



**State Sector Act Reform Consultation  
State Services Commission**

**The Salvation Army New Zealand, Fiji, Tonga and Samoa Territory Submission**

**Background**

1. The Salvation Army is an international Christian church and social services organisation that has worked in New Zealand for over one hundred and thirty years. The Army provides a wide-range of practical social, community and faith-based services, particularly for those who are suffering, facing injustice or those who have been forgotten and marginalised by mainstream society. We are passionately committed to our communities as we aim to fulfil our mission of caring for people, transforming lives and reforming society through God in Christ by the Holy Spirit’s power.<sup>1</sup>
2. We have over 90 Community Ministry centres and Churches (Corps) across the nation, serving local families and communities. Many of our social services have direct or indirect with housing and the rental market. These include our Salvation Army Social Housing (SASH), our Transitional Housing contracts with Ministry of Social Development, and our foodbanks and financial mentors that often work with people in housing crisis and/or living in a private rental situation but who are struggling to make ends meet in this position.
3. This submission has been prepared by the Social Policy and Parliamentary Unit of The Salvation Army. This submission has been approved by Commissioner Andrew Westrupp, Territorial Commander of The Salvation Army’s New Zealand Fiji Tonga and Samoa Territory. Our responses below are based on the question format supplied by the State Services Commission. We have chosen to provide our feedback in the form of a grid that is based on the questions supplied by the Commission.

<b>SECTION</b>	<b>QUESTIONS</b>	<b>SALVATION ARMY RESPONSES</b>
<b>Creating a modern Public Service</b>	<i><b>Do you agree we need to make law changes to improve our Public Service?</b></i>	<p>The Salvation Army agrees with the need to make changes to improve our Public Service. We acknowledge the huge amount of work, passion and expertise that the majority of the Public Service has in engaging with everyday New Zealanders.</p> <p>At the same time, particularly through our frontline services, we have encountered some very difficult situations where our clients have reported significant challenges and inconsistencies in working with Public Service officials.</p> <p>Furthermore, our own workers generally have good</p>

<sup>1</sup> <http://www.salvationarmy.org.nz/our-community/mission/>

		<p>working relationships with the Public Service, particularly with Police, WINZ staff etc. However, our own staffs have faced challenges across the country in some of these engagements. Any positive changes to strengthen and improve our Public Service are welcome and we support this process.</p>
<p><b>Commitment to Māori</b></p>	<p><i>How should the Public Service operate to enhance the relationship between the Crown and Māori?</i></p>	<p>We submit that this is a difficult yet necessary process for both the Crown and Maori. The Salvation Army is on our own journey of biculturalism which is both challenging and rewarding at the same time. But we continue to persevere with this crucial journey. As some guiding thoughts, we submit the following suggestions:</p> <ol style="list-style-type: none"> <li><b>1. Enhancing this relationship is multi-faceted and multi-layered</b> - There are no easy or quick ways to enhance this relationship, especially given the difficult history and complexity of both the PUBLIC SERVICE and Maoridom structures and systems. Any efforts to enhance this relationship should happen at different levels, from senior management levels in the Public Service through to the frontline services involved in service delivery to Maori people.</li> <li><b>2. Acknowledging the injustices of our colonial past</b> – In recent times, many significant public commentators have called on us as a nation to acknowledge our colonial past in order for us as a nation to heal and effectively move forward. At the INVOLVE National Youth Development Conference in August 2018, the Children’s Commissioner Judge Andrew Becroft challenged the attendees that strong youth development in New Zealand requires us to acknowledge our national history and the injustices of the past . In late 2017, two former Prime Ministers, Sir Geoffrey Palmer and Jim Bolger both called for NZ colonial history to be taught in NZ schools in order to combat racism in our society.</li> <li><b>3. Operating with a Te Ao Maori framework</b> – To strengthen this relationship between Maori and the Crown, we submit there should be an understanding and incorporation of key aspects of Maori culture, tikanga and principles within how the Public Service operates. Clearly, the starting point of this is through the Treaty of Waitangi/Te Tiriti. However, we believe there are other key lessons and principles from Maoridom that, if incorporated correctly into the practice of the Public Service, could greatly boost the relationship between Maori and the Crown.</li> </ol>

		<p><b>Operating with hope</b> – One of the fundamental pillars of the Christian faith is the idea of hope that is offered, particularly through the death, burial and resurrection of Jesus Christ. In some senses, The Salvation Army is in the ‘hope business’, spiritually, socially, economically and politically, as we engage with people using our various social and spiritual services. We submit that having an attitude, goal or desire to provide hope to all clients engaging with the Public Service, particularly those clients facing some difficult and vulnerable situations, is something that would greatly improve how the public views and engages with the Public Service.</p>
	<p><i>What else could improve the relationship and deliver better results for Māori?</i></p>	<p>In this section, we propose some practical tools or suggestions that we believe could bring about better results for Maori:</p> <ol style="list-style-type: none"> <li><b>1. Getting Maori names right</b> – This is about respecting the person engaging the Public Service, whether or not they are Maori or not. Alexander Stevens, in his Master’s thesis, studied the effects of Maori who had their legal indigenous names mispronounced by health and social service professionals. Mr Stevens acknowledged that pronouncing names are and can be absolutely critical if you want to start interactions on a positive note, and that this report is an attempt to answer the karanga (call) of improving services for Maori by getting their indigenous name right. As the research will show it will not only help Maori but also have positive benefits for other minority groups Public Service, various professionals and their communities.</li> <li><b>2. Effective use of Te Reo Maori (that is not token)</b> – This is related to the discussions above around incorporating a Te Ao Maori framework into the work of the Public Service. In our opinion, this creates goodwill and more positive environments for Maori people to engage with the Public Service officials.</li> <li><b>3. Maori staff at various levels</b> – We note that about 16% of the Public Service workforce is of Maori descent, which is generally higher than Maori participation in the overall labour force. However, the SSC has clearly acknowledged that Māori, Pacific and Asian ethnicities are still under-represented in the top three tiers of Public Service management. This will take time and deliberate effort to increase as non-European ethnicities are</li> </ol>

		<p>also under-represented at lower levels of management. The lack of ethnic diversity in management is a key challenge. Addressing these challenges would enhance this relationship with Maori and assist in generating better outcomes for them as they engage the Public Service.</p> <p><b>4. Better relationships with Maori organisations –</b> Connecting with Maori iwi, hapu and NGOs is a great way for this relationship with Maori to be strengthened.</p>
<p><b>Tools for a more flexible Public Service</b></p>	<p><i>What else could help departments work together better to improve outcomes and services for New Zealanders?</i></p>	<p>We are generally supportive of the options discussed in the Consultation Document, particularly the Centrelink or One-Stop Shop models mentioned there.</p> <p>However, our concern from a community perspective is the need to ensure these services can be easily navigated by people in the community. We have countless examples where our various frontline workers have acted as navigators, guiding people through complex government bureaucracies to try and address their key needs. This can be a long, drawn-out, tiresome and frustrating process.</p> <p>Furthermore, this is not always their core business. But it is necessary to get some progress for that client. These additional tasks are not reflected in our contracting relationships with the Government. Yet our staff does this work because of the Christian mission we have chosen to come under at The Salvation Army.</p> <p>Whatever collaborative efforts are developed by the Public Service should be straightforward for people to navigate through, especially as they often have multiple complex needs.</p>
	<p><i>Are there options for changing the way services are delivered that we have missed?</i></p>	<p>The approach you have identified is very Public Service - centric and we can understand this obviously. What if more of your services were shaped and influenced by the actual consumers of your services? We contend that having a consumer-centric and influenced process might also improve how, where and when Public Service services are delivered. This could look like client groups being brought in to discuss with Public Service officials directly about the strengths and weaknesses of their processes and services.</p> <p>We also submit that the Public Service could engage with the NGO/NFP sector more in their service design and delivery. The Consultation Document mentioned Public Service joint ventures. We submit there might be room for Public Service -NGO ventures to work together on key</p>

		projects and services, particularly as they relate to vulnerable Kiwis.
<b>Leading better outcomes and services</b>	<i>What do you think works best, a single Commissioner, or multiple Commissioners?</i>	Given the huge scope of the Public Service’s work, multiple Commissioners are more favourable. But it is important to not create and increasingly top-heavy and very expensive-to-service bureaucracy. The scene-setting function of these Commissioners is crucial because they would guide the direction of the Public Service. We submit that having a diverse group of well qualified Commissioners would help effectively guide the Public Service. At the same time, we advocate that frontline workers are paid adequately because (1) we should value their work and (2) we remunerate fairly all of our public servants well, and not just the senior leaders who often get quite exorbitant salaries.
	<i>How could chief executives work together to make a difference?</i>	Working on a joint project or venture would help CE’s work together and work across their normal portfolios. The new MHUD is an example of bringing together various parts of Government to focus on some key goals and outcomes. Still, we advocate that these potential Public Service ventures should not be just done in isolation away from the NGO/NFP sector. For example, we have good working relationships with DOC, MBIE etc. and we work closely together in addressing key issues in these areas.
	<i>Do you think a Senior Leaders Service is the best way to use our leaders? What else could we do?</i>	We submit that a SLS could also be used to engage with the community sector. In the last 12 months The Salvation Army has engaged with senior officials from MBIE on specific issues which we believe has been mutually beneficial for all parties. The NGO/NFP sector could be strengthened as they have connections and mutual learning with those from a SLS. This could of course be extended to partnerships or joint ventures between the Public Service, the NGO/NFP sector, and the corporate sector.
<b>The best people for the job</b>	<i>What can we do to ensure the Public Service is diverse and inclusive?</i>	<ul style="list-style-type: none"> <li>• Develop stronger internship programmes that are diverse, but also mean that interns can work across various Public Service agencies.</li> <li>• While qualifications are important, hiring people with a diverse set of experiences and skills is more reflective of Kiwi society and could enhance the public engagement and face of the Public Service.</li> <li>• What if there more short term secondments from people in the NGO and corporate sectors into key Public Service agencies? This would greatly mix the Public Service and hopefully generate new energy, lessons and passion within these agencies.</li> </ul>

	<i>What else could promote a flexible and agile workforce?</i>	<ul style="list-style-type: none"> <li>• Greater and more diverse job opportunities, including joint venture projects that people might have a particular passion for and can therefore join that project for a set amount of time.</li> <li>• What if you located key Public Service officials in the community more? For several years, The Salvation Army Manukau Community Ministry Centre has had a WINZ staff member working onsite. This has been a huge benefit for us as we have a key Public Service official right in the office who can help navigate through the bureaucracy. What if members of the SLS did 'work-experience' in NGO frontlines to see the 'other-side' of the work?</li> </ul>
<b>A trusted Public Service</b>	<i>Should the principles and values be set down in law?</i>	Yes they should be codified in law. We also believe they should be reflective of Te Tiriti and Te Ao Maori.
	<i>How can we build trust and confidence in the Public Service?</i>	<ul style="list-style-type: none"> <li>• Be more visible and partner with trusted groups in the community.</li> <li>• Be transparent about pay, job prospects, projects etc.</li> <li>• Focus on the weak areas of the service provision, but also celebrate and tell the public about the successes.</li> </ul>