areas needing further support are planned and delivered locally
- Review of design and implementation of DB practice changes fed into overall model for future refinement for other priorities

Maintaining the right focus

Key to the success of the Operating Model is ensuring CEP continues to prioritise its efforts on what is most needed to maximise operational excellence. This needs to be balanced within the available capacity of CEP to drive change, as well as the reasonable level of change acceptance across customer facing teams on an annual basis. There are two key inputs to this balance: volume and priority, which are intended to be reviewed quarterly with inputs from customer-facing teams, place-based DCE's and National Services.



Note – while the intent of the operating model if to function in cycles of continuous improvement, the connection to the workplan is laid out in a linear fashion here to demonstrate teams contribution to the coordinated work programme.

Confirmed structural changes

The operating model is supported through aligned structural changes. The high-level confirmed changes are summarised below, then explained in more detail in the body of the document (by team) and itemised by position impact in Appendix One.

The CEP will be organised into five teams:

- **Practice Design**
    - Design and develop new or updated practice in the form of processes, guidance and/or systems that enable customer facing teams to deliver consistent services to customers. The design of new or enhanced practices is evidence based, draws on data, insights, and best practice methods, and developed with input from regional and national SMEs to ensure processes, guidance and other tools are fit for purpose solutions for customer facing teams nationally.
    - The practice design work programme will be driven from a combination of priorities that are both "top-down" (e.g., new or updated operational policies) and "bottom-up" (e.g., performance issues requiring system change). This ensures there is the right balance of new practice as well as addressing issues customer facing teams are experiencing with existing practice.

- **Implementation**
    - Will own and maintain a competency framework aligned to practice design and ensure regional teams have the right learning products to support the framework. The learning products are developed with input from regional and national SMEs who are then enabled to successfully deliver the learning products to regional teams.
    - Create a mandated single front door co-ordination of front-line practice improvement, with an integrated focus across tenancy/ asset/ maintenance given the inter-relationship of frontline roles.
    - The team will also walk alongside regional SMEs and people leaders to ensure practice change is planned for and implemented within a robust change management framework, with systems in place to ensure practice change is embedded.

- **Practice Support**
    - Will pick up the functions of the existing Issues and Operations team including:
        - Tribunal team with increased capacity to meet demand
        - Issues and operations including case management operational support for regions on complex cases (including Review Group and NIR)
        - Machinery of Government

- **Practice Improvement**
    - The team will walk alongside the regions to implement management and operating rhythms to enable operational excellence.
    - The team will work with senior regional leaders to drive local practice improvement, informed by competency and performance data that is in line with our service delivery model and priorities.
    - Examples of great local practice can be scaled nationally where appropriate.

- **Assurance and Insights**
    - The backbone of the operating model, this team will have responsibility for both qualitative and quantitative performance analysis at national/regional/local levels to gain insights and to translate those insights into action.
    - Insights will be combined from Voice of Customer, Voice of our People, Performance and Competency/skills metrics, Mini service quality 'deep dives', horizon scanning and workforce planning.

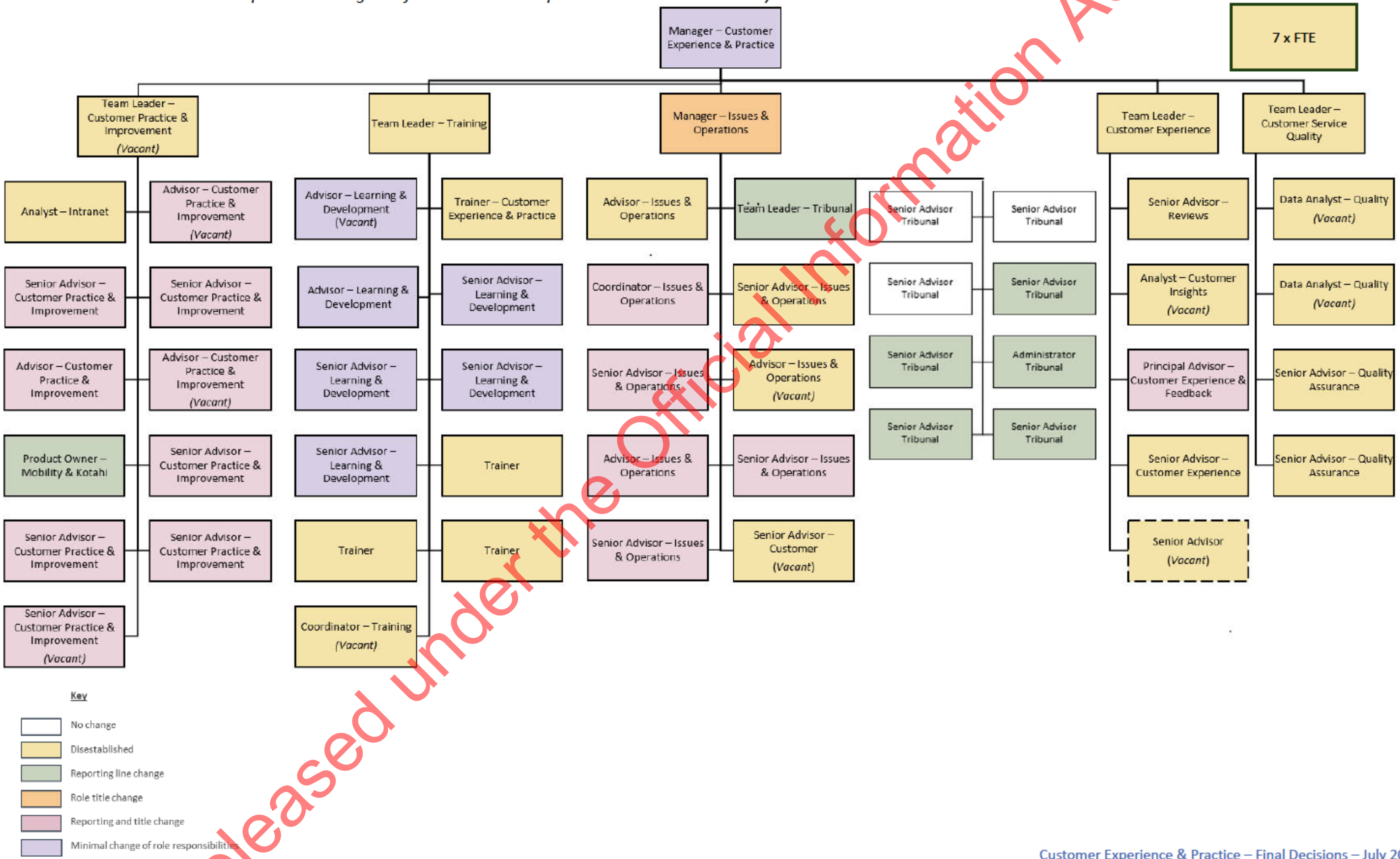
The confirmed changes will:

- Reduce the size of the CEP team by 3 FTE (from 62 FTE to 59 FTE). This is accounted for by:
    a. 29 positions in CEP that will be disestablished, of these:
        i. 17 positions are currently vacant
        ii. 12 individuals are affected by the changes

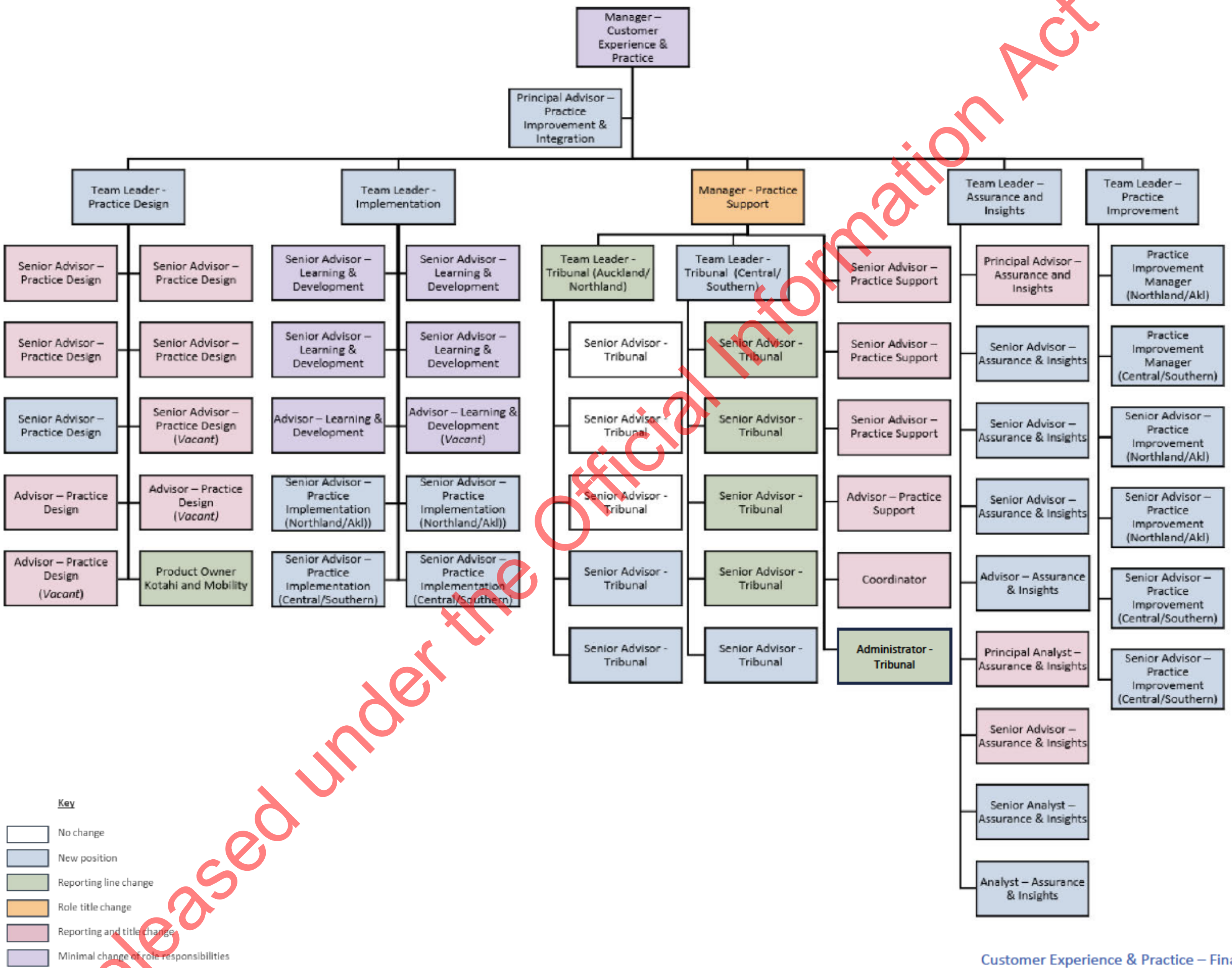
    b. 26 new positions will be established

Current structure – Customer Experience & Practice

The organisational chart below shows the current positions in the Customer Experience & Practice group. If the position does not have a permanent employee in their substantive role occupying the position it is marked as vacant (even though there may be a contractor or secondee currently undertaking the work).
Please note there are 7 additional positions budgeted for in Customer Experience & Practice but not yet established



Confirmed structure – Customer Experience & Practice



Confirmed changes: CEP Leadership Team

Proposed changes

- Minimal changes to the Manager – Customer Experience and Practice, with a reduction in direct reports from seven to four FTE
- In line with the proposed operating model, the following roles to be disestablished:
  - Team Leader – Customer Practice & Improvement (currently vacant)
  - Team Leader – Training
  - Team Leader – Customer Experience
  - Team Leader – Customer Service Quality
  - 2 x Senior Advisor positions (positions budgeted for and which are currently vacant)
- A change in position title of Manager – Issues and Operations, to Manager – Practice Support
- Three new positions reporting to Manager – Customer Experience and Practice to be established:
  - Principal Advisor – Practice Improvement & Integration
  - Manager – Practice Design & Implementation
  - Team Leader – Assurance & Insights

Feedback themes and responses

Theme	Feedback	Response
Alignment of functions	There was support for the alignment of design, training, and improvement.	Re-designed the teams based on feedback for more doing roles rather than the additional manager/people leader roles. Both the Manager - CEP as well as the Principal Advisor will have a core role in keeping the functions across teams well aligned.
Principal Advisor role	The purpose of the Principal Advisor was not well understood. It was suggested that the role may create duplication or dimmish the role to People Leaders.	This role is responsible for coordination across the operating model and ensuring alignment and coordination of activity so efforts across the group are well integrated, visible, and work flows seamlessly.
Manager role	The proposed structure was leadership heavy and additional capacity was needed across teams to meet intended outcomes.	Noted. The Manager – Practice Design and Implementation role is one of repurposed positions to address other pressure points highlighted throughout consultation.

Confirmed changes

The following changes to the CEP Leadership Team are confirmed as follows:

- Minimal changes to the Manager – Customer Experience and Practice, with a reduction in direct reports from 7 to 6 FTE
- Five new positions reporting to Manager – Customer Experience and Practice will be established:
    - Principal Advisor – Practice Improvement & Integration
    - Team Leader – Practice Design
    - Team Leader – Implementation
    - Team Leader – Assurance & Insights
    - Team Leader – Practice Improvement
- A change in position title of Manager – Issues and Operations, to Manager – Practice Support
- The following roles will be disestablished:
    - Team Leader – Customer Practice & Improvement (currently vacant)
    - Team Leader – Training
    - Team Leader – Customer Experience
    - Team Leader – Customer Service Quality
    - 2 x Senior Advisor positions (positions budgeted for and which are currently vacant)

Confirmed changes: Practice Design

Proposed changes

Practice & Improvement and Training teams were proposed to be brought together into a single Practice Design and Implementation function under a single manager. The Practice Design team was proposed to:

- Review and implement an updated design framework that differentiates between full design to lighter touch review/updates to ensure efficient delivery. Note, capacity allowed for included eight significant and 12 lighter touch changes per annum to balance team capacity with a reasonable level of change for customer-facing teams.
- Maintain a clear scope for each item within the work programme including visibility of key stakeholders across CEP and the wider business (note there was an expectation Chief Advisors remain engaged in high profile areas)
- Allocate resource to work with regional SME to design/deliver fit for purpose guidance, processes, tools and system changes.

The following changes were proposed:

- Establishing a new Team Leader Practice Design role with the following direct reports:
  - 6 x Senior Advisor roles (reporting line and title change)
  - 3 x Advisor roles (reporting line and title change)
- Disestablishing 1 x Analyst – Intranet

Feedback Themes and Responses

Theme	Feedback	Response
Product Owner	It was suggested that Product Owners should be part of PGC instead of CEP	Product Owners work best when they sit in within the business and activity and priorities can be driven by the business needs. While the PGC proposal did include addition of Product Owners, it also proposed these are located in business groups (page 35 of CD proposal)
Senior Advisor – Information & Documents role	The value of the Senior Advisor – Information & Documents role was questioned and there are other parts of the organisation that can provide this function	Agree – the FTE for this role has been repurposed to another Senior Advisor for the Practice Design team

Confirmed changes

The following changes to the Practice Design team are confirmed:

- Team Leader Practice Design will be established reporting to the Manager – Customer Practice & Experience with the following direct reports:
  - 5 x Senior Advisor roles – Practice Design (reporting line and title change)
  - 3 x Advisor – Practice Design roles (reporting line and title change)
  - Product Owner Kotahi and Mobility (reporting line change)
- 1 x current Senior Advisor position will report to the Team Leader Assurance and Insights
- 1 x new Senior Advisor position reporting to Team Leader Practice Design will be established
- 1 x Analyst – Intranet will be disestablished

Confirmed changes: Implementation

Proposed changes

Practice & Improvement and Training teams were proposed to be brought together into a single Practice Design and Implementation function under a single manager. The Implementation team was proposed to deliver two core functions:

- Senior Advisors – Learning and Development who:
  - coordinate competency/training for place-based teams across tenancy, asset and maintenance
  - develop/coordinate and deliver Train the Trainer sessions to SME when new guidance/processes/tools/systems have been developed (from Practice Design or Maintenance, Contracting and Asset Services)
- Regionally based Senior Advisors - Practice Implementation who would work alongside SME and regions to unpack and embed the changes locally within an evidence-based change management framework

The following changes were proposed:

- Establishing a new Team Leader Implementation role with the following direct reports:
  - 4 x Senior Advisor – Learning & Development roles (reporting line change)
  - 1 x Senior Advisor – Practice Implementation (Northland/Auckland)
  - 1 x Senior Advisor - Practice Implementation (Central)
  - 1 x Senior Advisor - Practice Implementation (Southern)

- Disestablishing the following roles:
  - 2 x Advisor – Learning & Development
  - 1 x Trainer – Customer Experience & Practice
  - 3 x Trainer
  - 1 x Coordinator – Training

Feedback Themes and Responses

Theme	Feedback	Response
Change Management	There was strong support for change management being aligned with this team, but some concerns there was inadequate resource.	Agreed and confirmed, additional resource has been included based on feedback.
Resourcing and capability mix	There were concerns raised around the resourcing of the team as well as the proposed capability mix in the team. It was suggested that there should be a mix of Senior L&D Advisors and L&D Advisors as well as establishing a Coordinator role	Agreed. Additional resource is required to meet anticipated demand (across new collateral required, competency/skills work and coordination across tenancy/asset/maintenance), and a balance of Advisors/Senior Advisors included in the confirmed structure.
Increased training capacity	It was suggested increased training capacity is needed and that the allocation of the budgeted vacant roles should be focused on effective training	The 'Train the Trainer' model has been confirmed as this has the dual benefit of a more of being both more efficient, while building enduring local expertise to support embedding of practice change.
On-boarding	Suggestion to retain the HSM six-week onboarding programme that has been developed.	Agreed. There is value in consistency of on-boarding for all customer-facing roles. This will not be able to be undertaken in the current format, but transition planning will consider how this service will be continued moving forward.
Training feedback	Has positive feedback from our people participating in training been considered	The training team do a wonderful job. The confirmed change to our operating model is not a reflection on the quality of training delivered. We must focus on operational excellence holistically and allocate our resources to achieve that. That means we need to do some things differently moving forward, even if they were well received,
Competencies	There were questions raised around competencies and how these are linked to salary and how these are to be assessed	The confirmed operating model reiterates the importance of competency/skills to deliver customer-facing roles. Those considered through CEP are specific to our service delivery model, align with international/NZ evidence and partners like CHA, and compliment the

Theme	Feedback	Response
		organisational capability approach led by OD&C. They would not have a direct impact on provisions in employment agreements.
Trainer role	There was some feedback that indicated that the Senior Advisor – Practice Implementation role was very similar to the current Trainer roles	In the confirmed structure, the (Senior) Advisors – Learning and Development would determine the training needs of customer-facing teams and would design, coordinate, and deliver to SME. (Senior) Advisors – Practice Implementation would support the SME and people leaders to plan the implementation of practice changes so they are planned and delivered within a robust change management framework.
Senior Change Manager/Change Manager role	There was some feedback that the Senior Advisor – Practice Implementation role was substantially similar to both the Senior Change Manager role and the Change Manager role	While there are a number of similar responsibilities across the roles, we do not view the Senior Advisor – Practice Implementation role as substantially similar to either the Senior Change Manager or Change Manager role. The Senior Advisor role requires both subject matter expertise of the frontline as well as change management capability.
Communities of Practice	Given the accountability for change management will sit across both CD as well as CEP it would be advisable for the Communities of Practice dedicated to change practice to extend to the Senior Advisor – Practice Implementation role	Agreed – this will be considered as part of transition planning.
People Leaders	It was suggested the leadership training and upskilling of our People Leaders was needed as they are critical to successfully embedding change	Agreed. The confirmed operating model includes a deliberate focus on SME and people leaders within a change management approach. The model is based on empowering the regions to have the support and tools they need to lead their people.
Sector alignment	There was some feedback that suggested the role for a central team to have a focus on sector-wide developments in the training and practice area	Agreed - noted in requirements ongoing engagements with CHA and industry for alignment and sharing of competencies and best practice
Training	There was feedback to: • retain the current training delivery model	There is not capacity within the CEP team to retain the training function as it currently exists. Regions and People Leaders are responsible for the performance of their teams. CEP plays a core enabling role by providing

Theme	Feedback	Response
	• have regional staff with facilitation qualifications to retain quality training • ensure regions have qualified assessors to determine staff competency	the tools and support that regions and People Leaders need to drive performance and embed practice changes.
Induction programme	There was feedback to continue the existing 6-week induction programme for new HSM's	There is not the capacity in the final structure to continue the induction programme in its current form. Alternative and more efficient induction mechanisms across all customer-facing roles needs to be considered moving forward.

Confirmed changes

The following changes to the Implementation team are confirmed:

- Team Leader Implementation will be established reporting to the Manager – Customer Practice & Experience with the following direct reports:
    - 4 x Senior Advisor Learning & Development
    - 2 x Advisor – Learning & Development
    - 2 x Senior Advisor – Practice Implementation (Northland/Auckland)
    - 2 x Senior Advisor - Practice Implementation (Central/Southern)

- The following roles will be disestablished:
    - 1 x Trainer – Customer Experience & Practice
    - 3 x Trainer
    - 1 x Coordinator

Confirmed changes: Practice Support

Proposed changes

The core functions of this team were proposed to be the same as the current Issues and Operations team, but the capacity issues were to be addressed.

The following changes were proposed:

- The Tribunal Team was proposed to include:
    - An additional Team Leader – Tribunal to address span of control
    - 3 x new Senior Advisor – Tribunal roles to meet current workload
    - A change in reporting line for two Senior Advisor – Tribunal roles to balance span of control.
    - The Administrator – Tribunal role proposed to be disestablished
- The remaining team was proposed to be brought together under a new Team Leader – Operations role to manage the remaining case management functions, National Issues Register, Machinery of Government and Review Group with the following direct reports:
    - 4 x Senior Advisor (reporting line and role title change)
    - 2 x Advisor (reporting line and role title change)
    - An additional Senior Advisor was proposed to replace the current vacant Advisor position.
- A team coordinator providing support across the team was proposed to report directly to Manager – Practice Support.

Feedback Themes and Responses

Theme	Feedback	Response
Tribunal Administrator	There was significant feedback on the role needing to be retained as it provides critical support to the team including monitoring the inboxes, ensuring all hearings and mediations are scheduled and allocated fairly, and giving advice and support to the Regional Administrators.	We have listened to this and have decided to retain the Tribunal Administrator role reporting to the Manager – Practice Support. The role will continue to support the Tribunal teams but will also provide support across all of Practice Support as needed.
	There was mixed feedback on whether the role continues to report to the Team Leader – Tribunal	The confirmed structure sees the Tribunal Administrator reporting to the Manager – Practice Support and providing support across teams.

Theme	Feedback	Response
	or could report instead to the Manager – Practice Support	
Tribunal team resourcing	There was strong support for the increased resourcing in the team.	The additional resource has been retained in the Tribunal teams
Design of Tribunal teams	The feedback suggested that the two Tribunal teams should be geographically based – one supporting Auckland/Northland and the second supporting Central/Southern.	Agreed. We have confirmed a geographically split – with one team supporting Auckland/Northland and the second supporting Central and Southern, and we acknowledge this will enable local relationships to be fostered. While these locations will be their primary areas, the team remains a national function and will be expected to continue to support other regions when required.
Career progression	There was concern raised about the skill mix in the Tribunal team and the potential lack of opportunity for career progression in the team. The feedback suggested creating a two-tier system of both Senior Advisor and Advisor roles in the team.	On this occasion we have not opted to include Advisory roles within the Tribunal team, as this team manages cases that pose great risk to the organisation and requires seniority. There will however be an opportunity for career progression across Practice Support.

Confirmed changes

The following changes to the Practice Support team are confirmed:

- The Tribunal Team will be comprised of:
  - An additional Team Leader – Tribunal supporting Central/Southern
  - 3 x new Senior Advisor – Tribunal roles (2 supporting Auckland/Northland; 1 supporting Central/Southern)
  - A change in reporting line for 4 x Senior Advisor – Tribunal roles to align with the geographical split of the two teams.
- The remaining team will report directly to the Manager – Practice Support to manage the remaining case management functions, National Issues Register, Machinery of Government and Review Group:
  - 3 x Senior Advisor – Practice Support (reporting line and role title change)
  - 1 x Advisor – Practice Support (reporting line and role title change)
  - 1 x Coordinator

    - 1 x Administrator – Tribunal to be retained reporting to Manager – Practice Support instead
- The following roles will be disestablished:
    - 1 x Senior Advisor – Issues & Operations
    - 1 x Senior Advisor – Customer
    - 2 x Advisor – Issues & Operations

Confirmed changes: Assurance and Insights

Proposed changes

The Assurance and Insights team was proposed to combine the existing functions from the Customer Experience and Service Quality teams. The team was proposed to bring together the external and internal customer feedback to identify/drive service improvement and ultimately operational excellence including:

- Voice of Customer
- Performance Indicator Framework management (monitoring and practice assurance)
- Reporting and analytics across CEP to inform coordinated national/regional work programmes and priorities.

It was proposed that there would no longer be capacity to undertake service quality reviews, this would instead be undertaken through a re-designed second line of defence assurance framework and an agreed work programme with Internal Audit. Furthermore, the team was proposed to bring a stronger analytical focus to ensure a strong evidence base informs the coordinated work programme.

The following changes were proposed:

- Establishing a new Team Leader Assurance & Insights with the following direct reports:
  - 3 x Senior Advisor
  - 2 x Senior Analyst
  - Principal Advisor – Customer Experience & Feedback (reporting line change)
  - Principal Analyst (reporting line and title change)
- Disestablishing the following roles:
  - Senior Advisor – Reviews
  - Senior Advisor – Customer Experience
  - 2 x Senior Advisor – Quality Assurance
  - Senior Advisor
  - 2 x Data Analyst – Quality
  - Analyst – Customer Insights

Feedback Themes and Responses

Theme	Feedback	Response
Environmental scanning	The feedback provided indicated that CEP should also be lifting their gaze across other sectors as well as practices in other countries to inform continual improvements in service delivery	Agreed – this will be commissioned through Evaluation and Research to provide quarterly summaries and the Assurance and Insights team will combine this with other insights to prepare quarterly scanning.
Function of team	There was support for the focus on data and insights but that the function of the Assurance and Insights team could be clearer	Agreed – the Assurance and Insights team is the backbone of the new operating model. In the confirmed operating model, their focus will be on high value work that turns data into insights, and looks across insights (locally, nationally, internationally) to provide visibility of performance, inform priorities and work programmes, and to strategically advise where our service delivery model needs to change to maximise outcomes. Also included in their team will be workforce planning and the capacity in the team has been increased to reflect the expected functions.
Internal Audit	There were questions raised about internal audit and whether there was the capability, capacity and in-depth knowledge of the service delivery model to undertaking service quality reviews as well as the role of the organisation's governance in the processes.	Internal Audit will continue with formal audits as per their formal work programme. The Assurance and Insights team will continue a form of service quality reviews, although the approach will be shorter/sharper as outlined in the Assurance and Insights section.
Insights and learnings	There needs to be a process developed for insights and learnings from others internal teams across Kainga Ora to input into priorities such as Legal, Privacy, Health & Safety etc	Agreed – to be included as part of a Transition Plan.
Data	There is an opportunity to clarify and simplify how we collect and analyse data to inform practice and meet reporting requirements such as using services from Evaluation and Research to undertake survey design and data collection (which can align with other data requirements in Strategy)	Agreed – the confirmed operating model includes a collaboration with Evaluation and Research for survey design and data collection to free capacity for Assurance and Insights to focus on turning that data to insights, and insights to action.

Theme	Feedback	Response
Value for money	Future proof the team by building in ability to measure value for money	Workforce modelling (including benchmarks and regular review against practice changes) is to be included in the Assurance and Insights work programme.
Senior Advisor – Assurance & Insights role	There was feedback that the Senior Advisor – Customer Experience and Senior Advisor – Quality Assurance roles were substantially similar to the proposed Senior Advisor – Assurance & Insights role.	While there are a number of similar responsibilities across the existing and proposed Senior Advisor roles we do not view the Senior Advisor – Assurance & Insights as substantially similar to either the Senior Advisor – Customer Experience or Senior Advisor – Quality Assurance roles.

Roles and responsibilities in customer feedback process

	Lead team	Contribute team	Cross-team sign-off required
Strategic approach and direction to feedback on customer experience	CEP Assurance and Insights	Evaluation and Research	
Prioritise development and/or improvement to customer feedback topics	CEP Assurance and Insights	Evaluation and Research	
Development of survey methodology and questions	Evaluation and Research	CEP Assurance and Insights	Manager – CEP
Survey initiation, processing and data collection	Evaluation and Research	CEP Assurance and Insights	
Data analysis and insights, deep dives where required, reporting and service recovery	CEP Assurance and Insights	Evaluation and Research	
Insights and recommended actions	CEP Assurance and Insights	Evaluation and Research	

Confirmed changes

The following changes to the Assurance & Insights team are confirmed:

- Team Leader Assurance & Insights will be established reporting to the Manager – Customer Practice & Experience with the following direct reports:
  - 3 x Senior Advisor – Assurance & Insights
  - 1 x Advisor – Assurance & Insights
  - 1 x Senior Advisor – Assurance & Insights (reporting line and role title change)
  - 1 x Senior Analyst – Assurance & Insights
  - 1 x Analyst – Assurance & Insights
  - Principal Advisor – Assurance & Insights (reporting line and role title change)
  - Principal Analyst – Assurance & Insights (reporting line and role title change)

- The following roles will be disestablished:
  - Senior Advisor – Reviews
  - Senior Advisor – Customer Experience
  - 2 x Senior Advisor – Quality Assurance
  - Senior Advisor
  - 2 x Data Analyst – Quality
  - Analyst – Customer Insights

Confirmed changes: Practice Improvement

Proposed changes

The Practice Improvement teams was proposed to come within the Practice Design and Implementation function. The Practice Improvement team was proposed to work regionally in teams of two, alongside the regions and CEP teams to identify local priorities (from competency/performance data) and implement continuous improvement initiatives in line with our service delivery model and organisational priorities. They were to also identify/share local improvements that with Practice Design for scaling nationally.

The following changes were proposed:

- Establishing a new Team Leader Practice Improvement role with the following direct reports:
  - 1 x Practice Improvement Manager (Northland/Auckland)
  - 1 x Practice Improvement Manager (Central)
  - 1 x Practice Improvement Manager (Southern)
  - 1 x Senior Advisor – Practice Improvement (Northland/Auckland)
  - 1 x Senior Advisor – Practice Improvement (Central)
  - 1 x Senior Advisor – Practice Improvement (Southern)

Feedback Themes and Responses

Theme	Feedback	Response
Frameworks	The feedback provided stressed that robust continuous improvements frameworks over the operating model needs to be applied.	Agreed - technical role for Team Leader will not only be to support their team to apply frameworks, but should work collaboratively with the Manager - CEP to review implementation of the operating model with a view to continually improve the way we work
Capacity	There were concerns raised about not enough capacity in the team allocated to Auckland/Northland	Agreed – we have reallocated the geographical distribution and seniority of roles based on anticipated workload.
Bottom-up approach	There is a risk that a bottom-up approach results in requests for things that we are unable to deliver such as system changes	The bottom-up approach was used to describe the locally driven set of priorities that would be determined to maximise operational excellence

Theme	Feedback	Response
		that are aligned to national priorities but addressing local performance issues.
Support advice	There were concerns raised that there may be a duplication of support advice from the current Issues and Operations team and the Practice Improvement team	Practice Improvement will not focus on specific cases. They will help regions unpack data and identify areas of practice needing strengthening.
Specialist role	It was suggested that a position responsible for specialist technical expertise be established	It would be expected that the Team Leader of the team provide that level of guidance

Confirmed changes

The following changes to the Practice Improvement team have been confirmed:

- Team Leader Practice Improvement will be established reporting to the Manager – Customer Practice & Experience with the following direct reports:
    - 1 x Practice Improvement Manager (Northland/Auckland)
    - 1 x Practice Improvement Manager (Central/Southern)
    - 2 x Senior Advisor – Practice Improvement (Northland/Auckland)
    - 2 x Senior Advisor – Practice Improvement (Central/Southern)

Next Steps and Indicative Timeline

Indicative timeline

The table below contains the proposed indicative timeframes for the process. Please note that these may be subject to change.

Key steps	Indicative dates
Voluntary redundancy applications open	1 May 2024
Consultation period	1 May – 21 May 2024
Consideration of feedback	22 May – 9 July 2024
Final decision made and communicated	10 July 2024
Voluntary redundancy applications close	15 July 2024
Expression of Interest (EOI) process	11 July – 22 July 2024
Selection process and redeployment, commencing with the Team Leader roles (offers made throughout this period)	22 July 2024 – 14 August 2024
Confirmed structure effective	14 August 2024

Redeployment and Selection

The process to fill positions will begin once the final decisions have been communicated. Changes will be implemented in accordance with employment agreements, and other related policies and procedures that form our obligations as a good employer. This process aligns with our commitment to treat people with kindness, openness and respect, in line with our values. You can find out more about our People policies in the Change Management Procedures (H-126) and the Change Management Policy (SH-POL-110).

For people on secondment, any impact to a position would be assessed based on the substantive position they have been employed for.

Who is affected by this change?
People become affected by a change if their role is either disestablished or impacted by a ringfence process. A ringfence process means there are fewer roles required in the proposed new structure and these people will have priority as an affected person. Only affected people will be eligible to participate in the redeployment Expression of Interest process.

What does 'reconfirmed' mean?
If a person is reconfirmed to a position (because their role is the same or substantially similar) they are not affected but may have some minor changes made to their existing position such as a role title change, a reporting line change, or minimal changes to the role responsibilities.

What is redeployment?
Redeployment is where an affected employee is placed into a suitable alternative position which allows their permanent employment to continue, therefore avoiding a redundancy situation. An alternative position is 'suitable' if:

- a person is capable of undertaking its duties and responsibilities, following some reasonable training if required, and
- the position is offered on the same or similar terms and conditions of employment to the person's current position, or
- the person agrees to accept the position as an alternative to redundancy, when it is offered to them by Kāinga Ora.

What is the redeployment pool?
The redeployment pool is a group of affected people whose roles are confirmed as being disestablished following the final change decision.

What roles will be available for people to express an interest in?
The list of roles that are available for people to express an interest in being redeployed can be found under Appendix 2.

Expressions of interest process

The following Expressions of Interest (EoI) process applies for any affected employees as part of the Customer Experience & Practice final decisions and for potentially affected employees as part of the Continuous Delivery proposal:

- Through an EoI process, affected people (or potentially affected employees) will indicate which position/s they are interested in, rank their position preference. and provide an up-to-date CV.
    - If presenting your information in written format presents challenges for you, we are open to considering receiving the information you wish to provide in an alternative format such as audio or video.

- If your position is confirmed as affected, you are able to opt out of this process through voluntary redundancy.
- Affected people will receive support to help them work through this process, including support to prepare for the EoI process.
- All EoI applications will be reviewed by a selection panel. The selection panel will have a minimum of two members. Where possible, the selection panel will consist, where possible, of the relevant People Leader/s and the one up People Leader and will be supported by a representative of the People Team. The composition of the selection panel will be confirmed in advance of the selection process commencing.
- Shortlisting will be assessed against the selection criteria for the position/s, based on the information provided in the EoI (specific knowledge, skills and experience selected from the position description for the role).
- A shortlisting process will apply to determine a shortlist of candidates who will be taken through to an interview process.
- If a person expresses an interest in more than one position, it may be possible for them to attend one interview – this will be assessed on a case-by-case basis.
- A rating scale (1 to 5) will be used by the selection panel to assess candidates against the selection criteria.
- Feedback will be provided to all people who were unsuccessful.
- Affected people in Customer Experience & Practice who have not been successfully redeployed or offered a suitable alternative position within CEP will have the opportunity to participate in the Continuous Delivery EoI process and apply for other positions across Kāinga Ora during their notice period.
- If redeployment or a suitable alternative position is not possible, then redundancy will take effect from the notified date.

Voluntary Redundancy

As part of the CEP change any permanent employee in CEP has the option to request voluntary redundancy through an application process. Voluntary redundancy applications can be made before, during or up to 15 July 2024.

If you are interested in applying, please contact the CEPchange@kaingaora.govt.nz in confidence for more information. Voluntary redundancy applications will be assessed by the Director – Practice & Customer Contact.

Consideration will be given to voluntary redundancy applications. These will be considered on a case-by-case basis and determined at the sole discretion of Kāinga Ora to maintain a balance of skills, experience, and knowledge in the workplace and manage compensation related costs. When assessing an application for voluntary redundancy, Kāinga Ora may accept applications where:

- The work completed by the position holder can be stopped or significantly reduced.
- The position **does** not need to be replaced by a 'like for like' position.
- Kāinga Ora would continue to have sufficient skills and capability internally.
- The removal of the position would provide an opportunity to reorganise work to gain overall efficiencies.
- There is no expected impact on service delivery.
- There is an overall cost benefit toward the financial savings requirement.

Note: Each voluntary redundancy application will be considered against the overall benefit to Kāinga Ora, taking into account all of the criteria (for example, not meeting one criterion does not mean that the application would be declined; the assessment would be made against the overall benefit considering all criteria).

People Support

Expression of Interest applications/CV support

Support will be available for all affected people to assist with the Expression of Interest process. This is optional and includes:

- Assistance and support with updating and reviewing CVs and with EOI applications through FuturePath. Information on how to access this will be provided in your documentation.
- Self-led resources on building CVs, and interviewing are available on our Navigating Change Atamai page Navigating change (sharepoint.com).
- Access to sessions from Inland Revenue on the implications of being made redundant on Income Tax, Kiwisaver, Student loans, Working for Families and child support. Information on how to access these sessions will be provided in your documentation.

Outplacement support:

- Outplacement support will be available for all those leaving Kāinga Ora through redundancy (including voluntary redundancy). This will be provided by FuturePath and tailored to the individual's requirements. This is also optional, but people are encouraged to make use of these services which include access to 1:1 coaching, CV writing, interview skills and more.
- Information on how to access outplacement support will be provided to those with approved voluntary redundancy applications or no redeployment options.

Employee Assistance Programme (EAP)

We realise that change can be unsettling and want to ensure you feel supported. You have existing support channels such as your People Leader or colleagues, but we also want to remind you that you can access the Employee Assistance Programme (EAP) at any time. EAP Services is an independent external company providing access to qualified and registered practitioners including registered counselling professionals with a minimum of five years' experience.

- EAP is available 24/7 via 0800 327 669 (0800 EAP NOW), or you can make an appointment online.
- Counselling can take place in person, over the phone or online, depending on what you prefer.
- The programme is voluntary and completely confidential.
- People Leaders can also use Manager Assist to help them provide proactive support to their teams.

Clearhead (through Unimed)

Clearhead have a nationwide network of 500+ mental health professionals (counsellors, psychologists, psychotherapists) to provide you with confidential support when you need it. You can book an appointment via an online booking tool here and choose a therapist based on their profile.

Sessions must be booked via the online booking tool, not directly with your chosen mental health professional, in order for it to be funded through UniMed. You will need your UniMed Policy ID to complete the booking. If you can't find the right person to meet your needs, you can get in touch with Clearhead - 0800 257 433 or contact@clearhead.org.nz

Public Service Association (PSA)

The PSA have been notified of the final decisions and are available to provide advice and assistance to their members. You can reach out to one of the PSA delegates Dan Hearn or Fa Mika. PSA members are encouraged to engage with their PSA delegate for support and advice during this period.

Independent Advice

You are welcome and entitled to seek your own independent advice, guidance, and support throughout this process, including by being accompanied/represented at any meetings we hold with you about this process. This independent advice could be from the PSA, trusted friend, whānau member or representative/lawyer.

Transition Plan

Implementation of the new operating model will be critical for success, and to ensure momentum of key pieces of work progress as expected.

The Transition Plan will be the key responsibility of Manager – Customer Experience and Practice and will be approved by Director – Practice and Customer Contact by 30 September 2024. Teams and People Leaders in the confirmed structure will be expected to contribute to that plan and support its implementation.

Key components of this plan will include (but are not limited to):

- ***Team frameworks*** – each team will need to define and describe how their team will operate in the new model/structure. This will include detailed ways of working, internal/external stakeholders, proposed performance metrics (that align with intended outcomes and strategic objectives), roles and responsibilities.
- ***Transition of key workstreams*** – recognising pieces of work are at different stages, each workstream needs to be carefully mapped out and planned for successful transition to the new operating model.
- ***Communication strategy*** – careful thought will be needed to articulate the new operating model and any relevant changes to our internal stakeholders.
- ***Capacity review*** – as outlined in the initial proposal, a review of capacity in the Tribunal team in particular, will be required towards the end of 2024.
- ***Operating model review*** – in the spirit of continuous improvement, a review of how the model is working and areas for refinement will be undertaken no more than 6-months post-implementation.
- ***Agree ways of working*** – across key stakeholders to ensure coordination of practice changes for customer-facing teams, as well as robust collaborative approaches to enable the operating model's success.

Appendix 1: Detailed confirmed changes

The impact table on the following pages identifies all current positions in the scope of this change that have been affected in some way by the confirmed changes. Please also refer to the organisation structure charts.

CEP Leadership Team			
Position in scope	**FTE**	**Confirmed change**	**Confirmed impact/options**
Manager – Customer Experience & Practice	1	Minimal change of role responsibilities	Incumbent is reconfirmed into the position
Manager - Issues and Operations	1	Change in role title from Manager - Issues & Operations to Manager - Practice Support	Incumbent is reconfirmed into the position
Team Leader - Customer Experience	1	Disestablish	Option to apply for EOI positions as an affected person
Team Leader - Customer Service Quality	1	Disestablish	Option to apply for EOI positions as an affected person
Team Leader - Training	1	Disestablish	Option to apply for EOI positions as an affected person
Team Leader - Customer Practice & Improvement	1	Disestablish	Position is currently vacant
Customer Practice & Improvement			
Position in scope	**FTE**	**Confirmed change**	**Confirmed impact/options**
Senior Advisor - Customer Practice and Improvement	4	Role title change to Senior Advisor – Practice Design Reporting line change from Team Leader - Customer Practice & Improvement to Team Leader - Practice Design	Incumbents are reconfirmed into the positions
Senior Advisor - Customer Practice and Improvement	1	Role title change to Senior Advisor – Assurance & Insights Reporting line change from Team Leader - Customer Practice & Improvement to Team Leader - Assurance & Insights	Incumbent is reconfirmed into the position

Senior Advisor - Customer Practice and Improvement	1	Role title change to Senior Advisor – Practice Design Reporting line change from Team Leader Customer Practice & Improvement to Team Leader - Practice Design	Position is currently vacant
Product Owner - Mobility and Kotahi	1	Reporting line change from Team Leader - Customer Practice & Improvement to Team Leader - Practice Design	Incumbent is reconfirmed into the position
Advisor - Customer Practice and Improvement	1	Role title change to Advisor – Practice Design Reporting line change from Team Leader - Customer Practice & Improvement to Team Leader - Practice Design	Incumbent is reconfirmed into the position
Advisor - Customer Practice and Improvement	2	Role title change to Advisor – Practice Design Reporting line change from Team Leader - Customer Practice & Improvement to Team Leader - Practice Design	Position is currently vacant
Analyst - Intranet	1	Disestablish	Option to apply for EOI positions as an affected person
Training			
Position in scope	**FTE**	**Confirmed change**	**Confirmed impact/options**
Trainer - Customer Experience and Practice	1	Disestablish	Option to apply for EOI positions as an affected person
Senior Advisor - Learning and Development	4	Minimal change of role responsibilities	Incumbents are reconfirmed into the positions
Trainer	3	Disestablish	Option to apply for EOI positions as an affected person
Advisor - Learning and Development	1	Minimal change of role responsibilities	Incumbent is reconfirmed into the position
Advisor - Learning and Development	1	Minimal change of role responsibilities	Position is currently vacant
Coordinator - Training	1	Disestablish	Position is currently vacant

Issues and Operations			
Position in scope	**FTE**	**Confirmed change**	**Confirmed impact/options**
Team Leader - Tribunal	1	Reporting line change from Manager - Issues & Operations to Manager - Practice Support	Incumbent is reconfirmed into the position
Senior Advisor - Issues and Operations	1	Disestablish	Position to become vacant
Senior Advisor - Issues and Operations	3	Role title change to Senior Advisor – Practice Support Reporting line change from Manager - Issues & Operations to Manager - Practice Support	Incumbents are reconfirmed into the positions
Senior Advisor - Customer	1	Disestablish	Position is currently vacant
Advisor - Issues and Operations	1	Disestablish	Position to become vacant
Advisor - Issues and Operations	1	Role title change to Advisor – Practice Support Reporting line change from Manager - Issues & Operations to Manager - Practice Support	Incumbent is reconfirmed into the position
Advisor - Issues and Operations	1	Disestablish	Position is currently vacant
Coordinator - Issues and Operations	1	Role title change to Coordinator Reporting line change from Manager - Issues & Operations to Manager - Practice Support	Incumbent is reconfirmed into the position
Senior Advisor Tribunal	3	No change	Incumbents are reconfirmed into the positions
Senior Advisor Tribunal	4	Reporting line change from Team Leader Tribunal to new Team Leader Tribunal	Incumbents are reconfirmed into the positions
Administrator	1	Reporting line from Team Leader Tribunal to Manager - Practice Support	Incumbent is reconfirmed into the position

Customer Experience			
Position in scope	**FTE**	**Confirmed change**	**Confirmed impact/options**
Principal Advisor - Customer Experience and Feedback	1	Role title change to Principal Advisor - Assurance & Insights Reporting line change from Team Leader - Customer Experience to Team Leader - Assurance & Insights	Incumbent is reconfirmed into the position
Senior Advisor - Reviews	1	Disestablish	Option to apply for EOI positions as an affected person
Senior Advisor - Customer Experience	1	Disestablish	Option to apply for EOI positions as an affected person
Senior Advisor	1	Disestablish	Position is currently vacant
Analyst - Customer Insights	1	Disestablish	Position is currently vacant
Customer Service Quality			
Position in scope	**FTE**	**Confirmed change**	**Confirmed impact/options**
Senior Advisor - Quality Assurance	2	Disestablish	Option to apply for EOI positions as an affected person
Data Analyst - Quality	2	Disestablish	Positions are currently vacant
Other			
Position in scope	**FTE**	**Confirmed change**	**Confirmed impact/options**
Principal Analyst - Practice & Customer Contact	1	Role title change to Principal Analyst – Assurance & Insights Reporting line change from Director - Practice & Customer Contact to Team Leader - Assurance & Insights	Incumbent is reconfirmed into the position
Additional FTE in budget	7	Disestablish	Positions are currently vacant

Appendix 2: EOI positions

Position	FTE	Subgroup	Location	Band
01. Team Leader - Practice Design	1	Customer Experience & Practice	Auckland, Wellington, or Christchurch	S2
02. Team Leader - Implementation	1	Customer Experience & Practice	Auckland, Wellington, or Christchurch	S2
03. Team Leader - Assurance & Insights	1	Customer Experience & Practice	Auckland, Wellington, or Christchurch	S2
04. Team Leader - Practice Improvement	1	Customer Experience & Practice	Auckland, Wellington, or Christchurch	S2
05. Principal Advisor - Practice Improvement & Integration	1	Customer Experience & Practice	Auckland, Wellington, or Christchurch	S1
06. Senior Advisor - Practice Implementation (Northland/Auckland)	2	Implementation	Auckland	17
06. Senior Advisor - Practice Implementation (Central/Southern)	2	Implementation	Wellington or Christchurch	17
07. Advisor - Learning & Development	1	Implementation	Auckland, Wellington, or Christchurch	15
08. Senior Advisor – Practice Design	2	Practice Design	Auckland, Wellington, or Christchurch	17
09. Advisor – Practice Design	2	Practice Design	Auckland, Wellington, or Christchurch	15
10. Practice Improvement Manager (Northland/Auckland)	1	Practice Improvement	Auckland	S1
10. Practice Improvement Manager (Central/Southern)	1	Practice Improvement	Wellington or Christchurch	S1
11.Senior Advisor Practice Improvement (Northland/Auckland)	2	Practice Improvement	Auckland	17
11. Senior Advisor Practice Improvement (Central/Southern)	2	Practice Improvement	Wellington or Christchurch	17
12. Senior Advisor – Assurance & Insights	3	Assurance & Insights	Auckland, Wellington, or Christchurch	17
13. Advisor – Assurance & Insights	1	Assurance & Insights	Auckland, Wellington, or Christchurch	15
14. Senior Analyst – Assurance & Insights	1	Assurance & Insights	Auckland, Wellington, or Christchurch	17
15. Analyst – Assurance & Insights	1	Assurance & Insights	Auckland, Wellington, or Christchurch	15
16. Team Leader – Tribunal (Central/Southern)	1	Assurance & Insights	Wellington or Christchurch	17
17. Senior Advisor - Tribunal	2	Assurance & Insights	Auckland	16
17. Senior Advisor - Tribunal	1	Assurance & Insights	Wellington or Christchurch	16