



## New Zealand Government

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| <b>Position</b> | <b>Functional Chief Executive, Government's Response to the Royal Commission's Report into Historical Abuse in Care</b> |
| <b>Agency</b>   | <b>Crown Response Office, hosted by the Public Service Commission</b>                                                   |

### Position purpose

The Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-based Institutions (Royal Commission) was established in 2018 to investigate the abuse and neglect experienced by children, young people, and vulnerable adults in New Zealand's State and faith-based care systems. The final report of the Royal Commission was released on 24 July, detailing the extent of the systemic failure by both State and faith-based institutions to safeguard New Zealand's most vulnerable, and included ignoring complaints of abuse or failing to deal with complaints appropriately.

The final report revealed that the abuse and neglect endured by those in State and faith-based care systems has contributed to an intergenerational transfer of inequities, including poorer physical and mental health, education and employment outcomes, family and intimate partner violence, and substance misuse and abuse. The final report also included recommendations on providing timely redress to the survivors as well as recommendations on improving the care of children, young people, and adults within State and faith-based systems. Following the delivery of the final report, the Government has announced it will deliver a national apology on 12 November. The Government has also acknowledged that torture occurred to children and young people at the Lake Alice Child and Adolescent Unit.

In response to the Royal Commission's Inquiry, Cabinet agreed to establish a new Functional Chief Executive to lead cross-agency work to implement the recommendations from the Royal Commission. To support the Chief Executive, the Crown Response Office (a branded business unit hosted by the Public Service Commission) is being established. The starting point for the establishment of the Crown Response Office is to transfer the current Crown Response Unit, which is currently hosted within Oranga Tamariki, to the Public Service Commission.

The Crown Response Office will have the mandate to lead action across Government agencies, ensuring this work is treated with appropriate priority and coordination. The work ahead of the Crown Response Office is complex and associated with significant decisions for the Crown, which will be channelled through the Ministerial Group.

The functions of the Crown Response Office will include:

- leading advice on policy and legislative change in response to the Inquiry, and working closely with Treasury on advice regarding investment;
- engaging closely with survivors of abuse in care, including providing secretariat support to the Design Advisory Group advising on the redress system and other aspects of survivor engagement [if re-established];
- coordinating, monitoring, and reporting on implementation of the Government's response to the recommendations of the Royal Commission; and
- providing secretariat support for the group of responsible Chief Executives with accountabilities established through the response plan, which will be chaired by the Public Service Commissioner or their deputy.

The Chief Executive, Crown Response Office will ensure that the Government receives high quality advice and is positioned to deliver on commitments to redress and reforms in accordance with Cabinet's decisions, with a focus on urgency and effectiveness. These decisions may include significant transformational change to the state's current redress and care and protection systems. The Chief Executive is responsible for leading, overseeing, coordinating

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and supporting the Government’s ongoing response to implementing the agreed recommendations by establishing a plan, ensuring relevant organisations play their part, and monitoring agencies’ progress on their actions.

Given the complexity and sensitivity of the work involved the ability of the Chief Executive to work closely with, be respected by, and have the confidence of, survivors, Ministers, public service chief executives, and faith leaders is critical.

| <b>Accountabilities</b>            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| <b>System</b>                      | <p>As a functional chief executive appointed under the Public Service Act, the Chief Executive, Crown Response Office is accountable to the Public Service Commissioner. The working arrangements will be agreed between the chief executive and the Public Service Commissioner (as the chief executive of the host department), as required by section 55 of the Public Service Act.</p> <p>As a Public Service chief executive, the Chief Executive, Crown Response Office has responsibilities, functions and duties as set out in the Public Service Act 2020, the Public Finance Act 1989 and other relevant statutes and legislation.</p> <p>As a member of the Public Service Leadership Team (TBC), the Chief Executive is responsible for providing strategic leadership that contributes to an effective and cohesive public service; working together to model leadership behaviours; and assisting the other members to fulfil their responsibilities.</p> <p>As a Public Service leader, the Chief Executive, Crown Response Office will:</p> <ul style="list-style-type: none"> <li>• preserve, protect and nurture the spirit of service to the community that public service employees bring to their work</li> <li>• demonstrate and uphold the values of the Public Service as set out in the Public Service Act 2020</li> <li>• uphold the Public Service principles of political neutrality, free and frank advice, merit-based appointments, open government, and stewardship, and ensure that the agency also does so</li> <li>• promote diversity and inclusiveness and have regard to the principle that, in order to achieve fairness in employment and a more flexible effective Public Service, it is desirable for the group comprising all public service employees to, as far as practicable, reflect the makeup of society</li> <li>• uphold the general responsibilities to the appropriate Minister, as set out in the Public Service Act 2020, including ensuring the integrity and conduct of the agency’s employees</li> <li>• support the Crown in its relationships with Māori under te Tiriti o Waitangi   Treaty of Waitangi by developing and maintaining the capability of the agency and the wider Public Service to engage with Māori and to understand Māori perspectives.</li> </ul> |
| <b>Agency</b>                      | <p>As a functional Chief Executive appointed under the Public Service Act, the working arrangements between the chief executive and the host department will be agreed between the Chief Executive, Crown Response Office and the Public Service Commissioner, as required by section 55 of the Public Service Act</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Critical Success Priorities</b> | <p>The Chief Executive, Crown Response Office will be directly accountable to the Lead Coordination Minister for the Government’s Response to the Royal Commission of Inquiry for:</p> <p><b>Leadership and Management</b></p> <ul style="list-style-type: none"> <li>• Leading and managing the Crown Response Office to align cross-agency responses with government objectives and the Royal Commission’s recommendations.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

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- Building a high performing team that is trusted by Ministers and other agencies to provide high quality free and frank advice.
- Building trusted and enduring relationships with survivor groups and survivors of abuse in care and being able to understand and articulate the diverse views of survivors.
- Engaging with faith-based and other non-state organisations were part of the Royal Commission of Inquiry's findings and recommendations.
- Navigating complex and sensitive areas related to abuse in care with integrity, empathy, and intellectual agility.
- Establishing an identity and work programme and working with the chief executives of the new and former host departments to facilitate a smooth transition of functions and resources from the Crown Response Unit.

### **Resource Management**

- Applying strong financial literacy to effectively manage resources, including collaborating with the host department on budget, out-of-cycle funding requests, and managing any contingent funding to support an accelerated program of work.

### **Coordination and Accountability**

- Overseeing the coordination, monitoring, and reporting of the implementation of the government response to the Royal Commission's recommendations, while enabling agencies to discharge their individual accountabilities by establishing a clear plan, monitoring agencies' progress on their actions, and communicating regularly with relevant agency chief executives.
- Assisting the Public Service Commissioner in convening and servicing the group of responsible Chief Executives with accountabilities established through the response plan to ensure accountability and maintain momentum.

### **System Reform**

- Driving the reform of complex systems and retaining a strong line of sight from policy to implementation, including transitional arrangements.

### **Policy and Legislative Change**

- Expanding a high performing policy and legislative design team that is able to deliver high quality, complex, cross-government work at pace.
- Working with the Public Service Commissioner and Parliamentary Counsel Office to introduce and implement any necessary legislative changes.

### **Communication and Collaboration**

- Facilitating effective communication and collaboration between the Crown Response Office and relevant agencies.
- Engaging with survivors, advocacy groups, and other stakeholders to ensure their perspectives are incorporated into response plans.

### **Progress and Redress**

- Tracking progress and ensuring timely reporting to the Minister and relevant bodies.
- Working with survivors to design the settings for and monitor the delivery of the new redress system.
- Implementing changes to involve survivors earlier in decision-making and developing strategies to accelerate redress and reform.

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|  | <ul style="list-style-type: none"> <li>Advancing a commitment to deliver meaningful redress for the wider survivor population within the current financial year and collaborating with other agencies to swiftly implement recommendations from the final report that can be progressed immediately.</li> </ul> |
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### Leader profile

The Chief Executive, Crown Response Office will have a current understanding of the Government’s response to the Royal Commission, including issues related to redress, policy, and legislation.

They must demonstrate applied experience across a number of the dimensions set out below:

| Leadership Roadmap                                                                                                                      |                                                                                                                                                |                                                                                                                                                                       |                                                                                                                                                   |
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| System Leadership                                                                                                                       | Delivery                                                                                                                                       | Sector Experience                                                                                                                                                     | Context Management                                                                                                                                |
| Leading the implementation of key actions and change, and overseeing coordination across government agencies.                           | Building high-performing teams to achieve strategic objectives and deliver on critical initiatives.                                            | Background in financial management and budget oversight.                                                                                                              | Prior leadership role in a Government Inquiry or system reform context.                                                                           |
| Influencing results across complex systems, with a focus on ensuring that other agencies deliver their actions under the response plan. | Utilising data, insights, and evidence to support policy design and decision-making related to redress and reforms.                            | Demonstrated credibility and strong relationships with social sector stakeholders at the Chief Executive level.                                                       | In-depth understanding of the Crown’s relationship with Māori and a commitment to upholding te Tiriti o Waitangi   Treaty of Waitangi principles. |
| Working in a leadership role that builds trust and confidence in the relationship between survivors and the Crown.                      | Working effectively with Ministers and providing expert advice on complex, sensitive issues, with a focus on delivering on redress and reform. | A comprehensive understanding of public policy, the machinery of government, and legislative processes.                                                               | Sound judgement and a strong risk management radar in a political sphere, with a focus on managing sensitive issues effectively.                  |
|                                                                                                                                         | Applying financial literacy principles to optimise resource allocation and process out-of-cycle funding requests.                              | Empathy and a deep understanding of the unique and diverse experiences of survivors and their families, ensuring their perspectives are central to the response plan. | Navigating complex work programmes with political astuteness and ensuring that other agencies contribute to achieving results.                    |

### Key relationships

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| Government | <ul style="list-style-type: none"> <li>• The Prime Minister</li> <li>• Lead Coordination Minister for the Government’s Response to the Royal Commission of Inquiry’s Report</li> <li>• The Crown Response to the Abuse in Care Inquiry Ministerial Group established by Cabinet in March:               <ul style="list-style-type: none"> <li>- Minister of Health and Minister for Pacific Peoples</li> <li>- Minister of Justice</li> <li>- Minister for Social Development and Employment and Minister for Disability Issues</li> </ul> </li> </ul> |
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- Attorney General
- Minister of Corrections and Minister of Police
- Minister for Māori Development, Minister for Whānau Ora and Minister for Māori Crown Relations: Te Arawhiti
- Minister for ACC, Minister for Mental Health and Minister for Youth
- Associate Minister of Health and Associate Minister of Police
- Minister for Children and Minister for the Prevention of Family and Sexual Violence
- Minister of Finance
- Minister for the Public Service

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| Public Sector | <ul style="list-style-type: none"><li>• Members of the Public Service Leadership Team</li><li>• Public Service Commissioner</li><li>• Secretary to the Treasury</li><li>• Secretaries and Chief Executives of agencies that operate in the care, justice or social sector such as the Ministry of Education, Independent Children’s Monitor - Aroturuki Tamariki, Ministry of Social Development, Ministry of Justice, Oranga Tamariki – Ministry for Children, Whaikaha – Ministry of Disabled People, New Zealand Police, Te Puni Kōkiri, Ministry of Health, Crown Law Office, ACC and Parliamentary Counsel Office.</li></ul> |
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| Survivors, Iwi and wider communities | <ul style="list-style-type: none"><li>• The Crown Response Office will actively engage with survivor groups and survivors throughout all stages of planning to ensure their perspectives are integrated, including by supporting the operation of the Design Advisory Group [if reestablished].</li><li>• It is important that the Crown response considers the specific culture, context and needs of the over-represented groups in its decisions on redress and overall response. Appropriate engagement with Māori, Pacific, Deaf and disabled survivors and Māori, Pacific, Deaf and disabled groups and organisations will need to be considered when progressing the Crown Response Office work programme.</li><li>• Treaty partners</li><li>• Non-governmental organisations and iwi providers</li><li>• Iwi, Pacific and other communities</li><li>• Wide range of private and non-governmental organisations</li></ul> |
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| Security Clearance | Appointment will be subject to a New Zealand Government <b>Secret</b> security clearance. |
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Useful information is available at the following links:

- A copy of the Royal Commission’s interim report on redress along with other interim reports can be found here: [Reports | Abuse in Care - Royal Commission of Inquiry](#)
- A copy of the Royal Commission’s final report *Whanaketia – Through pain and trauma, from darkness to light* can be found here: [www.abuseincare.org.nz/reports/whanaketia/](http://www.abuseincare.org.nz/reports/whanaketia/)