



Kāinga Ora
Homes and Communities

Government and Sector Relationships – Change Proposal

Final decision

Team realignment

9 May 2024



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Introduction and overview

Introduction

On 8 April 2024, we released a Change Proposal following the temporary reporting line change to the Governance structure (with the exception of Internal Comms) from People, Governance and Capability to report temporarily to the new Deputy Chief Executive Government and Sector Relationships.

The key drivers for the Change Proposal included the need to adapt to change, that we are operating in an environment of fiscal constraint and that feedback from some of our stakeholders tells us that our processes are not well understood. We have also been tasked to 'give effect' to Government expectations to achieve financial savings. Accordingly, we developed the Change Proposal to prioritise and address how we proposed to achieve those objectives, which is summarised on pages 3 and 4.

Overview

This decision document sets out the decisions CELG have taken on the proposed change, 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. Your insights have been valuable in helping us to come to our final decisions. Thank you also for your professionalism during what many people will find to be a challenging period. 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

Greg

Change proposal

To recap, we proposed the following:

Proposed reporting line and title changes:

- To make the temporary reporting line changes permanent for both the Governance and Internal Communications groups:
 - Internal Communications would remain reporting to the PGC Group and the GM People Governance and Capability
 - The Director – Governance would remain reporting to the DCE – Government and Sector Relationships
- The Manager of the Office of Chief Executive and team would report to the DCE Government and Sector Relationships.
- Change the title of Director Governance to Director Government and Executive Services
- Retitle “Government Relations” to “Government Services”
- Change reporting lines for one Principal Advisor Government Relations, the Senior Advisor Workflow and Reporting, and the Coordinator Government Relations, to be within the proposed Government Service team.
- Make one Principal Advisor role (from the current Government Relations team) a direct report to the proposed Director Government and Executive Services: note the proposed new reporting lines for this and the Principal Advisor role above will be subject to EOI process.
- Change reporting lines for the roles of Private Secretary Housing and Associate Private Secretary Housing.

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Change proposal *contd.*

Proposed new roles:

- Establish a new Board Secretary role
- Establish a new Manager Governance Services role

Proposed disestablished roles:

- Disestablish one Senior Advisor Chief Executive Office. Note the recruitment for this role will be ring-fenced to the current two Senior Advisor Chief Executive Office roles.
- Disestablish one Advisor Governance Support that currently sits in the Governance Systems and Internal Governance teams and recruit to the vacant Senior Advisor Governance; in the new structure it will be titled Senior Advisor Executive Services. Note the recruitment for this role will be ring-fenced to the current three Advisor Governance Support roles.
- Disestablish the Senior Executive Assistant – Director Governance role.
- To integrate the functions of Governance Systems and Internal Governance into one team named Executive Services, resulting in a reduction in team numbers.

We also stated that the Chief Advisor role will be permanent, with the process to recruit to the role likely to commence in the new financial year. This will be a contestable process, expected to conclude prior to 31 August 2024.

Consultation feedback and response

During the consultation period, we received 20 submissions. There was one team submission and 19 individual responses
The following key themes emerged from the feedback:

| Theme | Feedback | Response/Decision |
|---|--|--|
| Structure of the proposed Government Services Team: | <p>13 respondents commented on the reporting line changes with comments covering:</p> <ol style="list-style-type: none"> 1. Why was one Principal Advisor and the Senior Advisor Workflow and Planning proposed to change reporting lines from the existing Manager GRU to Team Leaders? 2. Why was the Coordinator Government Relations proposed to change reporting lines to a Team Leader in the proposed Government Services Team? 3. Why was a reporting line change proposed for the other Principal Advisor in GRU to the Director? 4. Why was a reporting line change proposed for the Private Secretary roles from Manager GRU to the Director? | <ul style="list-style-type: none"> • Feedback revealed a number of important delivery and relationship nuances within the structure and function of the Government Relations team, and this has been reflected in the final decision document. The proposal had the roles reporting separately to reflect the different functional focus, but the risk to delivery with separation of one or more roles from the teams, was higher than anticipated. • Regarding feedback theme point 3, our intentions with respect to this part of the structure changes were to elevate the visibility of these roles. However, your feedback indicated the benefits of these positions continuing to report to the Manager, so we agree with your feedback which is reflected in the new structure. • Regarding feedback theme point 4, and following discussion, reporting lines to the Director, the Associate and Housing Secretary roles will provide more direct government access for the GSR Senior leadership. • The overall size of the Government Services team has remained in recognition of the ongoing volumes and complexity of work. |

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Consultation feedback and response *contd.*

| Theme | Feedback | Response/decision |
|---|--|---|
| Integration of Internal Governance and Governance Systems teams | There were five respondents who provided specific commentary on the proposed integration of the two teams. All five respondents supported the integration. | <ul style="list-style-type: none"> The proposal to integrate the Governance Systems and Internal Governance teams was supported in the feedback and will be adopted. |
| Proposed name change from Government Relations to Government Services | The few respondents who commented on the name change were supportive of it | <ul style="list-style-type: none"> The feedback was supportive of a proposed change of name from Government Relations to Government Services, and for clarity, will be adopted. |
| Proposed name of new team "Executive Services" | <p>Of the five respondents who provided feedback on the integration of the two teams, there were three respondents who were strongly opposed to the proposed name of the new team.</p> <ul style="list-style-type: none"> Respondents considered that 'Executive Services' did not reflect the 'governance' support element of their roles Respondents offered helpful suggestions for the team name from 'Governance Services' and 'Board Services' to 'Board and Executive Services' | <ul style="list-style-type: none"> The feedback was supportive of a team name change from the proposed Executive Services to Governance Services. We are supportive of that change, but to differentiate between the teams we will name the team Governance Support. |

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Consultation feedback and response *contd.*

| Theme | Feedback | Response/decision |
|---|---|--|
| Reduced team size of Executive Services | Of the five respondents who provided feedback on the integration of the two teams, there were two respondents who had strong views about the reduced people numbers across the new integrated team. | <ul style="list-style-type: none"> As we documented in the Change Proposal under 'Background' the GSR realignment is part of our wider efforts as an organisation to operate in a more efficient and effective manner. Further, we need to be sized appropriately and in line with our budget with the work we need to deliver. Presently, there are 12 positions reporting to two Managers (14 in total), and we are proposing nine positions reporting to one Manager (10 in total) as well as the establishment of the new role of Chief Advisor Board. So taken in its entirety, the net reduction across the two teams is three roles. We recognise that the reduced size of the integrated team is confronting, and will force us to think about how we can be more effective in delivering support services. |
| The proposed role of Board Secretary | <p>Three respondents provided feedback on this proposed role and to whom it should report, with two respondents suggesting the role be created as a Principal Advisor reporting to the Manager Executive Services.</p> <p>Another respondent considered that the term 'Secretary' was at odds with our naming conventions generally, and the People Team also expressed a similar view.</p> | <ul style="list-style-type: none"> We have reconsidered both the title of this role and the reporting lines, and have decided the position will be 'Chief Advisor Board', and will now report directly to the DCE GSR. This role is a key position connecting the Board with Executive Leadership and upholds the highest standards of confidentiality and integrity in handling sensitive information and discussions. |

Consultation feedback and response *contd.*

| Theme | Feedback | Response/decision |
|---|--|--|
| The roles of Chief Advisor and Director | <p>One respondent wondered if both a Director and Chief Advisor were necessary given our relatively small group size. And another asked what roles the Chief Advisor performs that the Director cannot.</p> <p>Two respondents noted that it was not clear if the Chief Advisor role was part of the realignment, or how it fits it.</p> | <ul style="list-style-type: none"> • The roles perform quite discrete functions with the Director having people leadership responsibilities, as well as having responsibility for functional management across Government Relations, Board and Executive Services. By contrast, the Chief Advisor is responsible for providing the DCE with (inter alia) high quality, strategically focussed advice, especially with respect to emerging and current high-risk issues and then taking ownership to manage as appropriate. • The Chief Advisor role was previously established to support the Sector Engagement function with its remit now expanded to support the broader GSR group. • As indicated in the proposal, the Chief Advisor role is contracted until 31 August 2024, although it will become a full-time role with a contestable recruitment process to commence ahead of 31 August should CELG agree. • The Chief Advisor position was not part of the realignment process, because the process focused on the shifting of the Governance structure from PGC to GSR. |

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Consultation feedback and response *contd.*

| Theme | Feedback | Response/decision |
|---|---|--|
| What is the rationale for disestablishing the position of Senior Executive Assistant? | Two respondents sought further information in relation to the proposal to disestablish this position. | <ul style="list-style-type: none"> The DCE and Director continue to hold the view that their limited administrative support requirements could be met within the proposed level of GSR resources. |
| The Manager Office of the Chief Executive position | There was a recommendation to retitle this role as Director, Office of the Chief Executive | <ul style="list-style-type: none"> Following internal consultation, the decision was made to accept the recommendation, so the position will be titled Director, Office of the Chief Executive. The rationale for this is this is a common naming convention in Government. |
| Coordinators in Executive Services | One respondent suggested that there be three Coordinators in Executive Services instead of two Coordinators and one Team Coordinator. | <ul style="list-style-type: none"> The Team Coordinator role has been defined separately from the other Coordinator roles to ensure focus is maintained in this area. At this time, we believe this focus is still required. |

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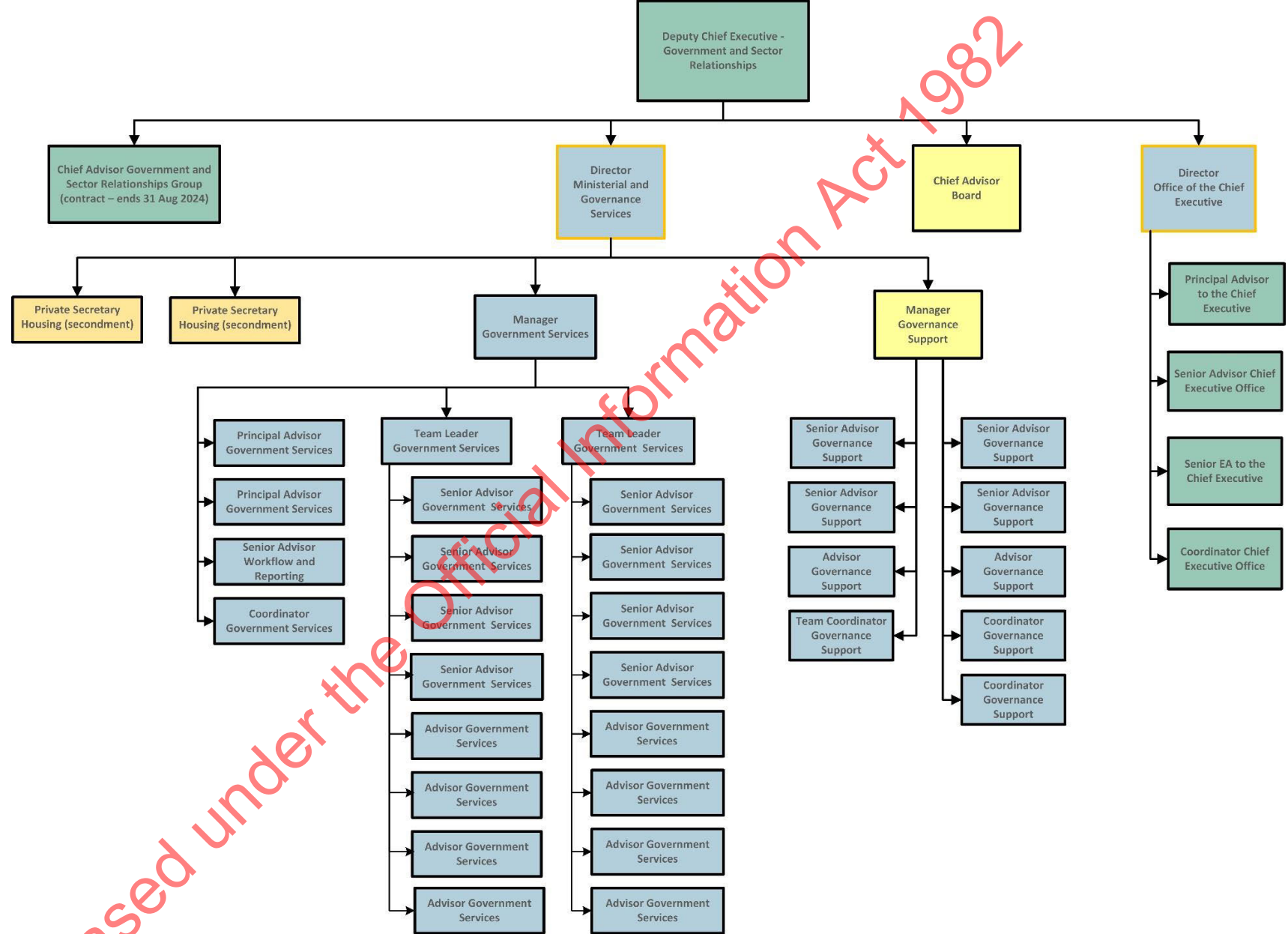
Consultation feedback and response *contd.*

| Theme | Feedback | Response/decision |
|-------------------------|---|---|
| Diversity and inclusion | There were questions and discussion points about whether the development and design has given consideration to Kāinga Ora obligations and commitments in respect of gender and diversity. | <ul style="list-style-type: none">• The final decision document reflects the reappointment of one person into one of two roles proposed to be disestablished.• The reduction of these roles from two to one reflects our view that this is appropriate and sized to meet the current workload.• The affected party who is not appointed has been offered and taken up a role in another part of the business that provides suitable opportunity.• We are committed to improving our gender and ethnic diversity in people leadership and specialist roles across the workforce to reflect New Zealand's population with particular focus on Māori, Pacific Peoples and women. We support development opportunities whether in our business group or outside it as per the current example above. Similarly, we can confirm that when GSR is in a position to recruit in future we are committed to apply a gender and diversity lens to our recruitment processes. |

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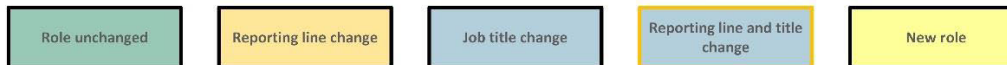
Government and Sector Relationships structure

*Confirmed new structure to go live From 1 July 2024



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Key



Impact of the changes

Existing positions to be disestablished

| Position title | Impact |
|--|---|
| Senior Executive Assistant to Director Governance (x1) | <ul style="list-style-type: none">Confirmed disestablished role. The administrative support services for DCE and Director will be provided from within existing GSR team resources |
| Manager Governance Systems (x1) | <ul style="list-style-type: none">Confirmed disestablished role. The team member is ring-fenced to apply for the role of Manager Governance Services and/or Chief Advisor Board |
| Coordinator Internal Governance (Vacant) (x1) | <ul style="list-style-type: none">Disestablished role |
| Manager Internal Governance (x1) | <ul style="list-style-type: none">Confirmed disestablished role. The team member is ring-fenced to apply for the role of Manager Governance Support and/or Chief Advisor Board |
| Advisor Governance (x1) | <ul style="list-style-type: none">Confirmed reduction of roles from three to two. Three existing team members are ring-fenced to apply for the two remaining Advisor roles in the new structure and the one Senior Advisor Governance Support – Vacant role |
| Senior Advisor Chief Executive's Office (on secondment) (x1) | <ul style="list-style-type: none">Confirmed reduction of roles from two to one. The affected team member who is in this role, is not appointed and has been offered and taken up a role in another part of the businessThe other affected team member will be re-appointed into the remaining Senior Advisor Chief Executive Office role |
| Administrator Governance (Vacant) (x1) | <ul style="list-style-type: none">Confirmed disestablished role |

Impact of the changes

Minor changes – position titles and reporting line

| Existing position | Outcome |
|--|---|
| Director Governance | <ul style="list-style-type: none">Title change to Director Ministerial and Governance Services |
| Manager Office of the Chief Executive | <ul style="list-style-type: none">Title change to Director Office of the Chief ExecutiveReporting line change from Director Governance to Deputy Chief Executive Government and Sector Relationships |
| Advisors, Seniors, Principals and Coordinators across Government Services and Governance Support | <ul style="list-style-type: none">Title change to reflect the name of the team. For example, Team Coordinator Governance will become Team Coordinator Governance Support and Senior Advisor Government Relations will become Senior Advisor Government Services |
| Private Secretary Housing | <ul style="list-style-type: none">Reporting line change from Manager Government Relations to Director Ministerial and Governance Services |
| Associate Secretary Housing | <ul style="list-style-type: none">Reporting line change from Manager Government Relations to Director Ministerial and Governance Services |
| Manager Government Relations | <ul style="list-style-type: none">Title change to Manager Government Services |

Impact of the changes

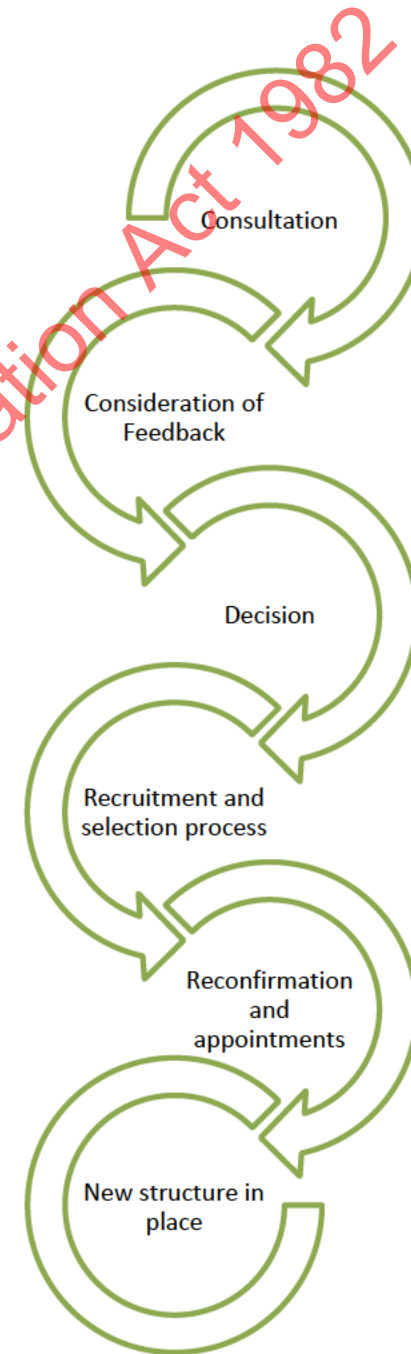
New roles established

| Position title | Position summary |
|---------------------------------|--|
| Chief Advisor Board (x1) | <ul style="list-style-type: none">This new role would ensure the compliance of the members of the Kāinga Ora Board and its various sub-committees with the relevant laws, rules and regulations, resolutions of both the Board and its sub-committees, including corporate governance practices. Providing support for members as required. |
| Manager Governance Support (x1) | <ul style="list-style-type: none">This new role would lead the team responsible for the provision of comprehensive support services to the Kāinga Ora Board and its various sub-committees, the Chief Executive Leadership Group, as well as the main internal governance groups including Ngā Pae Tataki and Project Governance Boards. This crucial function supports our decision-making structures to ensure that our decision-making is effective and streamlined across the organisation; both operationally and at Board level. |

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Change Process

The following change process will be undertaken.



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Redeployment and selection

The process to fill positions will begin once a final decision on the proposed structure has been made, following consideration of all feedback received. Changes will be implemented in accordance with employment agreements, and other related policies and procedures that form our obligations as a good employer. The 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 will 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 such as:

- A change in position title.
- A change in reporting line.
- An updated position description.

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Redeployment and selection definitions

What is redeployment?

Redeployment is when someone who is affected by a change, 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:

- the 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 people whose roles are confirmed as being disestablished following the final change decision.

What is a ring-fence selection pool?

Where there is a group of people whose positions would have been reconfirmed, except for the fact that there are more people than positions within the new structure, these people will be placed in a selection pool in which the available positions will be ring-fenced for those people only. In this situation a skills, knowledge and experience criteria selection process will be used, making sure the best suited person/people is/are reconfirmed. Kāinga Ora reserves the right to consider all eligible people for reconfirmation to a ring-fenced position, irrespective of whether they choose to participate in a selection process. A person who is appointed in the ring-fenced selection process will be reconfirmed into that position. People who are not selected for a role in a ring-fenced selection process will be deemed to be in a disestablished position. They will then be considered for other redeployment options, or will be entitled to redundancy compensation if no redeployment option is identified.

Redeployment and selection process

The following process will apply:

- Through an Expression of Interest (EoI) process, affected people will indicate which roles they are interested in, and asked to rank their position preference. Can include voluntary redundancy (VR), however if VR is not accepted a redeployment may occur to a suitable alternative position in accordance with our policy.
- The Expressions of Interest (EoI) application will consist of capability-based (knowledge, skills and experience – as set out in the position description) questions and an up-to-date CV.
- Affected people will receive support to help them work through this process, including support to prepare for the Expression of Interest (EoI) process).
- All Expression of Interest (EoI) applications will be reviewed by a panel.
- Shortlisting will be assessed against selection criteria for the position/s, based on the information provided in the Expression of Interest (EoI).
- We will conduct panel interviews for affected people.
- If a person has expressed an interest in more than one position, where possible they will only need to attend one interview.
- Feedback will be provided to all people who were unsuccessful.
- Affected people who have not been successfully redeployed or offered suitable alternative position may have the opportunity to apply for other positions within 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.

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Voluntary redundancy

Who is eligible for voluntary redundancy?

As part of the GSR Group and the original PGC Realignment Project any member of an impacted PGC team will have the option to request voluntary redundancy through an application process.

When can voluntary redundancy be applied for?

Voluntary redundancy applications can be made before, during or up to the date advised following the consultation process.

How can I express my interest in applying for voluntary redundancy?

If you are interested in applying, please contact the [PGC Realignment Team](#) in confidence for more information (please note that confidential enquiries can also be made to your Senior People Partner s9(2)(a) pre deciding to make an application for VR).

Does everyone who applies for voluntary redundancy get accepted?

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. Applicants may also elect to include relevant information in confidence about their personal circumstances for Kāinga Ora to consider in support of their application.

Who will assess my application for voluntary redundancy?

Voluntary redundancy applications will be assessed by the DCE Government and Sector Relationships.

A voluntary redundancy decision can be appealed in writing and will be reviewed by the GM PGC who will make a final decision.

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Support available

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, legal advisors who are qualified solicitors, and financial advisors.

- 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 team.

Clearhead (through Unimed)

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

Sessions must be booking 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.

Selection criteria and recruitment

Change management policy

- In determining the effect of the proposed changes on current roles, we have been guided by the criteria set out in Kāinga Ora's Change Management policy. Detailed information on Kāinga Ora's change management processes can be found in the Change Management Policy (SH- POL-110). Further information is contained in employment agreements and other related policies, including People Management Delegations (H-227). Links

Reconfirmation

- Where a position is the same or substantially similar in the new structure and there is only one incumbent, that employee will be reconfirmed into that position

Recruitment

- Once the new structure has been confirmed, all new positions will be job evaluated and position descriptions will be made available to all of GSR for Expression of Interest.
- During the selection process, priority will be given to affected permanent employees
- Following the above, all remaining available roles will be advertised internally, and potentially externally, as appropriate
- All documents and information, relevant to the selection process will be made available. [Access the information here.](#)

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Support

Support:

- We recognise that any change can be unsettling, and we are committed to ensuring everyone is fully supported through this process.
- We aim to keep you informed at each stage of the process. At any stage if you would like further information, or just want to chat about the change in general, you can talk to your People Leader or to our Senior People Partner – s9(2)(a) .
- Confidential EAP support is available to anyone who wishes to use at any time – it is not necessary to inform anyone, you just contact them directly on 0800 327 669 (0800 EAP NOW).
- In addition, the PSA have been notified of this proposal and are available for advice and assistance to their members. You can reach out to one of the PSA Delegates or contact the PSA on 0508 367 772 or by email at enquiries@psa.org.nz.
- More information about the PSA can be found at: <https://kaingaora.sharepoint.com/sites/Atamai-Social/SitePages/PSA---Public-Service-Association.aspx>

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Timeframes

| Activity | Dates |
|--------------------------------------|------------------|
| Expression of Interest (Eoi) process | 9 May to 16 May |
| Consideration and selection process | 16 May to 21 May |
| Appointments (offer and acceptance) | 21 May to 31 May |
| New structure effective | 1 July 2024 |

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